



European Asylum Support Office

EASO Single Programming Document

Multianual Programming 2020-2022

Work Programme 2020

Revision 4

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SUPPORT IS OUR MISSION

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Notes on the SPD 2020-2022 Revision 4

The Single Programming Document (SPD) 2020-2022 of the European Asylum Support Office adopted on 24 September 2019 was drafted following stakeholder-focused needs based approach, with the budget request of €138.9 million for 2020 endorsed also by the European Commission. However, the final EU Budget 2020 agreed by the Budgetary Authority in November 2019 resulted in reduction of the EU contribution to the Agency by €24.7 million, corresponding to the amount of the reserve.

To mitigate the impact of this shortfall on planned operational activities (Title 3), potential savings of €6.54 million in staff expenditure (Title 1) together with the infrastructure and operating expenditure (Title 2) were identified, transferred into Title 3 with Revision 3. Associate Countries' contributions totalling €9.2 million, initially foreseen as a contingency reserve, were exceptionally also transferred into Title 3. In addition to this, most activities under Title 3 were cut by 11% to address the remaining shortfall of €9 million. The Agency's budget for 2020 was therefore reduced from €138.9 million to €114.1 million, with relevant adjustments on planned activities and foreseen procurement procedures.

Revision 4 considers the impact of the COVID-19 crisis on the implementation of planned Work Programme 2020. It also introduces a budget amendment following the mid-year budget review outcome (incl. budget transfers), incorporates the EU subsidy top-up amount received from the European Commission (€10 million), and accounts contributions paid by the Associate Countries in 2020 (€6.4 million).

SECTION I. INTRODUCTION

1 Foreword

I am pleased to present my first work programme of the Agency since taking up duty as Executive Director of EASO on 16 June 2019. The activities outlined in this document are based on the Agency's current mandate since it is currently unclear if/when the Proposal transforming EASO into an EU Agency for Asylum will be adopted and what the content of that Regulation might be.

That said, it is important to underline from the outset that the context is currently an uncertain one. The proposals reforming the Common European Asylum System (CEAS), including the Proposal transforming EASO into the EUAA, are currently still on the table of the co-legislators. Therefore, it is yet not clear how the CEAS reform will develop over the coming period, including the framework that will guide the Agency's work during the period covered by this programme.

Nevertheless, the EUAA Proposal envisages a step change for the Agency, with increased competences, responsibilities and resources. Other proposals in the CEAS reform package also contain new tasks for the Agency, some significantly far-reaching. The Agency's role will continue to be central to the effective and efficient functioning of the CEAS and to achieving a truly common system at the implementation level, including through further training, career development, practical cooperation, information exchange, analysis and guidance. As a result, the Agency seeks to ensure proper planning and preparedness, while maintaining the necessary flexibility and adaptability to fulfil its tasks and meet its responsibilities according to the applicable mandate.

Since my first day in office, I have made it a priority also to continue the important work in relation to strengthening governance in the Agency and to rebuild trust internally and with our partners. Notwithstanding the serious governance and management-related difficulties experienced by the Agency, the staff demonstrated great resilience and the activities of the Agency were not seriously affected. On the other hand, recruitment slowed down considerably during the first half of 2018, negatively impacting the number of establishment positions that the Agency could fill by the end of the year. In line with a rigorous recruitment plan established in June 2018, the Agency now expects to rectify the situation and fill 80% of the positions foreseen in the establishment plan by the end of 2020, however, progress might be significantly impacted by the COVID-19 situation. Evidently, the Agency and I myself remain fully committed to prevent the recurrence of any such irregularities in the future.

My strong commitment as Executive Director of EASO is and remains in strengthening the Agency's operational role, intensifying its training activities and career development, production of guidance and tools, and enhancing its statistical and analytical work to prove its role as a true center of expertise on asylum.

In conclusion, I expect 2020 to be another year of growth for the Agency, and I hope, a year in which the Agency receives a stronger mandate making it an even stronger support partner for the Member States in their implementation of a fair and efficient CEAS.

Nina Gregori
Executive Director

2 List of acronyms

AD	Administrator
AEAJ	Association of European Administrative Judges
AST	Assistant
CA	Contract agent
CEAS	Common European Asylum System
CEPOL	European Union Agency for Law Enforcement Training
COI	Country of Origin Information
CSO	Civil Society Organisation
EASO	European Asylum Support Office
EEAS	European External Action Service
EMAS	Emergency Assistance Grant Scheme
EMN	European Migration Network
EPS	Early warning and Preparedness System
EU	European Union
EU+	EU Member States and associate countries
eu-LISA	European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
EUAA	European Union Agency for Asylum
Eurojust	The European Union's Judicial Cooperation Unit
Europol	European Union Agency for Law Enforcement Cooperation
FRA	European Union Agency for Fundamental Rights
Frontex/EBCG	European Border and Coast Guard Agency
FTE	Full-time equivalent
GDISC	General Directors' Immigration Service Conference
IARLJ	International Association of Refugee Law Judges
IDS	Information Documentation System
IGC	Intergovernmental Consultations on Migration, Asylum and Refugees
IPA	Instrument for Pre-Accession Assistance
IOM	International Organization for Migration
JHA	Justice and Home Affairs
KCMD	Knowledge Centre on Migration and Demography
LMS	e-Learning management system
MedCOI	Medical Country of Origin Information
MFF	Multiannual Financial Framework
NCP	National Contact Point
RDPP	Regional Development and Protection Programme
UNHCR	United Nations High Commissioner for Refugees
WB	Western Balkans

3 Mission Statement

3.1. Mission of the European Asylum Support Office

As a centre of expertise, the European Asylum Support Office's (EASO) mission is to contribute to the implementation of the Common European Asylum System (CEAS) by enhancing practical cooperation, stimulating information exchange, ensuring convergence in the assessment of protection needs in the Member States, and providing operational and technical assistance to Member States subject to pressure on their asylum and reception systems.

3.2. EASO's principles

In fulfilling its mission, EASO observes the following principles:

- Stimulating quality and efficiency of the asylum procedures, reception conditions of Member States and the assessment of protection needs across the Union through the promotion of EU law and development of operational standards;
- Ensuring greater convergence in the assessment of protection needs across the Union;
- Acting as an independent and impartial centre of expertise;
- Ensuring the protection and promotion of fundamental rights and principles, as enshrined in the Charter of Fundamental Rights of the European Union, in the implementation of asylum-related activities¹;
- Enhancing practical cooperation and information exchange among Member States in the field of asylum;
- Providing timely and up-to-date data, analysis and assessments on asylum-related matters;
- Providing evidence-based input to EU policymakers on asylum;
- Cooperating with EU institutions, EU agencies and bodies, international organisations and civil society.

3.3. EASO's founding act

Regulation (EU) No 439/2010² established EASO on 19 May 2010. Article 1 of the Regulation stipulates:

"A European Asylum Support Office (the Support Office) is hereby established in order to help to improve the implementation of the Common European Asylum System (the CEAS), to strengthen practical cooperation among Member States on asylum and to provide and/or coordinate the provision of operational support to Member States subject to particular pressure on their asylum and reception systems".

According to the Regulation, the duties of EASO are to support practical cooperation on asylum, including identification and exchange of best practices, information on countries of origin, supporting relocation, training, and the external dimension of the CEAS; to support Member States subject to particular pressure, including through gathering and analysing information and implementing support actions; and to contribute to the implementation of the CEAS through gathering and exchanging information and drafting reports and technical documents.

¹ All actions under the Work Programme shall respect, and be implemented in line with the rights and principles enshrined in the Charter of Fundamental Rights of the European Union, in particular Article 1 (human dignity), Article 8 (protection of personal data), Article 18 (right to asylum), Article 19 (protection in the event of removal, expulsion or extradition), Article 21 (non-discrimination) and Article 24 (rights of the child).

² Regulation (EU) No 439/2010 of the European Parliament and of the Council of 19 May 2010 establishing a European Asylum Support Office, OJ L 132, 29.5.2010, p. 11.

EASO's internal governance comprises a Management Board and an Executive Director. The Management Board is the governing and planning body of EASO, which aims to ensure that the Agency performs effectively its duties. The Executive Director is independent in the performance of his tasks and is the legal representative of EASO. The Executive Director is responsible, inter alia, for the administrative management of EASO and for the implementation of the Annual Work Programme and the decisions of the Management Board.

The Executive Director is supported by Heads of Centre or Department, Heads of Unit, Heads of Sector and Liaison Officers. EASO's organisation chart is annexed to this document, effective as of 1 January 2020.

On 4 May 2016, the Commission presented a proposal to transform EASO into a fully flagged EU Agency for Asylum with increased competences. Negotiations on the Proposal are still ongoing.

3.4. Organisation of the Agency

The Agency's administrative and management structure is comprised of the Management Board, the Executive Director, and the Consultative Forum.

The Management Board gives general orientation for the Agency's activities and ensures that the Agency performs its tasks. Its key functions include the appointment of the Executive Director and the Accounting Officer. The Board adopts the Agency's key governance documents, including the Single Programming Document, annual budget and annual reports, as well as a number of rules, policies and technical documents.

The Management Board is composed of one representative from each Member State and two members from the European Commission, and a non-voting representative of the United Nations High Commissioner for Refugees (UNHCR). Denmark is invited to attend Board meetings without the right to vote³. Countries that concluded agreements with the EU and participate in the Agency's work, i.e. Iceland, Liechtenstein, Norway and Switzerland, participate as observers in the Management Board.

The Executive Director is independent in the performance of his tasks and is the legal representative of the Agency. The Executive Director is responsible, inter alia, for the management of the Agency, the implementation of the single programming document, the budget and the decisions of the Management Board, reporting on the Agency's activities and preparing the draft statement of estimates of revenue and expenditure. The Executive Director also has responsibilities in the areas of operations and asylum support.

The Consultative Forum constitutes a mechanism for the exchange of information and sharing of knowledge with relevant civil society organisations and competent bodies operating in the field of asylum. It advises the Executive Director and the Management Board in matters related to asylum.

The Executive Director is supported by Heads of Centre or Department, Heads of Unit, Heads of Sector and Liaison Officers.

The Operational Support Centre develops and implements a comprehensive approach for activities in the field of operations, bringing together operational planning, programming and monitoring to deliver intra and extra-EU operational support under one coordinated framework. The Centre provides operational and technical assistance to Member States, including through the deployment of asylum support teams. It also coordinates cooperation with third countries in matters related to the external dimension of the CEAS. The Training and Professional Development Centre contributes to the implementation of the CEAS by providing support with the aim of enhancing the capacities of EU+ countries to implement the CEAS through common training.

³ Provisions on the United Kingdom are currently pending.

The Asylum Knowledge Centre contributes to the implementation of the CEAS by providing support with the aim of enhancing the capacities of EU+ countries to implement the CEAS through coordinated practical cooperation and through the development and monitoring of operational standards, indicators, guidance and best practices.

The Administration Department provides support systems and services to the key areas of work.

The Agency's organisation chart is included as Annex X to this document, reflecting the organisational structure in effect as of 1 January 2020.

SECTION II. GENERAL CONTEXT

Migration continues to be a key policy priority in the European Union (EU). Efforts made by the EU and its Member States (MS) to manage migration have yielded positive results. Migratory flows have significantly declined since 2015.

The European Agenda on Migration⁴, adopted on 13 May 2015, which gives strategic direction in the field of migration and the establishment of the hotspots, the implementation of the Council Decisions on Relocation, the EU–Turkey Statement, the Partnership Framework and the joint actions on the Central Mediterranean route have all played a significant role in the reduction of the number of irregular arrivals and in migration management.

The Common European Asylum System (CEAS) sustained extreme pressure during the migration crisis that peaked in 2015 and several serious dysfunctions were exposed, in particular in the Dublin system. Accordingly, in its Communication of 6 April 2016 entitled "Towards a reform of the Common European Asylum System and enhancing legal avenues to Europe", the Commission set out its priorities for reforming the CEAS, aimed at harmonising standards in the EU and speeding up procedures.

As part of this reform, which is a key element of the comprehensive migration strategy, the Commission presented seven legislative proposals on 4 May and 13 July 2016. These include the overhaul of the Dublin system, the conversion of the Qualification Directive and Asylum Procedures Directive into Regulations, the recast of the Reception Conditions Directive and the Eurodac Regulation, a new Proposal for a Union Resettlement Framework, and the Proposal to transform EASO into a fully-fledged European Union Agency for Asylum (EUAA) with increased competences.

Taking into consideration the state of play of the inter-institutional negotiations on the CEAS package at the end of 2017, it was expected that the draft EUAA Regulation could be adopted in mid-2018. However, it has not yet been adopted. In late 2019, European Commission President Ursula von der Leyen announced the presentation in 2020 of a New Pact on Migration and Asylum, relaunching the reform of asylum rules.

The situation therefore remains uncertain as regards the reform of the CEAS, and the Proposal transforming EASO into the EUAA. Since it is not clear when the draft Regulation might be adopted, EASO is continuing to operate on the basis of its current mandate, with only very preparatory measures being undertaken with a view to a possible eventual transition to the EUAA, to the extent that such preparatory measures are possible within the limits of available resources and the current mandate.

The following are assumptions and risks that the Agency has identified for 2020.

Assumptions

- **Operational activities** will remain at least at the same high levels as in 2019 in Greece in terms of the border procedure with increased support to the regular procedure; operations in Malta and Cyprus will also significantly increase. Italy will require a continued phased reduction and shift in focus. This is assuming that the operational needs in those Member States are not greater than planned, and in the absence of a new migration crisis elsewhere in the EU, the Agency will also continue its support in resettlement and third country support.
- **Additional activities** on top of core-business activities will be restricted to high priority initiatives and projects.
- The Agency will maintain the pace of **recruitment** achieved during 2019 to fill new staff posts.

⁴ COM(2015) 240 final.

- The impact of the COVID-19 outbreak will not significantly impact the current planning of activities in the second half of the year.
- The **new EUAA Regulation** will not enter into force in 2020 or 2021. The Agency will continue to deliver on its current mandate, while undertaking only preparatory measures for a possible new mandate, in line with the agreed priorities and Roadmap.

Risks

- Uncertainty around the possible adoption of the draft EUAA Regulation has made it difficult for the Agency to plan. Although it would seem unlikely at this stage, entry into force of the **new EUAA Regulation** in 2020 would therefore require the Agency to divert focus from other activities, in order to proceed with the operationalisation of the EUAA, also limiting the Agency's capacity to deal with any other unplanned activities.
 - *Mitigation: The Agency will proceed with preparatory measures for a possible transition to the EUAA, in cooperation with the European Commission and its Management Board. It will monitor developments and regularly review the situation in order to adjust such preparatory measures if necessary.*
- **Member State experts** continue to be essential for operations and EASO will continue to secure the maximum nominations possible. However, due to the scale of operations now foreseen, the lack of flexible complementary deployment mechanisms is impacting the ability of the Agency to quickly scale up and down operations as necessary, to ensure business continuity of its operations and improve efficiency through longer-term deployments, improved planning and delivery capabilities, and reduced administration.
 - *Mitigation: The Agency will continue to engage with the Member States via the National Contact Points, the Management Board and respective Ministers responsible for asylum in Member States to ensure sufficient numbers of experts are deployed, especially for Cyprus and Malta nominations, and made available for the asylum intervention pool. EASO will engage with NCPs to ensure nominations in a COVID secure environment. In parallel the Agency will explore and establish, as appropriate, alternative deployment systems.*
- **No earmarked contingency funds in the Agency budget** to cover the financing of unforeseen urgent requests for operational and technical support.
 - *Mitigation: The Agency will continue to engage with the Commission to identify options for funding situations requiring rapid operational intervention or major unforeseen operational expenditure, such as earmarking emergency reserve funds within the Agency's budget. The Agency will, to the extent possible, establish a reserve fund from associate countries contributions to mitigate possible unforeseen expenditure.*
- The COVID-19 pandemic may **limit the ability of the agency to perform some of its planned activities** thus impacting on the delivery of its work programme.
 - *Mitigation: The Agency will continuously monitor the implementation of its activities and make the necessary adjustments including increased use of remote and online tools and solutions, where possible, to continue delivering on its planned activities and programmes.*

SECTION III. MULTIANNUAL PROGRAMMING 2020-2022

1 Multiannual programme and objectives

1.1. Operational support

Operational support to Member States

Multiannual strategic objective: MA01	
Description of objective	Upon request assess, prioritise, plan, implement, monitor and evaluate operational support to Member States based on approved budgets, clear entry, exit and sustainability strategies in line with the Agency's mandate, thus enabling Member States to respond to particular pressure on their asylum and reception systems.
Expected results	<ul style="list-style-type: none"> - The Agency's operations are implemented as prescribed in the EASO Regulation. - EASO operations are assessed, prioritised, planned, implemented, monitored and evaluated using the Agency's project management methodology as defined in the Agency's Operations Manual. - Annual operational budgets are set based on prioritised needs and regular in depth consultation with the European Commission. Budgets are monitored and reviewed using a continuous rigorous monthly financial monitoring framework. - Multi-annual programme documents, Results Frameworks, Operational & Technical Assistance Plans (Operating Plans) or specific project plans are in place and deliver in order to meet the prioritised needs of Member States requiring support. - EASO experts are deployed as part of asylum support teams or migration management support teams, as and when required. - EASO has developed and maintains the required operational capacity to respond appropriately, in a professional and timely manner, across all operations. Complementary alternative deployment mechanisms are identified and agreed to allow flexible deployment and rapid response.
Performance indicators	Targets
EASO Operations Manual developed, tested and applied across all operations.	Operations Manual fully implemented by the end of 2022
Multi-annual programme (MAP) documents, Results Frameworks (RF) and Operating Plans or specific project plans with the respective Member States are agreed and in place.	100% of MAPs and RF in place for all countries where EASO has operations, updated on an annual basis, as necessary
<i>Ad hoc</i> operations can be delivered in a rapid and structured manner.	Operational deployment mechanisms agreed and in place for <i>ad hoc</i> and rapid response operations by the end of 2022
Operational Support Centre continues to develop the internal capacity to respond rapidly to needs including through enhancement of the management of the Asylum Intervention Pool and management of other complimentary mechanisms.	Member State nominations in place. Complementary deployment mechanisms agreed and in place by the end of 2022, to ensure rapid response capabilities, capacity to scale up and down
Evaluations of Operating Plans or specific project plans are completed.	100% of planned evaluations are completed on time

The Agency will continue to **enhance its operational support** to EU Member States based on the prioritisation of current and emerging needs and using the formal project management methodology piloted in 2018, to fully implement the EU Asylum acquis and to respond to particular pressure on Member States' asylum and reception systems, taking into account the trends in arrivals and migration routes.

The support provided to frontline Member States will continue, depending on the operational situation and the concrete needs of those Member States. Where the pressure on the asylum and reception systems has decreased, EASO will implement exit strategies including handing over all or selected activities to the host Member State, while focusing on continued capacity building if required to ensure sustainability of the support provided. In this regard, the Agency will target its operational support to the specific arising needs based on annual **strategic prioritisation** and pre-defined entry, exit and sustainability strategies. The Agency's activities will range from immediate support in a crisis situation to medium and longer-term operations and related capacity building activities for the receiving Member States with regard to both their asylum and reception systems. This will also include direct operational support upon request for host Member States and receiving Member States for ad hoc disembarkations/voluntary relocation exercises under the direct coordination of the European Commission, and other emergency response interventions, as needed.

The Proposal transforming EASO into the EUAA envisages a number of new tasks relating to the establishment of the system for deployment of Asylum Support Teams and the creation of the Asylum Reserve Pool, the need for increased engagement with Member States for the provision of operational support in line with the extended mandate of the EUAA, and specific measures relating to fundamental rights, including the introduction of a formal complaints mechanism.

In addition, related areas of the CEAS framework have implications for operational support not least the Agency's role as an interface with the revised Dublin Regulation and the related mechanisms, the proposed Regulations replacing the Asylum Procedures Directive and the Qualifications Directive, and the proposed new legislative framework for Resettlement. All require the Agency to develop its preparedness to respond to these new requirements.

Moreover, this multi-annual programme is based on the assumption that the required support to Greece remain at the same high level as in 2019, with continued operational support to both the border and regular asylum procedures and continued increased support for reception nationally. Similarly, a continued high level of operational support is foreseen due to the increased pressure on asylum and reception in Cyprus and Malta. In the case of Italy, the level of engagement will decrease, with focus being placed on national support for second instance and technical support for the enhancement of the national asylum and reception systems and the planned handover of these systems to the relevant national authorities.

The Agency's support will be delivered on the basis of agreed **Operating Plans** and specific project plans, comprising support measures in a range of operational areas such as:

- Supporting Member States to further develop the national systems for management of international protection and reception services; Supporting Member States with identification and registration of third-country nationals and examination of applications for international protection, at first instance and, where appropriate, also at second instance;
- Facilitating the examination of applications for international protection or providing national authorities with the necessary assistance in the procedure for international protection;
- Facilitating Member States' technical cooperation in processing applications for international protection;
- Supporting with the provision of information on the international protection procedure;
- Supporting with the implementation of the Dublin Regulation;

- Advising, coordinating and providing operational and technical assistance for the setting up or provision of emergency reception facilities to the Member States;
- Supporting Member States to ensure that children's rights and child protection are safeguarded, in particular as regards unaccompanied minors;
- Supporting with the relocation or transfer of beneficiaries of international protection within the EU including through implementation of both structured and ad hoc relocation programmes and projects;
- Deploying asylum support teams, as necessary, in close collaboration with the relevant national authorities, EU agencies and implementing partners; Providing interpretation services, administrative support, the necessary infrastructure and logistics, and technical equipment.

When agreeing specific support measures with each Member State, budgetary allocations required for the implementation of Operating Plans and specific project plans are developed from the outset, based on the specific measures and activities within the plans. Complementarity and the avoidance of duplication of funding will be paramount in the determination of required budgets. Such budgets are developed in close consultation with the European Commission and are monitored on a continuous monthly basis using an agreed rigorous financial monitoring methodology. Budgets are reviewed, revised and updated in close consultation with the European Commission.

The Agency will continue to enhance its planning, needs assessment, design, implementation, monitoring and evaluation of operations including by putting into place an **Operations Manual**. The Agency will therefore fully implement its validated system for the programmatic and process monitoring and evaluation of operations as defined in the Operations Manual, allowing for regular review and improvement of operational performance. The monitoring and evaluation results will feed back into the planning process to support better planning of operations.

Given the large-scale operational activities that the Agency is implementing on the ground in Greece, Cyprus, Malta and Italy and the ad hoc disembarkation/voluntary relocation operations in Italy and Malta, and more recently in Greece and Cyprus, further refinement of planning and contingency planning will be necessary. Planning activities covering human and financial resources, procurement of services and goods, as well as the Agency's operational and logistical preparedness will be updated continually to ensure they continue to meet future operational needs.

EASO will **further develop and make use of a number of tools** to implement its operational activities, including the EAIPS - the end-to-end electronic system for deployment and reimbursement of experts, and will implement a business case in respect of an alternative deployment system. The Agency will also explore other horizontal operational and related technical solutions that will enhance operational support and joint processing carried out by asylum support teams, a modular end-to-end operations suite of tools to support operations in the areas of asylum and reception and including also the processing of resettlement and relocation applications.

In addition, improved coordination and consultation with stakeholders in the requesting Member State(s) will be pursued to enhance the quality and speed at which support can be delivered. Mobile teams, including facilities and personnel to be deployed even more rapidly when required to address emergency situations or short term interventions on the ground, will continue to be delivered by ensuring that contracting and procurement arrangements are 'fit for purpose'. Whenever possible, the Agency will aim to have a permanent presence in the country requesting support to allow for dedicated and continuous support, liaison and coordination.

In Member States where UNHCR and IOM are operational and have the capacity to contribute to the request for operational and technical assistance, the Agency will coordinate with UNHCR and IOM on the implementation of Operating Plans, where appropriate, and upon agreement with the Member State concerned.

External dimension

Multiannual strategic objective: MA02	
Description of objective	Enhance the implementation of the external dimension of the CEAS by supporting increased resettlement efforts by EU+ countries based on the revised External Cooperation Strategy (ECS) and by supporting third countries' capacity in the field of international protection
Performance indicators	Targets
Number of activities organised by the Agency, within the wider framework of the Commission's coordination, to enhance coordination and cooperation among European and EU+ countries' resettlement programmes.	The Agency provides stronger coordination and support to EU+ countries on resettlement within the wider framework of EU external relations policy
Pilot Resettlement Support Facility (RSF) is implemented fully (within 18 months), expanded and replicated where appropriate.	The RSF concept is expanded in Turkey and replicated in one other third country, as appropriate, and based on minimum 80% overall stakeholder satisfaction as per the evaluation(s) of the RSF in Istanbul
Roadmaps, projects, and where appropriate, WAs, in place to cover foreseen capacity building and, where appropriate, operational activities.	The necessary actions for the development of WAs, Roadmaps and projects are timely put in place. WAs, Roadmaps and projects are timely implemented and extended as necessary. WAs, Roadmaps and projects are monitored and evaluated following the EASO methodology and with minimum 75% overall stakeholder satisfaction

The Agency will **support the external dimension of the CEAS** in agreement with the European Commission and within the framework of the EU external relations policy and taking into account the Working Arrangement for cooperation on external action signed with the European Commission on 11 January 2018, in accordance with the Common Approach on decentralised Agencies. Consequently, the activities of the Agency in the external dimension are targeted and limited to the priority areas that have been agreed in the Agency's External Cooperation Strategy (ECS). This Strategy was reviewed and updated in 2019 and defines the planned direction for the Agency's interventions in 2020 to 2022. The Strategy has been consulted with the European Commission and adopted by the Management Board in February 2019. EASO external actions are well coordinated with all relevant services of the European Commission to ensure complementarity and to avoid a dispersal of efforts and resources

In the field of resettlement, the Agency will coordinate and manage the EASO Resettlement and Humanitarian Admission Network set up in 2020. The Agency will support EU+ countries in the implementation of the Union Resettlement Framework, when in place and upon the request of the EU+ country concerned, which can also benefit from the support of liaison officers in third countries when in place and relevant. Specifically, the Agency will continue managing the 18-month project on

the Pilot Resettlement Support Facility in Turkey and explore how the approach can be further developed, expanded and replicated, depending on the evaluation of the outcomes of the pilot project and subsequent approval by the Management Board to further such activities. The Agency will also support the European Commission and EU+ countries (based on the agreed SOP), if and when a political agreement is reached to implement the Voluntary Humanitarian Admission Scheme (VHAS) in Turkey.

Resettlement is an area in which information should be gathered and analysed and on which training has been developed. The Agency will continue to support wider coordination on resettlement among EU+ countries within the framework set by the Commission and the development and delivery of common information, training materials and tools to be used by EU+ countries engaging in resettlement programmes, also following the transfer of the EU-FRANK project⁵ results to the Agency in 2020.

The Agency will continue to support planning and implementation of complementary pathways to international protection with interested EU+ countries through peer-support initiatives and soft measures, building on the pilot project on Private Sponsorship Programmes undertaken in 2018 at the invitation of the European Commission⁶.

Furthermore, the Agency shall facilitate and encourage operational cooperation between EU+ countries and third countries, within the framework of the EU external relations policy, including with regard to the protection of fundamental rights, and in cooperation with the European External Action Service (EEAS). This will be done in a coordinated manner, including through the EASO Third Country Cooperation Network set up in 2020, and with a view to promoting EU standards on asylum and reception and assisting third countries with expertise and capacity building for their own asylum and reception systems, as well as to implement activities complementary to the Regional Development and Protection Programmes (RDPPs) and other actions. Implementation of capacity building activities included in such programmes in third countries remain subject to the decision of funding mechanisms supporting the RDPP. This may be supported by the deployment of liaison officer(s) to third countries in the future, in line with the EUAA Regulation (upon its adoption).

The geographical priorities lie in the Western Balkans (WB) region, Turkey, the Middle East and North Africa (MENA) region and, as appropriate, other third countries, as outlined in the EU external relations policy documents. The Agency will continue to provide support to third countries, including through trainings, provision of expertise, developments of practical tools based on EASO's and EU+ best practices, for capacity development of the staff of national authorities working in the field of international protection/asylum and reception. As appropriate, the Agency will assist with improving the quality of the asylum process and reception conditions in countries of origin, transit and destination, as highlighted in EU external relations policy documents. Such support will be targeted and limited to priority countries and coordinated with the European Commission and the EEAS, including EU Delegations.

Facilitation and encouragement of cooperation between EU+ countries and third countries will be explored as and when appropriate. Modalities and tools for providing appropriate and rapid support will be explored together with relevant stakeholders in third countries, the European Commission and the EEAS, including EU Delegations, in line with the broader EU external relations policy.

⁵ European Union Action on Facilitating Resettlement and Refugee Admission through New Knowledge, financed by the European Asylum, Migration and Integration Fund (January 2016 - June 2019).

⁶ The Agency has taken into account the recommendations of the European Commission 'Study on the feasibility and added value of sponsorship schemes as a possible pathway to safe channels for admission to the EU, including resettlement', October 2018.

1.2. Information, analysis and knowledge development

Country of Origin Information and Country Guidance

Multiannual strategic objective: MA03	
Description of objective	Enhance cooperation on and the exchange of information between Member States, and provide information on third countries at Union level and Convergence through Common Analysis and Guidance Notes.
Performance indicators	Targets
Number of reports and other COI products on third countries produced and/or updated annually.	20 (per product 100 pages on average, including introduction, bibliography)
Updating or developing new methodologies and common formats/templates for COI production.	1 annual new development or update
Web portal on third country information, with increased functionalities both as regard the public and the restricted sections.	<ul style="list-style-type: none"> - Portal fully functional - Increase in number of visits - Increase in number of repeated visits
COI Networks for the exchange of information, the mapping of national COI initiatives, the contribution to EU-level products, as well as the Union-level COI query system.	<ul style="list-style-type: none"> - 10 specialised networks running on key third countries or topics; and 1 COI strategic network - 1 annual meeting for each network - Evaluation of the COI networks' added value by external consultant finalised, and implementation of lessons learned
Transfer of the relevant parts of the MedCOI project with the Agency fully responsible for the MedCOI query system, database, and other relevant products and activities.	Full transfer finalised by 2020
Number of countries of origin per year covered by new, updated or revised guidance notes and common analysis, endorsed by the Management Board.	3
Country Guidance Network set-up and support in the exchange of information and the development, review and update of common analysis and guidance on main countries of origin.	<ul style="list-style-type: none"> - 1 annual Network meeting concerning general and strategic topics - 2 to 4 Network meetings organised per development/ update of country guidance

	<ul style="list-style-type: none"> - 3 to 6 meetings of the Drafting Team of selected national experts organised per development/update of country guidance - Online restricted area for the Network maintained and regularly updated.
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In the area of **Country of Origin Information (COI)**, the Agency will be raising and harmonising standards of COI together with EU+ countries and other key stakeholders. Steps will be taken to strengthen the role of the Agency as a clearing house of national COI as requested in the European Agenda on Migration. The Agency will further consolidate its position as a centre for gathering relevant, reliable, objective, accurate and up-to-date information on relevant third countries in a transparent and impartial manner. It will draw up and regularly update reports and other products on relevant third countries and thematic issues (such as children, gender, other vulnerable or minority groups), using information from a wide range of sources, as well as information obtained through fact-finding missions.

The Agency will build on existing tools in providing a common format and methodology for developing reports and other COI products. For the sharing of information, the Agency will manage and further develop a web portal, which will have both a public and a restricted section. Through networks among Member States on third country information, the Agency will ensure the cooperation, exchange and mapping of national initiatives producing third country information. These networks will ensure the exchange of national reports and other products, contribute to a Union-level query system on third country information, as well as to the development and updating of Union-level products providing information on relevant third countries.

The Agency will also provide the Commission with information relevant for the designation of safe countries of origin and safe third countries, upon request.

In addition, the Agency will further implement and finalise the transfer of the relevant activities of the MedCOI project to the Agency, whilst ensuring that all Member States benefit from the services provided, including information on the availability and accessibility of medical treatment in countries of origin.

On **Country Guidance**, to assist Member States in the assessment of relevant applications for international protection and with a view to fostering convergence, the Agency will coordinate efforts among Member States to develop common analysis and guidance notes on specific countries of origin. The Agency will ensure that the common analysis and guidance notes are kept under regular review and updated as necessary.

Information and Documentation System and Annual Report

Multiannual strategic objective: MA04	
Description of objective	Further develop and consolidate the Agency's Information and Documentation System (IDS), i.e. information on the implementation of the CEAS.
Expected results	<ul style="list-style-type: none"> - IDS providing a single point of comprehensive information on the organisation of EU+ countries' asylum and reception systems, as well as an overview of the practical implementation of all key aspects of the CEAS for relevant stakeholders. - EASO Query System further promoting information exchange between EU+ countries and embedded in the IDS. - IDS acting as a primary information source for the Annual Report on the Situation of Asylum in the EU (EASO Asylum Report) and providing consolidated and up-to-date baseline information for topical analyses, normative needs assessments and other outputs.

Performance indicators	Targets
Extent of EU+ countries as well as EU overview that are covered.	All 30 EU+ countries as well as EU overview fully covered
Percentage of validation of information by EU+ countries.	100%
Usage of IDS as measured by usage statistics as well as regular user surveys.	Active use of IDS and related platforms (100 consultations per day)

The **Information and Documentation System** will provide a single point of comprehensive information on the organisation of EU+ countries' asylum and reception systems, as well as an overview of the practical implementation of all key aspects of the CEAS for relevant stakeholders (EU+ countries, EU institutions, and agencies, international organisations and, ultimately, civil society and the general public).

Information in IDS is updated in real time and validated within the shortest feasible timeframe by the Agency and the IDS Advisory Group. All information in IDS includes comprehensive and standardised references to the source materials used, serving as a library of all relevant documentation, enabling quick search and retrieval.

IDS will act as a database and web portal on Union, national and international asylum instruments, policies and practices and will be fully synchronized with EASO case law database.

The EASO Query System, which further promotes information exchange between EU+ countries, is imbedded in the IDS. The IDS acts as a primary information source for the Annual Report on the Situation of Asylum in the EU (EASO Asylum Report). Duplication of efforts in the gathering of data and information is avoided, where possible. Based on information in the IDS, topical and/or comparative analyses are made, as well as normative needs assessments and other analyses relevant for operational planning and evaluation.

Data hub, research on early warning and root causes and strategic analysis

Multiannual strategic objective: MA05	
Description of objective	Expanding the data hub, research on early warning and forecasting, and strategic analysis.
Expected results	<ul style="list-style-type: none"> - All EU+ countries sharing and accessing standardised Early Warning and Preparedness (EPS) data on the asylum situation and the implementation of the CEAS. - EPS data exchange further developed to reflect new legislative frameworks. - Full Operational Data Collection (ODC) in place to quantify Operational Support provided by the Agency in terms of the fulfilment of individual measures on each Operation Plan and to support the planning, monitoring and evaluation of Operations. - Fully developed analytical system for exploiting big data with artificial intelligence to forecast any sudden arrival of large numbers of third country nationals, which may cause particular pressure on asylum and reception systems. - System in place for surveying applicants in reception centres in order to collect data on push and pull factors and secondary movements. - Fully functional analytical framework that produces complementary nowcasting, forecasting and scenarios in a format that can be used to provide actionable early warning and preparedness on several time scales.

Performance indicators	Targets
EPS data exchange further developed to reflect new legislative frameworks and new tasks of the Agency.	All the major areas of the CEAS covered in order to facilitate effective analyses, and potential monitoring role of the Agency
Operational Data Collection and Operational Analyses in line with Operational support provided by the Agency.	Regular and high quality Operational Analyses, needs assessments and Monitoring & Evaluation
Effective early warning and forecasting.	A system is in place that allows for early warning of new trends and forecasting of current flows that may cause pressures on national asylum systems
Widely disseminated and highly effective analytical portfolio, including scenarios.	Well presented, clear and concise, high level analytical work produced by the Agency and valued by a wide range of core stakeholders

Data, analysis and research will exploit multiple sources of data to provide accurate and up-to-date analyses of trends in the asylum situation and the implementation of the CEAS. Such activities will be performed within an analytical framework that provides for the complementary approaches of **nowcasting, forecasting and scenarios** of international protection in the EU over multiple time frames.

The Agency's **Early Warning and Preparedness** (EPS) system already includes data on all major aspects of the CEAS but it will be updated to reflect any new legislative framework,. The latter will include data on capacity available in EU+ countries to register and process asylum applications and manage reception systems, as well as processing times. Moreover, **Operational Data Collection (ODC)** will continue to quantify the evolving nature of operational support provided by the Agency and will feed into more effective needs assessments, monitoring and evaluation frameworks as well as **Operational Analyses**.

The aim of EASO's **early warning and forecasting** system is to warn as early as possible of impending phenomena before individuals arrive in certain EU+ countries and start applying for asylum. This area of work will be expanded by exploiting new sources of Open and Big Data and by employing more sophisticated and accurate predictive analytics. Much of this work will be suitable for publication in academic journals. The Research Programme will also seek to better understand the root causes of asylum-related migration to and within the EU through large scale **surveys of asylum applicants** in reception centres.

Strategic Analysis in the Agency will continue to develop using all data and tools at its disposal to create a sophisticated analytical portfolio that communicates the key asylum and migration trends to high-level decision makers across the European Union. Data visualisations and infographics will play an increasing role in simplifying and illustrating complex phenomena so as to remain digestible to a broad and non-technical audience. Analyses will increasingly be performed in a cooperative sense with key partners, including other Agencies (e.g. **secondary movements** with Frontex and Europol). To ensure that a long term perspective also forms part of the asylum situation, Strategic Analysis will also cooperate with multiple external stakeholders in expanding in the area of **scenario development** to provide high level strategic decision makers with visibility over possible asylum situations in years to come. Collection and assimilation of open source qualitative information on the situation in countries of origin and transit is also contracted out in a tender for **Country Intelligence Reports (CIR)**.

1.3. Training

Multiannual strategic objective: MA06	
Description of objective	<ul style="list-style-type: none"> - Develop and provide training support to asylum and reception officials through the European Asylum Curriculum to ensure that they have the required knowledge, skills, responsibility and autonomy to perform their duties enabling greater convergence across Member States, as well as providing support to those Member States under pressure.
Expected results	<ul style="list-style-type: none"> - Strengthening of knowledge, skills, responsibility and autonomy of asylum and reception officials through the use of the European Asylum Curriculum by Member States. Adoption and implementation of a European Sectorial Qualification Framework for asylum and reception officials to identify training needs and potential gaps. - Adoption and implementation of a European Sectorial Qualifications Framework for asylum and reception officials to identify training needs and potential gaps. - All training material updated in full compliance with the revised CEAS legislation. - Experts nominated in Asylum Support Teams receive the necessary training prior to their deployment, including training specific to the operational and technical context. - Targeted trainings delivered to Member States under particular pressure in the framework of emergency or special support. - Ad hoc training programmes for asylum and reception officials developed and delivered upon request. - Capacity building activities implemented in third countries (as referred to under points 1.1 and 3.6). - Fully-fledged certification system in place. - Training governance system set up and implemented, based on the European standards and guidelines for quality assurance in the area of education and vocational training.
Performance indicators	Targets
Percentage of asylum officials successfully achieving learning outcomes.	80% of participants that undertake the assessment achieve successfully the intended learning outcomes
Implementation of the European Asylum Curriculum.	Member States train trainers and organise national training sessions based on their needs
The modules of the European Asylum Curriculum updated.	The modules of the Curriculum updated in line with the CEAS
Implementation of targeted trainings for Member States' deployed experts as well as for officials of Member States under particular pressure in the framework of emergency or special support.	Training sessions organised, based on deployed experts' and Member State's needs
Implementation of a training governance system for quality assurance.	Processes and procedures are in place and supported by an IT infrastructure to facilitate, automate and assist in monitoring and reporting of training activities

In this programming period, EASO will continue to consolidate and further develop its Training Curriculum as the main training programme for building and supporting the development of knowledge, skills, responsibility and autonomy of asylum and reception officials working in national administrations, experts to be deployed in asylum support teams and deployed experts and officials working in operations.

EASO will continue to work closely with Member States to assess training needs and develop training material in collaboration with Member States and external experts and where appropriate, with the relevant JHA Agencies, academic institutions and other relevant training networks and organisations. EASO will continue to collaborate with the Reference Group, members of academia and civil society when developing and upgrading training material.

In order to further support EU+ countries in implementing the core parts of the curriculum within their national training programmes, EASO will, upon request and depending on available resources, support national administrations by **providing national language versions** of the EASO Training Curriculum. Moreover, based on budget availability, EASO will support Member States in translating other modules, aimed to be used in national trainings.

EASO is committed to strengthen its work with EU+ countries, particularly through its Training National Contact Points Network, Trainer's Network and Certification and Accreditation Working Group. The Agency will consult national administrations to analyse training needs, and where required develop and implement general, thematic or ad hoc training activities including the possibility of on-the-job training and coaching. Through this approach, EASO will further adhere to methods that promote practical cooperation and facilitate the sharing of good practices among EU+ countries. Similar training activities could be foreseen for third countries.

In line with the EASO Training and Learning Strategy, EASO will engage in guided group discussions with Training National Contact Points and Member States' working groups, particularly the Certification and Accreditation Working Group to develop a European Sectorial Qualification Framework (ESQF) for asylum and reception officials. This involves mapping occupational standards and matching them with relevant educational standards/learning outcomes. The ESQF will provide guidance on what asylum and reception officers should know, and they should be able to do, in order to perform their duties and tasks, under a specified degree of responsibility and autonomy. This common framework, will serve as a guide when designing training and assist in identifying potential training needs and gaps. Additionally, EASO will maintain focus on the learner and what the learner should know and be able to do at the end of a learning sequence, and how this can be demonstrated.

EASO will also establish a Training Standards Advisory Group, the highest-level structure in place for the strategic monitoring of EASO training and ensuring training governance in each of the EU+ Member States. The group reviews all training quality indicators and make recommendations to the Training and Professional Development Centre.

Throughout this programming period, EASO will also focus on the development of a Training Governance System based on the European standards and guidelines for quality assurance in the field of educational and vocational training. This will enable the full and valid certification and accreditation of its Training Curriculum, in line with the Bologna and Copenhagen principles and the European Qualifications Framework for lifelong learning. EASO will explore alignment with a European National Qualifications Framework (NQF) by conducting a feasibility study, the result of which will assist in the future development of certified and accredited qualifications, including a Master's Degree programme. To ensure a sustainable governance system, EASO will also seek to strengthen its e-learning processes and architecture, aiming to have all processes and procedures supporting a fully automated training cycle and able to facilitate the automation of monitoring and reporting on training related activities.

EASO will continue to develop training programmes for different profiles of experts working in operations to ensure that they have received the necessary training relevant to their duties and functions. EASO operational training will be further consolidated and updated in order to reflect the scope of the Agency's involvement in supporting national asylum authorities.

EASO will also continue to further consolidate and deliver structured and formalised operational induction training for Member States experts, as well as interim staff involved in the Agency's operations. Moreover, EASO will continue to provide operational thematic training based on the profiles of the experts tasks to be undertaken and their specific training needs. Such training is carefully tailored for different categories of experts that EASO deploys, to ensure that they correspond to the needs whilst maintaining the highest possible quality standards. Operational thematic training will also be delivered, upon request, to the national authorities in charge of various steps of the asylum process, such as registration of the application for international protection, Dublin procedure, reception, and collection of country of origin information. EASO will continue delivering on-the-job coaching to targeted audiences in order to further assist in the transfer of knowledge and skills into responsibility and autonomy in their day-to-day job.

EASO will start developing a structured and formalised online pre-deployment training for Member States' experts in preparation for possible future deployment.

EASO will strengthen the analysis of training need in the framework of the operational training and will establish a comprehensive need assessment methodology, which should feed into operating plans identifying Member States' training needs.

The Agency will also consider the need to translate related training material in the national languages of Member States, for the sake of efficiency and sustainability.

EASO will also continue, in cooperation with Frontex and Europol, development of a joint training for members of the Migration Management Support Teams (MMSTs).

1.4. Asylum support

Multiannual strategic objective: MA07	
Description of objective	Provide asylum support to EU+ countries with the aim of enhancing their capacities to implement the CEAS.
Performance indicators	Targets
Engagement of relevant stakeholders in practical cooperation activities organised by the Agency's thematic networks (i.e. Asylum Processes, Dublin, Reception, Exclusion and Vulnerability).	At least 19 practical cooperation activities organised per year during the reference period

Operational standards, indicators, guidance, best practices and practical tools have been developed or updated to align with the new CEAS legislation, and published.	At least 13 guidance documents developed/updated and published per year during the reference period
Professional development materials for members of courts and tribunals developed/updated and implemented.	At least 4 sets of professional development material developed, reviewed or updated per year during the reference period
Engagement of members of courts and tribunals in professional development sessions organised by the Agency.	At least 250 members participating every year during the reference period

During these three years, the Agency will continue providing asylum support to EU+ countries with the aim of enhancing their capacities to implement the CEAS, including in the framework of emergency and/or special support activities, and to strengthen capacities of third country national authorities on protection-related matters.

1.4.1 Asylum processes

The Agency will further support Member States in achieving common standards and high quality processes within the CEAS. To that end, the Agency will:

- Continue to enhance practical cooperation activities with the view to collect and exchange information on Member States' current practices and policies in relation to the CEAS, including mapping activities and thematic meetings where Member States' experts discuss best practices and current challenges and share information and expertise.
- Continue to develop operational standards, indicators, guidance, best practices and common practical tools to support the implementation of the CEAS based on identified needs and good practices. These operational standards and indicators provide a practical perspective on key provisions of the common legal instruments and thus help Member States to assess whether their national asylum and reception systems are set up and functioning in line with the CEAS. In addition, the Agency's guidance and common practical tools are meant to translate the requirements of the common legal instruments into user-friendly practical instruments to be used by Member States' officials across the EU and beyond in their daily work building on best practices.
- Further support Member States in the quality management of their national asylum processes through the organisation of specific activities and the development of targeted products.
- The Agency will further develop the **Exclusion Network** with the aim of reinforcing cooperation, information-sharing and exchange of best practices on exclusion as well as promoting common standards and practices by developing specific operational standards, indicators, guidance and promotion of best practices in relation to the implementation of the legal provisions on exclusion.

1.4.2 Asylum cooperation

Reception

Through the **Network of Reception Authorities**, the Agency fosters the exchange of information and best practices on reception systems within the framework of the CEAS, practical cooperation and the development of specific operational standards, indicators, guidance and best practice on reception as well as practical tools to help Member States to implement these standards and indicators. Furthermore, through the reception network's exchange programme and thematic workshops for practitioner's working in the field of reception, more in-depth-discussions, practical cooperation and capacity building between peers are organised on specific activities in reception.

Implementation of the Dublin Regulation

The Agency will continue facilitating and coordinating a **dedicated network of national Dublin Units**. The network aims at enhancing practical cooperation and information sharing among the national Dublin Units in the EU+ countries participating in the network as well as supporting the implementation of the Dublin Regulation through the development of specific operational standards, indicators, guidance and best practices.

Vulnerability

The Agency enhances the capacity and skills of EU+ countries, as well as selected third countries, to identify, assess and respond to the needs of vulnerable persons in the context of international protection. To fulfil this primary objective, the Agency fosters practical cooperation between Member States and integrates considerations related to vulnerable persons in all activities, including to provide expert support to Operations. A particular focus is given to the assessment of special needs and referrals to adequate support to address vulnerability issues at the national level.

Among the modalities of support, the Agency facilitates information exchange and develop operational standards, indicators, guidance and identifies best practices.

The Vulnerability Experts Network (**VEN**) will serve as a platform for the exchange of practices among the members and for the provision of expertise and guidance on vulnerability-specific issues (such as identification, assessment of special needs or referral to adequate support) in the context of international protection.

Furthermore, the coordination of the Vulnerability Experts Network and the collaboration with other networks will serve to promote convergence with EU standards in the asylum and reception systems of Member States.

1.4.3 Cooperation with members of the courts and tribunals

The Agency will continue to further strengthen cooperation with EU+ countries' courts and tribunals in line with the objective of contributing to the coherent implementation of the CEAS and advancing practical cooperation among EU+ countries on asylum. The Agency's activities in this field will be undertaken in line with the established cooperation framework with courts and tribunals and with full respect for the independence of the judiciary.

The materials to be developed are intended to provide members of courts and tribunals with a European understanding of the asylum *acquis* in light of the case law of the European Courts (Court of Justice of the European Union and European Court of Human Rights) and other relevant sources of law. This will, in turn, lead to increased harmonisation of the interpretation of European asylum law within the wider framework of international protection.

1.5. Horizontal activities

Multiannual strategic objective: MA09	
Description of objective	Continue to reinforce governance, communication, and cooperation with EU bodies, Member States, associate countries and stakeholders, including civil society and international organisations, while also undertaking preparatory measures for the possible transition from EASO to EUAA.
Expected results	<ul style="list-style-type: none">- Reinforced governance with enhanced and integrated management systems.- Continued consultation with the Consultative Forum.- A high level of cooperation and coordination with stakeholders.

	<ul style="list-style-type: none"> - Implementation of the Information and Communication Technology Multi-Annual Strategy. - Implementation of the EASO Communications Plan adopted by Management Board, and updated regularly. - Preparatory measures for the EUAA undertaken.
Performance indicators	Targets
Development and consolidation of the quality documentation, optimisation of procedures for efficiency gains and appropriate description of the processes. Adopting and implementing the Quality Management Action Plan	100% of the Quality Management Action Plan implemented by the end of 2021
Continued consultation with the Consultative Forum.	Full implementation as per the annual work programme
ICT Strategy adapted to be sufficiently flexible to prepare for additional responsibilities and meet the expectations the Agency may face.	Implemented by end of 2021
Up-to-date the Agency's Communications Plan.	Updated annually
Preparations for the EUAA Regulation timely undertaken.	Full implementation of the EUAA Roadmap
Introduction of the Agency's Press Report.	Implemented by end of January 2022

Consultative Forum and cooperation with civil society

The Agency will continue to engage with civil society in a constructive two-way dialogue. This is done primarily through the Consultative Forum, which provides a structured platform for the exchange of information and sharing of knowledge.

With a view to bringing relevant knowledge, information, and independent expert advice from civil society to the Agency's work, various types of consultations and information exchange activities will continue to be implemented, including the organisation of Consultative Forum meetings, electronic consultations on key Agency documents and the involvement of select civil society organisations in various areas of the Agency's work.

Increased focus will be placed on the organisation of regional and/or thematic consultation meetings. The Consultative Forum secretariat will continue to promote the participation of selected civil society representatives in relevant meetings/activities, and will also participate and contribute to civil society networks and activities of other Justice and Home Affairs (JHA) agencies' Consultative Forums, channelling relevant information to the Agency.

The proposed new EUAA Regulation would reinforce the functioning of the Consultative Forum. In the context of the Agency's preparatory measures for the possible transition from EASO into the EUAA, as set out in the EUAA Roadmap, preparatory measures will also be taken for a reinforced Consultative Forum, for instance consultation with civil society on a possible revised format and chairing system.

Cooperation with the European Commission, the Council of the European Union and the European Parliament

As a decentralised EU Agency with its own governance structure, the Agency acts within the policies and institutional framework of the EU.

Strong cooperation links exist with the European Commission in all Agency activities. The European Commission is invited to give its opinion on specific documents to be adopted by the Management Board in line with the relevant provisions of the EASO Regulation as well as the Agency's Financial Regulation. Certain tasks of the Agency, such as development of operational standards, indicators, guidance and best practices, the common analysis and guidance notes on the situation in a country of

origin, and external dimension related activities, are carried out in close and continuous cooperation with the European Commission. Cooperation and coordination takes place in particular, through written consultation, and regular meetings and videoconferences, as well as participation and exchange of information within the framework of the European Migration Network (EMN). The Agency will continue ensuring such coordination with the European Commission, including with regular contacts, formal and informal, at different levels.

The Agency will also continue to strengthen the relations and exchange of information with the Council of the European Union and the European Parliament, in particular, in view of the revision of the CEAS, which is expected to be relaunched in 2020 with the presentation by the European Commission of the Pact on Migration and Asylum, and which is expected to have a direct impact on the activities and work of the Agency.. In line with the EASO Regulation, the Agency sends its Single Programming Document, including the Annual Work Programme and budget, the Consolidated Annual Activity Report, the Annual Report on the Situation of Asylum in the EU, and the final accounts to the European Parliament, the Council of the European Union, the European Commission and the European Court of Auditors. The Executive Director is regularly invited to report to, or participate in discussions with, the European Parliament and the Justice and Home Affairs Council. Moreover, the Executive Director is invited to present the Agency's Work Programme, Annual Report, as well as specific topics related to the Agency's work, to the European Parliament. The Agency will maintain, and further, close contacts with Members of the European Parliament working in the field of asylum policy, Member States, as well the EP Committees and Council more broadly, in order to continue informing policy makers and legislators, thereby contributing to evidence-based policy making..

Cooperation with Associate Countries

The Agency will continue its cooperation with the Associate Countries⁷ on the basis of the working arrangements that were signed between the EU and the respective countries. These working arrangements permit the Associate Countries to participate in the Agency's work and their entitlement to support from the Agency.

The Associate Countries are represented on the Management Board as observers. Moreover, their nationals may be engaged under contract by the Agency.

Cooperation with EU agencies

The Agency promotes strong cooperation with other EU agencies and in particular, JHA Agencies.

The Agency is a member of both the EU Agencies' Network and of the JHA Agencies' Network. The Agency will continue participating actively in the relevant activities organised in the context of these networks, and their working structures. Furthermore, the Agency will continue to strengthen relations on a bilateral level with the JHA agencies.

On the basis of the working arrangement signed with Frontex (the European Border and Coast Guard Agency) in September 2012 and the Cooperation Plan 2019-2021 signed in 2019, the two Agencies will continue to maintain their existing cooperation and will enhance it in the light of joint actions foreseen in the European Agenda on Migration. The Agency and Frontex will continue their coordinated efforts when providing support to EU+ countries and will explore further synergies in border management and identification of international protection needs, in particular in the hotspots. Preparatory measures for participation in migration management support teams deployed at hotspot areas will also be undertaken. Furthermore, the Agency and Frontex will maintain their sustainable cooperation on information management, data, analysis and research, as well as their cooperation on training

⁷ Principality of Liechtenstein, Kingdom of Norway and Swiss Confederation. The working arrangement with Iceland has not yet entered into force.

programmes, quality initiatives, in the field of the external dimension and on activities vis-à-vis civil society and their consultative fora.

The Agency and the Fundamental Rights Agency (FRA) will build upon the existing cooperation in line with the working arrangement signed by both agencies in June 2013. The two agencies will continue sharing information, providing input to research activities and sharing research and data collection methodologies. Both organisations will continue their cooperation in the field of training, furthering the exchange of best practices, information and expertise in regards to fundamental rights. Additionally, the cooperation with regard to each other's consultative forum activities will continue. An update of the 2013 Working Arrangement will also be explored.

Following the discussions already undertaken on cooperation between EASO and Europol, an Exchange of Letters between the two Agencies will be concluded in order to formalise a framework for cooperation.

The Agency and eu-LISA (the European Agency for operational management of large IT systems in the area of freedom, security and justice) will continue implementing the activities detailed in the working arrangement signed by both agencies in November 2014, and will aim to conclude a Cooperation Plan in 2020. The two agencies will also continue to conduct joint activities within the framework of the EASO Network of Dublin Units. On the level of stakeholder involvement from Member States, both agencies are committed to encourage national authorities to stay aligned when designing technical solutions to support business processes and to create links between the different expert networks (e.g. Dublin Network, Advisory Groups and other expert sub-groups).

A framework for cooperation with Eurojust will also be explored, in the form of a Working Arrangement or Exchange of Letters.

Cooperation with UNHCR and other international organisations

In fulfilling its tasks, the Agency acts in close cooperation with UNHCR and with other relevant international and intergovernmental organisations.

The EASO Regulation stipulates that the Agency cooperates with international organisations within the framework of working arrangements that are subject to prior approval of the Commission and decisions of the Management Board. The Agency is required to inform the European Parliament and the Council of such arrangements.

With regard to UNHCR, the Agency cooperates closely with and involves UNHCR in all areas covered by the EASO Regulation. The UNHCR enjoys an observer status in EASO's Management Board and has a permanent liaison office to the Agency based in Malta. EASO and UNHCR will work on updating the Working Arrangement signed in 2013, in order to continue building on the existing cooperation (in particular in the areas of training, asylum processes, unaccompanied children and other vulnerable persons, resettlement, the external dimension of the CEAS and in operations including special and emergency support, in particular cooperation in the hotspots) and explore further areas of cooperation. Regular coordination meetings and technical thematic meetings at the Agency's headquarters, operational meetings in the field, and senior management meetings will continue to promote cooperation and coordination of joint work in these fields as well as high level discussion on EU asylum policy.

On the basis of a working arrangement signed between EASO and the IOM in 2019, the Agency will continue to strengthen cooperation and jointly implement activities.

The Agency will also maintain close cooperation with other international and intergovernmental organisations working in the area of asylum, such as the Council of Europe, the General Directors of Immigration Services Conference (GDISC), and the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC) and the International Centre for Migration Policy Development (ICMPD).

The Agency will regularly exchange views, participate in meetings and conferences and will actively contribute to the work of international organisations to ensure complementarity and avoid duplication of work.

Communication

The Agency ensures that its Communication Strategy is coherent, relevant and coordinated with the strategies and activities of the European Union and its institutions, in line with the Common Approach on Decentralised Agencies. It is aligned and coordinated with the respective communication services of the European Commission, when external communication relates to major policies of the Union or its image as a whole.

The Agency shall continue to increase the visibility of the Agency's role, tools, values and work by communicating in a consistent, efficient, transparent and accurate manner through the flow of easily intelligible messages both internally and externally. It will continue to promote the achievements of the Agency and transmit information in a timely manner to the Agency target groups. One of the main challenges will be to ensure that the Agency is portrayed as an operational Agency, which provides real added value to Member States under particular pressure on their asylum and reception system. At the same time, it must be ensured that the Agency's staff is also motivated by keeping them informed not only about what other Units are doing, but also on what the Agency is doing externally and how external audiences perceive and react to its activities.

In order to reach this objective, the Agency will continue to implement communication campaigns, send clear messages, and strive to communicate proactively via modern communication tools, including active use of the web and social media channels. The Agency will also place focus on mainstreaming public familiarity of the Agency's name and operations through more use of major international and European news networks and distribution services.

Furthermore, the Agency will continue ensuring professional quality in all its publications, and progressively shift to more modern, interactive, publication tools. The Agency will continue to invest to provide better support and create engaging content through in-house videoproduction, and design and printing services. Moreover, the network of journalists and the communication multipliers network in the Member States will be strengthened, while developing new cooperation opportunities. The Agency will also contribute to the creation of an EU public sphere by engaging with the public, contributing to and stimulating discussion on EU asylum policy.

The Agency's efforts will be aligned with the core objectives highlighted in the Agency's External Communication and Stakeholders Plan. In 2020, the Agency will continue specialising in the key areas and the objective will be to become a reference point, together with other information providers including the Commission and stakeholders, for information on the CEAS and the situation of asylum in the EU. Wherever possible, the Agency will coordinate efforts with the Commission's communication service, particularly for external communication relating to important policies of the Union or its image as a whole.

The Agency will also continue providing tangible and actionable value to Member States and its stakeholders, notably with regards to early warning on the many continuous developments relating to asylum.

Information and Communication Technology

It has become increasingly important that the CEAS is harmonised also through technical IT solutions that standardise procedures and grant quality to asylum processes and decisions. Many ongoing initiatives in the present work programme that are the direct result of the daily work of Operations and of the Asylum Support functions have clearly brought to light the existing gaps in information systems and in the efficiency and effectiveness of information access in Member States.

This daily process has also made increasingly visible the need for a greater reporting capacity on the performance of these systems and the outputs that they can produce to influence policy-making for the generation of practical solutions in the Member States.

It is the role of Information and Communication Technology to bring coherence to the different technical solutions towards the common goal of harmonising the CEAS.

Furthermore, the ICT Unit will continue to support the Agency's role in providing enhanced cooperation and coordination of activities on the ground, for instance, in the context of the hotspot approach. The Unit is ready to continue the exchange of know-how and expertise in related ICT matters as appropriate with partner agencies in the JHA domain.

The Unit is also taking into account the opinion and expertise of its partners in the build-up of its new ICT tools. In this context, it will be especially necessary to work together with eu-LISA and Frontex, in order to ensure synergies and complementarity.

Governance activities

During 2017 and 2018, the Agency experienced serious governance and management-related problems, which led to the resignation of the former Executive Director and had a direct impact on the staff, the Agency's work and its reputation. An investigation by the EU Anti-Fraud Office (OLAF) was launched in October 2017. The Agency was not granted budget discharge for the years 2016 and 2017. On 6 June 2018, upon taking up duty, the interim Executive Director elaborated a Governance Action Plan and presented it to the Management Board in September 2018. The overall aim of this plan is to bring the Agency back to normal functioning by restoring trust internally and externally, reinforcing the governance structure, and rebuilding internal capacity.

At its 31st meeting held in February 2019, the EASO Management Board appointed Ms Nina Gregori as the new Executive Director of the Agency. Ms Gregori took up office in June 2019. At this same meeting, the Board also elected its new Chairperson, Dr David Costello, Member of the Board from Ireland, and elected Mikael Ribbenvik, Member of the Board from Sweden, as Deputy Chairperson.

In an effort to strengthen relations with its Management Board and reinforce communication channels, in June 2019, a procedure for quarterly reporting to the Management Board was established to keep track of progress towards predefined objectives across key areas of governance, specifically: in the implementation of the EASO Work Programme; Human Resources; Staff Engagement; Internal Control; Procurement; and Budget and Finance. The first such report was presented to the Management Board in October 2019 in line with MB Decision No 53, which was later repealed by MB Decision 60.

On 26 November 2019, the Executive Director of EASO, Ms Nina Gregori presented a **new organogram for the Agency** to the Management Board for its endorsement. The new structure came into effect on 1 January 2020.

The restructuring was to reflect three priority areas identified for the Agency: to strengthen the Agency's operational role; intensify the training activities and professional development for asylum experts; and prove EASO's role as a true centre of knowledge and expertise on asylum with the production of guidance tools, and enhanced statistical, analytical and research work.

The three core activities built into three separate centres of expertise, knowledge and development: an Operational Support Centre (C1); a Training and Professional Development Centre (C2); and an Asylum Knowledge Centre (C3). The new organisational structure also focused on strengthening the Executive Office and its responsibilities covering corporate planning and reporting, legal affairs and data protection, internal control, risk management, and quality management.

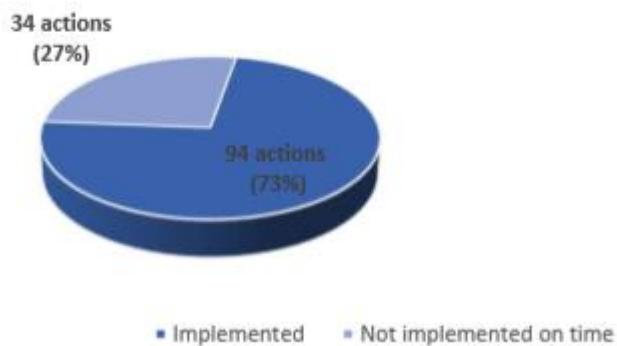
Following the statement of assurance on the reliability of EASO's accounts and the legality and regularity of the underlying transactions issued by the Court of Auditors for the financial year 2018, the European Parliament adopted a decision on 13 May 2020 to grant the Executive Director a discharge based on the implementation of the EASO's budget for the financial year 2018.

Internal Control Framework

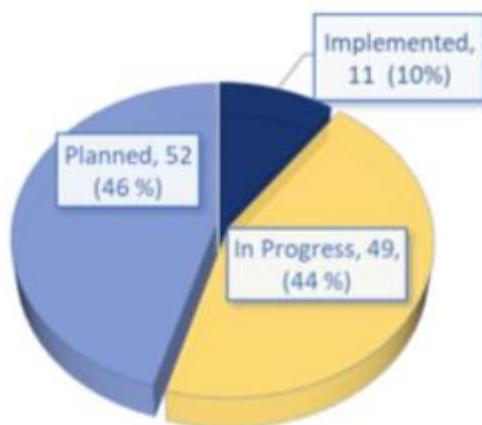
As an outcome of Internal Control Self-Assessment on the financial year 2018, 68 deficiencies were identified and 135 corrective actions were agreed to improve EASO's internal control system. 128 corrective actions were due by Q1 2020, out of which 94 (73%) have been implemented within the agreed target deadline or even before. It is important to note that there are no 'not started' actions, which means all corrective actions are either implemented or in progress.

As an outcome of the Internal Control Self-Assessment on the financial year 2019, a corrective action plan with 112 corrective actions has been agreed and approved by the Management Team to address 44 internal control inefficiencies.

Implemented corrective actions by the end of Q1 2020



The status of implementation of corrective actions is currently as follows:



EASO regularly monitors and reports also to the Management Board on the state of implementation of the Internal Control Self-Assessment Corrective Action Plan.

The Agency intends to fully implement a Quality Management System and ensure its continual improvement, in line with the applicable framework and the internal control principles.

The 2018-2020 three-year audit cycle of the Commission's Internal Audit Service will continue to run and is expected to be followed by the triennial risk assessment in preparation for the next cycle. The

Agency will continue to work on implementing actions to address previous audit findings and collaborate as best as possible with the Internal Audit Service to ensure that annual audits provide added value for the Agency.

The Agency will maintain its positive working relationship with the European Court of Auditors in their role as the Agency's external auditor. In the light of the Agency's commitment to combatting fraud, cooperation with the European Anti-fraud Office will continue, as and when required.

The Agency is fully committed to ensuring excellent working relations with the European Ombudsman. A dedicated staff member acting as the contact person, coordinates all requests received and recommendations, thus ensuring that they continue to be followed up on with the utmost diligence.

Preparatory Measures for the possible transition into the EUAA

The draft Regulation establishing the EUAA envisages several new competencies, responsibilities and tasks to the Agency and extends existing ones.

In order to ensure a smooth transition, the Executive Director established an internal EUAA Implementation Task Force (EITF) in the first half of 2017 to coordinate preparatory measures for the potential new tasks. Among the preparatory measures, the Management Board has held exchanges on various priorities identified, and a Roadmap has been developed for the gradual implementation of the preparatory measures.

The increase in the Agency's responsibilities and tasks arising from the draft EUAA Regulation and the Proposals reforming the CEAS could present a challenge if adopted in 2020, as the Agency will have to prioritise implementation measures that must take place once the Regulation is adopted, over daily core-business activities. This challenge could be compounded should a new migration crisis develop in parallel.

2 Human and financial resources – outlook for the years 2020-2022

2.1. Overview of the past and current situation

Financial resources

The foreseen resources have until now not fully reflected the Agency's needs to deliver its mandate whilst taking into account unforeseen developments in the area of asylum and migration. Indeed, budget amendments were required to ensure that the Agency had the required resources to deliver operational and technical support to Member States and run its administration during 2016, 2017, 2018 and 2019. The initial budget for 2016 amounted to €19.4 million and was subsequently amended four times to reach a total of €65.4 million in commitment appropriations and €53.1 million in payment appropriations. The budget for 2017 was initially €69.2 million and was amended twice to reach €86.8 million in commitment appropriations and €79.2 million in payment appropriations. The budget for 2018 was initially €91.9 million and was amended once to reach €97.6 million in commitment appropriations and €97.6 million in payment appropriations. The budget for 2019 was initially €96.7 million and was amended once to reach €102 million in commitment appropriations and €102 million in payment appropriations.

The Agency will work closely with the Commission to evaluate additional budget needs for the coming years, as the budgets for 2021 and 2022 depend on the outcome of negotiations on the Multiannual Financial Framework 2021-2027. The following table shows the expected evolution of the budget in the period 2019 to 2022 based on actual needs. It should be noted that the budget estimates do not take into account the possible future adoption of the Proposal transforming EASO into the EUAA, since there is no clear indication as to if/when a new mandate will be adopted and what its content would be. Therefore, should the Proposal establishing the EUAA be adopted, the Agency's budget needs would need to be reassessed in order to enable the Agency to carry out the new tasks that an expanded mandate would bring about.

Title	Expenditure type	2019 ⁸ (€)	2020 ⁹ (€)	2021 (€)	2022 (€)
1	Staff expenditure	28,209,300	37,296,930	45,425,568	46,184,525
2	Infrastructure and operating expenditure	11,973,200	14,853,369	14,300,176	13,482,681
3	Operational expenditure	61,834,503	78,286,313	82,388,590	84,860,248
Total expenditure		102,017,003	130,436,612	142,114,334	144,527,454

For the Agency to carry out its new tasks effectively, the number of staff members is foreseen to increase to 500 by 2020. Consequently, the staff component of the expenditures will absorb a considerable part of the resources allocated in each financial year.

As shown in the above table, the staff expenditure on Title 1 and the infrastructure and operating expenditure on Title 2 in the period 2018-2020 are foreseen to increase in line with the increase in size of the Agency.

⁸ Composed of the initial budget €96.68M and €5.33M of Associate Countries' contribution (R0).

⁹ Budget 2020 is adjusted according to adopted EU Budget 2020. Composed of the amended budget €124M and €6.36M of Associate Countries' contribution (R0).

A major operational expense on Title 3 of the Agency's budget is the provision of experts for asylum support teams deployed in operations, including in the operational hotspots in order to provide the required support to Member States facing asylum pressure. The resources engaged by the Agency include Member State experts and individual experts nominated by Member States, as well as interpreters, cultural mediators, interim caseworkers and interim support staff engaged from service providers by means of framework contracts. As the cost of the human resources varies depending on the source, the Agency will explore the use of less costly resources and aim for a reduction in the numbers of the more costly options.

The successful implementation and sustainability of the new fully-fledged Agency will depend on the availability of the required resources.

Human resources

The Agency will require more resources during 2020 to 2022 to fulfil its mandate. The details of the activities of those additional resources are described in Section III.

Since the Agency is growing, a certain critical mass is being achieved; more resources will be allocated to operational Units.

The total number of staff in 2020 is expected to be 500, i.e. 366 temporary agents, 123 contract agents and 11 seconded national experts.

The Agency estimates that up to an additional 50 temporary agents and contract agents could be required in 2021 on top of the 500 allocated for 2020. These are reflected in the Agency's proposed staff overview for 2021 in Annex III. However, the envisaged staff beyond 2020 is indicative.

At the request of the Commission, the Agency has provided its staff plan for the period to be covered by the new post-2020 Multiannual Financial Framework. It is envisaged that around 10% cumulative increase on the total staff in 2021 will be required by 2027. In the same way as for the budgetary resources, it should be noted that the staff requirements set out in the table below do not take into account the possible adoption of the Proposal transforming EASO into the EUAA, since there is no clear indication if/when the Proposal will be adopted and what its content will be. Therefore, should the Proposal be adopted, the staff needs of the agency would need to be reassessed.

The following table and graph summarise the increase in human resources 2020-2022.

Staff	2019	2020	2021 ¹⁰	2022 ¹¹
Temporary agents (posts)	284	366	403	403
Contract agents (FTEs)	95	123	135	135
Seconded national experts (FTEs)	11	11	12	12
Total	390	500	550	550
Growth compared to previous year (posts/positions)		+ 110	+ 50	+ 0
Growth compared to previous year (%)		28.2	10.0	0.0

2.1.1. Expenditure for 2019

The EASO budget 2019 initially amounted to €96.7 million. By the end of the year, after the first amendment, it reached a total of €102 million in commitment appropriations and €102 million in

¹⁰ The envisaged staff beyond 2020 is indicative.

¹¹ *Ibid.*

payment appropriations (including €5.3 million in contributions from the Associate Countries and €920k IPA grants).

Fund Source	CA budgeted (€)	CA consumed (€)	CA %	PA budgeted (€)	PA consumed (€)	PA %
C1 - EU general budget contribution	96 686 000.00	92 062 461.53	95.22%	96 686 000.00	86 880 899.48	89.86%
R0 – Grants and contributions from Associate Countries	15,364,554.82	5,714,060.14	37.19%	15,364,554.82	3,944,005.45	25.67%
Total	112,050,554.82	97,776,521.67	87.26%	112,050,554.82	90,824,904.93	81.06%

In 2019, the execution of commitment appropriations reached 95% and that of payment appropriations reached 90% on the EU general contribution to the Agency.

2.1.2. Staff population overview for 2019

On 31 December 2019 the staff headcount was 318 together with offered positions. Statutory staff (including the IPA project staff¹²) as well as seconded national experts were represented. The composition was 228 Temporary Agents, 80 Contract Agents, and 10 Seconded National Experts.

2.2. Resource programming for the years 2020-2022

2.2.1. Financial resources

Revenue

The Agency revenue is expected to increase as foreseen in the proposal for the new mandate; reaching a total of €130 million. Based on the current level of operational activities, the Agency estimates that by 2021 the total budget could reach €142.1 million. This would enable the Agency to fulfil the tasks as set out in its current mandate. The Agency will continue to engage with the Commission in the context of discussions on the Multiannual Financial Framework post-2020 and the implications of EU Budget constraints and challenges.

The contribution from the general budget of the European Union has always represented by far the major share of the Agency's budget and will continue to be so in 2019 to 2021. The said contribution will be proportionally complemented by the one due from the associate countries: the Principality of Liechtenstein, the Kingdom of Norway and the Swiss Confederation. The Agency may also be managing resources stemming from grants signed with other entities such as the European Commission to continue existing projects or start new ones.

Expenditure

The Agency will expand its activities in all areas outlined in this programming document. Operational expenditures on Title 3 are expected to increase significantly in the coming years, as long as the pressures of migration on Member States persist.

The increases in Title 1 and Title 2 will reflect the planned growth in human resources and the related increase in infrastructure to accommodate all recruited staff (including office space, equipment, meeting rooms, etc.).

¹² The staff funded under an earmarked IPA-funded project for Western Balkans and Turkey (Title 4).

In 2016 the Agency received the approval of the European Parliament and the Council to expand its premises. Detailed data on expected expenditures are provided in Annex II.

2.2.2. Human resources

Resource outlook for the years 2020-2022

A) Growth of existing tasks

On 31 December 2019, the Agency filled 318¹³ temporary agent, contract agent and seconded national expert posts of the total number of 390 authorised posts for 2019.. Annex III reflects the detailed staff plans for the years 2020 to 2022.

Due to the recruitment freeze at the time, the Agency was not able to recruit new staff during the first half of 2018, while the existing staff was leaving. The situation normalised from July 2018 onwards, however, a lower than expected acceptance rate of offer letters was noted, perhaps caused by the image problem created by the previous situation.

Despite the initial slowdown in recruitment, the remaining vacant posts allocated to the Agency are expected to be filled, and EASO would gradually reach the total number of staff authorised for 2020, which is set at 500 staff members. Most of the posts have been allocated to the operational Units aiming at maximising, firstly, the availability of resources for the hotspots and, in addition, the strengthening of operational and capacity building support. To ensure this, the recruitment function has been enforced considerably.

The annual audit published by the European Court of Auditors on 9 October 2018 highlighted shortcomings in the Agency's internal controls, mainly in relation to public procurement and recruitment procedures. To address this, the Agency adopted a recruitment procedure, which guarantees separation of roles and functions between different actors, better fraud prevention, and increased quality control together with increased sourcing and selection tools. An e-Recruitment tool will be implemented to increase efficiency and transparency.

The Agency continues to support Member States with the implementation of the CEAS, with strengthened operational activities continuing to be required and in particular, with support through the Agency's operations required in Member States facing asylum pressure. The Agency has been operating at the very limits of its current mandate with an increased operational support role and assignment of additional tasks (such as the Council Decisions on provisional measures to support Italy and Greece, support to the EU-Turkey Statement, Council Conclusions on country guidance, and post disembarkation activities and relocation from Italy and Malta). As a result, notwithstanding the fact that its mandate has remained the same under the 2010 founding Regulation, existing activities have been broadened in scope or intensity.

B) Efficiency gains

In the coming years, the Agency will continue to identify and implement improvements to its systems and procedures to further increase efficiency in its operations and administrative activities. A principal objective is to simplify processes and procedures as much as possible, while ensuring full compliance with the applicable rules as well as effective internal controls. In doing so, the Agency will ensure that:

- Less time is spent on repetitive and labour-intensive tasks; thus more time will be available to work on tasks that have higher added value;
- Fewer human errors are made through the reduction of procedural steps and automation of processes, where possible;

¹³ Including offer letters and IPA project staff (staff funded under an earmarked IPA-funded project for Western Balkans and Turkey and not part of the EASO Establishment Plan).

- A risk-based approach is taken to ensure that efforts are more focused on tasks that require enhanced control;
- The proportion of staff working in Administration is reduced insofar as possible compared to staff working in core operations, without jeopardising the essential deliverables of the Agency.

The Agency will in the first instance continue to build and reinforce its quality management system and risk management processes as the basis for effective and efficient administrative and core operations. The Agency will also invest further in the automation of several administrative processes (Human Resources, Procurement and Finance) and processes in operational areas (e.g. deployment of experts), where several initiatives have already been taken and will be further developed. Should the Proposal transforming EASO into the EUAA be adopted, the Agency will take the opportunity to improve its business process as it re-designs key processes for the operationalisation of the new mandate.

C) Negative priorities/decrease of existing tasks

A reduction in legally-required tasks during the period 2020 to 2022 is not foreseen. On the contrary, should the Proposal transforming EASO into the EUAA be adopted, the Agency's tasks are expected to increase significantly. The Agency, in collaboration with the European Commission, will seek to identify tasks and activities that could be postponed. In the context of the recurrent need for more resources, negative priorities alongwith potential efficiency gains shall be identified and appropriately addressed as and when the new mandate draws closer to adoption.

D) Redeployment

The Agency had implemented the mandatory 5% staff reduction, i.e. a loss of 2 posts between 2014 and 2017. As the Agency was initially in the start-up phase and later on received new tasks, the additional staff resulted in an overall net increase that did not require measures for redeployment of staff. The Agency would require an annual increase in staff until 2020 and beyond, based on an anticipated increase in workload. Identification of opportunities for redeployment of staff assigned to horizontal and administrative activities may be considered. Administrative support, however, shall remain proportionally reinforced.

E) Conclusion on evolution of resources compared to the Commission Communication 2014-2020

The 2013 Commission Communication on Programming of human and financial resources for decentralised agencies for 2014 to 2020 allocated to EASO financial resources amounting to 0.7% of the Multiannual Financial Framework Heading 3 - Security and Citizenship¹⁴.

The Agency used to be one of the smallest agencies under Heading 3, both in terms of financial and human resources. The developments in the migration situation and the EU's political response have changed the situation significantly. The ceilings set by the Multiannual Financial Framework 2014 to 2020 for the Agency were exceeded by all EASO budgets in the period 2015-2018 due to the measures taken to face the unprecedented migratory pressure and an increased number of tasks allocated to the Agency. An even larger growth in the Agency's activities can be realistically expected in the coming years should the Proposal transforming EASO into the EUAA be adopted.

¹⁴ Total of €109.35 million.

SECTION IV. WORK PROGRAMME 2020

1 Executive Summary

The 2020 Work Programme is based on the assumption that the Proposal transforming EASO into the European Union Asylum Agency (EUAA) will not come into force before 2022. Only preparatory measures for the potential operationalisation of the EUAA Proposal are envisaged, based on the draft version of the EUAA Regulation as it stood in December 2017.

Besides consolidating its core business activities, during 2020 the Agency will further develop its operational and technical capability. Moreover, the Agency will maintain the pace of recruitment of staff, which is estimated to reach 500¹⁵ by the year 2020, and expedite budget absorption, which would reach €130 million in revenue by the year 2020.

One key area for the Agency is the operational and technical assistance provided to Member States under particular pressure, delivered in line with the agreed Operating Plans. The Agency will prepare and establish flexible deployment mechanisms to guarantee rapid support, at any time and in sufficient numbers, to frontline Member States. Moreover, appropriate tools will be developed to implement operational support activities. Specific operational support for the implementation of the CEAS and operations in the hotspots will be maintained.

The Agency will further develop its operational support based on the emerging needs of Member States to respond to particular pressure on their asylum and reception systems. The Agency will adjust its operational support to the specific arising needs as well as the requests from Member States. EASO will therefore continue to support Greece, Italy, Cyprus and Malta. EASO will also provide specific support for short term emergency operations as required including ad hoc disembarkation/voluntary relocation exercises.

In 2020, the Agency will contribute to strengthening the EU's role in **resettlement**, in cooperation with the European Commission and UNHCR, with a view to supporting EU+ countries in meeting the international protection needs of refugees in third countries and show solidarity with their host countries. Building on the mid-term assessment of the Resettlement Support Facility (RSF) pilot project, the Agency will continue to manage the 18-month RSF pilot project in Turkey and explore how the approach developed can be refined within Turkey and replicated in other host countries (depending on the evaluation of the outcomes of the pilot project and subsequent approval by the MB to further such activities). Following the transfer of the EU-FRANK project results to the Agency in 2019-2020, the Agency will continue to support the implementation of training and the development of operational tools to be used by EU Member States engaging in resettlement programmes. Building on the achievements of the Private Sponsorship Schemes pilot project initiated in 2018, the Agency will continue to support the planning and implementation of complementary **pathways to international protection** in the EU with interested Member States, through peer-support initiatives and soft measures.

The Agency will cooperate with the **authorities of third countries**, in particular with a view to promoting Union standards on asylum and assisting third countries as regards expertise and capacity building for their own asylum and reception systems as well as implementing regional development and protection programmes and other actions. Based on the EU external relations policy documents, the Agency will, as appropriate, support the approach of renewed partnerships with third countries that will be developed according to the situation and needs of each partner third country, depending on whether it is a country of origin or transit. As part of this, the Agency will support **capacity building** in key EU neighbouring third countries' asylum and reception systems. Moreover, the Agency will continue providing support to the Western Balkans region and Turkey, including through the implementation of the IPA Programme

¹⁵ COM(2016) 271 final.

‘Regional Support to Protection-Sensitive Migration Management in the Western Balkans and Turkey’ (IPA Programme), as well as in relation to the implementation of the Regional Development and Protection Programme (RDPP) in North Africa, and to other countries as appropriate.

The Agency will continue to ensure the development of its **Early Warning and Preparedness System** (EPS), in cooperation with Eurostat and Frontex, through the reinforcement or addition of new data exchanges.

The Agency will also collect and validate information on third country nationals effectively resettled. The analysis on the situation of asylum will include information on root causes, migratory and refugee flows, the presence of unaccompanied minors, the overall reception capacity, as well as on arrivals of large numbers of third country nationals which may cause disproportionate pressure on Member States’ asylum and reception systems. To effectively generate timely and reliable information to Member States and to identify possible risks to the Member States’ asylum and reception systems, a data hub will be established combining EPS data with data from other sources, the Agency’s research activities on early warning and understanding root causes will be strengthened, and the Agency’s capacity in terms of strategic analysis of data trends will be further consolidated.

During 2020, the Agency will continue and further enhance its collection and exchange of information on Member States’ procedures and practices in relation to the CEAS. The **Information and Documentation System** (IDS) will serve as a database and web portal on Union, national and international asylum instruments.

The Agency will continue to build capacity and assume a key role in the gathering of relevant, reliable, accurate and up-to-date information on countries of origin, including information on vulnerable persons. During 2020, the Agency will continue developing the COI Portal.

Based on the convergence exercise mandated by the 21 April 2016 Council Conclusions, the Agency will continue to engage in **country guidance** activities. In particular, the Agency will continue to coordinate efforts among Member States to develop common analyses and guidance notes on the situation in main countries of origin, and to regularly review and update these common analyses and guidance notes.

During 2020, training will continue to be delivered to support capacity building in Member States. The **European Asylum Curriculum** will be consolidated by keeping it abreast of new developments, such as the changes in the EU asylum legal framework and the asylum situation in the EU. The Agency will continue to support EU+ countries in fulfilling their obligation to include the core parts of the curriculum into their national training programmes. Moreover, the Agency will also continue to analyse and address the general needs of the EU+ countries and develop, update or upgrade new training modules, in cooperation with EU+ countries, while ensuring that issues related to vulnerable persons are streamlined throughout its training material. Various specialised thematic trainings will be provided to Member State experts being deployed by the Agency and also to its own staff. Furthermore, the Agency will continue to develop an internal Training Governance System to enable the full and valid certification and accreditation of its training curriculum. The Agency will be strengthening the design and infrastructure of the **e-learning management system** with the aim of providing a single source of information for the management of e-learning courses, data storage, and sharing and compilation of data for statistical purposes.

The Agency will advance the joint preparation of **professional development materials for members of courts and tribunals**, as well as their subsequent dissemination to identified partners. In addition, professional development workshops will continue, as well as increased support to their organisation on a national level. Cooperation with relevant partners in the field will be strengthened and every effort will be made to facilitate avenues for judicial dialogue and exchange.

The Agency will continue to mainstream aspects related to **vulnerable persons** in all activities. Cooperation activities will be undertaken to foster convergence in line with EU standards related to the identification and support to encourage policy coherence in this field. Efforts to encourage

practical cooperation and information sharing among EU+ countries and other relevant experts on issues relating to vulnerable persons will continue.

The practical cooperation activities organised within the framework of the **Asylum Processes Network, the Network of Dublin Units, the Exclusion Network, the Vulnerability Experts Network** and the **Network of Reception authorities** will be consolidated and further enhanced. Through these networks, the Agency will foster the exchange of information and best practices, pool expertise and develop specific tools and guidance on these themes.

In the implementation of its work, the Agency will work in close cooperation with other actors in the field, in particular the Commission, the European Parliament, the Council of the European Union, EU Member States, Frontex, eu-LISA, FRA, UNHCR, IOM and other relevant actors. The Agency will build on its excellent working relationship with the UNHCR and IOM and will continue promoting strong cooperation amongst EU agencies, in particular the JHA agencies network and activities organised within this framework. The Agency will increase cooperation with the European Migration Network and its different Expert Groups, IGC, GDISC and other players. Likewise, the Agency will further strengthen the partnership with the International Association of Refugee Law Judges (IARLJ), the Association of European Administrative Judges (AEAJ), and the European Judicial Training Network (EJTN).

The Agency will further develop its positive relationship with civil society in various areas of its work through more targeted consultations, transparency, and outreach activities.

This programming document constitutes the framework financing decision for the implementation of the identified activities. In view of the largely unpredictable nature of developments in the migration field in the EU, which have a direct impact on the Agency's operations, the Agency will have to continue to respond in a timely and proactive manner to evolving circumstances. Changes to the Work Programme 2020, including financial implications, are likely to occur and will have to be discussed with the Management Board. The implementation of the work programme remains the responsibility of the Executive Director.

This Work Programme 2020, which is an integral part of the Single Programming Document 2020 to 2022, takes into account the opinion of the European Commission, which was delivered to the Agency on 9 August 2019. This document was first endorsed by the EASO Management Board on 31 January 2019, revised on 17 June 2019, adopted on 24 September 2019¹⁶, and revised on 28 January 2020 and 14 August 2020.

2 The Agency's priorities for 2020

During 2020, the Agency will deliver the multiannual programme, ensuring continuity and expansion of its key activities for the benefit of the EU+ and third countries. At the same time, preparatory measures for the eventual possible transition of EASO to the EUAA will be undertaken, within the limits of existing mandate and to the extent that resources permit.

- **Reinforcing internal governance and management systems**

- Continue to build on the Agency's internal governance with an emphasis on further improvement of quality, risk, financial, document and records management, as well as full implementation of all actions as required by audits of the European Court of Auditors and the Internal Audit Service of the European Commission.
- The Agency is committed to prevent any future irregularities and inform the European Commission without delay of any cases of fraud, financial irregularities and investigations. To

¹⁶ 'After adoption of the draft budget by the Commission, the single programming document shall be adopted by the Management Board. It shall become definitive after final adoption of the Union budget setting the amount of the contribution and the establishment plan. If necessary the budget of the Agency and its establishment plan shall be adjusted accordingly.' [EASO Financial Regulation, Art. 33(4)].

mitigate fraud and irregularities' related risks, and facilitate adequate prevention and detection, the internal control process shall be applicable at all management levels within the Agency. The primary measures to achieve this will be, but not limited to, reinforced systematic controls, risk analyses, awareness-raising and training.

- **Maintaining core business activities**

- Continue to deliver core-business activities across the Agency, with a focus on maintaining the quality of service and the output level, and where feasible, improve performance.

- **Operational support, operational planning, monitoring and evaluation**

- Provide operational support to Member States under particular pressure on their asylum and reception systems by applying proactive and tailor-made approaches, addressing the varied needs of Member States.
 - Establish/maintain collaborative partnerships with Member States for effective launch, continuation or conclusion of operations in a planned, timely and flexible way.
 - Provide *specific* support for temporary emergency operations, as required, including *ad hoc* disembarkations/voluntary relocation exercises, humanitarian corridors, humanitarian evacuations.
 - Apply a rigorous project and budget management framework, and a results-based approach, as provided by the Agency's Operations Manual, to all operational support activities with clear entry, exit and sustainability strategies in line with the Agency's mandate.
 - Continue implementing a fidelity monitoring approach, measuring the implementation of EASO operations in real time. Ensure EASO operations benefit from systematic and objective evaluations leading to management response and institutional learning.
 - Improve EASO operational response capabilities, ensuring organisational capacity and flexibility to scale up and scale down when required, including by developing contingency planning capabilities.
 - Develop, test and utilise innovation-based operational and deployment tools to ensure the Agency has the capacity to respond to emerging operational needs in a timely, efficient and appropriate manner.

- **External dimension**

- Continuing the Agency's support to resettling EU+ countries (1) enhancing support for European and EU+ countries' Resettlement programmes, and (2) completing the implementation of the 18-month RSF pilot project in Turkey, including its mid-term review and end-evaluation, and applying mainstreaming recommendations as appropriate, and (3) if feasible and relevant (after political agreement) contribute to the implementation of the SOP for the Voluntary Humanitarian Admission Scheme in Turkey.
 - Continuing capacity building activities in support of third countries where required, in a planned, timely and flexible way, based on defined entry, exit and sustainability strategies within a rigorous project and budget management framework, and with sufficient organisational capacity to scale up and scale down when required.

- **Information, analysis and knowledge development**

- Develop further the EU COI system, gathering relevant, reliable, objective, accurate and up-to-date information on relevant third countries, expanding the base of original sources by way of fact-finding missions.
 - Implement and finalise the transfer of the relevant parts of MedCOI to the Agency.

- Foster the creation of an effective situational picture on asylum-related migration, as well as an early warning functionality, through the development of a data hub in synergy with the EASO data warehouse.
 - Further advance an integrated approach to information exchange and swift response to information needs of EU+ stakeholders concerning the implementation of the CEAS with high quality analytical outputs based on diverse and comprehensive range of sources and state -of-the-art platforms.
 - Assist Member States and foster convergence in the assessment of applications for international protection, by coordinating efforts among Member States to develop common analyses and guidance notes on the main countries of origin.
- **Training and asylum support**
 - Continue and enhance the development of training activities, including for all operations of the Agency.
 - Develop operational standards, indicators, guidance, best practices and common practical tools to support the implementation of the CEAS based on identified needs and good practices and act as a centre of expertise on asylum matters.
 - Enhance the professional development series for members of courts and tribunals.
 - **Horizontal activities**
 - Implement revised working methods and tools for improvement of the Management Board's governance responsibilities.
 - Enhance external communication and strengthen coordination, flow of information, convergence and coherence of policies and practices related to the Agency's mandate.
 - Deliver comprehensive ICT systems and solutions to fulfil the Agency's mission effectively and efficiently.
 - **Transition towards the EUAA Regulation**
 - Undertake preparatory measures for the possible transition of EASO into the EUAA, according to the agreed priorities and the dedicated Roadmap, in collaboration with the Management Board and the European Commission, and in consultation with stakeholders, where required.

3 EASO's Key Performance Indicator

EASO's overall Key Performance Indicator represents the Agency's ability to conduct its core business and to meet the specific objectives set out in the annual work programme.

Consequently, EASO's Key Performance Indicator is represented by a qualitative indicator aiming at demonstrating the impact of the Agency's support to the implementation of the CEAS, taking into account:

- the tasks laid down in the EASO Regulation, the recast EU asylum acquis and other related EU documents and the Agency's progress in implementing activities to fulfil these tasks;
- the requests made by the EU+ countries, the European Commission, the Council of the EU, the European Parliament and other EU institutions, agencies and bodies to develop and execute additional EASO activities in order to support the implementation of the CEAS;
- the opinions expressed by the EU+ countries, the European Commission, the Council of the EU, the European Parliament, other EU institutions, agencies and bodies and other EASO partners on the Agency's work.

The work programme identifies a number of specific objectives which are structured according to the SMART (specific, measurable, achievable, realistic, time-bound) principle. In order to measure the Agency's performance, RACER (relevant, accepted, credible, easy to monitor and robust) indicators are developed for each objective, together with the expected output and timeframe.

3 Operational support

3.1. Italy

The Agency's operational support to Italy is provided to the national and local offices of the asylum and reception authorities: the Department of Public Security (DPS), the Dublin Unit in Rome, the National Asylum Commission, the Department of Civil Liberties and Immigration, as well as to the local offices of the Immigration and Border Police, which are covered by roving teams subject to arrivals, in the Specialised Sections of Italy's Tribunals and in the Supreme Court of Cassation.

The Agency will continuously **review its operational support** based on the identified and emerging needs of Italy within a validated planning and monitoring framework, and taking into account the trends in arrivals and migration routes, to fully implement the EU asylum acquis and to respond to particular pressure on its asylum and reception systems in a sustainable manner. Furthermore, the continuous review of the support will take into account the environment in which the Agency operated in 2020 and will be operating in the near future, with particular regard to occupational health, safety and security circumstances, EU policies of solidarity on managing asylum seekers arrivals, potential threats and ensuing emergencies such as the one recently triggered by the COVID-19 outbreak. The Agency will implement its role as mandated by the EU institutions and in line with the legislative framework in place.

Within this context, the Agency will operationalise its support in agreement with the Italian authorities, aiming to address specific arising needs. The Agency will provide operational support by deploying asylum support teams, or by providing other support as required, including by maintaining and/or providing logistics (such as mobile offices, rental and setting-up of facilities, and equipment) as well as providing the necessary services (such as cultural mediators, administrative support, interim staff and transport). The Agency will cooperate with the relevant bodies in the provision of such support, devoting special attention to operational cooperation with Frontex and other stakeholders.

In parallel, in accordance with the revised CEAS and based on its practical experience in operations taking place in Italy and established good practices, the Agency will provide support in amending relevant national asylum and reception related SOPs, working procedures and workflows. Moreover, the Agency will maintain its regular participation in the EU Regional Task Force as well as collaboration with main partners, such as UNHCR and IOM.

In this context, EASO foresees a planned, phased reduction in direct operational support to Italy at first instance, reflecting both the significant reduction in migration in-flows to Italy and the successful reduction of the backlog in 2019 by the national authorities with EASO's support. The foreseen activities for 2020 will focus on supporting national authorities in building sustainable systems to manage their national asylum and reception systems, in parallel with a strategic shift towards support for the reduction of the backlog of appeals in the judiciary review phase. This shift will involve the deployment of asylum support teams to the twenty six Tribunals across the territory, responsible for judiciary review, after rolling out a pilot intervention in six out of the twenty six Tribunals in the first quarter of 2020. The Agency will also continue to support the development of a national quality self-assessment mechanism for the registration phase of international protection applications as well as a national framework for the monitoring of reception standards.

A detailed description of the support measures agreed by the Agency and the Italian Authorities is provided in the signed Operating Plan published on the Agency website and the multi-annual programme document, which captures the operational planning of EASO in Italy over a three-year cycle. The Multi Annual Programme Document will be updated and aligned with the SPD planning cycle and will identify the specific exit and sustainability strategies that will inform and direct the specific support measures of the Operating Plans.

Link to multiannual objectives	MA01
Budget line and allocated amount	3301 Operational Support: EUR 15 754 766 EUR 13 804 323 (C1) EUR 1 950 443 (R0)
Allocated human resources¹⁷	7 AD, 3 AST, 5 CA, 1 SNE

A breakdown of the estimated expenditure for operational support to Italy is provided below.

Type of cost	Estimated expenditure (EUR)
Deployment of experts	402,000
Interim services (asylum and reception, support, missions)	13,149,478
Interpretation/cultural mediation services	1,734,434
Training costs (participants, catering and venues)	111,400
Other costs (EASO staff missions, ICT, equipment, stationery, moving and maintenance, water, translations, etc.)	357,454
	15,754,766 (includes both C1 and R0 credits)

Activity No	Core business activities (actions)
1	Update the three year Multi-Annual Programme Document for Italy and align it with the SPD planning process, to define, where relevant exit and sustainability strategies, and inform annual Operating Plan Measures.
2	Assess, design, consult, sign, implement, monitor and evaluate the Operating Plan for Italy based on the EASO Operations Manual methodology.
3	Maintain close relations with the European Commission, the Italian authorities and other relevant stakeholders to ensure close collaboration and complementarity of actions.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Multi-Annual Programme Document completed.	N/A	100%	100%
2	Percentage utilisation and consumption of resources versus the Operating Plan.	90%	90%	80%
3	Quarterly inter-agency coordination meetings conducted with concerned national asylum and reception authorities.	4	4	4

Objectives and results	
Objective 1	Contribute to enhanced coordination, technical and structural capacity of the Italian authorities to implement the CEAS with particular focus on support for the development of national asylum and support systems for registration, information provision, asylum quality monitoring and reception monitoring through the assessment, prioritisation, design, implementation, monitoring and evaluation of an Operating Plan for Italy.
Expected results in 2020	<ul style="list-style-type: none"> - Improved coordination, technical and managerial skills and capacity of the relevant authorities regarding asylum and reception. - Harmonisation and enhanced coordination of procedures and workflows in place at national level for the enhanced implementation of the CEAS in respect of the prioritised asylum and reception needs of the concerned Italian authorities.

¹⁷ Including personnel based in the headquarters, as well as the operational locations.

	<ul style="list-style-type: none"> - Support provided through capacity-building activities and related strategic deployments on COI, Dublin Regulation, quality monitoring of both registration phase of the asylum procedure and reception systems, as well as capacity-building on the identification of vulnerabilities. - The Operating Plan developed, signed and implemented based on approved EASO Operations Manual project management methodology, which takes into account the assessed and prioritised needs on the ground and delivers measurable impact on the Italian authorities' capacity to manage and coordinate the asylum and reception systems. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of support measures implemented as planned, including amendments, if applicable.	2018: 80%	90%	Progress report, monitoring reports.
Main outputs/actions in 2020			
Main outputs/actions	When		
Provision of operational and technical support to Italy to implement the CEAS, with specific support for the enhanced coordination and management of the asylum and reception systems.	Q1-Q4		
Implementation of activities in accordance with the Operating Plan signed with the Italian authorities, which define the scope of the capacity building and related strategic deployments to key national authorities.	Q1-Q4		

	Objectives and results		
Objective 2	Taking into account the situation on the ground, and at the request of the Italian authorities, provide relevant support to alleviate the pressure on the national asylum and reception systems, to process applications for international protection at first instance and at the judiciary reviewphase.		
Expected results in 2020	<ul style="list-style-type: none"> - Increased technical, managerial and operational capacity of the relevant asylum authorities. - Enhanced operational skills and capacity of the relevant authorities to process registrations of asylum applications, assess the quality of registrations and implement related quality self-assessment systems. - Enhanced case management in the judiciary review phase through direct support delivered by asylum support team members deployed by the Agency to the twenty six Appeals Tribunals and to the Supreme Court of Cassation. - Increased productivity of the Dublin Unit to process requests. - Increased capacity of the concerned Italian authorities in respect of COI including the support enhancement of workflows to the COI Unit. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
National self-assessment mechanism supported by EASO through development and implementation of monitoring tools to improve quality of registrations of applications for international protection.	2018: N/A	75%	Internal records, progress reports

Number of files prepared with the support of the Agency to Tribunals.	2018: N/A	7,000 files	Internal records, progress and monitoring reports
Capacity of the NAC and its COI unit increased through deployment of personnel and support to professional development.	2018: N/A	75%	Internal monitoring reports, statistics, progress reports
Main outputs/actions in 2020			
Main outputs/actions			When
Provide measurable support to Italy to enhance its managerial and operational capacity to manage and monitor the asylum systems. Asylum support teams seconded to reduce backlogs in second instance, and deployed to judiciary authorities to reduce backlog in the judiciary review phase, and deployed to the Department of Public Security, to the Dublin Unit and to the COI Unit to support a national quality self-assessment mechanism for registrations of asylum applications and to support the Quality Unit, the Dublin Unit and the COI Unit.			Q1–Q4
Cooperate and coordinate the implementation of the 2020 Operating Plan activities with all stakeholders active in Italy.			Q1–Q4
Maintain and/or provide additional infrastructure, as well as the necessary services, as appropriate, to facilitate the implementation of the relevant measures in the Operating Plan.			Q1–Q4

Objectives and results			
Objective 3	Taking into account the situation on the ground, and at the request of the Italian authorities, provide relevant support to build the capacity of the national reception authorities and pilot and mainstream a national reception monitoring framework.		
Expected results in 2020	<ul style="list-style-type: none"> - Increased technical, managerial and operational capacity of the relevant reception authorities. - Strengthened capacity of the relevant national authorities to enhance and monitor reception conditions. - Enhanced operational skills and technical knowledge of reception authorities as a result of dedicated professional development pathways. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
National reception monitoring framework supported by the Agency to ensure assessment of the quality of the reception system.	2018: N/A	75%	Internal records and weekly reports
Main outputs/actions in 2020			
Main outputs/actions			When
Provide support to Italy to enhance its managerial and operational capacity to manage and monitor the reception system through the deployment of asylum support teams and EASO staff.			Q1–Q4
Maintain and/or provide infrastructure, as well as the necessary services, as appropriate, to facilitate the implementation of the relevant measures in the Operating Plan.			Q1–Q4
Cooperate and coordinate the implementation of the relevant 2020 Operating Plan activities with all stakeholders active in Italy.			Q1–Q4

Objectives and results			
Objective 4	Taking into account the situation on the ground, and at the request of the Italian authorities, provide relevant support for ad hoc disembarkations/voluntary relocation operations in support of the concerned Italian authorities and participating Member States.		
Expected results in 2020	<ul style="list-style-type: none"> - Ad hoc disembarkation/voluntary relocation operations delivered in support of the concerned Italian authorities and participating Member States in a timely and coordinated manner. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage (and number) of ad hoc disembarkation/voluntary relocation events supported by EASO.	2018: N/A	100% of all agreed events	Internal records and reports
Main outputs/actions in 2020			
Main outputs/actions			
Asylum Support teams and EASO staff deployed to support all ad hoc disembarkation/voluntary relocation events.	Q1–Q4		
Concerned Italian authorities supported in completing the pre-registration, registration and subsequent processing of relocation files.	Q1–Q4		
Participating Member States supported in the relocation exercises through selection/matching and subsequent support (mission support, interpretation, remote selection support, conducting of selections on behalf of MSs as appropriate).	Q1–Q4		

3.2. Greece

The Agency's operational support to Greece is provided on the mainland and on the islands. The Agency is present in five hotspots on the Aegean islands, as well as in Athens, Thessaloniki and other locations on the mainland.

The Agency will **further develop its operational support** based on the emerging needs of Greece to fully implement the EU asylum acquis and to respond to particular pressure on its asylum and reception systems, in accordance with the Operating Plan agreed with the Greek authorities, taking into account the evaluation results of the Operating Plan from the previous year and a thorough prioritised needs analysis. The support provided by the Agency in 2020 to enhance the asylum and reception systems shall be in complementarity with the assistance provided under EMAS (Emergency Assistance Grant Scheme) to the GAS (Greek Asylum Service), as well as the EMAS to UNHCR, IOM, and UNICEF for capacity building and the monitoring of reception conditions.

Within this context, the Agency will operationalise its support in agreement with the Greek authorities, aiming to address specific prioritised needs. The Agency will provide operational support by deploying asylum support teams or by providing other support, as required, including maintaining and providing logistics (such as mobile offices, rental, fit-out and maintenance of facilities and equipment), as well as providing the necessary services (such as interpreters, administrative support, interim staff, transport and security). All such operational support will be developed within the framework of a rigorous project management methodology and a clear prioritisation of needs.

The Agency will cooperate with other relevant bodies in the provision of such support to avoid duplication of efforts, devoting special attention to operational cooperation with Frontex and other stakeholders. Moreover, the Agency will maintain its regular participation in the EU Regional Task Force and other relevant inter-agency fora.

The Agency will adjust its intervention and provide appropriate support to address emerging needs in line with the evolving situation in Greece and upon agreement with the Greek authorities. Within the context of the EASO multi-annual programme document for Greece, and the sustained pressure on the asylum and reception systems of Greece, EASO foresees continuing support with a specific focus on the implementation of the EU-Turkey Statement, support for increased processing within the regular procedure and both national and hotspot level support for reception management.

The main areas of the Agency's support will include activities as follows:

- Support to the National Asylum and Reception Authorities to strategically plan and manage the Asylum and Reception Systems by enhancing coordination mechanisms and capacity building.
- Support to the Asylum Service to process applications for international protection at first instance on the islands.
- Support to the Asylum Service to process applications for international protection at first instance on the mainland.
- Support to the Dublin Unit to process outgoing requests according to the Dublin Regulation criteria.
- Support to the Appeals Authority in issuing second instance decisions.
- Support to the national reception authorities to strategically plan and manage the National Reception System.
- Support to the National Reception Authorities to manage second line reception.
- Support the Greek Authorities to manage and implement relocation programmes from Greece under the coordination of the European Commission and within the common agreed procedure with the participating Member States.

A detailed description of the support measures agreed by the Agency and the Greek Authorities are included in the signed and amended Operating Plan, available on the Agency's website..

The main challenge for the Agency in Greece remains the unstable operational environment in which it has to plan and operate. Throughout the year, on the basis of any change in the circumstances on the ground, and in agreement with the Greek authorities, the Agency will adjust its interventions providing appropriate support to address emerging needs. The outbreak of the COVID-19 in 2020, and the impact it is likely to have on the operational activities, is also being taken into careful consideration when implementing the support measures.

Link to multiannual objectives	MA01
Budget line and allocated amount	3301 Operational Support: EUR 45 697 900 EUR 41 076 664 (C1) EUR 4 621 236 (R0)
Allocated human resources¹⁸	10 AD, 11 AST, 11 CA

A breakdown of the estimated expenditure for operational support in Greece is provided below.

Type of cost	Estimated expenditure (EUR)
Deployment of experts	242,340
Interim services (asylum and reception, office and field coordination) and missions	25,467,702
Interpretation services	16,121,860
Training costs (participants, venue and catering)	140,589

¹⁸ Including personnel based in the headquarters, as well as the operational locations.

Type of cost	Estimated expenditure (EUR)
Other costs (Security, buildings rental and maintenance, cleaning services, small construction/maintenance costs, stationery and office supplies, medical supplements, small purchases all locations, transport, EASO staff missions, etc.)	3,725,409
Total	45,697,900 (includes both C1 and R0 credits)

Activity No	Core business activities (actions)
1	Update the three year Multi-Annual Programme Document for Greece and align it with the SPD planning process to define, where relevant, exit and sustainability strategies, and inform the Operating Plan Measures.
2	Assess, design, consult, sign, implement, monitor and evaluate the Operating Plan for Greece based on the EASO Operations Manual methodology.
3	Maintain close relations with the European Commission, the Greek authorities and other relevant stakeholders to ensure close collaboration and complementarity of actions.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Multi-Annual Programme Document completed.	N/A	100%	100%
2	Percentage utilisation and consumption of resources versus the Operating Plan.	90%	90%	95%
3	Quarterly inter-agency coordination meetings conducted with concerned national asylum and reception authorities.	4	4	4

Objectives and results			
Indicator	Indicators		
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of support measures implemented as planned, according to the logical framework of the Operating Plan, including amendments, if applicable.	2018: 90%	90%	Internal records, progress and monitoring reports

Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of outputs, including tools to support asylum and reception systems, agreed with the Greek authorities delivered.	2018: 100%	75%	Internal records, progress and monitoring reports
Operating Plan 2020 planned results achieved.	2018: 80%	75%	Progress, monitoring and evaluation reports
Main outputs/actions in 2020			
Main outputs/actions			
Provision of operational and technical support to the Greek authorities to implement the CEAS and manage their asylum and reception systems.			
Implementation of activities in accordance with the Operating Plan signed with the Greek authorities.			
When			
Q1-Q4			
Q1-Q4			

Objectives and results			
Objective 2	Taking into account the specific needs in 2020 and at the request of the Greek authorities, provide direct operational support to the Greek authorities to process applications for international protection at first and second instance.		
Expected results in 2020	<ul style="list-style-type: none"> - Increased rate of processing applications for international protection through the deployment of asylum support teams to the Border Procedure. - Increased rate of processing applications for international protection through the deployment of asylum support teams to the Regular Procedure. - Increased rate of processing of second instance appeals through the secondment of Legal Rapporteurs to the Appeals Authority. - Enhanced procedures and tools for implementation of asylum procedures (i.e. admissibility and eligibility assessment). - Enhanced skills and knowledge of the relevant authorities to process applications for international protection (i.e. admissibility and eligibility assessment) including implementing related quality monitoring systems. - Increased rate of processing of Dublin files through the deployment of asylum support team members to the Dublin Unit. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of registrations of applications for international protection processed with the support of the Agency.	2018: 55%	50%	Internal records, progress reports; quarterly
Percentage (or number) of asylum cases (interviews and opinions) at first instance processed with the support of the Agency in the Regular Procedure.	2018: N/A	50% or number of cases processed	Internal records, progress and monitoring reports; quarterly
Percentage (or number) of asylum cases (interviews and opinions) at first instance processed with the support of the Agency in the Border Procedure.	2018: 50%	50% or number of cases processed	Internal records, progress and monitoring reports; quarterly
Productivity targets for asylum processing at first instance at year end.	2018: 4 cases/caseworker p/wk	4 cases/caseworker	Internal records, progress and monitoring reports; year-end

Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
	in regular procedure	p/wk in regular procedure	
Main outputs/actions in 2020			
Main outputs/actions			
Provide support to Greece to enhance the capacity to manage the asylum systems. asylum support teams deployed to reduce backlogs in registration and in the processing of applications for international protection at first instance in the Border and Regular Procedure and Legal Rapporteurs seconded to the Appeals Authority at second instance.			
Cooperate and coordinate the implementation of the 2020 Operating Plan and activities with all stakeholders active in Greece .			
Maintain and/or provide infrastructure (such as mobile offices, rental, fit-out and maintenance of facilities, and equipment), as well as the necessary services (such as interpreters, cultural mediators, transport services, administrative support, interim staff and security), as appropriate, to facilitate the implementation of the measures in the Operating Plan.			

Objectives and results			
Objective 3	Taking into account the specific needs in 2020 and at the request of the Greek authorities, provide operational support to the Greek authorities to strengthen the national reception system.		
Expected results in 2020	<ul style="list-style-type: none"> - Enhanced operational skills and technical knowledge of the relevant authorities for reception management. - Reception components of the Operating Plan fully implemented within the framework of the National Reception Technical Assistance Project¹⁹. Strengthened capacity of the relevant national authorities to enhance and monitor reception conditions. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of Agency reception support measures of the Operating Plan implemented as per the Technical Assistance Project.	2018: 75%	85%	Internal records, progress reports.
Degree of adoption and implementation of the reception support measures in the Hotspots.	2018: 80%	80%	Internal records, progress and/or evaluation reports.
Reception Quality Monitoring System Piloted and mainstreamed.	2018: 50%	75%	Internal records, statistics, reports.
Main outputs/actions in 2020			
Main outputs/actions			
Provide support to Greece to enhance the capacity to manage the reception systems.			
Maintain and/or provide additional infrastructure (such as mobile offices, rental, fit-out and maintenance of facilities, and equipment), as well as the necessary services (such as interpreters, cultural mediators, transport services, administrative support, interim staff and security), as appropriate, to facilitate the implementation of the measures in the Operating Plan.			

¹⁹ Technical Assistance Project (TAP): RIS UNHCR EASO Commission sponsored national reception project. Operating Plan of EASO aligned and coordinated with this TAP.

Cooperate and coordinate the implementation of the 2020 Operating Plan and activities with stakeholders active in Greece .		Q1–Q4	
Objectives and results			
Objective 4	Support the Greek Authorities to manage and implement relocation programmes from Greece under the coordination of the European Commission and within a common agreed procedure with the participating Member States.		
Expected results in 2020	- Strengthened capacity of the relevant national authorities to manage, coordinate and implement emergency and ad hoc operational events.		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
% and (number) of emergency and/or ad hoc operational events supported by EASO.	N/A	100% of the agreed events	Final Reports
Main outputs/actions in 2020			
Main outputs/actions	When		
Asylum support teams and EASO staff deployed to support voluntary relocation events.	Q1–Q4		
Participating Member States supported in the relocation exercises through selection/matching and subsequent support, as necessary.	Q1–Q4		

3.3. Cyprus

Within the context of the increased migration flows to Cyprus, the Agency's operational support is provided in various locations in Cyprus, including in the Asylum Service premises in Nicosia, the Kofinou Reception Centre, the first reception centre in Pournara, and in six locations where registrations take place.

The Agency will continue to provide operational and technical assistance to the Cypriot authorities based on the foreseen Operating Plan for 2020 and **assess whether its operational support** needs to be developed further based on the emerging needs of Cyprus to fully implement the EU asylum *acquis* and to respond to particular pressure on its asylum and reception systems. The Agency will implement its role as mandated by the EU institutions and in line with the legislative framework in place.

Key developments in 2020 involve: increased deployment support for the processing of applications at first instance; support for the establishment of a Dublin Unit and a Quality Unit - both within the Cypriot Asylum Service; support for development and implementation of effective first and second line reception management and finally, based on assessment and extensive negotiations in 2019 with the concerned authorities, the Agency has also, separately from other actions, included a new Measure on second instance support to the new International Protection Administrative Court (IPAC).

The Agency will deploy asylum support teams, consisting of MS experts and interim staff, to assist the Asylum Service in managing and stabilising the backlog of asylum cases. It will also support the Cypriot Authorities in the building of effective reception management systems at national level and specifically by providing technical support for the management of the reception centres in Kofinou and Pournara. This intervention will involve developing and handing over reception management systems to the concerned parties. The Agency will also support the access to the asylum system in Cyprus by deploying registration support to the Immigration Police Stations. A detailed description of the support measures agreed by the Agency and the Cypriot Authorities is included in the signed Operating Plan, available on the Agency website.

In addition, the Agency will provide operational and technical support as required, including maintaining and/or providing logistics (such as mobile offices, rental, fit-out and maintenance of facilities and equipment), as well as providing the necessary services (such as interpreters, cultural

mediators, administrative support, interim staff, transport and security). The Agency will cooperate with other relevant bodies in the provision of such support.

The main challenge for the Agency remains the unstable operational environment in which it has to plan and operate. Within this context, the Agency will operationalise its support in agreement with the Cypriot authorities, aiming to address specific arising needs.

Throughout the year, on the basis of any change in the circumstances on the ground, and in agreement with the Cypriot authorities, the Agency will adjust its intervention providing appropriate support to address emerging needs. The outbreak of the COVID-19 in 2020, and the impact it is likely to have on the operational activities, will also be taken into consideration when implementing the support measures.

Link to multiannual objectives	MA01
Budget line and allocated amount	3301 Operational Support: EUR 6 716 424 EUR 6 178 737 (C1) EUR 537 687 (R0)
Allocated human resources	4 AD, 2 AST, 3 CA

A breakdown of the estimated expenditure for operational support in Cyprus is provided below.

Type of cost	Estimated expenditure (EUR)
Deployment of experts	746,806
Interim services	2,712,506
Interpretation services	1,869,120
Training costs (training/study visit participants, catering and venues)	19,132
Other (EASO staff missions, PPE, stationery and office supplies, office rent, car rental, health, safety, cleaning products, containers/mobile offices, works, ICT, furniture, etc.)	1,368,860
Total	6,716,424 (includes both C1 and R0 credits)

Activity No	Core business activities (actions)
1	Update the three year Multi-Annual Programme Document for Cyprus to align it with the SPD planning process to define exit and sustainability strategies, where relevant, and inform the Operating Plan Measures.
2	Assess, design, consult, sign, implement, monitor and evaluate the Operating Plan for Cyprus based on the EASO Operations Manual methodology.
3	Maintain close relations with the European Commission, the Cypriot authorities and other relevant stakeholders to ensure close collaboration and complementarity of actions..

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Multi-Annual Programme Document completed.	N/A	100%	100%
2	Percentage utilisation and consumption of resources versus the Operating Plan.	90%	90%	95%
3	Quarterly inter-agency coordination meetings conducted with concerned national asylum and reception authorities.	4	4	3

Objectives and results	
Objective 1	Contribute to enhanced coordination and technical capacity of the Cypriot authorities to implement the CEAS, with particular focus on support for registration, the examination of

	applications for international protection and support for reception through the assessment, prioritisation, design, implementation, monitoring and evaluation of an Operating Plan for Cyprus.		
Expected results in 2020	<ul style="list-style-type: none"> - Operating Plan assessed, prioritised, designed, implemented, monitored and evaluated provides direct operational support to the relevant authorities to reduce the pressure on their asylum and reception systems. - Enhanced procedures and tools for the effective implementation of the CEAS. - Improved coordination, technical and managerial skills and capacity of relevant authorities regarding various elements of the CEAS. - Harmonisation and enhanced coordination of procedures and workflows in place at national level for the enhanced implementation of the CEAS in respect of the prioritised needs of the concerned Cypriot authorities. - 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of support measures implemented as planned, according to the logical framework of the Operating Plans, including amendments, if applicable.	2018: 80%	90%	Internal records, progress reports
Main outputs/actions in 2020			
Main outputs/actions	When		
Provide operational and technical support to Cyprus to implement the CEAS, with specific support for registration, for the processing of applications for international protection and support in the field of reception.	Q1–Q4		
Implementation of activities in accordance with the Operating Plans signed with the Cypriot authorities.	Q1–Q4		

Objectives and results			
Objective 2	Taking into account the specific needs in 2020 and at the request of the Cypriot authorities, provide direct operational support to the Cypriot Asylum Service to process applications for international protection and thus stabilise and eventually reduce backlog in the processing of applications for international protection at first instance involving: continued deployment of registration officers; further increased deployment of asylum support teams to conduct interviews and draft recommendations; support for the establishment of a Dublin Unit and support for the establishment of a Quality Unit – both within the Cypriot Asylum Service.		
Expected results in 2020	<ul style="list-style-type: none"> - Increased rate of processing of registrations of applicants for international protection. - Increased rate of processing applications for international protection at first instance. - Improved procedures and tools for processing applications for international protection, including relevant tools and procedures for backlog management, case management and case scheduling. - Enhanced skills and knowledge of the relevant authorities to process applications for international protection. - Support for the establishment of a Dublin Unit within the Cypriot Asylum Service - Support for the establishment of a Quality Unit within the Cypriot Asylum Service. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Median duration from registration request to registration.	2018: 10 days (as at Dec 2019)	10 days	Registration reports.

	(based on EASO intervention)		
Evidence of harmonisation of the referral system and prioritisation of vulnerable applicants.	2018: 75% registration SOPs revised and updated	100%	SOPs Validated Referral system developed and validated by concerned authorities.
Number of pending cases at first instance processed.	2018: 5,614 as at Oct 2018	1,760	Internal records, statistics, progress reports.
Percentage of asylum interviews processed with the support of the Agency.	2018: 65%	50% or number of interviews	Internal records, statistics, reports.
Dublin Unit establishment initiated.	2018: N/A	Dublin Unit establishment initiated	Internal records.
Quality Unit establishment initiated.	2018: N/A	Quality Unit establishment initiated	Internal records.

Main outputs/actions in 2020

Main outputs/actions	When
Asylum support teams deployed to reduce backlog in registration and in the processing of applications for international protection at first instance; initiation of the establishment of Quality Unit and Dublin Unit within the Cypriot Asylum Service.	Q1–Q4
Cooperate and coordinate the implementation of the Operating Plan 2020 activities with all stakeholders active in Cyprus .	Q1–Q4
Maintain and/or provide infrastructure (such as mobile offices, rental, fit-out and maintenance of facilities, and equipment), as well as the necessary services (such as interpreters, cultural mediators, transport services, administrative support, interim staff and security), as appropriate, to facilitate the implementation of the measures in the Operating Plan.	Q1–Q4

Objectives and results

Objective 3	Taking into account the specific needs in 2020 and at the request of the Cypriot authorities, provide direct operational support to the reception authorities to strengthen the national management of reception and the specific management of first and second line reception systems.
Expected results in 2020	<ul style="list-style-type: none"> - Enhanced operational skills and technical knowledge of the relevant authorities for reception management. - Identification and agreement of national reception management including development of agreed central allocation systems. - Clear referral pathways identified and agreed for the effective referral of vulnerable individuals within the national allocation system and specifically within the first and second line reception systems, and also linked to the stages of the asylum process. - Strengthened capacity of the relevant national authorities to enhance and monitor reception conditions. - Safe Zone in Pournara established and effectively managed by Cypriot authorities with support from EASO. - First line reception related workflows on information provision, vulnerability, registration and reception allocation developed and functioning.

	- Second line reception related workflows developed and functioning as they relate to registration, vulnerability referrals and allocations.		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Evidence of improvement of reception conditions based on EASO operational standards and indicators of reception conditions.	2018: profiling of residents in Kofinou in place, social workers and experts providing support	50% quality measurement tool implemented in Kofinou and Pournara	QM Tool reports.
Early identification system for vulnerable applicants.	2018: early identification assessment for vulnerable groups in place at registration level	100% early identification system fully implemented	Early identification system validated. Early identification system applied.
Harmonised data collection systems (Kofinou and Pournara).	2018: initial profiling and creation of badges for residents started	100% harmonised data collection systems applied	Harmonised data collection systems reports.
Central allocation system developed.	2018: N/A	25%	Drafting of SOPs around central reception allocations – including referral pathways to concerned authorities.
Pournara Safe Zone established and functioning.	2018: N/A	100%	Pournara Safe Zone reports.
First line reception related workflows developed and functioning as they relate to registration, vulnerability referrals and allocations.	2018: N/A	100%	Pournara Safe Zone reports.
Main outputs/actions in 2020			
Main outputs/actions	When		
Provide support to Cyprus to enhance the capacity to manage the reception systems through deployment of asylum support teams to Pournara and Kofinou and to central allocation authorities.	Q1–Q4		
Cooperate and coordinate the implementation of the Operating Plan 2020 reception activities with all stakeholders active in Cyprus .	Q1–Q4		

Objectives and results			
Objective 4	Support for the establishment of the IPAC, for enhancing capacity and the consequent reduction in the backlog at second instance.		
Expected results in 2020	<ul style="list-style-type: none"> - IPAC has increased capacity to process appeals. - Reduced second instance backlog. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Backlog at second instance reduced.	2018: N/A	15%	Internal records, progress reports.
Main outputs/actions in 2020			
Main outputs/actions			
Targeted secondment of Research Officers and other administrative and database support, where relevant, to the IPAC. Relevant training and capacity building support for seconded staff. Specific training and support from competent peer trainers to enhance the capacity and productivity of the appointed Court judges.			
When			
Q1–Q4			

3.4. Malta

EASO has been assisting the Office of the Refugee Commissioners since 2017 in terms of, for example, training support and involvement in a number of EASO Networks. In 2019 EASO and Malta cooperated in *ad hoc* voluntary relocation exercises taking place on the Maltese territory. This cooperation included support for the registration and lodging of applications for international protection, information provision, support for vulnerability assessments, and support for the Dublin Unit.

On 5 June 2019, the Maltese authorities submitted a formal request to EASO for support in the area of processing of applications for international protection, including support for the registration and lodging of the application, the Dublin procedure and interviews. The Maltese authorities also requested support in the decision making process through drafting of Evaluation Reports²⁰ on individual applications submitted to the Refugee Commissioners Office for decision. An Operating Plan was signed on 24th June 2019 and intended to contribute to the overall objective, or main impact result, of ensuring that persons in need of protection in Malta have access to the international protection determination procedure, and that the procedure at first instance is concluded as swiftly as possible, as per indications in the CEAS. The Plan had the following specific objectives:

1. Ensuring swift access to the procedure for international protection in Malta, including the registration and lodging of the application;
2. Increasing Malta's capacity to deal with its asylum backlog;
3. Enhancing the capacity of the Maltese Dublin Unit in line with the CEAS asylum standards.

Support provided by EASO in 2019 involved tailor-made assistance, capacity building, technical expertise and quality control tools - in line with the needs indicated by the Maltese authorities - up to the end of 2019 focussing exclusively on three asylum related measures.

A new Operating Plan for 2020 was signed in the end of 2019, upon the request of the Permanent Secretary, Ministry for Home Affairs and National Security.

In the framework of the 2020 Operating Plan, EASO operational support continues to focus on support for the reduction of particular pressure on the asylum system and also includes specific support in

²⁰ 'Evaluation Report' is the term used by the Refugee Commissioner Office for the legal opinion concerning individual applications for asylum.

reception management and capacity building. In implementing the 2020 Operating Plan, EASO will provide operational support by deploying asylum support teams or by providing other support, as required, including maintaining and/or providing logistics (such as mobile offices, rental, fit-out and maintenance of facilities and equipment), as well as providing the necessary services (such as interpreters, cultural mediators, administrative support, interim staff, transport and security). The Agency will cooperate with other relevant bodies in the provision of such support. It is envisaged, *inter alia*, that the support may also include developing case management system to enhance processing capacity.

The main challenge for the Agency remains the unstable operational environment in which it has to plan and operate, with COVID-19 being one of the most recent and compelling emergencies in 2020, impacting interventions at operational level. Throughout the year, on the basis of any change in the circumstances on the ground, and in agreement with the Maltese authorities, the Agency will adjust its intervention providing appropriate support to address emerging needs.

Link to multiannual objectives	MA01
Budget line and allocated amount	3301 Operational support: EUR 4 069 707 EUR 1 925 811 (C1) EUR 2 143 896 (R0)
Allocated human resources	2 AD, 1 AST, 1 SNE

Type of cost	Estimated expenditure (EUR)
Deployment of experts	550,550
Interim/temporary workers services	1,879,692
Interpretation/CM services	889,990
Other costs (EASO staff missions, containers, transport, car rental, stationery, PPE, ICT, cleaning, venue and catering, office rental, etc.)	749,475
Total	4,069,707 (includes both C1 and R0 credits)

Activity No	Core business activities (actions)
1	Develop three year Multi-Annual Programme Document for Malta, and align it with the SPD planning process to define exit and sustainability strategies, where relevant, and inform the Operating Plan Measures.
2	Assess, design, consult, sign, implement, monitor and evaluate the Operating Plan for Malta based on the EASO Operations Manual methodology.
3	Maintain close relations with the European Commission, the Maltese authorities and other relevant stakeholders to ensure close collaboration and complementarity of actions.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Multi-Annual Programme Document completed.	N/A	N/A	100%
2	Percentage utilisation and consumption of resources versus the Operating Plan.	N/A	90%	95%
3	Quarterly inter-agency coordination meetings conducted with concerned national asylum and reception authorities.	N/A	4	4

Objectives and results			
Objective 1	Contribute to enhanced capacity of the Maltese authorities with particular focus on support for registration, the examination of applications for international protection and support for the Dublin Unit through the assessment, prioritisation, design, implementation, monitoring and evaluation of an Operating Plan for Malta.		
Expected results in 2020	<ul style="list-style-type: none"> - Operating Plan assessed, prioritised, designed, implemented, monitored and evaluated. The plan provides direct operational support to the relevant authorities to reduce the pressure on their asylum and reception systems in line with the CEAS. - Enhanced procedures and tools for the effective implementation of the CEAS. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Operating Plan takes into account the needs on the ground and foresees adequate operational and technical support.	2018: N/A	Forecast of resources and activities is adequate to meet the needs.	Mid-term review and/or final evaluation, internal records, feedback.
Percentage of support measures implemented as planned, according to the logical framework of the Operating Plans, including amendments, if applicable.	2018: N/A	90%	Internal records, progress reports.
Main outputs/actions in 2020			
Main outputs/actions			
Provide operational and technical support to Malta to implement the CEAS through the 2020 Operating Plan for Malta, including but not limited to specific support for registration, for the processing of applications for international protection and support for the Dublin Unit.			
Implementation of activities in accordance with the Operating Plan signed with the Maltese authorities.			

Objectives and results			
Objective 2	Taking into account the specific needs in 2020, enhance the capacity of the Maltese authorities to process applications for international protection to reduce registration and first instance backlog, to provide information to applicants and strengthen the processing capacity of the Dublin Unit.		
Expected results in 2020	<ul style="list-style-type: none"> - Increased rate of registration of applications for international protection - Improved information provision for arrivals and applicants for international protection. - Increased rate of processing applications for international protection. - Enhanced procedures and tools for implementation of asylum procedures. - Enhanced skills and knowledge of the relevant authorities to process applications for international protection. - Strengthened capacity of the Dublin Unit. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of registrations processed with the support of EASO.	2018: N/A	Full registration backlog from 2019	Internal records, statistics, monitoring reports.

		processed by the year end	
Evidence of information provision for all arrivals provided.	2018: N/A	100%	Internal records, statistics, reports.
Evidence of effective identification system for vulnerable applicants in place.	2018: N/A	System agreed and in place	Internal records, statistics, reports.
Number of asylum cases processed with the support of EASO.	2018: N/A	2 cases per caseworker per week	Internal records, statistics, monitoring reports.

Main outputs/actions in 2020

Main outputs/actions	When
Provide direct operational support to the concerned authorities to reduce the backlogs in registration, first instance decisions and in the Dublin Unit related workflows and thus enhance the authorities' capacity to reduce the particular pressure on their asylum system.	Q1–Q4
Cooperate and coordinate the implementation of the 2020 Operating Plan activities with all stakeholders active in Malta.	Q1–Q4

Objectives and results

Objective 3	Taking into account the situation on the ground, and at the request of the Maltese authorities, provide relevant support for ad hoc disembarkations/voluntary relocation operations in support of the concerned Maltese authorities and participating Member States.
Expected results in 2020	- Ad hoc disembarkation/voluntary relocation operations delivered in support of the concerned Maltese authorities and participating Member States in a timely and coordinated manner.

Indicators

Indicator	Latest known result	Target for 2020	Means and frequency of verification
% (and number) of ad hoc disembarkation/voluntary relocation events supported.	2018: N/A	100% of the events for which request was received	Internal records

Main outputs/actions in 2020

Main outputs/actions	When
Asylum support teams and/or EASO staff deployed to support ad hoc disembarkation/voluntary relocation events for which a request was received.	Q1–Q4
Concerned Maltese authorities supported in completing the pre-registration, registration and subsequent processing of relocation files.	Q1–Q4
Participating Member States supported in the relocation exercises through selection/matching and subsequent support (mission support, interpretation, remote selection support, conducting of selections on behalf of MSs as appropriate).	Q1–Q4

3.5. Other Operational Activities

The aim of the proposed new mandate for the Agency is to **provide enhanced operational support** to Member States in order to assist them in implementing the new CEAS proposals in a timely and effective manner. This implies the provision of operational assistance to deal with areas of concern or

areas that require further attention in the asylum and reception systems of the different Member States.

Thus, the Agency will further develop its operational support based on the emerging needs of Member States to fully implement the EU asylum *acquis* and to respond to particular pressure on their asylum and reception systems. The Agency will tailor its operational support to the specific needs that arise as well as the requests from Member States.

Support will take the form of targeted measures to Member States with certain identified and specific needs related to the coherent and comprehensive implementation of the EU asylum *acquis* (including tailor-made assistance, capacity building, specific support and special quality control processes).

The Agency will provide emergency support to Member States subject to particular pressure by deploying asylum support teams or by providing other support as required, within the CEAS legislative framework. The Agency will respond as needed to specific requests for operational support, in line with the provisions of its founding Regulation.

More recently and based on the support delivered for ad hoc disembarkation/voluntary relocations in 2019, EASO also foresees **operational preparedness and internal standby capacity to deliver rapid operational support** for single or multiple disembarkation events or other emergency type responses using a standardised and agreed operational response.

The Agency will coordinate closely with the European Commission and cooperate with relevant bodies in the provision of such support, devoting special attention to operational cooperation with Frontex and other stakeholders.

Link to multiannual objectives	MA01
Budget line and allocated amount	3301 Operational Support: EUR 502 023 (C1)
Allocated human resources	1 AD

Activity No	Core business activities (actions)
1	Deliver timely efficient coordinated rapid response operations upon approved request to Member States.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Maintain close relations with the European Commission, the concerned Member States and other relevant stakeholders to ensure rapid response operations are coordinated and planned, implemented, monitored and evaluated.	N/A	100%	100%

Objectives and results				
Objective 1	Respond to rapid response needs as they arise upon approved request from Member States in a timely, efficient, planned, structured and coordinated operational manner.			
Expected results in 2020	- The Agency responds to rapid response needs upon request in a timely, efficient, planned, structured and coordinated operational manner.			
Indicators				
Indicator		Latest known result	Target for 2020	Means and frequency of verification

% (and number) of timely operational responses put in place	2018: 100% of approved requests responded to	100% of approved requests responded to	Operational records and activity reports.
Main outputs/actions in 2020			
Main outputs/actions			When
Asylum support teams deployed to support rapid response needs upon approved request of Member States, in close coordination with the European Commission.			Q1–Q4
EASO has developed internal standby capacity (human technical logistical and financial) to ensure timely responses to rapid response operational needs.			Q1-Q4

3.6. External dimension

3.6.1. External Dimension Networks

Within the framework of the EU external relations policy, the Agency will facilitate and encourage operational cooperation between EU+ countries as well as between EU+ countries and third countries. This includes the further development and management of the External Dimension Network of EU+ National Contact Points (NCPs).

The Agency will manage and further develop the Resettlement and Humanitarian Admission Network as well as the Third Country Cooperation Network of EU+ NCPs and of EU+ countries' experts involved in activities relating to the Agency's External Dimension mandate. This will be done by organising Network meetings for EU+ NCPs and other relevant stakeholders complemented with thematic/geographical Working Group meetings, with the aim to discuss the Agency's activities and practical cooperation, as well as provide relevant information on such activities. The Agency will organise general Network meetings and provide the two Networks with regular updates on activities, including quarterly activity planning calendars, as relevant. Additional thematic, practical cooperation meetings will be organised for specific activities as described in sections 3.6.2 and 3.6.3.

Link to multiannual objectives	MA02
Budget line and allocated amount	3203 External dimension and resettlement: EUR 85 000(C1)
Allocated human resources	1 AD, 3 AST

Objectives and results	
Objective 1	Manage and further develop practical cooperation and information sharing among EU+ countries on activities pertaining to the Agency's external dimension mandate.
Expected results in 2020	<ul style="list-style-type: none"> - Enhanced network of NCPs and EU+ countries experts involved in external dimension activities. - Enhanced information sharing on the Agency's external dimension activities.

Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of Network meetings and activities implemented.	2018: 1	6	Operational/administrative records.
Level of satisfaction of participants involved.	2018: 80%	80%	Surveys, statistical data collection.
Tools developed to enhance the coordination role of the network.	2018: 1	4	Operational/administrative records.

Main outputs/actions in 2020	
Main outputs/actions	When
Organise the Agency's Network meetings and activities with EU+ countries/NCPs.	Q1-Q4
Support tool developed.	Q1-Q4

3.6.2. Resettlement and complementary pathways to international protection

The Agency aims to contribute to **strengthening the EU's role** in the area of resettlement and complementary pathways to international protection, in cooperation with the European Commission, UNHCR, IOM, other implementing partners and relevant stakeholders, with a view to supporting EU+ countries in meeting the international protection needs of refugees in third countries and showing solidarity with their host countries. The Agency will, in close cooperation with the European Commission, further develop and enhance the central coordination of EU-wide and EU+ countries' resettlement programmes.

At the request and based on the needs of EU+ countries, the Agency will provide assistance in coordinating technical cooperation and facilitating the sharing of infrastructure, including through the implementation and subsequent mainstreaming, where appropriate, of the Resettlement Support Facility (RSF) pilot project in Istanbul. The Agency will facilitate coordination, effectiveness and efficiency of EU and EU+ countries' resettlement efforts, by further developing resettlement-related support in Turkey. This could be extended to other third countries at the request and based on the needs of EU+ countries.

The Agency will participate in the implementation of international agreements concluded by the European Union with third countries in the area of resettlement, such as the Voluntary Humanitarian Admission Scheme, if applicable, subject to prior approval of the Commission and after consultation with the Management Board.

The Agency will continue to support the planning and implementation of complementary pathways to international protection with interested EU+ countries through continued engagement with EU+ countries and other relevant stakeholders of the Private Sponsorship Programmes (PSP) network/working group, peer-support initiatives and soft measures, building on the pilot project on PSP undertaken in 2018 at the invitation of the European Commission.

Link to multiannual objectives	MA02
Budget line and allocated amount	3203 External dimension and resettlement: EUR 351 825 (C1)
Allocated human resources	3 AD, 0 AST, 1 CA, 1 SNE

Activity No	Core business activities (actions)
1	Support EU+ countries in the implementation of the European and national resettlement schemes, including on operational aspects (e.g. the RSF pilot project).
2	Develop training, practical tools and data collection on resettlement.
3	Organise practical cooperation meetings with Member State experts and other relevant stakeholders on resettlement and complementary pathways to international protection.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of EU+ countries supported.	N/A	6	7
2	Number of practical and data collection tools developed and adapted.	2	2	3

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
3	Number of practical cooperation meetings on resettlement and complementary pathways to protection organised with relevant stakeholders.	7	5	5

Objectives and results				
Objective 1	When adopted, support the implementation of the Union Resettlement Framework, including by facilitating cooperation, coordination and sharing of infrastructure among EU+ countries in selected third countries.			
	Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification	
Number of activities aimed at enhancing technical cooperation among EU+ countries (under the Union Resettlement Framework, when rolled out in 2020).	2018: N/A	3	Operational/administrative records	
Level of satisfaction of EU+ countries involved in the above activities.	2018: N/A	80%	Operational/administrative records and surveys	
Number of activities aimed at facilitating the sharing of infrastructure and cooperation with third countries.	2018: 2	1	Operational/administrative records	
Level of satisfaction of the EU+ countries involved in the above activities.	2018: N/A	80%	Operational/administrative records and surveys	

Main outputs/actions		When
Enhance technical cooperation among EU+ countries on specific topics of interest to EU+ countries.		Q1-Q4
Facilitate sharing of resettlement infrastructure in selected third countries, by concluding the implementation of the RSF pilot project in Turkey and exploring how the approach developed can be refined and replicated in other third countries.		Q1-Q4
Cooperate with third countries and relevant international organisations in the area of resettlement.		Q1-Q4

Objectives and results		
Objective 2	Support interested EU+ countries in the planning and implementation of complementary pathways to international protection in the EU, including private sponsorship programmes.	
	Expected results in 2020	
	<ul style="list-style-type: none"> - Enhanced information sharing and coordination between interested EU+ countries in the planning and implementation of complementary pathways to international protection. - When requested, tailor-made support initiatives for EU+ countries are developed. 	

²¹ Based on the draft Regulation establishing the Union Resettlement Framework, to be rolled out in 2020.

	- Enhanced coordination on complementary pathways to international protection, including the active usage of the PSP network, private sponsorship programmes, with UNHCR and other relevant stakeholders.		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of activities aimed at supporting interested EU+ countries in the planning and implementation of complementary pathways to international protection in the EU.	2018: 4	2	Operational/administrative records
Level of satisfaction of EU+ countries involved in the above activities.	>80%	80%	Operational/administrative records
Main outputs/actions			When
Organise thematic meetings for EU+ countries' officials involved in planning and implementation of complementary pathways to international protection in the EU.			Q1-Q4
Develop and/or adapt thematic outputs.			Q1-Q4
Support, upon request, the planning and implementation of complementary pathways to international protection through tailor-made support initiatives.			Q1-Q4

3.6.3. Third country support

In line with the new External Cooperation Strategy (ECS) adopted in February 2019 and within the framework of the EU external relations policy, the Agency may cooperate with the authorities of third countries, in particular with a view to promoting Union standards on asylum and reception and assisting third countries as regards expertise and capacity building for their own asylum and reception systems as well as implementing regional development and protection programmes and other actions. The Agency will, as appropriate, support the approach of renewed partnerships with third countries, through the partnership framework approach that will be developed according to the situation and needs of each partner third country, depending on whether it is a country of origin or transit.

As part of this, the Agency will continue its project management approach, in line with the Operations Manual, when defining **capacity building** in key EU neighbouring third countries' asylum and reception systems. The Agency will continue to provide support to Turkey, the Western Balkans and MENA regions, including through the implementation of the Instrument for Pre-Accession Assistance (IPA) Programme²², in partnership with Frontex, IOM and UNHCR, as well as in relation to the Regional Development and Protection Programme (RDPP) in North Africa, and to other countries, as appropriate, based on the Agency's methodology of assessing needs compared to the Agency's capacity to respond, and in continuous dialogue with the respective third countries.

The Agency's activities shall be framed within the revised ECS. Activities may be outlined within the IPA Programme, specifically aimed to support the development of increased capacity for strengthening identification, registration and referral mechanisms in the Western Balkans region and Turkey, with a view to improving the protection-sensitive operational response to mixed migratory flows. Activities may also be outlined in Roadmap documents agreed between EASO and a given country or institution. EASO interventions will be based on a clear prioritisation of need and a logic model for interventions.

In addition to the above mentioned capacity building support, which will be provided on a number of international protection related topics, the Agency will facilitate and encourage operational cooperation between EU+ countries and third countries.

²² Regional Support to Protection-Sensitive Migration Management in the Western Balkans and Turkey.

The Agency's interventions to support third countries will be done in cooperation with the European Commission, EEAS, EU+ countries, Frontex, UNHCR, IOM and other relevant actors.

Link to multiannual objectives	MA02
Budget line and allocated amount	3203 External dimension and resettlement: EUR 595 643(C1) <i>4102 IPA programme: Regional Support to protection-sensitive migration management in the Western Balkans and Turkey: p.m.²³ EU+ countries voluntary and earmarked contributions to EASO Regional Pilot Project in support of North Africa/RDPP NA (planned)²⁴</i>
Allocated human resources	5 AD, 0 AST, 3 CA

Activity No	Core business activities (actions)
1	Enhance technical cooperation and strengthen capacities of Third Country national authorities and other relevant stakeholders on protection-related matters.
2	Enhance external dimension information tools, including overviews on relevant third countries' asylum and reception systems as well information-sharing tool.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of technical cooperation meetings with national authorities from third countries.	15	20	25
1	Number of assessments completed in respect of requests for capacity building and/or operational support.	2	2	3
2	Number of overviews on third countries' asylum and reception systems developed/updated and available for the Agency's staff and EU+ experts on EASO operational platforms.	2	3	5
2	Number of third countries for which the information sharing tool is under development.	N/A	1	2
2	Level of satisfaction of the External Dimension Network on the information and coordination tools.	80%	85%	80%

Objectives and results				
Objective 1	Continue coordination and implementation of agreed frameworks for cooperation with third countries, and enhance information sharing between EU+ countries, as well as with other relevant stakeholders.			
Expected results in 2020	<ul style="list-style-type: none"> - Working Arrangements signed with key third countries based on methodology developed in 2019. - EU+ countries, and other stakeholders, as appropriate, share information related to activities in the field of asylum and reception in third countries, including by using the Agency's tools. 			
Indicators				
Indicator		Latest known result	Target for 2020	Means and frequency of verification

²³ Excludes 5 CA posts allocated to the IPA project (Title 4).

²⁴ Excludes 5 CA posts planned for the EASO Regional Pilot Project in support of North Africa/RDPP NA.

Number of working arrangements signed, with at least one linked to including a Roadmap document (i.e. technical cooperation, similar to the Operating Plan).	2018: N/A	1	Operational and administrative records.
Number of practical cooperation workshops and meetings with EU+ countries and third countries.	2018: 3	3	Operational and administrative records.
Main outputs/actions in 2020			
Main outputs/actions			When
Formalise official, high-level contacts and exchanges with key third countries or regional initiatives through the signature of Working Arrangements.			Q1-Q4
Develop Roadmap documents within the framework of the working arrangements.			Q1-Q4
Further enhance and operationalise information and coordination tools, based on developments in 2020 and on needs and interests of the External Dimension Networks.			Q1-Q4
Organise practical cooperation workshops and meetings with EU+ countries and third countries.			Q1-Q4

Objectives and results				
Objective 2	Provide capacity building to enhance third countries' capacities to manage fluctuating migration movements and to develop and enhance asylum and reception systems.			
Expected results in 2020	<ul style="list-style-type: none"> - The Agency support is delivered within the framework of Working Arrangements, as well as jointly developed Roadmap documents. - Third countries establishing or enhancing national asylum and reception systems and practices. - Improved skills and knowledge of authorities in third countries in the field of asylum and reception. 			
Indicators				
Indicator	Latest known result	Target for 2020	Means and frequency of verification	
Roadmaps and other projects, linked to Working Arrangements where appropriate, developed using the defined project management methodology of the Operations Manual with a clear prioritisation of need and defined entry and exit strategies.	2018: 3 Roadmaps in place in Serbia, North Macedonia and Turkey	1 for Turkey; Up to 4 for Western Balkan countries; Up to 2 for Middle East and North Africa (MENA) region	Agreed Roadmaps in place; Periodical activity reports.	
Defined activities as per plans implemented.	2018: 47	45	Periodical activity reports.	
Level of satisfaction of the partner countries involved.	2018: 80%	80%	Activity evaluation reports; mid-year and end-of-year satisfaction surveys.	
Main outputs/actions in 2020				
Main outputs/actions		When		
Implement capacity building activities and, as appropriate, operational support, in relevant third countries within the framework of jointly developed Roadmaps, including under the framework of the IPA project "Regional support to Protection-Sensitive Migration				Q1-Q4

Main outputs/actions in 2020	
Management in the Western Balkans and Turkey” ²⁵ Phase II, and building on lessons learned from the Agency’s previous engagement in relevant regions ²⁶ .	
Implement capacity building support, as appropriate, to contribute, <i>inter alia</i> , to the Migration Dialogues ²⁷ , Mobility Partnerships ²⁸ and the Partnership Framework Approach in strategically targeted third countries, in coordination and cooperation with the Commission and other relevant stakeholders, including UNHCR and IOM.	Q1-Q4
As appropriate and in agreement with key stakeholders, provide operational support to manage mixed migration flows, with a focus on persons in need of international protection, and, in particular, vulnerable persons, including the development of standard operating procedures.	Q1-Q4

4 Operational Support & Tools, Monitoring & Evaluation of Operations

4.1. Operational Support and Operational Tools

The Agency’s operational and technical assistance to Member States is governed by **Operating Plans**, agreed upon by the Agency and the host Member State. Rapid Response support –for example when the Agency provides support for ad hoc disembarkations / voluntary relocation operations to Member States - is agreed through special project plans. Support to third countries is agreed in **Working Arrangements, Roadmaps and specific projects**.

The drafting of an Operating Plan can be initiated at the request of a Member State or upon the initiative of the Agency, with the agreement of the Member State concerned. The plan sets out in detail the conditions for the provision of the operational and technical assistance and the **deployment of asylum support teams**, and the specific measures to be implemented. In Member States where UNHCR and other relevant actors are operational and has the capacity to contribute to the request for operational and technical assistance, the Agency coordinates with UNHCR on the implementation of the Operating Plan, where appropriate, and upon agreement of the Member State concerned.

Working Arrangements, Roadmaps and Projects are not governed by the same regulatory framework as Operating Plans, nevertheless the Agency will similarly apply a structured and rigorous project management methodology to all operational projects as defined in the Operations Manual. The methodology applied is however graduated dependent on the scale and complexity of the context as required.

Within this context, the Agency aims to **continually improve the planning of operational support** and will further refine its working methodologies for planning and implementation of the Operating Plans and operational projects. The Plans will continue to be based on thorough needs assessments and consultations with participating Member States, as well as on robust planning, building on the existing knowledge, past experience and lessons learned. The Agency will look into creating synergies with other tools and/or capabilities within the Agency to ensure the most efficient use of resources and outputs.

²⁵ IPA II Programme (phase I) “Regional Support to Protection-Sensitive Migration Management in the Western Balkans and Turkey” is a multi-agency initiative that started in January 2016 and ended in June 2019. Within this framework, the Agency implemented asylum-related capacity building actions in the Western Balkans and Turkey. EASO had a specific focus on Serbia and North Macedonia). The IPA project phase II (July 2019- June 2021) is now under implementation.

²⁶ Applicable, *inter alia*, to Morocco, Tunisia and Jordan.

²⁷ For example in relation to the Migration Dialogue between the European Union and Egypt.

²⁸ The objective will also contribute to other regional processes, such as the Prague and the Budapest processes, the Rabat and the Khartoum processes, and the Euromed activities.

The Agency will also continue to build on its ability to rapidly provide support to Member States, in particular in situations of disproportionate pressure on their asylum and reception systems. **Contingency planning capabilities and preparedness** will be reviewed and further enhanced to adapt the Agency's support to Member States in the event of sudden emergency needs. The Agency will further develop its operational capacity to respond to requests for support by enhancing internal operational response capacity and contingency planning expertise.

The Agency will make use of and **further develop or refine tools to implement its operational activities**. The Agency will review the functioning of the Asylum Intervention Pool (AIP) and asylum support teams, and develop and implement complementary alternative deployment systems to ensure rapid response, allowing the Agency to scale up and down operations in a timely and efficient manner.

The Agency will continue to **maintain an open channel of communication with the NCPs** on all matters pertaining to experts deployed in operational support activities, and provide assistance on all issues relating to their deployment. The Agency will further develop as necessary its Asylum Intervention and Pool System (EAIPS) to ensure the quality and coherence of deliverables in operational support, management and monitoring of deployments in a coherent manner.

In order to enhance access to wider **interpretation**, the Agency will continue to support EU+ countries in having easy access to available languages for interpretation through the **List of Available Languages** (LAL). The Agency will monitor the use of the LAL by EU+ countries and, depending on the outcome, may initiate work on identification and/or development of practical solutions for EU+ countries to facilitate use of the LAL.

In implementing the abovementioned activities, the Agency will build on its expertise in all areas of intervention and cooperate with other relevant JHA agencies, as appropriate.

Link to multiannual objectives	MA01, MA02
Budget line and allocated amount	3301 Operational support: EUR 588 069 (C1) EUR 9 335 (R0)
Allocated human resources	4 AD, 4 AST, 1 CA

Activity No	Core business activities (actions)
1	Organise practical cooperation meetings related to operational support, incl. with the NCP network in the EU+ countries.
2	Maintain country-specific information platforms for the Agency operations.
3	Review, update and monitor the LAL for interpretation services.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of practical cooperation meetings organised, incl. meetings with the EU+ countries NCP network.	2	2	2
1	Number of NCP network participants/meeting.	38	38	30
1	Level of satisfaction of NCP network participants.	80%	80%	85%
2	Percentage of experts having access to operational platforms developed to support information sharing with deployed experts.	100%	100%	100%
3	Percentage of Member States providing updated information for maintenance of LAL.	50%	50%	60%

Objectives and results			
Objective 1	The Agency is able to provide flexible and rapid support to Member States in a timely and efficient manner .		
Expected results in 2020	<ul style="list-style-type: none"> - Enhanced contingency planning capabilities and expertise, internal operational response capacity and rapid response preparedness. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Operational contingency preparedness reviewed.	N/A	25%	Review outcomes; year end.
Contingency Planning Manual developed to cover operational actions for single and multiple rapid response operations.	N/A	25%	Progress reports; year end.
Framework developed for the provision of operational contingency planning for Member States.	2018: N/A	25%	Internal draft developed on operational contingency planning.
Main outputs/actions in 2020			
Main outputs/actions			
Review the Agency's operational contingency preparedness for the provision of operational support.	When		
Develop Contingency Planning Manual to ensure the Agency has the capacity to respond to urgent emergency requests in a systematic way.	Q1-Q4		

Objectives and results			
Indicator			
Objective 2	Review and enhance the management of deployments and improve deployment planning, management and monitoring through further development of the EAIPS. Establish complimentary deployment systems to ensure that the Agency has the capacity to respond rapidly to emergency needs in a timely, efficient and appropriate manner.		
Expected results in 2020	<ul style="list-style-type: none"> - Improved practical tool (EAIPS) for the deployment of experts and other personnel to provide operational support. - Complementary alternative deployment systems identified and implemented to improve deployment management and response capabilities. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
EAIPS fully completed.	2018: 100%	100%	Project documentation.
Degree of satisfaction of EU+ countries with the EAIPS.	2018: 80%	80%	Satisfaction survey.
% implementation of the Operational Toolkit focusing on the identification and development of complementary alternative deployment mechanisms	N/A	100%	Project documentation, progress reports.

Main outputs/actions in 2020			
Main outputs/actions			
Further develop the EAIPS to introduce required functionalities.	When		
Operational Toolkit focusing on the development of alternative mechanisms for deployment in place with relevant decisions enacted.	Q1–Q4		

Objectives and results			
Objective 3	Enhance the access of Member States to interpretation services across the EU.		
Expected results in 2020	<ul style="list-style-type: none"> - Identification and delivery of a solution to facilitate interpretation services across the EU. - Member States have access to interpretation services across the EU. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
% implementation of a solution to facilitate interpretation services across the EU.	2018: N/A	50%	Internal records
Main outputs/actions in 2020			
Main outputs/actions			
Work on implementing a solution for support to MS in the framework of LAL.	When		
	Q1-Q4		

4.2. Programming, Monitoring and Evaluation of Operations

The Agency continues to enhance its programming (including needs assessment and design), monitoring and evaluation of operations. In order to fulfil the operational component of its mandate, EASO identified requirement to produce an **Operations Manual**. The EASO Operations provides methodological guidance for results-based operations which require entry, exit and sustainability strategies and enhancements in planning, implementation, monitoring and evaluation. The Operations Manual is composed of complementary User Guides embracing this project management approach.

With respect to **programming and planning of Operations**, needs assessment and programme/project design are vital elements. EASO will apply its agreed methodology as contained in the Operations Manual: needs assessment will inform the identification and formulation of EASO programmes and projects to ensure that the most relevant results are planned. EASO has adopted a methodology that builds on three complementary needs assessment approaches: demand-driven, needs-based and normative approaches. Needs as identified are then rigorously prioritised in a Prioritised Needs Assessment which informs the design of programmes and projects. A results-based approach underpins the operational planning and design of strategic programmes and projects (e.g. Operating Plans) involving the development of results frameworks, detailed implementation plans and timelines, monitoring plans, internal/external evaluations and other project management tools.

With respect to **monitoring and evaluation of operations**, support is provided to enhance feedback mechanisms, which allow adaptive and reflective management response through two complementary workflows. EASO has adopted a dual approach; a fidelity monitoring will be used to ensure effective adaptive monitoring and in parallel, a blend of internal and external evaluations will be used to provide reflective evaluations:

(i) Fidelity monitoring is the process of measuring the implementation of EASO's projects in order to ensure their adaptation in real time to internal and external changes while remaining accountable and integral to the original project script. Integral to monitoring is the concept of embedding effective feedback loop mechanisms to ensure informed decision-making within the operational management structures. Within the EASO methodology a distinction has been made between:

- Results monitoring, which focuses on enhancing accountability to the planned results;
- Process monitoring, which ensures the integrity of the underlying processes.

(ii) Evaluations represent the systematic and objective assessments of on-going or completed projects, programmes and policies, their design, implementation and results. For EASO, operational and thematic evaluations are reflective which then require formal management

response from the management teams and institutional learning. EASO applies two approaches:

- a. Internal evaluations, which also aim at catalysing EASO and stakeholders views on challenges and recommendations;
- b. External evaluations, which enhance independent assessment and judgement.

Monitoring and Evaluation builds *inter alia* on operational data from the EASO Data Hub (see section 5.3).

Link to multiannual objectives	MA01, MA02
Budget line and allocated amount	3301 Operational support: EUR 329 381 (C1) EUR 1 019 (R0)
Allocated human resources	6 AD, 0 AST, 4 CA

Activity No	Core business activities (actions)
1	Operations Manual completed and methodological support for harmonised project management provided across EASO operations.
2	Results-based planning applied across all operations.
3	Support the relevance of operational interventions with a comprehensive and prioritised needs assessment approach.
4	Fidelity monitoring applied on the progress and correct implementation of all operational programmes and projects (EU+ and third countries).
5	Mid-term reviews and evaluations conducted of operational programmes and projects (EU+ and third countries), where required.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of validated User Guides as part of the Operations Manual.	1	3	4
2	Number of operational interventions enhanced with operational design support.	3	6	7
3	Number of EASO operational interventions supported by a needs assessment process.	3	4	7
4	Number of operational interventions supported by a validated and collaborative monitoring plan.	N/A	4	5
5	Number of operational interventions supported by an evaluative exercise.	3	9	10

Objectives and results	
Objective 1	Operating Plans and Projects are established through a consultative process based on a robust and reliable needs assessment in a timely manner applying the agreed Project Management Methodology.
Expected results in 2020	<ul style="list-style-type: none"> - Enhanced needs assessments as basis for the drafting of Operating Plans. - Enhanced consultative process when establishing Operating Plans and Projects. - Legal deadlines for new Operating Plans are met or existing Operating Plans are extended without delays or interruptions.

Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of new or amended Operating Plans that make use of the new templates/methodologies.	2018: 100%	100%	Review of the established Operating Plans and supporting documents.
Main outputs/actions in 2020			
Main outputs/actions			
Review and further develop the methodology for needs assessments in Member States prior to the agreement on an Operating Plan or the formulation of recommendations.			Q1-Q4
Apply the existing/new User Guides on needs assessment and design to all operations – Operating Plans, Special Project Plans, Third Country Roadmaps, specific projects.			Q3-Q4
Objectives and results			
Objective 2	Ensure a robust monitoring and evaluation system that contributes to the delivery and effectiveness of the Agency's operations and activities in the Member States and in the external dimension.		
Expected results in 2020	<ul style="list-style-type: none"> - A monitoring system is established for, and implemented in, all EASO interventions within the overall framework outlined in the EASO Monitoring of Operations User Guide. - An evaluation system that is adapted to further enhance effectiveness of the Agency's operations. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of monitoring overview reports produced	2018: N/A	75%	Documents produced; monthly.
Evidence of operational follow up of evaluations	2018: Partially implemented	Fully implemented (100%)	Evaluation Management Response Sheets (MRS) where appropriate; documentary evidence.
Main outputs/actions in 2020			
Main outputs/actions			
Implementation of the updated methodology for monitoring, mid-term evaluations and final evaluation of operations to all Operations.			Q1–Q4

5 Information, analysis and knowledge development

5.1. Country of Origin Information (COI)

The Agency acts as a centre for gathering relevant, reliable, accurate and up-to-date information on countries of origin, including information on persons belonging to vulnerable groups, such as children. It draws up and regularly update reports and other COI products, taking into account information from a wide variety of sources.

The Agency aims to **develop further the EU COI system**, enhancing cooperation, raising and harmonising standards of COI together with EU+ countries and other key stakeholders.

In line with the Council Conclusions of 21 April 2016 regarding country guidance, the COI production will need to be significantly boosted to be able to produce the factual basis on which common analysis and guidance notes can be developed.

The Agency will further explore the use of analytical methodologies in the field of COI and will continue to develop or update research methodologies, common formats, practical guides, and/or other products on topics requiring advanced expertise, such as specific information on children, or on other persons belonging to vulnerable groups, or regarding possible tools used for COI research, such as online research tools and fact-finding missions. In addition, the Agency will continue organising expert meetings, workshops and conferences, involving also external experts, aimed at sharing and generating knowledge on third countries as well as strengthening COI research capacity.

The Agency's role as a clearing house of national COI will be strengthened as requested in the European Agenda on Migration. EASO will continue to coordinate national COI production initiatives by establishing and managing networks among Member States on COI. In practice, this coordination can be improved by effectively sharing national production plans on a dedicated platform, increasing the 'Europeanisation' of selected national COI products through the Agency's reviewing mechanisms, and boosting the joint production of the COI products. To this end, the creation and sharing of COI will be further rationalised and harmonised via the network approach adopted by the Agency. The Agency will, via specialist networks, accurately map needs for COI at EU level and help to fill gaps and avoid duplication. The COI network will also contribute to a COI query system.

In order to increase the access to COI for relevant stakeholders, the Agency will continue to develop the COI Portal.

The Agency will also provide the Commission with factual information relevant for the designation of Safe Countries of Origin and Safe Third Countries, as needed.

The Agency will continue and finalise the transfer of key aspects of the MedCOI project, providing COI on the availability and accessibility of medical treatment together with the necessary quality assurance activities. The transfer of MedCOI will be done in accordance with the action plan established in consultation with Member States and adopted by the Management Board, and detailing the conditions for and method of transfer as well as the transfer timeline for each MedCOI activity.

Cooperation with civil society experts in the field of COI will be strengthened. More specifically, the Agency intends to invite civil society organisations to a number of COI-related meetings, workshops and conferences, and will continue to involve external experts as speakers and panel members. Civil society actors specialised in the field of COI will be consulted on methodologies and may, where needed, be invited to contribute to the COI production. In addition, regular informal consultation sessions will be organised with civil society actors in the field of COI.

Finally, the Agency will continue to provide COI support to the Agency's operations in frontline Member States as well as to the Agencies' activities in third countries in the framework of the external dimension.

Link to multiannual objectives	MA03
Budget line and allocated amount	3103 Country of Origin Information: EUR 1 136 941 (C1)
Allocated human resources	17 AD, 8 AST, 6 CA, 1 SNE

Activity No	Core business activities (actions)
1	Produce COI reports and other products.
2	Update and/or further develop COI methodologies, as needed.
3	Manage COI networks and enhance cooperation
4	Organise COI-related workshops, meetings and conferences.
5	Manage COI query system(s).
6	Manage the COI Portal.

7	Implement the transfer of the relevant parts of MedCOI to the Agency.
8	Provide COI expertise and support in the development, review and/or update of country guidance.
9	Conduct fact-finding missions.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of COI reports and other products produced/updated (per product 100 pages on average, including introduction, bibliography).	23	35	20
2	Number of COI methodologies/guides developed or updated.	0	2	1
3	Number of COI networks managed.	10	11	10
4	Number of COI-related workshops, meetings and conferences organised.	22	21	20
4	Level of satisfaction of participants.	80%	88%	80%
5	Number of queries processed.	137	30	35
6	Number of COI Portal visits.	40,809	35,855	35,000
7	MedCOI training development and all MedCOI users trained.	N/A	N/A	In all MS
7	The Agency processing individual MedCOI requests	556	503	900
7	The Agency producing country reports on health care situation.	1	0	2
7	Establishment, maintenance and further development of a database and portal for MedCOI information within the EASO ICT architecture.	N/A	1	1
8	Proportion of Country Guidance Network and Drafting Team meetings, in which EASO COI expert(s) participate to provide relevant input.	100%	100%	100%
9, 7	Number of FFMs conducted.	1	2	1
1, 3	Number of drafting teams established for joint production of COI reports or products.	15	15	15
1, 3	Number of kick-off, reviewing and/or evaluation meetings for the joint drafting of COI reports or products.	15	15	15

5.2. Country guidance

Based on the Council Conclusions of 21 April 2016, the Agency will continue to implement its country guidance activities. In particular, the Agency will continue to coordinate the efforts of Member States to produce common analyses and guidance notes on main countries of origin, with the aim to assist in the assessment of applications for international protection and with a view to fostering convergence in asylum decision-making in the EU+. The common analyses and guidance notes will be kept under regular review, and updated as necessary.

The Agency will continue to coordinate, support and develop the network of senior-level policy officials from EU Member States, Switzerland and Norway, i.e. the Country Guidance Network, established for these purposes. In this regard, the Agency will organise country-specific practical cooperation meetings, as well as general and strategic meetings related to the country guidance activities. The efficient work of the Network will be further supported via written consultations and exchange of relevant information facilitated by the Agency.

Drafting teams of selected national experts will be set up for each development and update of country guidance. Their work will be coordinated and supported by the Agency, including through the organisation of meetings.

In light of measures related to covid-19, most of the meetings planned in 2020 will take place as online video conferences.

The Agency will also continue to involve the European Commission and UNHCR in the country guidance development, review and update, by inviting them to provide relevant input to written consultations and during Country Guidance Network meetings.

The guidance notes produced via this process will be submitted to the EASO Management Board for endorsement. They shall be submitted by the Executive Director after consulting the European Commission.

Link to multiannual objectives	MA03
Budget line and allocated amount	3103 Country of Origin Information: EUR 250 000 (C1)
Allocated human resources	4 AD, 2 AST, 1 CA

Activity No	Core business activities (actions)
1	Produce, review and update as needed common analyses and guidance notes as a result of coordinated efforts among Member States.
2	Facilitate the exchange of information among Member States, and foster practical cooperation in jointly assessing the situation in main countries of origin at senior policy level.
3	Launch a pilot study to collect information on the use of country guidance and other EASO products in national jurisprudence, and the jurisprudence of the Court of Justice of the European Union (CJEU) and the European Court of Human Rights (ECtHR).

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of countries on which common analyses and guidance notes are produced or updated at the level of the Country Guidance Network and guidance notes presented to the Management Board for endorsement.	1	3	2
2	Numbers of surveys to the Network launched and processed in the framework of the development, review or update of country guidance.	3	2	3
1, 2	Number of Network/practical cooperation meetings organised.	5	6	7
1	Level of satisfaction among participants with the network meetings.	88%	90%	80%
3	Procedure for the launch of a pilot study on references to EASO products in jurisprudence completed.	N/A	N/A	1

5.3. EASO Data Hub

The EASO Data Hub designs, collects and manages all of EASO's statistical information relating to:

- i. The asylum situation and the implementation of the CEAS,
- ii. Operational support provided by the Agency.

The statistical data are processed and then visualised, analysed and delivered according to the specific needs of individual consumers.

Fundamental to this work is EASO's **EPS Network**, in which all EU+ countries exchange standardised weekly, monthly and quarterly statistical data on the asylum situation and the implementation of the CEAS. Members of the EPS Network do not just exchange data with EASO, but they also have access to a suite of electronic dashboards containing their own data, and data exchanged by other members of the network, consolidated into the definitive EU asylum situation. The EPS data exchange will be further developed in 2020 to continue underpinning EASO's early warning system according to Art.9 (3) of EASOs founding regulation (439/2010) and Art.33 of the Dublin III Regulation and it will be further developed to account for new information requirements of the agency.

Every week the Data Hub will rapidly process asylum data shared by EU+ countries, and generate the Weekly Overview of the Asylum Situation (WOSA), which represents EASO's weekly contribution to the Integrated Situational Awareness and Analysis (**ISAA**) report.

The Agency will continue to ensure the development of the EPS data exchange, in cooperation with Eurostat and Frontex, through the reinforcement or addition of new forms of data exchange, in view of preparing effective monitoring of all key aspects of the CEAS.

Resettlement and complementary pathways are key components of the CEAS. The Data Hub will oversee the exchange and validation of information on third-country nationals effectively resettled including transfers supported by EASO.

The Data Hub will also, in collaboration with relevant EU agencies, international organisations, and third countries, explore possibilities to gather and manage **additional sources of information**, both quantitative and qualitative, on migratory trends to and within the EU insofar as they may have an impact on the asylum situation. This includes Working closely with Frontex, UNHCR, FRA, Eurostat, Commission, KCMD, EMN, FRA, JRC, IOM, as well as the relevant authorities in third countries, where relevant. This covers participation in meetings organised by different actors on a wide range of data-related topics, but also increasingly joint initiatives.

The Data Hub will also design, oversee and manage EASO's **operational data collection** to quantify i) operational support provided by the Agency and ii) additional granularity of the asylum situation in host Member States. Operational data collection will comprise of data collected and reported by the Country Operations Unit on the numbers and profiles of experts deployed by the Agency, and their productivity in terms of quantifiable measures of the support they provided. Operational data collection will also comprise of additional information provided by relevant authorities in each host Member State, and data collected during temporary or **ad hoc disembarkations**. Operational data will be analysed by the Data Hub for the purposes of operational needs assessments, Monitoring and Evaluation coordinated by the Programming, Monitoring and Evaluation Sector, and also for Operational Analyses. Outputs of this work will include multiple electronic dashboards for daily use across the Operational Support Centre, as well as monthly Monitoring reports, quarterly Operational Factsheets, and semi-annual Operational Analyses.

To reflect the extended scope of the shared information, the portfolio of electronic dashboards produced by the Data Hub will be expanded to cover the asylum situation, the implementation of the CEAS, data generated by the Agency's research programme and operational support provided by the Agency. In addition, the range of stakeholders will also be expanded to include internal stakeholders such as the Agency staff in the headquarters and coordinators in the operational areas, Member States and Management Board Members, and, where relevant, the public via the Agency website.

Link to multiannual objectives	MA05
Budget line and allocated amount	3102 Data analysis and research: EUR 87 678 (C1)
Allocated human resources	5.5 AD, 3 AST, 1 CA, 2 SNE

Activity No	Core business activities (actions)
1	Lead and develop all data exchanges that quantify the asylum situation and the implementation of the CEAS.
2	Manage and develop a portfolio of data-driven products, digital and otherwise, to summarise and visualise the asylum situation, as well as the implementation of the CEAS.
3	Lead and develop all information collections that quantify operational support provided by EASO.
4	Manage and develop a portfolio of data-driven products, digital and otherwise, to analyse operational support provided by EASO, as well as the asylum situation in host Member States.
5	Organise EPS network meetings.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of indicators shared by the EPS Network.	17	21	21
1	Number of indicators shared by agencies, international organisations and third countries	2	5	11
2	Products delivered to summarise and visualise the asylum situation, and the implementation of the CEAS	5	10	10
3	Number of Operational Measures covered by Operational Data collection	8	14	20
4	Products delivered in support of EASO Operational activities	10	20	20
5	Number of EPS network meetings held.	2	2	2

Objectives and results						
Objective 1	To lead and develop all information exchanges that quantify the asylum situation and the implementation of the CEAS.					
Expected results in 2020	<ul style="list-style-type: none"> - Complete coverage of main aspects of the asylum situation and the CEAS. - New information sources from EU+ countries and partner organisations 					
Indicators						
Indicator	Latest known result	Target for 2020	Means and frequency of verification			
Percentage of indicators covered developed or brought in line with the new <i>acquis</i> .	2018: 70%	80%	Review of implementation of data collection from Member States.			
Number of advisory group meetings held.	2018: 2	2	Internal records and reporting.			
Number of contributions to the ISAA report.	2018: 50	50	Internal records and reporting.			
Main outputs/actions in 2020						
Main outputs/actions	When					
Standardised data shared by and between all EU+ countries in accordance with the EPS guidelines.	Q1-Q4					
Organise EPS advisory group meetings on specific aspects of the CEAS.	Q3-Q4					
New data exchanges in place with partner organisations, such as Frontex & DGMM.	Q1-Q2					
Contribute to the production of the annual report on the situation of asylum in the EU with EPS and Eurostat data.	Q2-Q3					

Objectives and results			
Objective 2	To lead and manage EASOs Operational Data Collection and analysis		
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of Situational Reports.	50	50	Internal records and reporting.
Number of Operational needs assessments.	2018: N/A	4	Internal records and reporting.
Number of Monitoring Reports.	2018: N/A	12	Internal records and reporting.
Number of Operational Factsheets.	2018: N/A	24	Internal records and reporting.
Number of full Operational Analyses.	2018: 2	8	Internal records and reporting.
Main outputs/actions in 2020			
Main outputs/actions			
Produce electronic products for DOP to have a single view on the support provided by the Agency.			
Produce Operational factsheets quarterly, and for MB meetings.			
Produce Operational needs assessments.			
Produce monthly Monitoring Reports.			
Produce full Operational Analyses.			

5.4. Research programme on early warning and root causes

The research programme aims to build an early warning and forecasting system and develop a deep understanding of the root causes of asylum-related migration to the EU+. Such a system will facilitate much improved preparedness in terms of allocating funds, planning resources and launching operational responses. The need for early warning has been emphasised in the European Agenda on Migration, which notes that “identifying risk trends is increasingly necessary for effective operational preparedness. (...) The relevant agencies should develop an effective situational picture to feed into policy-making and response preparation at national and European levels”.

Firstly, the research programme analyses internet use in third countries and uses big data to monitor near-to-real time events in third countries, in order to understand and foresee the movement and behaviour of entire populations, and hence predict the arrival of vulnerable communities to the EU. This work is in the early stages of cooperation with Frontex who have shared additional data for inclusion in the EASO system. In 2020, the project will continue to deliver monthly Early Warning Reports to core stakeholders but the system will be upgraded to account for transit countries and also will also look to reduce complexity into more understandable deliverables suitable for a wider audience.

Secondly, to the extent that COVID-19 emergency measures allow, the research programme will oversee a large-scale survey project, which targets asylum seekers in reception centres in the EU in order to extract information such as push and pull factors, routes taken, secondary movements and final destinations. This will provide important first-hand operational information on migrant experiences and expectations, which can be used to better understand at the EU level the motivations behind specific types of asylum seekers. Although some small-scale surveys already take place in some countries, no system currently exists to examine the situation at the EU level. At the external border, Frontex oversees the debriefing of newly arrived migrants, and so an agreement has already been reached to coordinate efforts, to have common

questions in both surveys, and to share selected results, which will create for the first time an integrated EU picture of migrant/asylum seeker experiences.

The research programme draws on a network of national experts that regularly meet within the EPS network to facilitate exchange of information and best practices between member states and it will oversee the formation of a sub-network to improve the capacity of prognosis at the national level. The research programme builds on collaboration with and exploits expertise of other actors, such as the JRC and the KCMD, GDISC Prognosis subnetwork, Frontex, Europol, FRA, DG Research, Eurostat, IOM, UNHCR, Member States' asylum authorities and several universities. More recently, the Research Programme is negotiating membership of the EU Agencies Network for Scientific Advice (EU-ANSA) in order to further exploit the lessons learned across contexts. These intimate cooperation initiatives ensure that there are no major overlaps with other research being conducted at the EU level.

Link to multiannual objectives	MA05
Budget line and allocated amount	3102 Data analysis and research: EUR 9 839 (C1)
Allocated human resources	2 AD,3 AST

Activity No	Core business activities (actions)
1	To lead and develop research using big data to understand and predict asylum related migration to the EU.
2	To quantify and understand push factors in countries of origin and transit
3	To quantify and understand push/pull factors within the EU relevant for secondary movements.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1, 2	Number of big data sources exploited.	2	2	4
3	Number of interviews performed in the SAM project.	N/A	3,000	9,000
3	Number of countries hosting the SAM project.	N/A	3	6
Objectives and results				
Objective 1	To further develop foresight research on: 1. early warning and forecasting, 2. push and pull factors to and within the EU.			
Expected results in 2020	- Further development of EASO's early warning and forecasting system. - Implement second phase of surveying asylum seekers in reception. - Publication of Intelligence Reports highlighting the situation in relevant third countries.			

Indicators				
Indicator	Latest known result	Target for 2020	Means and frequency of verification	
Number of SAM surveys conducted.	2018: 5,000	6,000	Monthly contact with service provider; mid-year review of progress reports.	
Number of electronic products based on surveys.	2018: 10	12	Monthly contacts with service providers; mid-year review of progress reports.	
Number of Early Warning Reports.	2018: 6	12	Internal records and reporting.	

Main outputs/actions in 2020	
Main outputs/actions	When
Conduct Phase II survey of asylum seekers (SAM) and produce associated products.	Q1-Q4
Produce Early Warning Reports.	Q1-Q4

5.5. Strategic analysis

Strategic analysis at EASO is an outward-facing activity, which aims to combine sources of information managed by the **Data Hub** (e.g. EPS, Eurostat, Frontex, and third countries) and data generated by the **Research Programme** (e.g. surveys of asylum seekers, country intelligence reports, and early warning and forecasting) in order to comprehensively analyse and communicate the asylum situation/implementation of the CEAS to a wide range of external stakeholders. With a focus on engagement and presentability, this area of work aims to elucidate complex phenomena in order to clearly illustrate and communicate data trends that are confirmed by multiple sources of information. EASO Strategic Analyses are not limited by reporting periods nor are they mechanical or prescriptive – instead they use clear language and visualisations to clarify the most important developments in the asylum situation from a data perspective.

Strategic analyses form part of a well-structured analytical portfolio, complemented by responses to ad hoc requests from core stakeholders. The current portfolio includes Chapter 2 of the EASO **Annual Report on the Situation of Asylum in the EU**. More-frequent analyses include weekly overviews of the asylum situation (**WOSA**), the monthly **Analytical Brief** produced for high-level decision makers, as well as The Annual Trends Analytical Report (**ATAR**) complemented by its semi-annual update (**STAR**). A key product that receives many visitors on the EASO website is the public Latest Asylum Trends (**LAT**). Joint analyses are also regularly performed in collaboration with other EASO Units such as Quarterly Update to the Dublin network and Quarterly Updates to the Reception network.

The Strategic analysis team receive many ad hoc requests for expedient topical analyses, e.g. those requested by DG Home for inclusion in the Integrated Situation Awareness and Analysis (**ISAA**) report, or the Post Visa Liberalisation Monitoring Mechanism (**PVLMM**) report.

In cooperation with EU+ countries, the Strategic Analysis team will continue to analyse **secondary movements** in terms of asylum shopping as well as joint analyses with Frontex and Europol in terms of mixed migration flows. In cooperation with a broad range of stakeholders, the Strategic analysis team will also continue to develop the methodology for developing **scenarios** so that a longer-term perspective of the asylum situation can be taken into account.

Link to multiannual objectives	MA05
Budget line and allocated amount	3102 Data analysis and research: EUR 57 220 (C1)
Allocated human resources	4 AD, 4 AST, 1 CA

Activity No	Core business activities (actions)
1	Continue to develop the portfolio of LIMITED strategic analysis products including scenarios
2	Continue to develop the PUBLIC latest asylum trends.
3	Respond to ad hoc requests for additional strategic analyses.
4	Continue to develop and expand joint analytical work with EU+ countries, third countries and partner agencies (Frontex, Europol).
5	To lead contract out collection and assimilation of qualitative information to describe the situation in specific countries of origin and transit.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of regular LIMITED analytical reports.	21	24	30
3	Number of ad hoc LIMITED analytical reports.	10	12	15
2	Number of public monthly LAT reports.	12	12	12
4	Number of joint analytical reports with partner agencies, EU+ countries, EASO Units, third counties.	9	10	13
5	Number of country intelligence reports.	6	2	12

Objectives and results				
Objective 1		Underpin the production of high quality strategic analysis products for a wide range of external stakeholders.		
Expected results in 2020		<ul style="list-style-type: none"> - Increased quality and quantity of analytical outputs. - More engagement with the policy cycle. 		
Indicators				
Indicator		Latest known result	Target for 2020	Means and frequency of verification
Number of time products are disseminated at high level meetings (JHA, SCIFA, HLWG, MB).		2018: 17	25	Internal records, reports.
Number of monthly hits to the LAT webpage.		2018: 28,000	50,000	Internal records, reports.
Number of Advisory Groups.		2018: 2	2	Internal records, reports.
Main outputs/actions in 2020				
Main outputs/actions				When
Develop and publish an analytical methodology for integration of information from multiple sources.				Q1-Q4
Produce and publish internally product descriptions for integration of information from multiple sources.				Q1-Q4
Organise workshops and training for staff and Member States on analytical methods.				Q1-Q4
Produce Country Intelligence Reports.				Q3-Q4

5.6. Information and Documentation System (IDS)

EASO's Information and Documentation System (IDS) is an online platform that aims to provide a single point of comprehensive and up to date information on the organisation of EU+ countries' asylum and reception systems in terms of policies and practices, relevant legislation and jurisprudence, as well as an overview of the practical functioning of all key aspects of the CEAS. To this end, the IDS platform as a factual, legal and case-law database on national, Union and international asylum instruments:

- Offers a comprehensive overview and accurate descriptions of asylum legislation and practices in 31 EU+ countries, following the key stages of the asylum process, including: Access to Procedures, Dublin Procedure, First Instance Determination, Second Instance Determination, Reception, Detention, Forms of Protection, Return, Resettlement and Humanitarian Admission Schemes. This information can be accessed at country level, which is then brought together on EU level as well: report tables and thematic overviews offer a comparison of law and practices.
- Provides statistical visualisations based on Eurostat data to add concrete numbers to the context of asylum systems in each country and includes relevant legislative and case-law developments, as well as an extensive, standardised IDS specific reference system to support quick search and

information retrieval. Case law resources have been organized in the EASO Case Law Database, a publicly available database providing timely and accurate information on new jurisprudence by managing and storing case law concerning Common European Asylum System (CEAS) implementation at national and European level (Court of Justice of the European Union and the European Court of Human Rights).

- Addresses specific EU+ countries' information needs thanks to easy access to comprehensive information of interest to them, updated on a regular basis, validated by the relevant stakeholders and meeting quality standards in referencing and sourcing. This adds value by meeting the challenge of gaining a wide range, up-to-date and easily-consultable overview of the state of play of national asylum systems across EU+ countries and at EU+ level as such. IDS Advisory Group members notified on several occasions that information from IDS is highly relevant when preparing EU overviews on laws, policies and practices in order to compare and contrast national context.
- Supports other processes (most notably the Annual Report on the Situation of Asylum in the EU) and the work of other Sectors and Units within EASO, offering baseline information on CEAS implementation. Inclusion of information provided by a wide range of stakeholders facilitates various activities of the Agency, ensuring full access to all relevant information by all staff members, enhancing coherency of approach and assisting in replying to external queries. Information gathered in IDS, including its operational platforms, also forms the basis for normative needs assessments, taking into account current challenges and areas of potential crises, allowing for enhanced planning and evaluation of the Agency's operational activities.

In line with its development to-date, the Agency's IDS is accessible via login to registered users from EU+ countries' asylum administrations (currently 1,500 users from more than 50 national authorities).

Via IDS EASO organises, coordinates and promotes the exchange of information between the EU+ countries asylum authorities concerning the implementation of all relevant instrument of the asylum acquis. The IDS Advisory Group validates and contributes to the updating of information in IDS, further supported by thematic activities and workshops with participation of EU+ countries and other stakeholders held on specific themes and areas, in coordination with other relevant activities of the Agency, allowing for a horizontal approach. A dedicated project between EASO and Frontex online return platform IRMA creates additional synergies between the two systems.

The culture of collaboration in the area of information sharing is further promoted and enhanced with the EASO query system, that allows EU+ countries to post written questions and receive replies concerning practical aspects of the CEAS and other matters related to asylum policies and practices in the EU+ of interest to asylum administrations. The query system provides consolidated replies to thematic specific questions within a short timeframe, where EASO drafts high content-related summary reports with the main findings from the query supplemented with additional contextual information. Synergies are enhanced with ongoing communication and cooperation (Query Cluster) with other stakeholders administering query systems – IGC, EMN and GDISC.

Link to multiannual objectives	MA04
Budget line and allocated amount	3101 Information and Documentation System and Annual Report: EUR 299 438 (C1)
Allocated human resources	5.5 AD, 5 AST, 2 CA, 1 SNE

Objectives and results	
Objective 1:	Further consolidation of the contents of IDS platform
Expected results in 2020	<ul style="list-style-type: none"> - Comprehensive information about the implementation of the CEAS collected from all relevant sources in real time. - Gathered information compiled and cross-checked across sources, referenced and validated by relevant stakeholders, as needed. - EU+ countries gaining easy access to comprehensive information of interest to them.

	<ul style="list-style-type: none"> - Analytical outputs describing the implementation of the CEAS for a better overview of the current situation produced, in line with the Agency, EU+ countries' and stakeholders information needs. - Information and outputs published in an attractive and user-friendly manner and promoted in the relevant fora. - Analytical operational outputs, such as contributions to normative needs assessments, produced, feeding into planning and evaluation of EASO operations. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage share of thematic pages in IDS maintained up to date (updated in the last six months).	2018: N/A	75%	Monthly overview of updated thematic pages, internal IDS records, communication bulletins informing countries about updates in thematic sessions
Percentage of thematic pages in IDS validated by EU+ countries.	2018: 44%	75%	Monthly overview of validated thematic pages, internal IDS records; communication bulletins informing countries about and sections pending validation
Volume of daily consultations of IDS.	2018 (1/08-31/12) 9,118 visits in total IDS + platforms 16,000 page views on IDS, Total visitors: 2,020 visits, Average monthly visits for IDS and Platforms: 1,832 Average monthly visits on IDS: 400 Average monthly page views on IDS: 3,200 Bounce rate: 4% 1,769 returning visitors	+20% on each indicator, bounce rate kept at 4%	Monthly extracts from User Analytics Indicators for IDS (Number of monthly page views; Number of unique visitors / per month; Bounce rate / per month; returning visitors / per month; Usage measured by number of visits)
EU+ countries' feedback on IDS.	2018: N/A	≥70% satisfaction	One user survey (Indicators for surveys - Number of respondents; Results of qualitative analysis of user satisfaction and experience)

Indicators			
Number of analytical outputs finalised.	2018: 10	15	Quarterly, progress reports, internal records
Number of events, including meetings and thematic workshops, where use of the platform is promoted.	2018: N/A	10	Quarterly, progress reports, internal records
Tailor-made contribution provided to planning and evaluation of EASO operations.	2018: 3	4	Quarterly, internal records (IDS, ERDMS)
Main outputs/actions in 2020			
Main outputs/actions			When
IDS pages filled in and validated in cooperation with EU+ countries.			Q1-Q4
User management – creation of new user accounts, optimization of user experience.			Q1- Q4
Implementation of IDS transfer to SharePoint.			Q1-Q3
User survey completed and responses analysed.			Q3
Response to information requests provided by outputs in a suitable format.			Q1-Q4
IDS Advisory Group meeting organized.			Q1
Thematic workshop organized with EU+ countries.			Q3
Provision of outputs for planning and evaluation of EASO operations.			Q1-Q4

Objectives and results			
Objective 2:	Advancing the EASO query system		
Expected results in 2020	<ul style="list-style-type: none"> - EASO Query platform operational for all functionalities. - Continued cooperation with EMN, GDISC and IGC in the framework of Query Cluster. - EASO queries fully integrated as a source for IDS. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
All functionalities of the Query Platform operational (proposing, withdrawal, launching, compilation, reports, repository).	2018: N/A	6 functionalities operational	Monthly, daily operation of the platform, user statistics, feedback from users (survey)
Exchange within the Query Cluster maintained.	2018: 1 meeting held, joint leaflet drafted	1 meeting held, list of EASO queries on EMN-IES updated, joint leaflet updated	Quarterly, ongoing communication, meeting notes and reports, online overview.
Relevant content of EASO queries embedded in IDS thematic pages.	2018: N/A	20 queries included on IDS	Quarterly, queries referenced as sources on IDS, internal records
Main outputs/actions in 2020			
Main outputs/actions			When
Launch the EASO query platform to all participating EU+ countries.			Q1-Q4
Organise a meeting of the Query Cluster.			Q1-Q4
Relevant queries used as sources for IDS thematic pages.			Q1-Q4

Objectives and results			
Objective 3:	Development of EASO Case Law Database		
Expected results in 2020	<ul style="list-style-type: none"> - EASO Case Law Database fully rolled out to key external stakeholders. - EASO Case Law Database operational as a consolidated point of reference on jurisprudence for relevant EASO products. 		
Indicator	Indicators		
Latest known result	Target for 2020	Means and frequency of verification	
Number of external stakeholders introduced EASO Case Law Database to contribute.	2018: N/A	10 stakeholders contributing	Quarterly, communication with external stakeholders, contribution of external stakeholders
IDS on Case Law and thematic extracts from EASO Case Law Database referenced in EASO outputs.	2018: N/A	10	Quarterly, thematic extracts from IDS on Case Law and references to IDS on Case Law and links included in EASO outputs, internal records
Main outputs/actions in 2020			
Main outputs/actions	When		
Presentation of EASO Case Law Database to external stakeholders (including in meetings and workshops) and establishing cooperation.	Q1-Q2		
Thematic overviews and other outputs prepared for referencing.	Q1-Q4		

5.7. Annual Report on the Situation of Asylum in the EU (EASO Asylum Report)

The Agency is required to draw up an annual report on the situation of asylum in the EU for adoption by the Management Board. As part of that report, the Agency makes a comprehensive comparative analysis with the aim of improving the quality, consistency and effectiveness of the CEAS.

The report is based on information obtained from EU+ countries as well as material available from UNHCR, civil society (including members of the Consultative Forum), JHA agencies and other relevant sources. Statistical data is derived from Eurostat, supplemented with relevant data collected by the Agency in the framework of the EPS, allowing for more insight into the functioning of the CEAS and better understanding of the challenges faced by EU+ countries. Information collected through the IDS and related platforms, including the EASO Case Law Database, also feeds into the EASO Asylum Report. The report serves the purpose of having objective information and evidence-based analysis on the situation of asylum, reflecting relevant developments of key importance in the reference year.

The report is published electronically and in hard copy and is launched during a public event and is further promoted by the Agency in relevant meetings and fora.

Link to multiannual objectives	MA04
Budget line and allocated amount	3101 Information and Documentation System and annual report: EUR 6 271 (C1)
Allocated human resources	1 AD, 2 AST, 0 CA

Activity No	Core business activities (actions)
1	Produce an analytical annual report describing the implementation of the CEAS based on robust sources gathered from a wide range of stakeholders
2	Publish the EASO Asylum Report in an attractive and user-friendly format and promote it in relevant fora.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Percentage of Member States, as well as UNHCR, providing input to the EASO Asylum Report according to the methodology and within agreed timeframes.	100%	100%	100%
1	Number of civil society organisations providing input to the EASO Asylum Report according to the methodology and within agreed timeframes.	20	26	30
1	Number of new references and sources included in the bibliography.	N/A	N/A	50
2	Volume of consultations of EASO Asylum Report.	1,530	3,305	4,000
2	Level of satisfaction of users/readers with the content of EASO Asylum Report.	High level	>70% satisfied	>85% satisfied

6 Training

6.1. European Asylum Curriculum

The Agency will continue to develop, review and maintain a **European Asylum Curriculum** for members of relevant national administrations and national authorities responsible for asylum and reception matters and its own staff members. The Curriculum will target officials having different profiles in the field of asylum and reception, in particular asylum case workers, reception officers, COI researchers, registration officers, Dublin officers, resettlement officers etc.

In preparation of the certification and accreditation of the Training Curriculum, EASO has developed the European Sectoral Qualifications Framework for Asylum and Reception Officials (ESQF) and mapped the occupational standards in Asylum and Reception, as further explained in section 6.3. EASO will continue to restructure the Training Curriculum by adapting the existing training material and designing new training modules on the basis of the educational standards identified.

The Agency will ensure that the legislative and practical changes brought about by the CEAS reform are reflected in the European Asylum Curriculum.

In its work on new developments, updates or upgrades, the Agency will work closely with Member States and external experts and where appropriate cooperate with the relevant JHA Agencies, training entities and academic institutions. The Agency will continue to engage the Training Reference Group when designing new module and in reviewing the content of the modules.

In further developing its Curriculum for asylum and reception officials, the Agency will make use of the European Sectorial Qualification Framework for Asylum and Reception Officials (ESQF) to ensure a ‘learner centred approach’. This common framework, will serve as a guide when designing training and assist in identifying potential training needs and gaps. The framework maintains a focus on the learner and what the learner should know and be able to do at the end of a learning sequence. The Agency will be also exploring other training methods including the possibility to implement on-the-job training and coaching programmes to strengthen the transfer of knowledge and skills in the work environment.

The Agency will also continue to support Member States in fulfilling their obligation to include the core parts of the Curriculum in their national training programmes, and will be additionally supporting national administrations, whenever feasible, by providing national language versions of the modules

in the European Asylum Curriculum. The Agency will continue to use its training curriculum to train its own staff to enhance their knowledge on key aspects of the CEAS. For this purpose modules of the Curriculum will be offered in an annual staff training programme.

In response to the COVID-19 outbreak followed by restrictions in organising physical training sessions, EASO faced a high demand to organise remote training sessions. This called for an amendment in the method of instruction and as a consequence training material and training manuals had to be adapted to meet the needs of the temporary situation of delivering training modules fully via web-based training tools. This meant, that human resources were shifted from the design of the initially foreseen training material for development of new modules and upgrade/update towards addressing more imminent needs, ensuring the virtual delivery of the planned training sessions.

Link to multiannual objectives	MA06
Budget line and allocated amount	3201 EASO training: EUR 806 176 (C1)
Allocated human resources	14 AD, 3 AST, 2 CA

Activity No	Core business activities (actions)
1	Develop new training modules and restructure/update/upgrade the modules of the curriculum in view of the CEAS reform, including the provision of learning design expertise.
2	Management and delivery of the training sessions.
3	Support practical cooperation and exchange of best practices between Member States on training on asylum and reception through the facilitation of the Trainer's Network and of the Training National Contact Points.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of training material developed or restructured /updated/upgraded.	5	5	9
1	Percentage satisfaction with the pilot session of newly developments, updates or upgrades.	80%	80%	70%
1	Number of deployed content and didactic Member States experts for module development and restructuring /updates/upgrades.	15 MS experts	12 MS experts	15 MS experts
1	Number of training modules (restructuring, updates, upgrades or new developments) consulted by the members of the Reference Group and by the JHA Agencies.	5	5	5
2	Number of deployed trainers and didactic trainers for train-the-trainer sessions (including regionally and nationally).	72	90	70
2	Number of participations in EASO train-the-trainers sessions (including regionally and nationally).	524	550	550
2	Overall satisfaction rate of participants trained in annual and regional train-the-trainer sessions.	77%	80%	70%
2	Number of training sessions organised for Agency staff members.	2	4	15
2	Number of EASO staff participations in staff training sessions	50	55	200
2	Overall satisfaction rate with training sessions for Agency Staff.	N/A	N/A	70%

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
2	Number of national training sessions organised in EU+ and third countries.	457	300	350
2	Number of participations in national training sessions organised in EU+ and third countries.	7,104	5,000	5,500
2	Number of module language versions available on the learning platform.	125	150	144
3	Percentage satisfaction rate of the trainers and content experts participating in the annual Trainers Network meeting.	N/A	80%	70%
3	Percentage satisfaction rate of the participants in the National Contact Point meeting.	80%	80%	70%

6.2. Operational training

The Agency's operational training will be further consolidated and updated in order to reflect the scope of the Agency's involvement in supporting national asylum authorities. The Agency will continue to deliver online **pre-deployment training** for Member States' experts deployed in the framework of EASO operations. The aim will be to ensure that nominated experts are equipped with all the necessary information relevant for the respective profile in order to increase their preparedness to carry out the tasks on the ground in a harmonised manner and in full compliance with the CEAS and fundamental rights. The Agency will also continue to further consolidate and deliver structured **operational induction training** for Member States' experts, as well as interim staff involved in the Agency's operations, delivered upon their deployment. This training is intended to offer an introduction to the national context and specific tasks and responsibilities to be performed on the ground. Furthermore, the development of other types of trainings, for example webinars, might be considered.

Moreover, the Agency will continue providing **operational thematic training** based on the profiles of the EASO experts, including Member States' experts as well as Agency's staff, as part of their continuous professional development. Such training is carefully tailored to ensure that it corresponds well to the needs whilst maintaining the highest possible quality standards. Specific training will be also delivered to interpreters and cultural mediators to ensure that interpretation during applicants' registrations and personal interviews is performed professionally and in a harmonised way. Operational thematic training will also be delivered, upon request, to the local authorities in charge of various steps of the asylum process, such as registration of the application for international protection, Dublin procedure, reception, and collection of country of origin information. The Agency will also continue delivering on-job coaching to targeted audiences in order to further assist in the transfer of knowledge and skills into responsibility and autonomy in their day-to-day job. EASO will fine-tune the design and assessment of the on-the-job coaching learning methodology used in various contexts.

A specific Training Plan will be developed per annual Operating Plan/s signed by EASO and the concerned Member State. The Training Plan will be initiated by a training needs assessment conducted in the framework of the preparations for the new annual OP. This plan will guide various elements related to the types of trainings to be delivered, their formats, its evaluation and sustainability.

The Agency will also consider the need to translate related training material into the national languages of those Member States where the operational training is delivered, in order to ensure effectiveness and sustainability.

Link to multiannual objectives	MA06
Budget line and allocated amount	3201 Training: EUR 40 000 (C1)
Allocated human resources	11 AD, 4 AST, 0 CA, 1 SNE

Activity No	Core business activities (actions)
1	Preparation of a Training Plan annexed to potential EASO Operating Plan/s.
2	Development and review of operational training material.
3	Delivery of operational training, including on the job coaching for Member States' deployed experts and EASO staff.
4	Capacity building of national authorities in Member States under particular pressure in training their own staff.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of Training Plans annexed to EASO Operating Plan/s.	N/A	N/A	Equal to the number of annual OP
2	Number of training material developed and/or reviewed.	N/A	3	3
3	Number of training sessions delivered.	160	80	80
3	Number of participants trained.	1,500	1,000	1,000
3	Number of trainers' deployments, including EASO in-house trainers.	286	405	230
3	Overall participants' satisfaction.	80%	80%	70%
3	Number of participants to on-the-job coaching sessions.	N/A	150	150
3	Percentage of participants' satisfaction from on-the-job coaching sessions.	80%	80%	70%
4	Number of representatives of the national authorities participating in EASO training.	N/A	180	150

6.3. Certification and accreditation

The Agency is developing a common EU asylum certificate, which is based on and awarded upon a valid and reliable assessment according to agreed and transparent learning outcome-based standards. The EU asylum certificate will encompass knowledge, skills, autonomy and responsibility-based learning outcomes in order to target the practical implementation of the CEAS at the work place.

In a pilot project initiated in 2016, an external accrediting and certifying body both accredited and certified thirteen of the training curriculum modules. The implementation of the certified and accredited modules was later concluded. A fully-fledged certification and accreditation of the European Asylum Curriculum and on-the-job coaching will be initiated in 2020 upon the evaluation of the initial pilot.

The development of a yearly action plan to further improve the internal Training Governance System, based on European Standards and Guidelines for Quality Assurance in Higher Education and vocational training will constitute the cornerstone and prerequisite for the fully fledged certification and accreditation of the Training Curriculum.

The European Sectoral Qualifications Framework for Asylum and Reception Officials (ESQF), which is referenced to the European Qualifications Framework for lifelong learning, will form the basis for further training needs and gap analyses in the larger context of the EASO Training Needs Analysis (ETNAT), guiding the Agency in developing new training materials. It will form the basis for benchmarking education and training for asylum and reception officials.

To further strengthen the European perspective on asylum, the Agency will focus on the development of a Training Governance System based on the European standards and guidelines for quality assurance in the field of educational and vocational training which will enable the alignment with a European National Qualifications Framework (NQF). The Agency will therefore conduct a feasibility study, the result of which will assist in the future development of certified and accredited qualifications, including a master's degree programme.

Link to multiannual objectives	MA06
Budget line and allocated amount	3201 EASO training: EUR 535 000 (C1)
Allocated human resources	5 AD, 3 AST, 1 CA

Activity No	Core business activities (actions)
1	Development and piloting of an EASO Training Needs Assessment Tool (ETNAT).
2	Further development and implementation of the Training Governance System to enable a fully certified and accredited European Asylum Curriculum.
3	Development of a Feasibility study of the EASO Training Curriculum integration under a European National Qualifications Framework (NQF).
4	Development of a methodology for training needs analysis and evaluation of training activities

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of Member States and Reference Group members validating detailed occupational and educational standards for asylum officials.	N/A	N/A	17 (60% of Member States) and 3 Reference Group members
1	The EASO Training Needs Assessment Tool (ETNAT) has been completed and piloted.	N/A	N/A	3 Member States piloting
2	Percentage of Member States participating to the Certification and Accreditation Working Group (CAWG) in relation to the number of members of the CAWG	N/A	N/A	70%
2	Quality enhancement in relation to the European standards and guidelines (ESG) for Quality Assurance as indicated in the yearly action plan.	N/A	Action Plan 2019	80%

6.4. e-Learning

The Agency will continue to administer and manage an e-learning management system (LMS). This year, the Agency LMS, which is the backbone of the European Asylum Curriculum, is being migrated and for the first time hosted in-house. The Agency also continues to support LMS users on a daily basis, through the provision of services such as the user registration process, helpdesk services and online training courses.

Furthermore, the Agency has been significantly intensifying activities in the area of e-Learning and virtual delivery to support business continuity in delivering its training plan during the restrictions due to Covid-19 pandemic. Aiming to bring consistency and efficiency in continuously addressing identified needs, it is building in-house capacity in the area of e-learning instruction and design with the aim of strengthening the blended learning methodology and the development of training material.

The Agency will also strengthen the design of its client relations management infrastructure, which supports the processes and procedures encompassed in the training cycle with the aim of automating and facilitating monitoring of and reporting on training related activities.

Link to multiannual objectives	MA06
Budget line and allocated amount	3201 EASO training: EUR 525 000 (C1)
Allocated human resources	2 AD, 1 AST, 4 CA

Activity No	Core business activities (actions)
1	Manage and administer the e-learning management system (LMS), including the provision of a daily user helpdesk service.
2	Provision of statistical data, analysis and reporting.
3	Strengthen and streamline the business processes and activities, also through the design, development and launch of an infrastructure and related tools for the automation of training cycle processes and procedures.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of enrolments supported.	8,359	6,000	8,000
1	Number of user accounts in LMS.	8,300	9,000	13,500
1	Number of train-the-trainer sessions administered by the Agency.	34	30	30
1	Number of national training sessions administered by the Agency.	462	275	400
1	Number of helpdesk requests handled and resolved.	2,277	1,750	2,000
2	Annual Training Report delivered and published.	1	1	1
3	The infrastructure for the automation of training cycle processes and procedures has been designed according to the outcomes of the business processes review.	N/A	N/A	100%
3	Development and implementation of the basic elements of the infrastructure and related tools for the automation of training cycle processes and procedures, including the registration of participants for train-the-train sessions and national training sessions.	N/A	N/A	80%

6.5. Other training support

The Agency will upon request further analyse and address individual and specific needs of the EU+ countries and other users, including third country administrations, and in cooperation with the appropriate national training entities, will assist in the design of a training plan and delivery of training programmes using the European Asylum Curriculum. In this regard, the Agency is committed to coordinate the available internal and EU+ countries' resources and, if necessary, deploy trainers to deliver training sessions and/or to provide coaching to national trainers. The Agency also intends to

organise continuing professional development (CPD) to ensure that experienced asylum and reception officials have the opportunity to keep their knowledge and skills updated and are made aware of the latest upgrades/updates of the module versions.

The Agency, upon request, will support Member States in providing on-the-job coaching for asylum and reception officials working in national asylum administrations. The Agency will continue cooperating with other JHA agencies to develop and support joint training endeavours and to provide expertise in the development of training material by other agencies.

Link to multiannual objectives	MA06
Budget line and allocated amount	3201 EASO training: EUR 20 000 (C1)
Allocated human resources	0 AD, 1 AST, 0 CA

Activity No	Core business activities (actions)
1	Delivery of ad hoc training sessions.
2	Organise continuing professional development sessions (CPD).

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1, 2	Number of ad hoc training sessions and CPD sessions organised (upon request).	5	8	8

7 Asylum support

7.1. Asylum processes

In accordance with its overall aim of supporting Member States in achieving common standards and high-quality processes within the CEAS, the Agency will **further continue and enhance its practical cooperation activities** with a view to collecting and exchanging information on Member States' current practices and policies in relation to the CEAS.

In 2020, practical cooperation activities will continue to be undertaken to cover specific topics in relation to the implementation of the CEAS by Member States. During thematic meetings, Member States' experts will discuss best practices and current challenges and share information and expertise.

In addition, based on identified needs and best practices, the Agency will continue to develop common operational standards and indicators, guidance, best practices and practical tools in relation to asylum processes. The Agency's operational standards and indicators provide a practical perspective on key provisions of the common legal instruments and thus help Member States to assess whether their national asylum and reception systems are set up and functioning in line with the CEAS.

In addition, the Agency guidance and common practical tools are meant to translate the requirements of the common legal instruments into user-friendly practical instruments to be used by Member States' officials and relevant stakeholders across the EU and beyond in their daily work building on best practices.

The Agency will also actively promote and support the application of operational standards and indicators, guidance and practical tools in national administrations and evaluate their implementation.

Furthermore, the Agency will continue its support to quality management mechanisms at EU and national levels.

The Agency will consider all relevant sources of information during this process and may, where necessary, consult relevant stakeholders, such as competent international organisations, particularly UNHCR, FRA, academia and civil society. Synergies will be maintained with the work of the Contact Committees organised by the European Commission.

To effectively support practical cooperation between the Agency and Member States on all activities relevant to the work on asylum processes, the Agency will continue to facilitate the work of the Asylum Processes Network.

In 2020, the Agency will continue to enhance the activities of the **Exclusion Network** and reinforce the cooperation, information-sharing and exchange of best practices on exclusion-related issues between the participating EU+ countries. The Agency will further strengthen its cooperation with the Genocide Network of Eurojust and the International Criminal Court and other relevant international stakeholders. Moreover, the Agency will further promote common standards and practices by developing operational standards, indicators, guidance, best practices and practical tools in relation to exclusion.

Link to multiannual objectives	MA07
Budget line and allocated amount	3202 Asylum processes: EUR 498 911 (C1)
Allocated human resources	10 AD, 3 AST, 2 CA

Asylum Processes Network

Activity No	Core business activities (actions)
1	Support practical cooperation and exchange of best practices between Member States on asylum processes and selected aspects of the CEAS through the facilitation of the Asylum Processes Network.
2	Collect, update and analyse information about Member State's practices and policies on selected aspects of the CEAS in order to identify related needs and best practices.
3	Support the correct and effective implementation of asylum processes throughout the EU by developing common practical tools and guidance on the practical implementation of the CEAS, including on operational standards and indicators, and promote its use.
4	Support Member States in the quality management of their national asylum processes.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of National Contact Point meetings of the Asylum Processes Network organised.	1	1	1
1	Level of satisfaction with the meeting of the Asylum Processes Network.	80%	80%	80%
2	Number of thematic cooperation meetings organised with the Asylum Processes Network.	1	2	2
2	Level of satisfaction with the thematic meetings.	80%	80%	80%
2	Number of thematic quality matrix reports prepared or updated and published.	1	2	2
3	Number of operational standards, indicators, guidance, best practices and practical tools in relation to asylum processes developed or updated and published.	2	2	3
3	Number of consultation meetings, including working group meetings, organised in order to develop operational	6	7	9

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
	standards, indicators, guidance, best practices and practical tools.			
3	Number of activities and products developed to promote and roll out operational standards, indicators, guidance, best practices and practical tools in relation to asylum processes.	2	4	4
4	Number of quality management related activities organised.	1	1	1

Exclusion Network

Activity No	Core business activities (actions)
1	Support practical cooperation and exchange of best practice between Member States on the Exclusion processes through the facilitation of the Exclusion Network , including maintaining an online platform and sharing a periodic newsletter with members of the Exclusion Network.
2	Contribute to the promotion of a correct and effective implementation of the CEAS provisions regarding exclusion throughout the EU+ by developing common operational standards and indicators, practical tools, guidance and best practices.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of National Contact Point meetings of the Exclusion Network organised.	1	1	1
1	Level of satisfaction with the NCP meetings of the Exclusion Network.	80%	80%	80%
1	Number of thematic cooperation meetings organised.	1	1	1
1	Level of satisfaction with the thematic meetings.	80%	80%	80%
1	Number of periodic newsletters shared with members of the Exclusion Network.	4	4	4
2	Number of operational standards, indicators, guidance, best practices and practical tools in relation to exclusion developed or updated and published.	1	1	2
2	Number of consultation meetings, including working group meetings, organised in order to develop operational standards, indicators, guidance, best practices and practical tools.	0	0	2
2	Number of activities and products developed to promote and roll out operational standards, indicators, guidance, best practices and practical tools in relation to exclusion.	2	2	2

7.2. Quality support to operations

The Agency will strengthen the quality of the work of the asylum support teams through the provision of second line quality support. This quality support to operations aims at ensuring consistency of the work carried out by the asylum support teams with the EASO guidance and tools developed to support

the implementation of the Common European Asylum System. The tools and guidance are the basis for the activities established by the Agency in support of the different Operating Plans and Roadmaps of the Agency.

Quality support to operations includes the development of standard operating procedures, templates, guidance, information and ad hoc practical tools for the asylum support teams. It also includes a query system for deployed experts, where answers to the questions cannot be formulated locally.

In operations where asylum support teams conduct personal interviews and/or drafts opinions on the first instance the second line support may also consist of the quality review of a selected number of interviews and/or opinions. Feedback based on this quality review can be provided on an individual level, using the EASO Quality Assurance Tool, or through a synthesis report that is shared with all the members of the asylum support team.

Particular attention is given to the identification of vulnerable persons in the EASO operations, including the vulnerability assessments, the provision of adequate procedural guarantees and the necessary referral mechanisms.

Information sessions, workshops, coaching and assessments of standards and indicators are activities that will be carried out to support the implementation of the Operating Plans and the External Dimension Strategy.

Link to multiannual objectives	MA07
Budget line and allocated amount	3202 Asylum processes: EUR 40 874 (C1)
Allocated human resources	4 AD, 1 AST, 1 SNE

Activity No	Core business activities (actions)
1	Improve and develop procedures, tools and practices for the enhanced implementation of the hotspot approach and of other relevant measures in Operating Plans.
2	Quality management support through the regular monitoring and assessment of the quality of outputs of deployed experts.
3	Information sessions, workshops, coaching, assessments of standards and indicators supporting the implementation of the Operating Plans and the External Dimension Strategy.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of new tools developed or existing tools refined.	4	4	6
1	Number of quality or procedural related queries answered or updated.	27	30	12
2	Number of reviewed acts.	100	120	120
2	Number of quality reports produced.	10	12	6
3	See indicators under 3.1, 3.2, 3.3, 3.4 and 3.6 on the Operating Plans and Roadmaps to which these activities contribute.			

7.3. Practical cooperation networks

The development of the Practical Cooperation Networks serves different objectives. Besides information exchange and enhancing the knowledge and quality in the framework of the CEAS in all its different components, the networks are also sources of expertise to develop practical tools, guidance and standards and indicators based on common and good practices in Member States.

These tools and guidance are not only used by Member States in their daily work, but are also the basis for the activities established by the Agency in support of the different Operating Plans and Roadmaps of the Agency. Information sessions, workshops, coaching, assessments of standards and indicators are also activities aiming the same objectives.

The Agency will further foster the exchange of information and best practices **on reception systems**, pool expertise and develop specific tools and guidance and enhance data collection in the field of reception within the framework of the CEAS through the facilitation of the Network of Reception Authorities. Furthermore, through the reception network's exchange programme and thematic workshops for practitioner's working in the field of reception, more in-depth-discussions, practical cooperation and capacity building between peers are organised on specific activities in reception themes. A specific activity, EASO forum for senior managers of Reception authorities is organised to facilitate exchange of views on strategic and managerial issues in the area of reception as the need for such a meeting was expressed by several Reception Agencies.

The Agency addresses issues related to **vulnerable persons** such as children, including unaccompanied children, victims of trafficking in human beings, persons subjected to torture, serious psychological, physical and sexual violence and other cruel and inhuman treatment, persons at risk because of their gender, gender identity or sexual orientation and any other person with special needs.

To do so, the Agency will continue to integrate aspects related to vulnerable persons in all its activities to encourage policy coherence, such as in the context of operations, training and other asylum support activities.

The Agency will continue to encourage practical cooperation and information sharing among EU+ countries and other relevant experts on issues relating to vulnerable persons.

Practical cooperation activities will be undertaken to foster convergence in line with EU standards related to the identification and support afforded to vulnerable persons in the asylum and reception systems of the Member States.

Operational standards, indicators, guidance, best practices and practical support tools, including in the context of operational support, will be developed to assist Member States in dealing with vulnerable persons. The Agency will also continue its cooperation with the European Commission and other EU institutions, bodies and agencies, such as CEPOL, Europol, FRA and Frontex, as well as UNHCR, Unicef and IOM, with regard to vulnerable persons. In doing so, it will take into account the general work on child protection and the protection of the rights of the child developed, *inter alia*, by the European Commission in the 2017 Communication on the Protection of Children in Migration²⁹. It will also take an active part in the cooperation between the European Commission and the Justice and Home Affairs Agencies in actions aimed at the eradication of trafficking in human beings.

In 2020, the Agency will continue to enhance the activities of the **Network of Dublin Units** and reinforce the cooperation, information-sharing and exchanges of best practices between the participating national Dublin Units in order to ensure Member States' compliance with CEAS. In line with the European Agenda on Migration, EASO will continue to support the Member States in applying the Dublin Regulation. As stated in the European Agenda on Migration, EU+ countries are responsible for allocating adequate resources to increase the number of Dublin transfers and reduce delays related to these transfers. EU+ countries also need to consistently apply the legal clauses related to family reunification and make broader and more regular use of the discretionary clauses which would help to relieve the pressure on the Member States at the external borders. Through workshops, meetings, practical tools and thematic sessions, the EASO Network of Dublin Units will support the Member States in fulfilling these obligations.

The Agency will enhance the exchange of information and best practices through the establishment of an exchange programme for Dublin officials in the EU+. The exchange programme aims at improving practical cooperation between Dublin Units and the exchange of best practices. The exchange

²⁹ COM(2017) 211

programmes will be evaluated and reports on the outcome of those activities will be shared with members of the EASO Network of Dublin Units.

The Agency will continue its cooperation with eu-LISA and Frontex/ECGB to ensure synergies and complementarity in making use of Eurodac and related technical solutions more efficiently for Member States, as well as improving the quality of the information exchanged by facilitating practical cooperation within the Dublin Network.

Furthermore, the Agency will promote common standards and practices by developing operational standards, indicators, guidance, best practices and practical tools targeting specific aspects of the Dublin system.

Link to multiannual objectives	MA07
Budget line and allocated amount	3202 Asylum Cooperation: EUR 830 273 (C1)
Allocated human resources	12 AD, 2 AST, 4 CA

Vulnerability Experts Network

Activity No	Core business activities (actions)
1	Coordinate the Vulnerability Experts Network to support practical cooperation and exchange of best practice between Member States in dealing with vulnerable persons.
2	Develop common operational standards and indicators, practical tools, guidance and best practices on vulnerability.
3	Promotion and dissemination of developed materials.
4	Provide expert support on vulnerability to EASO operations on an ongoing basis.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of meetings of the Vulnerability Expert Network (Steering Group 1, Advisory Group 1, Annual conference 1) organised.	1	3	3
1	Number of thematic expert meetings organised.	1	2	3
1	Level of satisfaction with the meetings.	80%	80%	70%
1	Number of Periodic Updates shared with members of the Vulnerability Experts Network	N/A	N/A	2
2	Number of operational standards, indicators, guidance, best practices and practical tools in relation to vulnerable persons developed or updated.	2	2	5
2	Number of working group meetings organised in order to develop operational standards, indicators, guidance, best practices and practical tools.	6	6	9
3	Number of activities to promote operational standards, indicators, guidance, best practices and practical tools in relation to vulnerable persons.	2	4	4
4	Number of activities implemented to support Operations.	N/A	N/A	8

Network of Dublin Units

Activity No	Core business activities (actions)
1	Support practical cooperation and exchange of best practice between Member States on Dublin through the facilitation of the Network of Dublin Units , including maintaining an online platform and sharing periodic newsletters with members of the network.
2	Contribute to the promotion of correct and effective implementation of the Dublin Regulation throughout the EU+ by developing common operational standards and indicators, practical tools, guidance and best practices.
3	Organise exchange activities for Dublin officials in the framework of the EASO Network of Dublin Units.
4	Timely and effective quality support to operations.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of Steering Group meetings of the Network of Dublin Units organised.	2	2	2
1	Level of satisfaction with the NCP meetings of the Network of Dublin Units.	80%	80%	70%
1	Number of thematic expert meetings organised.	2	2	4
1	Level of satisfaction with the thematic meetings.	80%	80%	70%
1	Number of periodic newsletters shared with members of the Network of Dublin Units.	4	4	4
2	Number of operational standards, indicators, guidance, best practices and practical tools in relation to the Dublin Regulation developed or updated and published.	1	1	3
2	Number of working group meetings organised in order to develop operational standards, indicators, guidance, best practices and practical tools.	N/A	5	4
2	Number of activities and products developed to promote operational standards, indicators, guidance, best practices and practical tools in relation to the Dublin Regulation.	2	4	5
4	Number of activities related to support to operations.	N/A	2	2

Network of Reception Authorities

Activity No	Core business activities (actions)
1	Support practical cooperation and exchange of best practice between Member States on reception through the facilitation of the Network of Reception Authorities , including maintaining an online platform and sharing a periodic newsletter with members of the network.
2	Enhance cooperation among MS to further harmonise reception conditions in Europe by exchange of views on strategic and managerial issues in the area of reception
3	Contribute to the promotion of correct and effective implementation of reception conditions throughout the EU by developing common operational standards and indicators, practical tools, guidance and best practices, taking into account the reform of the CEAS.
4	Enhance the exchange of information and best practices through the establishment of an exchange programme of reception officials in the EU+.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of NCP meetings of the Network of Reception Authorities organised.	2	2	2
1	Level of satisfaction with the NCP meetings of the Network of Reception Authorities.	80%	80%	70%
1	Number of thematic expert meetings organised.	2	2	2
1	Level of satisfaction with the thematic meetings.	80%	80%	70%
1	Number of periodic updates shared with members of the Network of reception authorities.	4	4	4
1	Number of Reception Network Newsletters shared with members of the network and relevant stakeholders.	N/A	1	2
2	Number of forums for senior managers and executive directors of Reception authorities	N/A	N/A	1
2	Level of satisfaction with the forums of senior managers of Reception Authorities.	N/A	N/A	80%
3	Number of operational standards, indicators, guidance, best practices and practical tools in relation to reception developed or updated and published.	2	1	3
3	Number of working group meetings organised in order to develop operational standards, indicators, guidance, best practices and practical tools.	6	6	6
3	Number of activities and products developed to promote operational standards, indicators, guidance, best practices and practical tools in relation to reception.	2	4	4

7.4. Cooperation with members of courts and tribunals

In line with the methodology agreed with relevant stakeholders but primarily with members of national courts and tribunals in 2015 (as amended), the Agency will advance the joint preparation of Professional Development Series (PDS) , as well as their subsequent dissemination to identified partners. In particular, the Agency will continue to work towards the completion of all Judicial Analyses (and the associated Compilation of Jurisprudence and Judicial Trainer's Guidance Notes) identified in the PDS, in line with the proposed timeframe.

In addition, the Agency will continue to organise professional development workshops, as well as increase the promotion of their organisation on a national level. The Agency will also, where necessary, initiate, implement and promote further practical cooperation activities that will serve to contribute to the consistent implementation of the CEAS and advance practical cooperation among members of courts and tribunals in EU+ countries.

At all times, the Agency will continue to cooperate with relevant partners in the field and make every effort to facilitate avenues for judicial dialogue and exchange.

The Agency will aim to maintain the complete representation of all EU+ countries within the network of court and tribunal members and to ensure active engagement from as many EU+ countries as possible, including those falling under the EASO Operating Plan, together with External Dimension activities. In particular, emphasis will continue to be made on enhancing the distribution channels to ensure a wide dissemination of the materials, including through the engagement of national judicial training bodies, as well as supporting the implementation of sessions in the Professional Development Series at national level.

The Agency will further strengthen the partnership with judicial associations, including the Association of European Administrative Judges (AEAJ) and the International Association of Refugee and Migration Judges (IARMJ)), FRA, the European Judicial Training Network (EJTN), UNHCR and other relevant international and intergovernmental organisations in order to promote professional development of members of courts and tribunals.

Considering the diverse professional development structures in place in the EU+ countries in the area of asylum law, the Agency contributes to the harmonisation of professional development standards by ensuring that the materials produced reflect a truly European understanding of the asylum *acquis* and are of a high quality.

The diverse structures, or indeed lack of structures, in the EU+ countries represents a challenge. However, the Agency already has a well-functioning and robust network of national contact persons representing each EU+ country as well as additional relevant stakeholders. Ensuring the successful implementation of the activities outlined above will further the objective of contributing to the coherent implementation of the CEAS and advancing practical cooperation among EU+ countries on asylum while at the same time ensuring full respect for the principle of the independence of the judiciary.

Link to multiannual objectives	MA07
Budget line and allocated amount	3202 Asylum processes: EUR 1 073 604 (C1)
Allocated human resources	4 AD, 3 AST, 3 CA

Activity No	Core business activities (actions)
1	Advance the creation of professional development series (PDS) for members of courts and tribunals.
2	Implement professional development meetings for members of courts and tribunals, including in countries benefitting from EASO operational support or in the framework of External Dimension, and stimulate dialogue with judicial stakeholders in the field of asylum.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	New sets of professional development materials consisting of a Judicial Analysis and/or a Judicial Trainer's Guidance Note (or other appropriate material) developed and made available to relevant stakeholders on a topic to be agreed in consensus with the network of court and tribunal members.	2	1	1
1	Existing sets of professional development materials reviewed and, if necessary, updated.	2	2	4
2	Number of professional development workshops or conferences organised.	10	12	10
2	Number of participants in professional development meetings.	200	200	250
2	Level of satisfaction of participants in professional development sessions.	80%	80%	80%
2	Number of coordination and planning meetings of the Network organised.	1	1	1
2	Number of biannual periodic newsletters shared with the Network.	1	1	1
3	See indicators under 3.1, 3.2, 3.3, 3.4 and 3.6 on the Operating Plans and Roadmaps to which these activities contribute.			

8 Horizontal activities

8.1. Consultative Forum and civil society

In order to **reinforce the cooperation** between the Agency and civil society, the Agency will continue to engage with civil society through various types of consultations and activities, including the organisation of Consultative Forum meetings, electronic consultations on key documents and facilitate the direct involvement of select civil society organisations in various areas of the Agency's work.

The implementation of Consultative Forum information exchange and networking activities will be optimised. Civil society organisations (CSOs) will be invited to take part in the development of Consultative Forum meetings, with more focus being placed on the organisation of smaller-scale thematic/geographic consultation meetings. Participation in CF activities by operational NGOs as well as refugee and diaspora-led organisations will be prioritized. The quality and effectiveness of electronic consultations on key documents will be improved by reinforcing the feedback flow to responding organisations. The Agency will continue to promote the participation of select civil society representatives in relevant meetings and activities.

The Agency will continue to actively participate in civil society networks in the field of asylum, at EU and national levels, identifying developments relevant for the Agency, reviewing and channelling inputs, providing contributions where appropriate. Furthermore, the Agency will contribute to the activities of the Consultative Forums of other JHA Agencies, of the European Migration Forum and other similar bodies.

Link to multiannual objectives	MA09
Budget line and allocated amount	3401 Cooperation with civil society: EUR 5 000 (C1)
Allocated human resources	1 AD, 1 AST

Activity No	Core business activities (actions)
1	Organise and implement Consultative Forum meetings (Annual Plenary and thematic/geographic consultation meetings).
2	Consult relevant CSOs on key documents, such as the Work Programme, the Annual Report on the Situation of Asylum in the EU, and the Annual General Report.
3	Facilitate, where appropriate, involvement of relevant CSOs in different areas and related activities of the Agency's work (e.g. training, COI, asylum processes, vulnerable persons, Annual Report on the Situation of Asylum, etc.).
4	Contribute to the activities of the Consultative Forum of other JHA Agencies, the European Migration Forum and similar bodies.
5	Participate in civil society networks in the field of asylum at EU and national levels identifying developments relevant for the Agency, reviewing and channelling inputs, providing contributions where appropriate.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of Consultative Forum meetings.	3	3	2
1	Number of CSOs participating in CF meetings and extent of satisfaction.	250	250	250
2	Number of consultations with CSOs on key Agency documents.	6	6	6
3	Number and examples of areas (and related Agency activities) in which select CSOs were invited to participate	N/A	5	5

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
	(e.g. activities related to training, COI, asylum processes, vulnerable persons).			
4	Number of activities of other JHA Agencies' Consultative Fora in which the Agency participated or contributed to.	4	4	3
5	Number of civil society networks in which the Agency participated.	N/A	3	2

8.2. EASO communication

The Agency will continue establishing and maintaining excellent long-standing press relations, ensuring plentiful interaction with the press. Regular, accurate press coverage of the Agency's activities is crucial in order to gain visibility, legitimacy and credibility. In 2020, the Agency will continue to pro-actively approach and invite the media regularly for press briefings, both at EASO headquarters and in the field. In addition, the Agency's Internal Communication Plan for 2020 will continue taking into account the changes the Agency is going through, and informing staff members about them accordingly. Internal communication will continue to significantly improve through events, publications, and internal documents and tools.

The Agency will also continue aiming at harnessing the full potential of social media and further increase the number of followers on its social media channels. To this end, the Agency plans to increase its social media outreach activities and run social media actions to support the Agency's stakeholder relations activities and events and reach out to the general public. This includes reacting quickly to new developments and trends within the social media landscape. The Agency will develop and implement integrated communication campaigns in the EU+, as well as theme-based social media information campaigns. Such campaigns will complement each other as much as possible, as social media increasingly become the preferred and most effective distribution channel.

The Agency will continue ensuring professional quality in all publications and supporting in-house video production, graphic design, and printing services based on the increasing needs of its various Centres and Units.

Link to multiannual objectives	MA09
Budget line and allocated amount	No allocated costs in Title 3
Allocated human resources	5 AD, 6 AST, 10 CA

Activity No	Core business activities (actions)
1	Organise the EASO Information Day in Member States and third countries.
2	Global promotion of the Agency via major news networks and agencies.
3	Organise the Communication Multipliers meeting, thematic press conferences and Launch of the Annual Report.
4	Organise press interviews with national and EU or Brussels-based journalists, as well as strategic press interviews to coincide with specific events and developments.
5	Organise press visits with particular focus on the Agency operational activities.
6	Issue press releases to coincide with major events, publications, developments, etc.
7	Maintain and continuously monitor the Agency's website and consolidate the Agency's presence on social media.
8	Coordinate translation and publication of documents and related materials.
9	Provide timely replies to requests for information.

Activity No	Core business activities (actions)
10	Produce and disseminate the Agency Newsletter.
11	Produce and disseminate video content.
12	Produce and disseminate printed content.
13	Devise and implement social media campaigns.
14	Devise and implement integrated communication campaigns.
15	Organise information session upon request and provide information about the role of the Agency.
16	Expand the function and value of the Communication Multipliers Network.
17	Organise and manage internal communication activities and products.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1, 2, 15	Number of information meetings and events held.	25	30	15
3	Number of press conferences and meetings.	4	5	5
4	Number of press interviews.	25	30	35
5	Number of press visits in Member States.	2	2	4
6	Number of press releases.	20	25	20
7	Percentage change in the Agency website page views.	+30%	+30%	+15%
7	Percentage change in the Agency website average monthly users.	+30%	+30%	+15%
7	Percentage change in social media followers (on Twitter, Facebook, LinkedIn, Instagram and YouTube).	+50%	+50%	+25%
7	Percentage change in monthly average social media reach.	50%	75%	+150%
8	Number of translated dossiers.	120	150	40
8	Number of published dossiers.	1,500	1,600	1,000
10	Number of the Agency newsletters published.	12	4 (quarterly)	4 (quarterly)
13	Number of social media campaigns organised.	2	3	4
14	Number of integrated communication campaigns organised.	3	4	2
17	Number of Brown Bag Lunches.	12	12	8
17	Number of Core Business Briefings.	N/A	9	6
17	Number of All Staff Meetings.	2	3	2
17	Number of Away Days.	2	2	1
15	Number of information sessions held.	17	20	15

8.3. Stakeholder relations

The Agency will promote multidirectional synergies among all relevant stakeholders of its cooperation network. The Agency will strengthen a coordinated approach, the flow of information, the convergence and coherence of policies and practices related to its mandate, as well as coordination with the strategies and activities of the European Commission.

The Agency will further strengthen its cooperation with the European Commission, the Council of the European Union, the European Parliament, EU Member States, the EEAS and other relevant stakeholders. Regular policy meetings at all levels and videoconferences with different stakeholders, will take place. The Agency will also maintain close contacts with Member States authorities, including authorities of the host country and of those countries in which EASO is engaged in operations.

The cooperation between the EU agencies will carry on in 2020, both through the EU agencies' networks, in particular the JHA agencies network, and through bilateral collaboration. Enhanced cooperation and coordination of activities on the ground will be promoted in the context of the hotspot approach among all participating agencies, in particular Frontex, eu-LISA, Eurojust, Europol and FRA. The Agency will continue cooperating with the JHA Agencies on the basis of Working Arrangements, Exchange of Letters, and Cooperation Plans concluded. An Exchange of Letters with Europol and a new Cooperation Plan with eu-LISA (on the basis of the existing Working Arrangement) are to be concluded in 2020. Discussions will also be taken forward to explore a possible update to the 2013 Working Arrangement with the Fundamental Rights Agency.

Cooperation with UNHCR and other international organisations will continue and be enhanced in areas where the Agency mandate requires in 2020. The Agency will participate in meetings and conferences and will actively participate in their work.

With regard to UNHCR, the Agency cooperates closely with and involves UNHCR in all areas of common interest according to the respective mandates and the EASO-UNHCR Working Arrangement. The UNHCR enjoys an observer status in the Management Board and has a permanent liaison office to the Agency based in Malta. The Agency and UNHCR will work on updating the Working Arrangement signed in 2013, to reflect existing levels of cooperation, and in order to continue building on the strengthened cooperation (in the areas of training, asylum processes, unaccompanied children and other vulnerable persons, resettlement, the external dimension of the CEAS and in operations including special and emergency support, in particular cooperation in the hotspots) and explore further areas of cooperation. Regular coordination meetings and technical thematic meetings at the Agency's Headquarters, operational meetings in the field and senior management meetings will continue to promote cooperation and coordination of joint work in these fields as well as high level discussion on EU asylum policy.

The Agency will also be in close contact with other relevant international and intergovernmental organisations working in areas of asylum. On the basis of a working arrangement signed between EASO and the IOM in 2019, EASO will continue to strengthen cooperation and jointly implement activities.

Other organisations include the Council of Europe, the General Directors of Immigration Services Conference (GDISC), the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC) and the International Centre for Migration Policy Development (ICMPD). Work will be taken forward with a view to concluding an Exchange of Letters with IGC and another with ICMPD in 2020.

Given that 2021 will constitute the 10-year anniversary from when EASO became fully operational, a high level conference will be organised, bringing together key stakeholders, to mark this milestone. As it is expected to be an important event, with a large number of participants, preparatory actions will be taken in 2020.

The Agency shall aim towards a timely and adequate response to written enquiries from the general public received in its information mailbox.

Link to multiannual objectives	MA09
Budget line and allocated amount	3402 Cooperation with Stakeholders: EUR 263 000 (C1)
Allocated human resources	11 AD, 1 AST, 1 CA

Activity No	Core business activities (actions)
1	Propose and organise meetings of relevance to the Agency activities for relevant stakeholders, also in the margin of events, such as the Commission, Council/Member States, European Parliament and other fora.
2	Organise networking events or receptions to forge contacts with existing stakeholders, build new contacts, and raise awareness of the Agency's operational work and activities and any developments within the Agency.

3	Participate in relevant external meetings to present the Agency activities whenever requested or invited.
4	Coordinate and organise VIP/high level visits /meetings.
6	Respond to general email enquiries.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of meetings of relevance to the Agency's activities with relevant stakeholders, also in the margins of events.	30	35	50
1	Number of meetings or activities in cooperation with JHA and other EU Agencies.	20	20	35
1	Number of meetings or activities in cooperation with International Organisations.	10	10	20
2	Number of networking events or receptions organised.	1	2	1
3	Number of relevant external meetings whenever attended and invitations responded positively to.	200	210	100
4	Number of VIP meetings organised and coordinated.	15	20	40
6	Number of email enquiries responded to.	1,200	1,200	1,500

8.4. Information and communications technology

In 2020, the Agency's ICT should generically continue the strategic drivers adopted in 2017, with a small adjustment. This adjustment is justified by push and pull factors outside the control of the Agency, leading to the adjustment of its strategy, which must remain flexible. This flexibility ensures that ICT remains in line with the increasingly operational nature of the Agency and with the constant need to align the core mission of the Agency with technological means.

Therefore, ICT will continue to work on increasing the availability of systems and technical solutions in the field of asylum for the EU+. In this regard, the function will focus on:

- Increase collaboration and information availability;
- Increase business maturity and flexibility;
- Support insight into CEAS capacity;
- Evolve core mission processes;
- Seek further automation capacity and ICT maturity.

The Agency will also continue to further improve its internal technological processes with the objective of increasing efficiency in response to the continued growth of the Agency's size and tasks related to its ICT infrastructure and operating activities:

- Integrating procurement, planning and finance management tools;
- Deploying and integrating administrative and financial management workflows;
- Integrating the Agency data warehouse;
- Providing enterprise grade systems uptime across the ICT infrastructure;
- Further aligning the Agency with cloud platforms;
- Ensuring staff working conditions across all office locations.

Link to multiannual objectives	MA01 – MA09
Budget line and allocated amount	No allocated costs in Title 3
Allocated human resources	14 AD, 8 AST, 18 CA

Objectives and results	
Objective 1	Enhanced documentation, collaboration and exchange of information by technological means.
Expected results in 2020	- Full support to automated EPS and Operations indicators collection and quality control.

Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of indicators captured.	2018: N/A	70%	Database records/ monthly
Number of stakeholder organisations using the available systems.	2018: N/A	100%	Database records/monthly
Number of connected agencies for information exchange.	2018: N/A	5	Log records/monthly
Main outputs/actions in 2020			
Main outputs/actions	When		
Deployment of improvements in ADEPT.	Q2		

Objectives and results			
Objective 2	Address the need for greater understanding of the CEAS (IT) implementation, capacity and surrounding circumstances.		
Expected results in 2020	<ul style="list-style-type: none"> - Added quality in our strategic IT decisions and governance. - Added capacity in the Agency to support IS decision-making and advise on the MS initiatives. - Added capacity for all staff to have a coherent approach to the media requests and generally disrupting events. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of IT workshops with Member States.	2018: 1 workshops	2	Minutes/quarterly
Number of feedbacks from Member State colleagues.	2018: N/A	15	Database records/quarterly
Usage of our media collection models by our partners.	2018: N/A	2	Log records/quarterly
Main outputs/actions in 2020			
Main outputs/actions	When		
Establishing feedback exercises (networking).	Q1-Q4		
Establishing an IT network of practical cooperation.	Q1		
Establishment of media data collection models for all areas of the Agency's interest.	Q3		
Objectives and results			
Objective 3	Transform operational processes to digital format and support further development of tools.		
Expected results in 2020	<ul style="list-style-type: none"> - Establish the EAIPS as the de facto tool for any deployment information on any actor in operations. - Establish routines for tried and tested rapid deployment of ICT resources for operations. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification

Number of systems integrated or feeding EAIPS.	2018: N/A	3	Database records/ quarterly
Number of contracts established for the standby package.	2018: 2	4	Contract management / monthly
Main outputs/actions in 2020			
Main outputs/actions		When	
Automated integration with IT ecosystem (PBI, Paperless, LNAT or ADEPT).		Q4	
End-to-end digitalization of deployment process.		Q2	
Add the all staff (interims and the Agency staff) deployment functionality.		Q2	
IT inventory needs assessment.		Q3	
Deployment scenario IT preparation and exercise.		Q3	

Objectives and results			
Objective 4	Increase maturity and sustainability of the Agency's flagship initiatives.		
Expected results in 2020	<ul style="list-style-type: none"> - Reduce administrative overhead with the IDS platform and establish close integration with other systems. - Establish a mature IS to the RSF that is fit for purpose. - Develop a long-term relevance of the COI portal, by aggregating COI-related information sources. - Create a state-of-the-art learning portfolio for the Agency's Asylum Academy - Raise the quality standards of asylum-related generated assessments, establish fact supported quality gains, distribute the tools to a wider range of professionals, assuring coherence in the CEAS implementation. - Bring Asylum IS and content into the mobile and smartphone environment, build a mobile toolbox for asylum professionals and operations. - Establish and further develop a database of policy instruments in third countries, to support the External Dimension strategy. - Develop the Agency public website for the next three year cycle. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Cost reduction for IDS.	2018: N/A	€20,000	Contract management / quarterly
Number of cases assessed in the RSF IT system.	2018: N/A	1,500	Database records / monthly
COI available to external stakeholders via upgraded API.	2018: 7	API will be available to any MS that wishes to update the connection technology to the COI portal	Log records/monthly
Integration of LMS with ETIS and ETNAT.	2018: Integrated with ETIS	Both ETIS and ETNAT are integrated with the LMS	Log records/monthly

Adoption of QAT tool among Member States.	2018: N/A	1,000 downloads	Download records/ monthly
Mobile toolbox adoption rate.	2018: N/A	100 downloads	Download records/ monthly
Number of countries in ExDim catalogue.	2018: N/A	2	Database records/ quarterly
Public Website survey reviews.	2018: N/A	2	Database records/ quarterly
Main outputs/actions in 2020			
Main outputs/actions	When		
Move to a more IDS sustainable platform.	Q2		
Deployment of a Resettlement case management/scheduling system.	Q1-Q2		
Evolution of COI platform to new version.	Q3		
MedCOI transfer and integration.	Q1		
Roadmap for future LMS evolution.	Q2		
Deployment of a Learning Needs Assessment Tool.	Q2		
Deployment of an online interview quality assessment tool.	Q1		
Deployment of mobile toolbox from 3 Quality Guides.	Q2		
Deployment of policy instruments geographical information system.	Q2		
Requirements gathering for a new website.	Q3		

Objectives and results			
Objective 5	Enable the automation of processes and increase efficiency in the workplace. Further align ICT processes and procedures with international standards.		
Expected results in 2020	<ul style="list-style-type: none"> - Develop a one-stop-shop for all administration content and resource planning. - Establish a single source of truth for the Agency-generated numbers and metadata. - Reduce dependency on legacy hardware and virtualisation software; increase the business continuity capacity; reduce maintenance efforts and add increased time-to-market capacity. - Added simplicity and flexibility for ICT systems for a dynamic organisation; information availability and organisation. - Managed security processes; complement governance maturity; adoption of well-established standards; reduction of corrective measures. - Automate routine processes and reduce risk of non-compliance, support activity-based budgeting. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of stakeholders managed via CRM.	2018: N/A	4,000	Database records/ quarterly
Number of budget processes mapped.	2018: 3	7	Documents/yearly
Number of digital FTE planning processes.	2018: 1	3	Database records/yearly
Number of available DWH data marts per subject area.	2018: N/A	2	Database records/ quarterly
Number of suitable corporate applications migrated to cloud.	2018: 1	4	Log records/yearly

Observation of SLA thresholds for service requests and incidents.	2018: 4/5 thresholds observed	5/5 thresholds observed	Database records/ monthly
Business continuity statistics.	2018: 95% tools uptime	97%	Log records/monthly
Number of audit observations/findings.	2018: 2	0	Database records/ quarterly
Number of additional organizational workflows managed via paperless.	2018: 1	10	Database records/ quarterly
Number of contracts with automated monitoring.	2018: 90%	100%	Database records/ quarterly
Number of HR workflows digitalised.	2018: 1	7	Database records/ quarterly
Main outputs/actions in 2020			
Main outputs/actions	When		
Deployment of a Customer Relationship Management tool.	Q3		
Deployment of a planning tool (SPD automation).	Q1		
Design/requirements gathering of a budget processing tool.	Q2		
Further integration of e-HR and related tools.	Q3		
Deployment of the second iteration of the data warehouse.	Q4		
Migration of all email to cloud.	Q2		
Roadmap for migration of suitable systems.	Q1		
Support to teleworking for all staff.	Q1		
Implementation of single-sign-on.	Q2		
Intranet refresh.	Q4		
Development of an IT Security dashboard.	Q2		
Establishment of IT Security Policies and related Governance documents.	Q1		
Further implementation of paperless workflows.	Q3		
Monitoring dashboard for contracts.	Q2		
Activity accounting system for flexitime and teleworking.	Q1		

8.5. Other horizontal activities

The Agency conducted an impact analysis in 2017 to determine preparatory actions that would likely be required for an eventual transition of EASO into the EUAA. As it is uncertain when the Proposal might be adopted and what its content might be, only preparatory measures are envisaged to be taken in 2020. Such preparatory measures will be taken on the basis of agreed priority areas as set out in the EUAA Roadmap. Such preparatory measures include consultations with various stakeholders, to ensure a collaborative approach.

The Commission's **Internal Control Framework**, which was adopted in 2018, will be further developed in order to fully match the Agency's need for an integrated management system. Regular controls to measure the effectiveness and further improve the standard will be put in place.

The Agency has started and will continue to develop and implement a quality management system across the range of the Agency's activities, further implementing requirements and principles stemming from the applicable framework, in line with the internal control principles.

The year 2020 will be the third in the current three-year audit cycle of the Commission Internal Audit Service. The Agency will continue to work on implementing actions to address the previous audit findings and collaborate as best as possible with the Service to ensure that the audits provide added value for the Agency.

The Agency will further improve its programme and project planning, monitoring and reporting capabilities, including forecasting and prioritisation exercises.

The Agency will continue its actions in order to ensure compliance with the **Data Protection** Regulation.. The new Data Protection Regulation adopted in December 2018 reinforces the existing privacy principles and streamlines them across the Union, while at the same time does away with some bureaucratic elements. Ex-ante data protection notifications to the Data Protection Officer and prior checks with the European Data Protection Supervisor are no longer required. Processes with a higher degree of risk for individuals' privacy have to undergo a specific impact assessment.

The Agency will maintain and implement up to date internal security policies in line with the Commission's security rules, as last updated, including those on protection of EU classified information (EUCI) and sensitive non-classified information.

The Agency will ensure the security of the Agency staff and assets in operational areas in close cooperation with EU, MS and other relevant stakeholders.

Activity No	Core business activities (actions)
1	Further improve the level of implementation of the Agency's new Internal Control Framework adopted in 2018.
2	Monitor and report on the risks identified during the Agency's annual risk identification and assessment exercise, as well as the risks identified by the European Court of Auditors and the Internal Audit Service of the Commission.
3	Assess the Agency processes that require a data protection impact assessment.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	% of managers that have followed regularly training on the internal control framework during the last two years.	N/A	81% assessing 'satisfactory'	>85% assessing 'satisfactory'
1	% of timely implementation of corrective actions to address internal control deficiencies identified during the internal control self-assessment exercise.	N/A	73%	90 %
2	% of timely implementation of agreed mitigating actions in the Agency's Risk Register.	N/A	89%	80%
3	Assessment of the Agency processes requiring notification to DPO including DPIA (Data Protection Impact Assessment).	70%	90%	100%

Objectives and results			
Objective 1	Implement preparatory measures for the eventual transition into the EUAA.		
Expected results in 2020	<ul style="list-style-type: none"> - Preparatory actions implemented as set out in the EUAA Roadmap. - Stakeholders consulted on actions that have an impact on them. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Implementation of preparatory measures as planned in the EUAA Roadmap.	2018:	100%	Periodical monitoring of actions

Indicators			
	100% of priority actions completed		
Main outputs/actions in 2020			
Main outputs/actions	When		
Implement agreed preparatory measures, in line with the EUAA Roadmap.	Q1-Q4		

8.6. Human resources

The Agency's staff complement is determined by the establishment plan and the EU budget that is adopted annually by the Budgetary Authority. The Commission Proposal for a Regulation establishing the Agency foresees the total number of staff reaching 500 by 2020.

During 2020, the Agency will maintain the rapid pace of recruitment in order to engage staff, as foreseen in its human resource plan (refer to Annex III).

Objectives and results			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Implementation of the Establishment Plan	2018: 74%	>95%	Monthly reports
Staff turnover	2018: 10%	<7%	Monthly reports
Main outputs/actions in 2020			
Main outputs/actions	When		
Implementation of the Staff Engagement Action Plan (following 2018 Staff Engagement Survey).	Q1-Q4		

8.6.1. Executive Director's KPIs

In line with the Commission Guidelines on key performance indicators (KPI) for Directors of EU decentralised agencies³⁰, the following objective, indicators and targets have been established for the Executive Director of EASO.

Objectives and results			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Effective implementation of the Work Programme with allocated human and financial resources.			
Main outputs/actions in 2020	When		
- Achievement of prioritised results as specified in annual planning documents. - Increased effectiveness of the internal control system.	Q1-Q4		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Timely preparation of the programming document (SPD 2021-2023) for the MB adoption.	2018: 100%	100%	MB agenda and minutes

³⁰ <https://ec.europa.eu/transparency/regdoc/rep/10102/2015/EN/10102-2015-62-EN-F1-1.PDF>

Implementation of planned activities, utilisation of planned financial and human resources.	2018: 82% • 78% (WP) • 95% (budget) • 74% (staff)	≥80%	Quarterly monitoring reports
Timely implementation of audit and governance related (governance action plan, internal control self-assessment, risk assessment, <i>ex post</i> controls, etc.) recommendations.	2018: N/A	≥80%	Quarterly monitoring reports
Main outputs/actions in 2020			
Main outputs/actions			When
Quarterly WP2020 implementation and governance reports delivered to the MB.			Q1-Q4
COVID-19 Special Contingency Plan adopted.			04/2020
WP2020 revised to reflect COVID-19 impact on activities and planned resources.			08/2020
CAAR 2019 positively assessed and timely adopted by the MB.			06/2020
WP2021 timely prepared and adopted by the MB.			09/2020

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Annex I: Resource allocation per activity 2020

Activity (Title 3)	Human resources 2020					Financial resources (C1)	Financial resources (current R0 from past years)
	AD	AST	CA	SNE	Total		
3. Operational Support	33	20	23	3	79	€64,520,026	€9,253,616
3.1. Italy	7	3	5	1	16	€13,804,323	€1,950,443
3.2. Greece	10	11	11	0	32	€41,076,664	€4,621,236
3.3. Cyprus	4	2	3	0	9	€6,178,737	€537,687
3.4. Malta	2	1	0	1	4	€1,925,811	€2,143,896
3.5. Other Operational Activities	1	0	0	0	1	€502,023	€0
3.6. External Dimension	9	3	4	1	17	€1,032,468	€0
3.6.1. <i>External Dimension Network</i>	1	3	0	0	4	€85,000	€0
3.6.2. <i>Resettlement and Complementary Pathways to International Protection</i>	3	0	1	1	5	€351,825	€0
3.6.3. <i>Third Country Support</i>	5	0	3	0	8*	€595,643	€0
4. Operational Support & Tools, Programming, Monitoring & Evaluation of Operations	10	4	5	0	19	€917,450	€10,354
4.1. Operational Support and Operational Tools	4	4	1	0	9	€588,069	€9,335
4.2. Programming, Monitoring and Evaluation of Operations	6	0	4	0	10	€329,381	€1,019
5. Information, Analysis and Knowledge Development	39	27	11	4	81	€1,847,387	€0

Activity (Title 3)	Human resources 2020					Financial resources (C1)	Financial resources (current R0 from past years)
	AD	AST	CA	SNE	Total		
5.1. Country of Origin Information (COI)	17	8	6	1	32	€1,136,941	€0
5.2. Country Guidance	4	2	1	0	7	€250,000	€0
5.3. EASO Data Hub	5.5	3	1	2	11.5	€87,678	€0
5.4. Research Programme on Early Warning and Root Causes	2	3	0	0	5	€9,839	€0
5.5. Strategic Analysis	4	4	1	0	9	€57,220	€0
5.6. Information and Documentation System (IDS)	5.5	5	2	1	13.5	€299,438	€0
5.7. Annual Report on the Situation of Asylum in the EU	1	2	0	0	3	€6,271	€0
6. Training	32	12	7	1	52	€1,926,176	€0
6.1. European Asylum Curriculum	14	3	2	0	19	€806,176	€0
6.2. Operational Training	11	4	0	1	16	€40,000	€0
6.3. Certification and Accreditation	5	3	1	0	9	€535,000	€0
6.4. e-Learning	2	1	4	0	7	€525,000	€0
6.5. Other Training Support	0	1	0	0	1	€20,000	€0
7. Asylum Support	30	9	9	1	49	€2,443,662	€0
7.1. Asylum Processes	10	3	2	0	15	€498,911	€0
7.2. Quality Support to Operations	4	1	0	1	6	€40,874	€0
7.3. Practical Cooperation Networks	12	2	4	0	18	€830,273	€0
7.4. Cooperation with Members of Courts and Tribunals	4	3	3	0	10	€1,073,604	€0
8. Horizontal Activities	31	16	29	0	76	€268,000	€0
8.1. Consultative Forum and Civil Society	1	1	0	0	2	€5,000	€0

Activity (Title 3)	Human resources 2020					Financial resources (C1)	Financial resources (current R0 from past years)
	AD	AST	CA	SNE	Total		
8.2. EASO Communication	5	6	10	0	21	N/A	N/A
8.3. Stakeholder Relations	11	1	1	0	13	€263,000	€0
8.4. Information and Communications Technology	14	8	18	0	40	N/A	N/A
TOTAL Operational (Title 3)	175	88	84	9	356	€71,922,701	€9,263,616
Resources allocated to governance, administrative and other horizontal activities (Title 1, Title 2)	56	47	39	2	144	€52,150,299	€0
Ad hoc grants (Title 4)						p.m.	p.m.
TOTAL*	231	135	123	11	500	€124,073,000**	€9,263,616
GRAND TOTAL with new 2020 Associate Countries' contribution						€130,436,612***	

* Excludes 5 CA posts allocated to the IPA project (Title 4) and 5 CA posts planned for the EASO Regional Pilot Project in support of North Africa/RDPP NA.

** Excludes the IPA Phase II grant (Title 4) and the voluntary earmarked contributions from Denmark and Czech Republic expected in July 2020.

*** Total 2020 budget including R0 new 2020 credits from Associate Countries' contribution (budget item 3601 €6,363,611).

Annex II: Financial resources 2020-2022

The figures below include the first amendment to the EASO budget 2020.

Table 1: Expenditure³¹

Expenditure	2019	2020
	Commitment and payment appropriations (€)	Commitment and payment appropriations (€)
Title 1	28,209,300	37,296,930
Title 2	11,973,200	14,853,369
Total resources allocated to governance, administrative and other horizontal activities (Titles 1 and 2)		52,150,299
Title 3	61,834,503	78,286,313 <i>71,922,701 EU Subsidy (C1) 6,363,611 AC Contribution (R0)</i>
Title 4 (earmarked)	919,913	p.m.
Total expenditure	102,936,916	130,436,612 <i>124,073,000 (C1) 6,363,611 (R0)</i>

³¹ The budget and staff allocation for 2021 is however, dependent on the outcome of the negotiations on the MFF 2021-2027 and the budget to be allocated by the Budgetary Authority for 2021. Should the Proposal establishing the EUAA be adopted, the budget and human resource requirements will need to be reassessed.

Expenditure	Commitment Appropriations						
	Executed budget 2018*	Budget 2019 (€)		VAR 2019 / 2018	2020 after amendment 1	Envisaged in 2021	Envisaged in 2022
		Agency request	Budget forecast				
Title 1 - Staff expenditure	19,368,819	28,209,300			37,296,930	45,425,568	46,184,525
11 Salaries & allowances	14,981,502	21,109,800			30,806,600	39,373,398	40,554,600
- of which establishment plan posts	11,563,687	16,452,300			25,352,100	31,108,163	32,041,408
- of which external personnel	3,417,815	4,657,500			5,454,500	8,265,235	8,513,192
12 Expenditure relating to Staff recruitment	302,666	750,000			295,032	624,320	267,040
13 Mission expenses	530,000	512,000			530,000	669,500	689,585
14 Socio-medical infrastructure	965,151	1,507,000			1,813,016	2,210,000	2,276,300
15 Training	262,243	493,000			762,863	751,900	774,457
16 External Services	2,326,492	3,827,500			3,086,419	1,786,150	1,611,935
17 Representation expenses	765	10,000			3,000	10,300	10,609
Title 2 - Infrastructure and operating expenditure	10,444,369	11,973,200			14,853,369	14,300,176	13,482,681
21 Rental of buildings and associated costs ³²	4,061,815	5,651,400			7,844,926	6,535,000	5,484,550
22 Information and communication technology	4,593,541	3,439,500			4,889,512	5,056,476	5,208,170
23 Current administrative expenditure	1,789,013	2,882,300			2,118,931	2,708,700	2,789,961
Title 3 - Operational expenditure	63,805,978	61,834,503			78,286,313	82,388,590	84,860,248
31 Information, Analysis and Knowledge Development	1,970,903	2,390,000			1,847,387	3,002,450	3,092,524
32 Support for MS practical cooperation	5,470,530	6,185,000			5,402,306	10,523,688	10,839,399
33 Operational support	56,092,020	52,946,503			64,405,008	67,572,216	69,599,382
34 Cooperation with civil society and stakeholders	272,527	313,000			268,000	356,380	367,071
35 EUAA monitoring of application of the CEAS					0	0	0
36 Other operational activities					6,363,611***	933,856	961,872

³² Including possible repayment of interest; detailed information as regards building policy provided in Table in Annex V.

Expenditure	Commitment Appropriations						
	Executed budget 2018*	Budget 2019 (€)		VAR 2019 / 2018	2020 after amendment 1	Envisaged in 2021	Envisaged in 2022
		Agency request	Budget forecast				
Title 4 – EASO participation in external projects **	334,339	919,913			p.m.	p.m.	
Total expenditure	93,953,505	102,936,916			130,436,612	142,114,334	144,527,454

* Appropriations corresponding to the EU subsidy 2018, Associate Countries' contribution and IPA grant.

** No fresh credits were received in 2018. The executed amounts reflect the R0 credits carried over from 2017.

*** Associated Countries contribution for 2020 (R0 credits).

Expenditure	Payment Appropriations						
	Executed budget 2018*	Budget 2019 (€)		VAR 2019 / 2018	2020 after amendment 1	Envisaged in 2021	Envisaged in 2022
		Agency request	Budget forecast				
Title 1 - Staff expenditure	17,991,959	28,209,300			37,296,930	45,425,568	46,184,525
11 Salaries & allowances	14,981,502	21,109,800			30,806,600	39,373,398	40,554,600
- of which establishment plan posts	11,563,687	16,452,300			25,352,100	31,108,163	32,041,408
- of which external personnel	3,417,815	4,657,500			5,454,500	8,265,235	8,513,192
12 Expenditure relating to Staff recruitment	228,816	750,000			295,032	624,320	267,040
13 Mission expenses	363,146	512,000			530,000	669,500	689,585
14 Socio-medical infrastructure	743,055	1,507,000			1,813,016	2,210,000	2,276,300
15 Training	143,741	493,000			762,863	751,900	774,457
16 External Services	1,531,133	3,827,500			3,086,419	1,786,150	1,611,935
17 Representation expenses	565	10,000			3,000	10,300	10,609
Title 2 - Infrastructure and operating expenditure	6,290,853	11,973,200			14,853,369	14,300,176	13,482,681

Expenditure	Payment Appropriations						
	Executed budget 2018*	Budget 2019 (€)		VAR 2019 / 2018	2020 after amendment 1	Envisaged in 2021	Envisaged in 2022
		Agency request	Budget forecast				
21 Rental of buildings and associated costs ³³	3,084,018	5,651,400			7,844,926	6,535,000	5,484,550
22 Information and communication technology	2,009,137	3,439,500			4,889,512	5,056,476	5,208,170
23 Current administrative expenditure	1,197,698	2,882,300			2,118,931	2,708,700	2,789,961
Title 3 - Operational expenditure	57,748,837	61,834,503			78,286,313	82,388,590	84,860,248
31 Information, Analysis and Knowledge Development	1,198,994	2,390,000			1,448,511	3,002,450	3,092,524
32 Support for MS practical cooperation	4,989,589	6,185,000			5,155,809	10,523,688	10,839,399
33 Operational support	51,309,074	52,946,503			65,050,381	67,572,216	69,559,382
34 Cooperation with civil society and stakeholders	251,181	313,000			268,000	356,380	367,071
35 EUAA monitoring of application of the CEAS					0	0	0
36 Other operational activities					6,363,611***	933,856	961,872
Title 4 – EASO participation in external projects**	229,271	919,913			p.m.	p.m.	
Total expenditure	82,260,921	102,936,916			130,436,612	142,114,334	144,527,454

³³ Including possible repayment of interest; detailed information as regards building policy provided in Table in Annex V.

* Appropriations corresponding to the EU subsidy 2018, Associate Countries' contribution and IPA grant.

** No fresh credits were received in 2018. The executed amounts reflect the R0 credits carried over from 2017.

*** Associated Countries' contribution in 2020.

Table 2: Revenue³⁴

Revenue	2019	2020
	Budget (€)	Budget (€)
EU contribution (C1 credits)	96,686,000	124,073,000
Other revenue (AC contribution – R0 credits)	5,331,003	6,363,611
Other revenue (EMAS) - earmarked	-	-
Other revenue (IPA and ENP) - earmarked	919,913	p.m.
Other revenue – accrued interest	p.m.	p.m.
Total revenue	102,936,916	130,436,612

Revenue	2018	2019		VAR 2019 / 2018 (€)	2020 after amendment 1 (€)	Envisaged in 2021 (€)	Envisaged in 2022 (€)
	Executed budget (€)	As requested by the Agency (€)	Budget Forecast (€)				
1 Revenue from fees and charges							
2. EU contribution	82,260,921	96,686,000			124,073,000	142,114,334	144,527,454
- of which Administrative (Title 1 and Title 2)	24,282,913	49,182,500			52,150,299	59,725,744	59,667,207
- of which Operational (Title 3)	57,748,837	47,503,500			71,922,701	82,388,590	84,860,248
- of which assigned revenues deriving from previous years' surpluses							
3 Third countries contribution (incl. EFTA and candidate countries)	1,026,587	5,331,003			6,363,611	p.m.	p.m.
- of which AC contribution					6,363,611	p.m.	p.m.
- of which Candidate Countries							
4 Other contributions	229,271						

³⁴ The budget and staff allocation for 2021 is however, dependent on the outcome of the negotiations on the MFF 2021-2027 and the budget to be allocated by the Budgetary Authority for 2021. Should the Proposal establishing the EUAA be adopted, the budget and human resource requirements will need to be reassessed.

* The executed amounts reflect the R0 credits carried over from 2017.

Revenue	2018	2019		VAR 2019 / 2018 (€)	2020 after amendment 1 (€)	Envisaged in 2021 (€)	Envisaged in 2022 (€)
	Executed budget (€)	As requested by the Agency (€)	Budget Forecast (€)				
- of which delegation agreement, ad hoc grants*	229,271	919,913			p.m.	p.m.	
Total revenue	82,260,921	102,936,916			130,436,612	142,114,334	144,527,454

Table 3: Budget outturn and cancellation of appropriations

Calculation budget outturn

Budget outturn (€)	2015	2016	2017
Revenue actually received (+)	13,707,018.73	53,091,392.96	79642732.37
Payments made (-)	-12,598,782.37	-33,810,645.45	-72,809,815.36
Carry-over of appropriations (-)	-2,377,801.03	-18,791,800.66	-8,484,750.87
Cancellation of appropriations carried over (+)	115,376.08	342,176.97	341,189.03
Adjustment for carry over of assigned revenue appropriations from previous year (+)	744,344.70	687,905.20	3,965,310.60
Exchange rate differences (+/-)	1,996.74	-6,775.99	-1,508.97
Adjustment for negative balance from previous year (-)		-407,847.15	
Total	-407,847.15	1,104,405.88	2,653,156.80

• Budget outturn

In accordance with EASO Regulation, the revenue and resources of the Agency shall consist, in particular, of:

- (a) a contribution from the Union entered in the general budget of the European Union;
- (b) any voluntary contribution from the Member States;
- (c) charges for publications and any service provided by the Agency;
- (d) a contribution from the associate countries.

The expenditure of the Agency shall cover staff remuneration, infrastructure and administrative expenditure, and operational expenditure, and is divided into four titles as follows:

- Title 1 - Staff expenditure
- Title 2 - Infrastructure and operating expenditure
- Title 3 - Operational expenditure
- Title 4 - Operational expenditure for specific projects

• **Cancellation of commitment appropriations, payment appropriations for the year and payment appropriations carried over**

Commitments are entered in the accounts on the basis of the legal commitments entered into up to 31 December and payments on the basis of the payments made by the Accounting Officer by 31 December of that year, at the latest. The Agency has non-differentiated appropriations for titles 1 and 2 (commitment and payment appropriations are equal and linked) and differentiated appropriations for title 3 and title 4.

The carry-over is intended to cover pending expenditure at the end of the year (several invoices and debit notes from contractors and EU institutions/agencies were pending to be received). Carry-over of appropriations relates to:

- Title 1: Staff expenditure such as missions, schooling and representation/miscellaneous costs;
- Title 2: Infrastructure and operating expenditure (IT hardware, software and related services, etc.), administrative assistance from other EU institutions (e.g. Service Level Agreements with PMO), translations and publications, business consultancy and organisation costs of Management Board meetings;
- Title 3: Operational expenditure such as translations and publications, organisation of events, reimbursement of participants/experts to meetings organised by the Agency, etc.
- Title 4: Operational expenditure for specific projects (ENP countries participating in the work of the Agency) such as translations, staff travel costs, organisation of events, reimbursement of participants/experts to meetings organised by the Agency, etc.

Non-differentiated C1 appropriations (Title 1 and Title 2) corresponding to obligations duly contracted at the close of the financial year are carried over automatically to the following financial year only, together with the payment appropriations.

C4 appropriations (internally assigned funds) are carried over automatically to the following financial year as C5 appropriations, together with the payment appropriations.

R0 appropriations (externally assigned funds) are carried over automatically to the following financial year together with the payment appropriations.

Differentiated C1 appropriations (Title 3) corresponding to obligations duly contracted at the close of the financial year are carried over automatically to the following financial year, under C8 appropriations, without the payment appropriations.

Differentiated C8 appropriations (Title 3), from previous years, are carried over automatically to the following financial year, under C8 appropriations, without the payment appropriations.

Annex III: Human resources – quantitative³⁵

Table 1 – Staff population and its evolution; Overview of all categories of staff

Staff population		Actually filled as of 31.12.2018 ³⁶	Authorised under EU budget for year 2018	Actually filled as of 31.12.2019	Authorised under EU budget for year 2019	Authorised under EU budget for year 2020	Envisaged in 2021	Envisaged in 2022
Officials	AD	0	0	0	0	0	0	0
	AST	0	0	0	0	0	0	0
	AST/SC	0	0	0	0	0	0	0
TA	AD	100	135	146	179	231	254	254
	AST	51	79	82	105	135	149	149
	AST/SC	0	0	0	0	0	0	0
Total		151	214	228	284	366	403	403
CA GF IV		25	33	33	49	64	70	70
CA GF III		38	35	28	36	49	54	54
CA GF II		1	3	16 ³⁷	10	10	11	11
CA GF I		0	1	0	0	0	0	0
Total CA		64³⁸	72	77³⁹	95	123	135	135
SNE		4	11	10	11	11	12	12
<i>Structural service providers</i>				TBC ⁴⁰				
TOTAL		219	297	315	390	500	550⁴¹	550⁴²

³⁵ The budget and staff allocation for 2021 is however, dependent on the outcome of the negotiations on the MFF 2021-2027 and the budget to be allocated by the Budgetary Authority for 2021. Should the Proposal establishing the EUAA be adopted, the budget and human resource requirements will need to be reassessed.

³⁶ Positions (not FTEs), in active service.

³⁷ 3 FG III posts were downgraded to FG II.

³⁸ Excludes 3 CA positions that were financed from Title 4.

³⁹ 3 FG III posts were downgraded to FG II. The IPA CAs are not included.

⁴⁰ To be confirmed at a later stage.

⁴¹ The budget and staff allocation for 2021 is however, dependent on the outcome of the negotiations on the MFF 2021-2027 and the budget to be allocated by the Budgetary Authority for 2021. Should the Proposal establishing the EUAA be adopted, the budget and human resource requirements will need to be reassessed.

⁴² The staff envisaged beyond 2020 is indicative. Should the Proposal establishing the EUAA be adopted, the budget and human resource requirements will need to be reassessed

<i>External staff for occasional replacement⁴³</i>							
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Staff population		Actually filled as of 31.12.2018	In budget for year 2018	Actually filled as of 31.12.2019	In budget for year 2019	In budget for year 2020	Envisaged in 2021	Envisaged in 2022 ⁴⁴
CA GF IV		25	33	34	49	64	70	70
CA GF III		38	35	29	36	49	54	54
CA GF II		1	3	17 ⁴⁵	10	10	11	11
CA GFI		0	1	0	0	0	0	0
Total CA (by positions)		64⁴⁶	72	80⁴⁷	95	123	135	135

A recruitment plan, drawn up in Q4 2019, based on a comprehensive needs assessment, is being implemented in 2020 aiming at filling most of the authorised posts. The focus is both on filling urgent vacant posts and at the same time in increasing the number of filled management position posts. In the beginning of 2020, 12 selections were ongoing and 46 new ones were planned, of which 36 were expected to be finalised by the end of 2020. This would result in an implementation of over 90% of the authorised posts. The COVID-19 situation has slowed down the execution of this plan as from March 2020. More than 160 planned interviews had to be postponed and the *modus operandi* of executing selection procedures and interviews had to be reviewed. As the new remote interviewing and testing process takes more time and requires more resources to operate, this is expected to have an impact on the pace of implementation of the recruitment plan.

⁴³ Four providers are used by the Agency in order to employ administration, finance and other interim support staff based on the range of approved profiles within the contracts. They are based in Malta, Greece, Cyprus and Italy. The population of such interim support staff is approximately: Malta 70, Italy 26, Cyprus 1 and Greece 42. This number may increase subject to future foreseen needs.

⁴⁴ The envisaged staff beyond 2020 is indicative. Should the Proposal establishing the EUAA be adopted, the budget and human resource requirements will need to be reassessed.

⁴⁵ 3 FG III posts were downgraded to FG II. The IPA CAs are included (filled: 1 FG IV, 1 FG III; offered: 1 FG II).

⁴⁶ Positions (not FTEs) in active service; excludes 3 CA positions that were financed from Title 4; employment and recruitment based on 64 CA FTEs requested by the Agency and additional CA positions created with the Executive Director's decisions.

⁴⁷ Includes 3 CA positions that were financed from Title 4 (staff funded under an earmarked IPA-funded project for Western Balkans and Turkey). 80 was the actual headcount of CAs.

Table 2 – Multiannual staff policy plan for the years 2020-2022⁴⁸

Category and grade	Establishment plan in EU Budget 2018		Modifications in year 2018 in application of flexibility rule		Establishment plan in EU Budget 2019		Establishment plan in EU Budget 2020		Establishment plan 2021		Establishment plan 2022	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16	0	0	0	0	0	0	0	0	0	0	0	0
AD 15	0	1	0	0	0	1	0	1	0	1	0	1
AD 14	0	0	0	0	0	0	0	0	0	0	0	0
AD 13	0	1	0	0	0	2	0	3	0	3	0	3
AD 12	0	4	0	0	0	4	0	5	0	6	0	6
AD 11	0	1	0	0	0	2	0	3	0	4	0	5
AD 10	0	11	0	0	0	15	0	16	0	18	0	19
AD 9	0	8	0	0	0	15	0	22	0	24	0	25
AD 8	0	30	0	0	0	41	0	58	0	63	0	64
AD 7	0	44	0	0	0	57	0	70	0	75	0	75
AD 6	0	16	0	0	0	19	0	30	0	40	0	39
AD 5	0	19	0	0	0	23	0	23	0	20	0	17
Total AD	0	135	0	0	0	179	0	231	0	254	0	254
AST 11	0	0	0	0	0	0	0	0	0	0	0	0
AST 10	0	0	0	0	0	0	0	0	0	0	0	0
AST 9	0	0	0	0	0	0	0	0	0	0	0	0
AST 8	0	0	0	0	0	0	0	0	0	0	0	0
AST 7	0	0	0	0	0	0	0	0	0	0	0	0
AST 6	0	0	0	0	0	0	0	4	0	4	0	4
AST 5	0	5	0	0	0	10	0	18	0	20	0	21
AST 4	0	30	0	0	0	40	0	49	0	53	0	54
AST 3	0	35	0	0	0	45	0	55	0	61	0	61
AST 2	0	5	0	0	0	8	0	9	0	11	0	9
AST 1	0	4	0	0	0	2	0	0	0	0	0	0
Total AST	0	79	0	0	0	105	0	135	0	149	0	149
AST/SC1	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC2	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC3	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC4	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC5	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC6	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	214	0	0	0	284	0	366	0	403	0	403

⁴⁸ The requested budget is required in order for EASO to fulfil its tasks as per its current mandate. Beyond 2020, the amounts for budget and staff are indicative and the budget is dependent on the outcome of the negotiations on the MFF 2021-2027. Should the Proposal establishing the EUAA be adopted, the budget and human resource requirements will need to be reassessed.

Annex IV: Human resources – qualitative

A. Recruitment policy

The agency's recruitment policy, as regards selection procedures, the entry grades of different categories of staff, the type and duration of employment and different job profiles, is aligned with the 2014 Staff Regulations and implementing rules thereto, as well as the conclusion of the agreements for the participation of associate countries in the Agency activities.

The main principles of the recruitment policy are fairness, transparency and equal treatment. Any discrimination on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability age or sexual orientation is prohibited.

a. Officials

Currently, no officials are foreseen in the Agency establishment plan.

b. Temporary agents

The Agency employs temporary agents on long-term employment to carry out its technical, administrative and management tasks of a permanent or long-term nature. These include tasks that are directly related to the implementation of the Agency's core activities, as defined in its founding Regulation, and tasks related to the management and functioning of the Agency aimed at providing technical and administrative support to its core business.

Temporary agents on long-term employment are offered a five-year contract. The contract may be renewed not more than once for a fixed period. Any further renewal is for an indefinite period. Temporary agents are recruited in line with the Agency's Implementing Rules on engagement and use of temporary staff under Article 2(f), adopted by the Agency's Management Board, as well as Article 53 of the Conditions of Employment of other Servants (CEOS)⁴⁹.

Examples of job profiles include administrative tasks (Administrative Assistant, Finance and Budget Assistant, Procurement Officer), operational tasks (Field Officer), and management (Head of Administration Department).

The Agency may also employ temporary agents on short-term employment to fulfil specific technical and administrative tasks of a limited duration. The duration of the contract is determined by that of the tasks.

c. Contract agents

In addition to Temporary Agents, the Agency also recruits Contract Agents. The decision to recruit a Contract Agent lies with the appointing authority and is decided on a case-by-case basis, depending on the justification for the short or long-term requirement identified by the requesting Department. The justification can be a specific project, workload, uncertainty about the need for a Temporary Agent, and a resource need pending recruitment of a Temporary Agent.

In accordance with the function groups and grades defined by Article 80 of the CEOS, the Contract Agents function groups I, II and III are assigned to tasks aimed at providing administrative, linguistic, scientific and drafting support to the work of Temporary Agents. Contract Agents in function group IV provide very specific and high-level technical expertise.

In line with Article 85 of the CEOS, Contract Agents are offered a contract, which might be renewed once, with the first two contracts covering a total period of at least six months for contract agents in FG I, and nine months for contract agents in FG II to IV. The initial contract shall not be for more than five years, and the first renewal shall again not exceed five years. Depending on the Agency's specific needs, Contract Agents on long-term

⁴⁹ Regulation No 31 (EEC), 11 (EAEC), laying down the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Economic Community and the European Atomic Energy Community. OJ 45, 14.6.1962, p. 1385.

employment are offered a three-year contract, which may be renewed once for another three years. Any further renewal is for an indefinite period. Examples of job profiles include technical experts in asylum-related domains, and support staff (e.g. IT Assistant).

The Agency may also employ Contract Agents on short-term employment contracts to fulfil tasks of a technical and administrative nature of a limited duration, similar to those assigned to Temporary Agents on short-term employment. In principle, such contracts are renewed only once and these agents are not offered a second renewal of their contract for an indefinite period.

d. Seconded national experts

Seconded national experts (SNEs) are selected by the Agency to benefit from their high level of expertise and up-to-date knowledge. They are engaged in particular in areas where the expertise is not readily available or is required temporarily to perform specific tasks. The legal framework for the selection of SNEs is found in Management Board Decision No. 1 of 25 November 2010. In line with this Decision, SNEs are not employed by the Agency, but continue their employment relationship with the seconding organisation. The length of the initial contract is 1 year with the possibility of extensions.

Examples of job profiles include operational tasks (Resettlement Expert), project tasks (Statistics Expert), and expert knowledge (Country of Origin Expert).

e. Structural service providers

The Agency concludes framework contracts with interim service providers for the provision of interim agents in its Headquarters and in the Member States where it provides support. These cover a number of profiles, including secretary/clerical tasks, administrative support, communication support, human resources support, procurement/financial support, project assistant, and caseworker.

B. Appraisal of performance and reclassification/promotions

Tables 1 and 2 are to be interpreted as follows. The staff members reclassified from one grade to the next higher grade are included in the numbers against their grade prior to being reclassified, e.g. a staff member who was reclassified from AD7 to AD8 is included in the number of reclassified staff in the AD7 row.

Table 1 - Reclassification of temporary staff

Category and grade	Staff in activity at 01.01.2018		How many staff members were promoted/reclassified in 2019		Average number of years in grade of reclassified/ promoted staff members
	officials	TA	officials	TA	
AD 16					
AD 15					
AD 14					
AD 13					
AD 12		2			
AD 11		1			
AD 10		7		1	4.6
AD 9		4			
AD 8		13		2	3
AD 7		24		5	3.1
AD 6		18		4	2.8
AD 5		31		6	2.5
Total AD		100		18	
AST 11					

Category and grade	Staff in activity at 01.01.2018		How many staff members were promoted/reclassified in 2019		Average number of years in grade of reclassified/ promoted staff members
	officials	TA	officials	TA	
AST 10					
AST 9					
AST 8					
AST 7					
AST 6					
AST 5		2			
AST 4		10			
AST 3		28		3	2.7
AST 2		1			
AST 1		10			
Total AST		51		3	
AST/SC1					
AST/SC2					
AST/SC3					
AST/SC4					
AST/SC5					
AST/SC6					
Total AST/SC					
Total		151		21	

Table 2 -Reclassification of contract staff

Function Group	Grade	Staff in activity at 01.01.2018 ⁵⁰	How many staff members were reclassified in Year 2019	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16	1		
	15			
	14	16	2	3
	13	6	1	3.3
CA III	12	1		
	11			
	10	6		
	9	17		
	8	13	1	2.8
CA II	7			
	6			
	5	2		
	4			
	3			

⁵⁰ Excludes 3 IPA project staff due to non-eligibility (contract duration less than 3 years).

Function Group	Grade	Staff in activity at 01.01.2018 ⁵⁰	How many staff members were reclassified in Year 2019	Average number of years in grade of reclassified staff members
CA I	2	1		
	1			
Total		63	4	

The Agency's policy on performance appraisal and promotion/reclassification – short description

Annex IB is an integral part of the reclassification procedure. The Agency evaluates each year the staff needs and decides on reclassification, taking the needs of the service into account. In 2017, the Agency adopted a new policy for Human Resource Management (EASO/POL/01). In the new policy, performance appraisal is framed within an effective performance appraisal system that allows staff members to (i) have a clear understanding of the work expected from them, (ii) receive ongoing feedback regarding their performances, (iii) be reclassified based on merit, (iv) identify development opportunities, and (v) address performance that does not meet expectations.

The legal bases for the performance appraisal exercise are two Management Board decisions of 18 January 2016, one concerning temporary agents and the other concerning contract agents. The general provisions implement Article 43 (for temporary agents) and Article 87(1) (for contract agents) of the CEOS and implement the first paragraph of Article 44 of the Staff Regulations.

Policy and decisions state that when apprising performance, consideration shall be given to the competencies demonstrated by the respective staff member in performing the assigned tasks, particularly one's ability, efficiency and conduct in the service, taking into account the context within which duties have been performed.

In the case of reclassification, the Human Resource policy bases the process on consideration of the comparative merits of the staff members eligible for reclassification. In undertaking this comparative examination, the Agency takes the following into consideration (i) reports on the staff members drawn up since their last reclassification, if any, (ii) the appraisal reports, (iii) the use in the execution of their duties of languages other than the language for which they produced evidence of thorough knowledge, and (iv) the level of responsibilities exercised.

The legal basis for the reclassification exercise are the two Management Board decisions of 18 January 2016, one concerning temporary agents and the other concerning contract agents. The general provisions implement Article 54 (for temporary agents) and Article 87(3) (for contract agents) of the CEOS.

C. Mobility policy

On 18 January 2016, the Management Board adopted a decision laying down general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the CEOS. The decision foresees the filling of vacant posts by internal mobility or by mobility between Union agencies as well as engagement following an external selection procedure.

Mobility within the Agency

A member of temporary staff 2(f) of the Agency may be re-assigned to a new post by written decision of the Executive Director, without impact on the staff member's current contract of employment with the agency.

The Executive Director may also decide to fill a post following internal publication. In this case, internal mobility is reserved for temporary staff 2(f) who are engaged within the agency in the function group and grade belonging to the grade bracket indicated in the internal publication. The selected member of temporary staff 2(f) is assigned to the new post without impact on his/her current contract of employment with the Agency.

The Agency's temporary staff 2(f) may also apply for and participate in external selection procedures launched by the Agency.

Mobility between Union agencies

The Executive Director may also decide to advertise a vacant post for temporary staff 2(f) by means of an interagency publication, with a view to attracting temporary staff 2(f) that are employed by other Union agencies. That publication may be done at the same time as or following the internal publication.

Mobility between the Agency and the institutions

Mobility of staff members between the Agency and the EU institutions can be achieved through transfer of officials from the EU institutions to the Agency, transfer of agents from the Agency to the EU institutions, and engagement of officials from EU institutions as temporary staff 2(f) who have been successful in the Agency's selection process for temporary staff 2(f). The development of the above-mentioned mobility is directly influenced by the availability and attractiveness of temporary vacant posts for the profiles and expertise similar to those available in the EU institutions.

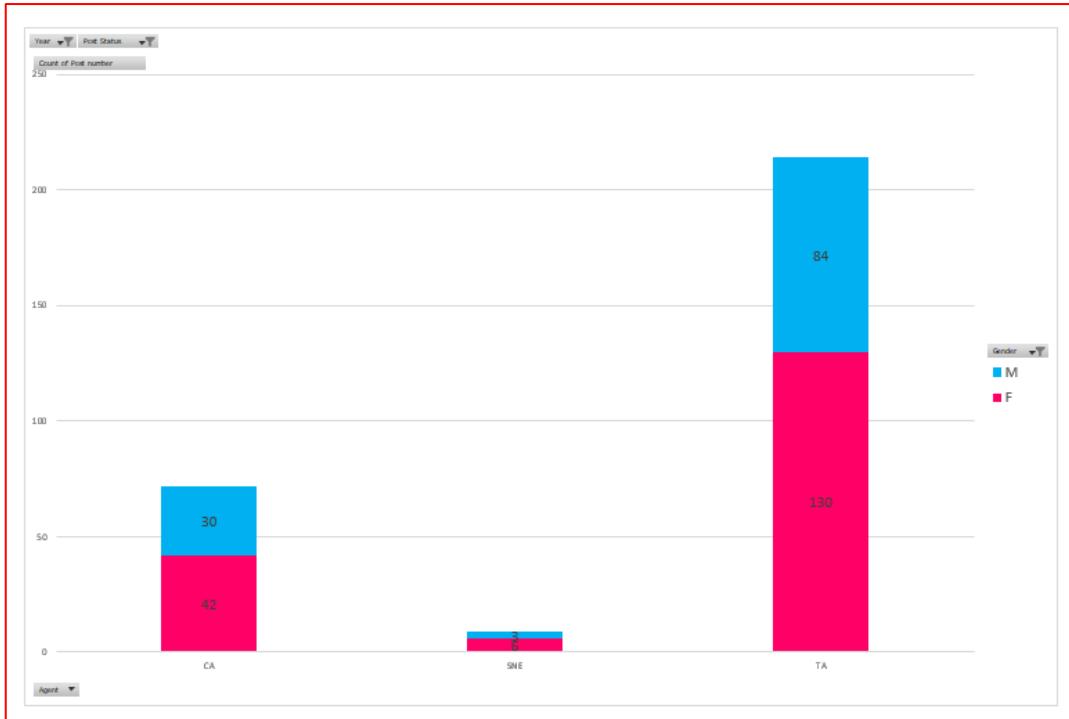
D. Gender and geographical balance

Gender balance

The Agency applies an equal opportunities policy and accepts staff members without distinction on the grounds of sex, race, colour, ethnic or social origin, genetic features, language, and religion, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation.

Gender balance as of 31st December 2019:

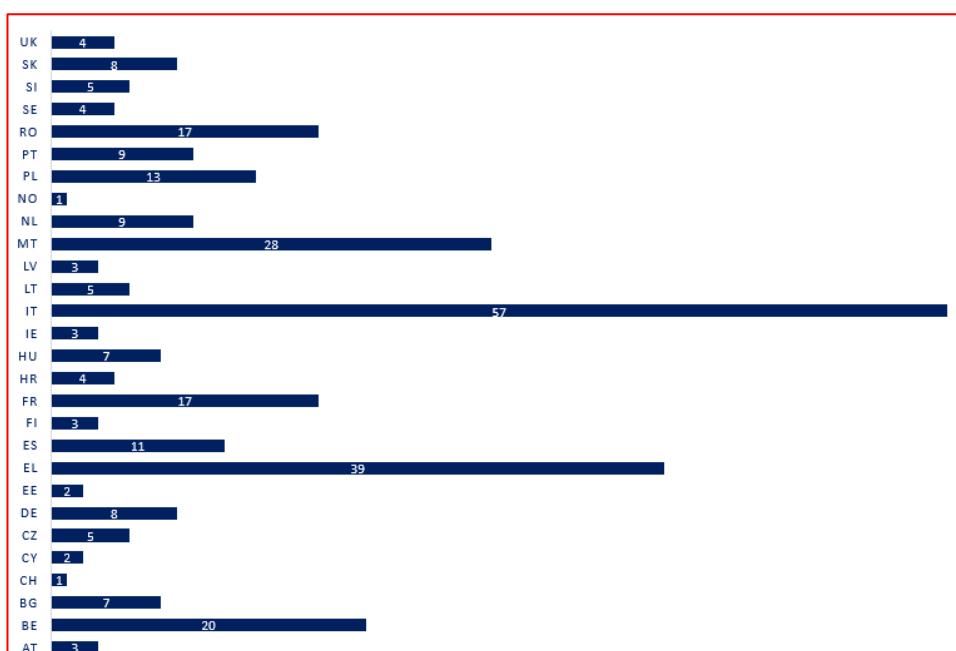




Row Labels			Grand Total
	F	M	
CA	42	30	72
SNE	6	3	9
TA	130	84	214
Grand Total	178	117	295

Geographical balance

28 nationalities were represented as of 31st December 2019, as illustrated below.



Row Labels	
AT	3
BE	20
BG	7
CH	1
CY	2
CZ	5
DE	8
EE	2
EL	39
ES	11
FI	3
FR	17
HR	4
HU	7
IE	3
IT	57
LT	5
LV	3
MT	28
NL	9
NO	1
PL	13
PT	9
RO	17
SE	4
SI	5
SK	8
UK	4
Grand Total	295

E. Schooling

The Agency needs to attract, engage and retain staff of the highest standards of ability, efficiency and integrity, recruited on the broadest possible geographical basis from among nationals of EU Member States and associate countries. Statutory staff members of EU institutions, including some EU agencies, enjoy free access to European schools under the condition that they have a contract of at least one year.

The Agency considers it necessary to support its statutory staff members whose children attend fee-paying private/international schools while in active employment. This has become even more important now that the Agency's staff is growing at a very fast rate. Due to the projected increase in staff in the forthcoming years, it is crucial that the Agency has a solid ground in guaranteeing appropriate, cost-free education to all staff members' children.

In this respect, the Management Board adopted in August 2016 two Decisions regarding the pre-school and school costs reimbursement enabling the Agency to conclude service contracts with childcare facilities and private/international schools not only in Malta but also in other places of assignment. Pre-school and school attendance is therefore considered as cost-free for children of the Agency's statutory staff.

As a relatively young Agency, the Agency has staff that is namely in a younger category. Therefore, the schooling needs are for children within the age range from one to ten years old. It is expected that this trend will remain unchanged in the forthcoming years. However, the recruitment of more senior staff might have an impact on the age demographics resulting in the need to accommodate children in higher grades of secondary education.

One of the problems that the Agency is facing in the schooling area is a limited possibility to follow the International Baccalaureate (IB) curriculum. The IB is offered in full by only one international school in Malta. This school is in high demand and places are limited. Moreover, the school is not planning an enlargement.

At the end of 2017, the Agency had ten service level agreements in place with education establishments offering pre-school care and six agreements with primary and secondary schools in Malta. In addition, two agreements were signed in other places of employment of the Agency staff other than Malta, namely in Warsaw and Athens.

Annex V: Building policy

Buildings

	Name, location and type of building	Other Comment
Headquarters in Malta	The Agency premises, Xatt I-Għassara tal-Ġheneb (Winemakers Wharf), MRS 1917, Grand Harbour Valletta	
Surface area (in square metres) - Of which office space - Of which non-office space	12,290 sqm - 9,208 sqm - 3,082 sqm In addition, there are 130 parking spaces in the garage situated at Level -1 of the building.	
Annual rent (in EUR)	€2,069,356	Title 2 budget
Type and duration of rental contract		A lease agreement absorbing the initial lease agreement and the two further addendums was signed on 12 October 2018, with a lease period of 9 years from its commencement (until 11 October 2027). The lease agreement is subject to possible extensions by mutual consent of the parties, for further periods of 3 years each.
Host country grant or support	The Maltese Government gave support in kind to the value of circa €500,000.	
Present value of the building	N/A (building on a lease)	

	Premises outside Malta	Other Comment
Operational office in Rome, Italy , with an area of circa 540 sqm Rental rate €264,332 per annum	Office on Via IV Novembre, Rome consisting of office spaces, meeting rooms and training rooms on the 3 rd and 4 th floor	Title 2 budget
Operational office in Athens, Greece , with an area of 708.18 sqm Rental rate €78,877 per annum	Office on El. Venizelou (Panepistimiou) Street, Athens 3 rd floor consisting of office space, meeting rooms, training rooms	Title 2 budget
Operational office ⁵¹ in Nicosia, Cyprus , with an area of 267sqm, rental rate €42,000 per annum	70 Archbishop Makarios III Avenue, 5th Floor, Afemia House, 1077 Nicosia, Cyprus	The Purchase Order was signed on 18 September 2018 for 10 months for €35,000 according to the Special Support Plan, with a possibility to extend it for 3 more years with maximum value of the contract not to exceed €161,000. The amount includes also costs for cleaning services, technical services and building insurance. There is no breakdown of costs in the offer. Title 3 budget
Additional temporary office in Nicosia, Cyprus , with an area of 303 sqm Rental rate €48,000 per annum	66, Archbishop Makarios III Avenue, 4th Floor, Cronos Court, 1077 Nicosia, Cyprus	Contract commenced 13.01.2020 for the period of 12 months. Rent is including cleaning and maintenance; there is no breakdown of costs in the offer.
Liaison office in Brussels, Belgium consisting of 42 sqm Rental rate €9,240 per annum	Office on Avenue d'Auderghem, Brussels consisting of office spaces	Title 2 budget

⁵¹ Additional temporary office rented in Cyprus for a period of 1 year, until the new permanent offices are in place.

Mobile and fixed office space (non-administrative appropriations)

The Agency has put in place mobile offices (containers) in Italy and in Greece. These containers normally serve as workstations and service areas for the Agency staff in the hotspots, including interim caseworkers and assistants, and the Agency deployed experts and interpreters who register asylum seekers and conduct interviews in the hotspots as well as reception facilities.

In June 2017, the Agency signed a lease for 600 sqm of office space on the island of Lesvos to improve the working conditions and safety of staff and experts in the hotspots and to provide much-needed additional space.

Office space has also been leased in Nicosia in 2017, for use as working space for EASO staff, experts, interim staff and interpreters deployed by EASO in Cyprus. In 2018 EASO launched a procedure to renew the lease of office space. The contract for a lease of facilities and ancillary services was signed on 18 September 2018 for an initial period of 10 months (for a maximum period of 46 months).

Building projects in execution phase

Headquarters in Malta

The principal building project in the execution phase relates to the Agency's headquarters extension in Grand Harbour Valletta, Malta.

In view of the expanding role of the Agency and increase in staff, the Agency's building strategy was to acquire additional office space within its current location in close collaboration with Transport Malta and the Government of Malta, which are the co-owners of the building.

The Agency's staff has increased significantly and is expected to continue to increase in the coming years. The headcount should reach 500 by the end of 2020. Currently necessary refurbishment of offices in Block B are near completion. Several compound related amendments to common spaces will extend into 2021, including the necessary refurbishment of offices in Block A level 3 and Block C level 1.

Annex VI: Privileges and immunities

The Seat Agreement between the Government of Malta and the former EASO was signed in 2011.

The agreement describes the privileges and immunities that the Agency's statutory staff benefit from. The main advantages are VAT-exempted purchases, the details of which are available in the document published in the following link:

<https://www.easo.europa.eu/sites/default/files/EASO%20SEAT%20AGREEMENT%20EN%20and%20MT.pdf>

Annex VII: Evaluations

Article 46 of the EASO Regulation stated that the Agency had to commission an independent external evaluation of its achievements. Following the adoption of the Terms of Reference of the Management Board and the applicable procurement procedure, EY (ex-Ernst & Young) was mandated by the Agency to conduct the independent external evaluation of the Agency's activities covering the period from February 2011 to June 2014. All activities implemented by the Agency were covered, across all the Member States of the European Union. The evaluation was conducted between October 2014 and July 2015.

The next five-year evaluation would have been due in 2019, which was postponed as the entry into force of the EUAA Regulation was expected. The next external evaluation of the Agency will therefore be determined by the Management Board.

Since 2019, six independent external evaluations have been implemented on EASO operational interventions in Italy (OP2018 and OP2019), Greece (OP2018 and OP2019) and Cyprus (Special Support Plan period 2014-2018; OP 2019). The 2014-2018 evaluations were carried out by individual experts, whereas the 2019 evaluations were performed by the company Bearing Point. The overall aim of these evaluations was to determine the relevance effectiveness and efficiency of the operational activities performed by the Agency. The evaluations provided recommendations to support EASO internal decision-making and to improve operations and future interventions. In general, the recommendations related to lessons learned and good practices in each country of EASO activities. This included approaches to measures on asylum procedures and reception, the implementation of the results and monitoring frameworks, the existence and operation of systems, tools and mechanisms to manage quality and the effect and sustainability of training activities. It also referred to internal learning within EASO and challenges and opportunities to optimise similar operations in the future. EASO country project management action plans were developed as response the recommendations and were shared with the EASO Management Board.

EASO is planning to reinforce its commitment to pursue further improvements in the organisational performance by implementing horizontal evaluations into its quality assurance system. Evaluations will be carried out to assess the effectiveness and the impact across the range of the Agency's activities and deliverables. The evaluation topics will be based on the strategic and operational needs of the Agency, in line with the identified risks and non-conformities, and action plans will follow for the implementation of the evaluation recommendations.

Annex VIII: Risks

EASO developed a new risk management methodology in order to better identify, assess and respond to potential issues that could affect the execution of the Agency's activities and the achievement of its objectives.

The risk identification exercise was performed by a combination of bottom-up and top-down approaches. The risks identified are assessed based on the likelihood of occurrence and significance of potential impact at a residual level, taking into consideration the existing controls.

Respective mitigating actions and controls to reduce these risks to an acceptable level are selected and implemented. The Agency's risk assessment is to be followed up periodically and updated, to appropriately reflect the changes within the organisation and the implementation of the different actions. Monitoring of and reporting on the identified critical risks and the updates on the risk responses and/or the need for further actions are to be reported periodically to the Management Board.

EASO is continuously improving its ability to identify, prioritise and manage risks. In this context, the Agency has initiated steps to ensure that the risk management exercise is performed in a more comprehensive and thorough way, and integrated in the culture and conduct of all EASO's activities.

Following the introduction of the Agency's new internal control framework and the risk management guidance applied by the Commission for its own departments, the new process allows for the alignment of the risk management exercise with planning and programming cycle. Reflecting this new methodology, a risk management manual has been approved by the Executive Director in September 2019, which is based on principles referred to in the Implementation Guide of the "Risk Management in the Commission".

The new steps for EASO's Risk Management procedure include:

- **Setting of Objectives at Unit level:** The Agency identifies the objectives across the organisation in accordance with strategic planning priorities.
- **Risk identification and assessment:** The Agency identifies risks to the achievement of its objectives across the organisation and analyses risks as a basis for determining how the risks should be managed. The assessment is based on an estimation of the significance of the critical and significant risks identified and the response to these risks, considering whether to accept, avoid, reduce or share the risk.
- **Risk of Fraud:** The Agency will consider the potential for fraud in assessing risks to the achievement of objectives in order to build an action plan with effective and efficient anti-fraud risk responses that will feed in to the up-date of EASO anti-fraud strategy.

Following the quarterly review and identification and assessment exercise, 7 previous risks remain in the EASO Risk Register and one more critical risk have been identified:

#	Risk description as re-assessed by the MT with the support of the ICC	Final Risk Exposure
1	Due to the slow implementation of the Establishment Plan compared to the rapid expansion of Agency activities there is a risk that workload is difficult to manage which might result in de-prioritisation, objectives and targets not being met, shortcomings, delays, discontinuity of operations, budget surplus, litigations, high staff turnover ratios, financial loss, and reputational damage (4 * 5 = 20).	Critical

2	Due to some weaknesses on the governance and internal control systems, and lengthy and complex regulatory procedures, a risk exist that EASO activities and operations identified in the Work Programme are not always implemented in accordance with legality, regularity and SFM principles. This may lead to financial losses, litigations, fraud, discontinuity and/or delay of business operations, qualified and/or adverse audit opinions, budget discharge being jeopardised and reputational damage ($4 * 5 = 20$).	Critical
3	Due to the high dependency on input from and cooperation by MS, EASO may not be able to deliver the activities foreseen in the Work Programme, resulting in failure to implement the agency's mandate in a compliant, efficient and effective manner ($5 * 5 = 25$).	Critical
4	Due to the complexity of temporary agency workers (interims) contracts in the countries where EASO operates there is a risk of irregularities, business continuity, and failure to implement operations. This may lead to financial losses, litigations, fraud, discontinuity and/or delay of business operations, qualified and/or adverse audit opinions, budget discharge being jeopardised, and reputational damage ($5 * 5 = 25$).	Critical
5	Due to unstable working environment (with specific risks in each country), there is a risk that the health, safety and security of EASO staff and experts (incl. MS experts, temporary agency workers (interims), interpreters, etc.) deployed in those countries are threatened, possibly resulting in injuries or harm to staff, experts and interims, and in MS no longer willing to deploy experts, with an impact on EASO's reputation and operations ($4 * 4 = 16$).	Significant
6	Due to the lack of a Hosting Arrangements in Italy and Greece, there is a risk that EASO is not able to operate in respect of contracting, procurement, staff deployment, and health and safety matters, possibly resulting in litigation, high staff turnover, health and safety issues for EASO staff and experts, in procurement irregularities, and in insurance/tax liability ($5 * 4 = 20$).	Critical
7	Due to multiple document and content management systems being in use (ERDMS, file shares, confluence, OneDrive, Project server), there is a risk of duplication of documents in different versions/ platforms, possibly resulting in staff being unable to find the latest information ($3 * 4 = 12$). ⁵²	Significant
8	Due to the recent outbreak of the Novel Coronavirus (COVID-19) and the lack of an EASO Business Continuity Plan to ensure the Agency business continuity, a risk of major disruptions of all internal control and business processes exists, and particularly: <ul style="list-style-type: none"> - a risk for the health, safety and security of EASO staff and experts (incl. MS experts, interim staff, interpreters, etc.) in Head Quarters and particularly those deployed or who travelled to high risky areas - a risk EASO closing its premises - a risk of all missions and meetings cancelled until further notices - a risk of contractors discontinuing services provided to EASO - a risk HR process cancelled until further notices - a risk of the Agency not being able to continue working and delivering efficiently and in timely way and in particular activities and operations in the Work Programme delayed or cancelled until further notices 	Critical

⁵² A risk replaced following a proposal of the ICT Unit

	This may lead to a major discontinuity of all business operations, - not implementation of our mandate; cause serious damage to the Agency's stakeholders; put the safety of the Agency's staff at risk; seriously impact the Agency's image and reputation (5 * 5 = 25).	
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Following a proposal of a Training and Professional Centre, a draft risk has been introduced on EASO Risk Register for the reassessment by the EASO Management Team: ‘The eLearning and CRM Sector is functioning with bare minimum staff which are only able to address day-to-day business without capacity to address new demands for services and developments. For the benefit of business continuity in the delivery of trainings, the demand for e-learning services is increasing and diversifying, with a consequent increased need for additional staff (4*4 = 16).’

COVID-19 Critical Risk

In view of COVID-19, a critical cross-cutting risk has been introduced on EASO Risk Register. The following mitigating actions have been discussed and approved by the EASO Management Team:

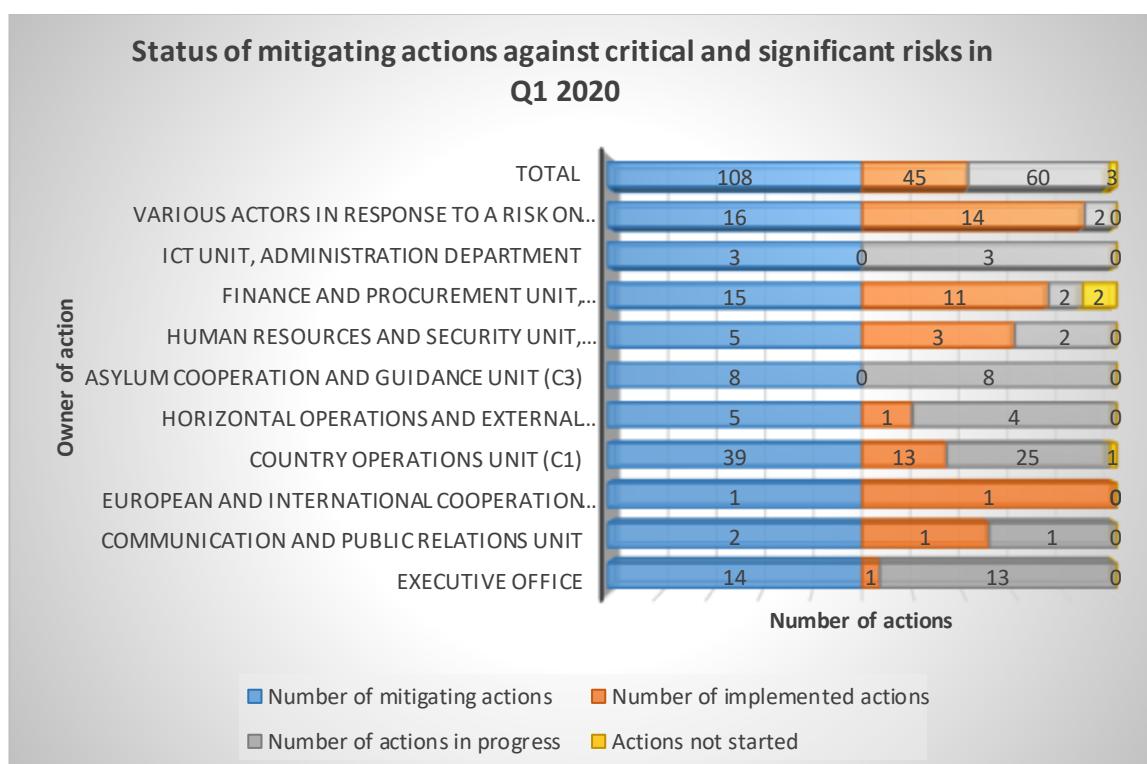
Action	Owner	Deadline	State of play of implementation
8.1. Based on Executive Director Decision (EDD) on establishing precautionary measures in relation to the recent outbreak of the Novel Coronavirus (COVID-19), a ("COVID-19 Response Team") Response Team shall be established within the Agency to coordinate EASO's preventive measures and ensure follow-up to agreed actions.	Executive Director	Q1 2020	Completed
8.2. All the actions to be documented and communicated through EDDs and on EASO Intranet to EASO staff including daily updates as well as relevant documentation, such as EDDs relating to the COVID-19 situation.	Head EXO Unit and Head of Communication Sector	Q1 2020	Completed
8.3. The Response Team to draw up a list of critical staff and include it in the Executive Director Decision on establishing precautionary measures in relation to the recent outbreak of the Novel Coronavirus (COVID-19).	Response Team	Q1 2020	Completed
8.4. All face-to-face meetings, missions, and interviews and face-to-face activities to be postponed or cancelled in line with the Executive Director Decision on establishing precautionary measures in relation to the recent outbreak of the Novel Coronavirus (COVID-19).	Executive Director	Q1 2020	Completed
8.5. The Response Team create a cascade system for ensuring communication from the top to the bottom and vice versa to address all disruption events. This system should be documented and explained to the relevant actors. At the same time all line managers to create a cascade system of communication with their teams to be documented and explained to the staff.	Response Team	Q2 2020	Completed
8.6. Establish adequate communication arrangements with the Commission, ECDC and Maltese Government and MSs where EASO implements OPs in order to receive latest up-date and recommendation and for clarification purposes.	Head EXO Unit and Head of EU Affairs Sector, Head of Security Sector	Q1 2020	Completed

8.7. Establish a dialogue with the Staff Committee on the COVID-19 situation and preventive measures being taken by the agency.	Executive Director	Q1 2020	Completed
8.8. All EASO staff should be given the possibility to telework EASO ED should assess the possibility of closing premises too.	Executive Director	Q1 2020	Completed
8.9. Telework should also be offered both to corporate and operational temporary agency workers and contractors working for EASO in all locations.	HR Head of Recruitment and Career Development Sector, Principal Head of Department and Executive Office - Legal Affairs and Data Protection Sector	Q1 2020	Completed
8.10. IT Unit to propose IT business continuity solutions to the Response Team for assessment and approval, including the provision of portable ICT equipment to all staff and temporary agency workers.	IT Head of Unit and Principal Head of Department	Q1 2020	Completed
8.11. HR Unit, with the support of IT Unit, to propose business continuity solutions to ensure the continuity of selection processes (for example interviews and written test through videoconference and other ICT solution).	HR Head of Recruitment and Career Development Sector and Principal Head of Department	Q1 2020	Completed
8.12. In order to ensure business continuity of the Agency and effective implementation of the Work Programme and Budget 2020, the COVID-19 Response Team to prepare the COVID 19: Special Contingency Plan for the implementation of the Work Programme and Budget 2020.	EASO Management Team / COVID-19 Response Team	Q1 2020	Completed
8.13. All Operational Units to assess together with procurement whether so far as is strictly necessary where, for reasons of extreme urgency brought about by the COVID 19 unforeseeable event, it is impossible to comply with the procurement time limits and where the justification of such extreme urgency due to COVID 19 is not attributable to EASO operational service to deliver activities and actions, Point 11", paragraph c in Annex I "Procurement" of the General Financial Regulation" should be applied in order to immediately launched a negotiate procedure without prior publication of a contract notice with the relevant contractor.	Operational services and Procurement team	Q2 2020	Completed

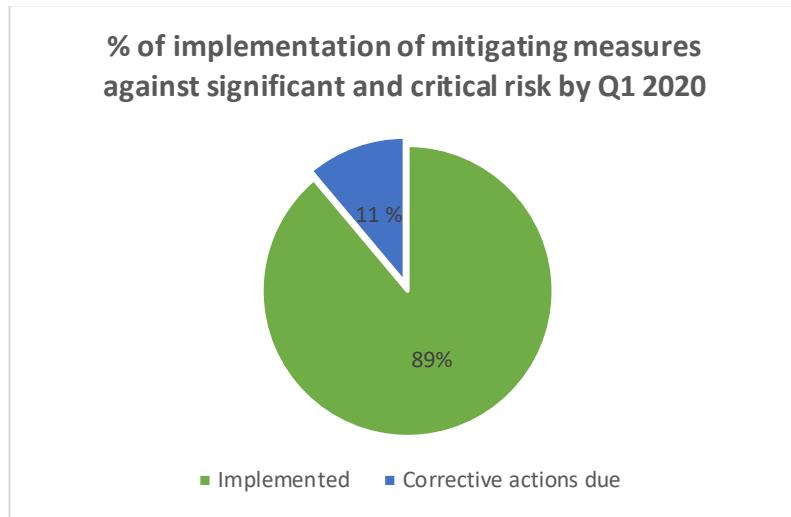
8.14. Urgent purchase of Occupational Health & Safety Personal Protective Equipment to mitigate risks of infection with COVID-19 for all EASO Staff, temporary agency workers and contractors delivering services within the premises of EASO.	Principal Head of Department and Procurement Sector	Q1 2020	Completed
8.15. The Executive Director to write to all contractors to request information as to whether: any of their personnel have tested positive to COVID-19, or have recently travelled to, transited through or travelled from high risk areas; any future events of such cases involving your personnel entering the Agency's premises; and any COVID-19 precautionary measures your organisation is undertaken in relation to the personnel providing services at EASO's premises, and whether your personnel has been duly informed on appropriate hygiene protocols as preventative measures.	Executive Director and contract managers	Q1 2020	Completed
8.16. EASO contract managers to contact their respective contractors to inform of any possible scaling down of services and/or supplies provided by them during the period of COVI-19 preventive measures in line with the COVID 19: Special Contingency Plan for the implementation of the Work Programme and Budget 2020.	Contract managers	Q1 2020	Completed

Risk Responses

The Risk Responses are defined in EASO Risk Register. In total, 108 monitoring actions against the significant and critical risks identified during the risk identification and assessment management exercise and a new cross-cutting risk related COVID-19 risks have been recorded on EASO Risk Register. Status of mitigating actions against critical and significant risks in Q1 2020 is reflected in a chart below:



89% of mitigating measures were implemented within the target deadline of (32 actions out of 36 actions due by Q1 2020):



Moreover, EASO implemented 13 corrective actions ahead of indicated deadline. In comparison to the previous reporting period, the percentage of implemented mitigating measures within the target deadline increased from 87% to 89%.

Currently, EASO has implemented 45 mitigating actions, 32 out of them on time and 13 ahead of deadline, totalling in 45 implemented mitigating actions out of 108 listed in the register.

Fraud Risk Assessment

The Anti-Fraud Strategy is part of EASO's risk management process, but given the importance and complexity of the issue, fraud should be addressed in a dedicated, comprehensive specific fraud risk management process, which runs in parallel of the annual risk management exercise, though closely interlinked with it and based on the COSO fraud risk management methodology. Therefore, despite it being part of the internal control system, the EASO fraud risk management process must be deemed as a separate, additional tool to further strengthen the internal control systems.

As a result, EASO has defined how anti-fraud objectives and priority measures are addressed based on the outcome of the fraud risk assessment exercise that took into account the Agency's control activities that are in place to prevent fraud.

A qualitative fraud risk assessment was carried out by the MT in May 2020 and coordinated by ICC, based on a pre-defined methodology approved by the ED. It focused on vulnerabilities to fraud in the EASO's internal control systems and identified the areas for improvement in the Anti-Fraud Strategy 2020-22.

Annex IX: Procurement plan 2020⁵³

Administrative Notice

Economic operators interested in being invited to participate in the negotiated procedures may express their interest by writing to CONTRACTS@easo.europa.eu before the planned launch date indicated in the table below.

This notification is made pursuant to Article 163.2 and Annex I 3.1 of Regulation (EU, Euratom) 2018/1046 that provides for appropriate ex ante publicity on the internet of contracts with a value up to €139,000 for services and supplies and €5,350,000 for works and concessions (new procurement thresholds as of 1 January 2020).

Note

The estimates for services, supplies and works for the hotspots are purely indicative and will be adjusted according to needs as they arise.

No	Title of Activity	Contract subject	Estimated Value	Type of Purchase	Type of Contract	Planned launch	Type of procedure
1	3. Operational support	Services for the establishment and administration of EASO external roster pilot	€100,000,000	Services	Framework Contract	Q3 2020	Open call for tender
2	3. Operational support	Provision of containers and mobile offices in EU countries	€20,000,000	Supply	Framework Contract	Q4 2020	Open call for tender
3	3. Operational support**	Provision of personal protective items and equipment (PPE)	€810,000	Supply	Framework Contract	Q3 2020	Interinstitutional open procedure
4	3. Operational support	Provision of personal protective equipment for EASO	€667,170	Supply	Direct Contract	Q2 2020	Exceptional negotiated procedure
5	3. Operational support	Purchase/leasing of cars for EASO operations	€200,000	Supply/ Service	Framework Contract/ Direct contract	Q4 2020	Open call
6	3.1. Italy 3.2. Greece	Provision of office furniture and equipment (in Lots)	€650,000	Supply	Framework Contract	Q4 2020	Open call for tender

⁵³ Serves as a global budgetary envelope reserved for the procurement in 2020 (Title 3).

No	Title of Activity	Contract subject	Estimated Value	Type of Purchase	Type of Contract	Planned launch	Type of procedure
7	3.2. Greece	Provision of Temporary Agency Workers (Greece)	€80,000,000	Services	Framework Contract	Q3 2020	Open call for tender
8	3.2. Greece	Amendment to the Framework Contract EASO/2017/576 - Provision of interim services for EASO in Greece – increase of the contract ceiling	€21,500,000	Services	Framework Contract	Q4 2020	Negotiated procedure
9	3.2. Greece	Maintenance and works (Building and general office space works) in Greece	€1,150,000	Works	Framework Contract	Q4 2020	Negotiated procedure
10	3.2. Greece	Emergency support to hotspots and reception centres	€150,000	Services	Framework Contract	Q4 2020	Negotiated procedure
11	3.2. Greece	Provision of security services in Greece	€7,000,000	Services	Framework Contract	Q3 2020	Open call for tender
12	3.2. Greece	Provision of non-food items to Hotspots and other locations in Greece	€139,000	Supply	Framework Contract	Q4 2020	Open call for tender
13	3.2. Greece	Rental of premises in Lesvos	€250,000	Building	Direct Contract	Q4 2020	Negotiated procedure
14	3.2. Greece	Transfer/transportation services in Greece - moving IT equipment, furniture and people	€59,500	Services	Framework Contract	Q4 2020	Negotiated procedure
15	3.2. Greece 3.3. Cyprus	Supply of fuel (in Lots)	€220,000	Supply	Framework Contract	Q3 2020	Open call for tender
16	3.3. Cyprus 3.1. Italy	Provision of temporary workers/interim/support services	€10,000,000	Services	Framework Contract	Q4 2020	Open call for tender
17	3.3. Cyprus	Supply of water dispensers, bottled water, coffee, tea, milk, sugar and related products for EASO in Cyprus	€60,000	Supply	Framework Contract	Q3 2020	Negotiated procedure
18	3.3. Cyprus	Security services in Cyprus	€1,100,000	Services	Framework Contract	Q3 2020	Open call for tender
19	3.3. Cyprus**	Provision of small works, repair and maintenance services	€60,000	Services	Framework Contract	Q3 2020	Negotiated procedure
20	3.3. Cyprus 3.2. Greece	Provision of safety related products and supporting services	€55,000	Supply	Framework Contract	Q1 2020	Negotiated procedure

No	Title of Activity	Contract subject	Estimated Value	Type of Purchase	Type of Contract	Planned launch	Type of procedure
21	3.3. Cyprus**	Provision of construction works in Cyprus	€221,000	Works	Framework Contract	Q3 2020	Negotiated procedure
22	3.3. Cyprus	Additional temporary office space for EASO operations	€48,800	Building	Framework Contract	Q4 2020	Negotiated procedure
23	3.4. Malta	Rental of office space for EASO operations in Malta	€780,000	Buildings/	Framework Contract	Q3 2020	Negotiated procedure
24	3.4. Malta Section IV – WP 2020**	Provision of temporary agency workers for EASO in Malta	€27,720,060	Services	Framework Contract	Q2 2020	Open call for tender
25	3 Operational support 3.6.2. External Dimension 3.6.3. Resettlement and Complementary Pathways to International Protection	Provision of interpretation and/or cultural mediation and remote interpretation services (in Lots)	€25,160,000	Service	Framework Contract	Q3 2020	Open call for tender
26	3. Operational support	Amendment to the contract - EASO/2018/677 - Provision of interpretation and/or cultural mediation services in France, Malta, Portugal and Spain – increase of ceiling	€2,096,000	Services	Framework Contract	Q4 2020	Negotiated procedure
27	3.6.3. Resettlement and Complementary Pathways to International Protection	Resettlement Support Facility (RSF) in Istanbul, Turkey	€8,000,000	Services	Framework Contract	Q4 2020	Open call for tender
28	3.6.3. Resettlement and Complementary Pathways to International Protection	Amendment to the contract EASO/2018/695 Resettlement Support Facility in Turkey – increase of ceiling	€500,000	Services	Framework Contract	Q4 2020	Negotiated procedure
29	4. Operational Support & Tools, Monitoring & Evaluation of Operations	Provision of consultancy services for the development/maintenance of operations management and support tools	€139,000	Services	Framework Contract	Q4 2020	Open call for tender
30	5.1. Country of Origin Information (COI)	MedCOI Quality services framework contract	€425,000	Service	Framework Contract	Q3 2020	Open call for tender
31	5.1. Country of Origin Information (COI)	Drafting COI products	€1,260,000	Service	Framework Contract	Q3 2020	Open call for tender

No	Title of Activity	Contract subject	Estimated Value	Type of Purchase	Type of Contract	Planned launch	Type of procedure
32	5.1 Country of Origin Information (COI)	Iraq Data Reports	€48,000	Service	Framework Contract	Q3 2020	Negotiated procedure
33	5.1 Country of Origin Information (COI)	(Annual) study on the use of EASO products by International, European and national courts and tribunals in their respective jurisdictions	€ 450,000	Service	Framework Contract	Q3 2020	Open call
34	5.2. Country Guidance	Pilot study on references to EASO products in jurisprudence	€200,000	Service	Direct contract	Q4 2020	Open call for tender
35	5.4. Research Programme on Early Warning and Root Causes	Continuation of the Pilot survey of asylum seekers	€410,000	Service	Direct Contract	Q4 2020	Open call for tender
36	6.1. European Asylum Curriculum 7.1. Asylum Processes 7.3. Practical Cooperation Networks	Review of EASO modules with members of academia	€180,000	Service	Framework Contract	Q1 2020	Negotiated procedure
37	6.3. Certification and Accreditation	Certification and Accreditation of EASO Training Curriculum	€1,300,000	Service	Framework Contract	Q3 2020	Open call for tender
38	6.3 Certification and accreditation	Feasibility study on NQF	€120,000	Service	Direct Contract	Q3 2020	Negotiated procedure
39	6.4. e-Learning	Filming production services for e-Learning purposes	€600,000	Service	Framework Contract	Q2 2020	Open call for tender
40	6.4. e-Learning	LMS helpdesk and maintenance	€540,000	Service	Framework Contract	Q3 2020	Open call for tender
41	8.1 Consultative Forum and civil society	Consultancy services to assist in the design and implementation of EASO's Consultative Forum activities	€100,000	Service	Framework Contract	Q3 2020	Negotiated procedure
42	Section IV – WP 2020**	The provision of Catering and Related Services for Administrative and Operational Meetings and Events organised in Malta and Gozo	€1,500,000	Service	Framework Contract	Q3 2020	Open call for tender

No	Title of Activity	Contract subject	Estimated Value	Type of Purchase	Type of Contract	Planned launch	Type of procedure
43	Section IV – WP 2020**	The provision of Interpretation Services for Conferences and Events organised within and outside of Malta and the rental of Portable Equipment to be used for Interpretation when Interpretation Booths are not a possibility	€3,500,000	Service	Framework Contract	Q2 2020	Open call for tender
44	Section IV – WP 2020**	Provision of Security Services for EASO in Malta	€4,450,000	Services	Framework Contract	Q3 2020	Open call for tender
45	Section IV – WP 2020**	Provision of stationery and office supplies in Malta	€550,000	Supply	Framework Contract	Q4 2020	Open call for tender
46	Section IV – WP 2020**	Provision of appliances, office equipment and kitchenware	€200,000	Supply	Framework Contract	Q3 2020	Open call for tender

** Framework Contract used for operational and administrative expenditures

External remunerated experts (Call for Expression of Interest)

	Title of Activity	Contract subject	Estimated Value	Type of Purchase	Type of Contract	Timeframe
1	5.1. Country of Origin Information (COI)	MedCOI Experts EASO/2018/701	€90,000	Service	Direct Contracts	2020
2	Section IV – WP 2020**	External remunerated experts (CEI EASO/2015/280 and CEI EASO/2020/775)	€1,000,000	Service	Direct Contracts	2020

** Used for operational and administrative expenditures

Inter-institutional contracts

EASO may join other inter-institutional procedures led by the European Commission or other European Union bodies.

Annex X: Organisational chart

