



# Single Programming Document

Work Programme 2023  
Preliminary Draft

11 November 2021





European Asylum Support Office

# EUAA Single Programming Document

## Work Programme 2023

Preliminary Draft endorsed by the Management Board on  
11 November 2021

SUPPORT IS OUR MISSION



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### **Notes on Preliminary Draft Work Programme 2023**

This document is an extract from the Agency's Preliminary Draft Single Programming Document (SPD) 2023-2025, endorsed by the Management Board on 11 November 2021.

Preliminary Draft Single Programming Document (SPD) 2023-2025, including Preliminary Draft Work Programme 2023 and Preliminary Draft Budget 2023, was drafted based on the guidelines issued by the European Commission on 20 April 2020 [C (2020) 2297 final].

Implementation of the EUAA mandate depends on the adoption and entry into force of the EUAA Regulation.

At the time of writing, discussions were still ongoing on the Agency's request for new posts in 2022, 2023 and 2024 for additional tasks added to the draft EUAA Regulation during co-legislator negotiations.

## Mission Statement

### Mission

The mission of the European Union Agency for Asylum (EUAA) is to support the implementation of the Common European Asylum System (CEAS) and promote a harmonised European approach to international protection. The Agency thus acts as a crucial resource for Member States' asylum and reception authorities, providing the tools, expertise, resources and guidance needed to build resilient systems and practices based on EU standards.

### Vision

The Agency's vision is to achieve a robust, resilient and future proof multinational asylum and reception system, in line with the very highest of European values and international law.

### Objectives

The objective of the Union's policy on asylum is to develop and establish the CEAS, consistent with the values and humanitarian tradition of the European Union and governed by the principle of solidarity and fair sharing of responsibility.

The objectives of the EUAA Regulation, namely the need to facilitate the implementation and improve the functioning of the CEAS, are:

- To strengthen practical cooperation and information exchange among Member States on asylum-related matters;
- To promote Union law and operational standards to ensure a high degree of uniformity as regards asylum procedures, reception conditions and the assessment of protection needs across the Union;
- To monitor the operational and technical application of Union law and standards as regards asylum and to provide increased operational and technical support to Member States for the management of the asylum and reception systems, in particular to Member States subject to disproportionate pressure on their asylum and reception systems.

### Values

The values of the Agency are:

- Support – for Member States and stakeholders;
- Responsibility – towards those in need of protection, in line with the values the EU is founded upon;
- Expertise – in the rules and legal obligations which form the CEAS;
- Responsiveness – to the challenges and changing needs of Member States in properly managing asylum and reception services of member States;
- Resilience – of a future-proof European area of international protection which is able to adapt without sacrificing respect for human rights and protection;
- Efficiency – through the responsible and effective use of public resources, both within the Agency as well as in Europe's implementation of the CEAS.

### Legal mandate and tasks

Regulation [xx/201x]<sup>2</sup> setting up the EUAA builds on Regulation 439/2010<sup>3</sup>, which established the former European Asylum Support Office (EASO) on 19 May 2010.

<sup>2</sup> Regulation (EU) xx/201x of the European Parliament and of the Council on the European Union Agency for Asylum and repealing Regulation (EU) No 439/2012, OJ L xx, dd.mm.yyyy, p. xx.

<sup>3</sup> Regulation (EU) 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.

Article 1 of the EUAA Regulation stipulates the Agency's mandate.

As a centre of expertise on the Common European Asylum System (CEAS), the Agency is to contribute to an efficient and uniform application of the Union law on asylum, in full respect of fundamental rights. To this end it supports Member States' activities, works towards enabling convergence in their assessment of applications for international protection and facilitates practical cooperation and information exchange.

According to the tasks in Article 2 of the EUAA Regulation, the Agency should support Member States in the field of asylum and reception and on the implementation of the CEAS. This shall be done by facilitating, coordinating and strengthening practical cooperation and information exchange among Member States, with support from Liaison Officers. Information on relevant Third Countries, countries of origin and the safe country concept will be shared through reports, common analyses, guidance notes and thematic European networks. The Agency should deliver effective operational and technical assistance to Member States, in particular those whose asylum systems are under disproportionate pressure. This should include the relocation/transfer of applicants/beneficiaries of international protection within the Union, the deployment of asylum support teams and experts from the asylum reserve pool to complement the asylum intervention pool. The acquisition and deployment of necessary technical equipment should facilitate this. The Agency should develop Operational standards, indicators, guidelines and best practices in regard to the implementation of all instruments of Union law on asylum. The Agency should monitor the operational and technical application of the CEAS to enhance European asylum and reception systems. The agency should train Member State officials and implement a European asylum curriculum to assist Member States when carrying out CEAS-related tasks and obligations under Regulation (EU) No 604/2013. The Agency should provide resettlement and third country support, facilitated by Liaison Officers deployed to third countries, as well as engaging in communication activities in the relevant areas.

The Agency could also be tasked with certain functions under other Proposals that are still subject to discussions between the co-legislators.

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).

## SECTION I. GENERAL CONTEXT

### Policy context

Building a resilient CEAS continues to be a key policy priority in the EU and relies heavily on information exchange and situational awareness. In 2016, the European Commission issued seven legislative Proposals revising the CEAS. These included a Proposal to transform EASO into a fully-fledged agency, for which a further, amended Proposal was issued by the European Commission on 12 September 2018.

Negotiations on many of those Proposals, including the 2016 Proposal transforming EASO into the EUAA, progressed significantly. On 23 September 2020, the European Commission presented the new Pact on Migration and Asylum.

In June 2021, the draft Regulation transforming EASO into the EUAA was agreed by the co-legislators. The formal adoption procedure is underway and is expected to be completed towards the end of 2021. This document is therefore drafted on the assumption that the Agency will have its new mandate in force at the beginning of 2022. The other legislative proposals, once they are adopted, are also likely to impact the Agency's work. However, given that discussions on those proposals are still subject to negotiation, they are not taken into account for the purposes of this document.

Work in the field of international protection is inherently influenced by significant changes in countries and regions of origin affecting protection environments, and pressures on national asylum systems resulting from onward movements of persons in need of protection. Rapid deterioration of the situation in Afghanistan culminating in the Taliban takeover during summer of 2021, is expected to pose particular challenges to neighbouring countries, transit countries en route to the EU, and eventually to Member States confronted with increased numbers of Afghan asylum applications. The Agency may still be expected to deliver support to address these challenges in 2023, both to Member States with high number of first arrivals and to third countries in the external dimension of the CEAS.

### Key planning assumptions for 2023

The SPD 2023-2025 is based on the following planning assumptions:

- **Core business activities** will increase or remain at the same level as in 2022, in the absence of new migration crises.
- The Agency's **financial resources** request for 2023 is aligned with the new Multiannual Financial Framework (MFF) provisions, amounting at **€174.8 million** annual budget.
- The Agency will receive **new posts in 2023 and 2024** for additional tasks added to the draft EUAA Regulation during co-legislator negotiations.\*

\*At the time of writing, discussions were still ongoing on the Agency's request for new posts in 2022, 2023 and 2024 for additional tasks added to the draft EUAA Regulation during co-legislator negotiations.

## External and internal factors influencing multi-annual programming in 2023

- **Member State experts** continue to be essential for operations and the Agency will continue to secure the maximum nominations possible for the Asylum Intervention Pool and the Asylum Reserve Pool (ARP). The deployment of flexible complementary deployment mechanisms will be reviewed taking into account the scale, type and specifics of each operational context. This will enable operations to be scaled up and down quickly and will ensure business continuity. Longer-term deployments, better planning and delivery capabilities, new working tools and methods, and reduced administration will also improve efficiency.
  - *Mitigation: The Agency will continue to engage with the Member States via the National Contact Points (NCP), the Management Board (MB) and respective Ministers responsible for asylum in Member States to ensure sufficient nominations of experts for the asylum reserve pool and for deployment. The Agency will review and decide on the use of complementary deployment mechanisms where necessary to meet the commitments of the Agency's operational support to Member States.*
- The **budget for 2023** is aligned with the adopted MFF 2021-2027. Additional tasks will lead to needs assessments and consequent requests for additional budget and staff.
  - *Mitigation: The Agency will engage in discussions with the European Commission and with the budgetary authority to ensure that sufficient budget and staff in line with the Agency's needs-based assessment are provided to the Agency.*
- Insufficient **contingency funds** in the Agency budget to cover the financing of unforeseen requests for operational and technical support. The Agency needs to remain flexible to adapt quickly to unpredictable external factors continuing to influence migration. Budget and staffing availability is an important precondition to ensure timely response.
  - *Mitigation: The Agency will continue to engage with the European 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.*
- **Emerging crises** may limit the ability of the Agency to deliver its work programme in full.
  - *Mitigation: The Agency will continuously monitor the implementation of its activities, make the necessary adjustments and invest in innovative solutions to continue delivering its planned activities and programmes.*
  - *In the event of sudden unforeseen crises and operational emergencies, the Agency will review its response capabilities, identify priorities and re-allocate available resources to maintain its core business activities non-disrupted by potential negative effects, while addressing the new challenges and response requirements. The Agency will explore the allocation of complementary resources, where feasible and necessary, in close coordination with the European Commission, and the operationalisation of contingency funding.*

## SECTION III. ANNUAL WORK PROGRAMME YEAR N+1 (2023)

### 1 Executive Summary

The Work Programme 2023, which is an integral part of the Single Programming Document 2023-2025, is based on the EUAA Regulation.

The Agency will continue strengthening its **operational and technical capability and rapid response capacity**. A key area of continued priority will be the operational and technical assistance provided to Member States of first arrival, delivered in line with the agreed OPs. Specific operational support for the implementation of the CEAS across asylum and reception and operations in the hotspots will be maintained, including with the delivery of specific support for short-term emergency operations. The Agency will continue to further review and enhance its operational delivery capacity, planning and contingency capabilities to be able to deliver operational response in a timely and efficient manner. It will develop and implement operational support based on efficient and purpose-made modular approach, as well as the feasibility assessment, design and delivery of flexible, innovative and efficient operational tools and solutions. The Agency will implement its role as mandated by the EU institutions and in line with the legislative framework in place, as well as with the priorities further outlined in this Work Programme.

The Agency will contribute to strengthening the EU's role in **Resettlement and Humanitarian admission**, by offering support to EU+ countries in cooperation with the European Commission, UNHCR and other relevant stakeholders. The Agency will continue to support the implementation of training and the development of operational tools to be used by EU+ countries engaging in Resettlement and Humanitarian Admission programmes, and facilitate planning and implementation of Complementary Pathways to international protection. **Cooperation with authorities of third countries** will continue and, where appropriate, be expanded, with a view to promoting EU standards on asylum and reception and contributing to the EU-wide policy objectives to promote dialogue and cooperation with third countries, to work in partnership and jointly tackle common challenges.

In the area of **asylum knowledge**, the Agency will continue to assist Member States and foster convergence in the assessment of applications for international protection, together with developing and consolidating the EU COI system and MedCOI activities. Comprehensive information on the implementation of the CEAS and related analysis will be made available to all stakeholders. Strategic data management will be maintained and strengthened, including the predictive analytics using big data and machine learning. Asylum thematic cooperation will be promoted through professional networks of Member States' asylum and reception authorities, to exchange information and best practices, pool expertise, and develop specific tools and guidance. Judicial dialogue in the field of asylum and enhancement of professional development activities for members of courts and tribunals will be promoted.

**Training and professional development** will be continuously provided to support capacity building, especially to national authorities in Member States subject to disproportionate pressure. Specialised thematic courses will be available to Member State experts deployed by the Agency and also to its own staff. Further steps will be taken towards certification and accreditation of the European Asylum Curriculum. The Agency will be strengthening the design and infrastructure of the e-learning management system, serving as a single source of information.

The Agency will continue collaborating with institutional stakeholders and other actors in the field, also through the deployment of Liaison Officers. The Agency will further develop its positive relationship with **civil society** representatives in various areas of its work through targeted consultations, transparency and outreach activities. Tailored efforts will be taken to further reinforce **governance** and internal control aspects.

This programming document constitutes the framework financing decision for the implementation of planned activities. In the meaning of Article 72.3(b) of EASO Financial Regulation, the global budgetary

envelope reserved for operational procurements corresponds to the maximum value of the Title 3 of the Agency's budget, as per Annex III of this Single Programming Document. 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 flexibly in a timely and proactive manner to evolving circumstances, therefore aligning priorities with the changing circumstances. Moreover, emerging crises such as the COVID-19 pandemic might limit the Agency's ability to carry out some planned activities in 2023. Changes to the Work Programme along with financial implications are therefore likely to occur.

## Planning priorities for 2023

**Operational support, operational planning, monitoring and evaluation:** the Agency will develop flexible, needs and results-based approaches to providing operational support to Member States, including in emergencies. This will be achieved through collaborative partnerships, rigorous project and budget management and through the use of innovative tools and approaches. Monitoring and Evaluation will remain central throughout to ensure progress tracking and continuous improvement. In the External Dimension, the Agency will continue to work in the field of Resettlement and Humanitarian Admission and will assist with the implementation of Complementary Pathways to International Protection. The Agency will continue developing the capacity of third countries' asylum systems through defined and well managed strategies, as well as through cooperation with key stakeholders.

**Asylum Knowledge:** the agency will produce high quality, timely and tailored asylum knowledge, information and outputs, improving situational awareness and early warning capabilities and responding to emerging needs (e.g. for Country of Origin information etc). The Agency will increase trust and usage of its information/tools through wide dissemination and publicity, both internally and externally. The agency will implement its new strategy on reception, will further diversify knowledge activities for courts and tribunals and will consolidate a methodology for monitoring the operational and technical application of the CEAS.

**Training and professional development:** the Agency will provide quality training, capacity building activities and on-the-job/coaching activities to Member States, experts, operational staff and third countries, in line with European educational and vocational standards. This will include tailor made training support to those under disproportionate pressure. The Agency will enable asylum and reception officials to acquire the relevant knowledge and skills, including through the European Asylum curriculum, and the train-the-trainer methodology.

**Horizontal activities:** the Agency will continue to improve cross-cutting governance and management functions, such as quality assurance, business continuity, risk management, legal advice and planning and reporting. The Agency will improve internal communication to facilitate a better flow of information and knowledge sharing, as well as external communication to strengthen relations with stakeholders and achieve increased convergence in asylum policy. Information and Communication Technologies, tools and platforms will also be prioritised to support organisational change. Further work to fully operationalise the EUAA Regulation, in collaboration with the relevant stakeholders will also remain a priority across the agency.

## The Agency's Key Performance Indicator

The overall Key Performance Indicator (KPI) of the Agency represents the ability to conduct its core business and to meet specific objectives set out in the Annual Work Programme.

Consequently, the Agency's KPI 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:

- Tasks laid out in the EUAA Regulation, the recast EU asylum acquis and other related EU documents and the Agency's progress in implementing activities to fulfil these tasks;
- 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 activities in order to support implementation of the CEAS;
- 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 relevant partners.

The Annual Work Programme identifies a number of specific SMART objectives (specific, measurable, achievable, realistic, time-bound). RACER (relevant, accepted, credible, easy to monitor and robust) indicators are established for each such objective, together with annual targets, main outputs and expected results.

## 2 Activities

### 2.1 Operational and technical assistance

The Agency will continue the **provision of operational and technical assistance** to Member States for the management of their asylum and reception systems, and in particular those subject to disproportionate pressure. It will contribute to strengthening the efficient functioning of the asylum and reception systems of Member States and further support with the implementation of their obligations under the CEAS, as relevant.

The Agency will review and enhance its **operational support to Member States** based on continuous assessment and prioritisation of current and emerging needs and taking into account the trends in arrivals and migration routes, applying a validated project management methodology to implement the EU Asylum acquis in an efficient and effective manner. The support provided to Member States with high number of first arrivals will continue, depending on the operational situation and the concrete needs of those Member States, and in **implementation of the agreed annual and multi-annual Operational Plans**<sup>4</sup>. New operational interventions will be agreed upon approved request, following a validated needs assessment, design and planning methodology, in application of the Agency's Operational and Technical Assistance Manual.

The agency will fully embrace and continuously refine its **results-based approach to the delivery of operational support**. Annual prioritisation of activities will ensure the Agency's support remains adequate to changing circumstances. The continuous review of support will take into account the environment in which the Agency operated in previous years, with particular regard to occupational health, safety and security circumstances, EU policies of solidarity on managing asylum-seekers arrivals and potential challenges and ensuing emergencies. Results from continuous monitoring of activities, as well as the outcome of internal and external evaluations and lessons learnt, will be taken into consideration and embedded in the planning and implementation cycle with actionable feedback loops to enhance efficiency and effectiveness of operational support.

The Agency will ensure fidelity of its interventions through **continuous review and prioritisation of activities**, close coordination and consultations with the European Commission, as well consistent and continuous engagement with implementing partners and key stakeholders. Further, the Agency will adjust its support within the framework of the Agency Reception Strategy, which identifies reception related support central to the effective delivery of reception services within Member States.

The Agency will also expand its capacity to provide operational and technical assistance through the **design and implementation of purpose-built modular interventions**, offering support activities with pre-defined scope, operational objectives, and intended results, which can be tailored further to the varied needs of Member States and operationalised within a short timeframe.

Within this framework, the Agency's operational and technical assistance will be provided through the deployment of asylum support teams<sup>5</sup> (ASTs) and migration management support teams<sup>6</sup>, where necessary; through the design, development and delivery of institutional capacity building activities and other support actions.

Further to this, the Agency will provide and/or maintain the required support infrastructure such as acquisition and deployment of the necessary technical and other equipment for the ASTs, deployment of mobile offices, rental, fitting-out and maintenance of facilities, as well as the necessary services such as interpretation/cultural mediation, transportation and other logistics, security, administrative support, etc., to facilitate the implementation of the measures in the OPs and special project plans.

<sup>4</sup> Operational Plans are published on the Agency's webpage: <https://easo.europa.eu/archive-of-operations>

<sup>5</sup> Composed in accordance with the provisions of **Article 19** of the EUAA Regulation.

<sup>6</sup> In accordance with **Article 21** of the EUAA Regulation.

The Agency will cooperate with the relevant bodies in the provision of such support, devoting special attention to practical cooperation with Frontex and other stakeholders, as well as collaboration with main partners, such as UNHCR and IOM.

An overview of the operational support activities to be implemented in 2023 in the framework of agreed OPs, as well as other operational activities, is presented below. As the Agency aims to provide timely and flexible support to the identified and emerging needs of the supported Member States, the foreseen activities will be implemented in consideration of the changing circumstances on the ground, and subject to the availability of human and budgetary resources.

In view of this, the breakdown of resources allocated to each sub-activity is indicative. Budgets and human resources will be aligned with the annual planning of the specific OPs, the prioritised needs assessments, and the activities to be implemented, and will be managed within the overall available resources for operational and technical assistance. In case of further operational needs in specific areas or in the event of unforeseen emergencies, re-allocation of resources and/or contingency funding will be further utilised.

The main challenges for the Agency remain the continuously changing political and 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 European Commission and the relevant national authorities, the Agency will adjust its intervention providing appropriate support to address emerging priority needs, in line with the provisions of the EUA Regulation and in application of the methodology prescribed in the Agency's Operations Manual.

### 2.1.1 Italy

#### Overview of the activity

In 2023 the Agency will continue the implementation of support measures under the agreed multi-annual OP for Italy. Operational support to Italy will be provided to the central and local offices of the asylum and reception authorities:

- the Department of Public Security (DPS), and selected local offices (border areas, main entry points) of the Immigration and Border Police;
- the National Asylum Commission, including its COI Unit and selected Territorial Commission;
- the Department of Civil Liberties and Immigration, including its Dublin Unit;
- selected Prefectures - responsible for the monitoring of reception centres in the respective areas of responsibility;
- the International Protection Specialised Sections of Italy's tribunals and the Supreme Court of Cassation, including the General Prosecutor's Office.

In line with the Plan and based on the recommendations deriving from the external evaluations, the Agency will continue to:

- Support the harmonisation of national asylum and reception systems and procedures, including the refinement and implementation of quality monitoring mechanisms within the asylum and reception systems;
- Follow an emergency logic, in respect of the support to ad-hoc events such as disembarkations of SAR operations or to addressing eventual backlog at first instance;
- Support the management / reduction of backlog at second instance, in view of a gradual phase out strategy;
- Provide structural capacity building support to central and local authorities, including relevant reception and asylum actors, on the basis of a consolidation logic;
- Expand its support planned to start in 2022 concerning information provision and identification of applicants with special needs to ensure access to the asylum and reception procedures.

Following the conversion of Law Decree 130/2020 into law 173/2020, the Agency will need to consider its further impacts on the access to the asylum procedures, determination procedures, access to the reception system and judicial proceedings, also in terms of backlog. These might lead to support activities and related targets to be amended accordingly.

Contingent upon the finalisation of the feasibility study on the inter-ministerial COI Unit, the Agency will further support the set-up and implementation of the newly established inter-ministerial COI Unit. Throughout the year, and in agreement with the Host Member State and the European Commission, the Agency will adjust its intervention, when necessary, to ensure the agreed support measures address appropriately the identified and emerging new priority needs.

	2023 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 12,742,800<sup>7</sup></b> (3301 Operational Support - Italy)	<b>TBD</b> (3301 Operational Support - Italy)
<b>Human resources</b>	9 TA, 9 CA & SNE	TBD
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>Number of arrivals: An increasing trend of arrivals is expected for 2022 and 2023</li> <li>Reception: The increasing number of arrivals will put pressure on the reception system</li> <li>Number of pending cases at second instance: as of December 2020 80,939<sup>8</sup> pending cases were reported; it is assumed that the number of pending cases will stabilise, and a gradual decrease is expected between 2022 and 2024</li> </ul>	

An indicative breakdown of the allocated appropriations for operational support to Italy is provided below and will be aligned with the annual planning of the specific OP.

Type of costs	Estimated expenditure (EUR)
Deployment of Member States' experts	349,600
Experts on contract	10,420,310
Interpretation services	1,244,160
Other direct OP costs <sup>9</sup>	728,730
	<b>12,742,800</b>

### Objective 1

Operational, technical and emergency support is provided effectively through implementation of the annual measures in the agreed OP and in line with the Agency's mandate to enable Italy to respond to particular pressure on its asylum and reception systems and to implement its obligations under the CEAS.

#### Link to the multi-annual objective(s)

- MA01

#### Main outputs/actions (2023)

- Provision of support to the relevant asylum authorities to enhance the processing capacity of asylum procedures and implementation of quality monitoring mechanisms in line with CEAS.
- Provision of support to central and local reception authorities in the implementation of an effective reception self-monitoring framework (allocation, conditions and services).
- Deployment of ASTs and/or Agency's staff to implement tasks as per the agreed SOPs for SAR disembarkation/voluntary relocation (VR) events.
- Support with specific operational activities upon approved request, and subject to the availability of resources, justified by new emerging needs.

<sup>7</sup> In case of operational needs, R0 provisions can be further utilised for operational budgeting.

<sup>8</sup> Data from Ministry of Justice, Central Directorate for Statistics and Organisational Analysis (DOGPS, *Direzione Statistica ed Analisi Organizzativa*), latest update December 2020.

<sup>9</sup> Includes, *inter alia*, expenditure linked to training and capacity building activities, staff missions, security, buildings/facilities rental, purchase and maintenance, stationery and office supplies, medical supplements, translations, other services, supplies and works.

**Expected results (2023)**

- Improved capacity of the Italian authorities to efficiently implement, manage and monitor the asylum system.
- National reception monitoring framework supported by the Agency to ensure improved assessment of the quality and of the data collection and processing of the reception system.
- SAR disembarkation/voluntary relocation operations delivered, under the coordination of the European Commission, in support of the concerned Italian authorities (DCLI Dublin Unit, DPS, DCLI/Reception Office) and participating Member States in a timely, efficient and coordinated manner.
- Timely delivery of operational support for new emerging needs.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Percentage of annual support measures implemented according to the Results Framework and the Implementation Plan, including amendments, if applicable.	TBD	≥85%	Progress reports

**2.1.2 Greece****Overview of the activity**

In 2023 the Agency will continue the implementation of support measures under the agreed multi-annual OP to Greece. The Agency will continue to provide operational support to Greece in the fields of asylum and reception, at central level and across the mainland and on the islands. The Agency will be present operationally on five Aegean islands, as well as in Athens, Thessaloniki and over thirty second-line reception facility locations on the mainland. The Agency is also mindful of its responsibilities in respect of the EU-Turkey Statement and will retain the capacity to respond as necessary to emerging requests.

Following a peak in asylum applications in Greece in 2019, a subsequent decrease in applications partly due to the COVID-19 pandemic ensued from March 2020. Subsequently, the Greek Asylum Service (GAS), supported by the Agency, reduced, and in some places cleared, its backlog of asylum applications. In addition, the Agency increased its support to the Reception and Identification Service (RIS) contributing to all stages of the asylum procedures. Subject to a continued trend of low numbers of arrivals throughout 2022 and 2023, the Agency will continue to reduce support to GAS, focusing primarily on institutional support to GAS personnel as well as targeted capacity-building. Ultimately, the objective will be to facilitate a planned, phased handover of activities to GAS.

Support provided to the Reception and Identification Service (RIS) and to the Special Secretariat for Unaccompanied Minors (SSUAM) will increase to help improve the capacity to deliver on their broader mandates. In terms of RIS this increased support will be delivered within a defined results-based approach as developed in 2022 and will focus on the support for the continued assumption by RIS of all its responsibilities in respect of reception in Greece.

The primary areas of support will therefore include the definition and implementation of validated workflows in respect of information provision, vulnerability screening assessment and referral, site management, site design / site planning and the establishment of self-monitoring systems for monitoring reception conditions. In terms of SSUAM, the Agency's support will involve the continued implementation of the agreed SSUAM Project Plan defined in 2022 to support the implementation of the National Strategy on Unaccompanied Minors.

The Agency will provide flexible surge support in case of increased needs, as regards both asylum and reception.

The uncertainty over migration flows and the changing political and operational environment remain the main challenges to the work of the Agency in Greece. Throughout the year, the Agency will

consider adjustments to its strategy to address emerging needs in case of change in the circumstances on the ground, in agreement with the Greek authorities and the European Commission.

	2023 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 49,472,940<sup>2</sup></b> (3301 Operational Support - Greece)	<b>TBD</b> (3301 Operational Support - Greece)
<b>Human resources</b>	13 TA, 8 CA	TBD
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Elimination of backlog and decrease in 2023</li> <li>• Increased scope of activity in reception</li> <li>• Ad hoc support to relocation requests</li> </ul>	

An indicative breakdown of the allocated appropriations for operational support to Italy is provided below and will be aligned with the annual planning of the specific OP.

Type of costs	Estimated expenditure (EUR)
Deployment of experts	158,700
Experts on contract/temporary workers	29,097,060
Interpretation services	15,785,280
Other direct OP costs <sup>10</sup>	4,431,900
	<b>49,472,940</b>

#### Objective 1

Operational, technical and emergency support is provided effectively through implementation of the annual measures in the agreed OP and in line with the Agency's mandate to enable Greece to respond to particular pressure on its asylum and reception systems and to implement its obligations under the CEAS.

#### Link to the multi-annual objective(s)

- MA01

#### Main outputs/actions (2023)

The Agency will focus on the provision of the following support:

- Support to the **National Asylum Authority** to strategically plan and manage the asylum system by enhancing institutional support, training, capacity-building and coordination mechanisms, as well as through the provision of support in ensuring quality within the asylum procedure.
- Support to the Asylum Service for processing applications for international protection at first instance on the islands and mainland: Support will cover all stages of the application process with a gradual phase-out expected on the assumption that migratory flows remain stable. Flexible surge support will be provided as necessary to respond to potential increase in arrivals.
- Support to the Dublin Unit to process outgoing requests according to the Dublin Regulation criteria and support to the Appeals Authority in issuing second instance decisions will continue.
- Relocation requests: The Agency's ad hoc support in this area is likely to continue, primarily as flexible contingency support, based on requests from Greek authorities.
- Support to the **National Reception authority** to strategically plan and manage the reception system. This may consist in: facilitating internal and external coordination and communication mechanisms; support provided via the helpdesk; support in the implementation of the ARC<sup>11</sup> tool; contingency planning support; support in capacity-building as regards funding, procurement and logistics; support for referrals, transfers and the ESTIA programme ("ESTIA 2021: Accommodation Scheme for International Protection Applicants"); support to pre-integration activities; as well as other activities as relevant.

<sup>10</sup> Includes, *inter alia*, expenditure linked to training and capacity building activities, staff missions, security, buildings/facilities rental, purchase and maintenance, stationery and office supplies, medical supplements, translations, other services, supplies and works.

<sup>11</sup> Assessment of Reception Conditions (ARC).

- Support in ensuring quality within the reception procedures through, inter alia: Support to RIS in establishing and rolling-out harmonised standards, SOPs and operational tools in the reception facilities; capacity building for staff and interpreters, including the development of a training plans, also on thematic reception areas, and a roster (TtT); and the roll-out of a training plan on reception; establishment and roll-out of quality and training assessment methodologies and tools.
- Support to first-line reception management and coordination: Support in the areas of Child Protection/Unaccompanied Minors (UAMs), Vulnerability, Communication and Information Provision will continue, as will support for site management.
- Support to second-line reception facilities management: Support for site management and vulnerability will continue across the long-term accommodation centres in the mainland, with additional activities planned according to the needs on the ground.
- Targeted support for the operation of the five planned Multipurpose Reception and Identification Centres on the islands, under the coordination of the Task Force led by the European Commission.
- Support to the National Reception Authority and the Special Secretariat for Unaccompanied Minors to implement the National Strategy on Unaccompanied Minors. Support will continue in facilitating the operation of the National Emergency Response Mechanism and enhancing the state's accommodation capacity for UAMs, including the management of a referral and placement system, the implementation of the Mentorship Programme and the establishment and operation of a Foster Care Scheme for UAMs.
- Provision of ad hoc support to the Greek Authorities to manage and implement relocation from Greece under the jointly agreed procedure and the coordination of the European Commission.
- Support with specific operational activities upon approved request, and subject to the availability of resources, justified by new emerging needs.

#### **Expected results (2023)**

- Enhanced capacity of the Asylum Service to process applications for international protection.
- Enhanced capacity of the Asylum Service to process Dublin files.
- Enhanced capacity of the Appeals Authority to process second instance appeals.
- Enhanced capacity of the Quality and Training Unit of the Asylum Service.
- Enhanced operational skills and technical knowledge of the Reception Authority to strategically plan and manage the national reception system.
- Strengthened capacity of the relevant national authorities to manage first- and second-line reception facilities.
- Strengthened capacity of the relevant national authorities to plan and manage support for Unaccompanied Minors and implement the National Strategy for UAM's.
- Strengthened capacity of the Reception Authority to monitor reception conditions.
- Timely delivery of operational support for new emerging needs.

<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Percentage of annual support measures implemented according to the Results Framework and the Implementation Plan, including amendments, if applicable.	TBD	≥85%	Progress reports

### **2.1.3 Cyprus**

#### **Overview of the activity**

In 2023 the Agency will continue the implementation of support measures under the agreed multi-annual OP to Cyprus. Within the context of constant migration flows in the Eastern Mediterranean, the Agency's operational support will be provided to the main national stakeholders:

- the Cypriot Asylum Service (CAS) in Nicosia at central level across asylum and reception services,

- within the reception centres (Pournara First Reception Centre – Examination Area and Safe Zone, Kofinou Reception and Accommodation Centre for Applicants of International Protection) and other centres upon approved request,
- in the Pournara registration area supporting the Aliens and Immigration Unit of the Ministry of Justice (AIU), and
- at the International Protection Administrative Court (IPAC) in Nicosia.

Over the past years the Agency's support has been elevated from micro/meso level to a macro level, adopting a more strategic approach in supporting the Cypriot asylum system to develop its internal capacity to absorb migratory flows while adhering to CEAS standards.

The objective of the Agency's operational support to Cyprus, within the framework of the multiannual planning, is to develop internal capacity of the national authorities to manage migratory flows in adherence to CEAS standards in a sustainable manner. The goal of setting up the foundations, systems, structures, and quality framework for the Cypriot asylum system to become increasingly self-sustainable, allowing for a phased reduction of the Agency's direct operational support, underpins the OP. To achieve further synergies, the Agency will strengthen engagement with new stakeholders, for example the Ministry of Labour, Welfare and Social Insurance, the Ministry of Justice, and will consolidate collaboration with the Ministry of Health.

This will involve the implementation of planned activities to strategically support CAS in planning, coordinating and managing the national asylum and reception services, in further reducing the first and second instance backlogs and in supporting the Cypriot authorities in implementing the national Reception Strategy. More specifically, this will lead to the Agency's continuous presence at national and operational level, through needs-based support to the Aliens and Immigration Unit in relation to registration and access to the asylum procedure across the whole territory, while continuing support for these in Pournara. The Agency will also maintain deployment support for the processing of applications at first instance in coordination with CAS and as well as supporting regular activities assuring EU quality standards in asylum and reception. Moreover, building on previous interventions in support of IPAC, the Agency will support the consolidation of the Court's capacity and the backlog absorption of second instance cases.

In accordance with the CEAS and based on its practical experience and established good practices, the Agency will provide support in amending relevant national asylum and reception related SOPs, working procedures and workflows. The Agency also foresees to continue with the structural capacity building of asylum and reception actors in Cyprus on key issues: continued support in the implementation of the national Reception Strategy in Cyprus, quality enhancement in line with CEAS standards in registration and access to procedure (strengthening AIU involvement in vulnerability and information provision), in first instance (well defined roles and responsibilities in CAS in relation to Quality support, COI and Dublin procedure among others) and second instance (effective procedural rules, case management and workflows at IPAC).

Regional dynamics in the Eastern Mediterranean and renewed tensions in the Middle East might lead to increased migration flows and increased pressure on the asylum and reception systems in Cyprus. If needed, the Agency will also provide support to emergency and temporary relocation programmes coordinated by the European Commission.

The specific requests and needs that emerged in Cyprus in 2020 as a direct or indirect result of the significant impact of COVID-19 represent additional drivers for enhanced digitalization and swifter file management, initiated in 2021 both for CAS and IPAC.

	<b>2023 (planned)</b>	<b>2020 (actual)</b>
<b>Financial resources</b>	<b>EUR 12,133,850<sup>12</sup></b> (3301 Operational Support - Cyprus)	<b>TBD</b> (3301 Operational Support - Cyprus)
<b>Human resources</b>	6 TA, 1 CA & SNE	TBD
<b>Estimates of quantifiable workload drivers</b>	Currently not available. To be provided at a later stage.	

An indicative breakdown of the allocated appropriations for operational support to Cyprus is provided below and will be aligned with the annual planning of the specific OP.

<b>Type of costs</b>	<b>Estimated expenditure (EUR)</b>
Deployment of experts	1,248,000
Experts on contract/temporary workers	6,521,310
Interpretation services	3,766,540
Other direct OP costs <sup>13</sup>	598,000
	<b>12,133,850</b>

<b>Objective 1</b>
Operational, technical, and emergency support is provided effectively through implementation of the annual measures in the agreed OP and in line with the Agency's mandate to enable Cyprus to respond to particular pressure on its asylum and reception systems and to implement its obligations under the CEAS.
<b>Link to the multi-annual objective(s)</b>
<ul style="list-style-type: none"> <li>▪ MA01</li> </ul>
<b>Main outputs/actions (2023)</b>
<p>Asylum support actions:</p> <ul style="list-style-type: none"> <li>▪ Provide support to the full registration procedures according to the CEAS.</li> <li>▪ Provide support to enhance the vulnerability assessment workflows and continue to ensure the link through all steps of the asylum procedure and with the reception support.</li> <li>▪ Provide surge capacity for registration support across the national territory.</li> <li>▪ Support CAS in first instance refugee status determination in multiple locations.</li> <li>▪ Support case/file management, also through digitalisation, at CAS and IPAC.</li> <li>▪ Support coherent and systematised data collection and reporting.</li> <li>▪ Support in terms of quality of the procedure, integrated into the existing CAS system.</li> <li>▪ Support IPAC in the preparation of appeals files, aligned to the increase of the number of judges at the Court and overall needs.</li> <li>▪ Support the strengthening of quality review mechanisms throughout the asylum procedure.</li> </ul> <p>Reception support actions:</p> <ul style="list-style-type: none"> <li>▪ Support the implementation of an allocation system, as regards to inflow (intake procedure, individual assessment and referral, information provision) and outflow from the reception centres.</li> <li>▪ Support on digitalisation of the reception system and its interaction with the other steps of the asylum procedures.</li> <li>▪ Support vulnerability-related activities and processes in reception.</li> </ul> <p>Emergency/ad hoc support:</p> <ul style="list-style-type: none"> <li>▪ Support new emerging needs and/or temporary relocation programmes, coordinated by the European Commission, based on approved request.</li> </ul>

<sup>12</sup> In case of operational needs, R0 provisions can be further utilised for operational budgeting.

<sup>13</sup> Includes, *inter alia*, expenditure linked to training and capacity building activities, staff missions, security, buildings/facilities rental, purchase and maintenance, stationery and office supplies, medical supplements, translations, other services, supplies and works.

**Expected results (2023)**

- Improved quality and access to procedure and registration of applicants for international protection.
- Reduced backlog at first and second instance.
- Improved quality standards at first and second instance determination.
- Strengthened Dublin procedure and Dublin capacities at CAS.
- Enhanced systematic data collection.
- Enhanced reception allocation system.
- Improved reception conditions in Pournara Safe Zone.
- Timely delivery of operational support for new emerging needs, based on approved request, and subject to availability of resources.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Percentage of annual support measures implemented according to the Results Framework and the Implementation Plan, including amendments, if applicable.	TBD	≥85%	Progress reports

**2.1.4 Malta**

**Overview of the activity**

In 2023 the Agency will continue the implementation of support measures under the agreed multi-annual OP to Malta. In its framework, the Agency will continue the provision of operational support to the International Protection Agency (formerly REFCOM) and to the Agency for Welfare of Asylum Seekers (AWAS).

Building on the tailor-made assistance and technical expertise provided in the past years, notably on asylum and on reception, the Agency will adapt its support in 2023 to the identified needs in agreement with the Maltese authorities and the European Commission.

The support to the Maltese authorities in 2023 is expected to decrease in line with an anticipated reduction in backlogs in asylum processing in 2022, allowing the International Protection Agency to reinforce its processing capacity. The EUAA expects to continue its support in reception, following the planned reduction in 2022 of the support to age assessment and social work. The Agency may further support three other areas: the reduction of backlog at first instance should there be an increase in arrivals; capacity building on quality assurance and COI workflows; and support in vulnerability and quality assurance workflows in reception.

The support measures will be built on the following specific assumptions for the Malta context:

- International Protection Agency and the Agency for Welfare of Asylum Seekers (AWAS) are fully established with required resources in place;
- The number of arrivals will remain low and similar as in 2021;
- The backlog in registration and first instance pending cases has been reduced further in 2022.

In case of change in circumstances and in agreement with the Maltese authorities and the European Commission, the Agency will adjust its intervention providing appropriate support to address emerging needs.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 6,013,000<sup>14</sup></b> (3301 Operational Support - Malta)	<b>TBD</b> (3301 Operational Support - Malta)
<b>Human resources</b>	3 TA, 1 CA & SNE	TBD

<sup>14</sup> In case of operational needs, R0 provisions can be further utilised for operational budgeting.

<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number of arrivals remains similar to 2021 and 2022</li> <li>• Number of pending cases at first instance reduced or eliminated</li> </ul>
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An indicative breakdown of the allocated appropriations for operational support to Malta is provided below and will be aligned with the annual planning of the specific OP.

Type of costs	Estimated expenditure (EUR)
Deployment of experts	712,250
Experts on contract/temporary workers	3,317,700
Interpretation services	1,621,150
Other direct OP costs <sup>15</sup>	361,900
	<b>6,013,000</b>

### Objective 1

Operational, technical, and emergency support is provided effectively through implementation of the annual measures in the agreed OP and in line with the Agency's mandate to enable Malta to respond to particular pressure on its asylum and reception systems and to implement its obligations under the CEAS.

### Link to the multi-annual objective(s)

- MA01

### Main outputs/actions (2023)

Asylum support actions:

- Deployment of ASTs, including with regard to the processing of Dublin cases.
- Support provided to maintain high level quality standards in all procedural stages.

Reception support actions:

- Support to the national authorities to increase their capacity to provide reception services in line with the CEAS.
- Support to the national authorities to enhance their internal quality control mechanisms.

Emergency/ad hoc support:

- Support to the Maltese authorities and participating Member States in the management of ad hoc disembarkations/voluntary relocation operations, under the coordination of the European Commission.
- Deployment of ASTs and/or Agency staff to implement the tasks as per the agreed Standard Operating Procedures (SOPs) for ad hoc disembarkation/voluntary relocation events.
- Support to the Member States participating in the relocation exercises through selection/matching and subsequent support (mission support, interpretation, remote selection support, conducting selections on behalf of Member States as appropriate).
- Support with specific operational activities upon approved request, and subject to the availability of resources, justified by new emerging needs.

### Expected results (2023)

- Enhanced internal quality control mechanisms and strengthened national asylum system.
- Increased capacity of the national reception authority in delivering reception services.
- Ad hoc disembarkation/voluntary relocation operations delivered in support of the concerned Maltese authorities and participating Member States in a timely and coordinated manner.
- Timely delivery of operational and technical support for emerging needs, upon approved request, and subject to the availability of resources.

<sup>15</sup> Includes, *inter alia*, expenditure linked to training and capacity building activities, staff missions, security, buildings/facilities rental, purchase and maintenance, stationery and office supplies, medical supplements, translations, other services, supplies and works.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Percentage of annual support measures implemented according to the Results Framework and the Implementation Plan, including amendments, if applicable.	TBD	≥85%	Progress reports

### 2.1.5 Spain

#### Overview of the activity

Building on its first Operating Plan signed in 2020 and implemented in 2021, the multi-annual OP for Spain further extends support to reception. Potential new areas for support will be identified for 2022 and beyond.

The support and specific activities for the multi-annual planning are built around the following assumptions:

- A continuous and persistent trend in arrivals will continue to place additional pressure on the Spanish reception system.
- The development, testing and implementation of the new model for reception will be a multi-annual undertaking.
- The Agency has the ability to deploy sufficient number of personnel as part of ASTs and the Spanish authorities have the capacity to absorb the support and plan for sustainable long-term solutions.
- Implementation of joint activities and best practices may be further expanded, developed and applied across the Spanish territory.

The support for the development and implementation of a new model for reception to the main stakeholder, the Secretary of State for Migrations within the Ministry for Inclusion, Social Services and Migration (SEM) is expected to continue and expand in 2023.

It will focus on the further development and subsequent support for implementation of the new national model including required organisational change management processes. Specific support in terms of deployment of ASTs will focus on supporting SEM to develop the internal capacity to effectively implement its responsibilities under the agreed national model for reception in Spain.

Similarly, the Agency will continue the provision of operational and technical assistance to first arrival locations under pressure – including the Canary Islands and existing locations on the mainland – and to new reception centres whose identification/construction is foreseen in 2022. Thematic areas which, after additional needs assessment, will receive specific support are unaccompanied minors and other vulnerable categories. This will involve the development and implementation of validated workflows in regard to reception centres design; reception centres management; information provision within the reception system and vulnerability screening/assessment, and referral within the reception system.

A specific training and professional development plan will also be implemented to ensure that SEM has the required training inputs to ensure effective implementation of the new model and the various validated workflows as described. It is expected that by 2023 support to the fulfilment of resettlement pledges can be provided outside the scope of the OP within a specific project plan.

Within this framework, through annual prioritisation, and in agreement with the Spanish authorities and the European Commission, the Agency will adjust its intervention, when necessary, to ensure the agreed support measures address appropriately the identified and emerging new priority needs.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 3,550,000<sup>16</sup></b> (3301 Operational Support - Spain)	<b>TBD</b> (3301 Operational Support - Spain)
<b>Human resources</b>	6 TA	TBD
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number of arrivals (trends compared to previous years)</li> <li>• Pace of identification/construction of new reception centres in Spain</li> <li>• Capacity of reception centres in terms of staffing and service provision</li> </ul>	

An indicative breakdown of the allocated appropriations for operational support to Spain is provided below and will be aligned with the annual planning of the specific OP.

<b>Type of costs</b>	<b>Estimated expenditure (EUR)</b>
Deployment of experts	219,480
Experts on contract/temporary workers	2,975,930
Interpretation services	168,815
Other direct OP costs <sup>17</sup>	184,825
	<b>3,550,000</b>

### **Objective 1**

Operational, technical and emergency support is provided effectively through implementation of the annual measures in the agreed OP and in line with the Agency's mandate to enable Spain to respond to particular pressure on its reception system and emerging needs in the field of reception, and to implement its obligations under the CEAS.

#### **Link to the multi-annual objective(s)**

- MA01

#### **Main outputs/actions (2023)**

Reception support:

- Support to Spain, following structured needs assessment, and upon approved request to further support and build capacity for national reception management, including through the deployment of ASTs.
- Delivery and/or facilitation of reception-related professional development, training and capacity building activities.
- Support for the development of relevant SOPs, working instructions and workflows in respect of vulnerability assessment and referrals within the reception system.
- Deployment of ASTs to reception centres under particular pressure to facilitate the effective provision of reception services, including the integration of required information provision and vulnerability screening, assessment and referral workflows within the centres.
- Deployment of ASTs to reception centres under particular pressure to facilitate and support the effective design, site planning and management of reception services.
- Support with specific operational activities upon approved request, and subject to the availability of resources, based on new emerging needs.

#### **Expected results (2023)**

- Improved national reception management through the implementation of the identified measures to alleviate pressure on reception and/or build operational capacity to manage increased migration flows.
- Enhanced knowledge and skills of Spanish officials through the implementation of structured professional development, training and capacity building activities.

<sup>16</sup> In case of operational needs, RO provisions can be further utilised for operational budgeting.

<sup>17</sup> Includes, *inter alia*, expenditure linked to training and capacity building activities, staff missions, security, buildings/facilities rental, purchase and maintenance, stationery and office supplies, medical supplements, translations, other services, supplies and works.

- National reception-related workflows and mechanisms (e.g. data management, monitoring and evaluation) are enhanced, tested, validated, harmonised and implemented across the Spanish reception system.
- Reception centres under particular pressure are supported to ensure adequate provision of reception services, including with infrastructure and equipment.
- Vulnerability and information provision workflows are integrated within the management of reception centres under particular pressure.
- Timely delivery of operational and technical support for emerging needs, upon approved request, and subject to the availability of resources.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Percentage of annual support measures implemented according to the Results Framework and the Implementation Plan, including amendments, if applicable.	TBD	≥85%	Progress reports

### 2.1.6 Other operational activities

#### Overview of the activity

The Agency will, in line with its mandate, provide **operational support** to Member States to assist them in meeting their obligations and implementing specific provisions under the CEAS. Targeted operational and technical assistance will be provided – if requested within the mechanisms of the EUAA Regulation - to address areas of concern or areas that require further attention in the asylum and reception systems of the different Member States.

Support will take the form of **targeted measures to Member States** under particular pressure with certain identified and specific needs related to the coherent and comprehensive implementation of the EU asylum acquis. The Agency will, building on the operational experience gained in past years, design and implement **purpose-built modular interventions**, offering support activities with pre-defined scope and operational objectives, which can be tailored further to the varied needs of Member States and operationalised within a short timeframe.

The Agency will **provide emergency support to Member States** subject to particular pressure by deploying ASTs and by providing other support as required, within the CEAS legislative framework. The Agency will coordinate closely with the European Commission and other relevant bodies in the provision of such support, devoting special attention to practical cooperation with Frontex and other stakeholders.

The Agency will 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 and rapid response preparedness and capabilities** will be continuously reviewed and further enhanced to adapt the Agency's support to Member States in the event of sudden emergency needs.

The establishment of a **first response and emergency response capacity** will allow extending this support to other Member States whose systems are under disproportionate pressure and improve readiness for rapid response in contexts of pressure to the national asylum and reception systems. With the establishment of a rapid response hub within the Agency, activity levels will depend on the flow trends and asylum/reception emergencies across Europe, and the ensuing requests for support. The hub will offer technical and material support to Member States, as well as offer a broad range of services including the set-up of new operational interventions, where necessary.

In order to enhance access to wider **interpretation and translation**, the Agency will continue to support EU+ countries with provision of support for available interpretation and translation services, either physically or through the use of remote technologies.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 4,900,000<sup>18</sup></b> (3301 Operational Support)	<b>TBD</b> (3301 Operational Support)
<b>Human resources</b>	8 TA, 3 CA & SNE	TBD
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number of (new) requests for operational and technical assistance</li> <li>• Number of ad-hoc requests for temporary interventions</li> </ul>	

**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.

**Link to the multi-annual objective(s)**

- MA01

**Main outputs/actions (2023)**

- Deliver timely, efficient, coordinated, rapid response operations upon approved request to Member States.
- Design and implement purpose-built modular interventions, providing targeted specific support to Member States for meeting their obligations under CEAS.
- Deploy ASTs and/or Agency's staff, provide operational and technical support for rapid response or emergency needs upon approved request from Member States, in close coordination with the European Commission.
- Develop first response / emergency response capacity to ensure the Agency can respond rapidly and at the required scale to address specific emergency needs arising across asylum and reception in Europe.
- Provide available language services and remote interpretation/translation services.

**Expected results (2023)**

- The Agency responds to rapid response needs upon request in a timely, efficient, planned, structured and coordinated operational manner.
- The Agency demonstrates improved readiness for rapid response in contexts of pressure to national asylum and reception systems of Member States.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Percentage of timely operational responses.	TBD	100% of approved requests responded to within agreed timeframe	Operational records and activity reports

## 2.1.7 External dimension

### 2.1.7.1 Networks and external relations

**Overview of the activity**

The Agency will cooperate closely with EU+ countries, EU services, international organisations and other relevant stakeholders on matters related to the External Dimension. This includes coordination and management of the External Dimension Networks of EU+ National Contact Points (NCPs) covering the i) Resettlement and Humanitarian Admission Network and ii) Third Country

<sup>18</sup> In case of operational needs, RO provisions can be further utilised for operational budgeting.

Cooperation Network; iii) and development of specific Knowledge Management tools and techniques.

The Agency will continue coordination and implementation of agreed frameworks for cooperation with third countries, including through WAs and LOs.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 220,000</b> (3203 External dimension)	<b>TBD</b> (3203 External dimension)
<b>Human resources</b>	8 TA	TBD
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Delivery of 2 dedicated Networks with at least 10 activities to facilitate and encourage cooperation among and between EU+ countries and third countries, in the External Dimension of the CEAS.</li> <li>• EUAA regulation expands the Agency's role in the External Dimension of the CEAS, including with respect to WAs and LOs in third countries as well as further projects and grant management to allow the possibility to scale-up the Agency's work in the External Dimension.</li> </ul>	

### Objective 1

Manage and further develop practical cooperation among EU+ countries on activities pertaining to the Agency's External Dimension mandate.

#### Link to the multi-annual objective(s)

- MA03

#### Main outputs/actions (2023)

- Manage and coordinate two Networks on External Dimension and related Working Groups.
- Continue the development of knowledge management tools and techniques.

#### Expected results (2023)

- The two Networks and related Working Groups are functioning effectively.
- Eased access to, and improved sharing of, existing relevant knowledge held in the Agency, EU+ countries and with other relevant stakeholders.
- Increased participation of EU+ countries in the Agency external dimension activities, including as part of Team Europe initiatives.

<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Number of Network activities implemented and delivered.	TBD	12	Operational/ administrative records; meeting reports
Number of knowledge management tools/techniques, including in support of the Networks, under development, in place or updated.	N/A	5	Operational/ administrative records, reports; business cases developed

### Objective 2

Manage and further enhance the cooperation with third countries on matters related to External Dimension, in a planned and structured manner in coordination with concerned EU+ countries and the European Commission.

#### Link to the multi-annual objective(s)

- MA03

#### Main outputs/actions (2023)

- Implement WAs initially with Turkey, Serbia and Egypt, upon agreement with the Agency's MB and the European Commission.
- Develop WAs with other Third Countries as appropriate upon agreement with the Agency's MB and the European Commission.

<ul style="list-style-type: none"> <li>Deploy LOs to third countries.</li> </ul>			
<b>Expected results (2023)</b> <ul style="list-style-type: none"> <li>Enhanced support and cooperation with third countries within the framework of WAs and through the appointed LOs to third countries where relevant.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of WAs established.	N/A	3	Operational/ administrative records; WA signed

### 2.1.7.2 Resettlement and Humanitarian Admission

<p><b>Overview of the activity</b></p> <p>In line with the European Commission Recommendation on legal pathways to protection in the EU<sup>19</sup>, the Agency aims to strengthen the EU's role in the area of Resettlement and Humanitarian Admission. This will be done in cooperation with the Commission, UNHCR, IOM, other implementing partners and relevant stakeholders. The objective will be to support EU+ countries in meeting the international protection needs of refugees in countries outside the EU, 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. Additionally, the Agency will support, upon request, the planning and implementation of EU+ countries' Resettlement programmes through tailor-made support actions.</p> <p>At the request and based on the needs of EU+ countries, the Agency will coordinate technical cooperation and facilitate the sharing of infrastructure and logistical support, including through the implementation, continuation and/or replication of Resettlement Support Facility (RSF) like concepts.</p> <p>The Agency will participate in the implementation of international agreements concluded by the European Union with countries outside the EU 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 MB<sup>20</sup>.</p> <p>The Agency will continue to support the planning and implementation of Community Sponsorship Programmes and Complementary Pathways to international protection with interested EU+ countries.</p>
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	2023 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 4,053,030</b> (BL 3203 External dimension - Resettlement)	<b>TBD</b> (BL 3203 External dimension - Resettlement)
<b>Human resources</b>	4 TA, 3 CA & SNE	TBD
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>10 EU+ countries expected to be in need of support to facilitate coordination, effectiveness and efficiency of Resettlement efforts including through the RSF-like concept</li> <li>Relevant policy developments (e.g. Pact on Migration and Asylum<sup>21</sup>, Recommendation on legal pathways to protection in the EU<sup>22</sup>, Union</li> </ul>	

<sup>19</sup> Commission Recommendation of 23-09-2020 on legal pathways to protection in the EU: promoting resettlement, humanitarian admission and other complementary pathways, C(2020) 6467.

<sup>20</sup> Article 35(2) of the draft EUAA Regulation.

<sup>21</sup> Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and The Committee Of The Regions on a New Pact on Migration and Asylum, COM/2020/609.

<sup>22</sup> Commission Recommendation of 23-09-2020 on legal pathways to protection in the EU: promoting resettlement, humanitarian admission and other complementary pathways, C(2020) 6467.

	Resettlement Framework Regulation, Voluntary Humanitarian Admission Scheme)
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**Objective 1**

Facilitate planning, cooperation, coordination and implementation of measures and programmes in the area of Resettlement, Humanitarian Admission, Community Sponsorship and Complementary Pathways to international protection in the EU.

**Link to the multi-annual objective(s)**

- MA03

**Main outputs/actions (2023)**

- Enhance technical cooperation among EU+ countries on specific topics of interest in the area of Resettlement and Humanitarian Admission, Community Sponsorship Programmes and Complementary Pathways to international protection.
- Cooperate with third countries and relevant stakeholders (including UNHCR and IOM) in the area of Resettlement and Humanitarian Admission, Community Sponsorship Programmes and Complementary Pathways to international protection.
- Organise Resettlement training for EU+ Countries.
- Continue the development and management of tools related to Resettlement and Humanitarian Admission operations.
- Ensure that Resettlement and Humanitarian Admission related data is collected and shared in a timely manner with EU+ countries.
- Facilitate exchange and cooperation on Monitoring and Evaluation of Resettlement and Humanitarian Admission schemes Community Sponsorship Programmes and Complementary Pathways to international protection.
- Support, upon request, the planning and implementation of Resettlement and Humanitarian Admission, Community Sponsorship Programmes and Complementary Pathways to international protection through tailor-made support actions.

**Expected results (2023)**

- Enhanced technical cooperation among EU+ countries in the field of Resettlement and Humanitarian Admission, Community Sponsorship Programmes and Complementary Pathways to international protection including under the Union Resettlement Framework Regulation, if adopted.
- Increased cooperation with third countries and relevant stakeholders (including UNHCR and IOM) in the area of Resettlement and Humanitarian Admission, Community Sponsorship Programmes and Complementary Pathways to international protection to enable efficiency, effectiveness and complementarity.
- The Agency's Resettlement trainings and tools are used effectively and with added value for EU+ countries.
- Resettlement and Humanitarian Admission related data is collected and shared between EU+ countries.
- Continue mapping and supporting EU+ countries' Monitoring and Evaluation systems in the field of Resettlement and Humanitarian Admission.
- When requested, tailor-made support actions for EU+ countries are developed and supported.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of meetings organised with relevant stakeholders aimed at enhancing cooperation in the field of Resettlement and Humanitarian Admission, Community Sponsorship Programmes and Complementary Pathways to international protection.	TBD	10	Operational/ administrative records; meeting reports

Number of participants in the Agency's Resettlement training sessions.	N/A	Min 20	Operational/ administrative records
Number of tools related to Resettlement and Humanitarian Admission operations developed and available to EU+ countries.	TBD	5	Operational/ administrative records; surveys; reports; statistical data collection

**Objective 2**

Sharing of infrastructure and logistical support towards EU+ countries in selected third countries is in place through RSF like concepts, adapted to the context of the relevant third country.

**Link to the multi-annual objective(s)**

- MA03

**Main outputs/actions (2023)**

- Implement the sharing of infrastructure and logistical support (selection missions and pre-departure orientation (PDO) missions) towards EU+ countries in Turkey through the continuation of the RSF.
- Implement the sharing of infrastructure and logistical support (selection missions and PDO missions) towards EU+ countries in other third countries.
- Strategic meetings held in coordination and cooperation with the European Commission and other relevant stakeholders, including UNHCR and IOM.

**Expected results (2023)**

- Continuation of the RSF including provision of logistical support (selection missions and PDO missions) in Turkey.
- Implementation of an RSF like concept with logistical support provided to EU+ countries (selection mission and PDO missions) in further locations in third countries, based on conclusion of feasibility assessment.
- Provision of selected support services to the Emergency Transit Mechanisms (ETM), based on conclusion of related feasibility assessments.
- Coordination and cooperation with relevant stakeholders (including UNHCR and IOM) is further enhanced.
- Cooperation between EU+ countries in resettlement operations is stimulated.
- EU+ countries are better supported in fulfilling their resettlement pledges.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of selection missions and PDO missions implemented through RSF like concepts.	N/A	20 selections missions 10 pre-departure orientation missions	Operational/ administrative records Periodical activity reports

**2.1.7.3 Third country support****Overview of the activity**

In line with the External Cooperation Strategy (ECS), and within the framework of EU external relations policy, the Agency will cooperate with the authorities of third countries. In particular, this will be done with a view to: promoting Union standards on asylum and reception; assisting third countries to access expertise and build the capacity of their asylum and reception systems; and implementing regional development and protection programmes and other actions. Furthermore, the Agency will adjust its support to key third countries to the framework of the Agency's Reception

Strategy, which identifies reception related support central to the effective delivery of reception services within those countries.

The Agency will continue delivering capacity development support to key third countries’ asylum and reception systems, defined and based on a project management approach, in line with the Agency’s Operations Manual. Moreover, the Agency will facilitate operational cooperation between EU+ countries and third countries. This will be done in line with Team-Europe approach and with EU standards, including with regard to the protection of Fundamental Rights and within the framework of the Union’s external relations policy. The context of the EU accession process will also be taken into account and activities will be implemented in cooperation with the European External Action Service.

In particular, the Agency will continue to provide support to Turkey, the Western Balkan (WB) and Middle East and North Africa (MENA) regions. The geographical priorities may be revised or expanded based on emerging EU priorities as well as EU+ countries’ and/or third countries’ needs.

The support to third countries will be implemented through the Agency’s own budget, including EU+ countries’ earmarked contributions for project initiatives as well as through the implementation of European Commission funding, such as the Instrument for Pre-Accession Assistance (IPA) Programme<sup>23</sup>, the Neighbourhood, Development and International Cooperation Instrument (NDICI) and in cooperation with relevant stakeholders, including EU+ countries and EU Delegations. The Agency will also provide support in close cooperation with the framework of relevant Regional Development and Protection Programmes (RDPPs), as appropriate.

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

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<p><b>EUR 1,430,500</b> (BL 3203 External dimension - Third Country Support) <b>(RO credits)</b> (4101 Czech Republic and Denmark voluntary and earmarked contributions to the Regional Pilot Project in support of North Africa/RDPP NA, Q4 2020 – Q1 2024: EUR 550,000 from Czech Republic; approx. EUR 550,000 from Denmark<sup>24</sup>) (4101 Denmark voluntary and earmarked contributions to the Cooperation Roadmap with Egypt, 2020-2022: approx. EUR 282,000<sup>25</sup>)</p>	<p><b>TBD</b> (BL 3203 External dimension - Third Country Support) <b>(RO credits)</b></p>
<b>Human resources</b>	5 TA, 1 CA & SNE	TBD
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>10 third countries’ national authorities expected to be in need of support from the Agency in view of pressure on their asylum and reception systems</li> </ul>	

<sup>23</sup> Examples are projects following the IPA II-funded Regional Support to Protection-Sensitive Migration Management systems in the Western Balkans and Turkey, phase II and the Agency’s proposal for the anticipated IPA III-funded follow-up regional project.

<sup>24</sup> A Danish voluntary and earmarked contribution to the Agency’s Regional Pilot Project in support of North Africa/RDPP NA is expected. The currency of the earmarked contributions will be in Danish Krona, so the amount reported in EUR is based on current exchange rate, ref. InforEuro November 2020.

<sup>25</sup> The currency of the earmarked contributions will be in Danish Krona, so the amount reported in EUR is based on current exchange rate, ref. InforEuro November 2020.

	<ul style="list-style-type: none"> <li>• EU policy developments with increased focus on the External Dimension of the CEAS, including the Pact on Migration and Asylum</li> </ul>
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**Objective 1**

Strengthen cooperation with **Western Balkan (WB)** national administrations to improve knowledge and capacities to manage fluctuating migration movements and to develop the asylum and reception systems in a protection sensitive manner, including on matters concerning persons with special needs.

**Link to the multi-annual objective(s)**

- MA03

**Main outputs/actions (2023)**

- Provide strategic capacity development to WB administrations.
- Facilitate and encourage operational cooperation between EU+ countries and WB administrations.
- Implement Roadmaps for cooperation with WB administrations.
- Implement anticipated IPA funded project(s).
- Conduct/participate in technical and senior officials' meetings and consultations.
- Assist the European Commission in the design of reception centres in relevant WB partner contexts based on EU Reception Standards.
- Contribute at technical level to the EU programming and policy dialogue with WB administrations, including Team Europe Initiatives.

**Expected results (2023)**

- Improved capacity of the WB asylum and reception competent authorities to respond to international protection obligations.
- Western Balkan asylum and reception systems and practices strengthened in line with CEAS and EU practices.
- Improved skills, knowledge and capacity of asylum and reception officials in the WB region.
- EU programming and policy dialogue with respective WB partners supported at technical level, including Team Europe Initiatives.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of activities implemented under Roadmaps/anticipated IPA-funded Project(s).	TBD	35	Operational and administrative records; periodical activity reports and final project reports sent to the European Commission

**Objective 2**

Strengthen cooperation with the **Directorate General of Migration Management (DGMM)** of the Turkish Ministry of Interior to improve knowledge and capacities to manage fluctuating migration movements and to develop the asylum and reception systems, including on matters concerning persons with special needs.

**Link to the multi-annual objective(s)**

- MA03

<b>Main outputs/actions (2023)</b>			
<ul style="list-style-type: none"> <li>▪ Provide strategic capacity development to DGMM.</li> <li>▪ Facilitate and encourage operational cooperation between EU+ countries and DGMM.</li> <li>▪ Implement the Roadmap for cooperation with DGMM.</li> <li>▪ Conduct/participate in technical and senior official's meetings and consultations.</li> <li>▪ Contribute at technical level to the EU programming and policy dialogue with Turkey, including Team Europe Initiatives.</li> </ul>			
<b>Expected results (2023)</b>			
<ul style="list-style-type: none"> <li>▪ Improved capacity of DGMM to respond to international protection obligations.</li> <li>▪ Turkey asylum and reception system and practices strengthened in line with CEAS and EU practices.</li> <li>▪ Improved skills, knowledge and capacity of asylum and reception officials in DGMM.</li> <li>▪ EU programming and policy dialogue with Turkey supported at technical level.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Number of activities implemented as per the agreed Roadmaps.	TBD	25	Periodical activity reports

<b>Objective 3</b>			
Strengthen cooperation with <b>Middle East and North African (MENA)</b> countries (including countries under the umbrella of the RDPP NA) to improve knowledge and capacities to manage fluctuating migration movements and to develop the asylum and reception systems, including on matters concerning persons with special needs.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>▪ MA03</li> </ul>			
<b>Main outputs/actions (2023)</b>			
<ul style="list-style-type: none"> <li>▪ Provide strategic capacity development to MENA countries.</li> <li>▪ Facilitate and encourage operational cooperation between EU+ countries and MENA countries.</li> <li>▪ Implement Roadmaps for cooperation and/or specific projects with MENA Region countries.</li> <li>▪ Implement a regional pilot project under the umbrella of the RDPP NA.</li> <li>▪ Conduct/participate in technical and senior officials' meetings and consultations.</li> <li>▪ Contribute at technical level to the EU programming and policy dialogue with MENA Region countries, including Team Europe Initiatives.</li> </ul>			
<b>Expected results (2023)</b>			
<ul style="list-style-type: none"> <li>▪ Improved capacity of the national authorities in the MENA Region countries to respond to international protection obligations.</li> <li>▪ MENA countries asylum and reception system and practices strengthened in line with CEAS and EU practices.</li> <li>▪ Improved skills, knowledge and capacity of asylum and reception officials in the MENA Region countries. EU programming and policy dialogue with MENA Region countries supported at technical level.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Number of support activities implemented as per cooperation documents.	TBD	8	Periodical activity reports

## 2.2 Operational support, programming, monitoring and evaluation of operations

### 2.2.1 Deployment and performance management

<b>Overview of the activity</b>
The <b>deployments of the asylum support teams</b> (ASTs) will continue to be managed through the different complementary deployment mechanisms, workflows and systems, including the yearly

planning cycles concerning Member State experts for the OPs and the Roster of remunerated external experts.

The Agency will continue work on strengthening the **framework for deployment management** to be able to provide rapid response, flexibly scale up and scale down support to Member States, in particular in situations of disproportionate pressure on their asylum and reception systems. The Agency will therefore continue to enhance the tools to support the deployment needs of the Agency in terms of the processes necessary to provide flexible, dynamic and professional deployment management to ensure effective operational and technical assistance to Member States.

Following the initial development and establishment of the deployment framework, the implementation of the **management arrangements** for the Agency’s deployment mechanisms will be evaluated and further reviewed. This will be reinforced by **performance monitoring frameworks** to ensure result-based approach to the Agency’s deployment systems.

Following the establishment of the **Asylum Reserve Pool (ARP)** to supplement the existing Asylum Intervention Pool (AIP) and in close cooperation with the National Contact Points (NCPs), the Agency will review, and where necessary further enhance or adapt, the functioning of the AIP and ARP and annual planning exercises for the nomination and deployment of Member State Experts as well as the composition and use of complementary deployment mechanisms. The Agency will **maintain an open channel of communication with the National Contact Points (NCPs)** on all matters pertaining to experts deployed in operational support activities and provide assistance on all issues related to their deployment.

The Agency will make use of and **further develop or refine tools to implement its operational activities**. It will therefore develop the Operational Deployment Management System (ODMS) to replace the **Asylum Intervention Pool System (EAIPS)** - the Agency’s deployment management tool - to include the ARP and further improve integration with other systems in the Agency, deployment planning and management, performance management, as well as the effective monitoring and reporting of deployments in a coherent manner to ensure quality and coherence of deliverables in operational support. It will continue to support the access to information and guidance of deployed experts through the continuous update of Country Operations Platforms (COP) for countries where the Agency provides operational and technical assistance through the deployment of ASTs.

The relevant Agency’s Sector will further enhance the development of modular tools to support the Agency in the delivery of asylum and reception related workflows, including operational tools that can assist the Agency in the performance of specific tasks and functions within asylum and reception processes in Member States. These tools will build further on the work concerning entry-exit systems, remote processing systems (including on pre-registration, registration and asylum interviews), as well as improving scheduling and case management. 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.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 563,390</b> (3301 Operational Support)	<b>TBD</b> (3301 Operational Support)
<b>Human resources</b>	5 TA, 2 CA & SNE	TBD
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Management of the asylum reserve pool of 500 individuals</li> <li>• Management of the Call/Roster of Remunerated External Experts</li> <li>• Management of the AIP NCP Network, including regular meetings (≥2), yearly planning cycles related to the Operating Plans and horizontal support to the deployment of Member State Experts</li> <li>• Support to design or review phases of the OPs as concerns resource planning (≥4)</li> <li>• Number of modules of ODMS updated (4)</li> </ul>	

	• Number of procedures/tools developed (1)
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**Objective 1**

The deployment of experts to ASTs is managed in a solid and coherent framework, further reinforced and improved to ensure the Agency can provide efficient and effective operational and technical assistance.

**Link to the multi-annual objective(s)**

- MA01

**Main outputs/actions (2023)**

- Manage the Asylum Intervention Pool (AIP) and Asylum Reserve Pool (ARP). Continue to collaborate with Member States to ensure quotas for nominations are met.
- Manage complementary deployment management (CDM) systems, in particular the Call/Roster of Remunerated External Experts.
- Manage and further develop the ODMS to introduce new functionalities that can further improve its efficiency.
- Manage and further develop the comprehensive performance monitoring framework for experts deployed to ASTs.
- Organise regular meetings with NCPs, including bilateral meetings, to maintain open channel of communication and discuss/coordinate deployment matters.
- Create, where necessary, update and maintain country-specific information for the Agency operations on Country Operations Platforms.

**Expected results (2023)**

- Enhanced capability of the Agency to scale up and down in a timely and flexible manner, ensuring rapid responses to operational needs.
- Improved functionality of practical tool (ODMS) for the deployment of experts to ASTs.
- Effective and sustainable deployment management and monitoring framework for the Agency's operations.
- Continued and enhanced communication with the NCPs on deployment matters.
- Country-specific information available and up to date for each operation to facilitate the deployment of experts to ASTs.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Degree of completion of ARP/Annual nominations.	N/A	Min 80%	ARP
Degree of implementation of ODMS upgrades/new functionalities.	TBD	Min 80%	EAIPS project plan
Personnel needs in the country operations are met.	TBD	Min 80%	EAIPS
Country-specific information for the Agency operations within the Country Operations Platforms are created and kept updated.	TBD	1 for each operation	Country Operations Platforms

## 2.2.2 Programming of operations

**Overview of the activity**

The Agency's operations are based on sound programming, implementation and monitoring processes as described in the Agency's Operational and Technical Assistance Manual, which is composed of complementary User Guides. The Manual provides methodological guidance for results-based operations with defined entry, exit and sustainability strategies and enhances the planning, implementation, monitoring and evaluation cycle for operational interventions.

With respect to programming of operations, systematic needs assessments inform the design, identification and formulation of the Agency's operational programmes and projects. A results-

based approach underpins the operational planning of strategic programmes and projects involving the development of results frameworks, implementation plans, monitoring plans, internal/external evaluations<sup>26</sup> and other project management tools. Programming will also ensure that programme and project design and planning is in line with the strategies set out at Agency level and the adopted operational methodology.

Monitoring and evaluation of operations enhances feedback mechanisms, which allow adaptive and reflective management responses. The Agency has adopted a dual approach: 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. The results from the monitoring activities and the evaluation will feed back into the planning cycle and will inform decision making for the delivery of operational and technical support.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 170,000</b> (3301 Operational Support)	<b>TBD</b> (3301 Operational Support)
<b>Human resources</b>	6 TA, 3 CA & SNE	TBD
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number of OPs signed and implemented</li> <li>• Number of new requests for operational and technical assistance</li> </ul>	

**Objective 1**

The Agency’s operational and technical assistance is articulated within the framework of the Agency’s strategic vision, built upon an assessment of needs and intervention logic, and implemented through a harmonised use of result-based planning and fidelity monitoring approach, in adherence to an adopted sound operations programming methodology.

**Link to the multi-annual objective(s)**

- MA01

**Main outputs/actions (2023)**

- Provide strategic guidance and methodological support to needs assessment exercises, interventions design, planning and implementation across the Agency’s operations, in accordance with the methodology of the Agency’s Operations Manual.
- Support strategic planning and programming of the Agency’s operational and technical assistance, including implementation modalities.
- Enhance the consistency in the use of project management tools and practices for needs assessment, design and planning of operations and provide capacity building as appropriate.
- Ensure the Agency adopts and implements validated monitoring tools for results and process monitoring in a coherent manner across all operations.
- Provide strategic guidance and direct support to the operations teams in the development and implementation of fidelity monitoring.
- Establish and make continuous use of actionable feedback loops through the fidelity monitoring approach and feedback effectively results from internal and external evaluations.

**Expected results (2023)**

- Further enhancement and harmonisation of operational programming and planning, linked to the Agency’s strategic objectives.
- Further enhancement of the delivery of operational and technical assistance in a harmonised and sound results-based framework.
- Efficient monitoring of the Agency’s operations allows for actionable feedback loops and facilitate the decision-making processes.
- The Agency’s operations benefit from systematic and objective, internal or external, evaluations leading to management response and institutional learning.

<sup>26</sup> Internal evaluations are carried out by the Agency’s staff, whereas external evaluations are conducted by a contracted external evaluators.

- The Agency’s operations are reflective on, and draw lessons from their relevance, efficiency, effectiveness, complementarity and added value.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Percentage of the Agency’s operations designed on the basis of a needs assessment.	TBD	100%	Operations records/project documentation
Percentage of the Agency operations accompanied by a monitoring plan.	TBD	100%	Operations records/project documentation

## 2.3 Training and professional development

### 2.3.1 Development and review of the European Asylum Curriculum

#### Overview of the activity

The European Asylum Curriculum (EAC) is one of the Agency’s main practical tools contributing to the effective and harmonised implementation of the CEAS. It covers the entire field of international protection to form complete and comprehensive learning programmes for asylum and reception officials. Each module is designed to meet specific educational standards for asylum and reception officials derived from the European Sectoral Qualifications Framework (ESQF). The Curriculum reflects the learning needs of officials working in national administrations responsible for asylum and reception matters, other relevant national administrations, personnel deployed as part of the operational activities of the Agency, as well as the Agency’s own staff, particularly those deployed in the field.

The Agency will continue to design and review learning outcomes based on the occupational standards required for a specific task (e.g. asylum case workers, reception officers, COI researchers, registration officers, Dublin officers, team leaders and managers in national authorities, resettlement officers, interpreters). The Curriculum will include entry requirements for each module as well as valid and reliable assessment strategies to assess, on a voluntary basis, the achievement of learning outcomes. The Agency will implement a policy for recognition of prior learning and its assessment in accordance with quality standards in the area of education and vocational training.

In addition to the Reference Group members, the FRO and the CF will be involved in the development of training. The design of the Curriculum will continue to be based on a comprehensive blended learning methodology that utilises a range of learning methods including eLearning and face-to-face training sessions, encouraging peer learning and supported work-based learning.

To ensure an effective and sustainable implementation of the EAC, the Agency will strengthen its training offer for trainers-for-trainers and for trainers for asylum and reception officials. The Agency will develop separate and specific training courses for trainers, complementing and corresponding training modules for asylum and reception officials.

The Agency will be also developing Continuing Professional Development by creating short courses serving to upskill and train trainers. During the development of these new courses, the Agency will engage with actors who have specialised knowledge such as the CF and members of Academia.

Finally, the Agency will continue to coordinate and respond to the need of EU+ countries to translate related training material into the national languages to support the train-the-trainer approach.

	2023 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 1,009,400</b> (3201 Training)	<b>TBD</b>
<b>Human resources</b>	19 TA, 3 CA & SNE	TBD

<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• EU policy or legislative developments triggering needs for review of the training material</li> <li>• Expected increase in the number of OPs requiring ad hoc/specific training development and material</li> </ul>
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**Objective 1**

Support asylum and reception officials to perform their duties and tasks by developing and reviewing training and coaching modules, courses, continuing professional development (CPD) courses, and other training materials forming the EAC for learners and trainers, including the development and review of robust assessment of learning outcomes, based on identified training needs and aligned with standards and guidelines of quality assurance in the area of education and vocational training.

**Link to the multi-annual objective(s)**

- MA09

**Main outputs/actions (2023)**

- New training and coaching modules, courses, CPDs and other training materials, for asylum and reception officials, designed in line with the quality guidelines and standards in the field of higher education and vocational training.
- Modules for asylum and reception officials reviewed following the training cycle in line with the quality guidelines and standards in the field of higher education and vocational training.
- New courses for trainers designed in line with the quality guidelines and standards in the field of higher education and vocational training.
- Courses for trainers reviewed following the training cycle in line with the quality guidelines and standards in the field of higher education and vocational training.
- New CPD materials for asylum and reception officials and for trainers developed.
- Establishment of a Community of practice of asylum and reception officials and trainers.
- Drafting of module design templates.
- Project and contract management for developing training and coaching modules, courses, CPDs and other training materials.
- Development, update and translation of the Training Catalogue.
- Cooperation with UNHCR, CF, relevant EU Agencies, academic institutions, networks and other stakeholders, including meetings with content experts.
- Translation of training and coaching modules, courses, CPDs and other training materials.
- Issuing Training newsletter quarterly.

**Expected results (2023)**

- Development and review of the EAC, based on the identified training needs in line with the quality guidelines and standards in the field of higher education and vocational training.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of modules, courses, CPDs, and other training materials designed and reviewed in compliance with the quality guidelines and standards in the field of higher education and vocational training, to address identified training gaps.	N/A	10 training materials	Documentation and internal records
Average percentage satisfaction with the first session of newly developed and reviewed training materials.	N/A	70% satisfaction rate	Evaluation questionnaire of the first sessions

<b>Objective 2</b>			
Support asylum and reception officials and authorities to perform their duties and tasks by developing and reviewing training materials including deployment training for AST profiles, ad-hoc tailor made and/or specialised training used in the context of the Agency’s operational activities, based on identified training needs and specific requests by relevant authorities.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>▪ MA09</li> </ul>			
<b>Main outputs/actions (2023)</b>			
<ul style="list-style-type: none"> <li>▪ New training materials designed in line with operational needs and as required by relevant authorities.</li> <li>▪ Planning of the development and review of training material.</li> <li>▪ Project and contract management for developing training material.</li> <li>▪ Translation of training material.</li> </ul>			
<b>Expected results (2023)</b>			
<ul style="list-style-type: none"> <li>▪ Development and review of deployment training for AST profiles based on identified training needs.</li> <li>▪ Development and review of ad-hoc tailor made and/or specialized training used in the context of EUAA’s operational activities.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Number of new training materials developed in the context of operational activities.	N/A	5 training materials	Documentation and internal records
Average percentage satisfaction with the first session of newly developed training material.	N/A	70% satisfaction rate	Evaluation questionnaire of the pilot session

### 2.3.2 Delivery of the EUAA Training

<b>Overview of the activity</b>
<p>The Agency will continue to further strengthen its cooperation with EU+ countries national administrations, through planning, organisation, delivery and evaluation of EUAA learners’ modules and trainers’ courses. The Agency will continue to use various learning methods, including face-to-face, e-Learning, blended, webinars, on-the-job training, on-the-job coaching, and will consider the options related to vocational mobility programmes. The Agency may use interpretation in delivery of training, to ensure effectiveness and sustainability.</p> <p>For a multiplier effect, the Agency will continue the implementation of its modules and courses for trainers.</p> <p>The Agency will also continue to deliver the learners’ curriculum and provide support to Member States in the delivery of national training sessions in the Curriculum. To manage flexible learning pathways and ensure that programmes are consistent and relevant to training needs, the Agency will work closely with the relevant Training National Contact Points on need basis.</p> <p>The Agency will continue to actively respond and support the implementation of Operational Plans (Ops). A specific annual Training Plan will be developed per OP. The Agency will also continue to deliver structured and formalised operational induction training to all experts involved in the Agency’s operational activities, including Member State experts, its own staff members, as well as other experts forming part of the ASTs.</p> <p>The Agency will continue to support capacity building and training related activities in third countries falling within the scope of the External Cooperation Strategy.</p>

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 497,500</b> (3201 Training)	<b>TBD</b>
<b>Human resources</b>	19 TA	TBD
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Expected increase in the number of OPs and requests from third countries</li> <li>• Expected increase in number of requested certified training sessions, including Recognition of Prior Learning (RPLs)</li> </ul>	

**Objective 1**

Ensure the management and implementation of trainers and learners curricula, including on the job training and coaching, in line with established quality standards.

**Link to the multi-annual objective(s)**

- MA09

**Main outputs/actions (2023)**

- EUAA Training Plans and National Training Plans.
- Training and CPD for trainers and asylum and reception officials delivered, including coaching, RPLs and assessments.
- Training National Contact Points meetings and Trainers Network Meetings.
- Coordinate training delivery with Training NCPs and other relevant stakeholders within national administrations and beyond (international organisations, other EU Agencies).
- Organisation and delivery of the training sessions, CPDs and coaching under the EUAA Training Plans, including grading and verification of assessments.
- Maintaining the Trainers’ Pool and deploying trainers for delivery of training sessions under the EUAA Training Plans.
- Coordinate with Member States on their training needs and support Member States with development and implementation of their national training plans, including delivery of certified sessions if needed.

**Expected results (2023)**

- Increased capacity of EU+ trainers in modules of the EAC.
- Strengthened knowledge and skills, responsibility and autonomy of asylum and reception officials of national authorities.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of participations to the trainers’ courses and to the learners’ modules.	N/A	5,000	Learning Management System
Overall satisfaction rate of participants.	81%	80%	Learning Management System

**Objective 2**

Ensure the planning, management and delivery of EUAA training and coaching in the framework of Operational Plans (OPs).

**Link to the multi-annual objective(s)**

- MA09

**Main outputs/actions (2023)**

- Training Plans under OPs, based on training needs analysis.
- Organisation and delivery of training sessions, coaching, on the job training under OPs, including training for ASTs.

<b>Expected results (2023)</b>			
<ul style="list-style-type: none"> <li>▪ Various profiles of experts working under the framework of OPs, receive the necessary training to perform their tasks.</li> <li>▪ Targeted training and capacity building activities delivered to Member States' national authorities under particular pressure.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Number of experts participations in thematic training and in on-the-job coaching.	N/A	500	Learning Management System
Percentage of satisfaction of experts.	84%	80%	Evaluation questionnaire

<b>Objective 3</b>			
Enhanced capacity building of national authorities in third countries through training, in particular in the framework of External Dimension Roadmaps.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>▪ MA09</li> </ul>			
<b>Main outputs/actions (2023)</b>			
<ul style="list-style-type: none"> <li>▪ Concept notes for Training activities in the framework of External Dimension.</li> <li>▪ Organise and deliver training sessions and other capacity building interventions for and with third countries.</li> <li>▪ Ensure regular coordination with third countries and other stakeholders on training needs in External Dimension.</li> </ul>			
<b>Expected results (2023)</b>			
<ul style="list-style-type: none"> <li>▪ Targeted trainings and capacity building activities delivered to third countries national authorities within the framework of a roadmap and/or other type of cooperation established with the Agency.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Number of partner country participations in courses for trainers, learners and in national sessions.	N/A	125	Learning Management System

### 2.3.3 Implementation of the Training Quality Assurance Framework

<b>Overview of the activity</b>
<p>The Agency ensures the high quality of the training process and outcomes through the implementation of its Training Quality Assurance Framework: the Agency will implement and monitor the requirements of the European standards and guidelines for quality assurance in the European Higher Education area (ESG 2015) with a view to achieving and maintaining full compliance. In order to achieve this objective, the Agency will continue to adopt a more comprehensive approach to needs assessment, monitoring and evaluation, which, also, encompasses internal quality assurance. The Agency will engage in ongoing monitoring, periodic reviews and reporting of its training activities as well as training standards in modules and programmes. The Agency will ensure that training participants have the opportunity to provide feedback and submit complaints, including assessment appeals, through appropriate channels. The Agency will continue to liaise and coordinate with external groups and panels involved in training quality assurance-related issues.</p> <p>The Agency will strengthen its support to national administrations and trainers to ensure that the measures in the Training Quality Assurance Framework are implemented consistently. Through engagement with the Quality Assurance Advisory Group and the Certification and Accreditation Working Group, the Agency will promote the sharing of expertise and good practices in this regard.</p>

The Agency will continue verifying the authenticity of the ESQF and its implementation throughout the training cycle.

The Agency will undertake comprehensive preparations for an external quality review to ensure that internal processes and procedures in the area of training are sound and fit for purpose, in addition to a Multi-Annual Evaluation of the EAC.

	2023 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 526,600</b> (3201 Training)	<b>TBD</b>
<b>Human resources</b>	8 TA, 1 CA & SNE	TBD
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>EU Educational Policies triggering needs for reporting on compliance with training quality standards: review on a set of 10 training quality standards</li> </ul>	

### Objective 1

Maintain compliance with the EUAA Training Quality Assurance Framework and with standards and guidelines for quality assurance with a view to undergo an external quality assurance procedure for EUAA training.

#### Link to the multi-annual objective(s)

- MA09

#### Main outputs/actions (2023)

- Multi- Annual Evaluation of the EAC.
- Multi-Annual Self-Assessment Report for External Quality Assurance reports.
- Annual Training Report.
- Annual Training Quality Report.
- Quarterly quality assurance tracking reports.
- Annual Action Plan on quality assurance recommendations.
- Project and contract management for development of multi-annual and annual reports and developments and enhancements of quality assurance processes and procedures.

#### Expected results (2023)

- A Quality Assurance Framework for EUAA training activities, including implementing policies and procedures, which covers the entire training cycle and which shall be submitted to an external quality assurance procedure.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Timely response to complaints and appeals.	N/A	95% of the complaints and appeals responded to within the established time limit	Documentation and internal records
Percentage of recommendations in the Annual Action Plan addressed.	N/A	80%	Documentation and internal records

### 2.3.4 Implementing a user-centred Learning Technology Ecosystem (LTE)

#### Overview of the activity

The Agency will continue supporting the users of EUAA eLearning systems, in line with the Training Quality Assurance Framework (TQAF), through the provision of learners' registration services, the production and management of online courses and modules in national languages, and service-wide

helpdesk support. The Agency will continue to perform periodic review of EUAA eLearning offering, based on feedback and ongoing monitoring, to inform improvement of eLearning design with the incorporation of innovative and disruptive technologies.

Furthermore, to enable the effective implementation of the TQAF, the Agency will maintain, upgrade, and extend the features of its Learning Technology Ecosystem (LTE) and progressively consolidate the integration of additional components to ensure end-user experience consistency across platforms and tools for training delivery. In parallel, the Agency will improve the capacity of the Training and Professional Development Centre in the use of advanced digital applications to support training, learning and formal assessment.

The Agency will strengthen channels of communication with other bodies and organisations in the field of eLearning and innovative application of ICT for training and professional development, with the intention of exchanging practices between them and encouraging synergies where applicable.

	2023 (planned)	2021 (actual)
<b>Financial resources</b>	EUR 926,500 (3201 Training)	TBD
<b>Human resources</b>	2 TA, 4 CA & SNE	TBD
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number of helpdesk requests expected to be processed (4,000)</li> <li>• Number of new and updated e-Learning modules expected to be built in English (18)</li> </ul>	

#### Objective 1

Enhance the implementation of EAC and the online experience by continuously improving design and development solutions, expanding the underpinning LTE, while providing effective and efficient client relationship management throughout the training cycle.

#### Link to the multi-annual objective(s)

- MA09

#### Main outputs/actions (2023)

- Support the gradual integration of learning technology components focusing on smooth data flows, coherent user experience, and business requirements from internal/external stakeholders.
- Develop and pilot end-user interface for EUAA LTE to enable direct access to selected systems and tools.
- Support the design, production, and maintenance of online modules and course materials on the EUAA Learning Management System.
- Evaluate, test, and pilot eLearning design solutions based on innovative instructional approaches and state-of-the-art educational technologies.
- Manage customer relationship services and administration of helpdesk platforms for enrolment and delivery of modules and courses.
- Utilise insights from qualitative and quantitative analysis of user behaviours and feedback to inform the design of learning content and activities and increase course value for EUAA learners.

#### Expected results (2023)

- Continuous improvement on provision of eLearning services, technologies, and client relationship management.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
User satisfaction rate of overall experience with LTE and interactive content.	N/A	80%	Learning Management Systems and EU Survey tool
Timely response to helpdesk requests.	N/A	80% of the helpdesk	Ticketing System

		requests responded to within 3 working days	
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## 2.4 Asylum Knowledge

### 2.4.1 Country of Origin Information and Country Guidance

<p><b>Overview of the activity</b></p> <p>The Agency will draw up and regularly update <b>country of origin information (COI)</b> reports, query responses and other products on relevant third countries and thematic issues, in line with the principles and quality standards as established in its COI report methodology, based on desk research, expert interviews and possibly fact-finding missions. In the framework of COI networks, the Agency will continue enhancing practical cooperation on COI, seeking synergies and avoiding duplication of efforts, knowledge generation and capacity building in specialised COI research and analysis. The Agency will also reinforce operational COI support to Member States covered under Operating Plans and will also continue its COI activities in third countries in the framework of the agency’s external dimension strategy. The Agency intends to involve relevant civil society organisations in selected activities and will continue to involve external experts as speakers and panel members.</p> <p>The Agency will continue to provide reliable <b>medical country of origin information (MedCOI)</b>, relying on worldwide networks of medical experts that provide up to date information on the availability and accessibility of medical interventions in the countries of origin of asylum seekers. Based on this information, the MedCOI team will produce responses to individual requests from EU+ countries, general medical country reports, and maintain a database holding the information. This information is accessible to trained personnel in the EU+ countries’ relevant administrations.</p> <p>The Agency together with Member States will develop, review and update country guidance in accordance with identified priorities in order to support the work of decision-makers and policy makers in the EU+ context. The Agency will also continue to undertake outreach activities aimed at supporting the use of country guidance in national decision-making.</p>
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	2023 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 2,514,000</b> (3101 Third Country Research)	<b>TBD</b> (3103 Country of Origin Information)
<b>Human resources</b>	37 TA, 7 CA & SNE	TBD
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number of ad hoc requests for COI (TBD)</li> <li>• Number of MedCOI Individual requests by Member States (1,200)</li> <li>• Number of Member States with operating plan and number of roadmaps with third countries covering COI-MedCOI-Country Guidance support (TBD)</li> <li>• Number of horizontal tools/guidance requiring COI (2)</li> <li>• Number of Commission requests for information and analysis in the context of their tasks on safe countries concepts (TBD)</li> <li>• Number of networks to be managed and related events to be organised based on Member States’ needs (14 networks and 35 events)</li> <li>• Number of Portals to be maintained and further developed (2 – COI + MedCOI)</li> <li>• Number of additional EU+ countries to join the MedCOI service (2)</li> </ul>	

	<ul style="list-style-type: none"> <li>• Number of fact-finding missions in third countries (1-2).</li> <li>• Number of countries on which the Agency and EU+ countries agree to develop or update country guidance (4)</li> </ul>
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<b>Objective 1</b>			
The Agency aims to enhance cooperation on COI and to produce relevant COI products, in line with the COI Report Methodology.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>▪ MA04</li> </ul>			
<b>Main outputs/actions (2023)</b>			
<ul style="list-style-type: none"> <li>▪ Produce COI reports, query responses and other products to be published in the COI portal, website and/or disseminated among the relevant networks or stakeholders.</li> <li>▪ The facilitation of COI Networks and organisation of events.</li> <li>▪ The support of Member States with an operational support plan.</li> </ul>			
<b>Expected results (2023)</b>			
<ul style="list-style-type: none"> <li>▪ Increased efficiency, quality and convergence in COI, and in the decision and policy-making procedures related to international protection, in EU+ countries, the Agency's cooperation and (country) guidance, in the Agency's operations and Member States with an operational support plan, and countries with a roadmap under the external dimension.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Total number of pages of COI reports, query responses and other products produced/ updated (including introductions, bibliographies, etc.).	TBD	2,500	Publication on COI Portal, website and internal dissemination in operations, COI networks, etc.
Total number of COI-related workshops, meetings and conferences organised (including country-specific events, network meetings, skill development and methodological workshops, and events organised in the framework of operational support).	TBD	25	Calendar, email invitations, meeting reports

<b>Objective 2</b>			
Produce reliable and up to date MedCOI information both on-demand and internally determined and make it available to the EU+ countries and the public.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>▪ MA04</li> </ul>			
<b>Main outputs/actions (2023)</b>			
<ul style="list-style-type: none"> <li>▪ MedCOI reports, query responses and other topical and/or methodological products available through dedicated portals and publications.</li> </ul>			
<b>Expected results (2023)</b>			
<ul style="list-style-type: none"> <li>▪ Quality, efficiency and convergence in the decision and policy-making procedures in the EU+ countries are fostered through the production of standardised, reliable and up-to-date medical country of origin information.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Number of Country MedCOI reports.	TBD	5	Publication on COI or MedCOI Portal

Proportion of completed responses to MedCOI individual requests (the baseline number of requests expected is about 1,200 per year).	TBD	90%	Statistics from MedCOI database
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<b>Objective 3</b> Enhance convergence in EU+ decision-making practices through the development, review and update as needed, of common analyses and guidance notes, and through the support and promotion of their use.			
<b>Link to the multi-annual objective(s)</b> ▪ MA04			
<b>Main outputs/actions (2023)</b> ▪ Coordinate, plan and facilitate the country guidance processes by timely and effective organisation of the drafting of contributions, information exchange, meetings, consultations, and publication. ▪ Promote and appropriately support the use of country guidance by Member States, including in relevant EUAA operations.			
<b>Expected results (2023)</b> ▪ Country Guidance documents on main countries of origin are available, regularly updated and used by EU+ countries in policymaking and decision-making.			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Number of country guidance processes, including country guidance development, review and/or update, which are finalised at the level of the Country Guidance Network and guidance notes presented to the MB for endorsement.	TBD	4	Draft notes sent to MB for endorsement
Number of events and activities, such as dedicated launching events, trainings, workshops, conferences, and internal brown bag lunches, in which country guidance is presented to relevant stakeholders, including in the context of relevant EUAA operations.	N/A	10	Agendas, Country Guidance Staff missions

## 2.4.2 Situational Awareness

<b>Overview of the activity</b>
<p>The EUAA Situational Awareness portfolio consists of (1) qualitative information gathering, exchange and analysis on national asylum and reception systems and related developments at national and EU level, and (2) data exchange, strategic analysis and research in view of early warning and preparedness, covering the situation in the EU as well as relevant factors in countries of origin and transit.</p> <p>The <b>Information and Analysis</b> sector manages diverse platforms to provide information and analysis. The Information and Documentation System (IDS) presents comprehensive and up-to-date information on the organisation of asylum and reception systems in EU+ countries. The Agency's Case Law Database is a public resource which captures the most relevant national and European jurisprudence related to asylum. In 2023, IDS is intended to be public and accessible to all audiences. The main objective is to further integrate IDS and the Case Law Database to have clear, comparative overviews of national practices.</p> <p>The Agency's Query System supports the direct exchange of information between EU+ countries on asylum-related topics, integrating different types of requests circulated within various thematic</p>

networks/groups of experts. In 2023, a new activity is to utilise the Query Portal to gather information on activities with third countries through dedicated queries.

Situational overviews and analysis present the current state of play of topics related to CEAS tailored to specific information needs and stakeholders' requests. In 2023, situational awareness outputs will be further developed with an emphasis on public dissemination.

The **data analysis and research portfolio** contributes to situational awareness through three main areas of work. The collaboration with EU+ countries is managed through the Early warning and Preparedness System (EPS)-Statistics and EPS-Analysis and Research Networks.

The Data Hub designs, collects and manages core statistical unified information on the asylum and reception situation in EU+ countries, the Agency operational support, root causes of migration, as well as information from the relevant Union institutions, agencies, and international organisations. In 2023, the Data Hub will continue to ensure a rapid exchange of standardised data and to design, oversee and manage Operational Data Collection (ODC) and related analysis.

The Research programme has built a novel system for early warning and forecasting of mixed migration flows to and within the EU+ to support preparedness and contingency planning. In 2023, it will continue to develop capacity for forward-looking and scenario analysis, and to oversee a large-scale survey system to collect testimonies from applicants for and beneficiaries of international protection in the EU+.

Strategic analysis aims to combine multiple sources of information to comprehensively analyse and communicate the asylum situation in the EU+ to a wide range of external stakeholders. In 2023, situational awareness will be further developed to analyse increasingly complex and integrated data. Analytical work will also continue in cooperation with external partners and service providers on cross-cutting topics.

The **Asylum Report** provides a comprehensive, comparative analysis of developments in asylum at national and EU level. The information is collected throughout the year by the Agency's staff and through collaboration with several stakeholders. Additional outputs and outreach activities are organised to promote the use of the report in scientific, research and academic communities. In 2023, the Asylum Report will be further enriched with special features and thematic sections, focusing on relevant topics in public debates.

	2023 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 1,095,000</b> (3101 Information and Analysis) (3102 Data analysis and research)	<b>TBD</b> (3101 Information and Documentation System and Annual Report) (3102 Data analysis and research)
<b>Human resources</b>	34 TA, 8 CA & SNE	TBD
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number of qualitative databases to be maintained and further developed (4)</li> <li>• Annual Report stemming from EUAA Regulation (1)</li> <li>• Number of analytical outputs stemming from needs expressed by MS or other stakeholders (31)</li> <li>• Urgent information requests received (TBD)</li> <li>• Number of Operating Plans requiring operational data collection and analysis (5)</li> <li>• Number of EPS indicators on which data needs to be collected and analysed (20)</li> <li>• Number of data sources managed (15)</li> <li>• Number of products composing regular analytical portfolio (18) of the Agency's Data Analysis &amp; Research Sector (DARS)</li> </ul>	

	<ul style="list-style-type: none"> <li>• Number of requests for ad-hoc contributions on data, analysis or early warning and forecasting (75, expected to increase)</li> </ul>
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### Objective 1

To gather, update, validate and analyse qualitative information on the implementation of the CEAS and provide relevant products to support evidence-based policy and informed decision-making.

Link to the multi-annual objective(s)

- MA05

### Main outputs/actions (2023)

- IDS pages updated and validated in cooperation with EU+ countries and roll-out public launch Strategic consultations with IDS Advisory Group maintained, including tailored information in view of further development and promotion of the IDS.
- Promotion among external and internal stakeholders of the functioning and maintenance of the database, case law methodologies and the latest case law in asylum.
- Preparation of thematic overviews and analytical products on case law.
- Operating the Query Portal and related activities for all participating EU+ countries and networks including exchange on methodologies with stakeholders maintaining query systems.
- Elaboration of situational overviews and analysis (in a variety of formats, both public and restricted) on current thematic issues of interest, analysing EU+ countries' policies and practices and relevant horizontal issues.
- Addressing ad hoc requests for information and analysis by internal and external stakeholders (including the Agency's operations and third countries).

### Expected results (2023)

- IDS interface is made available to the general public.
- Comprehensive information about the implementation of the CEAS collected from all relevant sources, published in attractive and user-friendly manner and promoted in relevant fora.
- The Case Law Database and related analytical products are considered a consolidated point of reference on jurisprudence on asylum.
- Analytical query reports drafted according to a standardised methodology.
- Development of situational overviews, periodical bulletins and other analytical products addressing information needs of internal and external stakeholders.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Percentage of IDS thematic maintained up to date (updated in the last six months).	TBD	75%	Monthly overview of updated thematic pages, via platform user analytics, communication bulletins informing countries about updates in thematic sessions
Percentage of queries processed yearly in the Query portal.	N/A	90%	Query Portal
Number of situational analysis /updates and other analytical products drafted, including Case Law Database thematic products published or referenced in the Agency's outputs.	10	46	Records of drafted overviews

### Objective 2

To lead information exchanges that quantify the asylum and reception situation in Member States and the operational support provided by the Agency, carry out research on migration drivers as well

as early warning and forecasting of asylum-related migration, and produce a high-quality portfolio of analytical products.

**Link to the multi-annual objective(s)**

- MA05

**Main outputs/actions (2023)**

- Datasets containing processed and standardised information on the asylum and reception situation in Member States, operational support provided by the Agency, and root causes of migration.
- Timely, validated and comparable data shared with all stakeholders via pivot tables, dashboards and other means.
- Reports on early warning and academic papers on research conducted, including joint outputs with EU+ countries and others.
- EU system for early warning and forecasting of asylum-related migration.
- Collection and analysis of testimonies directly from applicants.
- Analytical portfolio of regular strategic and operational products on the situation of asylum in the EU+.
- Collaborative reports with other sectors of the EUAA on cross-cutting topics.
- Joint analyses with EU+ countries, Frontex, Europol and others.
- Novel projects using cross-system data.
- Responses to ad hoc requests on stakeholders' analytical needs.

**Expected results (2023)**

- The Agency delivers meaningful data on situation awareness to its stakeholders.
- The Agency is able to produce an advanced analytical portfolio heavily underpinned by information managed and delivered by the Data Hub.
- The Agency, Member States and the Commission have a better understanding of migration drivers, can better anticipate asylum trends and plan suitable policies and operational responses.
- Data driven analyses are complemented with testimonies to produce more effective analyses and include the perspective of applicants for or beneficiaries of international protection.
- The Agency consolidates its role as a centre of expertise by publishing in academic journals.
- Attention of policy makers steered towards to pertinent questions in asylum-related migration.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Percentage of strategic (EPS and open sources) data processed within established timeframes.	N/A	100%	Analysis and monitoring
Number of activities covered by ODC.	N/A	25	Internal records and reporting
Number of analytical, research and related outputs.	N/A	250	Internal records and reports

**Objective 3**

The Agency produces a high-quality Asylum Report serving as a flagship product of the Agency and a reference document for the CEAS.

**Link to the multi-annual objective(s)**

- MA05

**Main outputs/actions (2023)**

- Produce an analytical annual report describing the implementation of the CEAS based on robust sources gathered from research and consultation of a wide range of stakeholders.
- Expert exchanges on experiences and methodologies with stakeholders publishing relevant reports at the EU level.

- Develop a web version of the Asylum Report, including a searchable database of key changes in legislation, policies and institutions, an executive summary and other accompanying resources.

#### Expected results (2023)

- Engagement of relevant stakeholders and intended audience in the production and use of the Asylum Report through contributions to report drafting and increased use once published.
- Asylum Report established and maintained as the “go to” document on CEAS.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of accompanying resources.	N/A	5	The Agency’s website

### 2.4.3 Asylum Cooperation and Guidance

#### Overview of the activity

The Agency will continue to stimulate **practical cooperation** and the exchange of best practices to support Member States through the work of **thematic networks on asylum processes, exclusion, Dublin, reception, vulnerability and courts and tribunals**, in cooperation with all relevant stakeholders.

**Practical cooperation meetings** will cater for both senior experts/practitioners discussing thematic issues and managers of asylum and reception administrations focusing on strategic and managerial issues and will be delivered in a range of formats. More in-depth cooperation between and capacity building of EU+ countries will be organised in the form of **exchange programmes** (on asylum processes, reception). **Judicial dialogue** is stimulated through activities specifically targeting members of courts and tribunals.

When it comes to **asylum processes**, particular focus will be placed on quality management, digitalisation of asylum processes and agility to adapt to evolving challenges. Specific **reception** themes will include detention and restricted mobility in the asylum context. In 2023 the Agency will further support reception systems in line with its **Strategy on Reception (2021)**, following a building block approach that focuses on different aspects such as managing an overall reception system and running a reception facility, ensuring ongoing processes along the three reception phases of arrival, stay and exit and supporting contingency planning. The activities related to **vulnerability**<sup>27</sup> will focus on the steps in identifying vulnerability, assessing special needs and referring to the right service providers to address those needs. In addition, the Agency will continue to provide managers and staff with methods, tools and interventions to improve staff well-being. In 2023 the Agency will focus more on the effective use of the **Dublin III regulation** to increase the number of transfers, reduce delays to apply the legal clauses related to family reunification in view of faster and safer ways to unite children with their families.

It will continue its cooperation with eu-LISA, Frontex and other agencies to ensure synergies and complementarity in making use of Eurodac and Dublin related technical solutions more efficiently for Member States, as well as improving the quality and security of the information exchanged. The EUAA will continue to cooperate with its established pool of international protection judicial experts and work hand in hand with its dedicated network of judges from national and European courts, leading judicial associations and other key stakeholders. In particular, the EUAA will further support transnational judicial dialogue through capacity building activities, based on reference tools, notably judicial analyses, designed for international protection judges and other judicial professionals, with the aim to promote high quality and consistent decision-making processes. In 2023, the EUAA will increasingly rely on case-law analysis to better measure the impact of its work.

<sup>27</sup> The vulnerability portfolio includes activities related to 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, persons living with disabilities, with mental health concerns, elderly persons, single parents, etc.

Furthermore, the Agency will continue to **develop and promote common operational standards and indicators, recommendations, identification of best practices and practical guides and tools in relation to asylum and reception** and will continue efforts to make these immediately relevant and valuable for the end user, including through the development of digital tools and by adapting tools to national contexts where needed. In 2023 the Agency will implement the recommendations of the external evaluation on the quality, usefulness and impact of the common operational standards and indicators, guidance and practical tools, which will be completed in 2022.

In line with the **Digital Innovation Strategy** it intends to adopt in 2022, the Agency will offer a platform for the exchange of good practices and work on development or adaptation and promotion of IT tools which can be made available to all Member States.

The Agency's practical tools, standards and indicators, guidance, and technical advice and expertise will continue to **support the implementation of operating plans and capacity building in the external dimension**.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 4,311,705</b> (3202 Asylum Cooperation and Guidance)	<b>TBD</b> (3202 Asylum Processes)
<b>Human resources</b>	40 TA, 10 CA & SNE	TBD
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number of Operating Plans and Roadmaps supported (12)</li> <li>• Number of networks to be managed (6) and related activities to be organised based on Member States' needs (22)</li> <li>• Number of Projects (2)</li> <li>• Number of products/publications stemming from needs expressed by Member States or other stakeholders (22)</li> </ul>	

### **Objective 1**

The Agency aims to facilitate practical cooperation and exchange of best practices among Member States on:

- asylum processes, quality management, digital innovation and selected aspects of the CEAS within the framework of the Agency's Asylum Processes Network;
- exclusion processes in the framework of the Exclusion Network;
- vulnerability, within the framework of the Vulnerability Expert Network;
- implementation of the Dublin III Regulation, within the framework of the Network of Dublin Units;
- reception, within the framework of the Network of Reception Authorities;
- all aspects of the CEAS relevant to courts and tribunals.

### **Link to the multi-annual objective(s)**

- MA06

### **Main outputs/actions (2023)**

- Organise Annual National Contact Point Meetings for all networks.
- Plan and implement a yearly programme of support activities including thematic meetings, workshops, webinars, conferences, exchange visits and technical assistance based on prioritised needs and with an increased contribution from national experts, including the EUAA Judicial Experts' Pool.
- Identified good practices and gaps, including through thematic queries and surveys.
- Share periodic newsletters/updates with Network members, accompanied by outreach activities.
- Bilateral consultations, study visits and technical assistance measures and reports (Dublin, Reception).
- External stakeholders are involved in the preparation, implementation and follow-up of activities, where relevant.

**Expected results (2023)**

- Increased representation and engagement of all EU+ countries and key stakeholders within the Networks.
- Best practices with regard to asylum processes, exclusion, vulnerability, Dublin procedures, reception and courts and tribunals are identified and promoted, and targeted recommendations provided.
- Identification of needs for common practical tools and guidance.
- Enhanced practical cooperation within EU+ by gathering, analysing and exchanging information to address vulnerability in line with the CEAS.
- Enhanced strategic cooperation through exchanging, sharing, presenting or reporting on experiences, practices and projects related to the implementation of the Dublin regulation.
- Enhanced strategic cooperation among EU+ Reception Authorities, based on exchange of views by senior managers and directors of reception authorities to help address challenges in this area.
- Reinforced knowledge and analytic skills of the members of courts and tribunals in the field of international protection law.
- Consolidated Judicial Experts' Pool.
- Reinforced collaboration with key external partners through more substantial involvement in relevant activities.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of practical cooperation meetings of the Asylum Processes Network, the Exclusion Network, the Vulnerability Experts Network, the Network of Dublin Units, the Network of Reception Authorities, the Courts and Tribunals Network.	TBD	46	Admin. records / quarterly
Number of exchange visits organised.	TBD	8	Admin. records / bi-annually
Number of periodic updates/newsletters/platforms of the Exclusion Network, Vulnerability Experts Network, Network of Dublin Units.	TBD	18	Reports published on Network Platform

**Objective 2**

Develop, promote and facilitate the use of common practical guides and tools, guidance, operational standards and relevant indicators, judicial analyses, to support the correct and effective implementation of the CEAS.

**Link to the multi-annual objective(s)**

- MA06

**Main outputs/actions (2023)**

- Development and publication of practical guides and tools, operational standards and indicators, through working groups and consultation of the network and other key stakeholders.
- Maintain high quality and up to date judicial tools adapted to language needs, with increased dissemination.
- Implement outreach activities, including newsletters, launching events, videos, field visits, workshops and translations of publications, to effectively reach end-users and support with the roll out of the developed guides and tools.
- Implement the recommendations of the external evaluation of the practical guides and tools.
- Support activities in applying standards, indicators and guidance.
- Contingency plans for reception developed, reviewed or adapted<sup>28</sup> and accompanied by contingency plan support activities (workshops and scenario testing).

<sup>28</sup> The support to the development of these contingency plans depends on the outcome of the recast RCD and the role of the EUAA in this regard.

**Expected results (2023)**

- Increased knowledge and technical skills of asylum and reception staff and management based on practical guides and tools, guidance, operational standards and indicators and collection of best practices, as well as on recent legal developments and jurisprudence.
- Increased awareness, use and impact of practical tools.
- Increased convergence in quality standards in asylum and reception.
- Greater consistency and convergence in the decision-making process, including at second instance.
- Innovation and IT solutions in asylum processes are supported and promoted.
- The quality and impact of operational standards and indicators, guidance and practical tools are improved following an external evaluation.
- Better management of reception inflows and out-flows in EU+ countries based on informed contingency planning at national level.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of practical guides and tools, operational standards and indicators, and publications related to courts and tribunals developed or updated and published.	TBD	23	Products published on the website and/or Network platform
Number of innovation processes supported, promoted or developed.	N/A	2	Admin. records
Number of support activities for support of Contingency Plans (CP) (workshops, scenario testing).	N/A	5	Workshop reports, admin. records

**Objective 3**

The Agency aims to provide technical advice and quality assurance support to measures within the Agency’s Operating Plans and in the context of capacity building under the External Cooperation Strategy.

**Link to the multi-annual objective(s)**

- MA01, MA02, MA03, MA06

**Main outputs/actions (2023)**

- Development and/or revision of relevant SOPs, working instructions, workflows and templates as well as through quality feedback reports and tailored guidance and tools.
- Support to set-up of and/or strengthening the quality assurance mechanisms with the national asylum authorities, including self-assessment and operationalisation of best practices.
- Implementation of operational support and capacity building activities such as workshops, on-the-job-coaching sessions, quality support missions, assessments and process improvement activities on asylum processes and quality management, reception, vulnerability and the work of courts and tribunals.
- Activities to strengthen capacities of countries under particular pressure and in the external dimension to address vulnerability in all aspects of CEAS implementation, to manage reception workflows, and organise the work of courts and tribunals.
- Permanent support to the design and implementation of the operational measures related to thematic areas, including at second instance.

**Expected results (2023)**

- Improved quality of refugee status determination processes supported by the Agency (registration, information provision, conducting interviews, drafting opinions or evaluations, etc.).
- The quality assurance mechanisms are established and/or strengthened and supported in countries where the Agency has operations.
- Increased capacity and skills to identify, assess and respond to the needs of vulnerable persons.
- Increased capacity and skills to manage reception workflows in line with EU reception standards.

- Enhanced expertise of the judicial authorities and effective practical cooperation and exchange between members of courts and tribunals.
- Increased awareness and use of practical tools under Operating Plans and in third countries under the framework of the External Cooperation Strategy.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of guidance, tools, SOPs, workflows, templates and quality feedback reports on the core asylum processes developed, updated or reviewed.	TBD	16	Tools and reports made available to operations by email and/or through information platforms
Number of operational support and capacity building activities implemented (asylum processes, vulnerability, Dublin, reception).	N/A	42	Admin records

#### 2.4.4 Monitoring the operational and technical application of the CEAS

##### Overview of the activity

In line with its revised mandate, the EUAA will in 2023 continue developing a methodology for monitoring the operational and technical application of the CEAS in view of the gradual roll-out of EUAA's monitoring mechanism as from 31 December 2023.

The main objective of the monitoring mechanism is to prevent or identify possible shortcomings in the asylum and reception systems of Member States and to assess their capacity and preparedness to manage situations of disproportionate pressure so as to enhance the efficiency of those systems.

To this end the monitoring will be carried out with respect to all aspects of the CEAS, in particular: the Dublin system; procedures for international protection; the application of criteria for assessing the need for protection and the type of protection granted, including as regards the respect of fundamental rights; child protection safeguards and the specific needs of persons in a vulnerable situation; staff available and capacity in terms of translation and interpretation as well as the capacity to handle and manage asylum cases efficiently, including the handling of appeals, without prejudice to the judicial independence and with full respect to the organisation of the judiciary of each Member State; the reception conditions, capacity, infrastructure, equipment and, to the extent possible, financial resources.

	2023 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 300,000</b> (3501 Monitoring of application of the CEAS)	<b>N/A</b>
<b>Human resources</b>	3 TA For the initial stages: multi-disciplinary project team to be sourced on part-time and needs-basis from ongoing activities within the asylum knowledge area, to maximise use of existing expertise and know-how	N/A
<b>Estimates of quantifiable workload drivers</b>	N/A	

<b>Objective 1</b>			
Prepare a methodology for monitoring the operational and technical application of the CEAS in view of the gradual roll-out of EUAA’s monitoring mechanism.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>▪ MA07</li> </ul>			
<b>Main outputs/actions (2032)</b>			
<ul style="list-style-type: none"> <li>▪ Working group meetings to agree on technical proposal.</li> </ul>			
<b>Expected results (2032)</b>			
<ul style="list-style-type: none"> <li>▪ Draft monitoring methodology produced.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Number of monitoring methodologies drafted.	N/A	1	Internal documentation

## 2.5 Protection of fundamental rights

<b>Overview of the activity</b>
<p>The FRO will establish a Fundamental Rights Strategy and, once it is adopted, will ensure that it is implemented. The FRO will also set up a complaints mechanism to monitor and ensure the respect for fundamental rights in all the activities of the Agency and eventually administer it.</p> <p>The sites where the Agency carries out its operational activities may be subject to visits by the FRO, with the consent of the Member State concerned.</p> <p>In carrying out their duties, the FRO cooperates with the CF and is consulted on Operational &amp; Technical Assistance Plans, the evaluation of the Agency’s operational and technical assistance, the code of conduct and the EAC.</p>

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 51,500</b> (3701 - Protection of fundamental rights)	<b>N/A</b>
<b>Human resources</b>	3 TA	N/A
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number and nature of fundamental rights assessments performed (5)</li> <li>• Number of visits to be organised (2)</li> </ul>	

<b>Objective 1</b>			
Ensure the full respect for fundamental rights in all of the Agency’s activities.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>▪ MA01-MA11</li> </ul>			
<b>Main outputs/actions (2023)</b>			
<ul style="list-style-type: none"> <li>▪ The FRO is appointed.</li> <li>▪ The Fundamental Rights Strategy is adopted.</li> <li>▪ The complaints mechanism is established.</li> </ul>			
<b>Expected results (2023)</b>			
<ul style="list-style-type: none"> <li>▪ Information sessions on the fundamental rights strategy, including in the margin of EUAA activities, organised.</li> <li>▪ The complaints mechanism up and running.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Number of information sessions organised.	N/A	3	Session reports

## 2.6 Horizontal Activities

### 2.6.1 Consultative Forum and Civil Society

<b>Overview of the activity</b>
<p>Reinforced cooperation between the Agency and civil society will be pursued in the framework of the Consultative Forum (CF), subject to a decision of the MB (expected in 2022) on its composition and modalities and subsequent adoption of Working Methods by the CF itself.</p> <p>The Agency will continue to carry out electronic consultations on key documents, including the Fundamental Rights Strategy, the complaints mechanism, the code of conduct and the European Asylum Curriculum (EAC).</p> <p>Select civil society organisations (CSOs) will continue to be invited to participate in various thematic areas. The CF meetings will continue, both the Plenary Meetings and smaller scale thematic/geographic-oriented consultation meetings. The Agency also intends to continue organising information webinars and/or workshops to complement the exchange of information and pooling of knowledge.</p> <p>The Agency will 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 and providing contributions where appropriate. Furthermore, the Agency will contribute to the activities of the Consultative Fora of other JHA Agencies.</p>

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 160,000</b> (3401 Cooperation with civil society)	<b>TBD</b>
<b>Human resources</b>	2 TA	TBD
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>Number and nature of consultations required (6)</li> </ul>	

<b>Objective 1</b>			
Reinforce cooperation between the Agency and civil society.			
<b>Link to the multi-annual objective(s)</b>			
MA10			
<b>Main outputs/actions (2023)</b>			
<ul style="list-style-type: none"> <li>Organise and implement CF meetings (Annual Plenary and thematic/geographic meetings) subject to the modalities and working methods to be agreed by the MB and CF in 2022.</li> <li>Consult relevant CSOs on key documents, such as the Work Programme, the Asylum Report, the Fundamental Rights Strategy, the code of conduct, the complaints mechanism and the EAC.</li> <li>Facilitate, where appropriate, involvement of relevant CSOs in different areas and related activities of the Agency's work.</li> <li>Contribute to the activities of the CF of other JHA Agencies.</li> <li>Participate in civil society networks at EU and national levels.</li> </ul>			
<b>Expected results (2023)</b>			
<ul style="list-style-type: none"> <li>Continued and reinforced dialogue, consultation and cooperation with the CF.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Number of consultations held with CSOs.	TBD	6	Consultation calendar and progress on website
Number of areas (and related Agency activities) in which select CSOs were invited to participate.	TBD	6	Internal reports

Number of activities of other JHA Agencies' Consultative Fora in which the Agency participated or contributed to.	TBD	4	Meeting reports
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## 2.6.2 Governance

### Overview of the activity

The Agency will continue strengthening relations with **stakeholders**, ensuring its activities are well-coordinated, consistent with relevant EU priorities, ensuring awareness of its work and informing policy and legislative development.

Cooperation with the European Commission, the Council and Member States, the EP, the EEAS and other relevant stakeholders will continue at technical and at high-level. Cooperation with other EU agencies will continue through the EU Agencies' Network and the JHA agencies Network as well as through WAs, Exchange of Letters and Cooperation Plans. In particular, during 2023, the EUAA will hold the Chairmanship of the JHA Agencies Network.

The Agency will continue to strengthen horizontal cooperation and coordination with international organisations, including UNHCR, IOM, ICMPD, IGC, GDISC and the Council of Europe.

The Agency will continue deployment of Liaison Officers to Member States and third countries (see also Section 2.1.7 External Dimension). In the area of **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 to gain visibility, legitimacy and credibility. In 2023, the Agency will continue to pro-actively engage with the media regularly for press briefings, both at headquarters and in the field. Notably, this will be expanded to national capitals and Brussels. Direct engagement with citizens will also be reinforced.

In addition, the Agency's Internal Communication Plan for 2023 will continue to significantly improve through events, publications, and internal documents and tools.

The Agency will continue to strive for full compliance as well as effectiveness and efficiency of its **internal control system**, reinforced with the ex-post control function.

The Internal Audit Service (IAS) of the European Commission reviews and evaluates the Agency's risk-management, governance and internal-control processes. The following topics were identified for the period 2021-2023: a) multi-entity audit on the coordination and WAs with EU decentralised agencies in DG HOME (other than Frontex), b) needs and feasibility assessment in operational planning; c) Data Management (IT and non-IT elements) and d) HR Management (as a reserve topic).

As concerns **legal affairs**, the Agency has re-established its legal function with the aim to ensure that implementation of the Work Programme is in compliance with the applicable legal framework. Legal advice is provided on matters related to contracts and procurement, staff, corporate governance, intellectual property rights and inter-institutional matters, and in particular in relation to operational support. These also include handling public access to document requests, dealing with complaints submitted to the European Ombudsman, representing the Agency before the Court of Justice of the European Union, and liaising with the European Commission representatives and other external stakeholders.

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. Prior checks with the European Data Protection Supervisor are no longer required. Under the new Data Protection Regulation, processes with a higher degree of risk for individuals' privacy have to undergo a Data Protection Impact Assessment (DPIA).

The Agency will further enhance its **corporate planning, monitoring and reporting** capabilities, including forecasting, prioritisation and contingency planning exercises.

The framework for the management of the Agency’s organisational portfolio of **programmes, projects and business activities** will be fully implemented to improve delivery and ensure added value.

The Agency conduct its planned evaluations in line with the **evaluation framework** based on the European Commission’s Better Regulation Guidelines and overseen by the internal **Evaluation Advisory Group**.

	2023 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 240,000</b> (3402 Cooperation with Stakeholders)	<b>TBD</b>
<b>Human resources</b>	N/A <sup>29</sup>	N/A <sup>30</sup>
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number and nature of events requiring preparation or contribution (250)</li> <li>• Deployment of Liaison Officers to Member States (≥7)</li> <li>• Number of planned evaluations (≥8)</li> </ul>	

### Objective 1

Maintain good governance, communication and continued cooperation with stakeholders.

#### Link to the multi-annual objective(s)

- MA10

#### Main outputs/actions (2023)

- Liaison Officers are deployed to the Member States.
- Organise meetings of relevance to the Agency’s activities with relevant European and international stakeholders, also in the margins of events and organise networking events as appropriate.
- Participate in relevant external meetings to present EUAA activities whenever requested or invited.
- Implement existing WAs, Cooperation Plans, and Exchange of Letters with stakeholders and conclude further frameworks as appropriate.
- Organise press interviews with national and EU or Brussels-based journalists, as well as strategic press interviews to coincide with specific events and developments.
- Organise press visits with particular focus on the Agency operational activities.
- Issue press releases to coincide with major events, publications, developments, etc.
- Modernise communication outputs using digital tools (newsletters, publication distribution, press material, etc.).
- Decentralise press activities in main operational areas in order to generate greater and tailored impact (notably in Greece and Brussels).
- Further improve level of implementation of the Agency’s new ICF.
- 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 European Commission.
- Provide continuously high-quality legal advice and assurance.
- Manage judicial and quasi-judicial proceedings, including legal representation in court proceedings.
- Assess the Agency processes that require a data protection impact assessment.

<sup>29</sup> Staff allocation is part of ‘Resources allocated to governance, administrative and other horizontal activities’ (Title 1).

<sup>30</sup> *Ibid.*

<ul style="list-style-type: none"> <li>▪ Enhance corporate planning and reporting aligned with regulatory requirements to meet stakeholder expectations.</li> <li>▪ Support, coordinate and implement the optimal use of evaluations in the Agency.</li> <li>▪ Manage the Agency’s programme and project portfolio in line with the agreed framework.</li> </ul>			
<b>Expected results (2023)</b> <ul style="list-style-type: none"> <li>▪ The Agency enjoys a high level of coordination and cooperation with stakeholders in areas of its mandate, duplication is to be avoided, and the Agency enjoys higher visibility and credibility.</li> <li>▪ The Agency is a recognised and trusted counterpart in the field and contributes to discussions relevant to its mandate.</li> <li>▪ The Agency is the <i>de facto</i> reference in media reporting on Asylum in the EU.</li> <li>▪ Improved governance systems and overall reputation.</li> <li>▪ Efficient processes and reduced administrative burdens, while ensuring increased availability of reliable information on decision making, corporate performance and level of compliance.</li> <li>▪ The implementation of the 2023 evaluation plan enhances the performance of the Agency, in line with its mandate.</li> <li>▪ Improved management approaches with enhanced synergies and efficiency gains.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of meetings organised with key stakeholders.	TBD	150	Internal reporting
Number of external meetings and/or events participated in.	TBD	100	Internal reporting
Percentage of change in monthly average social media reach.	TBD	+10% compared to 2021	Social media analytics
Reach of mentions of the Agency in Press.	TBD	16 billion	Meltwater analytical tool
Media exposure: number of online news publications mentioning the Agency.	TBD	6,000	Meltwater analytical tool
Timely implementation of the Agency’s Internal Control Self-Assessment (ICSA) Action Plan.	TBD	90%	State of play of implementation of the ICSA Action Plan
Timely implementation of agreed risk responses in the Agency’s Risk Register.	TBD	90%	State of play of implementation of the Risk Register
Percentage of completed evaluations on the number of planned evaluations to be completed.	TBD	90%	Evaluation Advisory Group

### 2.6.2.1 Executive Director’s KPIs

In line with the European Commission Guidelines on KPIs for Directors of EU decentralised agencies<sup>31</sup>, the following KPI has been established for the Executive Director of the Agency.

<b>Objective 1</b> Effective implementation of the Work Programme with allocated human and financial resources.
<b>Link to the multi-annual objective(s)</b> <ul style="list-style-type: none"> <li>▪ MA10</li> </ul>
<b>Main outputs/actions (2023)</b> <ul style="list-style-type: none"> <li>▪ Quarterly Work Programme implementation and governance reports delivered to the MB.</li> <li>▪ Consolidated Annual Activity Report (CAAR) positively assessed and timely adopted by the MB.</li> </ul>

<sup>31</sup> <https://ec.europa.eu/transparency/regdoc/rep/10102/2015/EN/10102-2015-62-EN-F1-1.PDF>

<b>Expected results (2023)</b>			
<ul style="list-style-type: none"> <li>▪ Achievement of prioritised results as specified in annual planning documents.</li> <li>▪ Increased effectiveness of the internal control system.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Implementation of planned activities (WP), utilisation of planned financial (Budget) and human (Establishment Plan) resources (a combined average).	TBD	≥80%	Quarterly monitoring reports

### 2.6.3 Information and Communication Technology

<b>Overview of the activity</b>
<p>The Information and Communication Technology (ICT) activity in 2023 will continue to focus on MA011 that addresses the standardisation of information management, the developing of insight into the CEAS IT capabilities and building the ‘anywhere’ workplace to ensure business continuity and adaptability in changing environments. The activities are geared to support continuous organisational change and to leverage technology by properly planning, integrating and securing our information and technology.</p> <p>As elaborated in MA011, the focus in 2023 will be on standardising the Agency’s collaboration platforms, setting up interviewing and videoconferencing scheduling, developing the organisational data repository and resolving the fragmented user experience of ICT applications. Understanding the ICT capabilities of Member States also remains a key objective.</p>

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	N/A (no Title 3 provisions)	N/A (no Title 3 provisions)
<b>Human resources</b>	N/A <sup>32</sup>	N/A <sup>33</sup>
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Regular portfolio deployments (minimum 2 per year)</li> <li>• Alignment of investment appraisals with a minimum deviation threshold (tendency to 0 deviation)</li> <li>• Number of the Agency’s locations with standardised user access environment (at least 14)</li> </ul>	

<b>Objective 1</b>
Deploy and evolve IT-driven solutions to enhance efficacy and efficiency of key asylum support areas.
<b>Link to the multi-annual objective(s)</b>
<ul style="list-style-type: none"> <li>▪ MA02, MA06, MA09</li> </ul>
<b>Main outputs/actions (2023)</b>
<ul style="list-style-type: none"> <li>▪ Fully operational Alternate Deployment Mechanism toolset with robust integration to the Asylum Intervention Pool system.</li> <li>▪ Launch of Vulnerability Referral Tool with multilingual capability in interested Member States.</li> <li>▪ Evolution of multilingual capabilities of the Asylum Reception Conditions Tool.</li> <li>▪ Launch of Trainer and Content Experts Tool with robust integration to pertinent applications in Training Development &amp; Implementation areas.</li> <li>▪ Launch of Let’s Speak Asylum Tool to support provision of asylum and reception related information.</li> </ul>
<b>Expected results (2023)</b>
<ul style="list-style-type: none"> <li>▪ Improved flexibility to manage operational deployment capacity for asylum interventions.</li> </ul>

<sup>32</sup> Staff allocation is part of ‘Resources allocated to governance, administrative and other horizontal activities’ (Title 1).

<sup>33</sup> *Ibid.*

- Improved identification and referral of vulnerable asylum seekers for adequate humanitarian or medical attention/assistance.
- Improved capture of Asylum Reception Conditions information.
- Improved data on trainers and content experts in asylum thematic areas, with the possibility to engage them for training and content delivery.
- Enhanced provision of information to asylum seekers and the general public.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
User satisfaction with deployed information technology solutions.	N/A	≥75% satisfaction	User satisfaction survey

### Objective 2

Enable the automation of processes and improve efficiency in the workplace.

#### Link to the multi-annual objective(s)

- MA02, MA06, MA10, MA011

#### Main outputs/actions (2023)

- Full integration of electronic signatures with the Paperless system.
- Launch of the Common Planning Monitoring and Reporting Tool for digitalising and efficiently conducting the SPD exercise.
- Evolution of reporting dashboards to provide better process insights.
- Migration of identified HR processes onto the Commission's SYSPER tool.
- Evolve the Agency's public website to offer a modern, responsive, secure, and integrated user experience (inclusive of EUAA branding depending on legislative action).
- Evolution of Stakeholder Contact Management tool to offer incremental features and functionality.
- Intranet refresh.
- Predictability in asset stock and inventory, including rapid reaction stock.
- Increase the practices of alignment and participation of business in the ongoing projects.
- Ensure at all times contractual coverage and continuity in acquisition of ICT equipment and services.

#### Expected results (2023)

- Improved efficiency of attesting/signing formal documents through Paperless workflows.
- Improved efficiency and effectiveness of the SPD exercise.
- Improved reporting insights to assist continuous improvement initiatives.
- Improved usage of and alignment with the Commission's toolset.
- Improved user experience and brand recall for the public website.
- Priority based mechanism of decision making when attributing allocation of resources to projects.
- Avoid any stock disruption by pro-actively managing stock buffers, including for rapid reaction situations.
- Ensure complete coverage of steering groups to the application portfolio.
- Improved user experience of the Intranet, resulting in improved access to and consumption of information within the organisation.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
100% coverage of standardised Wi-Fi settings across all geographical locations.	N/A	100%	Network monitoring tools

### Objective 3

Improve the stakeholders experience and the 'anywhere' user coherent access to and management of information. Leverage technology towards achieving organisational mission.

#### Link to the multi-annual objective(s)

- MA04, MA11

**Main outputs/actions (2023)**

- Standardisation of the corporate Wi-Fi user experience across all geographical locations.
- 100% coverage of the identity management solution across the Application portfolio.
- Changing the network mesh to 'shortest path' access to the information requested.
- Address the fragmentation of user experience in accessing ICT application portfolio.
- Establish a zero-trust architecture towards managing security by fencing identity.
- Standardise technological hand-over to users.
- Map business architecture to identify optimisation opportunities.

**Expected results (2023)**

- Role-based access to corporate wireless network anywhere on organisational premises.
- System owners fully manage the permissions to their applications.
- Lesser dependency on HQ network and shorter paths to information.
- Unification of user experience at login moment.
- Establish information asset landscape access profiles (defined role location, device, application, risk and exception).
- Establish regular hand-over of products governance for user support.
- Increase the reusability and modularity of the technical architecture.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Achieve 100% technical architecture.	N/A	100%	Architecture portal