Single Programming Document

Multi-annual Programming
2022 – 2024

Work Programme
2022

Revision 1

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European Asylum Support Office

EUAA Single Programming Document

Multi-annual Programming N+1 – N+3 (2022-2024)

Work Programme 2022 Revision 1

Adopted by the Management Board on 20 December 2021

SUPPORT IS OUR MISSION

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[1] Commission Delegated Regulation (EU) 2019/715 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council (OJ L 122, 10.5.2019, p. 1).

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Notes on the SPD 2022-2024 revision 1

The Single Programming Document (SPD) 2022-2024, including Work Programme 2022 and Budget 2022 revision 1, was drafted based on the new applicable 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.

Foreword

In 2021, EASO celebrated its 10-year anniversary since it became operational on 19 May 2011. This was a good point to look back at the Agency's progress, celebrate its successes and identify scope for improvement.

However, 2021 is also the year in which the Agency's new mandate will materialise. Following the preliminary agreement reached in 2017, the subsequent years of uncertainty, and the resumption of discussions in 2020, I was delighted to see that the co-legislators reached an agreement on the Regulation transforming EASO into the EU Agency for Asylum (EUAA) in June 2021.

With the formal adoption procedure for the Regulation underway, and expected to be completed towards the end of 2021, I look forward to 2022 as the year in which the EUAA comes to fruition. This is an important milestone for me and for the Agency, but also for the European Union (EU) as a whole and especially for the Member States. The new mandate will enable us to overcome various challenges that developed due to the incongruence between a relatively old Regulation and a field which is constantly evolving. The new mandate will enable us to provide more and better support, and to live up to the ever-growing needs and expectations. Equally importantly, the new mandate reflects a commitment to the EU's values in the field of international protection and to working together to deliver on our responsibilities.

The Work Programme for 2022 is therefore based on the Agency's new mandate. Needless to say, this is a transition. Although preparatory work started back in 2017, and was stepped up in 2021, evidently 2022 will see considerable time and effort dedicated to operationalising the new mandate, while ensuring that all of our support activities are continued and enhanced. We will continue to build on the work EASO has done so far, while maximising the use of the new mandate to everyone's benefit.

It is clear that the agency would require sufficient human and financial resources to be able to deliver its new mandate.

With the recent developments in Afghanistan in mind, as well as their wider impact on the region, and possibly also on the EU, expectations for the new Agency to deliver are already high. The EUAA is committed to deliver, within its extended mandate, the required support, whether it relates to reinforced operational and technical assistance; Country of Origin Information (COI) and country guidance to reach higher levels of convergence in processing Afghan asylum applications; situational

awareness activities to improve early warning and preparedness; specialised training courses; practical cooperation meetings on topics such as contingency planning and crisis management in asylum and reception; enhanced capacity to operationally support Member States subject to disproportionate pressure; stepping-up coordination and support to resettlement efforts; or capacity building using a whole-of-route approach.

I am therefore eagerly looking ahead to 2022 and to the implementation of the Agency's Work Programme, which I am convinced will serve to further reinforce the Agency as a key partner for the improved functioning of the Common European Asylum System (CEAS).

Nina Gregori
Executive Director

List of Acronyms

AD	Administrator
AIP	Asylum Intervention Pool
ARP	Asylum Reserve Pool
AO	Authorising Officer
AST	Asylum Support Team/Assistant
CA	Commitment Appropriations *(used in a financial context)*
CA	Contract Agent *(used in a human resource context)*
CAAR	Consolidated Annual Activity Report
CEAS	Common European Asylum System
CF	Consultative Forum
CAN	Comprehensive Needs Assessment
COI	Country of Origin Information
CSO	Civil Society Organisation
DG HOME	Directorate-General for Migration and Home Affairs
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
DG MM	Directorate General of Migration Management, Turkey
EAIPS	EASO Asylum Intervention Pool System
EASO	European Asylum Support Office
ECA	European Court of Auditors
ED	Executive Director
EDD	Executive Director's Decision
EEAS	European External Action Service
EMN	European Migration Network
EP	European Parliament
EPS	Early Warning and Preparedness System
ERDMS	Electronic Records and Document Management System
EU	European Union
EU+	EU Member States and Associate Countries
EU-FRANK	Facilitating Resettlement and Refugee Admission through New Knowledge project
eu-LISA	European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
EUAA	European Union Agency for Asylum
Eurostat	Statistical Office of the European Union
EURTF	European Regional Task Force
EXO	Executive Office
FG	Function Group
FRA	European Union Agency for Fundamental Rights
Frontex	European Border and Coast Guard Agency

FTE	Full-time Equivalent
GDISC	General Directors' Immigration Service Conference
HR	Human Resources
IAS	Internal Audit Service
IC	Internal Control
ICC	Internal Control Coordinator
ICF	Internal Control Framework
IDS	Information and Documentation System
IGC	Intergovernmental Consultations on Migration, Asylum and Refugees
IOM	International Organization for Migration
IPA	Instrument for Pre-accession Assistance
ISAA	Integrated Situational Awareness and Analysis
JHA	Justice and Home Affairs
KPI	Key Performance Indicator
LAL	List of Available Languages
LIBE	Committee on Civil Liberties, Justice and Home Affairs, European Parliament
MB	Management Board
MedCOI	Medical Country of Origin Information
MENA	Middle East and North Africa
MEP	Member of the European Parliament
MS	Member State
NCP	National Contact Point
ODMS	Operational Deployment Management System
OP	Operating/Operational Plan
PA	Payment Appropriations
RDPP	Regional Development and Protection Programme
RSF	Resettlement Support Facility
SCIFA	Strategic Committee on Immigration, Frontiers and Asylum
SLA	Service Level Agreement
SNE	Seconded National Expert
SPD	Single Programming Document
StratNet	Strategic COI Network
TA	Temporary Agent
UNHCR	United Nations High Commissioner for Refugees
VEN	Vulnerability Expert Network
WP	Work Programme

Mission Statement

Mission

The mission of the European Union Agency for Asylum (EUAA) is to promote a harmonised European approach to international protection.

Vision

The Agency's vision is to achieve convergence and timely responses on international protection across Europe and beyond.

Objectives

The objective of the Union's policy on asylum is to develop and establish a Common European Asylum System (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 draft 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:

- Solidarity
- Responsibility
- Expertise
- Responsiveness
- Respect

Legal mandate and tasks

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

Article 1 of the new Regulation stipulates the Agency's mandate:

1. The European Union Agency for Asylum shall contribute to ensuring the efficient and uniform application of Union law on asylum in Member States in full respect of fundamental rights. The Agency shall facilitate and support the activities of Member States in the implementation of the CEAS, including by enabling convergence in the assessment of applications for international

[2] 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.

[3] 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.

protection across the Union and by coordinating and strengthening practical cooperation and information exchange. The Agency shall improve the functioning of the CEAS including through the monitoring mechanism and by providing operational and technical assistance to Member States, in particular where their asylum and reception systems are under disproportionate pressure.

2. The Agency shall be a centre of expertise by virtue of its independence, the scientific and technical quality of the assistance it provides and the information it collects and disseminates, the transparency of its operating procedures and methods, its diligence in performing the duties assigned to it, and the information technology support needed to fulfil its mandate.

The tasks of the Agency set out in Article 2 include:

- Facilitate, coordinate and strengthen practical cooperation and information exchange among Member States on their asylum and reception systems;
- Gather and analyse information of a qualitative and quantitative nature on the situation of asylum and on the implementation of the CEAS;
- Support Member States when carrying out their tasks and obligations in the framework of the CEAS;
- Develop and maintain a European asylum curriculum for Member States and, where appropriate, establish, develop and review training to Member States' national authorities responsible for asylum and reception matters, , courts and tribunals, and other relevant national administrations.
- Draw up and regularly update reports and other products providing for information on the situation in relevant third countries, including countries of origin, at the level of the Union;
- Set up and coordinate European networks on third country information;
- Organise activities and coordinate efforts among Member States to develop a common analysis of and guidance notes on the situation in countries of origin;
- Assist the European Commission in the assessment and designation of third countries as safe countries of origin and safe third countries at Union level;
- Provide effective operational and technical assistance to Member States with defined entry and exit strategies, in particular when they are subject to disproportionate pressure on their asylum and reception systems;
- Set up an asylum reserve pool to complement the asylum intervention pool;
- Set up and deploy asylum support teams;
- Acquire and deploy the necessary technical equipment for the asylum support teams and deploy the experts from the asylum reserve pool;
- Develop operational standards, indicators, guidelines and best practices in regard to the implementation of all instruments of Union law on asylum;
- Deploy Liaison Officers to Member States;
- Monitor the operational and technical application of the CEAS with a view to assisting Member States to enhance the efficiency of their asylum and reception systems;
- Support Member States in their cooperation with third countries in matters related to the external dimension of the CEAS, particularly in terms of resettlement and partner country support on asylum/reception including through the deployment of Liaison Officers to priority third countries;
- Engage in communication activities on the Agency's own initiative in the fields within its mandate and in accordance with the relevant communication and dissemination plans adopted by the Management Board.

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 European Union Agency for Asylum (EUAA), 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 basis of 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 have an impact on 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. Still, the rapid deterioration of the situation in Afghanistan in 2021, accumulating in the Taliban takeover during summer, is expected to pose particular challenges to countries neighbouring Afghanistan, transit countries en route to the EU, and eventually EU Member States confronted with increased numbers of Afghan asylum applications. In 2022, the Agency will be expected to deliver support to address these challenges, both to Member States with high number of first arrivals and to partner countries in the external dimension.

Key planning assumptions for 2022

The SPD 2022-2024 is based on the following main planning assumptions:

- The **new EUAA Regulation** will have entered into force before or shortly after 1 January 2022 (2022 is planned as the **first full year** of the agency under its new mandate).
- **Core business activities** will remain at least at the same levels as in 2021, provided that the operational needs in Member States which the Agency supports through the implementation of Operational Plans and which will require continued support, or other emerging needs, are not significantly greater than expected and in the absence of a new migration crisis elsewhere in the EU, or requiring increased involvement of the Agency in third countries, to enable implementation of pre-agreed and prioritised activities and functionalities of the EUAA.

  The Agency will however maintain flexibility and review its response capacity to respond in a timely and efficient manner to changing circumstances. Unforeseen events, such as the situation in Afghanistan in 2021, can be a trigger for increased interventions in several areas of the Agency's activities - such as increased operational support to Member States with high numbers of first arrivals, reinforced capacity building, including specialised training interventions and contingency planning activities for Member States and partner third countries, increased production and update of COI and country guidance, situational awareness activities to improve early warning and preparedness, and practical cooperation meetings. As such, the Agency assumes that it will be able to adapt to new circumstances, and respond to new operational challenges, while ensuring smooth continuation of its core business activities.

- The Agency's **human and financial resources** for 2022 were increased by five additional posts and €380,000 as adopted by the budgetary authority on 24/11/2021, amounting therefore at **€171.78 million** annual budget and **505 staff** and 58 short-term Contract Agents, whose contracts will expire in 2022.
- 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 2022

- Member State experts continue to be essential for operations and the Agency will continue to secure the maximum nominations possible, including through the establishment and operationalisation of the Asylum Reserve Pool (ARP) which complements the existing Asylum Intervention Pool (AIP). However, due to the scale of operations foreseen and the specifics of each operational context, the lack of flexible complementary deployment mechanisms has impacted the ability of the Agency to quickly scale up and down operations as necessary, to ensure business continuity of its operations and improve efficiency through longer-term deployments, improved planning and delivery capabilities, new working tools and methods, and reduced administrative burden.
    - *Mitigation: the Agency will continue to engage with the Member States via the National Contact Points, the Management Board and respective Ministers responsible for asylum in Member States to ensure sufficient numbers of experts are nominated to the asylum reserve pool and made available for deployment through the current asylum intervention pool. The Agency will operationalise, as necessary, complementary deployment mechanisms to meet the commitments of the Agency's operational support to Member States.*
    - *EASO has in the course of 2021 established a Roster mechanism through the complimentary deployment mechanism project which has been initiated with the first deployments foreseen for Spain, Italy, Cyprus and Lithuania in October 2021. This will be progressively tested and implemented to provide the much-needed flexibility and capacity to address large scale deployment needs.*
- The **budget for 2022** was increased by €380,000 as adopted by the budgetary authority on 24/11/2021 in response to the Agency's request for new posts for 2022. Additional tasks arising will lead to needs assessment and respective 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 duly given to the Agency.*
- Insufficient **contingency funds** in the Agency budget to cover the financing of unforeseen urgent requests for operational and technical support. The Agency needs to remain flexible to timely adapt to unpredictable external factors continuing to influence migration. Budget and staffing availability is therefore 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.*

- Unforeseen events or emerging crises may limit the ability of the Agency to perform some of its planned activities and the delivery of its work programme.
    - *Mitigation: The Agency has a business continuity plan and governance in place, which will aid management and mitigation of external influences and emerging crises. Additionally, the Agency will continuously monitor the implementation of its activities, make the necessary adjustments, and invest in innovative solutions to continue delivering on 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 with a view 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 II. MULTI-ANNUAL PROGRAMMING (N+1 – N+3) (2022-2024)

1 Multi-annual Work Programme

1.1 Operational Support

1.1.1 Operational support to Member States

Multi-annual strategic objective: MA01	
Description of objective	Upon approved request, effectively assess, prioritise, plan, implement, monitor and evaluate direct operational and technical assistance including emergency support to Member States based on approved budgets, clear entry, exit and sustainability strategies, in line with the Agency's mandate, thus enabling Member States to respond to particular pressure on their asylum and/or reception systems.
Expected results	- The Agency's operations are implemented as prescribed in the Agency's Regulation and the Agency's Operational and Technical Assistance Manual. - The Agency's operations are delivered within an effective project management framework, and contribute to improved coordination, enhanced capacity and capability of Member States to respond to pressure on their asylum and/or reception systems. - Operational multi-annual programming documents and Results Frameworks are in place and aligned with the Single Planning Document (SPD) planning process, to inform operational planning. - Annual operational budgets are set based on the available budgets of the Agency, the assessed prioritised operational needs and regular in-depth consultation with the European Commission and the concerned Member States. Budgets are monitored and reviewed using a continuous and rigorous monthly financial monitoring framework.

Performance indicators (with data sources)	Targets
Percentage of implementation of annual Operational Plan (OP) measures for each operation (data source: progress monitoring reports).	Minimum 85% implementation of OP measures on an annual basis by 2023[4]
Percentage of operations planned and implemented applying the methodology of the Operations Manual (data source: internal records on annual planning, signed Operational Plans).	100% on an annual basis, as relevant
Percentage implementation of monthly budget forecasting and monitoring system; percentage of annual consumption of budgetary appropriations (data source: OSC budget monitoring system, ABAC reports).	All operations (100%) apply a real time budget monitoring system Minimum 95% commitment appropriations consumed on an annual basis

[4] In line with the duration of a specific Operational Plan.

Multiannual strategic objective: MA02	
Description of objective	Develop and implement operational systems and tools to ensure flexibility (rapid response, scale up and scale down), effectiveness and efficiency of operational support and deployment management.
Expected results	- The Agency's operational deployment management and related performance management frameworks and systems are optimised. - The Agency has developed, maintains and continuously enhances the required operational capacity to respond appropriately, in a professional and timely manner across all operations. - Alternative deployment systems identified; complementary mechanisms developed and implemented. - Effective tools for contingency planning are in place.
Performance indicators (with data sources)	Targets
Percentage coverage of the deployment process through the Operational Deployment Management System (ODMS). Asylum Reserve Pool (ARP) integrated into ODMS (data source: ODMS system).	ODMS covers 100% of the operational deployment process by the end of 2023 ARP module developed, tested and implemented 100% in ODMD by the end of 2023
Degree of development and implementation of complementary deployment and performance management systems (data source: internal statistics on the status of implementation of complementary deployment systems).	100% of the systems identified by the end of 2020 and implemented by the end of 2023
Percentage of timely responses by the Agency, making use of contingency planning tools (data source: internal statistics/reports per event).	100% of new operational activities activated within the maximum statutory limits or best practices

The Agency will continue to **enhance its operational support** to EU Member States based on the prioritisation of current and emerging needs and using the validated project management methodology to fully implement the EU Asylum *acquis* and to respond to particular pressure on EU Member States' asylum and/or reception systems, taking into account the trends in arrivals and migration routes. 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. The Agency will, from 2022, further enhance its results-based approach proceeding with – where necessary and appropriate – the development and implementation of Operational Plans on an extended project management cycle of up to three years. This will ensure more targeted, efficient, flexible and dynamic approaches to operational support whereby the Agency can rapidly scale up and scale down; build in entry, exit and sustainability strategies, and ensure effective monitoring and evaluation cycles, allowing for better measurement of the impact of operational interventions. Where the pressure on the asylum and reception systems has decreased, the Agency will implement planned exit strategies including a phased handing over of all or selected activities to the host Member State, while focusing on continued capacity building as required to ensure sustainability of the support provided. The Agency will further strengthen the link between its strategic and operational activities, building on the experience gained through the provision of operational support, and feeding back this experience into its strategic planning work.

In this regard, the Agency will target its operational support to the specific emerging needs based on annual **strategic prioritisation** and pre-defined entry, exit and sustainability strategies for countries where the Agency implements agreed Operational Plans, in the context of requests from EU Member States and continuous consultations with the European Commission. The Agency's activities will range from immediate support in a crisis situation to medium and longer-term operations and related capacity building activities for the receiving Member States with regard to their asylum and / or

reception systems. This will also include direct operational and technical support upon request for host Member States and receiving Member States for ad hoc disembarkations/voluntary relocation exercises under the direct coordination of the European Commission, and other first response / emergency response interventions, as needed. Early consultations with the European Commission to ensure complementarity with other Union support actions and funding mechanisms, will be ensured.

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

- Supporting Member States to further develop the national systems for management of international protection and reception services;
- Deploying asylum support teams, as necessary, in close collaboration with the relevant national authorities, EU agencies and implementing partners;
- Supporting Member States with identification and registration of third-country nationals and examination of applications for international protection, at first instance and, where appropriate and in full respect of judicial independence, also at second instance;
- Facilitating the examination of applications for international protection or providing national authorities with the necessary assistance in the procedure for international protection;
- Facilitating Member States' technical cooperation in processing applications for international protection;
- Facilitating technology transfer 'as is' from one Member State to another, or making technological amendments to make a tool more suitable and tailored for a wider group of Member States;
- Supporting with the provision of information on the international protection procedure;
- Supporting with the implementation of the Dublin Regulation;
- Advising, coordinating and providing operational and technical assistance to build the capacity of concerned national authorities responsible for reception services;
- Advising, coordinating and providing operational and technical assistance for the setting up, management or provision of emergency, first-line and second-line reception facilities to the Member States;
- Supporting Member States to ensure that children's rights and child protection are safeguarded, in particular as regards unaccompanied minors;
- Supporting with the relocation or transfer of asylum seekers / beneficiaries of international protection within the EU including through implementation of both structured and ad hoc relocation programmes and projects;
- Providing interpretation services, administrative support, the necessary infrastructure and logistics, and technical equipment.

Such measures are in line with and contribute to the achievement of the wider policy objectives pursued by the EU's asylum policy, i.e. to offer appropriate status to any third-country national requiring international protection in one of the Member States and ensure compliance with the principle of non-refoulement, through the development and consistent implementation of a Common European Asylum System, including the proposals presented by the European Commission in September 2020 as part of the new Pact on Migration and Asylum[5]. Should the legislative proposals be adopted, the Agency will implement measures and specific activities to further develop and **enhance its operational preparedness and contingency planning and delivery capabilities**, to better contribute to the common objectives sought through the new legislative proposals and the Agency's enhanced mandate and operational role.

When agreeing Operational Plans and the specific support measures with each Member State, **budgetary allocations** required for the implementation of the Operational Plans and specific project plans will be developed from the outset. Complementarity and the avoidance of duplication of funding will be paramount in the determination of required budgets. Such budgets will be developed in close

[5] https://ec.europa.eu/info/publications/migration-and-asylum-package-new-pact-migration-and-asylum-documents-adopted-23-september-2020_en

consultation with the European Commission and will be monitored on a continuous basis using a robust financial monitoring framework. Budgetary requirements will be reviewed, revised and updated in close consultation with the European Commission.

The Agency will continue to enhance the planning, needs assessment, design, implementation, monitoring and evaluation of operations through the consistent application of the processes validated as part of the Agency's **Operational and Technical Assistance Manual.** The Agency will fully implement its validated system for the programmatic and process monitoring and evaluation of operations as defined in the Operational and Technical Assistance Manual, allowing for regular review and improvement of operational performance. The monitoring and evaluation results will feed back into the planning process to support better planning of operations, as well as the observations of the Agency's Fundamental Rights Officer.

Given the large-scale operational activities that the Agency implements on the ground in Member States with high numbers of first arrivals and the ad hoc disembarkation/voluntary relocation operations, coordinated by the European Commission, further **refinement of planning and contingency preparedness** will be necessary. Planning activities covering human and financial resources, procurement of services and goods, as well as the Agency's operational and logistical preparedness will be reviewed continuously, and relevant operational and contingency plan(s) prepared to ensure the Agency is ready to meet future increased or decreased operational needs.

The Agency will **further develop and make use of a number of specific operational tools** to implement its operational activities, including the Operational Deployment Management System (ODMS) which will replace the Asylum Intervention Pool System (EAIPS), the-end-to-end electronic system for deployment and reimbursement of experts and other personnel, an updated asylum reserve pool of experts, and fully implement a business case initiated in 2020 in respect of a complementary deployment system. The Agency will develop required performance management systems for operational deployments and also explore other horizontal operational and related technical solutions and innovative tools that will enhance operational support and joint processing carried out by asylum support teams, a modular end-to-end operations suite of tools to support operations in the areas of asylum and reception and processing of resettlement and relocation applications. Feasibility for modules within case management systems and remote delivery of operational support and related capabilities will be assessed, and appropriate workflows and tools will be established to reduce risks stemming from crises such as the COVID-19 outbreak, as well as to enhance the efficiency and effectiveness of operations.

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

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

1.1.2 External dimension

Multi-annual strategic objective: MA03	
Description of objective	Enhance the implementation of the External Dimension of the CEAS by supporting increased resettlement efforts by EU+ countries and by supporting partner countries capacity in the field of international protection, in line with the External Cooperation Strategy (ECS). The Agency will review its External Cooperation Strategy to ensure fidelity is maintained to this Strategy in light of the adoption of the EUAA Regulation.
Expected results	- Increased support to EU+ countries in the implementation of the European and national resettlement schemes, as well as in respect to Humanitarian Admission and Complementary Pathways to international protection. The Agency provides stronger coordination and support to EU+ countries on resettlement, Humanitarian Admission and Complementary Pathways to international protection, within the wider framework of EU external relations policy. - Roadmaps for cooperation are in place and specific projects (e.g. under the framework of the Regional Development and Protection Programme (RDPP) North Africa, anticipated IPA-funded project(s) for Western Balkans) are implemented, allowing for graduated capacity-development actions in support of partner countries in the field of international protection, within the framework of the ECS. - Working Arrangements (WAs) with partner countries developed, where appropriate. - Agency External Cooperation Strategy reviewed and updated.
Performance indicators (with data sources)	Targets
Number of activities organised by the Agency, within the wider framework of the European Commission's policy, to enhance the coordination and cooperation among European and EU+ countries resettlement programmes and in view of expanding resettlement, Humanitarian Admission and Complementary Pathways to international protection (data source: monitoring reports).	10% increase on an annual basis
Number of Resettlement Support Facility (RSF) like concepts continued in Turkey and expanded and replicated where appropriate (data source: RSF project files).	1 RSF like concept is maintained in Turkey; 1 RSF like concept is replicated in another partner country as appropriate; minimum 80% overall stakeholder satisfaction as per the mission feedback and evaluation(s) of the RSF like concepts
Number of Roadmaps and projects in place and, where appropriate, Working Arrangements (WAs) developed to cover foreseen capacity building (data source: Roadmaps, projects, Working Arrangements).	8 Roadmaps and projects are timely developed, implemented and extended as necessary Roadmaps and projects are monitored and evaluated following the Agency's methodology and with minimum 75% overall stakeholder satisfaction Development of WAs with 3 partner countries, where appropriate

The Agency will **support the External Dimension of the CEAS** in agreement with the European Commission and within the framework of the EU external relations policy and the Agency External Cooperation Strategy, while taking into account the Working Arrangement for cooperation on external actions signed with the European Commission on 11 January 2018, in accordance with the Common Approach on decentralised Agencies. Consequently, the activities of the Agency in the External Dimension are targeted to the priority areas that have been agreed in the Agency's External Cooperation Strategy (ECS). The Agency's external actions are well coordinated with all relevant services of the European Institutions to ensure complementarity with other EU policies and support to partner countries as well as to avoid a dispersal of efforts and resources.

In the field of **Resettlement**, the Agency will coordinate and manage the Agency's Resettlement and Humanitarian Admission Network set up in 2020. The Agency will support EU+ countries in the implementation of the Union Resettlement Framework Regulation, when in place and upon the request of the EU+ countries concerned, which can also benefit from the support of Liaison Officers in partner countries when in place and relevant. Specifically, the Agency, shall continue to implement and/or expand the Resettlement Support Facility (RSF) in Turkey. The Agency will continue to explore how RSF-like concepts can be further developed and replicated in other partner countries. The Agency will also support the European Commission and EU+ countries (based on the agreed SOP), if and when a political agreement is reached, to implement the Voluntary Humanitarian Admission Scheme (VHAS) in Turkey.

Resettlement is an area on which information is gathered and analysed and on which training has been developed. The Agency will continue to support wider coordination on Resettlement and Humanitarian Admission among EU+ countries within the framework set by the European Commission as well as the development and delivery of common information, training materials and tools to be used by EU+ countries engaging in Resettlement and Humanitarian Admission programmes.

The Agency will continue to support planning and implementation of Community Sponsorship Programmes and Complementary Pathways to international protection, such as Family Reunification, with interested EU+ countries.[6]

Furthermore, the Agency shall **encourage and facilitate operational cooperation between EU+ countries and partner countries**, within the framework of the EU external relations policy, including with regard to the protection of fundamental rights, and in cooperation with relevant EU services. This will be done in a coordinated manner, including through the Agency's Third Country Cooperation Network set up in 2020, with a view to promoting EU standards on asylum and reception, assisting partner countries with expertise and capacity development for their own asylum and reception systems, as well as to implement activities in line with initiatives such as the Regional Development and Protection Programmes (RDPPs). The Agency retains the possibility to deploy Liaison Officers in addition to project related staff to partner countries where needed and as appropriate.

The geographical priorities lie in the Western Balkans (WB) region, Turkey, the Middle East and North Africa (MENA) region and other partner countries of origin, transit and destination, as appropriate and as outlined in the EU external relations policy documents as well as in coordination with the European Commission and the EEAS, including EU Delegations.

In line with the Pact on Migration and Asylum[7] as well as the EUAA regulation, the Agency will continue to provide capacity building and institutional support to key priority partner countries in the field of international protection, as appropriate and in line with EU external relations priorities.

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6 Reference to the European 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; and building on the pilot project on Private Sponsorship Programmes undertaken in 2018 at the invitation of the Commission.

7 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.

1.2 Asylum Knowledge

1.2.1 Country of Origin Information, Medical Country of Origin Information and Country Guidance

Multi-annual strategic objective: MA04	
Description of objective	Enhance cooperation on and exchange of country of origin information (COI) between EU+ countries and provide Union level information on third countries, based on which the level of convergence can be improved through Common Analysis, Country Guidance Notes, Practical Tools, Operational COI Support and other activities.
Expected results	- Making available high quality EU-level COI products in support of: 1. decision making and policy – development in relation to international protection processes; 2. Development of country-specific guidance at EU level; and 3. operational support and external dimension activities. - Enhancing cooperation between EU+ countries in the field of COI, aiming to strengthen information exchange, build capacity and increase quality in accordance with common methodological standards, through a network approach. - Guarantee the availability to the EU+ countries of high quality medical country of origin information (MedCOI) both on availability and accessibility of medical interventions to support the decisions of the countries' authorities and policy makers in procedures relevant or related to asylum. Where possible increase the efficiency in the provision of such information and in its use. - Fostering convergence in the assessment of international protection needs and supporting high-quality decision-making by developing together with EU+ countries common analysis and guidance notes on main countries of origin.
Performance indicators (with data sources)	Targets
Total number of pages of COI reports and other COI products on third countries produced and/or updated annually (data sources: COI Portal, operational COI pages, products shared by email to stakeholders).	2,500
Web portals on third country information, making available all COI products with optimal transparency and aiming at a steadily increasing relevance and use of the portals (data sources: COI portal statistics tool and MedCOI portal statistics).	+5% increase in number of visits annually
European networks on third country information (COI Networks) for the exchange of information, the mapping of national COI initiatives, the contribution to EU-level products, as well as a Union-level COI query system (data source: calendar, email, publications on COI Portal and online collaborative network spaces and/or queries Porta).	10 specialised networks running on key third countries or topics; 1 national COI Portal administrators network; and 1 COI strategic network, with 1 annual network meeting for each network, with minimum 80% overall participant satisfaction
Effectively responding to identified and agreed needs of the EU+ countries in medical COI information (data source: MedCOI database and COI portal).	Responses provided to more than 90% of received individual requests (10% buffer for pending requests at the end of the year) 4 MedCOI products on health care situation produced annually (a single product should be counted against an average of 100 pages,

	including introduction, bibliography, etc.)
Country Guidance documents produced as a result of fostering the exchange of information and the cooperation between Member States in jointly assessing the situation in main countries of origin (data source: website).	4 country guidance documents endorsed by the Management Board and made available on the website; these may include the development of new country guidance or the update of existing country guidance documents

In the area of Country of Origin Information, the Agency will support efficiency and quality in asylum decision and policy-making by aiming to support and strengthen the COI capacity in the Member States and at Union level. The Agency will draw up and regularly update reports, query responses and other products on relevant third countries and thematic issues such as security situation, socio-economic circumstances, targeting of profiles, including vulnerable or minority groups, etc.

The Agency will do this following the principles and quality standards as established in its COI report methodology. The Agency will particularly do this in support of COI specialist networks, Member States with an operational support plan, and in support of the development of common analysis, country guidance notes, and practical tools for asylum decision and policy makers in the Member States. The Agency will also provide the Commission with information relevant for the designation of safe countries of origin and safe third countries, upon request. The Agency will organise COI network meetings and other COI events, including country-specific or thematic seminars and conferences, methodological and skill development workshops. In such meetings and network collaboration, the agency will support and facilitate information exchange including an EU-level COI query system and a regular mapping of national COI needs and initiatives. For the sharing of information, the Agency will manage and maintain a web portal and online collaborative network spaces.

Regarding the medical country of origin information, the MedCOI project was originally established to improve access to such information for national migration and asylum authorities in Europe. Now this service is fully transferred to the Agency and the team in the MedCOI Sector is providing reliable information to national migration and asylum authorities in order to support accurate and fair decisions in international protection and other migration procedures. The service, also provided through a portal, undergoes continuous quality control interventions and efficiency improvements.

To assist Member States in the assessment of relevant applications for international protection and with a view to fostering convergence, the Agency will continue to develop together with Member States common analysis and guidance notes on specific countries of origin. The Agency will ensure that the common analysis and guidance notes are kept under regular review and updated as necessary and will endeavour to raise awareness and promote the country guidance documents through its outreach activities.

While the above-mentioned activities potentially cover all countries of origin or transit of asylum applicants, it is worth mentioning the particularly volatile situation in Afghanistan, which requires constant monitoring and regular updating beyond the standard approaches, thus resulting in increased pressure notably on the COI and Country Guidance teams. This situation is likely to continue also beyond 2022.

1.2.2 Situational Awareness

Multi-annual strategic objective: MA05 and MA06	
Description of objective	To provide real-time situational awareness through in depth analysis of the implementation of the CEAS, of the asylum situation and the operational support provided by the Agency.
Expected results	- Comprehensive information about the implementation of the CEAS gathered and made available to stakeholders via IDS, Query Portal and Case Law Database. - Collection and validation of Early Warning and Preparedness (EPS) indicators, and Operational Data Collection (ODC). - Full analytical portfolio delivered including: the Agency's Asylum Report, Situational overviews and updates, Strategic Analysis of the asylum situation, Periodical updates, Early warning reports, and other analytical products. - Support to situational awareness products & platforms overseen by DG Home (Blueprint) or the Council (IPCR). - Partner organisations such as NGOs, academia, JHA Agencies, JRC, UNHCR & IOM actively involved in exploring synergies, information exchanges and joint analyses. - Research program to build systems for early warning and forecasting, to collect testimonies from applicants in reception centres, and possible publication of results in academic journals.

Performance indicators (with data sources)	Targets
Number of analytical products produced annually in the portfolio (data source: internal records, document management system).	130
Visits to reports. Asylum Report webpage or associated data visualisation, or monthly Latest Asylum Trends including downloads of PDF (data source: web analytics).	40,000
Percentage of thematic pages maintained up to date (updated in the last6 months) in IDS, reported bi-annually (data source: platforms records of updates).	75%
Number of IAS outputs (out of IDS, Case Law Database, Query Portal and the Asylum Report) for which a 75% user satisfaction is achieved (data source: survey results).	4
Number of academic papers ready for publication or published in international peer-reviewed journals (data source: internal sources).	3
Number of responses to online questionnaire interviews conducted under of Survey to Understand the Asylum related Migration (SAM) project (data source: SAM dashboards).	2,000

To deliver a situational picture of asylum procedures and practices based on a diverse and balanced range of sources the Agency further develops and optimises its information platforms.

The **Information and Documentation System** provides a single point of comprehensive information on the implementation of CEAS, covering the organisation of EU+ countries' asylum and reception systems, as well as an overview of the practical implementation of all key aspects of the CEAS for relevant stakeholders.

The Case Law database provides a public resource of timely and accurate information in English on new asylum-related jurisprudence from national courts of EU+ countries and from European courts.

To analyse information and provide relevant products to support evidence-based policy and informed decision-making a **situational awareness analytical portfolio** is prepared and distributed, addressing information requests and proposing own analysis through situational overviews, analytical briefs, periodical updates, Early Warning Reports and other analytical products.

The Agency's Asylum Report - Annual Report on the Situation of Asylum in the EU is established as the flagship product in the field and the reference source for an overview of developments in the functioning in the CEAS against a broader migration and fundamental rights background. Its well-grounded and flexible methodology and format allow to adapt and present the new elements of CEAS and a most suitable manner, for example incorporating the needs arising from the Pact on Migration and Asylum as necessary. The report is accompanied by a number of additional outputs, targeting the specific needs of its wide target audience. Its year-long drafting process enables the Agency to explore and solidify cooperation with a broad range of asylum stakeholders, including relevant EU agencies, academia and civil society organisations.

To facilitate and promote collaboration and exchange among Member States and other stakeholders with regard to information and analysis the **Query System**, further promotes information exchange between EU+ countries on topical issues, accompanied with analytical reports providing additional insights.

To standardise methodologies, enhance quality and promote best practices on information collection, exchange and analysis, analytical methodologies and approaches will be advanced though cooperation and exchange with partners and experts in the field to contribute to the accurate and comprehensive situational picture of asylum through joint outputs with other stakeholders.

To deliver early warning of any sudden arrivals of large numbers of third country nationals that may cause pressure on asylum and reception systems, but also enhance these systems' preparedness to cope with such pressures, the Agency's **Early Warning and Preparedness** system already includes data on all major aspects of the CEAS but it will be updated to reflect any new legislative framework. The latter will include data on the capacity of EU+ countries to register and process asylum applications and manage reception systems, including in the context of contingency planning, as well as decision making and processing times.

Moreover, **Operational Data Collection** will continue to quantify the evolving nature of operational support provided by the Agency including any mechanism for ad hoc disembarkations/relocations and will feed into more effective needs assessments, monitoring and evaluation frameworks as well as **Operational Briefs and Analyses**.

The **early warning and forecasting** system alerts of mixed migration flows arriving in the EU+. This area of work will be expanded by exploiting new sources of Open and Big Data and by employing more sophisticated and accurate predictive analytics, as well as developing indicators that would be useful for migration practitioners. The Research Programme will launch large scale **surveys of asylum applicants** in reception centres in selected operational areas where the Agency provides support with an experimental research design to develop expertise in conducting online surveys. Following the successful launch of this project, a system to conduct online surveys across the EU+ will be developed to collect testimonies from asylum applicants in different countries and understand their reasons for migrating and onward journeys.

Strategic Analysis will increasingly be performed in a cooperative sense with key partners, including other Agencies (e.g. **secondary movements** with Member States, Frontex and Europol) and organisations such as IOM and UNHCR. To ensure that a long-term perspective also forms part of the asylum situation, Strategic Analysis will also cooperate with multiple external stakeholders in expanding in the area of **scenario development** to provide high level strategic decision makers with visibility over possible asylum situations in years to come. Open-source qualitative research on key drivers behind asylum-related migration and onward movement in countries of origin and transit will continue to be delivered through a contract for **Country Intelligence Reports (CIR)**.

Worth noting is the increased pressure on the Situation Awareness Unit to support constant monitoring of quantitative and qualitative information and deliver analytical outputs related to the situation in Afghanistan and its impact on national asylum and reception systems in the EU+.

1.2.3 Asylum Cooperation and Guidance

Multi-annual strategic objective: MA07	
Description of objective	Provide technical support on asylum and reception to EU+ countries with the aim of enhancing their capacities to implement the CEAS.
Expected results	- Enhanced practical cooperation through gathering, analysing and exchanging information of the implementation of the CEAS - Increased knowledge and technical skills of asylum and reception practitioners. - Enhanced IT solutions and innovation in asylum processes and reception systems promoted and supported throughout EU+ countries. - Strengthened capacity and skills of EU+ countries to identify, assess and respond to the needs of vulnerable persons in asylum. Increased convergence in quality standards in asylum, including Dublin, asylum processes, reception and of courts and tribunals. - Improved implementation of CEAS throughout the whole asylum chain. - Enhanced use and implementation of the Agency products among all Member States. - Improved asylum systems in countries under particular pressure by implementing guidance, practical tools and standards and indicators in the fields of reception, vulnerability, Dublin and asylum processes. - Effective quality support in operational activities in countries under particular pressure . - Enhanced judicial dialogue between members of courts and tribunals competent in the field of international protection. - Increased convergence in decision making by developing professional development materials and practical tools, and implementing a programme of professional development activities for members of courts and tribunals. - Effective expert support to operational activities aimed at reducing the judicial backlog and improving the processing of the cases as well as the quality of decisions. - Improved capacity and skills in partner countries in the external dimension through capacity-building, quality assurance, guidance, practical tools and standards and indicators in the fields of reception, vulnerability, and asylum processes.
Performance indicators (with data sources)	Targets
Engagement of relevant stakeholders in practical cooperation activities organised by the Agency's thematic networks (i.e. Asylum Processes, Dublin, Reception, Exclusion and Vulnerability) (data sources: meeting evaluation forms, meeting reports, exchange activities evaluation forms, newsletters made available on respective network platforms, query answers made available on respective information platforms, Working Groups' progress reports).	At least 36 practical cooperation activities organised per year during the reference period, and with a minimum of 80% overall participant satisfaction
Operational standards, indicators, guidance, best practices and practical tools developed or updated to align with the new CEAS legislation, and published (data sources: Quality Matrix and thematic reports published on network platforms,	At least 24 guidance documents developed/updated and published per year during the reference period

operational standards, indicators, guidance and practical tools published on the website or network platforms).	
Publications and practical tools for members of courts and tribunals developed or updated and published (data sources: materials published on the website, products delivered by external contractors, Working Groups reports).	At least 4 sets of documents developed/updated, per year during the reference period
Engagement of members of courts and tribunals in judicial support activities organised by the Agency (data sources: calls for expression of interest, evaluation forms/reports, progress reports).	At least 350 members participating every year during the reference period, and with minimum 80% overall participant satisfaction

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

In addition to the activities outlined below, continued emphasis will also be placed on enhancing EU+ countries' ability to prepare for crisis situations and foresee contingency planning covering all elements of the asylum and reception chain. Such activities will be of particular relevance in the context of rapidly evolving situations in countries of origin and transit with a potentially high impact on national asylum systems, such as the unfolding situation in Afghanistan.

Asylum processes

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

- Continue to develop common operational standards, indicators, guidance, practical tools and exchange of best practices to support the implementation of the CEAS and asylum processes based on identified needs and good practices. These operational standards and indicators provide a practical perspective on key provisions of the common legal instruments and thus help Member States to assess whether their national asylum procedures are set up and functioning in line with the CEAS. Specific support tools to facilitate the self-assessment will be developed. In addition, the Agency's guidance and common practical tools are meant to translate the requirements of the common legal instruments into user-friendly practical instruments to be used by Member States' officials across the EU and beyond in their daily work building on best practices. The Agency will in 2022 order an external evaluation of the quality, usefulness and impact of the guidance and tools developed in the field of asylum processes and reception systems.
- Particular effort will be made to promote innovative IT solutions for asylum and reception systems across the EU+ countries through the organisation of dedicated meetings, exchange visits and the development or increase the accessibility of IT tools. The agency will reach out to EU+ countries to offer assistance to apply the operational standards and indicators, guidance and practical tools through dedicated workshops.
- The Agency will further develop the Exclusion Network with the aim of reinforcing cooperation, information-sharing and exchange of best practices on exclusion as well as promoting common standards and practices by developing specific operational standards, indicators, guidance and promotion of best practices in relation to the implementation of the legal provisions on exclusion and reinforce the collaboration with international partners such as the EU Genocide Network and the ICC.

Asylum Thematic Cooperation

The Agency will further deliver technical support for dedicated thematic cooperation, especially through:

- The network of **reception** authorities, where the Agency fosters the exchange of information and good practices in reception systems within the framework of the CEAS, promotes practical cooperation and the development of operational standards, indicators guidance, and practical tools to support EU+ countries in the correct and effective implementation of the reception process flow towards enhancing the convergence of quality standards in reception. Furthermore, through the reception network's exchange programme thematic workshops for practitioners working in the field of reception, practical cooperation and capacity building between peers, high-level meetings for senior managers and directors of reception authorities are organised to foster knowledge and the adequate management of Reception systems. The Agency's Reception Strategy adopted by the Management Board in March 2021 will guide different areas of work in the field of reception across the Agency in the upcoming years, following an Implementation Plan that will be presented to the Management Board in the beginning of 2022.
- The network of national **Dublin**[8] Units where the Agency facilitates and coordinates activities aiming at enhancing practical cooperation and information sharing among the national Dublin Units in the EU+ countries participating in the network as well as supporting the implementation of the Dublin Regulation (or the future Asylum Migration Management Regulation - AMR) through the development of specific operational standards, indicators, collection of good practices, guidance and recommendations and exchange programmes between peers.
- The **Vulnerability** Experts Network (VEN) where the Agency fosters networking and practical cooperation between national asylum authorities and relevant civil society organisations, for the exchange of good practices among EU+ countries and for the provision of expertise and guidance on vulnerability-specific issues in the context of international protection. By various targeted activities such as network meetings and development of practical tools the Agency supports the enhancement of capacity and skills of asylum professionals in EU+ and third countries, to identify, assess, respond to, reduce and prevent vulnerability in asylum and reception, to ensure appropriate asylum procedures and reception conditions for vulnerable asylum seekers. The Agency integrates considerations related to vulnerable persons and coherence in all its activities, such as operational support, training and other asylum support activities, including the strengthening of staff wellbeing.

Cooperation with members of courts and tribunals

With the purpose of supporting the enhancement of quality standards and harmonisation of decision-making across the EU, and in line with its legal mandate, the Agency will further strengthen its cooperation with courts and tribunals. To that end, the Agency will:

- Continue facilitating and coordinating the Courts and Tribunals Network and support the development of materials tailor-made by and for members of courts and tribunals, consisting of Judicial Analyses and accompanying Judicial Trainer's Guidance Notes as well as any other materials developed to serve the needs of the designated target group.
- Plan and implement a yearly programme of judicial support activities consisting of workshops, webinars, conferences and such other meetings as may be deemed necessary. These activities will provide members of courts and tribunals with a European understanding of the asylum *acquis*, especially in light of the jurisprudence of the Court of Justice of the European Union, the European Court of Human Rights and national jurisdictions. These activities, offered in full respect of the independence of the courts and tribunals, will, in turn, allow to foster convergence and consistency in the application of international protection law.

[8] Throughout the document, 'Dublin' would need to be adapted in line with the outcome of the negotiations on the AMR.

- Provide expert support to operational activities of the Agency, including in the External Dimension, with regard to the measures supporting administrative or judicial appeal authorities.

1.2.4 Monitoring of the operational and technical application of the CEAS (from 31 December 2023)

Multi-annual strategic objective: MA08	
Description of objective	Contribute to the correct and effective implementation of asylum law and the standards of the CEAS through monitoring of its operational and technical application.
Expected results	- Possible shortcomings in asylum and reception systems of Member States are prevented or identified. - Recommendations on the efficiency of those systems as well as on the capacity and preparedness to manage situations of disproportionate pressure are made and followed up. *(Applicable from the data of the replacement of Regulation (EU) No 604/2013, unless that replacement occurs before 31 December 2023, in which case this shall apply from 31 December 2023)*.

Performance indicators (with data sources)	Targets
Monitoring methodology and monitoring programme adopted by the Management Board	1
Number of monitoring exercises, including the preparation of findings and recommendations, conducted with respect to the operational and technical application of the CEAS, including new elements that may result from agreement on the proposals contained in the new Pact (data source: completed monitoring reports).	Up to 3 monitoring exercises gradually rolled out in 2024.

In line with its revised mandate, as from 31st December 2023, the EUAA will monitor the operational and technical application of the CEAS in order 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.

Whereas the Agency will start preparations for establishment of a monitoring methodology and programme, in consultation with the Commission, in the period 2022-2023, the adoption of the monitoring programme, indicating which Member States' asylum and reception systems shall be monitored in a particular year, shall only be presented for adoption by the Management Board in 2024, following which the programme can gradually be rolled out, ensuring that each Member State shall be monitored at least once in every five-year period.

1.3 Training and Professional Development

Multi-annual strategic objective: MA09	
Description of objective	Develop and provide training and capacity building development support to asylum and reception officials, including officials of the national authorities of Member States under pressure, through the European Asylum Curriculum enabling them to acquire the knowledge, skills, responsibility and autonomy to perform their duties. Provide training support to deployed experts in view of their deployment in Member States which signed an Operational Plan with the Agency.
Expected results	- Strengthening of knowledge, skills, responsibility and autonomy of asylum and reception officials through the implementation of the European Asylum Curriculum. - Achieving full compliance of training activities with the standards and guidelines for quality assurance in the area of education and vocational training. - Keeping the European Asylum Curriculum abreast of new developments particularly in the context of the New Pact on Asylum and Migration. - Increasing capacity of national trainers in the area of asylum and reception in EU+ countries through the train-the-trainer methodology. Implementing the EUAA Training Needs Assessment Methodology, including the use of the European Sectoral Qualifications Framework for asylum and reception officials to identify training needs and potential gaps. - Assessing the achievement of learning outcomes leading to a certification of qualification. - Verifying and ensuring that deployed experts in Member States that signed an Operational Plan / Special Support Plan with the Agency, receive the necessary training in view of their deployment, including training specific to operational and technical assistance by the Agency. - Delivering targeted trainings and capacity building activities delivered to Member States national authorities under particular pressure in the framework of emergency or special support. - Developing and delivering bespoke (ad hoc) training programmes targeting specific needs of asylum and reception national authorities when requested. - Implementing training and capacity building activities in third countries in the framework of the external action strategy.
Performance indicators (with data sources)	Targets
Asylum and reception officials successfully achieve learning outcomes on completion of a training module or course (data source: Learning Management System).	50% of registered participants opting for the certificate of achieving learning demonstrating the successful achievement of the indicated learning outcomes
Increased capacity of EU+ trainers in several modules of the European Asylum Curriculum (data source: Learning Management System).	Number of participants certified as trainers (55 certified as trainers by the end of 2024) Number of participants certified as trainers- for- trainers (30 certified trainers for trainers by the end of 2024)

Various modules forming part of the European Asylum Curriculum implemented in national administrations (data source: Learning Management System).	One or more of European Asylum Curriculum (EAC) modules used to train national officials in 70% of EU+ countries
Member States' experts, as well as other experts, receive training in view of their deployment (data source: Learning Management System).	Training sessions for experts organised, delivered and evaluated, with minimum 70% overall participant satisfaction
Training and capacity building activities implemented to support Member States national authorities under particular pressures (data source: Learning Management System).	Training activities are organised and supported in Member States under particular pressure under the framework of Operational Plans, and with minimum 70% overall participant satisfaction
Training and capacity building activities implemented in third countries (data source: Learning Management System).	Training activities are organised and supported under the framework of Roadmaps or other agreements: - number of training interventions to support specific needs of third countries, by the end of 2024: 25 - 70% overall participant satisfaction

The Agency is mandated to establish and develop training to its own staff members, members of relevant national administrations and courts and tribunals, and national services responsible for asylum and reception matters in the Member States. Such training shall be developed in close cooperation with Member States' asylum authorities. To ensure high quality of its training activities, the Agency will, throughout this programming period, continue to work towards achieving full compliance of its training activities with Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) 2015. The Agency will continue to make the necessary preparations of achieving its status of an Asylum Academy, offering accredited training modules.

The Agency will continue to further develop the European Asylum Curriculum as its main training curriculum for building and supporting the development of knowledge, skills, responsibility and autonomy of asylum and reception officials working in national administrations, experts to be deployed in asylum support teams and deployed experts and officials working in operations.

In line with Training and Learning Strategy, the Agency will continue to engage in guided discussions with Training National Contact Points and Member States' working groups, to strengthen the European Sectoral Qualifications Framework (ESQF) for asylum and reception officials. The ESQF will continue to provide guidance on what asylum, reception officials should know, and be able to do, in order to perform their duties and tasks, under a specified degree of responsibility and autonomy. This common framework will continue to serve as a guide when designing training and assist in identifying potential training needs and gaps. Additionally, the Agency will maintain focus on the learner and what the learner should know and able to do at the end of a learning sequence, and how this can be demonstrated.

To develop and upgrade its Curriculum, the Agency will continue to work closely with Member States to assess the training needs in the area of asylum and reception and develop training material in collaboration with Member States and external experts and, where appropriate, with the relevant JHA Agencies, academic institutions and other relevant training networks and organisations. The Agency

will continue to collaborate closely with UNHCR, members of the academia and civil society when developing and upgrading training material.

The Agency will remain committed to strengthen its work with EU+ countries, particularly through its Training National Contact Points Network, Trainer's Network and other networks. In this regard, the Agency consults national administrations to analyse training needs, and where required, develop and implement general, thematic or ad hoc training activities, including the possibility of on-the-job training and coaching sessions for the relevant targeted audience in the field of asylum and reception. Through this approach, the Agency will further adhere to methods that promote practical cooperation and facilitate the sharing of good practices among EU+ countries. Similar training activities could be foreseen for third countries.

The Agency will continue to increase the capacity of trainers in the area of asylum and reception in EU+ countries through the train-the-trainer methodology. Implementation on a national level will continue to be supported through various measures, including bespoke support. In order to be able to timely respond to particular needs which might emerge in national administrations when it comes to training staff, the Agency will continue to provide general, thematic and ad hoc support to EU+ countries when requested. This type of support will be based on an individual needs assessment followed by a national training plan.

The Agency will continue to design and implement training activities as part of the Operational Plans signed with Member States subject to disproportionate pressure. Pre-deployment training will be provided to members of the asylum support teams, and as a tailored training focusing on specific tasks to be performed on the ground. The Agency will continue to invest in capacity building of national authorities in Member States subject to disproportionate pressure by providing tailor made training support based on the need assessment. The Agency will support the expansion of national pools of trainers, the delivery of national training sessions as well as the organisation of bespoke sessions tailored to particular circumstances as required.

The Agency will furthermore continue to implement capacity building activities with third countries that have signed an agreement with the Agency as part of the external dimension strategy.

The Agency will continue supporting the end-users of its learning technologies through the administration of helpdesk platforms and the management of customer relationship services for enrolment in learning paths in national languages and training delivery. The Agency will continue improving the online training and learning experience by incorporating innovative technologies and instructional methods, based on ongoing monitoring and feedback.

Furthermore, the Agency will maintain, upgrade, and extend the features of its learning technology ecosystem and progressively consolidate the integration of additional components to ensure end-user experience consistency across platforms and tools throughout the training cycle.

In parallel, it will provide strategic guidance, know-how, and support to its stakeholders toward the adoption of digital applications to support training, learning and formal assessment.

Finally, the Agency will maintain and strengthen inter-institutional communication channels in the field of training and learning technologies to exchange best practice, and encourage synergies where applicable.

1.4 Horizontal and Governance Activities

Multi-annual strategic objective: MA10	
Description of objective	Reinforced governance and protection of fundamental rights functions, through tailored communication and high level of cooperation and coordination with stakeholders, whilst supporting implementing relevant provisions of the EUAA Regulation.
Expected results	- Reinforced governance with improved management system approach. - Appointed Liaison Officers in the Member States based on agreed priorities and in consultation with the Management Board. - Appointment of the Fundamental Rights Officer. - Continued consultation with the Consultative Forum and adjustment of its composition and modalities in line with the EUAA Regulation. - A high level of cooperation and coordination with stakeholders. - Implementation of the Communication Plan 2022.
Performance indicators (with data sources)	Targets
Appointment of the Fundamental Rights Officer.	Q3 2022
Fundamental rights strategy and complaints mechanism adopted (data source: MB Decisions).	Established by end of 2022
Liaison Officers to Member States appointed (data source: MB Decision).	Appointed by end of 2023
Increased effectiveness of external communication (data source: the Agency's Annual Press Report).	70% (on average) press score reached by 2023
Management approach in key governance areas implemented in line with the Agency's agreed governance frameworks and aligned with internal control principles.	80% of planned improvements in the areas of quality, business continuity, and management of projects, programmes and portfolio implemented by 2023
Evaluations of interventions planned, performed and followed up in line with the Agency's agreed evaluation framework (data source: Evaluation Advisory Group).	100% of evaluation activities by 2023
Percentage of corrective actions to address internal control deficiencies (identified during the internal control self-assessment exercise) timely implemented (within the agreed target deadlines)[9] (data source: ExO periodic monitoring reports).	90% quarterly

Protection of fundamental rights

In line with its new mandate, the Agency's Management Board will appoint a Fundamental Rights Officer who is independent in the performance of his or her duties and reports directly to the Management Board. The role of the Fundamental Rights Officer is to ensure the Agency's compliance with fundamental rights in the course of its activities and promoting the respect of fundamental rights by the Agency. The Fundamental Rights Officer will establish and implement a Fundamental Rights Strategy and will also be responsible for implementing the complaints mechanism to monitor and ensure the respect for fundamental rights in all the Agency's activities. The sites where the Agency carries out its operational activities may be subject to visits by the Fundamental Rights Officer with the consent of the Member State concerned.

[9] MB Decision 60, Priority area 4, Indicator 4.1.

In carrying out their duties, the Fundamental Rights Officer cooperates with the Consultative Forum and is consulted on Operational and Technical Assistance Plans, the evaluation of the Agency's operational and technical assistance, the code of conduct and the European asylum curriculum.

Consultative Forum and cooperation with civil society

The Agency will continue to engage with civil society in a constructive two-way dialogue. This is done primarily through the Consultative Forum, which provides a structured platform for the exchange of information and sharing of knowledge. The Agency will continue to promote the participation of selected civil society representatives in relevant meetings/activities, and will also participate and contribute to civil society networks and activities of other Justice and Home Affairs (JHA) agencies' Consultative Forums, channelling relevant information to the Agency.

Under the EUAA Regulation, a Management Board Decision will, on a proposal from the Executive Director, be setting out the composition of the Consultative Forum including thematic or geographic-focused consultation groups, and the modalities of transmission of information to the Consultative Forum. It also envisages that the Consultative Forum shall define its working methods after consulting the Management Board and the Executive Director. The EUAA Regulation envisages a broader role for the Consultative Forum in terms of providing advice to the Executive Director and the Management Board, and in terms of areas of consultation (e.g. consultation is foreseen on the Fundamental Rights Strategy, the code of conduct, complaints mechanism and the European Asylum Curriculum).

The necessary steps to adjust the Consultative Forum to the EUAA Regulation will therefore need to be taken building on the preparatory work undertaken in 2021, in parallel with the continued engagement with civil society in this framework.

The plenary and thematic/geographic meetings of the Consultative Forum will continue to be organised (as also maintained in the EUAA Regulation). Likewise, consultation with the Consultative Forum and the involvement of Civil Society in different work strands of the Agency will continue, while also having regard to the specific provisions contained in the EUAA Regulation in this regard.

Cooperation with EU Stakeholders

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

Strong cooperation exists with the European Commission in all Agency activities. The European Commission is invited to give its opinion on specific documents to be adopted by the Management Board in line with the Founding Regulation as well as the Agency's Financial Regulation, while certain tasks such as development of operational standards, indicators, guidance and best practices are carried out in close and continuous cooperation with the European Commission.

The Agency will also continue to strengthen the relations and exchange of information with the Council of the European Union and the European Parliament, in particular, in view of the revision of the CEAS. The 2016 Proposals that are still on the table, and the Proposals tabled with the New Pact on Migration and Asylum, will have a direct impact on the activities and work of the Agency and conversely, the Agency's support will undoubtedly play a crucial role in assisting Member States to implement the new legislation. The Executive Director is also regularly invited to report to, or participate in discussions in, the European Parliament and the Justice and Home Affairs Council.

Continued engagement with Member States likewise remains essential, particularly Member States hosting operations. Liaison Officers to be deployed to Member States in accordance with the EUAA Regulation will also provide another means for strengthening relations.

Proactive engagement with EU stakeholders will therefore continue at the technical, strategic and political level, in order to ensure awareness of the Agency's activities and to continue providing support with information and data required for evidence-based policy-making and legislation.

The Agency will also continue to ensure close cooperation with other EU Agencies and in particular, JHA Agencies. The Agency is a member of both the EU Agencies' Network and the JHA Agencies' Network. The Agency will continue participating actively in the relevant activities organised in the context of these networks and will also continue to strengthen bilateral relations with the JHA agencies, including on the basis of existing working arrangements and cooperation plans, updating of those arrangements, or the negotiation of new ones. Considering the synergies between the mandates of the Agency and Frontex, the Agency has a dedicated Liaison Officer stationed at Frontex headquarters and a Working Arrangement as well as a Cooperation Plan for the years 2019-21. An update of the EASO-Frontex Working Arrangement, to take into account the provisions of the EUAA Regulation is under development. A Working Arrangement between the Agency and the Fundamental Rights Agency is also in place, as is a Working Arrangement and Cooperation Plan for 2020-2022 between the Agency and eu-LISA. With the entry into force of the EUAA Regulation, existing cooperation frameworks will gradually be reviewed as needed, in order to align them with the Agency's new mandate. New cooperation frameworks will also be sought, such as with Europol and CEPOL.

Liaison Officers in Member States

According to the EUAA Regulation, experts from the Agency's staff are to be deployed as Liaison Officers in Member States. Each may cover up to four Member States which are geographically close to each other, they would be appointed as needed and after the approval of the Management Board. Liaison Officers act on behalf of the Agency and foster cooperation and dialogue between the Agency and the Member States' authorities responsible for asylum and immigration and other relevant services.

Liaison Officers support the collection of information required by the Agency, contribute to promoting the application of the Union acquis relating to the implementation of the CEAS, including with regard to respect for fundamental rights, and assist the Member States, upon request, in preparing their contingency planning for measures to be taken to deal with possible disproportionate pressure on their asylum and reception system. They report regularly to the Executive Director on the situation in the Member State concerned and its capacity to manage its asylum and migration systems effectively.

Preparatory work for the deployment of Liaison Officers to the Member States as envisaged in the EUAA Regulation is underway and will continue in 2022, in consultation with the Management Board, with a view to deploying such liaison officers over 2022 and 2023.

Cooperation with Associate Countries

The Agency will continue its cooperation with the Associate Countries[10] on the basis of the Arrangements concluded between the EU and the respective countries. These working arrangements permit the Associate Countries to participate in the Agency's work and their entitlement to support from the Agency.

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

Cooperation with international stakeholders

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

With regard to UNHCR, the Agency cooperates closely with and involves UNHCR in all areas covered by the Regulation. The UNHCR enjoys observer status in the Management Board and has a permanent liaison office to the Agency based in Malta. On the basis of the updated Working Arrangement signed

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

in 2021, the Agency and UNHCR will continue building on the existing cooperation and explore further areas of cooperation. Regular coordination meetings and technical thematic meetings at the Agency's headquarters, operational meetings in the field, and senior management meetings will continue to promote cooperation and coordination of joint work in these fields as well as high level discussion on EU asylum policy.

On the basis of cooperation agreements with the International Organisation for Migration signed(IOM) in 2019, with the International Centre for Migration Policy Development (ICMPD) in 2020, and the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC) in 2021, the Agency will continue to strengthen cooperation and jointly implement activities with these International Organisations. Other International Organisations with whom the Agency will continue to cooperate closely include the Council of Europe, and the General Directors of Immigration Services Conference (GDISC). With the entry into force of the EUAA Regulation, existing Working Arrangements and other cooperation frameworks will be reviewed and updated where necessary in order to align them with the Agency's new mandate.

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

The Agency will also continue to work with non-EU partner countries in the framework of the External Cooperation Strategy. In this regard, the EUAA Regulation also envisages the possibility for the deployment of Liaison Officers to third countries apart from the possibility to conclude working arrangements with those countries. This could also further contribute to strengthening relations between the Agency and partner countries. Preparatory work for the deployment of liaison officers to third countries is underway and will continue in 2022, with a view to deployment of such liaison officers as required, subject to a prior Commission opinion and as decided by the Management Board. Working Arrangements with third countries will also be sought as appropriate.

Communication

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

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

In order to reach this objective, the Agency will continue to implement communication campaigns and strive to communicate proactively via modern communication tools, based on its new Communication Strategy (2020). The Agency will also place focus on mainstreaming public familiarity of the Agency's name and operations through more use of major international and European news networks and distribution services. The Agency will sustain the significant growth of the social media platforms as a primary tool for direct communication with citizens, sustained by the consistent use of professional-quality use of audio-visual media to deliver easily absorbable messaging.

Furthermore, the Agency will continue ensuring professional quality in all its publications, and progressively shift to more modern, interactive publication tools. The Agency will continue to invest to provide better support and create engaging content through in-house video production, and design

and printing services. Moreover, the Agency will explore new cooperation opportunities with communication services of Member States' asylum authorities. The Agency will also contribute to the creation of an EU public sphere by engaging with the public, contributing to and stimulating discussion on EU asylum policy.

The Agency's efforts will be aligned with the core objectives highlighted in the Agency's annual Communication Plan. The Agency's communications will continue placing particular emphasis on the situation of asylum in the EU+, the Agency's operations, and linkages with broader relevant geo-political developments. Wherever possible, the Agency will coordinate efforts with the Commission's communication service, particularly for external communication relating to important policies of the Union or its image as a whole.

Governance activities

On 26 November 2019, the Executive Director of the Agency, Ms Nina Gregori presented a new organogram for the Agency to the Management Board for its endorsement. The new structure came into effect on 1 January 2020. The Management Board adopted minor revisions to the organogram on 4 September 2020.

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

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

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 matters, 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 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).

Enhanced **Corporate planning, monitoring and reporting** capabilities, including forecasting, prioritisation and contingency planning facilitate the effective and efficient delivery of the Agency's mandate on all organisational levels, whilst remaining adaptable to new tasks and priorities to ward achievement of EU policy-level objectives.

The Agency will continue to further implement the agreed management approaches to **quality, business continuity** and **corporate security**. A new framework will be designed for the management of the Agency's **programme and project portfolio** to improve delivery and ensure added value. Further considerations will be made in the area of **environmental management** building on the Agency's green initiatives. The management approaches will ensure alignment with the Internal Control Framework.

Following the statement of assurance as to the reliability of the Agency's accounts and the legality and regularity of the underlying transactions issued by the Court of Auditors for the financial year 2019, the European Parliament adopted a decision on 28 April 2021 to grant the Executive Director discharge in respect of the implementation of the Offices budget for the financial year 2019.

The Agency has fully embraced an evaluation culture with the introduction of an **evaluation framework** in line with the European Commission's Better Regulation Guidelines and the establishment of an internal **Evaluation Advisory Group**. The aim is to enable reflective feedback to enhance the relevance, effectiveness, efficiency, coherence and added value of its multiple interventions. This is being achieved through a coordinated effort to harmonise and optimise the use of internal and external evaluations as catalysts for change management, knowledge development and institutional memory. The phased introduction of randomised controlled trials, a gold standard of evaluations, is expected to take evaluations to a higher level and provide the Agency with evidence-based recommendations for improvement in key activity areas.

The **Internal Control Framework** is based on the strategy for the organisational management of the Agency's internal control system. This strategy describes how the Agency is organised and how internal control systems are designed to deliver the set objectives. It is based on best international practices and on the Internal Control Framework laid down by the Commission for its own departments. Information on the anti-fraud strategy and measures to prevent cases of conflict of interests, irregularities and fraud are included.

2 Human and Financial Resources – Outlook for Years N+1 – N+3 (2022-2024)

2.1 Overview of the past and current situation

Financial resources

The budgets for the years 2023-2024 are aligned with the adopted Multiannual Financial Framework 2021-2027. The 2022 budget has been increased by €380,000 as adopted by the budgetary authority on 24/11/2021. The following table shows the expected evolution of the budget in the period of 2021 to 2024.

EU subsidy budget evolution 2021-2024 (C1 funds):

Title	Expenditure type	2021 (€)	2022* (€)	2023* (€)	2024* (€)
1	Staff expenditure	41,192,625	49,921,717	53,407,712	61,484,891
2	Infrastructure and operating expenditure	15,637,935	15,149,434	16,210,533	16,765,865
3	Operational expenditure	85,283,774	106,708,849	105,209,755	100,074,244
Total as per MFF		**142,114,334**	**171,780,000**	**174,828,000**	**178,325,000**

*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.

Beside the EU subsidy, the Agency can rely on Associated Countries contributions stemming from bilateral arrangements between the EU and Norway, Switzerland and Liechtenstein that can be used as additional funds to provide support to Member States in unforeseeable and urgent circumstances.

Additional funding (R0 funds):

	2021 (€)	2022 (€)	2023 (€)	2024 (€)
AC contribution	9,505,536	p.m.	p.m.	p.m.
Ad-hoc grants	1,123,658	p.m.	p.m.	p.m.

For the Agency to carry out its tasks effectively, the number of staff members has increased to 558 in 2021, including 58 short-term contract agents recruited for a duration of one year to cover immediate operational needs.

A major operational expense on Title 3 of the Agency's budget is the provision of experts for asylum support teams deployed in field operations in order to provide the required support to Member States facing asylum pressure. The resources engaged by the Agency include Member State experts and individual experts nominated by Member States, as well as interpreters, cultural mediators, temporary caseworkers and temporary support staff engaged from service providers by means of framework contracts.

Human resources

In 2021 a specific contingency recruitment plan to cover for immediate short-term needs has resulted in the recruitment of 58 contract agents who are deployed in Cyprus and Italy to perform operational tasks in support of national authorities. These agents were recruited for a period of one year and will be gradually transitioned out upon expiration of their one-year contract in 2022.

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.

At the request of the Commission, the Agency has provided its staff plan for the period to be covered by the new post-2020 Multiannual Financial Framework. It is envisaged that around 10% cumulative increase on the total staff in 2021 will be required by 2027.

The following table and graph summarise the increase in human resources 2021-2024.

Staff	2020	2021	2022*	2023*	2024*
Temporary agents (posts)	366	366	371	371	371
Contract agents (FTEs)	123	123	123	123	123
Seconded national experts (FTEs)	11	11	11	11	11
Total	**500**	**500**	**505**	**505**	**505**
Growth compared to previous year (posts/positions)		0	+5	+0	+0
Growth compared to previous year (%)		0%	+1%	+0%	+0%

Staff	2020	2021	2022*	2023*	2024*
Short term Contract agents (FTEs)		58[11]	58	0	0
Growth compared to previous year (short-term CA posts/positions)		+58	+0	+0	+0
Total growth compared to previous year (%)		+11.6%	+1%	0%	+0%

*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.

2.1.1 Expenditure for 2020

The Agency's budget 2020 initially amounted to €114.07million. With the first amendment, €10 million from EU contributions (C1 funds) and €6.36 million from the Associate Countries contributions (R0 funds) were added to reach a total of €130.4 million in commitment appropriations and payment appropriations. In September 2020 the Agency signed the agreement with Czech Republic and received the agreed voluntary contribution of €550,000.

Fund Source	CA budgeted (€) – EU subsidy and other external projects	CA consumed (€) – EU subsidy and external projects	CA %	PA budgeted (€) – EU subsidy and external projects	PA consumed (€) – EU subsidy and external projects	PA %
C1 - EU general budget contribution	124,073,000.00	118,044,983.76	95.14%	124,073,000.00	100,386,429.93	80.91%
R0 – IPA grant and	596,996.52	570,368.90	97.68%	596,996.52	479,464.45	80.31%
R0 - MS direct contribution	550,000.00	550,000.00	100%	550,000.00	0.00	
Total	**125,169,996.52**	**119,115,352.66**	**95.16%**	**125,169,996.52**	**100,865,894.38**	**80.58%**

In 2020, the execution of the EU subsidy in commitment appropriations reached 95% and that of payment appropriations reached 81%.

The execution of the IPA funds carried over from 2019 to 2020 was €570,368 in commitment appropriations and €479,464 in payment appropriations.

The execution from Associate countries was €2.16 million in commitment appropriations and €0.86 million in payment appropriations. The executed funds concern funds carried over from the previous year.

2.1.2 Staff population overview for 2020

On 31 December 2020 the staff headcount was 419 together with offered positions. Statutory staff (excluding the IPA project staff[12]) as well as seconded national experts were represented. The composition was 306 Temporary Agents, 105 Contract Agents, and 8 Seconded National Experts.

[11] 58 short-term operational Contract Agent posts assigned to Italy and Cyprus Operations.

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

2.2 Outlook for the years N+1 - N+3 (2022-2024)

2.2.1 New tasks

The entry into force of the Agency's new mandate, the EUAA Regulation, will bring about various new tasks for the Agency. In particular, a new monitoring role is allocated to the Agency as further elaborated in the Work Programme. Considering the scope of this task, it is expected to have a considerable impact on the Agency's resources.

The new mandate also envisages the creation of an Asylum Reserve Pool, which the Agency will need to manage. While this builds to some extent on the Asylum Intervention Pool provided for in the EASO Regulation, there are some important differences that will need to be addressed.

Several new tasks relating to fundamental rights are also introduced with the new mandate. These include the appointment of a Fundamental Rights Officer, who the Regulation specifically provides must be given adequate resources and staff. A Complaints Mechanism must also be established, which is to be handled by the Fundamental Rights Officer.

According to the new mandate, the Agency must also deploy Liaison Officers to the Member States. Such Liaison Officers may cover up to four Member States each, although this is to be decided by the Management Board on a proposal from the Executive Director.

The Agency's role in relation to the external dimension of asylum is also broadened with the new mandate, including with the possibility of deploying Liaison Officers to third countries. While this is not a task specifically imposed by the Regulation, considering the broad agreement at EU level, as also mentioned in the New Pact, on the need to step up engagement with partner countries, it is expected that the Agency will be called upon to enhance its work in this respect, bearing in mind the need to ensure the priority to support the Member States.

2.2.2 Growth of existing tasks

The new mandate also envisages the growth of existing tasks, or further builds on tasks already being carried out.

One example is the task of drawing up Country Guidance, which is something that the Agency was tasked to do by means of Council Conclusions adopted in 2016, and which is now a specific task in the new mandate.

Training is further expanded in scope, while tools, guidance and operational standards will become reference points in the context of the abovementioned monitoring role.

Should the legislative proposals presented with the New Pact on Migration and Asylum be adopted, they may also entail additional tasks for the Agency, which may in turn require an amendment to the Work Programme 2022, including the objectives, outputs/actions and performance indicators.

2.3 Resource programming for the years N+1 - N+3 (2022-2024)

2.3.1 Financial resources

Revenue

Based on the current level of operational activities, the Agency needs for 2022 a total budget of €171.78 million. The contribution from the general budget of the European Union has always represented by far the largest share of the Agency's budget and will continue to be so in 2022-2024. The said contribution will be proportionally complemented by the funds received from Associate Countries: the Principality of Liechtenstein, the Kingdom of Norway and the Swiss Confederation. The Agency may also be managing resources stemming from i) grants signed with other entities (such as

the European Commission to continue existing projects or start new ones), ii) from arrangements signed with the Member States (such as the regional pilot project with a focus on third countries in the Middle East and North Africa region).

Expenditure

The Agency will implement its activities in all areas outlined in this programming document. Operational expenditures on Title 3 are expected to increase significantly in the coming years, as long as the asylum pressure on Member States persists. The increases in Title 1 and Title 2 will reflect the growth in human resources and the related increase in infrastructure and IT to accommodate all recruited staff (including office space, equipment, meeting rooms, etc.)

2.3.2 Human resources

After a peak of 558 staff in 2021 taking into account the recruitment of 58 short-term contract agents deployed for a duration of one year in Cyprus and Italy, the staffing levels are expected to stabilise at 505 staff members in 2022 (contract agents and seconded national experts included). 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.

2.4 Strategy for achieving efficiency gains

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

- Less time is spent on repetitive and labour-intensive tasks; thus more time will be available to work on tasks that have higher added value;
- Fewer human errors are made through the reduction of procedural steps and automation of processes, where possible, as well strengthening of process controls;
- A risk-based approach is taken to ensure that efforts are more focused on tasks that require enhanced control;
- The proportion of staff working in Administration is reduced insofar as possible compared to staff working in core operations, without jeopardising the essential deliverables of the Agency.

The Agency is developing and continuously improving its quality management system and the internal control processes, aiming at enhanced organisational performance and further efficiency gains. The Agency's work on internal processes and procedures, identifying improvement opportunities and applying process re-engineering and optimisation, will further enhance the effectiveness and efficiency of the Agency's administrative and operational activities.

The Agency will also invest further in the automation of several administrative processes (Human Resources, Procurement and Finance) and processes in operational areas (e.g. deployment of experts), where several initiatives have already been taken and will be further developed. The Agency will improve its business processes as it re-designs key processes for the implementation of the new mandate.

2.5 Negative priorities/decrease of existing tasks

A reduction in legally required tasks during the period 2022 to 2024 is not foreseen. On the contrary, when the EUAA enters into force, the Agency's tasks will increase significantly.

The Agency, in collaboration with the European Commission, will seek to identify tasks and activities that could potentially be postponed.

In the context of the recurrent need for more resources, negative priorities along with potential efficiency gains will be identified and appropriately addressed as necessary.

SECTION III. ANNUAL WORK PROGRAMME YEAR N+1 (2022)

1 Executive Summary

The Work Programme 2022, which is an integral part of the Single Programming Document 2022-2024, is based on the EUAA Regulation as the first full year of the new mandate implementation.

The Agency will continue strengthening its **operational and technical capability**. A key area of continued priority will be the operational and technical assistance provided to Member States under particular pressure, delivered in line with agreed Operational Plans. Specific operational support for the implementation of the CEAS across asylum and reception and operations in hotspots / first arrival locations 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, and planning and contingency capabilities to be able to deliver operational response in a timely and efficient manner. It will continue developing and implementing validated flexible complementary deployment mechanisms, as well as the feasibility assessment, design and delivery of purpose-made, 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 partner countries** will continue and, where appropriate, be expanded, with a view to promoting EU standards on asylum and reception.

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, 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 under particular pressure. Specialised thematic courses are 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 training 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, and will advocate strong cooperation also among the JHA agencies. 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 in a timely and proactive manner to evolving circumstances. Moreover, emerging crises such as the COVID-19 pandemic might limit the Agency's ability to carry out some planned activities in 2022. On the other hand, expectations for the Agency to expand its asylum knowledge, operational and external dimension activities in response to the evolving situation in Afghanistan have started to rise since the summer 2021 and are likely to increase further in 2022.

Changes to the Work Programme along with financial implications are therefore likely to occur.

Planning priorities for 2022

(I) Operational support, operational planning, monitoring and evaluation

1. **Provide operational support** to Member States under particular pressure on their asylum and reception systems by applying proactive and tailor-made approaches, addressing the varied needs of Member States.
2. **Establish/maintain collaborative partnerships** with Member States for effective launch, continuation or conclusion of operations in a planned, timely and flexible way.
3. **Provide specific support** for temporary emergency operations, as required, including ad hoc disembarkations/voluntary relocation exercises, humanitarian corridors, humanitarian evacuations.
4. **Apply a rigorous project and budget management framework**, and a results-based approach on an extended project management cycle where appropriate, as provided by the Agency's Operations Manual to all operational and capacity building support activities with clear entry, exit and sustainability strategies, in line with the Agency's mandate.
5. **Continue implementing a robust monitoring and evaluation** approach, through measuring the implementation of operations and related budgets in real time (fidelity monitoring) and ensuring that operations benefit from systematic and objective internal and external evaluations leading to management response and institutional learning.
6. **Improve operational response capabilities**, ensuring organisational capacity and flexibility to scale up and scale down when required, including by further developing contingency planning capabilities.
7. **Develop, test and utilise innovation-based operational and deployment tools** to ensure the Agency has the capacity to respond to emerging operational needs in a timely, efficient and appropriate manner.
8. **Develop, test and mainstream remote processing functionalities in terms of asylum and reception workflows** to ensure that the Agency can operate in COVID-19 and post-COVID-19 environment.

(II) External dimension

1. In line with the Agency's External Cooperation Strategy, which will be reviewed and updated in the light of the adoption of the EUAA Regulation, **continue the Agency's work to support EU+ countries' efforts in the field of Resettlement and Humanitarian Admission** as well as in strengthened cooperation with, and support to, priority Partner countries' asylum and reception systems.
2. **Provide support to resettling EU+ countries** by:
   - enhancing support for European and EU+ countries' Resettlement programmes;
   - further develop, on the basis of the results from the Turkey based Resettlement Support Facility (RSF) pilot project, additional resettlement-related support to EU+ countries;

- if feasible and relevant (after political agreement), contribute to the implementation of the SOP for the Voluntary Humanitarian Admission Scheme in Turkey.

3. **Continue to support the planning and implementation of Complementary Pathways to international protection**, including support to a European approach to Community Sponsorship, with interested EU+ countries and in cooperation with EU+ countries.
4. **Continue capacity development efforts** in priority third countries in a planned, timely and flexible way, based on defined entry, exit and sustainability strategies, within a rigorous project and budget management framework, and with sufficient organisational capacity to scale up and scale down when required.
5. **Continue cooperation with EU+ countries**, the European Commission, and other relevant stakeholders **in view of capacity development** of key partner countries' asylum and reception systems.

(III) Asylum knowledge

1. Further improve the Agency's **responsiveness** to user needs by enhancing the **relevance, timeliness and quality** of asylum knowledge outputs and related support activities.
2. Assess and increase the use and **impact of asylum knowledge outputs** by performing targeted **evaluations** follow-up actions, including dedicated **outreach i**nitiatives.
3. Increase **transparency and publicity** of asylum knowledge outputs, where possible, to enhance public trust and ensure wider usage.
4. Better **integrate different asylum knowledge processes**, where relevant, through the identification of **thematic priorities** across sectors and units and the coordination of cross-cutting thematic activities involving both internal and external stakeholders.
5. Further improve the Agency's **situational awareness and early warning** capabilities by better integrating different data indicators and information sources (e.g., the Blueprint).
6. Enhance the Agency's ability to respond to emerging needs for **country of origin information and country analysis**, incl. in light of the Afghanistan crisis, and within the framework of safe country designation.
7. Roll out the practical implementation of a new **strategy for reception** activities and support.
8. Further **diversify knowledge activities for members of courts and tribunals**.
9. Develop a framework for exchanges and possible development of practical tools in the area of **innovation and technology in asylum and reception** in the form of a cross-cutting Asylum Digital Innovation Strategy involving all relevant content areas within the Agency.
10. Consolidate a methodology for **monitoring the operational and technical application of the CEAS** in view of the gradual and pre-agreed roll-out of the EUAA's monitoring mechanism.

(IV) Training and Professional Development

1. **Develop and enhance training and capacity building activities** through the European Asylum Curriculum.
2. **Enhance the quality assurance framework** for training activities in line with European educational and vocational standards.
3. **Enable asylum and reception officials to acquire the knowledge, skills, responsibility and autonomy** to perform their duties.
4. Increase the capacity of national trainers in the area of asylum and reception in EU+ countries through the train-the-trainer methodology.
5. **Provide training, including on-the job and coaching activities** to deployed experts, including the staff of the Agency deployed on the ground, prior to and during their deployment in Member States having signed an Operational Plan with the Agency.
6. Further **provide capacity building to national authorities in Member States** under particular pressure, by delivering tailor made training support based on need assessment.
7. **Provide capacity building to national authorities of partner countries**, by delivering training support based on need assessment.

(V) Horizontal activities

1. **Continue to build the Agency's governance, management systems and Internal Control Framework** (ICF), with an emphasis on further improvement of horizontal functions such as legal, internal audit, evaluation of interventions, and quality, business continuity, portfolio, risk, financial, document and records management, as well as full implementation of all actions as required by audits of the European Court of Auditors and the IAS.
2. **Enhance internal communication and knowledge management** and strengthen and consolidate information flows within the agency to allow for better coordination and complementarity of different Agency activities.
3. **Enhance external communication** and strengthen relations and coordination with stakeholders, flow of information, convergence and coherence of policies and practices related to the Agency's mandate.
4. **Deliver comprehensive IT systems and solutions** to fulfil the Agency's mission effectively and efficiently.

(VI) Operationalisation of the EUAA Regulation

1. **Undertake the necessary measures to** operationalise the EUAA Regulation according to the agreed priorities and the EUAA transition plan, in collaboration with the Management Board and the European Commission, and in consultation with stakeholders, where required.

The Agency's Key Performance Indicator

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

- Tasks laid down 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 objectives which are structured according to SMART (specific, measurable, achievable, realistic, time-bound) principle. In order to measure the Agency's performance, RACER (relevant, accepted, credible, easy to monitor and robust) indicators are established for each such objective, together with annual targets, main outputs and expected results.

2 Activities

2.1 Operational support

2.1.1 Italy

Overview of the activity
The Agency's operational support to Italy is provided to the national and local offices of the asylum and reception authorities: the Department of Public Security (DPS), and selected local offices, according to peak flows, of the Immigration and Border Police; the National Asylum Commission, including its COI Unit; the Department of Civil Liberties and Immigration, including its Dublin Unit; selected Prefectures - responsible for the management of reception centres in the respective provinces; the specialised sections of Italy's tribunals and the Supreme Court of Cassation, including the General Prosecutor's Office. The Agency will continue to follow an *emergency* logic, in respect of the support to ad-hoc events such as disembarkations of SAR operations or to addressing eventual backlog due to COVID-19 temporary suspension of activities, alongside continued structural capacity building support following a *consolidation* logic. Furthermore, it is noted that there has been a relative increase in migration flows to Italy in 2020 and 2021 compared to 2019 and 2018, which has led to increased pressure and demands on the asylum and reception systems and the first arrivals systems in particular. The Agency will therefore continuously review its operational support based on the identified and emerging needs of Italy within a validated planning and monitoring framework, and taking into account the trends in arrivals and migration routes, to fully implement the EU asylum *acquis* and to respond to particular pressure on Italy's asylum and reception systems in an appropriate and sustainable manner. Furthermore, the continuous review of the support will take into account the environment in which the Agency operated in 2021 and will be operating in 2022, 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 such as the one triggered by the COVID-19 outbreak. The Agency will implement its role as mandated by the EU institutions and in line with the legislative framework. Further the Agency will adjust its continued support to Italy 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 support measures to be agreed by the Agency and the Italian Authorities will be formalised with the signature of an Operational Plan (OP), published on the Agency's website. The Operational Plan will be developed based on the established Needs assessment methodology and following a multi-annual approach, to allow for the agreement of exit strategies for specific areas while continuing with emergency and consolidation activities where necessary and while taking into consideration the evaluation results of the Operating Plans from the previous years. The support to the Italian authorities in 2022 is therefore expected to continue, while addressing COVID-19 specific issues, focusing on capacity building related to the national asylum and reception systems, including in terms of harmonised case management systems and Italy's contingency planning capacity. In accordance with the CEAS and based on its practical experience and established good practices, the Agency will provide support to relevant national asylum and reception related SOPs, working procedures and workflows, focussing on quality in the asylum and reception procedures. The Agency will also support the refinement and implementation of quality monitoring mechanisms, aimed at promoting quality and standardisation of asylum procedures and importantly in terms of reception standards and conditions. In parallel, the Agency will continue its support concerning the management and reduction of backlog of cases before the specialised sections of the tribunals and other judicial authorities. Through the deployment of Research Officers and the promotion of professional development

activities in collaboration with the Agency Courts and Tribunals Sector, Italy operations will contribute to a significant reduction in backlogs and in the improvement of the timeframes in which decisions are finalised, maintaining high quality standards of the decisions. Furthermore, the Agency will support the management of judicial backlogs of both the Court of Cassation and its General Prosecutor's Office by enhancing standardisation and uniformity of practices. With the foreseen reinforcement of the Second Instance Research Officers by the Italian authorities foreseen for 2022, the Agency will agree a phase out strategy that ensures an effective transition.

In implementing the Operational Plan, the Agency will provide operational support by deploying asylum support teams (ASTs), promoting and delivering capacity building activities and may provide other support, upon approved request, including logistics (such as mobile offices, rental and setting-up of facilities, equipment, etc.) as well as related services (e.g. interpretations/cultural mediation, administrative support, transport, etc.).

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. The Agency will also maintain its regular participation in the EU Regional Task Force as well as collaboration with main partners, such as UNHCR and IOM.

The main challenges for the Agency remain the ever 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 Italian authorities, the Agency will adjust its intervention providing appropriate support to address any emerging priority needs.

Assumptions to the Italian context:

- Following the conversion of Law Decree 130/2020 into law 173/2020, changes on access to asylum procedures, determination procedures, access to reception system and judicial proceedings, also in terms of backlog, will be seen in 2021 and 2022 support activities and related targets might need to be amended accordingly.
- Contingent upon the finalisation of the feasibility study on the inter-ministerial COI Unit, the Agency will support the set-up and implementation of the newly established inter-ministerial COI Unit.
- Should the launch of the *Sistema Unico d'Asilo* (SUA) be further postponed by the Italian authorities, the related planned targets on the dissemination and development activities to relevant stakeholders will need to be amended accordingly.

	2022 (planned)	2020 actual)
Financial resources	**EUR 11,797,430**[13] (3301 Operational Support - Italy)	**EUR 16,325,684 (C1+R0)** (3301 Operational Support - Italy)
Human resources	11 TA, 7 CA & SNE	6 AD, 3 AST, 5 CA, 1 SNE
Estimates of quantifiable workload drivers	• Number of arrivals: in 2019, the lowest number of arrivals was observed since the 2014 emergency. Considering the increasing trend registered in 2020 and in 2021 (around 34,000 arrivals only by sea in the period January - August 2021) the assumption is that there will be increased numbers of arrivals and asylum applications in Italy also in 2022. • Number of pending cases at the tribunals: considering data available as of December 2020 (80,-939 pending cases), a slight decrease was already registered compared to 2019 data, given the support of the Agency; however, due to the impact of COVID-19 on the judicial activities also in the first months of 2021, the assumption is that the number of pending cases is remaining stable in 2021 and will have major tangible results in 2022.	

An indicative breakdown of the above allocated appropriations for operational support to Italy is provided below.

Type of costs	Estimated expenditure (EUR)
Deployment of experts	228,000
Experts on contract/CDM/temporary workers	10,031,484
Interpretation services	966,816
Training costs (participants, venue and catering)	381,655
Other direct costs (staff missions, security, buildings rental and maintenance, cleaning services, stationery and office supplies, medical supplements, translations, etc.)	189,475
	11,797,430

The financial resources for operational support are indicative. These will be aligned with the annual planning of the specific Operational Plan, the prioritised needs assessment and the activities to be implemented and will be managed within the overall appropriations allocated for operational support. Budget re-allocation and/or R0 contingency provisions can be further utilised for operational budgeting to secure the additional budget requirements to the available appropriations.

Objective 1

Alleviate the pressure on the national asylum system by increasing the capacity and quality in processing applications for international protection of administrative and judicial instances (appeal).

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2022)

- Deployment of asylum support teams to build capacity of the relevant asylum authorities responsible for registration of international protection applications to enhance processing capacity, quality of registration procedures (incl. remote registrations) and implementation of quality monitoring mechanisms.
- Deployment of asylum support teams to support asylum procedures at entry points (incl. Search & Rescue - SAR events) and borders.

[13] In case of operational needs, R0 provisions can be further utilised for operational budgeting.

- Deployment of asylum support teams to build capacity of the National Asylum Commission's planned inter-ministerial COI Unit (depending on the outcome of the feasibility study planned to be carried out in 2021).
- Support, including through deployments, to relevant national asylum services for the improvement and implementation of management tools, including information systems and databases integration, to enhance digitalisation and streamlining of procedures for centralised monitoring, data analysis and reporting.
- Deployment of asylum support teams and support to the coordination of professional development activities to relevant judicial authorities, i.e. specialised sections of the tribunals and the Court of Cassation and its General Prosecutor's Office to support the management of backlog.
- Provision and maintenance of infrastructure (such as mobile offices, rental, fit-out and maintenance of facilities, and equipment), as well as the necessary services (such as interpretation/cultural mediation services, transport services, administrative support, deployed resources and security, etc.), based on approved request, to facilitate the implementation of the measures in the Operational Plan.

Expected results (2022)

- Enhanced operational skills and capacity of the relevant authorities to assess the quality of registrations of applications for international protection through implementation of the related quality monitoring mechanism.
- Enhanced operational skills and capacity of the relevant authorities to process registrations (including SAR events) of applications for international protection (including remote registrations).
- Increased capacity of the concerned Italian authorities in respect of COI, including further development of the COI Unit (depending on the outcome of the feasibility study planned to be carried out in 2021).
- Improved capacity of the Italian authorities to efficiently manage and monitor the asylum and reception system, including for UAMs, through enhanced information systems.
- Asylum judicial backlog management enhanced.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
National quality monitoring mechanism supported by the Agency through the implementation of monitoring tools to improve the centralised role of the Italian authorities in quality monitoring.	N/A	≥85% of output targets (OP 2022) achieved	Internal monitoring records, measure-based monthly reports, progress reports
Percentage of registrations for international protection supported by the Agency at entry points and borders.	N/A	≥85% of output target	Monitoring reports Progress reports
Percentage of files prepared by judicial authorities with the support of the Agency, including in support of the Court of Cassation.	N/A	≥85% of output target	Monitoring reports Progress reports
Percentage of COI researches supported at the specialised sections of the tribunals.	N/A	≥85% of output target	Monitoring reports Progress reports

Objective 2
Strengthen the capacity and quality of the national reception system, including by mainstreaming a national reception self-monitoring framework.

Link to the multi-annual objective(s)
- MA01

Main outputs/actions (2022)
- Capacity building support to central authorities in reception management activities.
- Support to central and local reception authorities in the implementation of an effective reception self-monitoring framework and in the management of efficient reception allocation.
- Provision and maintenance of infrastructure (such as mobile offices, rental, fitting-out and maintenance of facilities, and equipment, etc.), as well as relevant services (such as interpretation/cultural mediation, transport services, administrative support, deployed resources and security, etc.), based on approved request, to facilitate the implementation of the measures in the Operational Plan.

Expected results (2022)
- Increased technical, managerial and operational capacity of the reception authorities.
- National reception monitoring framework supported by the Agency to ensure assessment of the quality and of the data collection and processing of the reception system.
- Enhanced operational skills and technical knowledge of reception authorities as a result of capacity building initiatives.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
National reception monitoring framework supported by the Agency to ensure assessment of the quality of the reception system.	N/A	≥85% of relevant output targets (OP 2022) achieved	Internal monitoring records, measure-based monthly reports, progress reports
Monitoring of migration flows supported by the Agency to ensure data management and reliability to enhance a correct allocation of applicants for international protection to reception centres.	N/A	≥85% of relevant output targets (OP 2022) achieved	Internal monitoring records, measure-based monthly reports, progress reports

Objective 3
Support Italian authorities and participating Member States in management of SAR disembarkations/voluntary relocation operations as relevant, under the coordination of the European Commission, as well as other unforeseen events/requests by Italian authorities justified by new emerging needs.

Link to the multi-annual objective(s)
- MA01

Main outputs/actions (2022)
- Deployment of asylum support teams and/or Agency's staff to implement tasks as per the agreed SOPs for SAR disembarkation/voluntary relocation (VR) events.
- Support to the concerned Italian authorities (DPS and DCLI Dublin Unit) in completing the pre-registration, registration, matching and subsequent processing of relocation files.
- Support to the Member States participating in the relocation exercises (mission support, interpretation, application of matching criteria support, conducting of interviews on behalf of MSs as appropriate).
- Capacity building support to reception centres and relevant authorities to ensure effective information provision on voluntary relocation.

- Deployment of asylum support teams to build capacity of the Dublin Unit in processing of Dublin cases in the framework of Voluntary Relocation.
- Support with specific operational activities upon approved request, and subject to the availability of resources, justified by new emerging needs.

Expected results (2022)

- 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.
- Increased productivity of the DCLI Dublin Unit in the framework of Voluntary Relocation to process requests.
- Timely delivery of operational support for new emerging needs, upon approved request, and subject to the availability of resources.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Percentage of SAR disembarkation/voluntary relocation events supported by the Agency.	N/A	100% of all requested and agreed events	Internal monitoring reports on SAR events, Progress reports

2.1.2 Greece

Overview of the activity

The Agency's operational support to Greece is provided in terms of asylum and reception support at central level and across the mainland and on the islands. The Agency is present operationally on five Aegean islands, as well as in Athens, Thessaloniki and over thirty second-line reception facilities on the mainland.

The Agency will continuously review its operational support based on the identified and emerging needs of Greece within a validated planning and monitoring framework for the Operational Plan, and considering the trends in arrivals and migration routes, to support Greece in fully implementing the EU asylum *acquis* and in responding to particular pressure on its asylum and reception systems in a sustainable manner. Furthermore, the continuous review of the support will take into account the context in which the Agency operated in 2020 and 2021 , with particular regard to occupational health, safety and security circumstances, EU policies of solidarity on managing asylum-seekers arrivals such as relocation schemes, potential threats and ensuing emergencies such as the one triggered by the COVID-19 outbreak. The Agency will implement its role as mandated by the EU institutions and in line with the legislative framework. Further, the Agency will adjust its continued support to Greece 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 support measures to be agreed by the Agency and the Greek Authorities will be formalised with the signature of an Operational Plan, published on the Agency's website. The Operational Plan will capture the operational planning of the Agency over a three-year cycle, taking into consideration the evaluation results of the Operating Plans from the previous years.

The Agency will also implement the activities in line with its mandated role within the framework of the Greek Taskforce on Migration Management in close coordination with the European Commission.

Support to the Greek authorities in 2022 is expected to continue taking into account that: (i) support provided to the Greek Asylum Service in the preceding period has already contributed to the significant reduction in the backlog of asylum applications; and, (ii) the Agency has increased the

assistance it provides to the Reception and Identification Service (RIS) as it took over its full responsibilities in coordinating and managing the national reception system in 2020 and 2021. Should the trend of low number of arrivals experienced during 2020 and in 2021 continue, the Agency will reduce support to GAS at a direct operational level in 2022 with a view to gradually handing over to GAS whilst ensuring flexible mobile contingency support in case of need. The Agency will, on the other hand, increase its support to RIS within a defined results framework to support RIS in delivering on its full responsibilities. The Agency will focus on the provision of the following support:

- Support to the National Asylum and Reception Authorities to strategically plan and manage the asylum and reception systems by enhancing coordination, internally and with the Agency, and planning/reporting, including statistics and capacity building.
- Support to the Asylum Service for processing applications for international protection at first instance on the islands and mainland, including flexible mobile contingency to address potential increases in arrivals.
- Support to the Asylum Service in ensuring quality within the asylum procedure, through continued training, coaching, capacity-building concerning administrative procedures and workflows (including SOPs), as well as quality monitoring through quality feedback reports.
- Support to the Dublin Unit to process outgoing requests according to the Dublin Regulation criteria.
- Support to the Appeals Authority in issuing second instance decisions.
- Continued support to first-line and second-line reception management, including deployment of multidisciplinary teams.
- Targeted support for the management of the Multipurpose Reception and Identification Centre (RIC) on Lesvos and other RICs, under the coordination of the Task Force led by the European Commission.
- Depending on the needs, provision of *ad hoc* support to the Greek Authorities to manage and implement relocation from Greece under commonly agreed procedures with the European Commission, Greece and participating Member States.

In implementing the Operational Plan, the Agency will provide operational support by deploying asylum support teams, promoting and implementing capacity building activities. The Agency will also provide other support, upon approved request, to facilitate the implementation of the measures and the objectives of the Operational Plan, including logistics (such as mobile offices, rental and setting-up of facilities, equipment, etc.) as well as relevant services (such as interpretations/cultural mediation, support staff, transport, security, etc.).

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. The Agency will also maintain its regular participation in the EU Regional Task Force as well as collaboration with main partners, such as UNHCR and IOM.

The main challenges for the Agency remain the uncertainty over migration flows and the 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 Greek authorities and the European Commission, the Agency will adjust its intervention providing appropriate support to address emerging needs.

	2022 (planned)	2020 (actual)
Financial resources	**EUR 52,712,940**[14] (3301 Operational Support - Greece)	**EUR 42,715,283 (C1+R0)** (3301 Operational Support - Greece)
Human resources	17 TA, 11 CA & SNE	10 AD, 9 AST, 7 CA
Estimates of quantifiable workload drivers	**Arrivals and asylum applications**: During the first eight months of 2020, some 8,500 third-country nationals arrived on the Eastern Aegean Sea islands, and 33 000 asylum applications were lodged in Greece, representing respectively a decrease of over two thirds (67%) and one fifth (21%) compared to the same period in 2019, with similar trends recorded in early 2021. If the trend continues in late 2021, deployment of caseworkers and registration asylum support teams (ASTs) will be scaled down in 2022, while maintaining flexible mobile contingency to support potential increase in arrivals. **Reception:** the reception system will continue to require support and the Agency is expected to scale up operations on the following basis: • Since 2020, all open sites on mainland are under the official management of the national Reception Authority and the Agency will continue to support this authority as it takes full responsibility for reception management. • After the events on 8 and 9 September 2020 that destroyed the Reception facility of Moria on the Greek island of Lesvos, there is a joint pilot project for the establishment and operation of a new Multipurpose Reception and Identification Centre on Lesvos, under the coordination of the Task Force led by the European Commission. The Agency has a defined role in this respect and in regard to the other Reception and Identification Centres. **Relocation:** Solidarity mechanism are part of the new Pact on Migration and Asylum that aims to ensure the principles of fair sharing of responsibility and solidarity among Member States and streamline the asylum process. If there are needs in this area, the Agency's support will continue, primarily as flexible contingency support on the basis of requests from Greek authorities.	

An indicative breakdown of the above allocated appropriations for operational support to Greece is provided below.

Type of costs	Estimated expenditure (EUR)
Deployment of experts	158,700
Interim workers (asylum and reception, office and field coordination, missions)	32,097,055
Interpretation services	15,785,280
Training costs (participants, venue and catering)	454,320
Other direct costs (staff missions, security, buildings rental and maintenance, cleaning services, stationery and office supplies, medical supplements, etc.)	4,217,585
	52,712,940

The financial resources for operational support are indicative. These will be aligned with the annual planning of the specific Operational Plan, the prioritised needs assessment and the activities to be implemented and will be managed within the overall appropriations allocated for operational support.

[14] In case of operational needs, R0 provisions can be further utilised for operational budgeting.

Budget re-allocation and/or R0 contingency provisions can be further utilised for operational budgeting to secure the additional budget requirements to the available appropriations.

Objective 1

Support the Asylum Service and Appeals Authority to implement the asylum procedure efficiently and in a timely manner, ensuring the protection of fundamental rights of applicants for international protection towards the implementation of the EU Asylum Acquis.

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2022)

- Deployment of asylum support teams to support the Asylum Service to strategically coordinate, plan and manage the asylum system, by enhancing coordination, training to personnel, capacity building and quality assurance mechanisms.
- Deployment of asylum support teams to the Asylum Service for processing applications for international protection at first instance on the islands and mainland and ensuring flexible contingency support in case of particular pressure on the asylum system, based on agreed priorities and arising from migration flows.
- Support to the Asylum Service in ensuring quality within the asylum procedure, through continued training, coaching, capacity-building concerning administrative procedures and workflows (including SOP's), as well as quality monitoring through quality feedback reports.
- Deployment of asylum support teams to the Dublin Unit to process outgoing requests according to the Dublin Regulation criteria.
- Deployment of asylum support teams to the Appeals Authority to provide support for issuing second instance decisions.
- Provision of other support, upon approved request, including logistics (such as mobile offices, rental, fitting-out and maintenance of facilities, equipment, etc.), as well as relevant services (such as interpreters, caseworkers and support staff, transport and security, etc.), to facilitate the implementation of the measures in the Operational Plan.

Expected results (2022)

- Enhanced capacity of the Asylum Service to implement the asylum procedure efficiently and in a timely manner, ensuring the protection of fundamental rights of applicants for international protection towards the implementation of the EU Asylum Acquis.
- Enhanced capacity of the Asylum Service Quality and Training Unit, to ensure the quality and consistency of relevant outputs, through the deployment of asylum support teams in the quality helpdesk and delivery of Train the trainer's sessions, professional development and required specialised trainings and coaching sessions.
- Enhanced processing of applications for international protection.
- Enhanced processing of Dublin files.
- Enhanced processing of second instance appeals through deployments to the Appeals Authority.

Indicators	Latest result (CAAR 2020)	Target 2022[15]	Data source
Number of registrations of applications processed with the Agency's support (Islands & Mainland).	16,619[16]	TBD	Monitoring reports Progress reports
Number of interviews conducted with the Agency's support (Islands & Mainland).	18,403	TBD	Monitoring reports Progress reports
Number of opinions delivered with the Agency's support (Islands & Mainland).	16,367	TBD	Monitoring reports Progress reports
Number of outgoing Dublin requests processed with the Agency's support.	N/A	TBD	Monitoring reports Progress reports

[15] 2022 operational targets will be established in the beginning of the year, following the agreement of an Operational Plan and the specific measures therein. These will be reported accordingly through the quarterly progress reports.

[16] Operational Factsheet – Greece – 2019; *idem* for other indicators.

Number of second instance reports for the Committees prepared with the Agency's support.	N/A	TBD	Monitoring reports Progress reports

Objective 2
Support the National Reception Authorities to manage and operate the national reception system, towards the implementation of the minimum EU reception standards.

Link to the multi-annual objective(s)
- MA01

Main outputs/actions (2022)
- Deployment of support teams to the National Reception Authority to strategically plan and manage the national reception system.
- Provision of training and capacity-building to the National Reception Authority.
- Deployment of support teams to the National Reception Authority and the Special Secretariat for Unaccompanied Minors to implement the National Strategy on Unaccompanied Minors.
- Deployment of multidisciplinary teams to the National Reception Authority to support the management of first-line reception facilities.
- Deployment of multidisciplinary teams to the National Reception Authority to support the management of the Multipurpose Reception and Identification Centres on Lesvos and other islands.
- Deployment of multidisciplinary teams to the National Reception Authority to coordinate and manage second line reception facilities.
- Provision of other support, upon approved request, including logistics (such as mobile offices, equipment, etc.), as well as relevant services (such as interpreters and support staff), to facilitate the implementation of the measures in the Operational Plan.

Expected results (2022)
- Enhanced operational skills and technical knowledge of the relevant authorities to strategically plan and manage the national reception system.
- Strengthened capacity of the relevant national authorities to enhance and manage first-line reception facilities.
- Strengthened capacity of the relevant national authorities to enhance and manage second-line reception facilities.
- Strengthened capacity of the relevant national authorities to enhance and manage supports for Unaccompanied Minors.
- Strengthened capacity of the relevant national authorities to enhance and monitor reception conditions.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Percentage of queries responded by the Helpdesk within one month.	100%	100%	Monitoring reports Progress reports
Number of individual assessments conducted with support from the Agency.	N/A	TBD	Monitoring reports Progress reports
Number of beneficiaries targeted with information provision conducted with support from the Agency.	N/A	TBD	Monitoring reports Progress reports
Number of referrals made following individual assessment/information-provision.	N/A	TBD	Monitoring reports Progress reports

Objective 3
Support the Greek Authorities to manage and implement relocation from Greece, as required, under the coordination of the European Commission and through common agreed procedure with

participating Member States, as well as other unforeseen events/requests by the Greek authorities or the Commission justified by new emerging needs.

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2022)

- Deployment of asylum support teams and/or Agency's staff for emergency and temporary operational events under the coordination of the European Commission, and in support of the concerned Greek authorities and participating Member States in a timely and coordinated manner.
- Support with specific operational activities upon approved request, and subject to the availability of resources, justified by new emerging needs.

Expected results (2022)

- Strengthened capacity of the relevant national authorities to manage and coordinate emergency and temporary operational events.
- Timely support for participating Member States.
- Timely delivery of operational support for emerging needs, upon approved request, and subject to the availability of resources.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of Best Interests Assessments (BIA) drafted with support from the Agency.	N/A	TBD	Monitoring reports Progress reports
Number of relocation assessments drafted with support from the Agency (Best Interests Procedure and Vulnerable Families).	N/A	TBD	Monitoring reports Progress reports

2.1.3 Cyprus

Overview of the activity

Within the context of constant migration flows in the Eastern Mediterranean, the Agency's operational support to Cyprus is provided to the national and local offices of the asylum and reception authorities: in the Cypriot Asylum Service (CAS) in Nicosia at central level across asylum and reception services, within the reception centres of Pournara (first line) and Kofinou (second line); in the Pournara registration area supporting the Aliens and Immigration Unit -of the Ministry of Justice (AIU) and, further, at the International Protection Administrative Court (IPAC) in Nicosia.

The Agency will continuously review its operational support based on the identified and emerging needs of Cyprus within a validated planning and monitoring framework, and taking into account the trends in arrivals and migration routes, to fully implement the EU asylum *acquis* and to respond to particular pressure on its asylum and reception systems in a sustainable manner. Furthermore, the continuous review of the support will take into account the environment in which the Agency operated in 2020 and will be operating in 2021 and 2022, with particular regard to occupational health, safety and security circumstances, EU policies of solidarity on managing asylum-seekers arrivals, potential threats and ensuing emergencies such as the one recently triggered by the COVID-19 outbreak. The Agency will implement its role as mandated by the EU institutions and in line with the legislative framework in place, aiming to transition to an exit phase in the following years, contingent upon decrease of the migratory pressure, in close collaboration with the Cypriot authorities. Further, the Agency will adjust its continued support to Cyprus 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 support measures to be agreed by the Agency and the Cypriot Authorities will be formalised with the signature of an Operational Plan, published on the Agency's website. The Operational Plan will capture the operational planning of the Agency over a three-year cycle, and will take into consideration the evaluation results of the Operating Plans from the previous years.

On the basis of the above, the Agency's operational support to Cyprus is expected to focus on the consolidation and further expansion of support to CAS achieved in 2021. This will involve the progressive implementation of planned activities to strategically support CAS in planning, coordinating and managing the national asylum and reception systems and services; in further reducing the first and second instance backlogs and to operationally support the Cypriot authorities in implementing the national reception strategy. More specifically, this would translate into the continuous presence of the Agency's deployed personnel to CAS at national and operational level across the asylum and reception systems; through continued 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 processes in Pournara; maintained deployment support for the processing of applications at first instance in coordination with CAS and regular activities assuring EU quality standards in asylum and reception. Moreover, building on the 2020 pilot project and consequent increased intervention in support of IPAC, the consolidation of the Court's structure and the final backlog absorption of second instance cases will continue to be areas of the Agency's support to Cyprus.

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 reception model and 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 and workflows at IPAC). The Agency will also support the establishment of national self-assessment mechanisms, aimed at promoting quality of asylum procedures in the registration phase and in terms of reception conditions standards.

This would reflect both the overall expected stabilisation in migration in-flows to Cyprus compared to 2018-2020 and planned reduction of the backlog in 2021 by the national authorities with the Agency's support. However, 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.

In implementing the Operational Plan, the Agency will provide operational support by deploying asylum support teams, promoting and implementing capacity building activities and may provide other support, upon approved request, including logistics (such as mobile offices, rental and setting-up of facilities, equipment, etc.) as well as related services (such as interpretation/cultural mediation, support staff, security, transport, etc.).

The Agency will cooperate with the relevant bodies in the provision of such support, devoting special attention to practical cooperation with EU partners (e.g. the European Commission, Frontex among others) and other stakeholders such as UNHCR and IOM.

The main challenges for the Agency remain the unstable 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 Cypriot authorities and the European

Commission, the Agency will adjust its intervention providing appropriate support to address emerging needs.

	2022 (planned)	2020 (actual)
Financial resources	**EUR 12,030,860**[17] (3301 Operational Support - Cyprus)	**EUR 5,029,505 (C1+R0)** (3301 Operational Support - Cyprus)
Human resources	6 TA, 1 CA & SNE	3 AD, 3 AST, 1 CA
Estimates of quantifiable workload drivers	• # of applications for international protection (irregular entries) - TBC • Percentage of monthly increase/decrease in first instance and second instance backlogs - TBC • Implementation of workflows/SOPs in IPAC • Implementation of the Reception Strategy • Percentage of files digitalized by CAS and submitted to the Agency - TBC •	

An indicative breakdown of the above allocated appropriations for operational support to Cyprus is provided below.

Type of costs	Estimated expenditure (EUR)
Deployment of experts	1,500,000
Experts on contract/CDM	5,199,000
Interim staff	824,770
Interpretation services	3,542,920
Training costs (participants, venue and catering)	20,170
Other direct costs (staff missions, security, buildings rental and maintenance, cleaning services, stationery and office supplies, medical supplements, etc.)	944,000
	12,030,860

The financial resources for operational support are indicative. These will be aligned with the annual planning of the specific Operational Plan, the prioritised needs assessment and the activities to be implemented and will be managed within the overall appropriations allocated for operational support. Budget re-allocation and/or R0 contingency provisions can be further utilised for operational budgeting to secure the additional budget requirements to the available appropriations.

Objective 1

Provide support to the Cypriot Asylum Service and the International Protection Administrative Court to ensure proper access to the asylum procedure and registration, to process applications for international protection in line with CEAS standards, and to reduce the backlogs at first and at second instances.

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2022)

- Deployment of asylum support teams to the AIU for registration of international protection applications to enhance processing capacity and quality of registration procedures.
- Deployment of asylum support teams to support the reduction of backlog and to build capacity of the Cypriot Asylum Service, in relation to processing applications for international protection, quality assurance, COI research and its query system, as well as the capacity of processing of outgoing Dublin cases.
- Support, including through deployments, to relevant national asylum services for the development of management tools, including information systems and databases integration,

[17] In case of operational needs, R0 provisions can be further utilised for operational budgeting.

to further explore the implementation of remote working modalities and to enhance digitalisation and streamlining of procedures for centralised monitoring, data analysis and automated reporting.
- Deployment of asylum support teams and capacity building activities to the International Protection Administrative Court to support the absorption of backlog, to share consolidated best practices, harmonized SOPs and workflows and improve quality of COI researches.
- Provision and maintenance of infrastructure (such as mobile offices, rental, fitting-out and maintenance of facilities, and equipment), as well as the necessary services (such as interpreters, interpretation/cultural mediation, transport services, administrative support and expert staff and security, etc.), based on approved request, to facilitate the implementation of the measures in the Operational Plan.

Expected results (2022)

- Overall increased rate of registrations of applicants for international protection carried out by AIU personnel with support of an interpreter, including vulnerability screening, Dublin questionnaire and information provision of the asylum procedure.
- Reduction of first instance applications' backlog in comparison to the beginning of the year and enhanced CAS productivity based on efficient workflows and quality procedures (including vulnerability).
- Increased capacity of the concerned Cypriot authorities in respect of COI, including the further development of the COI Unit.
- Improved functioning of structured mechanisms and SOPs in relation to the Dublin case management and quality assurance in CAS.
- Improved procedures for processing applications for international protection, including the full implementation of an integrated digital system in place and accessible to all actors involved in the asylum procedure.
- Reduction of the second instance applications' backlog in comparison to the beginning of the year and an effective and efficient structure and workflow in place.

Indicators	Latest result (CAAR 2020)	Target 2022[18]	Data source
Number of interviews conducted with support from the Agency.	925	TBD	Monitoring reports Progress reports
Number of recommendations finalised with support from the Agency.	501	TBD	Monitoring reports Progress reports
Percentage of residents assessed by vulnerability personnel deployed by the Agency in Pournara.	N/A	≥85%	Monitoring reports Progress reports
Number of second instance files (unique) prepared with support from the Agency.	N/A	TBD	Monitoring reports Progress reports
Number of Dublin cases processed with support from the Agency.	N/A	TBD	Monitoring reports Progress reports

Objective 2

Provide support to the Cypriot reception authorities to strengthen the national reception system, via the implementation of the developed national Reception Strategy and Implementation Plan and the improved operational coordination of central management and first- and second-line reception structures.

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2022)

[18] 2022 operational targets will be established in the beginning of the year, following the agreement of an Operational Plan and the specific measures therein. These will be reported accordingly through the quarterly progress reports.

- Deployment of asylum support teams to Agency and CAS offices in Nicosia and to Pournara and Kofinou reception centres to enhance national capacities to manage the reception system and to integrate existing good practices (vulnerability, referrals, social work and information provision).
- Support in the operationalisation of the integrated national Reception Strategy and Implementation Plan, including its harmonised data collection system, a central allocation and distribution mechanism, related referral mechanisms and an effective coordination structure with stakeholders.
- Provision and maintenance of infrastructure (such as mobile offices, rental, fitting-out and maintenance of facilities, equipment, etc.), as well as related services (such as interpreters, interpretation/cultural mediation, transport services, support and expert staff, security, etc.), based on approved request, to facilitate the implementation of the measures in the Operational Plan.

Expected results (2022)

- Full implementation of the national reception model according to the strategy defined in 2021, including central allocation system;
- Consolidated and improved reception support and social work activities in Pournara and Kofinou reception centres with a continued focus on quality (vulnerability, referrals and information provision) and capacity building;
- Strengthened capacity of CAS to monitor reception conditions and apply EU standards;
- Operational data collection and management mechanism in place;
- Well-functioning coordination and management mechanisms among relevant stakeholders, under the lead of CAS.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Implementation of SOPs and workflows based on the national reception model (according to the national Reception Strategy drafted with support from the Agency).	N/A	100%	Monitoring reports Progress reports
Percentage of implementation of the Early Identification system for vulnerable applicants.	Early identification Assessment for vulnerable groups in place at registration level	100%	Monitoring reports Progress reports

Objective 3

Support the Cypriot authorities and participating Member States in the management of voluntary relocation operations as well as other unforeseen events/requests by the Cypriot authorities justified by new emerging needs.

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2022)

- Deployment of asylum support teams and/or Agency staff to implement the tasks as per the agreed SOPs for 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 (2022)

- Voluntary relocation operations delivered in support of the concerned Cypriot 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.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Percentage of emergency and temporary specific operational events managed with support of the Agency.	N/A	100% of all requested and agreed events	Activity/progress reports

2.1.4 Malta

Overview of the activity

The Agency's operational support to Malta is being provided since July 2019 to the national asylum authorities and since January 2020 to the reception authorities. Support provided by the Agency in 2019 involved tailor-made assistance and technical expertise - in line with the needs indicated by the Maltese authorities - up to the end of 2019 focussing exclusively on three asylum related measures. The Agency's support in 2020 further built on the asylum-related measures and extended to coordination and management support and capacity building to the Agency for Welfare of Asylum Seekers (AWAS) and direct operational support in specific reception measures on vulnerability assessment and referral and age assessment.

Building on the support provided in the past years, the Agency will tailor its support in 2022 to the identified needs in agreement with the Maltese authorities and the European Commission. The Agency will continuously review its operational support based on the identified and emerging needs of Malta within a validated planning and monitoring framework, and taking into account the trends in arrivals and migration routes, to fully implement the EU asylum *acquis* and to respond to particular pressure on its asylum and reception systems in a sustainable manner. Furthermore, the continuous review of the support will take into account the environment in which the Agency operated in 2020 and 2021, with particular regard to occupational health, safety and security circumstances, EU policies of solidarity on managing asylum-seekers arrivals, potential threats and ensuing emergencies such as the one triggered by the COVID-19 outbreak. The Agency will implement its role as mandated by the EU institutions and in line with the legislative framework in place, aiming to transition to an exit phase in the following two years, contingent upon decrease of the migratory pressure, in close collaboration with the Maltese authorities. Further, the Agency will adjust its continued support to Malta 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 support measures to be agreed by the Agency and the Maltese Authorities will be formalised with the signature of an Operational Plan, published on the Agency's website. A multi-annual approach to capture the operational planning of the Agency over a three-year cycle, as well as the evaluation results of the Operating Plans from the previous years will formulate the basis for the Operational Plan 2022.

The support to the Maltese authorities in 2022 is expected to continue at similar levels as in 2021, however, addressing the backlog in the asylum procedure and completing the digitalisation of the paper-based individual asylum files might impact in terms of a potential reduction in the number of deployed experts as part of the asylum support teams. Within this assumption, and while addressing COVID-19 specific issues, the Agency expects to further support the reduction of backlog at first instance, capacity building on quality assurance and COI workflows and a consolidation of support on the wider reception support in terms of vulnerability and social workflows. This would allow for a phased withdrawal at the end of 2022 in terms of first instance asylum processing.

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

- International Protection Agency (IPA) and the Agency for Welfare of Asylum Seekers (AWAS) are fully established;
- Number of arrivals will remain at a similar level as in 2021;
- Backlog in registration and first instance pending cases has been reduced in 2021.

In implementing the Operational Plan 2022, the Agency will provide operational support by deploying asylum support teams, promoting capacity building activities and may provide other support, upon approved request, including logistics (such as mobile offices, rental and setting-up of facilities, equipment, etc.) as well as relevant services (such as interpretations/cultural mediation, administrative support, transport, security, etc.) to facilitate the implementation of the measures in the Operational Plan.

The main challenges for the Agency remain the changing political, legislative 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 Maltese authorities and the European Commission, the Agency will adjust its intervention providing appropriate support to address emerging needs.

Should circumstances require, the Agency remains ready to support the Maltese authorities in support of potential appeals at second instance. This support is not currently foreseen, although the Agency may engage with the relevant authorities to conduct an assessment of the framework of current second instance systems.

Finally it is worth highlighting that the Malta Operations will be utilised as a testing ground for the identification, development and testing of relevant operational platforms, systems and tools - particularly in respect of systems including entry-exit systems, remote processing systems (including pre-registration, registration and asylum interviews); scheduling and case management tools – which can then be subsequently assessed for their wider mainstreaming within the Operational Support Centre and more widely as Agency tools. These workflows are not reflected within the specific objectives of Operational support for Malta but are reflected in the relevant Operational Tools Sector objectives, under the Operational Support and Operational Tools section.

	2022 (planned)	**2020 (actual)**
Financial resources	**EUR 6,802,800**[19] (3301 Operational Support - Malta)	**EUR 3,896,818 (C1+R0)** (3301 Operational Support - Malta)
Human resources	3 TA, 1 CA & SNE	1 AD, 2 AST, 1 SNE
Estimates of quantifiable workload drivers	• Number of asylum applications • Number of pending cases at first instance **Expected at similar levels as 2020 and 2021*	

An indicative breakdown of the above allocated appropriations for operational support to Malta is provided below.

Type of costs	**Estimated expenditure (EUR)**
Deployment of experts	829,370
Interim workers (asylum and reception, office and field coordination, missions)	3,462,440
Interpretation services	1,882,320
Other direct costs (training, staff missions, stationery and office supplies, ICT, translations, building rental and maintenance, etc.)	628,670

[19] In case of operational needs, R0 provisions can be further utilised for operational budgeting.

	6,802,800

The financial resources for operational support are indicative. These will be aligned with the annual planning of the specific Operational Plan, the prioritised needs assessment and the activities to be implemented and will be managed within the overall appropriations allocated for operational support. Budget re-allocation and/or R0 contingency provisions can be further utilised for operational budgeting to secure the additional budget requirements to the available appropriations.

Objective 1
Improved access to asylum procedure in Malta and increased capacity to manage the asylum backlog at first instance determination.

Link to the multi-annual objective(s)
- MA01

Main outputs/actions (2022)
- Deployment of asylum support teams to reduce the backlog in the processing of applications for international protection at first instance.
- Deployment of asylum support teams to strengthen the processing capacity of the Dublin Unit.
- Provision and maintenance of infrastructure (such as mobile offices, rental, fit-out and maintenance of facilities, and equipment), as well as relevant services (such as interpretation/cultural mediation, transport services, support staff, security, etc.), based on approved request, to facilitate the implementation of the measures in the Operational Plan.

Expected results (2022)
- Increased rate of processing applications for international protection.
- Strengthened capacity of the Dublin Unit.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of interviews conducted with support from the Agency.	581	1,400	Monitoring reports
Number of Evaluation Reports drafted with support from the Agency.	650	1,400	Monitoring reports
Number of Dublin files processed with support from the Agency.	N/A	1,000	Monitoring reports

Objective 2
Provide operational support to the Maltese authorities to strengthen the national reception system.

Link to the multi-annual objective(s)
- MA01

Main outputs/actions (2022)
- Deployment of asylum support teams to increase the national authorities' capacity for vulnerability assessment.
- Deployment of asylum support teams to increase the national authorities' capacity on social work in the reception context.
- Provision and maintenance of infrastructure (such as mobile offices, rental, fitting-out and maintenance of facilities, equipment, etc.), as well as relevant services (such as interpretation/cultural mediation, transport services, support staff, security, etc.), based on approved request, to facilitate the implementation of the measures in the Operational Plan.

Expected results (2022)
- Increased capacity of the national reception authority to perform vulnerability assessments in a timely manner
- Increased capacity of the national reception authority on social work in the reception context.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source

Percentage of Vulnerability Assessments completed in the agreed timeline between the Agency and AWAS.	N/A	>85%	Monitoring reports

Objective 3

Support the Maltese authorities and participating Member States in the management of ad hoc disembarkations/voluntary relocation operations, as relevant, under the coordination of the European Commission, as well as other unforeseen events/requests by the Maltese authorities justified by new emerging needs.

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2022)

- Deployment of asylum support teams 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 (2022)

- 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.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Percentage of emergency and temporary specific operational events managed with support from the Agency.	100%	100% of all requested and agreed events	Activity/progress reports

2.1.5 Spain

Overview of the activity

In the summer of 2020, in response to an initial request from the State Secretary for Migrations, the Agency and the Spanish authorities discussed further collaboration and potential support to Spain in the area of reception.

In the course of subsequent technical meetings throughout the second half of 2020, a Joint Rapid Needs Assessment (JRNA) for identification of possible areas of support was agreed and conducted. The following assessments were performed, and potential areas of support identified and analysed during the joint exercise:

1. Assessment of potential support in the design, development and subsequent implementation of a new national model of reception system for international protection.
2. Assessment of the needs related to the first area for the deployment of experts to support the central reception authorities in terms of planning, project management and identified technical functions at central level.
3. Assessment of the need for actions in support of emergency reception facilities with a specific focus on the Canary Islands.
4. Assessment of the need for training and capacity building for different categories of personnel in the Spanish national reception system.
5. Possible participation in the Agency's Resettlement Support Facility (RSF) Project.

The outcome of the assessment resulted in the agreement and signature of an Operating Plan, to be implemented in the period from December 2020 until December 2021. The Operating Plan focused on five main measures and outputs:

- Facilitated support to the Spanish authorities in the transition towards a new model for reception.
- Enhanced structural processes in support of the Spanish reception system.
- Strengthened capacity within the Spanish reception system through professional development, tools and materials.
- Support to the Spanish authorities in the management of reception services in locations under particular pressure (ref. Canary Islands).
- Inception of support for Spanish authorities to facilitate the fulfilment of their resettlement pledges.

On the basis of the early results from the implementation of the 2021 Operating Plan, as well as on any change in the circumstances and needs on the ground, and in application of the methodology prescribed in the Agency's Operations & Technical Assistance Manual, further extension of support to reception, as well as identification of potential new areas of concern, will be considered. The results may provide the basis for extension of the Agency's support throughout 2022 and beyond. Further, the Agency will adjust its support to Spain 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 planning of 2022 support and activities is built around the following assumptions:

- A continuous and persistent trend in arrivals will continue to place additional pressure on the Spanish reception system;
- Continued commitment and engagement of the Spanish reception authorities to articulate, develop and improve the reception model and the implementation of the organisational change required to enhance the Spanish reception system with Agency support;
- Implementation of joint activities and best practices in reception-related workflows will be validated, further expanded, developed and mainstreamed across the territory.

The support measures to be agreed by the Agency and the Spanish Authorities will be formalised with the signature of an Operational Plan, published on the Agency's website. A multi-annual planning approach to capture the operational support of the Agency over a two or three-year cycle, as well as the results of the implementation of 2021 activities will formulate the basis for the planning of continued operational support in 2022.

In implementing a new Operational Plan, the Agency may provide operational support by deploying asylum support teams (ASTs), promoting and delivering capacity building activities and may provide other support, upon approved request, including logistics (such as mobile offices, rental and setting-up of facilities, equipment, etc.) as well as relevant services (such as interpretations/cultural mediation, administrative support, transport, security, etc.) to facilitate the implementation of the measures in the Operational Plan.

Throughout the year, on the basis of any change in the circumstances on the ground, and in agreement with the Spanish authorities, the Agency will adjust its intervention providing appropriate support to address emerging needs.

On the basis that it is too early to identify the specific objectives for 2022, ***indicative*** objectives are identified below as they currently relate to 2021 which will be further developed for the objectives for 2022 in subsequent revisions and based on the progress of the implementation of the Operating Plan in 2021.

	2022 (planned)	2020 (actual)
Financial resources	**EUR 2,996,610**[20] (3301 Operational Support - Spain)	**N/A**[21] (3301 Operational Support – Spain)
Human resources	3 TA, 2 CA & SNE	N/A
Estimates of quantifiable workload drivers	• Implementation of new reception model • Continued high influx and number of arrivals to reception centres in late 2021 and 2022	

An indicative breakdown of the above allocated appropriations for operational support to Spain is provided below.

Type of costs	Estimated expenditure (EUR)
Deployment of experts and temporary workers	2,392,836
Interpretation services	85,634
Other direct costs (training, staff missions, stationery and office supplies, ICT, translations, facility/infrastructure costs, etc.)	518,140
	2,996,610

The financial resources for operational support are indicative. These will be aligned with the annual planning of the specific Operational Plan, the prioritised needs assessment and the activities to be implemented and will be managed within the overall appropriations allocated for operational support. Budget re-allocation and/or R0 contingency provisions can be further utilised for operational budgeting to secure the additional budget requirements to the available appropriations.

Objective 1

Support to the Spanish authorities in the transition towards a new national reception model (based on the agreement on the design and implementation of the new model in 2021) and the provision of required structural supports (including personnel) in the implementation of the new model for reception to enhance structural management of the Spanish reception system, including strengthened capacity within the Spanish reception system through relevant professional development, training and related tools.

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2022)

- Articulation, validation and testing of a new national reception model for Spain.
- Support to Spain, following structured needs assessment and upon approved request, to further build capacity for national reception management.
- Deployment of asylum support teams to specific reception-related support activities and/or new areas, as relevant.
- 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.

Expected results (2022)

- 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.

[20] In case of operational needs, R0 provisions can be further utilised for operational budgeting.

[21] Operational support to Spain is provided as of 2021.

- National vulnerability workflows are enhanced, tested, validated, harmonised and implemented across the Spanish reception system.
- National information provision workflows are enhanced, tested, validated, harmonised and implemented across the Spanish reception system.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Percentage of implementation of the relevant measures of the Operational Plan.	N/A	>85%	Progress reports

Objective 2
Support the Spanish authorities in the management of reception services under pressure

Link to the multi-annual objective(s)
- MA01

Main outputs/actions (2022)
- Deployment of asylum support teams 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 asylum support teams to reception centres under particular pressure to facilitate and support the effective design, site planning and management of reception services.
- Provision and maintenance of infrastructure (such as mobile offices, rental, fitting-out and maintenance of facilities, equipment, etc.), as well as relevant services (such as interpretation/cultural mediation, transport services, support staff, security, etc.), based on approved request, to facilitate the implementation of the measures in the Operational Plan.

Expected results (2022)
- Reception centres under particular pressure are supported to ensure adequate provision of reception facilities.
- Vulnerability and information provision workflows are integrated within the management of reception centres under particular pressure.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Percentage of implementation of the relevant measures of the Operational Plan.	N/A	>85%	Progress reports

Objective 3
Support the Spanish authorities in the management of unforeseen events, justified by new emerging needs.

Link to the multi-annual objective(s)
- MA01

Main outputs/actions (2022)
- Support with specific operational activities upon approved request, and subject to the availability of resources, based on new emerging needs.

Expected results (2022)
- Timely delivery of operational and technical support for emerging needs, upon approved request, and subject to the availability of resources.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Percentage of emergency and temporary specific operational events managed with support from the Agency.	N/A	100% of all requested and agreed events	Activity/progress reports

2.1.6 Other operational activities

Overview of the activity
In summer 2021, following requests for support from Lithuania and Latvia, the Agency signed Operating Plans with the two Member States for the provision of operational, technical and logistics support. The Operating Plans have been developed and agreed following the Agency's well-established results-based methodology, on the basis of the outcome of rapid needs assessments and in close consultation with the requesting Member States. Further to additional needs expressed by the Lithuanian authorities, the Operating Plan for provision of operational support to Lithuania has been amended and extended to June 2022. Should the pressure on the asylum and/or reception systems of the two Member States continue, the Agency will extend its support, based on approved request, and will continue provision of relevant and timely operational, technical and logistics assistance in the course of 2022. Budgetary appropriations will be reviewed and re-allocated on the basis of the annual measures to be implemented in all Member States receiving support by the Agency in 2022. Throughout the year, on the basis of any change in the circumstances on the ground or specific requests, the Agency will adjust its interventions providing appropriate support to address emerging needs justified by unforeseen or emergency events, in line with the provisions of its Regulation, and in coordination with the European Commission as necessary. The aim of the proposed new mandate for the Agency is to provide **enhanced operational support** to Member States in order to assist them in implementing the revised CEAS in a timely and effective manner. This pre-supposes the provision of targeted operational assistance – if requested within the mechanisms of the Regulation - to address areas of concern or areas that require further attention in the asylum and reception systems of the different Member States. Thus, the Agency will **further develop its operational support** based on the emerging needs of Member States to fully implement the EU asylum acquis and to respond to particular pressure on their asylum and reception systems. The Agency will tailor its operational support to the specific needs that arise as well as the requests from Member States. Support will take the form of **targeted measures to Member States** under particular pressure with certain identified and specific needs related to the coherent and comprehensive implementation of the EU asylum acquis. The Agency will **provide emergency support to Member States** subject to particular pressure by deploying Agency staff and/or asylum support teams 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 also establish a **first-line Reception Hub/First Response Capability** within the Agency's Country Operational Office in Greece to support the Commission in responding to those Member States whose reception systems are under specific emergency particular pressure. In order to enhance access to wider **interpretation,** the Agency will continue to support EU+ countries with provision of support for available languages for interpretation and translation. The Agency will also provide support with remote interpretation services to Member States using advanced remote technologies.

	2022 (planned)	2020 (actual)
Financial resources	**EUR 2,207,257**[22] (3301 Operational Support)	**EUR 46,690** (3301 Operational Support)
Human resources	4 TA	1 AD
Estimates of quantifiable workload drivers	• Number of (new) requests for support: upon need and as per the established procedure in the Agency's Regulation and the Agency's Operations Manual •	

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 (2022)
- Deliver timely, efficient, coordinated, rapid response operations upon approved request to Member States.
- Deploy asylum support teams and/or Agency's staff, provide operational and technical support for rapid response needs upon approved request of Member States, in close coordination with the European Commission.

Expected results (2022)
- The Agency responds to rapid response needs upon request in a timely, efficient, planned, structured and coordinated operational manner.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Percentage of timely operational responses.	100%	100% of approved requests responded to within agreed timeframe	Operational records and activity reports

Objective 2
Provision of available language services and remote interpretation services.

Link to the multi-annual objective(s)
- MA01

Main outputs/actions (2022)
- Deliver timely, available languages to Member States.
- Deliver remote interpretation services to Member States.

Expected results (2022)
- Provision of support to all Member States with rare language(s) interpretation services.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Percentage of Member States interpretation requests supported.	N/A	Min 80%	Operational records and activity reports

[22] In case of operational needs, R0 provisions can be further utilised for Operational budgeting.

2.1.7 External dimension

2.1.7.1 Networks and external relations

Overview of the activity
Within the framework of the EU external relations policy, the Agency will encourage and facilitate cooperation between EU+ countries, as well as between EU+ countries and partner third countries, in the External Dimension of the CEAS. 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 Cooperation Network. The Agency will manage and further develop the two Networks by organising NCP meetings and activities involving relevant stakeholders as appropriate. The meetings will be a chance for the NCPs to discuss the Agency's activities and practical cooperation, including planning, coordination and identification of synergies in terms of Resettlement and partner country support actions. The Agency will organise general Network meetings, complemented with thematic/geographical Working Group meetings. Additional thematic, practical cooperation meetings or activities may also be organised. The Agency will continue coordination and implementation of agreed frameworks for cooperation with partner third countries, including through Working Arrangements (WAs). Furthermore, the Agency will work in preparation of the deployment of Liaison Officers to partner countries, in line with the Regulation. Furthermore, the Agency will adjust its continued support within the External Dimension to the framework of the Agency Reception Strategy, which identifies reception related support central to the effective delivery of reception services within partner third countries. The Agency will continue developing specific Knowledge Management tools and techniques. This aims at enhancing cooperation and coordination through eased access to existing knowledge held in the Agency, EU+ countries and with other relevant stakeholders, by creating more effective peer-to-peer exchanges.

	2022 (planned)	2020 (actual)
Financial resources	**EUR 227,000** (3203 External dimension)	**EUR 1,651.75** (3203 External dimension)
Human resources	4 TA	0.5 AD, 3 AST
Estimates of quantifiable workload drivers	• Delivery of 2 dedicated Networks with at least 8 activities to facilitate and encourage cooperation among EU+ countries, as well as between EU+ countries and partner countries, in the External Dimension of the CEAS.. • EUAA regulation expands the Agency's role in the External Dimension of the CEAS, including with respect to Working Arrangements (WAs) and Liaison Officers (LOs) in partner countries as well as further projects and grant management to allow the possibility to scale-up the Agency's work in the External Dimension.	•

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 (2022)
- Manage and coordinate two Networks on External Dimension, through meetings and consultations, as well as other Network activities agreed between the members of the two Networks.
- Maintain and coordinate specialised Working Groups, through meetings and consultations, as well as other activities agreed between the Working Group members.

Expected results (2022)
- The two Networks of EU+ countries NCPs and experts involved in External Dimension activities are functioning effectively.
- The relevant Working Groups are functioning effectively.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of Networks meetings organised.	12	8	Operational/ administrative records; meeting reports
Specialised Working Groups in place and active.	N/A	3	Operational/ administrative records; meeting reports
Level of satisfaction of the participants involved in the activities of the Networks and Working Groups.	87%	80%	Surveys; statistical data collection

Objective 2
Continue the development/use of specific Knowledge Management tools and techniques, for enhancing cooperation and coordination between EU+ countries.

Link to the multi-annual objective(s)
- MA03

Main outputs/actions (2022)
- Continue the development and management of knowledge management tools and techniques.
- Pilot knowledge management tools in relation to, and in support of, activities pertaining to the Agency's External Dimension mandate.

Expected results (2022)
- Eased access to, and improved sharing of, existing relevant knowledge held in the Agency, EU+ countries and with other relevant stakeholders.
- More effective peer-to-peer exchanges created.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
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
Level of satisfaction of the users and/or contributors to the development of the tools/techniques.	N/A	80%	Surveys; statistical data collection

Objective 3
Manage and further enhance the cooperation with partner 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)
- MA02

Main outputs/actions (2022)
- Develop, consult, agree and implement Working Arrangements initially with Turkey, Serbia and Egypt, upon agreement with the Agency's Management Board and the European Commission.
- Consultative meetings with relevant stakeholders held to prepare the required arrangements for the deployment of Liaison Officers to partner countries. If the related preparatory work is completed, deployment of Liaison Offices to partner countries as appropriate and approved by the Management Board.

Expected results (2022)
- Preparatory work for the establishment of Working Arrangements with key partner countries.
- Preparatory work for the deployment of Liaison Officers to partner countries completed.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of consultative meetings held with relevant stakeholders in preparation of signature of WAs.	N/A	3	Operational/ administrative records; WA signed
Number of consultative meetings held with relevant stakeholders in preparation of the deployment of LOs.	N/A	3	Operational/ administrative records; meeting reports.

2.1.7.2 Resettlement and Humanitarian Admission

Overview of the activity
In line with the European Commission Recommendation on legal pathways to protection in the EU[23], the Agency aims to strengthen the EU's role in the area of Resettlement and Humanitarian Admission, in cooperation with the Commission, UNHCR, IOM, other implementing partners and relevant stakeholders, with a view to supporting EU+ countries in meeting the international protection needs of refugees in countries outside the EU and showing solidarity with their host countries. The Agency will, in close cooperation with the European Commission, further develop and enhance the central coordination of EU-wide and EU+ countries' Resettlement programmes. Additionally, the Agency will support, upon request, the planning and implementation of EU+ countries' Resettlement programmes through tailor-made support actions. Through the Resettlement and Humanitarian Admission Network launched in 2020, the Agency will facilitate cooperation, coordination and use of capacity development tools in the area of Resettlement and Humanitarian Admission through dedicated meetings, the organisation of Resettlement trainings, the availability and development of operational tools and the collection of relevant data shared via the Network. Stakeholder management remains essential in the Resettlement and Humanitarian Admission work of the Agency with participation in relevant fora, as well as through bilateral consultations with UNHCR and IOM. 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. Within this framework, the Agency will facilitate coordination, effectiveness and efficiency of EU+ countries' resettlement efforts by further developing resettlement-related support in Turkey. This shall be extended to other countries at the request and based on thorough analysis of the expressed needs of EU+ countries. 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 Management Board[24]. The Agency will continue to support the planning and implementation of Community Sponsorship Programmes and Complementary Pathways to international protection with interested EU+ countries through continued engagement with EU+ countries and other relevant stakeholders. The Agency will also consider Monitoring and Evaluation (M&E) of Resettlement and Humanitarian Admission programmes to support EU+ countries in the sustainable set-up and implementation of such programmes. Should the proposal for a Regulation establishing a Union Resettlement Framework be adopted, this will also be an important development strengthening the role of the Agency.

[23] 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.

[24] Article 35(2) of the draft EUAA Regulation.

	2022 (planned)	2020 (actual)
Financial resources	**EUR 2,627,678** (BL 3203 External dimension - Resettlement)	**EUR 492,885.58** (BL 3203 External dimension - Resettlement)
Human resources	4 TA, 1 CA & SNE	2 AD, 1 CA, 1 SNE
Estimates of quantifiable workload drivers	• 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. • Relevant policy developments (e.g. Pact on Migration and Asylum[25], Recommendation on legal pathways to protection in the EU[26], Union Resettlement Framework Regulation, Voluntary Humanitarian Admission Scheme).	

Objective 1

Facilitate cooperation, coordination and use of capacity development tools in the area of Resettlement and Humanitarian Admission, including support to the implementation of the Union Resettlement Framework Regulation should this be adopted.

Link to the multi-annual objective(s)

- MA03

Main outputs/actions (2022)

- Enhance technical cooperation among EU+ countries on specific topics of interest in the area of Resettlement and Humanitarian Admission.
- Cooperate with partner third countries and relevant stakeholders (including UNHCR and IOM) in the area of Resettlement and Humanitarian Admission.
- Organise Resettlement trainings 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 M&E of Resettlement and Humanitarian Admission schemes.

Expected results (2022)

- Enhanced technical cooperation among EU+ countries in the field of Resettlement and Humanitarian Admission, including under the Union Resettlement Framework Regulation, if adopted.
- Increased cooperation with partner third countries and relevant stakeholders (including UNHCR and IOM) in the area of Resettlement and Humanitarian Admission 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' M&E systems in the field of Resettlement and Humanitarian Admission.

[25] 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.

[26] 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.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of meetings organised with relevant stakeholders aimed at enhancing cooperation in the field of Resettlement and Humanitarian Admission (including under the Union Resettlement Framework Regulation, if adopted).	8	8	Operational/ administrative records; meeting reports
Level of satisfaction of EU+ countries involved in the above activities/meetings.	N/A	80%	Operational/ administrative records; satisfaction surveys
Number of participants in the Agency's Resettlement trainings.	N/A	Min 20	Operational/ administrative records
Level of satisfaction of the participants involved in the Agency's Resettlement trainings.	N/A	80%	Operational/ administrative records; satisfaction surveys
Number of tools related to Resettlement and Humanitarian Admission operations used by EU+ countries.	3	5	Operational/ administrative records; surveys; reports; statistical data collection
Number of activities aimed at sharing data on Resettlement and Humanitarian Admission.	N/A	2	Operational/ administrative records, statistical data collection

Objective 2
Sharing of infrastructure and logistical support towards EU+ countries in selected partner countries is in place through RSF like concepts, adapted to the context of the relevant partner country.

Link to the multi-annual objective(s)
- MA03

Main outputs/actions (2022)
- 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 partner countries.
- Strategic meetings held in coordination and cooperation with the European Commission and other relevant stakeholders, including UNHCR and IOM.

Expected results (2022)
- 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 2020)	Target 2022	Data source
Number of EU+ countries using the RSF like concept for selection missions and PDO missions in Turkey (and beyond, if appropriate).	4	10	Operational/ administrative records
Number of selection missions and PDO missions implemented through RSF like concepts.	N/A	15 selections missions 10 pre-departure orientation missions	Operational/ administrative records Periodical activity reports

Objective 3

Support interested EU+ countries in the planning and implementation of Community Sponsorship Programmes and Complementary Pathways to international protection in the EU.

Link to the multi-annual objective(s)

- MA03

Main outputs/actions (2022)

- Enhance technical cooperation among EU+ countries in the area of Community Sponsorship Programmes and Complementary Pathways to international protection.
- Cooperate and coordinate with the European Commission and other relevant stakeholders in the area of Community Sponsorship Programmes and Complementary Pathways to international protection.
- Facilitate exchange and cooperation on M&E of Community Sponsorship Programmes and Complementary Pathways to international protection.
- Support, upon request, the planning and implementation of Community Sponsorship Programmes and Complementary Pathways to international protection through tailor-made support actions.

Expected results (2022)

- Enhanced technical cooperation among EU+ countries in the field of Community Sponsorship Programmes and Complementary Pathways to international protection including under the Union Resettlement Framework Regulation if adopted.
- Increased cooperation with relevant stakeholders in the area of Community Sponsorship Programmes and Complementary Pathways to international protection to enable efficiency, effectiveness and complementarity.
- When requested, tailor-made support actions for EU+ countries are developed and supported.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of meetings organised with relevant stakeholders aimed at enhancing cooperation in the field of Community Sponsorship Programmes and Complementary Pathways to international protection.	2	4	Operational/ administrative records; meeting reports
Level of satisfaction of EU+ countries involved in the above activities/meetings.	90%	80%	Operational/ administrative records; satisfaction surveys

2.1.7.3 Third country support

Overview of the activity
In line with the External Cooperation Strategy (ECS), which will be reviewed and updated in light of the adoption of the EUAA Regulation, and within the framework of EU external relations policy, the Agency will cooperate with the authorities of partner third countries, in particular with a view to promoting Union standards on asylum and reception, and assisting partner countries as regards expertise and capacity development for their own asylum and reception systems. The Agency will, as appropriate, support the approach of renewed partnerships with partner countries, through the partnership framework approach developed according to the situation and needs of each partner country, depending on whether it is a country of origin, transit or destination. Further, the Agency will adjust its continued support to key partner third countries to the framework of the Agency Reception Strategy, which identifies reception related support central to the effective delivery of reception services within third countries. The Agency will continue delivering capacity development support to key partner 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 and encourage operational cooperation between EU+ countries and partner third countries, within the framework of the Union's external relations policy, including with regard to the protection of fundamental rights in consultation with the Commission and 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) Region. The geographical priorities may be revised or expanded based on emerging EU priorities as well as EU+ countries' and/or partner countries' needs. The support to partner 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, including the Instrument for Pre-Accession Assistance (IPA) Programme[27] and in cooperation with relevant stakeholders, including EU+ countries and EU Delegations. The Agency will also provide support in close cooperation with, and, as appropriate, under the framework of relevant Regional Development and Protection Programmes (RDPPs). The support will be based on the Agency's validated needs assessment methodology and in view of the Agency's capacity to respond, and in continuous dialogue with the respective partner countries and in close coordination with other actors present in the partner countries. Where appropriate, activities will be outlined in Roadmap documents agreed between the Agency and a given partner country or institution, aimed at improving the protection-sensitive operational response to mixed migratory movements and at strengthening the asylum and reception systems. The Agency's interventions will be based on a clear prioritisation of needs and a logic model for intervention. In addition to the above, the Agency will facilitate and encourage practical cooperation between EU+ countries and partner countries. This may involve specific support for EU+ countries in developing bilateral programmes related to asylum and reception in partner countries. The Agency's interventions to support partner countries will be done in close cooperation with the European Commission, EEAS and respective EU Delegations/offices in partner countries, EU+ countries, Frontex, UNHCR, IOM and other relevant actors.

[27] For example, projects following the IPA II funded Regional Support to Protection-Sensitive Migration Management systems in the Western Balkans and Turkey, phase II.

	2022 (planned)	2020 (actual)
Financial resources	**EUR 1,433,400**[28] (BL 3203 External dimension - Third Country Support) **(R0 credits)** (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 500,000 from Denmark[29]) (4101 Denmark voluntary and earmarked contributions to the Cooperation Roadmap with Egypt, 2020-2022: approx. EUR 282,000 EUR[30])	**EUR 633,050.85** (BL 3203 External dimension - Third Country Support) **(R0 credits)** (4102 IPA II programme: Regional Support to protection-sensitive migration management systems in the Western Balkans and Turkey, phase I: 01/01/2016 – 30/06/2019: EUR 1,325,436) (4102 IPA II programme: Regional Support to protection-sensitive migration management systems in the Western Balkans and Turkey, phase II: 01/07/2019 - 30/06/2021: EUR 1,475,000)[31]
Human resources	5 TA, 3 CA & SNE	3 AD, 2 CA
Estimates of quantifiable workload drivers	• 8 partner countries' national authorities expected to be in need of support from the Agency in view of pressure on their asylum and reception systems. • EU policy developments with increased focus on the External Dimension of the CEAS, including the Pact on Migration and Asylum.	

Objective 1

Strengthen cooperation with **Western Balkan** 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, in line with EU standards and in the context of the EU accession process, by delivering capacity development and facilitating and encouraging operational cooperation with EU+ countries

Link to the multi-annual objective(s)

- MA03

Main outputs/actions (2022)

- Provide strategic capacity development to, and facilitate and encourage operational cooperation with EU+ countries and WB administrations within the framework of jointly developed Roadmaps and/or under the framework of anticipated IPA funded project(s)[32] building on lessons learned from the Agency's previous engagement.
- Implement Roadmaps in the WB through sustainable support to institutions active in the fields of asylum and reception, in cooperation with relevant stakeholders and with direct access to the WB administrations.
- Implement anticipated IPA funded project(s), enhancing regional cooperation in the Western Balkans and convergence with EU standards and best practices in relation with asylum and reception.

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29 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.

30 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.

31 Request for no cost extension of 6 months submitted to DG NEAR pending decision.

32 Multiannual Financial Framework 2021-2027: IPA III Regulation Proposal - COM(2018)465.

- Conduct/participate in technical and senior officials' meetings to pave the way towards the establishment of Working Arrangements with relevant WB administrations.
- Participate in strategic meetings such as National/Regional Steering Committee meetings related to anticipated IPA funded project(s) implementation, consultation on the enlargement package, including at country level, and with relevant stakeholders, including EU+ countries, European Commission/EU Delegations or offices, Frontex, UNHCR, IOM, etc.
- Assist the European Commission in the design of reception centres in Bosnia based on EU Reception Standards.
- Contribute at technical level to the EU policy dialogue with WB administrations.

Expected results (2022)

- The Agency's support to Western Balkan national administrations is delivered, including within the framework of anticipated IPA project(s).
- Agreed Roadmaps between the Agency and WB partners are under implementation with sustainable and direct support to institutions active in the fields of asylum and reception.
- Reporting on anticipated IPA funded project(s) is completed by the Agency, demonstrating the achievement of the planned results as per project work plan(s), including in view of project budget consumption.
- Improved skills, capacity and knowledge developed by the WB national administrations in the field of asylum and reception.
- WB national asylum and reception systems and practices are further in line with EU legislation and best practices, in light of the EU accession process.
- Technical support provided in respect of EU minimum standards to inform the design process for the reception centres in Bosnia.
- Regional cooperation in the field of asylum at WB level is enhanced.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of Roadmaps in place and implemented following project management methodology in line with the Operations Manual, with a clear prioritisation of needs and defined entry and exit strategies.	4 Roadmaps being updated or developed	6 Roadmaps under implementation; 6 Roadmap mid-term reviews initiated; WAs with WB administrations under discussion/ agreed	Agreed Roadmaps in place; Mid-term reviews; Periodical activity reports; National/ Regional Steering Committee meeting reports
Number of activities implemented under Roadmaps/anticipated IPA-funded Project(s).	19	35	Operational and administrative records; periodical activity reports and final project reports sent to the European Commission
Level of satisfaction of the partner countries involved.	98%	80%	Activity evaluation reports

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, by delivering capacity development and facilitating and encouraging operational cooperation with EU+ countries

Link to the multi-annual objective(s)

- MA03

Main outputs/actions (2022)

- Provide strategic capacity development to, and facilitate and encourage operational cooperation with EU+ countries and DGMM/Turkey within the framework of a jointly developed Roadmap, building on lessons learned from the Agency's previous engagement.
- Implement the Roadmap through sustainable support to institutions active in the fields of asylum and reception, in cooperation with relevant stakeholders and with direct access to the DGMM/Turkey administrations.
- Conduct/participate in technical and senior official's meetings to pave the way towards the establishment of Working Arrangements with relevant Turkish stakeholders (including the DGMM).
- Participate in relevant coordination meetings, including at country level, with relevant stakeholders, including EU+ countries, European Commission/EU Delegation in Ankara, Frontex, UNHCR, IOM, ICMPD, etc.
- Contribute at technical level to the EU policy dialogue with Turkey.

Expected results (2022)

- Agency support to Turkey is delivered within the framework of the jointly developed the Agency-DGMM cooperation Roadmap.
- The agreed Roadmap is under implementation with sustainable and direct support to institutions active in the fields of asylum and reception.
- Improved capacity of the Government of Turkey to meet regional and international obligations in the field of international protection.
- Strengthened cooperation and relations with relevant stakeholders.
- EU policy dialogue with Turkey supported at technical level.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of Roadmaps in place and implemented following project management methodology in line with the Operations Manual, with a clear prioritisation of needs and defined entry and exit strategies.	1 the Agency-DGMM Cooperation Roadmap (24 months, September 2019 - August 2021)	1 new Roadmap under implementation, Working Arrangement under discussion / agreed	Mid-term and final reviews; monthly monitoring reports; Periodical activity reports; Senior Official Meeting reports
Number of activities implemented as per the agreed Roadmaps.	23	30	Periodical activity reports
Level of satisfaction of the partner countries involved.	90%	80%	Activity evaluation/ feedback reports

Objective 3

Strengthen cooperation with **Middle East and North African (MENA)** 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, by delivering capacity development and facilitating and encouraging operational cooperation with EU+ countries

Link to the multi-annual objective(s)

- MA03

Main outputs/actions (2021)

- Provide strategic capacity development to, and facilitate and encourage operational cooperation with EU+ countries MENA countries within the framework of jointly developed cooperation documents (Roadmaps and/or specific projects) or as contribution to other stakeholders' programmes/projects (e.g. in Jordan).
- Implement Roadmaps and/or specific projects through sustainable support to institutions active in the fields of asylum and reception, in cooperation with relevant stakeholders and with direct access to the MENA administrations.
- Implement a regional pilot project under the umbrella of the RDPP NA, contributing to enhancing EU involvement in the implementation of international protection actions in the North Africa region.
- Lead/participate in technical and Senior Officials meetings to pave the way towards the establishment of Working Arrangements with relevant MENA countries.
- Contribute to, *inter alia*, the Migration Dialogues, Mobility Partnerships and the Partnership Framework Approach in strategically targeted partner countries as well as at regional level, including through participation in strategic meetings, in coordination and cooperation with EU+ countries, the European Commission/EU Delegations, Frontex, UNHCR, IOM, ICMPD, and with relevant regional actors (as appropriate), etc.

Expected results (2022)

- The Agency support to MENA Region countries is delivered, including within the framework of Roadmaps/projects as appropriate.
- Agreed Roadmaps/projects are under implementation with sustainable and direct support to institutions active in the fields of asylum and reception.
- Enhanced EU involvement in the implementation of international protection actions in the North Africa region.
- Improved skills, capacity and knowledge developed by the national authorities in the MENA countries in the field of asylum and reception.
- Cooperation and relations with key stakeholders are enhanced.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of Roadmaps/projects, as appropriate, under development/ established/implemented following project management methodology in line with the Operations Manual, with a clear prioritisation of needs and defined entry and exit strategies.	2	3	Agreed Roadmaps/ projects under development or in place as appropriate; Periodical activity reports; Senior Official Meeting reports
Number of support activities implemented as per cooperation documents.	4	8	Periodical activity reports
Level of satisfaction of the partner countries involved.	78%	80%	Activity evaluation/feedback reports

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

2.2.1 Operational support and operational tools

Overview of the activity
The Agency's **operational and technical assistance** to Member States is governed by **Operational Plans**, agreed upon by the Agency and the host Member State. Support to partner third countries is agreed in **Working Arrangements, Roadmaps and specific projects**. The drafting of an Operational Plan can be initiated at the request of a Member State or upon the initiative of the Agency, with the agreement of the Member State concerned. The Plan sets out in detail the conditions for the provision of the operational and technical assistance and the deployment of asylum support teams, and the specific measures to be implemented. In Member States where UNHCR and other relevant actors are operational and have the capacity to contribute to the request for operational and technical assistance, the Agency coordinates on the implementation of the Operational Plan, where appropriate, and upon agreement of the Member State concerned. Working Arrangements, Roadmaps and specific projects are not governed by the same regulatory framework as Operational Plans, nevertheless the Agency will similarly apply a structured and rigorous project management methodology to all operational projects as defined in the Operations Manual. The methodology applied is however graduated dependent on the scale and complexity of the context as required. The Agency also aims to **continually improve the planning of operational support** and will further refine its working methodologies for drafting of Operational Plans and other projects as noted above. The Plans will continue to be based on thorough needs assessments and consultations with participating Member States and the European Commission, as well as on robust planning building on the existing knowledge, experience gained, and lessons learned. The Agency will look into creating synergies with other tools and/or capabilities within the Agency to ensure the most efficient use of resources and outputs. 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 Agency will make use of and **further develop or refine tools to implement its operational activities**. The Agency will therefore continue to develop required tools to support the deployment needs of the Agency in terms of the processes necessary for the Agency to provide flexible, dynamic and professional deployment management to ensure effective operational support to Member States under particular pressure. The Agency will therefore further develop as necessary its Operational Deployment Management System (ODMS) to replace the **Asylum Intervention Pool System (EAIPS)** - its deployment management tool to include deployment planning, deployment sourcing, deployment management, and performance management, as well as the effective monitoring/reporting of deployments in a coherent manner to ensure the quality and coherence of deliverables in operational support. The Agency will initiate the establishment of the Asylum Reserve Pool (ARP) in close cooperation with the National Contact Points (NCPs) and embed the deployment processes required within the existent ODMS system.

The Agency will, in parallel, implement the identified and agreed **complementary deployment systems,** initiated in 2020, to ensure rapid response, flexibility to scale up and down in a timely manner and ensure these are managed within the Agency's deployment systems. 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 modular Operations Toolkit will be further enhanced through the development of operational tools to support the Agency in the delivery of asylum and reception related workflows or to enhance capacity in different operational areas. This will also involve the continued development of operational tools that can assist Member States in the performance of specific tasks and functions within asylum and reception processes, including in respect of entry-exit systems, remote processing systems (including on pre-registration, registration and asylum interviews); scheduling and case management tools – which can be subsequently assessed for their wider mainstreaming within the Operational Support Centre and more widely as Agency tools.

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.

	2022 (planned)	**2020 (actual)**
Financial resources	**EUR 685,810** (3301 Operational Support)	**EUR 527,050** (3301 Operational Support)
Human resources	2 TA, 2 CA & SNE	2 AD, 4 AST, 1 CA
Estimates of quantifiable workload drivers	• 4 new modules of ODMS related to support implementation of ADM and ARP. o Deployment planning and sourcing. o Deployment management. o Performance management. o Deployment monitoring and reporting. • Bi-annual NCP meetings (at least 2) for coordination matters. • Bilateral engagement with MSs to ensure effective deployment planning. •	

Objective 1
The Agency's Operations Toolbox is further developed to ensure appropriate tools are available for the delivery of operations.

Link to the multi-annual objective(s)
- MA01, MA02

Main outputs/actions (2022)
- Continuously refine and update existing tools and/or develop new tools to enhance the Agency's operational response capabilities.
- Test and implement innovative operational tools to support operations. All tools will be proofed against the need arising from adaptations due to COVID-19. Further, specific tools, which enhance remote processing, will be explored (e.g. self-registration tools, remote interview technology tools).
- Support the creation, updating and maintenance of appropriate knowledge management/information sharing tools.
- Support the development of relevant tools for Member States in respect of efficient reception and asylum systems.

Expected results (2022)
- Operational tools developed and implemented to support operations and enhance the Agency's and/or Member States' operational response capabilities.
- Knowledge management / information sharing tools supported.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of tools/guides developed or updated as a part of the Operations Toolbox.	N/A	1	Project documentation

Objective 2
The deployment and coordination of experts to asylum support teams is further enhanced and improved, flexible deployment mechanisms are established and implemented.

Link to the multi-annual objective(s)
- MA01, MA02, MA03

Main outputs/actions (2022)
- Further develop the ODMS to introduce required functionalities, as necessary.
- Further develop, implement and support the management of complementary deployment management (CDM) systems.
- Initiate the establishment of the Asylum Reserve Pool.
- Continue to collaborate with Member States to ensure quotas for nominations are met.
- Organise regular meetings with NCPs, including bilateral meetings, to maintain open channel of communication and discuss deployment matters.
- Create, where necessary, update and maintain country-specific information for the Agency operations on Country Operations Platforms and knowledge management systems for the External Dimension.

Expected results (2022)
- Enhanced capability of the Agency and Member States for deployment to asylum support teams.
- Enhanced ability for rapid response, ability to scale up and down in a timely and flexible manner.
- Improved practical tool (ODMS) for the deployment of experts and other personnel to provide operational support.
- Improved monitoring and reporting of the deployment and reimbursement of deployed experts.
- Regular communication with NCPs maintained via the ODMS and dedicated NCP meetings.
- Country-specific information available for each operation in Member States and in the External Dimension to facilitate personnel involved through deployments.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
ODMS new functionalities fully completed.	56%	100%	Project documentation
Establishment of ARP initiated (case study developed and agreed).	N/A	100%	Project documentation
Status of implementation of CDM system(s).	100% of 2020 activities implemented	100%	Project documentation
Number of practical cooperation meetings organised, incl. meetings with the NCP network in the EU+ countries.	2	At least 2	Meetings documentation
Country-specific information for the Agency operations created within the Country Operations Platforms.	1 for each operation	1 for each operation	Country Operations Platforms
Percentage of experts having access to the Country Operations Platforms.	48%	100%	Country Operations Platforms statistics

Objective 3
Review and further enhance the Agency's capacity to respond effectively to different operational scenarios across Member States whose asylum and reception systems are facing disproportionate pressure.

Link to the multi-annual objective(s)
- MA01, MA02

Main outputs/actions (2022)
- Initiate the development of the Agency's Contingency Planning Manual and review rapid response capabilities and internal standby capacity.
- Provide the necessary support to Member States to develop contingency systems as relevant.

Expected results (2022)
- The drafting of the Contingency Planning Manual is initiated (concept/contents and structure defined).
- The Agency has developed and maintains internal standby capacity (human, technical, logistical and financial) to ensure timely and rapid response to operational needs. The Agency provides the necessary support to Member States to develop contingency systems as relevant.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Status of completion of the Agency's Contingency Planning Manual.	N/A	100%	Contingency Planning Manual documentation

2.2.2 Programming, monitoring and evaluation of operations

Overview of the activity

The Agency's operations are based on sound programming, monitoring and evaluation processes as described in the Agency's Operations Manual, which is composed of complementary User Guides. The Operations Manual provides methodological guidance for results-based operations which require entry, exit and sustainability strategies and enhancement in planning, implementation, monitoring and evaluation.

With respect to **Programming of Operations**, thorough needs assessments will inform the design, identification and formulation of the Agency's programmes and projects. A results-based approach underpins the operational planning of strategic programmes and projects (e.g. Operational Plans, national Roadmaps and Project Plans) involving the development of results frameworks, implementation plans, monitoring plans, recruitment, training and procurement plans, internal/external evaluations[33] and other project management tools. Programming will also ensure that programme and project design and planning happens in line with the strategies set out at Agency level.

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. Upon entry into force of the EUAA Regulation, Operational Plans will be evaluated externally by the mandatory 60-day deadline following their closure and with input from the Fundamental Rights Officer.

[33] Internal evaluations are carried out by the Agency's staff, whereas external evaluations are conducted by a contracted external evaluation team.

	2022 (planned)	2020 (actual)
Financial resources	**EUR 107,000** (3301 Operational Support)	**EUR 262,275** (3301 Operational Support)
Human resource	6 TA, 3 CA & SNE	4 AD, 4 CA
Estimates of quantifiable workload drivers	• 5 ongoing Operational Plans in place with Member States, at different stage of implementation. • 6 national roadmaps of the External Dimension. •	

Objective 1

The Agency's operations, defined as programmes and projects, are articulated within the framework of the Agency's strategic vision, including the Agency Reception Strategy, and built upon an assessment of needs, an intervention logic and a harmonised use of the result-based planning approach, in adherence to the adopted Project Management methodology.

Link to the multi-annual objective(s)

- MA01, MA03

Main outputs/actions (2022)

- Provide methodological and technical support to needs assessment exercises, interventions design, planning and implementation across the Agency's operations.
- Expand the project management tools for needs assessment, design and planning of operations and provide capacity building as appropriate.

Expected results (2022)

- The Agency's operations in Member States and interventions in the External Dimension are designed within the framework of the Agency's strategic vision, including the Agency Reception Strategy, based on needs assessment and results-based planning.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Percentage of the Agency's operations based on a needs assessment.	100%	100%	Operation/project documentation (needs assessment reports)
Percentage of the Agency's operations accompanied by a full project description, results framework and implementation plan.	Project descriptions and results framework: 100% Implemen-tation plan: N/A	100%	Operation/project documentation (project description, results framework and implementation plan)

Objective 2

A Fidelity Monitoring approach, using Results and Process Indicators and framing the process of measuring the implementation of the Agency's operations, is in place and enables adaptive feedback *in real time* to Centre for Operations Management Teams, ensuring fidelity to programmes and plans and facilitating required changes.

Link to the multi-annual objective(s)

- MA01, MA03

Main outputs/actions (2022)

- Provide strategic guidance and direct support to the Operations teams in the development and implementation of fidelity monitoring.
- Expand harmonised and validated monitoring tools for results and process monitoring and provide capacity building as appropriate.
- Establish and make continuous use of actionable feedback loops through a fidelity monitoring approach.

Expected results (2022)

- The Agency's operations rely on actionable feedback loops through a fidelity monitoring approach.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Percentage of the Agency operations accompanied by a monitoring plan.	100%	100%	Operation/project documentation (monitoring plans)

Objective 3

The Agency's operations benefit from systematic and objective, internal or external, evaluations leading to management response and institutional learning.

Link to the multi-annual objective(s)

- MA01, MA03

Main outputs/actions (2022)

- Provide strategic guidance and direct support to reflective evaluations across the Agency's Operations.
- Expand relevant project management tools for evaluation and provide capacity building around evaluation, as appropriate.

Expected results (2022)

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

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Percentage of the Agency's operations for which an evaluation has been conducted (external or internal), where relevant.	N/A	100%	Operation/project documentation (evaluation reports)

2.3 Training and professional development

2.3.1 Development and consolidation of the Training Curriculum

Overview of the activity

The Training Curriculum 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 and is composed of a significant number of modules forming potential distinct blocks of learning to form complete and comprehensive learning programmes for asylum and reception officials. Each learning block, or 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, personnel deployed as part of Operational Plans as well as the Agency's own staff, particularly those deployed in the field.

Adhering to a learner centred approach, the development and review (updates and upgrades) of all training material is based on the established training needs required for a specific task and informed by the methodology adopted, particularly through the implementation of the European Sectoral Qualification Framework for Asylum and Reception Officials (ESQF). In its work on new developments, updates or upgrades, the Agency will continue to focus on the restructuring process to align the existing curriculum with the ESQF and comply with standards and guidelines of quality assurance in the area of education and vocational training. During this process the Agency will also take the necessary measures to avoid potential overlaps in its training programmes.

The Agency will continue to design and review learning outcomes based on the occupational standards required for a specific task, and specifically designed to target officials with different profiles in the field of asylum and reception, in particular asylum case workers, reception officers, COI researchers, registration officers, Dublin officers, team leaders and managers in national authorities, resettlement officers as well as interpreters working in the field of asylum. The Agency will also design entry requirements for each module, design valid and reliable assessment strategies to assess the achievement of learning outcomes. In addition, 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 turn, this will be guaranteed through the certificate of achieved learning, that the intended learning outcomes have been achieved, i.e. the learner has the necessary learning to perform the prescribed task as reflected in the ESQF for Asylum and Reception officials.

The Agency will continue to work closely with Member States and external experts and, where appropriate, cooperate with the relevant JHA Agencies, training entities and academic institutions. The Agency will also continue to engage with the Training Reference Group in reviewing the content of the modules in their capacity of subject matter experts, to review and to fully ensure that the Curriculum is in line with the CEAS and other legal developments in this area.

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 provide rich learning environments to promote learner engagement.

To ensure an effective and sustainable implementation of its Curriculum for asylum and reception officials, 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. These courses will aim to deepen the trainers' knowledge in the relevant field of expertise, strengthen their facilitation skills in the context of adult learning, as well as equip them with new skills to act as assessors in the certified sessions. These courses will ensure that trainers have a

higher level of knowledge to deliver a session in line with European standards in education and vocational training.

Supporting a life-long learning approach, and adopting a train-the-trainer methodology to better reach its mandated audience i.e. asylum and reception officials, the Agency, will be also developing Continuous Professional Development, to create short courses serving to upskill and train trainers-for-trainers and trainers for asylum and reception officials. During the process of development of these new courses, the Agency would foresee to engage with actors who have specialised knowledge in the field of asylum and reception such as the Consultative Forum and members of Academia.

Recognising that Member States have specific training and capacity building needs, due to pressure from fluctuation in migration, their organisational remit, size and range of other internal and external factors, the Agency aims to strengthen, in the context of Operational Support Plans as well as Roadmaps (as part of the External Action Strategy), its tailor-made, bespoke support to national asylum and reception administrations. A more flexible training system will provide the possibility for Member States assistance to create tailor made training pathways for their officials to build programmes directly related to their professional learning needs. When required, the Agency will design specific learning interventions to meet urgent operational needs.

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 and ensure effective implementation of its Curriculum.

	2022 (planned)	**2020 (actual)**
Financial resources	**EUR 953,980** (3201 Training)	**EUR 1,021,462** (3201 Training)
Human resources	17 TA, 3 CA & SNE	12 TA, 2 CA
Estimates of quantifiable workload drivers	EU policy or legislative developments triggering needs for review of the training material Expected increase in the number of operational plans requiring ad hoc/specific training development and material -	

Objective 1

Support asylum and reception officials' development of their knowledge, skills, responsibility and autonomy to perform their duties, by designing training and coaching modules based on identified training needs and in compliance with standards and guidelines of quality assurance in the area of education and vocational training. Review training material in compliance with standards and guidelines of quality assurance by restructuring existing training material, refining learning outcomes, develop entry requirements and assessment strategies.

Link to the multi-annual objective(s)

- MA09

Main outputs/actions (2022)

- Module Templates and Assessment Strategies reviewed.
- Annual Module Development and Upgrade Plan.
- New modules designed in compliance with the quality guidelines and standards in the field of higher education and vocational training to address identified training gaps.
- Modules reviewed to comply with the quality guidelines and standards in the field of higher education and vocational training to address identified training gaps.
- Training Newsletter.
- Training Catalogue.

- Translated language Module versions available in LMS.

Expected results (2022)

- Development and review of the European Asylum Curriculum, based on the identified training needs.
- Strengthening the curriculum to support asylum and reception officials in consolidating their content related knowledge following a learner-centred approach.
- Reviewing the identified modules to comply with the standards and guidelines for quality assurance in the area of education and vocational training, addressing assessment methods, identification of pre-requisites, entry requirements and accurate workload estimations, including the alignment of the modules and their intended learning outcomes to the respective level in the ESQF.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of modules 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	7 modules	Documentation and internal records
Average percentage satisfaction with the first session of newly developed and reviewed modules.	N/A	70% satisfaction rate	Evaluation questionnaires of the first sessions

Objective 2

Design training and coaching modules and supporting material for trainers and coaches based on identified training needs in compliance with standards and guidelines of quality assurance in the area of education and vocational training. Ensure continuous professional development for asylum and reception officials following previous professional training, based on intended learning outcomes to support learners and trainers to maintain and enhance their knowledge, skills and professional practice, including fostering a community of practitioners by developing training.

Link to the multi-annual objective(s)

- MA09

Main outputs/actions (2022)

- Module Templates for Trainers Courses
- New courses for trainers designed to comply with the quality guidelines and standards in the field of higher education and vocational training
- Continuous Professional Development material developed
- Deployment of MS trainers (content experts) to design training material
- Translated language Module versions available in LMS.

Expected results (2022)

- Strengthening the curriculum for trainers-for-trainers and for trainers for asylum and reception officials to support them in consolidating their content related knowledge and facilitating training following a learner-centred approach.
- Offering Continuous Professional Development Courses supporting a life-long learning approach.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of new courses and CPDs for trainers designed in line with the quality guidelines and standards in the field of higher education and vocational training, to address identified training gaps.	N/A	4 newly developed courses and CPDs	Documentation and internal records

Average percentage satisfaction with the first session of newly developed courses and CPDs for trainers.	N/A	70% satisfaction rate	Evaluation questionnaires of the first sessions

Objective 3
Design tailored training and coaching activities for Member States benefitting from operational support and for third countries benefitting from support under the framework of roadmaps.

Link to the multi-annual objective(s)
- MA09

Main outputs/actions (2022)
- Tailor-made training material designed in the context of Operations and Roadmaps.

Expected results (2022)
- Strengthening the knowledge, skills, responsibility and autonomy of the learners through tailored training material in the context of Operational Plans and Roadmaps.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of tailor-made training material designed.	N/A	2 newly developed training material	Documentation and internal records
Percentage satisfaction with the first session.	N/A	70% satisfaction rate	Evaluation questionnaire of the pilot session

2.3.2 Implementation of the Training Curriculum

Overview of the activity

The Agency will continue to further strengthen its relationship with EU+ countries national administrations, through planning, organisation, delivery and evaluation of trainer courses and assistance provided to Member States with regard to their national training programmes. The Agency will also continue to actively respond and support the implementation of training related activities within the framework of Operational Plans with the respective Member States. Furthermore, the Agency will continue to support capacity building and training related activities in the third countries falling within the scope of the External Action Strategy.

In implementing its Curriculum, the Agency will continue to use blended learning methods, including e-Learning, face-to-face sessions, webinars, on-the-job training, on-the-job coaching and vocational mobility programmes. The Training Platform will remain one of the main tools of the training delivery and the Agency will continue to administer and manage the Learning Management System (LMS). As for the new features provided in training, following the developments of the previous year, trainees will have the possibility to undertake assessment in more modules in order to certify the successful achievement of learning outcomes.

The Agency will provide required auxiliary support related to the organisation of training sessions, such as interpretation services required for a training session, venue and equipment, etc.

(i) Courses for trainers

The Agency will continue to implement its train-the-trainer methodology to support the sustainability of learning and capacity building in the area of asylum and reception through the multiplier effect, a system which continues to prove efficient and cost effective for EU-wide training.

The Agency will continue the implementation of train-the-trainers courses with the aim to equip trainers with the necessary knowledge, skills, responsibility and autonomy to deliver the training programmes of the Curriculum to reception and asylum officials in their respective national administrations.

The Agency will also continue to offer ongoing learning support to trainers, in order to build their trainer's profile, strengthen their expertise and enable them to deliver the train-the-trainer modules/courses organised by the Agency, becoming certified trainers for trainers.

The Agency will coordinate the implementation of the Curriculum through the selection of trainers -for -trainers from the Trainers Pool. In-house trainers will also be involved in delivery of the trainers' courses.

Apart from the trainers' courses, the Agency will also provide the trainers with the opportunities to follow Continuing Professional Development activities to further expand and solidify their knowledge, skills and competences as trainers in their specific area of expertise. The possibilities for specialised coaching as well as vocational exchange programmes will also be explored. Furthermore, The Agency will continue to provide support to trainers through its Trainers' Network.

(ii) Training Sessions for asylum and reception officials, including national training sessions

The Agency will continue to provide support to Member States in the delivery of national training programmes 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 to define their national training programmes. The Programme Coordinators will be supporting individual Member States, upon request, with the planning, organisation, delivery and/or evaluation of the national training programmes. The trainers for learners, who will deliver training sessions nationally, will be able to receive guidance from the respective Focal Points assigned to each training module.

Delivery of national certified training session, where the learners would be assessed on the achievement of the learning outcomes, will remain voluntary and at the discretion of the EU+ countries. The Agency will also explore possibilities to provide Member States with support with on-the-job coaching. The Agency might use interpretation for the delivery of training in order to ensure effectiveness and sustainability.

(iii) Operational Training in the framework of Operational Plans as well as other type of ad hoc support

The Agency will coordinate and implement training and capacity building activities as part of its Operational Plans with Member States subject to disproportionate pressure. A specific Training Plan will be developed per annual Operational Plan signed by the Agency and the concerned Member States. This plan, based on a training needs analysis, will guide training delivery with regard to target groups, delivery method, topics to be addressed as well as training sustainability and continuity. The Training Plan will be focusing on the training needs of deployed experts as well as the representatives of the national authorities in order to ensure sustainability of the training intervention.

The Agency will continue to deliver structured and formalised operational induction training to all experts involved in the Agency's operational activities, including Member States experts, its own staff members, as well as other experts forming part of the Asylum Support Teams. Moreover, the Agency will continue to provide operational thematic training based on the experts' profiles and tasks undertaken on the ground. Furthermore, the Agency will closely cooperate with the Member State national asylum and reception authorities in order to efficiently respond to their training needs and support the establishment of a sustainable training programme for all relevant officials.

The Agency will continue delivering on-the-job coaching to targeted audiences in order to further assist in the transfer of knowledge and skills into the responsibility and autonomy of their day-to-day job.

The Agency will also consider the need to use interpretation for the delivery in order to ensure effectiveness and sustainability.

In the context of ongoing developments in relation to Afghanistan, the Agency will stand ready to support Member States in the identification of potential training needs and address these needs through tailored/ad hoc training activities.

(iv) Enhance Capacity Building Activities in Third Countries

The Agency will continue to coordinate and implement training activities as part of agreements with third countries. In this regard, training proposals will be developed for cooperation with third countries based on geographical priority regions. The proposals will be based on needs analyses tailor made to the operational context.

The Agency will consider the need to use interpretation for the delivery in order to ensure effectiveness and sustainability.

(v) Training its staff on asylum and international protection

The Agency will continue to use its g Curriculum internally to enhance the professional development of its staff, notably on the key aspects of the CEAS. The Agency will support the training of its own staff on international protection-related matters, using its Curriculum within the scope of an annual staff training programme. The Agency will also use its Curriculum, if needed, to train staff members forming part of the internal roster for deployment in operations.

	2022 (planned)	**2020 (actual)**
Financial resources	**EUR 208,935** (3201 Training)	**EUR 27,360**(3201 Training)
Human resources	17 TA	15 TA, 1 SNE
Estimates of quantifiable workload drivers	Expected increase in the number of operational plans and requests from third countries Number of certified training sessions expected to be implemented (29) -	

Objective 1
Management and implementation of courses designed for trainers delivered in compliance with the established quality standards.

Link to the multi-annual objective(s)
- MA09

Main outputs/actions (2022)
- Annual Training Plan (courses for trainers).
- Deployment of trainers for the delivery of courses for trainers.
- Courses for trainers delivered, including RPLs and assessments.
- Bi-annual National Contact Point meetings.
- Trainers' Network meetings.

Expected results (2022)
- Increased capacity of EU+ certified trainers in modules of the European Asylum Curriculum.

Indicators	**Latest result** (CAAR 2020)	**Target 2022**	**Data source**
Number of participations to the trainer's courses.	N/A	430	Learning Management System

Overall satisfaction rate of participants trained as trainers.	81%	80%	Learning Management System

Objective 2
Management and implementation of modules for asylum and reception officials delivered in compliance with the established quality standards.

Link to the multi-annual objective(s)
- MA09

Main outputs/actions (2022)
- National Training Plans for modules for asylum and reception officials.
- Annual Training Plan (modules for asylum and reception officials).
- Modules for asylum and reception officials delivered.
- Deployment of trainers for the delivery of modules for asylum and reception officials organised by the Agency.
- Support to Member States implementing the certified sessions.

Expected results (2022)
- Strengthened knowledge and skills, responsibility and autonomy of asylum and reception officials of national authorities.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Percentage of EU+ countries making use of one or more modules within the Training Curriculum in their national context.	N/A	70%	Learning Management System
Number of participations in training sessions for asylum and reception officials implemented in EU+ national administrations.	N/A	4,500	Learning Management System

Objective 3
Planning, management and delivery of Operational Training in the framework of Operational Plans.

Link to the multi-annual objective(s)
- MA09

Main outputs/actions (2022)
- Operational Training plans.
- Operational Training sessions.
- On-the-job coaching and on-the-job training sessions.

Expected results (2022)
- Various profiles of experts working under the framework of Operational Plans, receive the necessary training to perform their tasks.
- Targeted training and capacity building activities delivered to Member States' national authorities subject to disproportionate pressure.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
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

Objective 4
Enhanced capacity building of national authorities in third countries.

Link to the multi-annual objective(s)
- MA09

Main outputs/actions (2022)
- Training proposals for third countries.
- Training and capacity building interventions in third countries.

Expected results (2022)
- 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.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Training interventions to support specific needs of third countries.	N/A	10 interventions with 6 separate third countries	Learning Management System
Number of third country participations in courses for trainers and in national sessions	N/A	125	Learning Management System

Objective 5
Enhanced capacity of the Agency's staff on asylum and reception.

Link to the multi-annual objective(s)
- MA09

Main outputs/actions (2022)
- Training Plan for staff members.
- The Agency's staff training sessions.

Expected results (2022)
- Targeted trainings delivered to the Agency's staff members.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of staff participations in staff training sessions.	81	120	Learning Management System

2.3.3 Management of the Training Quality Assurance

Overview of the activity

The Agency ensures that training is delivered to consistently high-level standards through coordinated activities across the training cycle. This will be done through the management of quality assurance and enhancement. In order to achieve this objective, the Agency will continue to adopt a more comprehensive approach to evaluation which also encompasses internal quality assurance. Through the management of its Training Governance System the Agency will align to, implement and monitor the requirements of the quality standards established in the area of education and vocational training for full compliance. The Agency will thus engage in periodic reviews and reporting of training standards in modules and programmes. The Agency will ensure that training participants have the possibility to forward complaints about any issue related to delivery of training through an appropriate mechanism and structure. The Agency will continue to ensure liaison and coordination of training governance related issues and will continue to organise meetings and work with external groups and panels involved in training standards activities.

The Agency will strengthen the support offered to trainers to ensure that the measures in the Training Governance System are implemented consistently. The support will include training in the assessment of modules and the enhancement of Trainer networks to share expertise and good practice.

The Agency will undertake comprehensive preparations for a quality review body to ensure consistency in the quality level of the Agency's training sessions as well as detect potential faults or systematic errors.

As far as training needs on asylum and reception in the different countries are concerned, in a constant effort to provide relevant and fit for purpose training, the Agency will contribute by conducting individualised training needs analysis tailored to analyse the needs of a country, in particular in the framework of the preparations for a new annual Operational Plan or Roadmap.

	2022 (planned)	**2020 (actual)**
Financial resources	**EUR 930,835** (3201 Training)	**EUR 453,382** (3201 Training)
Human resources	8 TA, 1 CA & SNE	5 TA, 1 CA
Estimates of quantifiable workload drivers	EU Educational Policies triggering needs for reporting on compliance with training quality standards: review on a set of 10 training quality standards -	

Objective 1
Ensuring quality assurance and good governance of the training activities.

Link to the multi-annual objective(s)
- MA09

Main outputs/actions (2022)
- Guidelines and Standards on training governance system reviewed.
- Evaluation of training delivery.
- External Evaluator reports.
- Learners Complaints and Appeals Committee.
- Annual Action Plan for quality enhancement.
- Implementation of the Transition Plan into the Training Quality Assurance Framework.
- ETNAT fully fledged development based on pilot evaluation.
- Certification and Accreditation Working Group meetings.
- Training Quality Assurance Advisory Group meetings.
- Produce the Annual Training Report.
- Produce Quarterly Training Monitoring Reports.

Expected results (2022)
- Achieve compliance with European standards and guidelines for Quality Assurance in the area of education and vocational training for the Agency training activities.

Indicators	**Latest result** (CAAR 2020)	**Target 2022**	**Data source**
Timely response to complaints.	N/A	95% of the complaints responded to within the established time limit	Documentation and internal records
Timely response to appeals.	N/A	95% of the appeals responded to within the	Documentation and internal records

		established time limit	

2.3.4 e-Learning and Client Relations Management

Overview of the activity
The Agency will continue to support all LMS users on a daily basis, through the provision of services such as the user registration process, making online courses available to users in national languages and helpdesk services. The Agency will maintain and expand the functional characteristics of the Learning Technologies ecosystem to ensure effective development and implementation of the European Asylum Curriculum. The Agency will focus on developing capacity in the use of mature technological applications in training to support the learning and assessment methods of the Training and Professional Development Centre. Furthermore it will provide business input for the design of a central learning portal providing access to all training applications in use to ensure consistency in the end-user experience used for training delivery and in line with the Training Quality Assurance Framework. The Agency will strengthen inter-institutional channels of communication in the field of eLearning and innovative application of ICT for training and professional development, with the intention of exchanging practices between Agencies and encouraging synergies where applicable.

	2022 (planned)	**2020 (actual)**
Financial resources	**EUR 776,250** (3201 Training)	**EUR 344,249** (3201 Training)
Human resources	2 TA, 4 CA & SNE	1 TA, 3 CA
Estimates of quantifiable workload drivers	Number of helpdesk requests expected to be processed (3,000) Number of new and updated e-Learning modules expected to be built in EN (e18) -	

Objective 1 Enhance the implementation of the training activities of the Training and Professional Development Centre by providing innovative users centred eLearning environment and tools.
Link to the multi-annual objective(s) ▪ MA09
Main outputs/actions (2022) ▪ Design, build and maintain the online modules and courses material on the Learning Management System in line with the principles of Training Quality Assurance Framework (TQAF). ▪ Establishment and rolling out of technical solution for carrying out Training and Professional Development Centre summative assessment. ▪ Market research and identification of Learning Technologies (including both mature and disruptive technologies) for the development, management, and delivery of the European Asylum Curriculum.
Expected results (2022) ▪ Further improvement on provision of eLearning services and products, in line with up to date technologies and with the Training Quality Assurance Framework.

Indicators	**Latest result** (CAAR 2020)	**Target 2022**	**Data source**

Online Modules built and made available for piloting and adjusted for post-pilot phase in the Learning Management System, according to the Training Plan.	N/A	90%	Training Plan, other internal documents

Objective 2
Provide efficient client relationship management to all users throughout the entire training cycle in accordance with the Training Quality Assurance Framework.

Link to the multi-annual objective(s)
- MA09

Main outputs/actions (2022)
- Administering Learning Management System and Helpdesk services.
- Management and administration of Integrated Training online tools.
- Provide the ICT Unit with business owner inputs for the integration of training applications.
- Provision of technical training on updates of the e-Learning platform and tools to relevant stakeholders.

Expected results (2022)
- Reliable and efficient client relationship management service is provided to relevant stakeholders.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Timely response to helpdesk requests.	N/A	80% of the helpdesk requests responded to within 3 working days	Request monitoring system (ticketing)
User satisfaction rate of LMS.	N/A	80% satisfaction rate	Learning Management System (LMS)

2.4 Asylum Knowledge

2.4.1 Country of Origin Information (COI)

Overview of the activity

Acting as an independent and impartial centre of expertise and aiming to support EU+ countries' efficiency, quality and convergence in asylum decisions and policy making, the Agency will draw up and regularly update reports, query responses and other products on relevant third countries and thematic issues, such as security situation, socio-economic circumstances, targeting of profiles, including vulnerable or minority groups, etc., in line with the principles and quality standards as established in its COI report methodology. The Agency will particularly do this in support of:

- European networks on third country information (COI Networks); EU+ countries with an operational support plan and partner countries in the external dimension;
- The development of Country Guidance and Practical Tools for asylum decision and policy makers in the Member States;
- Member States in applying safe country concepts and the Commission in the context of its tasks regarding the safe country concepts, by providing information and analysis .

In the framework of COI networks, the Agency will support enhancing cooperation on country of origin information, seeking synergies and avoiding duplication of efforts, knowledge generation and capacity building in specialised COI research and analysis. In practice, this can be improved by regularly mapping national and EU-level needs for COI, by effectively sharing national production

plans on an online collaborative network space, increasing mutual involvement in peer review and the joint production of national and EU-level COI products and by running an EU-level COI query system. The Agency will continue organising network meetings and other COI events, including country-specific or thematic seminars and conferences, methodological and skill development workshops. The Agency will further continue to develop or update research methodologies, common formats, practical guides, and/or other products on topics requiring advanced expertise, such as specific information on children, or on other persons belonging to vulnerable groups, or regarding possible tools used for COI research, such as online research tools and fact-finding missions. For the sharing of information, the Agency will maintain and further develop a web portal and online collaborative network spaces.

The Agency will reinforce COI support to its operations by providing relevant COI products (e.g. query responses, factsheets), delivering country-specific or thematic briefings, methodological training, workshops or other capacity building activities in collaboration with other EU+ countries. The Agency will also continue its COI activities in partner countries in the external dimension.

The Agency intends to invite civil society organisations to a number of COI-related meetings, workshops and conferences, and will continue to involve external experts as speakers and panel members. Civil society actors specialised in the field of COI will be consulted on methodologies and may, where needed, be invited to contribute to the COI production.

While the above-mentioned activities potentially cover all countries of origin or transit of asylum applicants, it is worth particularly highlighting the volatile situation in Afghanistan, which requires constant monitoring of the situation and producing regularly updated COI outputs, beyond the standard approaches, thus resulting in increased pressure on the COI team.

	2022 (planned)	**2020 (actual)**[34]
Financial resources	**EUR 1,290,000** (3101 Third Country Research)	**EUR 919,510.51** (3103 Country of Origin Information)
Human resources	14.5 AD, 4 CA & SNE	14 AD, 8 AST, 5 CA, 1 SNE
Estimates of quantifiable workload drivers	- Number of ad hoc requests for COI production from Member States (tbd) - Number of Country Guidance requiring COI production (4 processes) - Number of Member States with operational plan and number of roadmaps with third countries covering COI (XX) - Number of horizontal tools/guidance requiring COI (est. 2) - Number of Commission requests for third country research (tbd) - Number of COI networks to be managed and related events to be organised based on Member States needs (12 networks and 25 events) - COI portal to be maintained and further developed (1) -	

[34] This included also MedCOI, now planned separately.

Objective 1

The Agency aims to draw up and regularly update COI reports, COI queries and other products, in line with the COI Report Methodology and based on a wide variety of sources, including interviews with specialised and expert sources. Such products will be published in the COI portal, website and/or disseminated among the relevant networks or stakeholders.

Link to the multi-annual objective(s)

- MA04

Main outputs/actions (2022)

- Produce COI reports, query responses and other products.

Expected results (2022)

- This objective aims to support efficiency, quality and convergence in the decision and policy-making procedures related to International Protection, through supporting COI Specialist Networks, Member States with operational support plans, partner countries in the external dimension and the development of Country Guidance and Practical Tools.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Total number of pages of COI reports, query responses and other products produced/ updated (including introductions, bibliographies, etc.).	2,200	2,500	Publication on COI Portal, website and internal dissemination in operations, COI networks etc.
Number of surveys to users for the evaluation of COI products.	N/A	3	Survey reports
Number of Fact-Finding Missions (FFMs) conducted in view of reaching out to relevant specialised and expert sources in the field.	1	2	Missions to third countries by COI staff
Increase in number of COI portal visits.	N/A	5% increase	COI Portal statistics tool

Objective 2

The Agency aims to enhance cooperation, information exchange, capacity building, knowledge generation and quality in COI work by way of supporting EU+ countries' COI networks and organising relevant events.

Link to the multi-annual objective(s)

- MA04

Main outputs/actions (2022)

- The facilitation of COI Networks for the exchange of information, the mapping of national COI needs and initiatives, the contribution to EU-level products, as well as a Union-level COI query system.
- 10 specialised networks facilitated on key third countries or topics, and 1 COI strategic network
- The support of Member States with an operational support plan by way of relevant COI workshops, briefings or training sessions.

Expected results (2022)

- Inform relevant stakeholders and users in order to stimulate further convergence in decision practice.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of COI networks facilitated, including: - 1 meeting for each network;	11	11	Calendar, email invitations, surveys, meeting

- Bi-annual survey of national COI needs and production plans, for each COI specialist network on an online collaborative network space.			reports and evaluation forms filled in by participants (averages), online collaborative spaces
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).	41	25	Calendar, email invitations, meeting reports
Minimum 80% overall participant satisfaction in meetings.	85%	80%	Evaluation forms filled in by participants (averages)

2.4.2 Medical Country of Origin Information (MedCOI)

Overview of the activity
The MedCOI project was originally established to improve access to Medical Country of Origin Information for national migration and asylum authorities in Europe. Now this service is fully transferred to the Agency and the team in the MedCOI Sector provides reliable information to national migration and asylum authorities in the EU+ countries in order to support accurate and fair decisions in international protection and other migration procedures. The MedCOI service relies 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, combined with desk research, the MedCOI team produces responses to individual requests from EU+ countries, general medical country reports, and maintains a database holding the information. This information is accessible to trained personnel in the EU+ countries' relevant administrations. The MedCOI services undergo quality assurance controls such as validations, audits, and peer reviews. Medical advisors and research experts are involved in the process of guaranteeing the quality and medical accuracy of the information; and to give guidance to the users.

	2022 (planned)	2020 (actual)
Financial resources	**EUR 870,000** (3103 Country of Origin Information)	**EUR N/A**[35] (3103 Country of Origin Information)
Human resources	10.5 TA, 2 CA & SNE	N/A[36]
Estimates of quantifiable workload drivers	- Number of Individual requests by Member States (expected 1,200) - Requests for information reports on health care situation in third countries (est. 400 pages) - MedCOI portal to be maintained and further developed (1) - Number of Member States that join the MedCOI service (tbd) - Number of events (2) and training requests (tbd) -	

Objective 1
Produce and collate relevant high quality medical country of origin information and ensure its availability to trained users in EU+ countries.

Link to the multi-annual objective(s)
- MA04

Main outputs/actions (2022)
- Provide responses to MedCOI requests for availability and accessibility of medical interventions for individual cases.
- Produce outputs on the situation of the health care provision and needs in countries of origin.
- Maintain and upgrade a MedCOI Portal and database, for the management of the individual request workflows, and for efficient access to MedCOI information by the EU+ countries.

Expected results (2022)
- By making such information on medical interventions and the situation of the health care provision and needs in relevant countries of origin or third countries available, the Agency aims to support qualitative decision and policy making in international protection or related fields. The information provided should be factual and evidence based.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Proportion of responses to individual requests (the baseline number of requests expected is about 1,200 per year).	80% of project target	90%	Statistics from MedCOI database
User satisfaction level (proportion of answers with 4 points or above).	N/A%	80%	Likert scale surveys with five options answers
Number of reports/outputs produced/updated (a single output should be composed by an average of 100 pages, including introduction, bibliography etc.).	2	4	Publication on the COI Portal, website and/or dissemination among MedCOI users
Conduct fact-finding missions (FFMs).	1	1	Missions COI staff to third countries

35 MedCOI was not planned separately from COI activities in Work Programme 2020.
36 *Ibid.*

Objective 2

- Increasing the efficiency in the provision and use of MedCOI information, in support of EU+ countries decision and policy makers in procedures relevant or related to international protection.

Link to the multi-annual objective(s)

- MA04

Main outputs/actions (2022)

- The Agency aims to guarantee efficient access to information and qualitative use by end-users by way of providing training and briefings:
  - on the framework in which the information is collected, provided and used;
  - on medical knowledge and understanding;
  - on the products, and portal to manage workflows.

Expected results (2022)

- Improved understanding and capabilities of the users in the use of MedCOI information.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Proportion of database users (searching and launching requests) certified by successful training (Training Modules on MedCOI).	N/A	100%	Training and database user statistics
Organise user events (i.e. MedCOI StratNet), in which briefings are given.	N/A	1	Agenda, calendar, invitations
Production of short online (video) tutorials on the use of the MedCOI database and information.	N/A	2	MedCOI database

2.4.3 Country Guidance

Overview of the activity

The Agency will continue to foster convergence and support the joint assessment of the situation in main countries of origin through its country guidance activities. In particular, the Agency will continue to ensure that relevant and up-to-date country guidance is made available in accordance with identified priorities to support the work of decision-makers and policy makers in the EU+ context.

For these purposes, the Agency will continue to coordinate, support and develop the network of senior-level policy officials from EU Member States, Switzerland and Norway. The Agency will organise country-specific meetings in the context of particular developments or updates of country guidance, as well as general and strategic meetings, with the aim to enhance cooperation in this area. The efficient work of the Network will be further supported via written consultations and exchange of relevant information facilitated by the Agency.

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

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

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

The Agency will continue to undertake outreach activities aimed at raising awareness regarding country guidance and at supporting its use in national practice.

During the year, the Agency will invest in further understanding and evaluating of the use of country guidance documents by different stakeholders. It will collect information regarding the use of the common analysis and guidance notes by determining authorities at the first instance as well as by courts and tribunals. The Agency will analyse this information in relation to its overall aim of supporting the implementation of the CEAS and fostering convergence in decisions on international protection.

In addition, it is worth particularly highlighting the volatile situation in Afghanistan, which requires regular updating of the Country Guidance on Afghanistan beyond the standard approaches, thus resulting in increased pressure on the Country Guidance team.

	2022 (planned)	2020 (actual)
Financial resources	**EUR 623,000** (3103 Third Country Research)	**EUR 14,473.12** (3103 Country of Origin Information)
Human resources	6 TA, 1 CA & SNE	3 AD, 1 AST, 1 CA
Estimates of quantifiable workload drivers	- Number of countries on which the Agency and EU+ countries have agreed to develop or update country guidance (4) - Number of operational plans and roadmaps under which country guidance outreach activities can be foreseen (3) Invitations to present country guidance at events organised by the Agency or by external stakeholders (3) Initiatives to evaluate the use of country guidance (3) -	

Objective 1

Enhance convergence in EU+ decision-making practices through the development, reviewing and updating, as needed, of common analyses and guidance notes as a result of coordinated efforts among Member States.

Link to the multi-annual objective(s)

- MA04

Main outputs/actions (2022)

- Foster Member States cooperation in jointly assessing the situation in main countries of origin by coordinating and facilitating the development, review and update of common analysis and guidance notes in the framework of the Country Guidance Network.
- Facilitate the exchange of information among Member States, relevant to the purposes of the development of common analysis and guidance.

Expected results (2022)

- Develop together with Member States common analysis and guidance notes on main countries of origin in order to achieve higher levels of convergence in decision-making on international protection.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
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 Management Board for endorsement.	3	4	Draft notes sent to MB for endorsement
Number of Network meetings organised.	8	8	Calendar, agendas, invitations
Level of satisfaction among participants with the network meetings.	87 %	80%	Evaluation forms filled in after

			meetings (averages)
Numbers of surveys to the Network launched and processed in the framework of the development, review or update of country guidance.	3	3	Survey reports

Objective 2
Actively disseminate, explain and promote the guidance notes in the Agency's operations, other activities and with external stakeholders.

Link to the multi-annual objective(s)
- MA04

Main outputs/actions (2022)
- Participate in relevant events for the promotion of the guidance notes.

Expected results (2022)
- Inform relevant stakeholders and users in order to stimulate further convergence in decision practice.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Organise or participate in a number of events, and activities, such as trainings, conferences, brown bag lunches, workshops, giving presentations and briefings on country guidance notes in the Agency or externally.	N/A	10	Agendas, CG Staff missions, participation in activities

Objective 3
Develop an understanding of the use of country guidance published by the Agency at the EU+ level.

Link to the multi-annual objective(s)
- MA04

Main outputs/actions (2022)
- Collect information on the use and impact of country guidance published by the Agency in national practice in first (administrative) instance.
- Collect information on the use country guidance and other products in national jurisprudence, and the jurisprudence of the Court of Justice of the European Union (CJEU) and the European Court of Human Rights (ECtHR).
- Prepare and launch an evaluation on the use of country guidance in view of its overall aim of supporting the implementation of the CEAS and fostering convergence in decisions on international protection.

Expected results (2022)
- Understand current use of country guidance documents by national determining authorities and appeal bodies, as well as by the CJEU and ECtHR, and by other stakeholders.
- Feed information regarding the use of other products in jurisprudence in relevant processes as well as in the Case Law Database.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Implementation of a study on the use of the Agency's products in jurisprudence.	N/A	1	Project documentation
Number of surveys to the Country Guidance Network on the use of country guidance documents published by the Agency.	N/A	1	Survey report

Number of surveys to other stakeholders on the use of country guidance documents published by the Agency.	N/A	1	Survey report

2.4.4 Information and Analysis

Overview of the activity

The Information and Analysis portfolio includes information management in the Information and Documentation System (IDS) and the Case Law Database, the Query System, the development of situational awareness output on CEAS, and the Agency's flagship report, the Asylum Report - Annual Report on the Situation of Asylum in the European Union.

Information management in the IDS and Case Law Database

The IDS presents comprehensive and up-t- date information on the organisation of asylum and reception systems in EU+ countries. It captures developments in policies, practices, legislation and jurisprudence to present and an overview of the practical functioning of all key aspects of CEAS. The information is updated daily and a detailed list of sources from all stakeholders is included. With a growing number of authorised users, the database is an important tool used by national authorities and the European Commission to consult verified information and understand the evolution of national systems. Information in the IDS is highly useful when preparing EU overviews on laws, policies and practices in order to compare and contrast national context. To this end IDS serves as a factual and legal database on national, EU and international asylum instruments.

The Case Law Database is a public resource which provides summaries and links to national and European jurisprudence relevant to asylum. and the platform has a search function and presents an overview of national appeal systems. In 2021, the main objective is to make the system even more responsive to requests by EU+ by using baseline information from the IDS, including comprehensive country profiles.

Management of the Agency's Query System

The Agency's **Query System**, promotes the exchange of information between EU+ countries based on asylum-related topics. The responses to queries are summarised in analytical reports with additional background information included by the Agency. The automated EASO Query Portal was launched in 2020 optimise user experience and the management of the Query System. The portal integrates different types of queries circulated through various channels (within various thematic networks/groups of experts). The Query Portal therefore serves as an entry point for asylum experts in EU+ countries to propose a query or to consult the repository of previous queries disseminated by the Agency, including each reply submitted by EU+ countries and summary reports drafted by the Agency. This portal also aims to be a common point of reference for the Agency's staff, in particular for staff working on various types of queries. It helps to better coordinate and manage queries that are launched by the Agency.

Development of situational awareness outputs on CEAS

Situational overviews are necessary to capture the rapid changes in legislation and policies related to asylum. These products present the state of play of current issues of interest and thematic areas of CEAS. The output is delivered in various formats and the content is tailored to specific information needs. The analyses are based on solid methodologies and serve as a channel of cooperation with other stakeholders in the field promoting synergies and the exchange of knowledge. In 2022 situational awareness outputs will be further developed with an emphasis on public dissemination.

The Asylum Report - Annual Report on the situation of asylum in the EU

The Asylum Report provides a comprehensive, comparative analysis of developments in asylum, with the aim of improving the quality, consistency and effectiveness of CEAS. The information is collected throughout the year by the Agency's staff and through collaboration with several

stakeholders, including international organisations, EMN, civil society organisations, other EU institutions, academia and research institutes. Following the launch, additional outreach activities are organised to promote the use of the Asylum Report in scientific research and academic work. This builds on links and mutual exchange on ongoing research established with academic and research initiatives so far. In 2022, the Asylum Report will be further enriched with special features and topical sections, focusing on current topics in public debates. Related output will be developed to accompany the report, such as searchable databases and visual material

	2022 (planned)	2020 (actual)
Financial resources	**EUR 495,000**[37] (3101 Information and Analysis)	**EUR 178,913.68** (3101 Information and Documentation System and Annual Report)
Human resources	13.5 TA, 4 CA & SNE	5 AD, 7 AST, 2 CA
Estimates of quantifiable workload drivers	- Number of databases to be maintained and further developed (4) - Annual Report stemming from EUAA Regulation (1) - Number of analytical outputs stemming from needs expressed by Member States or other stakeholders (31) - number of urgent information requests received (tbd) -	

Objective 1
Fully operational Information and Documentation System (IDS) including the public interface.

Link to the multi-annual objective(s)
- MA05

Main outputs/actions (2022)
- Conceptualisation of a public version of the IDS.
- IDS pages updated and validated in cooperation with EU+ countries.
- Further standardization of sources, updates and legislative references.
- User management – creation of new user accounts, further optimization of the user experience, facilitated interaction of users.
- Strategic consultations with IDS Advisory Group maintained.
- Tailored information activities organised with EU+ countries in view of further development and promotion of the IDS.
- Continued cooperation with Frontex (ECRet) on IDS resources related to return.
- User survey completed and responses analysed.

Expected results (2022)
- Business requirements for an IDS interface available to the general public are identified.
- Comprehensive information about the implementation of the CEAS collected from all relevant sources in real time.
- Information compiled and cross-checked across sources, referenced along established standards and validated by relevant stakeholders, as needed.
- EU+ countries gaining easy access to comprehensive information of interest and able to communicate their information needs to the Agency.
- Information published in an attractive and user-friendly manner and promoted in relevant fora.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Percentage share of thematic pages in IDS maintained up to date (updated in the last six months).	71%	75%	Monthly overview of updated thematic pages, via platform user analytics,

[37] In case of operational needs, R0 provisions can be further utilised for Operational budgeting.

			communication bulletins informing countries about updates in thematic sessions
EU+ countries' satisfaction with the IDS.	N/A	75% satisfaction	One user survey (indicators for surveys - number of respondents, results of qualitative analysis of user satisfaction and experience)

Objective 2
Ensure management of the Case Law Database.

Link to the multi-annual objective(s)
- MA05

Main outputs/actions (2022)
- Coordination of contributions and case registrations.
- Presentation of the Case Law database to external stakeholders (including in meetings and workshops) and establishing cooperation.
- Expert exchanges of experiences and methodologies with stakeholders maintaining EU-level case law resources.
- Thematic overviews and other outputs prepared for referencing.

Expected results (2022)
- The Case Law Database fully rolled out to key external stakeholders.
- The Case Law Database operational as a consolidated point of reference on jurisprudence on asylum.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of external stakeholders introduced to the Case Law database.	21	20 stakeholders introduced	Quarterly, communication with external stakeholders.
The Case Law database and thematic extracts referenced in outputs.	N/A	20	Quarterly, thematic extracts from the Case Law database and references to the Case Law database and links included in outputs, internal records
Users' satisfaction with the Case Law Database.	N/A	75% satisfaction	One user survey (indicators for surveys - number of respondents, results of qualitative analysis of user satisfaction and experience)

Objective 3
Provision of timely, accurate and reliable situational overviews and analysis on key areas and aspects of CEAS.

Link to the multi-annual objective(s)
- MA05

Main outputs/actions (2022)
- Elaboration of situational overviews (in a variety of formats) on current thematic issues of interest in CEAS analysing EU+ countries' policies and practices and relevant horizontal issues.
- Drafting periodical bulletins and summaries of recent developments in asylum policies and practices.
- Launching publicly available analytical products on current thematic issues of interest in CEAS, including for the general public.
- Expert exchange on experiences and methodologies with stakeholders providing asylum-related analytical products.
- Joint initiatives in information exchange and analytical products with partners (FRA, EMN, IGC, Frontex, GDISC and other relevant stakeholders).
- Addressing ad hoc requests for situational updated, information and analysis by internal and external stakeholders.
- Cooperation with the external dimension and operational activities by providing outputs and analyses on relevant aspects of CEAS for the purpose of capacity-building in partner countries and normative needs assessments.

Expected results (2022)
- Situational overviews, periodical bulletins and other analytical products developed.
- Information needs of internal and external stakeholders addressed.
- Analytical methodologies and approaches advanced though cooperation and exchange.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of situational analysis /updates and other analytical products drafted.	10	26	Records of drafted overviews
Number of joint initiatives in information exchange and analytical products.	N/A	5	Records of prepared products

Objective 4
Ensure the effective management of the query system and analytical query reports.

Link to the multi-annual objective(s)
- MA05

Main outputs/actions (2022)
- Developing of analytical query reports.
- Operational the Query Portal for all participating EU+ countries and networks.
- Standardising of processes in query launching, information compilation and reports.
- Exchange of information within the Query Cluster with other stakeholders maintaining query systems on migration (including EMN, GDISC and IGC).
- Joint queries launched.
- Provision of support to Query Portal users.

Expected results (2022)
- Query platform operational for all functionalities.
- Continued cooperation with EMN, GDISC and IGC in the framework of Query Cluster.
- Analytical query reports drafted according to standardised methodology.
- Portal users familiar and satisfied with the Query Portal.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source

Exchange within the Query Cluster maintained.	1 meeting held	1 meeting held	Annually, ongoing communication, meeting notes and reports
Number of Query reports drafted.	31	25	Outputs made available on the Query Portal
Users' satisfaction with Query Portal.	N/A	≥75% satisfaction	One user survey (indicators for surveys - number of respondents, results of qualitative analysis of user satisfaction and experience)

Objective 5
Produce 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 (2022)
- Produce an analytical annual report describing the implementation of the CEAS based on robust sources gathered from a wide range of stakeholders.
- Consult relevant expert stakeholders in the field for targeted contribution to the Asylum Report.
- Expert exchanges of experiences and methodologies with stakeholders publishing relevant reports at the EU level.
- Publish the annual report in an attractive and user-friendly format and promote it in relevant fora via thematic workshops.
- Develop of related outputs accompanying the Asylum Report, including searchable databases of key changes in legislation, policies and institutional structures.

Expected results (2022)
- Engagement of relevant stakeholders and intended audience in the production and use of the Asylum Report through contributions to the report drafting and increased use once published.
- Asylum Report established and maintained as the "go to" document on CEAS.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Volume of consultations of the Asylum Report.	11,404	15,000	Website
Level of satisfaction of users/readers with the content of Asylum Report.	81%	75%	Survey
Outputs accompanying Asylum Report developed and made available.	N/A	5	Website

2.4.5 Data Analysis and Research

Overview of the activity

The data analysis and research portfolio includes three main areas of work, namely the data hub, the research programme on early warning and root causes, and strategic analysis.

Data Hub

The Data Hub designs, collects and manages core statistical information including:

- Harmonised EPS data shared by EU+ countries on the asylum and reception situation, and the processing of applications;
- Operational data collection (ODC) by Country Operations Unit so as to quantify the operational support provided by the Agency;
- Big data on conflict and disruptive events in countries of origin and transit (GDELT, ACLED, ACAPS);
- Data on Eurodac hits shared by DG Home;
- Data on irregular migration shared by EBCGA;
- Data on global applications shared by UNHCR.

Under the **EPS Statistics Network**, all EU+ countries exchange with each other and with standardised statistical data on the asylum situation and processing of applications. The EPS data exchange will be further developed in 2022 to address new information requirements of the Agency, such as near to real time situational awareness for the EU Migration Preparedness and Crisis Management Network **(MISAA report)**, integrated data generated by the Interoperability Regulations, and in preparation for the future monitoring function.

The Data Hub also designs, oversees and manages **Operational data collection (ODC)** to quantify i) operational support provided by the Agency and ii) provide additional granularity of the asylum situation in host Member States. In 2022 the ODC will be developed to reflect new Operational measures, and **disembarkations and relocation exercises where relevant**. Operational data will be analysed by the Data Hub for the purposes of planning, needs assessments, monitoring and evaluation coordinated by the Programming, Monitoring and Evaluation Sector (**PMES**), and also for Operational dashboards, Analyses and Briefs.

Research Programme on Early Warning and Root Causes

The Research programme cooperates with leading researchers and has built a novel system for early warning and forecasting of mixed migration flows to and within the EU+ designed to support Member State and European preparedness and contingency planning. In 2022, the project will continue to deliver Early Warning Reports to core stakeholders such as the EU Migration Preparedness and Crisis Management Network, plus the system will be upgraded to account for new drivers such as COVID-19. The Research Programme publishes literature reviews, new methodologies and analytical techniques in international scientific journals.

The Research programme will oversee a **large-scale survey project (SAM)**, to ask asylum seekers in reception centres in the EU+ and in Operational Areas about push and pull factors, routes taken, secondary movements and final destinations. With reduced possibilities to visit reception centres and conduct face to face surveys, asylum seekers will be asked to participate in the survey via their mobile phones. No personal data will be processed by the Agency.

Strategic Analysis

Strategic analysis at the Agency is an outward-facing activity, which aims to combine multiple sources of information managed by the Data Hub and associated pilot projects in order to comprehensively analyse and communicate the asylum situation and the processing of applications in Member States to a wide range of external stakeholders.

In 2022 the Strategic analysis team will further develop weekly situational awareness including reports to the EU Migration Preparedness and Crisis Management Network **(Annual report, MISAA report)**, and will manage novel projects to analyse increasingly complex and integrated data, such as generated by the Interoperability Regulations.

In cooperation with EU+ countries, the Strategic Analysis team will continue to analyse cross-cutting topics such as **secondary movements** and the relationship between asylum and both regular (visa, visa-free) and irregular migration (illegal crossing of EU external borders). In cooperation with a broad range of stakeholders, the Strategic analysis team will also continue to develop the methodology for

developing **scenarios** so that a longer-term perspective of the asylum situation can be taken into account, and will manage a procurement for open source research of the situation in countries of origin and transit. Finally, the rapidly unfolding situation in Afghanistan is expected to have an impact on the workload of the Agency's data analysis and research team in view of enhanced early warning and preparedness, including in the context of the EU Migration Preparedness and Crisis Management Network.

	2022 (planned)	2020 (actual)
Financial resources	**EUR 610,000** (3102 Data analysis and research)	**EUR 203,631.93** (3102 Data analysis and research)
Human resources	20.5 TA, 4 CA & SNE	11 AD, 6 AST, 1 CA, 1 SNE
Estimates of quantifiable workload drivers	- Number of Operational Plans requiring operational data collection and analysis (5) - Number of EPS indicators on which data needs to be collected and analysed (20) - Number of data sources managed (15) - Number of products composing DARS regular analytical portfolio (18) - Number of requests for ad-hoc contributions on data, analysis or early warning and forecasting (75, expected to increase) -	

Objective 1
To lead information exchanges that quantify the asylum and reception situation and processing of applications in Member States.

Link to the multi-annual objective(s)
- MA06

Main outputs/actions (2022)
- Datasets containing processed and standardised information on the asylum situation and processing of applications in Member States.
- Increased emphasis on longitudinal and cross-system data in line with Interoperability, and weekly data for the EU Migration Preparedness and Crisis Management Network.
- Timely, validated and comparable information shared by the data hub to all stakeholders via pivot tables, dashboards and other means.
- Responses to ad hoc requests for charts/tables, data overviews and PPTs.

Expected results (2022)
- For the purpose of situational awareness, the Agency is able to deliver meaningful weekly data to the EU Migration Preparedness and Crisis Management Network.
- The Agency is able to produce an advanced analytical portfolio heavily underpinned by information managed and delivered by the Data Hub.
- The Agency is able to publish ground-breaking research based on information managed and delivered by the Data Hub.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Percentage of indicators that are shared by all EPS Network Members.	N/A	80%	Analysis and monitoring of compliance
Number of advisory group meetings held, potentially in online formats.	1	2	Internal records and reporting
Number of contributions to the ISAA report (1 contribution = WOSA, charts, tables & situation reports).	50	50	Internal records and reporting,

			registration numbers
Number of ad hoc requests for data overviews/PPTs from Units (COI, ACGU) and core external stakeholders (DG Home F2, GSC, PEC).	N/A	75	Internal records and reporting, registration numbers

Objective 2
To lead and ensure effective and efficient management of the Agency's Operational Data Collection and analysis.

Link to the multi-annual objective(s)
- MA06

Main outputs/actions (2022)
- Electronic products that enable the Operational Support Centre (C1) to have a single view on the results indicators and the support provided by the Agency. Operational Briefs for high level meetings.
- Operational Analyses for practitioners.
- Operational Briefs for high level decision makers.
- Operational figures at a glance webpage.
- Contribution to operational needs assessments.
- Support to monitoring and evaluation of Operations.

Expected results (2022)
- The Agency is able to communicate to external stakeholders the degree of its operational support.
- The Agency is able to fully understand and adapt to the operational environment in host Member States.
- The Agency is able to perform effective needs assessments, and monitor and evaluate the operational support it provides.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of activities covered by Operational Data Collections	N/A	25	Internal records and reporting
Number of contributions to Operational needs assessments.	5	4	Internal records and reporting
Number of Operational Factsheets.	16	16	Internal records and reporting
Number of Operational Analyses.	10	4	Internal records and reporting
Number of Operational Briefs.	N/A	4	Internal records and reporting

Objective 3
To timely deliver accurate and reliable research on (i) migration drivers and early warning/forecasting (ii) testimonies collected directly from applicants.

Link to the multi-annual objective(s)
- MA06

Main outputs/actions (2022)
- Early Warning Reports.
- Development of an EU system for early warning and forecasting.
- project to host and analyse online surveys.
- Published academic papers.

Expected results (2022)

- The Agency, Member States and Commission able to understand migration drivers, anticipate arrivals/applicants and plan suitable policy and operational responses.
- Data driven analyses are complemented with testimonies to produce more effective analyses and provide a better understanding of the asylum situation.
- The Agency consolidates its role as a centre of expertise by publishing in academic journals.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of locations in which SAM project surveys are conducted.	N/A	3	internal records
Number of outputs based on surveys and early warning and forecasting	6	12	internal records and reporting
Number of Advisory Group meetings.	N/A	2	Internal records and reporting
Number of academic papers ready for publication or published.	N/A	3	Internal records

Objective 4

Produce high quality strategic analysis products for a wide range of external stakeholders.

Link to the multi-annual objective(s)

- MA06

Main outputs/actions (2022)

- Analytical portfolio (Analytical Brief, Public Brief, ATAR, STAR).
- Quarterly Reports on Dublin and Reception.
- Joint analyses with Frontex, Europol and others.
- Pilot projects using cross-system data.
- Asylum chapters for the ISAA report.
- Responses to ad hoc requests.
- Country Intelligence reports

Expected results (2022)

- The Agency, Member States and Commission furnished with detailed understanding of the asylum situation resulting in evidence informed policy at the EU and national levels.
- Well-informed public discourse on the topic of asylum.
- Data driven analyses are complemented with independent open source information on the situation in countries of origin/transit and provide a better understating of the asylum situation.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of times the Agency's products are disseminated at high-level meetings (JHA, SCIFA, HLWG, MB).	17	20	Internal records, reports
Number of high-level strategic products (ATAR, STAR, AB, Public brief).	N/A	20	Internal records, reports
Number of Country Intelligence Reports produced.	12	24	Internal records, reports
Number of monthly hits to the Public LAT webpage.	N/A	25,000	Internal records
Number of Advisory Groups / Pilot projects.	1	2	Internal records
Number of Asylum chapters in the ISAA report.	N/A	50	Internal records, reports

2.4.6 Asylum processes and quality support to operations

Overview of the activity

In accordance with its overall aim of supporting Member States in achieving common standards and high-quality asylum processes within the CEAS, the Agency will **further continue and enhance its practical cooperation activities** with a view to improve and harmonize the implementation of asylum processes and support Member States when carrying out their tasks and obligations in the framework of the CEAS.

To effectively support practical cooperation between the Agency and Member States on all activities relevant to the work on asylum processes, the Agency will continue to facilitate the work of the **Asylum Processes Network** in cooperation with the European Commission, relevant European Agencies, UNHCR and relevant civil society organisations and members of the academia**.**

In 2022 practical cooperation activities will continue to be undertaken to cover specific topics in relation to the implementation of the CEAS identified by the Asylum Processes Network. During thematic meetings Member States' experts will discuss best practices and current challenges in procedure and qualification processes and share information and expertise. Dedicated meetings related to the overall management of asylum processes, including topics such as contingency planning and crisis management, will be organised for members of the senior management. Particular focus will be placed on border procedures, scalability of processes, initial stages of the procedure (and link with first line reception), the link between asylum and integration and return and the interaction with appeal procedures. This will be complemented with shorter online meetings to discuss urgent practical challenges depending on the situation.

Furthermore, based on needs and best practices identified during annual network meetings and thematic meetings, the Agency will continue to develop common operational standards and indicators, guidance, collections of best practices and practical tools in relation to asylum processes. The Agency's operational standards and indicators provide a practical perspective on key provisions of the common legal instruments and thus help Member States assess whether the practical set up and functioning of national asylum procedures are corresponding with the provisions of the CEAS.

The Agency's guidelines and practical tools are further meant to translate the requirements of the common legal instruments into user-friendly practical instruments which can be used by officials and relevant stakeholders across the EU and beyond in their daily work to build on best practices or to serve as benchmarks for the improvement of already existing national tools. The exact topics of the practical guides and tools to be developed and of the thematic meetings to be organised, will be determined through a needs assessment with the members of the Asylum Processes Network.

The Agency will in particular invest in supporting innovation and IT solutions within asylum processes through creation of a platform for the exchange of good practices and developing and promoting IT tools which can be made available to all MS.

The Agency will also actively promote and support the application of operational standards and indicators, guidance and practical tools in national administrations. In 2022 the Agency plans to conduct an external evaluation on the quality, usefulness and impact of the common operational standards and indicators, guidance and practical tools.

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

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

In 2021, the Agency will continue to enhance the activities of the **Exclusion Network** and reinforce the cooperation, information-sharing and exchange of best practices on exclusion-related issues between the participating EU+ countries. The Agency will further strengthen its cooperation with the European Genocide Network and the International Criminal Court and other relevant international stakeholders. Moreover, the Agency will further promote common standards and

practices by developing operational standards, indicators, guidance, best practices and practical tools in relation to exclusion considerations.

The Agency will continue providing quality support to Operations with the aim of increasing the quality of the work of both the asylum support teams and national staff in the activities supported under the Agency's Operational Plans and strengthening the existing quality assurance mechanisms of the national asylum administrations and/or contributing to its set-up whenever requested.

This **quality support** aims at ensuring consistency of the work carried out under the Agency's Operations with the Agency's operational standards and indicators, guidance and tools developed to support the implementation of the Common European Asylum System. The tools and guidance frame the quality activities established by the Agency in support of the different Operational Plans and in the context of capacity building in partner countries in the external dimension.

Quality support to operations also includes the development of quality indicators, standard operating procedures, templates, guidance, information and ad hoc practical tools for the asylum support teams.

Information sessions, workshops, on-the-job coaching and self-assessments of standards and indicators' methodologies are activities that will be carried out to support the implementation of the Operational Plans and in the context of capacity building under the External Dimension Strategy. Further support is provided to the yearly-based needs assessments' exercises conducted by Country Operations to formulate new operational plans.

	2022 (planned)	**2020 (actual)**
Financial resources	**EUR 1,504,400** (3202 Asylum Cooperation and Guidance)	**EUR 344,761.10** (3202 Asylum processes)
Human resources	18 TA, 4 CA & SNE	12AD, 4 AST, 2 CA, 1 SNE
Estimates of quantifiable workload drivers	- Number of Operational Plans in Member States and Roadmaps in partner countries supported (12) - Number of networks to be managed (2) and related activities to be organised based on Member States needs (10) - Number of Projects (2) - Number of products/publications stemming from needs expressed by Member States or other stakeholders (8) -	

(i) Asylum Processes Network

Objective 1

Facilitate practical cooperation and exchange of best practices among Member States on asylum processes, quality management and selected aspects of the CEAS within the framework of the Agency's Asylum Processes Network.

Link to the multi-annual objective(s)

- MA07

Main outputs/actions (2022)

The objective will be achieved by way of network and thematic meetings as well as exchange visits on targeted aspects of the asylum process to help identify and address challenges and enhance EU + capacities to implementing CEAS.

- Organise an Annual Asylum Processes Network National Contact Point Meeting.
- Organise thematic meetings of the Asylum Processes Network, including one in the field of innovation or in the field of quality management. The thematic meetings can also take the form of targeted online meetings to respond to an urgent development.

- Organise exchange visits among interested MS in the field of quality management, process improvement and innovation.

Expected results (2022)

- Enhanced practical cooperation through exchanging information and discussing challenges and best practices on asylum processes within CEAS.
- Identified needs for the development of common practical tools and guidance.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of practical cooperation meetings of the Asylum Processes Network.	2	4	Admin. records / quarterly
Level of satisfaction with Asylum Processes Network meetings.	94%	80%	Meeting evaluation forms
Number of exchange visits organised.	N/A	4	Admin. records / bi-annually

Objective 2

Collect, update and analyse information about Member State's practices and policies on asylum processes and selected aspects of the CEAS to help identify related needs and best practices and thus contribute to the multi-annual objective of enhancing EU+ countries capacities to implement CEAS.

Link to the multi-annual objective(s)

- MA07

Main outputs/actions (2022)

The objective will be achieved by compilation and/or update of Quality Matrix and/or thematic reports on the practical implementation of the CEAS to help identify needs and best practices and thus enhance EU+ countries capacities to implement CEAS.

Based on the results of the thematic meetings of the Asylum Processes Network, the Agency will publish as well targeted practical recommendations on topics related to asylum processes.

Expected results (2022)

- Enhanced practical cooperation and benchmarking through gathering, analysing and exchanging information on asylum processes within CEAS.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of reports published.	2	3	Reports published on Network Platform

Objective 3

Support EU+ countries with the practical implementation of the CEAS through the development and promotion of common practical guides and tools, guidance, operational standards and indicators and collection of best practices and the promotion of innovation in asylum processes.

Link to the multi-annual objective(s)

- MA07

Main outputs/actions (2022)

The objective will be achieved by way of development and publication of practical tools through expert working groups to help address identified challenges and promote common solutions in the implementation of CEAS across the EU.

- Development and publication of 3 practical tools.
- Organise Working Group Meetings for the development of practical tools. Some working group meetings, such as those aimed at reviewing the comments of the reference group, can be held online.
- Implement outreach activities, such as newsletters, launching events, videos, translations and field visits, to promote and roll out of the developed products.
- Support activities on innovation of asylum processes and practical tools.

Expected results (2022)

- Increased knowledge and technical skills of asylum case officers, front line staff, support staff and management in the implementation of the CEAS.
- Improvement of national asylum processes based on commonly agreed practical guides and tools, guidance, operational standards and indicators and collection of best practices.
- Increased awareness and use of practical tools related to asylum processes in Member States.
- Increased convergence in quality standards for asylum processes.
- Innovation and IT solutions in asylum processes are supported and promoted.
- The quality and impact of the Agency's operational standards and indicators, guidance and practical tools are assessed through an external evaluation.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of practical guides and tools, operational standards, indicators, guidance, collected best practices developed or updated and published.	3	3	Products published on the website and/or Network platform
Number of innovation processes supported, promoted or developed.	N/A	2	Admin. records
Number of outreach activities to promote and roll out operational standards, indicators, guidance, best practices and practical tools.	4	6	Admin. records
Conclusion of an external evaluation of operational standards and indicators, guidance and practical tools.	N/A	1	Evaluation report

(ii) Exclusion Network

Objective 1
Facilitate practical cooperation and exchange of best practice among EU+ countries on the Exclusion processes in the framework of the Exclusion Network.

Link to the multi-annual objective(s)
- MA07

Main outputs/actions (2022)
The objective will be achieved by way of network and thematic meetings as well as periodic newsletter sharing to help identify and address challenges and enhance EU+ capacities in implementing CEAS in the area of Exclusion:
- Organise an Annual Exclusion Network National Contact Point Meeting;
- Organise a thematic meeting(s) of the Exclusion Network;
- Share periodic newsletters with the Network members on the latest developments of exclusion related issues.

Expected results (2022)
- Enhanced practical cooperation through exchanging information and discussing challenges and best practices on exclusion processes within CEAS.
- Identification of the needs for common practical tools and guidance.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of practical cooperation meetings of the Exclusion Network.	1	2	Meeting reports available on the Network platform
Level of satisfaction with the Exclusion Network meetings.	95%	80%	Meeting evaluation forms
Number of periodic newsletters shared with members of the Exclusion Network.	4	4	Newsletters available on the Network platform

Objective 2
Support EU+ countries with the practical implementation of exclusion related provisions of the CEAS through the development and promotion of practical guides and tools, operational standards and indicators, , guidance and the collection of best practices.

Link to the multi-annual objective(s)
- MA08

Main outputs/actions (2022)
The objective will be achieved by way of development and roll out of practical tools through expert working groups to help address identified challenges and promote common solutions in the implementation of CEAS in the area of Exclusion:
- Develop, update and publish operational standards, indicators, guidance, collection of best practices and practical tools in relation to exclusion;
- Organise Working Group meetings for the development of operational standards and indicators, guidance and practical tools. Some of the working group meetings may be held online;
- Organise/develop outreach activities/products to promote and roll out operational standards, indicators, guidance, best practices and practical tools in relation to exclusion.

Expected results (2022)
- Increased knowledge and technical skills of asylum case officers for the identification and assessment of potential exclusion cases.
- Improvement of asylum processes related to exclusion based on commonly agreed practical tools, guidance, operational standards and indicators and collection of best practices.

- Increased convergence in quality standards for the identification and assessment of exclusion cases.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of operational standards, indicators, guidance, collection of best practices and practical tools in relation to exclusion developed or updated and published.	1	2	Tools made available on the Network platform or on Operations platforms
Number of outreach activities and/or products developed to promote and roll out operational standards, indicators, guidance, best practices and practical tools in relation to exclusion.	2	2	Admin. records

(iii) Quality support to operations

Objective 1
Support to relevant operational measures related to asylum processes and quality assurance of the core asylum processes defined in Operational Plans through quality review and the development of guidance and tools.

Link to the multi-annual objective(s)
- MA01, MA02, MA07

Main outputs/actions (2022)
- Quality support to the implementation of both the registration procedures and the examination procedures is provided through revision of relevant SOPs, working instructions, workflows and templates as well as through quality feedback reports and tailored guidance.
- Support to set-up of and/or strengthen quality assurance mechanisms with the national asylum authorities.

Expected results (2022)
- Quality activities and/or measures related to the core asylum processes are described in the Operational Plans.
- The quality of the deliverables of the asylum support teams engaged in conducting registrations is improved.
- The quality of the deliverables of the asylum support teams engaged in conducting interviews and drafting opinions or evaluations in the support of the refugee status determination is improved.
- The quality assurance mechanisms in countries where the Agency has operations are established and/or strengthened and supported.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of guidance, tools and quality feedback reports on the core asylum processes developed or updated.	19	16	Tools and reports made available to operations by email and/or through information platforms

Objective 2

Enhance professional know-how and skills on core asylum processes by means of information sessions, thematic workshops, on-the-job coaching and assessments supporting the implementation of the Operational Plans in Member States and capacity building under the External Dimension Strategy.

Link to the multi-annual objective(s)

- MA03, MA07

Main outputs/actions (2022)

- The objective will be achieved by way of implementation of workshops, on-the-job-coaching sessions, assessments and process improvement activities on asylum processes and quality management ito enhance capacities of MS under particular pressure to implement CEAS -.

Expected results (2022)

- Increased awareness and use of practical tools related to asylum processes .
- Increased knowledge and technical skills of asylum case officers, front line staff, support staff and management in the implementation of the CEAS.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of asylum processes related activities implemented.	N/A	10	Admin records of activities organised in support of operations

2.4.7 Asylum thematic cooperation

Overview of the activity

The Agency's network approach and the facilitation of three practical thematic cooperation networks serve to promote convergence in the application of CEAS in the areas of reception, vulnerability and Dublin by way of practical cooperation and information exchange among EU+ countries, identification of EU+ countries' needs to be addressed during the year and pooling of expertise for the development of practical tools, guidance and standards and indicators based on common and good practices across the EU+.

In 2022 the Agency will continue to foster exchange of information, know-how and best practices in the areas of reception, vulnerability and Dublin by facilitating greater involvement of EU+ countries in Network cooperation.

The Agency will facilitate the **network of reception authorities** to support EU+ countries in the correct and effective implementation of the process flow in reception, including reception conditions in the framework of CEAS. To meet this goal the network generates a diverse set of activities which include exchange of information, good practices and expertise, collection of data, development, promotion and support to the implementation of tools and guidance and the provision of technical advice. Practical cooperation and capacity building among peers is promoted through exchange visits and thematic workshops for reception practitioners on specific reception themes, including detention and restricted mobility in the asylum context. Targeted meetings for senior managers and executive directors of reception authorities serve the exchange of views on strategic and managerial issues in the area of reception.

The Agency further supports reception systems in line with its Strategy on Reception, 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 Agency will strengthen the network of NCPs to expand their engagement as active promoters of operational standards, indicators, guidance, best practices and practical tools to ensure increased awareness about and implementation of products among all Member States. To the same aim the Agency will facilitate the adaptation of tools to the national contexts of EU+ countries where needed.

The Agency uses its practical tools, standards and indicators and guidance, including its Strategy on reception, to support the implementation of operational plans and in the external dimension.

Furthermore, the Agency addresses issues related to **vulnerable persons** such as children, including unaccompanied children, victims of trafficking in human beings, persons subjected to torture, serious psychological, physical and sexual violence and other cruel and inhuman treatment, persons at risk because of their gender, gender identity or sexual orientation, persons living with disabilities, with mental health concerns, elderly persons, single parents, etc. In addition, the Agency supports asylum and reception authorities by providing managers and staff working in this field with methods, tools and interventions to improve staff wellbeing. This will create a safe and healthy work setting for all staff, which as a consequence positively impacts on the applicants as well.

The Agency facilitates the Vulnerability Experts network to encourage practical cooperation and information sharing among EU+ countries and other relevant experts on issues relating to vulnerable persons and to foster convergence in line with EU standards related to the identification, assessment and support afforded to vulnerable persons in national asylum and reception systems. To meet this goal the Network generates diverse sets of activities to include exchange of information, good practices and expertise, collection of data, development of tools and guidance and support for their implementation.

The Agency will continue to streamline aspects related to vulnerable persons in all its activities to encourage policy coherence, such as in the context of operations, training and other asylum support activities. This also includes further strengthening support as it relates to staff wellbeing.

The Agency will also continue its cooperation with the European Commission and other EU institutions, bodies and agencies, such as CEPOL, Europol, FRA, Frontex, Eurojust, EMCDDA as well as UNHCR, Unicef, IOM, the Council of Europe, Red Cross EU Office and the European Guardianship Network (EGN) with regard to vulnerable persons. In doing so, it will consider the general work on child protection and the protection of the rights of the child developed, inter alia, by the European Commission Strategy on the rights of the child. It will also take an active part in the cooperation between the European Commission and the Justice and Home Affairs Agencies in actions aimed at the eradication of trafficking in human beings. The Agency will continue reaching out to other agencies as well as civil society as deemed necessary looking at new emerging trends as it relates to special needs of applicants for international protection. To this end, the activities of the VEN will be streamlined with those of the Consultative Forum wherever possible.

The Agency will facilitate the **Network of Dublin authorities** support Member States in the application of the Dublin III)] and the allocation of adequate resources to increase the number of transfers, reduce delays related to these transfers, the consistent application of the legal clauses related to family reunification and the broader and more regular use of the discretionary clauses to help relieve the pressure on the Member States at the external borders. To meet this goal the Network generates diverse set of activities to include exchange of information, good practices and expertise, collection of data, development and promotion of tools, guidance and recommendations, conduct of thematic meetings and exchange visits, provision of technical advice. The agency promotes the awareness about the EUAA tools and stimulates their implementation by Member State by the conduct of field visits, bilateral calls and implementation support workshops for the Network and for individual countries or clusters of Member States.

The Agency 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 Agency, through its activities on capacity building and support to operations, will involve the Dublin Network in capacity building and quality assurance support. Where indicated in operational plans, the Agency will strengthen Dublin Units by providing technical support to improve their [Dublin] processes and make them more efficient. The Agency will enhance its support by strengthened cooperation between thematic networks, cross-cutting areas to support Member States in the implementation of CEAS in the areas of reception, the Dublin Regulation and vulnerability.

	2022 (planned)	2020 (actual)
Financial resources	**EUR 2,740,034** [3202 Asylum Cooperation and Guidance (local line ATC)]	**EUR 369,260.88** (3202 Asylum Processes)
Human resources	14 TA, 3 CA & SNE	9 AD, 2 AST, 2 CA
Estimates of quantifiable workload drivers	- Number of Operational Plans in Member States and Roadmaps in partner countries supported (12) - Number of networks to be managed (3) and related activities to be organised based on Member States needs (6) - Number of Projects (2) - Number of products/ publications stemming from needs expressed by Member States or other stakeholders (8) -	

(i) Vulnerability Experts Network

Objective 1
Promote practical cooperation and networking among EU+ countries in dealing with vulnerable persons.

Link to the multi-annual objective(s)
- MA07

Main outputs/actions (2022)
The objective will be achieved by way of utilising various relevant networks and organising thematic meetings to help identify and address challenges and enhance EU+ capacities in responding to vulnerability in all aspects of the CEAS implementation:
- Coordination of the Vulnerability Experts Network (VEN);
- Organisation of a mid-term VEN meeting, Advisory group meeting, Steering Group meeting and annual conference;
- Organise thematic meetings;
- Thematic meetings evaluation forms;
- Consultations with EU+ countries and other relevant actors;
- Collaboration with EC and other EU Agencies.

Expected results (2022)
- Enhanced practical cooperation within EU+ by gathering, analysing and exchanging information to address vulnerability in line with the CEAS.
- Increased convergence in practices and quality standards vis-à-vis vulnerability in asylum including Dublin, asylum processes, reception and courts and tribunals.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of Network and Thematic meetings	7	9	Admin. records
Level of satisfaction with Network meetings.	90%	80%	Meetings evaluation forms after each event

Number of Periodic Updates shared with VEN network.	1	2	Admin. records

Objective 2
Develop common operational standards and indicators, practical tools, guidance and collect good practices on vulnerability.

Link to the multi-annual objective(s):
- MA07

Main outputs/actions (2022)
The objective will be achieved by the development and publication of practical tools. To help address identified challenges and promote common solutions in the area of vulnerability along the CEAS, across the EU, expert working groups could support in the development of these tools:
- Development, update and publication of 4 practical tools;

Expected results (2022)
- Increased knowledge and technical skills and efficiency of asylum reception authorities and practitioners working on vulnerability issues.
- EU+ and partner countries' capacity and skills to identify, assess and respond to the needs of vulnerable persons are strengthened.
- Increased convergence in quality standards vis-à-vis vulnerability in asylum, including Dublin, asylum processes, reception and of courts and tribunals.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of operational standards, indicators, guidance, collected best practices and practical tools in relation to vulnerable persons developed, updated or published.	7	6	Admin. records

Objective 3
Mainstreaming the use of the Agency's tools on vulnerability in EU+ countries.

Link to the multi-annual objective(s)
- MA07

Main outputs/actions (2022)
The objective will be achieved by conducting promotional, dissemination and application support activities to achieve EU wide awareness on tools and to promote their use to enhance Member States capacities to address vulnerability in all aspects of CEAS implementation:
- 20 promotional and dissemination activities implemented (e.g. workshops/ webinars, videos, contribution to conferences; other relevant activities);
- Support activities in applying standards, indicators and guidance;
- Translations of practical tools.

Expected results (2022)
- Increased awareness and use of vulnerability related practical tools in EU+.
- Enhanced capacities of EU+ countries to identify, assess and respond to the needs of vulnerable persons.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of activities to promote and disseminate operational standards, indicators, guidance, best practices and practical tools, such as field visits, (video) conferences, etc.	10	20	Admin. records
Translations of practical tools and guidance (% of translations out of submitted translation requests).	N/A	80%	Admin. records, publications on the website

Number of support activities in the implementation of Standards, Indicators, Guidance, Recommendations, such as workshops, participation in projects, coaching, etc.	N/A	4	Admin. records

Objective 4
Supporting the Operations in Member States and capacity building in partner countries in the external dimension to address vulnerability in asylum processes and reception.

Link to the multi-annual objective(s)
- MA07

Main outputs/actions (2022)
The objective will be achieved by way of activities in support to operations and external dimension to strengthen capacities of countries under particular pressure address vulnerability in all aspects of CEAS implementation.

Expected results (2022)
- EU countries under particular pressure and partner countries' capacity and skills to identify, assess and respond to the needs of vulnerable persons are strengthened.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of activities implemented to support operations.	N/A	10	Admin. records

(ii) Network of Dublin Units

Objective 1
Promote practical cooperation and networking among EU+ countries in the area of Dublin in support of the implementation of the Dublin III Regulation through the management of its network activities.

Link to the multi-annual objective(s)
- MA07

Main outputs/actions (2022)
The objective will be achieved by way of network and thematic meetings, exchange program activities, as well as quarterly reports and an online platform to help identify and address challenges and enhance EU+ capacities to implement CEAS with respect to Dublin:
- Network meetings organised (2 Steering Group meetings; 2 Thematic expert meetings, 2 Thematic video conferences)
- Exchange programmes conducted;
- Thematic queries and surveys conducted;
- 4 quarterly reports on the implementation of the Dublin regulation and 4 online events, presenting the highlights of the report.
- Maintaining an online platform for the Network of Dublin Units

Expected results (2022)
- Enhanced practical cooperation through collecting, analysing and exchanging information on the challenges and good practices in the implementation of Dublin.
- Enhanced strategic cooperation through exchanging, sharing, presenting or reporting on experiences, practices and projects related to the implementation of the Dublin regulation
- Increased convergence in quality standards vis-à-vis implementation of the Dublin Regulation.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of Network Meetings (Steering Group Meetings, Thematic expert meetings, thematic video conferences).	10	6	Admin. records

Level of satisfaction with Network Meetings.	93	80%	Meeting evaluation forms after each event
Number of exchange programs.	N/A	2	Admin. records
Level of satisfaction with exchange programs.	N/A	80%	Admin. records
Number of quarterly reports shared with members of NDU.	4	4	Admin. records

Objective 2

Develop common operational standards and indicators, practical tools, Network recommendations, guidance and collect best practices to contribute to the promotion of correct and effective implementation of the Dublin Regulation throughout the EU.

Link to the multi-annual objective(s)

- MA07

Main outputs/actions (2022)

The objective will be achieved by development and publication of practical tools through founding working groups to help address challenges and promote common solutions in the implementation of CEAS across the EU:

- Development and publication of 2 practical tools;
- Working Groups established.

Expected results (2022)

- EU+ countries capacity and skills to implement the Dublin Regulation is strengthened.
- Increased convergence in quality standards vis-à-vis the implementation of the Dublin Regulation.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of operational standards, indicators, guidance, Network recommendations, best practices and practical tools in relation to the Dublin Regulation developed, updated or published.	5	4	Mission reports, meeting reports, developed products

Objective 3

Support EU+ countries in the implementation of the Dublin III Regulation, addressing challenges and applying good practices through promotion, technical advice and the use of practical tools and guidance as well as encourage their active participation in the activities of the Network.

Link to the multi-annual objective(s)

- MA07

Main outputs/actions (2022)

The objective will be achieved by activities to promote the use of practical tools as well as by providing advice, (rapid) assessments, consultancy, coaching and counselling on the basis of needs identified through continued assessment of Member States' self-reporting by means of the Dublin quarterly report and other relevant (public) sources.

- Promotional and dissemination activities implemented (e.g. workshops / webinars, videos, contribution to conferences; other relevant activities);
- Support activities in applying standards, indicators and guidance such as workshops, conferences (bilateral or regional);
- Translations of practical tools.
- Bi-lateral consultations/ study visits;
- Technical assistance measures;
- Technical assistance reports.

Expected results (2022)

- Increased awareness and use of Dublin related practical tools and guidance.
- Increased participation in the activities of the Network.
- EU+ countries capacity and skills to implement the Dublin regulation strengthened.
- Increased convergence in the implementation of the Dublin regulation.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of activities to promote and disseminate operational standards, indicators, guidance, best practices and practical tools, such as field visits, (video) conferences, etc.	5	6	Admin. records
Translations of practical tools and guidance (% of translations out of submitted translation requests).	N/A	80%	Admin. records, publications on the website
Number of support activities in the application of Standards, Indicators, Guidance, Recommendations, such as workshops, participation in projects, coaching, etc.	N/A	6	Admin. records
Number of bi-lateral consultations/ study visits.	N/A	5	Study visit (SV)/ online visits reports, admin. records
Number of technical assistance measures provided, including technical assistance reports.	N/A	5	Technical Assistance (TA) reports, admin. records
% of the requesting MS benefiting from technical assistance consultations and measures.	N/A	80%	Admin. records

Objective 4

Provide support to operations to strengthen Dublin units in countries under particular pressure by providing quality support to improve the Dublin process, capacity and procedure.

Link to the multi-annual objective(s)

- MA07

Main outputs/actions (2022)

This objective will be achieved by the conduct of 4 activities in support to operations in countries under particular pressure, and coordination meetings organised between all the stakeholders providing the support to the countries under particular pressure.

Expected results (2022)

Enhanced capabilities in countries under particular pressure to implement the Dublin Regulation.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of activities related to support to operations.	3	4	Admin. records
Number of coordination meetings organised for an enhanced quality support.	N/A	4	Admin. records

(iii) Network of Reception Authorities

Objective 1
Coordinate the Network of Reception Authorities to support practical cooperation and exchange of good practice between EU+ countries on reception.

Link to the multi-annual objective(s)
- MA07

Main outputs/actions (2022)
The objective will be achieved by way of network and thematic meetings as well as an exchange programme for reception officials, strategic discussion meetings for senior managers and directors of reception authorities, and periodic updates to help identify and address challenges and enhance EU + capacities to implement CEAS with respect to reception:
- Network Meetings organised (NCP, Thematic, Strategic Discussion meetings);
- Exchange activities organised;
- Quarterly periodic updates shared with members of NRA;
- Reception Network Newsletters shared with members of NRA and relevant stakeholders.

Expected results (2022)
- 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 the area of reception.
- Enhanced practical cooperation among EU+ countries through gathering, analysing and exchanging information on good practices and challenges in the implementation of the reception process flow.
- Increased knowledge and technical skills of asylum officials and practitioners for better implementation of the reception process flow.
- Increased convergence in quality standards in reception.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of Network meetings (NCP, Thematic meetings, Strategic Discussion meetings).	4	7	Admin. records
Level of Satisfaction with the Network meetings.	92%	80%	Meeting evaluation forms after each event
Number of exchange activities organised.	3	2	Admin. records
Level of satisfaction with exchange activities.	98%	80%	Admin. records
Number of quarterly updates.	4	4	Admin. records
Number of Reception Network Newsletters.	2	2	Admin. records

Objective 2
Develop common operational standards and indicators, practical tools, guidance, collection of good practices and contingency plans on reception.

Link to the multi-annual objective(s)
- MA07

Main outputs/actions (2022)
The objective will be achieved by way of development of practical tools through expert working groups meetings to help address challenges and promote common solutions in the implementation of CEAS in the area of reception:
- Development or update and publication of 3 practical tools;
- Working Groups established;
- Contingency plans developed, reviewed, or adapted;[38]
- Contingency plans support activities (workshops and scenario testing).

Expected results (2022)
- Increased knowledge and technical skills of asylum officials and practitioners for better implementation of the reception process flow.
- Increased convergence in quality standards in reception.
- Better management of reception inflows and out-flows in EU+ countries based on informed contingency planning at national level.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of operational standards, indicators, guidance, best practices and practical tools in relation to reception developed, updated or published.	3	6	Admin. records
Number of support activities for support of Contingency Plans (CP) (workshops, scenario testing).	N/A	5	Workshop reports, admin. records

Objective 3
Promote and facilitate the implementation of the Agency's practical tools and guidance, including the provision of technical advice on legislative, organisational and structural matters in relation to reception and its legal framework.

Link to the multi-annual objective(s)
- MA07

Main outputs/actions (2022)
The objective will be achieved by the conduct of targeted promotional, dissemination and implementation support activities tailored to respective national contexts to achieve EU wide use of the Agency's tools and thus help enhance MS capacities to implement CEAS in the area of reception:
- Promotional and dissemination activities (e.g. promotional newsletters, videos, promotional field visits, other relevant activities);
- Translations of practical tools;
- Support activities in applying standards, indicators and guidance;
- Bi-lateral consultations/ study visits;
- Technical assistance measures;
- Technical assistance reports.

[38] The support to the development of these contingency plans depend on the outcome of the recast RCD and the role of the EUAA in this regard.

Expected results (2022)

- Increased awareness and use among Member States of the reception related the Agency's practical tools.
- Increased knowledge and technical skills of reception officials and practitioners for better implementation of the reception process flow, including reception conditions.
- Increased convergence in the implementation of the reception process flow, including reception conditions.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of activities to promote and disseminate operational standards, indicators, guidance, best practices and practical tools, such as field visits, (video) conferences, etc.	5	6	Admin. records
Translations of practical tools and guidance (percentage of translations out of submitted translation requests).	N/A	80%	Admin. records
Number of support activities in the application of Standards, Indicators, Guidance, Recommendations, such as workshops, participation in projects, coaching, etc.	N/A	6	Admin. records
Number of bi-lateral consultations/ study visits.	N/A	5	Admin. records
Number of technical assistance measures provided, including technical assistance reports.	N/A	5	Admin. records
Percentage of the requesting Member States benefiting from technical assistance consultations and measures.	N/A	80%	Admin. records

Objective 4

To enhance capacities for the implementation of CEAS in Member States under particular pressure, provide timely and effective support to operations to strengthen reception systems in those countries.

Link to the multi-annual objective(s)

- MA07

Main outputs/actions (2022)

- The objective will be achieved by the implementation of quality activities in support to operations to enhance the capacity of countries under particular pressure implement CEAS in the area of reception.

Expected results (2022)

- Enhanced reception systems of Member States under particular pressure and in partner countries in the external dimension.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of activities related to support to operations.	N/A	8	Admin. records
Number of coordination meetings organised for an enhanced quality support.	N/A	4	Admin. records

2.4.8 Cooperation with members of courts and tribunals

Overview of the activity
Building on its mandate to establish and develop training activities in international protection law for EU+ members of courts and tribunals, the EUAA is supporting a Network comprising courts and tribunals of EU+ countries, the Court of Justice of the European Union (CJEU) and the European Court of Human Rights (ECtHR), judicial associations, including the Association of European Administrative Judges (AEAJ) and the International Association of Refugee and Migration Judges (IARMJ) as well as other key actors including UNHCR, FRA, ERA and the European Judicial Training Network (EJTN). In line with the methodology agreed to by the members of this Network, the Agency supports the establishment and enhancement of the Professional Development Series (PDS) that includes judicial analyses, judicial practical guides and judicial trainers' guidance notes. In addition, the Agency will continue to implement a programme of judicial support activities (workshops, webinars, conferences, study visits, peer-to-peer assistance) in full respect of the independence of national courts and tribunals, both at the national and European levels in different languages. To that end, the consolidation of a Judicial Experts Pool will be pursued to guarantee its stability, diversity and the high level of expertise of its members, all of whom are specialised judges in international protection law. The Agency will also, where necessary, initiate, implement and promote further practical cooperation activities that will serve to contribute to the coherent implementation of the CEAS and advance practical cooperation among members of courts and tribunals, also in line with the Agency's External Action Strategy. The Agency will keep facilitating judicial dialogue in the field of international protection and ensuring when requested expert support, to national courts and tribunals, with a focus on specific measures implemented in the framework of the Operational and Technical Assistance Plans. The Agency will aim at maintaining the complete representation and engagement of all EU+ countries within the EUAA Courts and Tribunals Network. Emphasis will continue to be put on ensuring the widest possible outreach of all EUAA materials designed for members of courts and tribunals. The diverse forms of judicial organisation that are prevailing in the EU+ countries undoubtedly represent a challenge. However, the Agency can count on a robust network of contact points in each EU+ country . The implementation of the activities will contribute to the continuous development of the expertise of judicial professionals working in the field of international protection, fostering a more consistent implementation of the CEAS as well as supporting the management of judicial backlog.

	2022 (planned)	2020 (actual)
Financial resources	**EUR 1,527,630** (3202 Asylum Cooperation and Guidance)	**EUR 754,359.29** (3202 Asylum processes)
Human resources	7 TA, 3 CA & SNE	3 AD, 2 AST, 3CA
Estimates of quantifiable workload drivers	- Number of networks to be managed (1) and related activities to be organised based on needs identified through the network (6) - Number of publications/ products stemming from needs expressed by the Network (6) - Number of Operational Plans in Member States and Roadmaps in partner countries supported (5) -	

Objective 1

Considering the evolving nature of the CEAS and of the jurisprudence, ensure the relevance and quality of the Professional Development Series (PDS) as reference material for the members of the courts and tribunals. The focus will be put on (1) the need to ensure its continuous updating and (2) the development of practical tools designed to support judicial professionals in the performance of their tasks. .

Link to the multi-annual objective(s)

- MA07

Main outputs/actions (2022)

- The development/update/upgrade of the Professional Development Series, in line with the latest legal developments and jurisprudence and the needs defined together with the EUAA Courts and Tribunals Network, is implemented
- The Professional Development Series is further disseminated among members of courts and tribunals.

Expected results (2022)

- Enhanced knowledge of the CEAS and on recent legal developments and jurisprudence, contributing to the capacity for members of courts and tribunals toward a consistent and effective implementation.
- Enhanced exchange of good practices aimed at supporting their work at national level, with a focus on the management of judicial backlog.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of publications (PDS) reviewed, updated or developed.	4	4	Admin. records

Objective 2

Organise capacity building activities specifically designed for members of courts and tribunals and sustain the development of the EUAA Judicial Experts' Pool.

Link to the multi-annual objective(s)

- MA07

Main outputs/actions (2022)

- A programme of support activities for members of courts and tribunals: (online) workshops, webinars, conferences in Malta (EUAA HQ) and in other EU+ countries is designed and implemented
- The use of innovative tools to foster the multiplier effect of the activities conducted for the members of courts and tribunals is effective.
- The exchange of expertise and knowledge in the field of international protection among members of courts and tribunals is effective.
- The cooperation with the following stakeholders is ensured:

- the judicial associations specialised in the field of international protection,
- the national judicial training bodies,
- the Court of Justice of the European Union and the European Court of Human Rights.

Expected results (2022)

- Reinforced knowledge and analytic skills of the members of courts and tribunals, allowing a more harmonised implementation of the CEAS in the different EU+ countries.
-
- Consolidated Judicial Experts' Pool.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of judicial support activities.	11	16	Admin. records
Number of participants.	218	350	Admin. records
Average satisfaction rate of participants.	91%	80%	Admin. records
Number of meetings of the EUAA Courts and Tribunals Network.	2	2	Admin. records
Number of newsletters shared with the members of the EUAA Courts and Tribunals Network.	2	2	Admin. records

Objective 3

Increase capacity and expertise in the CEAS implementation by the judicial authorities in the framework of the measures related to courts and tribunals in the Operational and Technical Assistance Plans or other enhanced assistance measures supporting appeal procedures in the Member States, and in the context of capacity building in partner countries in the external dimension.

Link to the multi-annual objective(s)

- MA07

Main outputs/actions (2022)

- Tailored capacity building activities for members of courts and tribunals in countries under Operational and Technical Assistance Plans and in partner countries in the External Dimension, are delivered.
- Exchange of expertise and peer-to-peer support, are effective

Expected results (2022)

- The capacity building of judicial authorities is further supported. Practical cooperation and exchange of expertise between members of courts and tribunals is effective.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of activities performed in support to the i specific measures	N/A	10	Meeting agendas, mission reports, administrative records
Number of participants	N/A	200	Registration / internal records

2.4.9 Monitoring the operational and technical application of the CEAS

Overview of the activity
In line with its revised mandate, the EUAA will in 2022 start preparing the development of 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.

	2022 (planned)	**2020 (actual)**
Financial resources	**EUR 100,000** (3501 Monitoring of application of the CEAS)	**N/A**
Human resources	TBC 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
Estimates of quantifiable workload drivers	N/A	-

Objective 1 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.			
Link to the multi-annual objective(s) ▪ MA08			
Main outputs/actions (2022) ▪ Working group meetings to agree on technical proposal. ▪			
Expected results (2022) ▪ Draft monitoring methodology produced.			
Indicators	**Latest result** (CAAR 2020)	**Target 2022**	**Data source**
Number of monitoring methodologies drafted.	N/A	1	Internal documentation

2.5 Protection of fundamental rights

Overview of the activity
In line with its new mandate, the EUAA Management Board will appoint a Fundamental Rights Officer (FRO) to ensure the Agency's compliance with fundamental rights in the course of its activities and promoting the respect of fundamental rights by the Agency. Within the first year following his/her appointment, the FRO will establish a Fundamental Rights Strategy and, once it is adopted, will ensure that it is implemented. During the first year, 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. The sites where the Agency carries out its operational activities may be subject to visits by the Fundamental Rights Officer, with the consent of the Member State concerned. In carrying out their duties, the Fundamental Rights Officer cooperates with the Consultative Forum and is consulted on Operational & Technical Assistance Plans, the evaluation of the Agency's operational and technical assistance, the code of conduct and the European asylum curriculum.

	2022 (planned)	**2020 (actual)**
Financial resources	**EUR 50,000** (3701 - Protection of fundamental rights)	**N/A**
Human resources	3 TA	N/A
Estimates of quantifiable workload drivers	- Number and nature of complaints addressed (estimated 5)	-N/A

Objective 1 Ensure the full respect for fundamental right in all of the Agency's activities.			
Link to the multi-annual objective(s) ▪ MA01-MA10			
Main outputs/actions (2022) ▪ The Fundamental Rights Officer is appointed. ▪ The Fundamental Rights Strategy is adopted. ▪ The complaints mechanism is established.			
Expected results (2022) ▪ Information sessions on the fundamental rights strategy, including in the margin of EUAA activities, organised. ▪ The complaints mechanism up and running.			
Indicators	**Latest result** (CAAR 2020)	**Target 2022**	**Data source**
Number of information sessions organised.	N/A	3	Session reports

2.6 Horizontal Activities

2.6.1 Consultative Forum and Civil Society

Overview of the activity
With a view of reinforcing cooperation between the Agency and civil society, the Agency will continue to implement the Consultative Forum (CF) activities, including CF meetings and electronic consultations on key Agency documents. Select civil society organisations will also continue to be invited to participate directly in various thematic areas of the Agency's work. The CF meetings will increase in number and type. Forum members will exchange information with the Agency in the context of the annual Plenary Meeting, complemented by smaller scale thematic/geographic-oriented consultation meetings. Where relevant, civil society organisations (CSOs) will be consulted in the preparation of these and participation by operational NGOs as well as refugee and diaspora-led organisations will be prioritized. In addition, information webinars and/or workshops will be organised as complementary channel for the exchange of information and pooling of knowledge. The quality and effectiveness of electronic consultations on key Agency documents will continue to be improved with feedback to responding organisations, as appropriate. The Agency will further actively participate in civil society networks in the field of asylum, at EU and national levels, identifying developments relevant for the Agency, reviewing and channelling inputs, providing contributions where appropriate. Furthermore, the Agency will contribute to the activities of the Consultative Fora of other JHA Agencies. The new EUAA Regulation foresees several changes to the Consultative Forum as regards its role, composition, type of activities and areas of consultation. Work on the revision of the Forum will be taken forward as a matter of priority. Under the EUAA, the Forum's work may increasingly focus on fundamental rights related to asylum with consultations foreseen on e.g. the Fundamental Rights Strategy and the complaints mechanism. The Forum will accordingly ensure cooperation with the Fundamental Rights Officer once appointed.

	2022 (planned)	**2020 (actual)**
Financial resources	**EUR 160,000** (3401 Cooperation with civil society)	**EUR 15,849.99** (3401 Cooperation with civil society)
Human resources	2 TA	1 AD, 1 AST
Estimates of quantifiable workload drivers	- Number and nature of consultations required - Number of meetings to be organised - -	

Objective 1 Reinforce cooperation between the Agency and civil society, including the revision of the Consultative Forum's composition and working methods.
Link to the multi-annual objective(s) ▪ MA10
Main outputs/actions (2022) ▪ Steer the revision of the Consultative Forum's composition for decision by the MB and support the CF in establishing its working methods. ▪ Organise and implement CF meetings (Annual Plenary and thematic/geographic meetings).

- Consult relevant CSOs on key Agency documents, such as the Work Programme, the Annual Report on the Situation of Asylum in the EU, and the Annual General Report.
- Facilitate, where appropriate, involvement of relevant CSOs in different areas and related activities of the Agency's work (e.g. training, COI, asylum processes, vulnerable persons, Annual Report on the Situation of Asylum, resettlement and complementary pathways, etc.).
- Contribute to the activities of the CF of other JHA Agencies.
- Participate in civil society networks in the field of asylum at EU and national levels identifying developments relevant for the Agency, reviewing and channelling inputs, providing contributions where appropriate.

Expected results (2022)

- The set-up of the CF is brought into line with the new provisions of the EUAA Regulation.
- Continued and reinforced dialogue, consultation and cooperation with the CF.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Finalisation of work for the decision of the MB on the composition of the CF and the modalities of transmission of information thereto.	N/A	100%	Submission to Management Board
Number of CF meetings (including thematic/geographic) organised.	3	5	Meeting reports
Number of participants in CF meetings and activities and extent of satisfaction.	300 with 73.4% satisfaction	250 with 80% satisfaction	Evaluation forms
Number of consultations held with CSOs.	6	6	Consultation calendar and progress on website
Number and examples of areas (and related Agency activities) in which select CSOs were invited to participate (e.g. activities related to training, COI, asylum processes, vulnerable persons).	6	6	Internal reports
Number of activities of other JHA Agencies' Consultative Fora in which the Agency participated or contributed to.	6	4	Meeting reports

2.6.2 Governance

Overview of the activity

The Agency will continue strengthening its relations with **stakeholders**, ensuring its activities are consistent with relevant priorities at EU level, ensuring awareness of its work, and informing policy development and legislation. Continued cooperation with stakeholders will also ensure coordination and coherence of related activities.

Cooperation will be taken forward with the European Commission, the Council of the European Union and Member States, the European Parliament, the EEAS and other relevant stakeholders both at a technical and at high-level. The horizontal cooperation with other EU agencies will also continue, both through the EU Agencies' Network and the JHA agencies Network, as well as through bilateral collaboration on the basis of Working Arrangements, Exchange of Letters and Cooperation Plans.

The Agency will also continue to strengthen horizontal cooperation and ensure coordination of activities with international organisations, also on the basis of Working Arrangements or Exchange of Letters. These include UNHCR, IOM, ICMPD, IGC and GDISC.

Apart from ensuring the implementation of Working Arrangements, Cooperation Plans and Exchange of Letters with the abovementioned stakeholders, with the entry into force of the EUAA, the review of such frameworks will be taken forward, in order to reflect the new mandate where necessary.

The Agency will also take forward the preparations for the deployment of Liaison Officers to the Member States, as required by the EUAA Regulation. Preparatory work is underway and will continue with a view to the submission of a proposal by the Executive Director to the Management Board for approval, and the subsequent recruitment of the Liaison Officers.

In the area of **communication**, the Agency will continue establishing and maintaining excellent long-standing press relations, ensuring plentiful interaction with the press. This will be particularly relevant in light of the transformation, and enhanced mandate of the EUAA. Regular, accurate press coverage of the Agency's activities is crucial in order to gain visibility, legitimacy and credibility. In 2022, the Agency will continue to pro-actively approach and invite the media regularly for press briefings, both at headquarters and in the field, and will also step-up media activities in Member States and Brussels.

Continuing from 2021, the EUAA will finalise a physical branding exercise at its various premises in order to improve the visibility of the Agency, notably within the framework of the new EUAA corporate identity. This will be particularly true in its operational areas and offices, including in reception centres and locations.

In addition, the Agency's Internal Communication Plan for 2022 will continue taking into account the changes the Agency is going through, and informing staff members about them accordingly. Internal communication will continue to significantly improve through events, publications, and internal documents and tools.

The **Internal Control Framework**, which was adopted in 2018 in accordance with the minimum standards adopted by the European Commission, is designed to provide reasonable assurance regarding the achievement of (i) effectiveness, efficiency and economy of operations (ii) reliability of reporting (iii) safeguarding of assets and information (iv) prevention, detection, correction and follow-up of fraud and irregularities and (v) adequate management of risks relating to the legality and regularity of the underlying transactions. The Agency strives for full compliance with the internal control principles, and performs regular assessments to measure the effectiveness and further improve the efficiency of its internal control system.

The implementation of internal control framework is reinforced with the ex-post controls function. Ex-post controls will provide additional level of assurance for the reliability and integrity of operational and financial information and further evaluate the economy and efficiency of the use of resources. The ex post control function will contribute to the overall effectiveness of the internal control framework by conducting self-assessments and annual reviews, as prioritised in annual ex post controls programme.

In order to meet the expectation from the Internal Control Framework on risk management, the Agency has developed a procedure on risk management, in order to identify, assess and respond to potential issues that could affect the execution of the Agency's activities and the achievement of its objectives. The risk identification exercise is performed by a combination of bottom-up and top-down approaches. The Agency has initiated steps to ensure that the risk management exercise is performed in a more comprehensive and thorough way, and integrated in the culture and conduct of all activities. The risk assessment is being followed up at regular intervals throughout the year and updated, to appropriately reflect the changes within the organisation and the implementation of the different actions.

The Internal Audit Service (IAS) of the European Commission reviews and evaluates risk-management, governance and internal-control processes at the Agency, to provide objective assurance and consulting services designed to add value and improve the Agency's activities. On the basis of the risk assessment concerning the Agency's process landscape, the following audit

topics were identified in the strategic three year audit planning, in the following order: (a) HR management, (b) IT Governance & IT Project Management, (c) Planning, Implementation and Evaluation of Operational Support and (d) Procurement and Contract Management. 2020-2021 will focus on IT Governance & IT Project Management in the current three-year audit cycle of the IAS. The Agency will continue to work on implementing actions to address the previous audit findings, monitor and report on the implementation of recommendations within the agreed deadlines and collaborate with the Service to ensure that the audits provide added value for the Agency.

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 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 Agency will continue to further develop and implement management approaches to **quality, business continuity** and **corporate security**. Development and implementation of the management approaches will ensure alignment with the Internal Control Framework. A new framework for the management of the Agency's **programme and project portfolio** will be rolled out. Improvements in **environmental management**, building on the Agency's green initiatives, will be considered. The Agency will further improve document and record management, while working on the process redesign and optimisation, further enhancing the organisational performance.

The Agency is reinforcing its commitment towards organisational performance by promoting, coordinating and implementing **evaluations** of Agency interventions. The evaluation topics are planned based on criteria in the Agency's **evaluation framework** and recommendations made by the internal **Evaluation Advisory Group**. An approach to randomised controlled trials, a gold standard of evaluations, is being developed under the guidance of the Evaluation Advisory Group to provide the Agency with evidence-based recommendations for improvement in key activity areas.

	2022 (planned)	**2020 (actual)**
Financial resources	**EUR 240,000** (3402 Cooperation with Stakeholders)	**EUR 202,661** (3402 Cooperation with Stakeholders)
Human resources	N/A[39]	N/A[40]
Estimates of quantifiable workload drivers	- Number and nature of events requiring preparation or contribution (250) -	

[39] Staff allocation is part of 'Resources allocated to governance, administrative and other horizontal activities' (Title 1).
[40] *Ibid*.

	- Decision on number of Liaison Officers (LOs) to be deployed and consequently the work related to such deployment (number of LOs to be decided with minimum of 7) - Number of cooperation frameworks to be updated or launched -

Objective 1
Reinforced governance whilst supporting implementing relevant provisions of the EUAA Regulation.

Link to the multi-annual objective(s)

- MA10

Main outputs/actions (2022)

- Propose and organise meetings of relevance to the Agency's activities with relevant European and international stakeholders, also in the margins of events.
- Organise networking events or receptions to forge contacts with existing stakeholders, build new contacts, and raise awareness of the Agency's operational work and activities and any developments within the Agency.
- Participate in relevant external meetings to present EUAA activities whenever requested or invited.
- Review of existing Working Arrangements, Cooperation Plans, and Exchange of Letters with stakeholders with a view to beginning revision as necessary for alignment with the EUAA Regulation.
- Take forward consultations for further working arrangements with stakeholders or other arrangements that may be required such as in relation to the deployment of Liaison Officers in Member States or third countries.
- 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.
- Implement the EUAA branding exercise, including on physical premises (HQ, liaison offices and operational premises).
- 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 Internal Control Framework.
- 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.
- Enhance corporate planning and reporting aligned with regulatory requirements to meet stakeholder expectations.
- Support, coordinate and implement the optimal use of evaluations in the Agency.
- Coordinate and provide support for implementation of management approaches to quality, business continuity and corporate security.
- Initiate management of the Agency's **programme and project portfolio** in line with the agreed framework.

Expected results (2022)

- 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.
- The Agency is a recognised and trusted counterpart in the field and contributes to discussions relevant to its mandate.
- The Agency is the *de facto* reference in media reporting on Asylum in the EU.
- All EUAA premises and physical assets are appropriately re-branded, projecting the Agency as an easily-identifiable operational actor.
- Improved governance systems and overall reputation.
- Efficient processes and reduced administrative burdens, while ensuring increased availability of reliable information on decision making, corporate performance and level of compliance.
- The implementation of the 2022 Evaluation Plan enhances the performance of the Agency, in line with its mandate.
- Improved management approaches with enhanced synergies and efficiency gains.

Indicators	Latest result (CAAR 2020)	Target 2022	Data source
Number of VIP meetings held with key stakeholders.	66	50	Internal reporting
Number of bilateral and multilateral meetings held at strategic/horizontal level.	167[41]	100	Internal reporting
Number of external meetings and/or events participated in.	112	100	Internal reporting
Number of networking/information events organised for stakeholders.	N/A	4	Internal reporting
Timely provision of briefings/Lines to Take (LTTs) as required.	N/A	100%	Internal reporting
Launching revision of existing Working Arrangements, Cooperation Plans and Exchange of Letters identified as needing alignment with the EUAA Regulation.	N/A	50%	Internal reporting
Percentage of change in the Agency website average monthly users.	+40%	+10%	Web analytics
Total percentage of change in social media followers on all channels.	+48%	+10%	Social media analytics
Percentage of change in monthly average social media reach.	+513%	+10% compared to 2021	Social media analytics
Reach of mentions of the Agency in Press.	N/A	15 billion	Meltwater analytical tool
Media exposure: number of online news publications mentioning the Agency.	N/A	6,000	Meltwater analytical tool
Management awareness of the new Internal Control Framework (% of managers attending internal control training).	N/A	85%	Course attendance records
Timely implementation of the Agency's Internal Control Self-Assessment Action Plan.	N/A	90%	State of play of implementation of the IC Self-Assessment Action Plan

[41] This figure was previously divided across 3 indicators and was broader: meetings with relevant stakeholders, meetings and activities with other agencies, and meetings and activities with international stakeholders. It therefore also covered activities alongside meetings, such as joint products etc.

Timely implementation of agreed risk responses in the Agency's Risk Register.	87%	90%	State of play of implementation of the Risk Register
Timely assessment of the Agency processes requiring notification to DPO including DPIA (Data Protection Impact Assessment).	100%	100%	DPIA Report (for each specific process notified to DPO)
Timely provision of legal advice to ensure compliance with legal, administrative and policy obligations.	N/A	90%	Monitoring reports from an IT tool implemented (e.g. JIRA), annual report of legal affairs
Percentage of access to documents requests timely responded to.	N/A	100%	Internal review
Adoption and publication of corporate planning and programming documents and mandatory corporate reports in line with new regulatory requirements and within legal deadlines.	N/A	95%	MB meeting minutes, website
Percentage of completed evaluations on the number of planned evaluations to be completed.	N/A	90%	Evaluation Advisory Group
Implementation of management approaches in the areas of quality, business continuity, and management of programme and project portfolio. 50% of the three-year plan implemented.	N/A	90%	Implementation plans. Project phase monitoring

2.6.2.1 Executive Director's KPIs

In line with the Commission Guidelines on key performance indicators (KPI) for Directors of EU decentralised agencies[42], the following objectives, indicators and targets have been established for the Executive Director of the Agency.

Objective 1 Effective implementation of the Work Programme with allocated human and financial resources.			
Link to the multi-annual objective(s) ▪ MA10			
Main outputs/actions (2022) ▪ Quarterly Work Programme implementation and governance reports delivered to the MB. ▪ Consolidated Annual Activity Report positively assessed and timely adopted by the MB.			
Expected results (2022) ▪ Achievement of prioritised results as specified in annual planning documents. ▪ Increased effectiveness of the internal control system.			
Indicators	**Latest result** (CAAR 2020)	**Target 2022**	**Data source**
Implementation of planned activities (WP), utilisation of planned financial (Budget) and human (Establishment Plan) resources (a combined average).	85%	≥80%	Quarterly monitoring reports
Timely implementation of audit and governance related (internal control self-assessment, risk assessment, *ex post*	83%	≥80%	Quarterly monitoring reports

[42] https://ec.europa.eu/transparency/regdoc/rep/10102/2015/EN/10102-2015-62-EN-F1-1.PDF

controls, etc.) recommendations (a combined average).			

ANNEXES

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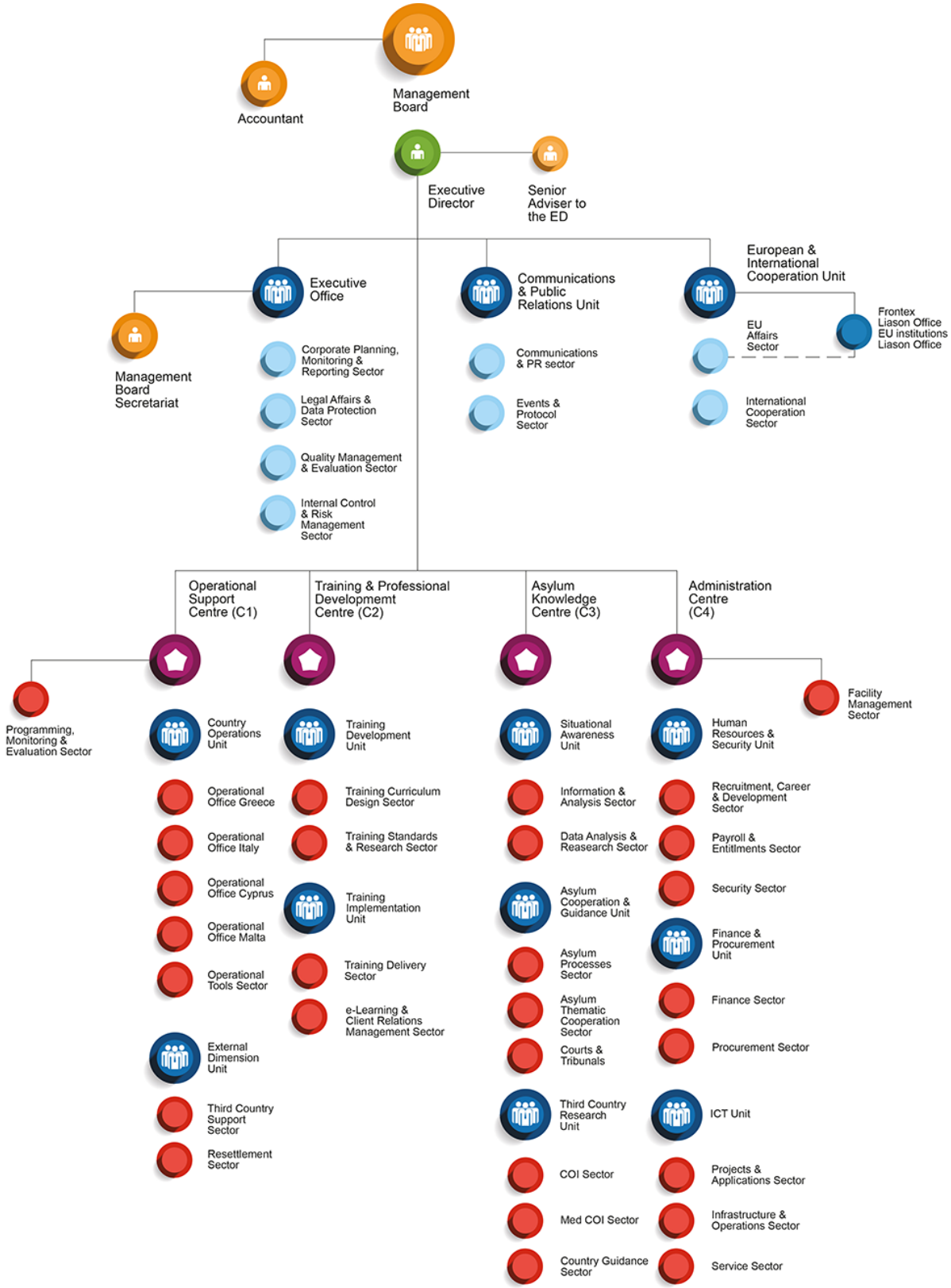
Annex I: Organisation Chart for Year N (2021), or if restructuring known Year N+1 (2022)



Centre	Unit	Sector	Total posts	Non-vacant posts[1]
ED Executive Director			**82**	**58**
	CPRU Communication and Public Relations Unit		21	16
		CPRU Communication and Public Relations Unit	1	0
		CPRS Communication and Public Relations Sector	14	11
		EPS Events and Protocol Sector	6	5
	ED Executive Director		12	6
		ACCO Accountant	2	2
		ED Executive Director	9	3
		SAED Senior Adviser to the ED	1	1
	EICU European and International Cooperation Unit		15	11
		EICU European and International Cooperation Unit	1	0
		EAS EU Affairs Sector	8	6
		EULO EU Institutions Liaison Office	1	1
		FLO Frontex Liaison Office	1	1
		ICS International Cooperation Sector	4	3
	EXO Executive Office		34	25
		EXO Executive Office	3	3
		ICRM Internal Control and Risk Management Sector	6	6
		LDPS Legal Affairs and Data Protection Sector	6	5
		MBS Management Board Secretariat	4	2
		PMRS Corporate Planning, Monitoring and Reporting Sector	7	4
		QMES Quality Management and Evaluation Sector	8	5
OSC Operational Support Centre (C1)			**96**	**81**
	COU Country Operations Unit		68	57
		COU Country Operations Unit	6	5
		OC Operational Office Cyprus	8	7
		OG Operational Office Greece	28	24
		OI Operational Office Italy	18	14
		OM Operational Office Malta	5	4
		OTS Operational Tools Sector	3	3
	EDU External Dimension Unit		17	14
		EDU External Dimension Unit	4	3
		RTS Resettlement Sector	5	4
		TCS Third Country Support Sector	8	7
	OSC Operational Support Centre (C1)		11	10
		OSC Operational Support Centre (C1)	3	2
		PMES Programming, Monitoring and Evaluation Sector	8	8
TPDC Training and Professional Development Centre (C2)			**52**	**48**
	TDU Training Development Unit		24	22
		TDU Training Development Unit	2	1
		TCDS Training Curriculum Design Sector	13	13
		TSRS Training Standards and Research Sector	9	8
	TIU Training Implementation Unit		23	22
		TIU Training Implementation Unit	2	1

[1] Status as of 30 September 2021 (statutory staff and SNEs).

Centre	Unit	Sector	Total posts	Non-vacant posts[1]
		ECMS e-Learning and Client Relations Management Sector	6	6
		TDS Training Delivery Sector	15	15
	TPDC Training and Professional Development Centre (C2)		5	4
		TPDC Training and Professional Development Centre (C2)	5	4
AKC Asylum Knowledge Centre (C3)			**129**	**115**
	ACGU Asylum Cooperation and Guidance Unit		44	41
		ACGU Asylum Cooperation and Guidance Unit	3	2
		APS Asylum Processes Sector	17	16
		ATCS Asylum Thematic Cooperation Sector	16	16
		CTS Courts and Tribunals Sector	8	7
	AKC Asylum Knowledge Centre (C3)		10	9
		AKC Asylum Knowledge Centre (C3)	10	9
	SAU Situational Awareness Unit		39	31
		SAU Situational Awareness Unit	1	0
		DARS Data Analysis and Research Sector	22	17
		IAS Information and Analysis Sector	16	14
	TCRU Third Country Research Unit		36	34
		TCRU Third Country Research Unit	1	0
		CGS Country Guidance Sector	6	5
		COIS COI Sector	17	17
		MCOIS Med COI Sector	12	12
AC Administration Centre (C4)			**138**	**125**
	AC Administration Centre (C4)		18	16
		AC Administration Centre (C4)	5	4
		FMS Facility Management Sector	13	12
	FPU Finance and Procurement Unit		42	39
		FPU Finance and Procurement Unit	2	2
		FIS Finance Sector	26	23
		PRS Procurement Sector	14	14
	HRSU Human Resources and Security Unit		39	35
		HRSU Human Resources and Security Unit	1	1
		PES Payroll and Entitlements Sector	15	13
		RCDS Recruitment, Career and Development Sector	16	14
		SES Security Sector	7	7
	ICTU ICT Unit		39	35
		ICTU ICT Unit	10	10
		IOS Infrastructure and Operations Sector	6	6
		PAS Projects and Applications Sector	14	13
		SDS Service Desk Sector	9	6
		Grand Total	**500** (incl. 3 unallocated posts: 712, 713, 719	**427** (incl. 3 unallocated posts: 712, 713, 719

Annex II: Resource Allocation per Activity N+1 – N+3 (2022-2024)

Activity	Year N (2021)			Year N+1 (2022)*			Year N+2 (2023)*			Year N+3 (2024)*		
	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated
2.1 Operational support[2]	**59**	**81[3]**	**€75,730,994**	**57**	**26[4]**	**€ 92,835,975**	**57**	**26**	**€90,697,228**	**57**	**26**	**€85,100,600**
2.1.1 Italy	11	34	€10,560,500	11	7	€ 11,797,430	11	7	€9,020,200	11	7	€7,620,360
2.1.2 Greece	16	10	€46,859,584	17	11	€ 52,712,940	17	11	€53,788,504	17	11	€53,788,504
2.1.3 Cyprus	6	30	€7,661,170	6	1	€ 12,030,860	6	1	€15,401,460	6	1	€12,263,968
2.1.4 Malta	3	1	€6,318,740	3	1	€ 6,802,800	3	1	€4,557,958	3	1	€3,026,974
2.1.5 Spain	3	2	€2,000,000	3	2	€2,996,610	3	2	p.m.	3	2	p.m.
2.1.6 Other operational activities	7	0	€50,000	4	0	€2,207,257	4	0	€3,212,220	4	0	€3,212,220
2.1.7 External dimension	13	4	€2,281,000	13	4	€4,288,078	13	4	€4,716,886	13	4	€5,188,574
2.1.7.1 Networks and external relations	*4*	*0*	*€108,000*	*4*	*0*	*€227,000*	*4*	*0*	*€249,700*	*4*	*0*	*€274,670*
2.1.7.2 Resettlement and Humanitarian Admission	*4*	*1*	*€1,610,000*	*4*	*1*	*€2,627,678*	*4*	*1*	*€2,840,446*	*4*	*1*	*€3,074,490*
2.1.7.3 Third country support	*5*	*3[5]*	*€563,000*	*5*	*3[6]*	*€1,433,400*	*5*	*3[7]*	*€1,626,740*	*5*	*3[8]*	*€1,839,414*

[2] The breakdown of resources for the sub-activities under 2.1. Operational support is indicative. Budgets will be aligned with the annual planning of the specific Operational Plans, the prioritised needs assessments, and the activities to be implemented, and will be managed within the overall available budget. In case of further operational needs in specific areas, re-allocation of resources and/or R0 provisions/contingency funding will be further utilised for operational budgeting.

[3] This includes 56 short-term operational Contract Agent posts (costed under Title 1) assigned to operational support activities.

[4] There are an additional 58 short-term operational Contract Agent posts (costed under Title 1) assigned to operational support activities, whose contracts will expire in 2022.

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

[6] In addition, up to 13 Contract Agent posts (costed under Title 4) are allocated to the IPA/RDPP NA projects.

[7] *Ibid.*

[8] *Ibid.*

Activity	Year N (2021)			Year N+1 (2022)*			Year N+2 (2023)*			Year N+3 (2024)*		
	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated
2.2 Operational support and tools, programming, monitoring and evaluation of operations	**6**	**6**	**€746,270**	**8**	**5**	**€ 792,810**	**8**	**5**	**€710,760**	**8**	**5**	**€661,368**
2.2.1 Operational support and operational tools	3	2	€667,470	2	2	€ 685,810	2	2	€505,760	2	2	€456,368
2.2.2 Programming, monitoring and evaluation of operations	3	4	€78,800	6	3	€107,000	6	3	€205,000	6	3	€205,000
2.3 Training and professional development	**44**	**8**	**€2,400,000**	**44**	**8**	**€2,870,000**	**44**	**8**	**€2,994,200**	**44**	**8**	**€2,971,760**
2.3.1 Development and consolidation of the Training Curriculum	17	3	€830,000	17	3	€ 953,980	17	3	€1,065,080	17	3	€1,107,584
2.3.2 Implementation of the Training Curriculum	17	0	€265,000	17	0	€ 208,935	17	0	€862,845	17	0	€936,587
2.3.3 Management of the Training Quality Assurance	8	1	€1,305,000	8	1	€ 930,835	8	1	€549,775	8	1	€559,514
2.3.4 e-Learning and Client Relations Management	2	4		2	4	€ 776,250	2	4	€516,500	2	4	€368,075
2.4 Asylum knowledge	**104**	**25**	**€5,964,210**	**104**	**25**	**€9,760,064**	**104**	**25**	**€10,306,067**	**104**	**25**	**€10,837,471**
2.4.1 Country of Origin Information	14.5	4	€506,130	14.5	4	€1,290,000	14.5	4	€1,435,000	14.5	4	€1,435,000
2.4.2 Medical Country of Origin Information	10.5	2	€632,000	10.5	2	€870,000	10.5	2	€870,000	10.5	2	€870,000
2.4.3 Country Guidance	6	1	€318,500	6	1	€623,000	6	1	€745,000	6	1	€745,000
2.4.4 Information and Analysis	13.5	4	€310,000	13.5	4	€495,000	13.5	4	€300,000	13.5	4	€330,000
2.4.5 Data Analysis and Research	20.5	4	€494,680	20.5	4	€610,000	20.5	4	€610,000	20.5	4	€610,000
2.4.6 Asylum processes and quality support to operations	18	4	€1,097,812	18	4 3	€1,504,400	18	4	€1,504,400	18	4	€1,504,400
2.4.7 Asylum Thematic Cooperation	14	3	€1,526,888	14	3	€2,740,034	14	3	€3,014,037	14	3	€3,315,441

Activity	Year N (2021)			Year N+1 (2022)*			Year N+2 (2023)*			Year N+3 (2024)*		
	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated
2.4.8 Cooperation with members of courts and tribunals	7	3	€1,078,200	7	3	€1,527,630	7	3	€1,527,630	7	3	€1,527,630
2.4.9 Monitoring the operational and technical application of the CEAS	N/A	N/A	N/A	p.m.	p.m.	€100,000	0	p.m.	€300,000	0	p.m.	€500,000
2.5 Protection of Fundamental Rights	**0**	**0**	**N/A**	**3**	**0**	**€50,000**	**3**	**0**	**€51,500**	**3**	**0**	**€53,045**
2.6 Horizontal Activities	**2**	**0**	**€442,300**	**2**	**0**	**€400,000**	**2**	**0**	**€450,000**	**2**	**0**	**€450,000**
2.6.1 Consultative Forum and civil society	2	0	€110,000	2	0	€160,000	2	0	€180,000	2	0	€180,000
2.6.2 Governance[9]	N/A	N/A	€332,300 *	N/A	N/A	€240,000*	N/A	N/A	€270,000*	N/A	N/A	€270,000*
Contingency funds (Associate Countries' contribution – R0)	-	-	€9,505,536	-	-	p.m.	-	-	p.m.	-	-	p.m.
TOTAL operational (Title 3)	**215**	**120[10]**	**€94,789,310**	**218**	**64[11]**	**€106,708,849**	**218**	**64**	**€105,209,755**	**218**	**64**	**€100,074,244**
Resources allocated to governance, administrative and other horizontal activities (Title 1, Title 2)	151	72[12]	€56,830,560	153	70	€65,071,151	153	70	€69,618,245	153	70	€78,250,756
Ad hoc grants (Title 4) – R0 funds	-	-	€1,123,658	-	-	p.m.	-	-	p.m.	-	-	p.m.
TOTAL	**366**	**192[13]**	**€152,743,528**	**371**	**134[14]**	**€171,780,000**	**371**	**134**	**€174,828,000**	**371**	**134**	**€178,325,000**

9 Staff allocation is part of 'Resources allocated to governance, administrative and other horizontal activities' (Title 1).

* Foreseen primarily for stakeholder events of operational nature.

10 This includes 56 short-term operational Contract Agent posts (costed under Title 1) assigned to operational support activities.

11 There are an additional 58 short-term operational Contract Agent posts (costed under Title 1) assigned to operational support activities, whose contracts will expire in 2022.

12 Includes 2 short-term operational Contract Agent posts.

13 This includes 58 short-term operational Contract Agent posts (costed under Title 1) assigned to operational support activities.

14 There are an additional 58 short-term operational Contract Agent posts (costed under Title 1) assigned to operational support activities, whose contracts will expire in 2022.

*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.

Annex III: Financial Resources N+1 – N+3 (2022-2024)

This Annex includes estimates of revenues and expenditures for the years 2022, 2023 and 2024. The revenue and expenditure items below correspond to the official budget structure of the Agency, as adopted by the Management Board.

The allocation of the overall 2022 annual budget across items of expenditures is provisional and may be subject to changes prior to its final adoption.

Art 34.8 of the EASO Founding Regulation stipulates that the Support Office's budget shall be adopted by the Management Board. It shall become final following final adoption of the general budget of the European Union. Where necessary, it shall be adjusted accordingly.

Once this Single Programming Document and in particular Annex III are officially adopted, the estimates for the year 2022 shall constitute the budget of the Agency in accordance with the aforementioned Art. 33.8 of the EASO Founding Regulation and within the meaning of Title III of the EASO Financial Regulation.

Table 1: Revenue

General revenues

Revenues	**Year N (2021)**	**Year N+1 (2022)***
	Revenues estimated by the Agency (€)	**Budget Forecast (€)**
EU contribution	142,114,334	171,780,000
Other revenue	10,629,194	p.m.
Total revenues	**152,743,528**	**171,780,000**

*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.

Revenues	General revenues						
	Executed Year N-1 (2020) (€)	Estimated by the Agency Year N (2021) (€)	Year N+1 (2022)*		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
1. Revenue from fees and charges	**0**	**0**	**0**	**0**	**0**	**0**	**0**
2. EU contribution	**124,073,000**	**142,114,334**	**171,780,000**		**121%**	**174,828,000**	**178,325,000**
- of which assigned revenues deriving from previous years' surpluses	5,745,581.08	4,303,620	p.m.				
3. Third countries contribution (incl. EEA/EFTA and candidate countries)	**6,363,611.49**	**9,505,536.10**	**p.m.**			**p.m.**	**p.m.**
- of which EEA/EFTA (excl. Switzerland)	2,332,493.08	3,124,122.20	p.m.			p.m.	p.m.
- of which candidate countries		0	0			0	0
4. Other contributions	**550,000.00**	**1,123,658**	**p.m.**			**p.m.**	**p.m.**
Subsidy from the European Commission - DG NEAR for the European Neighbourhood and Partnership Instrument (ENPI)							
Subsidy from the European Commission - DG NEAR for the Pillar Assessed Organizations		*585,910*	*p.m.*			*p.m.*	*p.m.*
Subsidy from the European Commission - DG HOME for							

the Emergency Assistance - AMIF funds (EMAS-AMIF)							
Member States contributions	*550,000*	*537,748*	*p.m.*			*p.m.*	*p.m.*
5. Administrative operations		**0**	**0**				
Revenue accruing from investments or loans granted, bank and other interest	*74,597.57*	*0*	*0*				
TOTAL	**131,061,209.06**	**152,743,528**	**171,780,000**		**112%**	**174,828,000**	**178,325,000**

*****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.

Additional EU funding: grant, contribution and service-level agreements

Revenues	**Year N (2021)**	**Year N+1 (2022)**
	Revenues estimated by the Agency (€)	**Budget Forecast (€)**
Total revenues	p.m.	p.m.

Revenues	**Additional EU funding: grant, contribution and service-level agreements**						
	Executed Year N-1 (2020) (€)	**Estimated by the Agency Year N (2021) (€)**	**Year N+1 (2022)**		**VAR Year N+1/N (2022/2021) (%) (€)**	**Envisaged Year N+2 (2023) (€)**	**Envisaged Year N+3 (2024) (€)**
			Agency request (€)	**Budget forecast (€)**			
Additional EU funding stemming from grants (FFR Art. 7)	p.m.	p.m.	p.m.	p.m.		p.m.	p.m.

Revenues	Additional EU funding: grant, contribution and service-level agreements						
	Executed Year N-1 (2020) (€)	Estimated by the Agency Year N (2021) (€)	Year N+1 (2022)		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023) (€)	Envisaged Year N+3 (2024) (€)
			Agency request (€)	Budget forecast (€)			
Additional EU funding stemming from Contribution Agreements (FFR Art. 7)			p.m.	p.m.			
Additional EU funding stemming from Service Level Agreements (FFR Art. 43.2)			p.m.	p.m.			
TOTAL	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**	**p.m.**

Table 2: Expenditure

Expenditure	Year N (2021)		Year N+1 (2022)*	
	Commitment Appropriations (€)	Payment Appropriations (€)	Commitment Appropriations (€)	Payment Appropriations (€)
Title 1 - Staff expenditure	41,192,625	41,192,625	49,921,717	49,921,717
Title 2 - Infrastructure and operating expenditure	15,637,935	15,637,935	15,149,434	15,149,434
Title 3 - Operational expenditure[15]	94,789,310	94,789,310	106,708,849	106,708,849
Title 4 – Other external projects (R0)	1,123,658	1,123,658	p.m.	p.m.
Total expenditure	**152,743,528**	**152,743,528**	**171,780,000**	**171,780,000**

*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.

[15] In 2021 includes €9,505,536 – Associate Countries contribution (R0 funds).

Expenditure	Commitment Appropriations						
	Executed Budget[16] Year N-1 (2020) (€)	Budget Year N (2021) (€)	Draft Budget Year N+1 (2022)*		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
Title 1 - Staff expenditure	**31,068,444.16**	**41,192,625**	**49,921,717**		**120%**	**53,407,712**	**61,484,891**
11 Salaries & allowances	26,024,910.00	35,572,525	41,567,717		116%	46,628,817	54,992,517
A01101 Temporary Agents	*21,700,348.54*	*27,812,985*	*32,353,717*		*115%*	*38,345,504*	*46,026,370*
A01102 Contract Agents	*3,812,077.66*	*7,251,650*	*8,477,000*		*9 117%*	*7,610,603*	*8,286,709*
A01103 Seconded National Experts	*512,483.80*	*487,890*	*593,000*		*122%*	*631,099*	*637,409*
A01104 Trainees	-	*20,000*	*144,000*		*720%*	*41,612*	*42,028*
12 Expenditure relating to staff recruitment	214,029.58	286,900	190,000		66%	346,284	353,210
13 Mission expenses	109,612.93	132,500	1,600,000		1208%	725,000	750,000
14 Socio-medical infrastructure	1,608,597.22	1,922,200	3,070,000		160%	2,550,424	2,580,477
A01401 Restaurants and canteens	*62,724.42*	*106,200*	*120,000*		*113%*	*227,424*	*234,247*
A01402 Medical service	*50,000.00*	*65,000*				*151,500*	*153,015*

[16] Including R0 funds - earmarked external projects.

Expenditure	Commitment Appropriations						
	Executed Budget[16] Year N-1 (2020) (€)	Budget Year N (2021) (€)	Draft Budget Year N+1 (2022)*		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
			200,000		*308%*		
A01403 Other social allowances	*1,495,872.80*	*1,751,000*	*2,750,000*		*157%*	*2,171,500*	*2,193,215*
15 Training	645,974.49	696,500	1,064,000		153%	1,194,287	1,302,858
16 External services	2,459,934.84	2,572,500	2,420,000		94%	1,952,900	1,495,829
A01601 Interim services	*2,296,756.62*	*2,410,000*	*1,970,000*		*82%*	*1,600,000*	*1,150,000*
A01602 Other external services	*146,228.22*	*52,500*	*300,000*		*571%*	*292,900*	*295,829*
A01603 Legal services related to HR	*16,950.00*	*110,000*	*150,000*		*136%*	*60,000*	*50,000*
17 Receptions, events and representation	5,385.10	9,500	10,000		105%	10,000	10,000
Title 2 - Infrastructure and operating expenditure	**13,442,931.63**	**15,637,935**	**15,149,434**		**97%**	**16,210,533**	**16,765,865**
21 Rental of buildings and associated costs	5,742,237.22	7,522,045	7,249,780		96%	7,762,583	7,994,726
A02101 Building rental, utilities, cleaning, maintenance and insurances	*3,635,884.28*	*4,076,950*	*4,597,780*		*113%*	*4,735,713*	*4,877,786*
A02102 Security and surveillance of the building	*856,020.64*	*1,246,800*	*1,103,000*		*88%*	*1,378,870*	*1,419,500*
A02103 Fitting out of premises	*957,784.92*	*1,825,600*	*1,160,000*		*64%*	*1,236,000*	*1,273,080*
A02104 Office equipment & furniture	*292,547.38*	*372,695*	*389,000*		*104%*	*412,000*	*424,360*

Expenditure	Commitment Appropriations						
	Executed Budget[16] Year N-1 (2020) (€)	Budget Year N (2021) (€)	Draft Budget Year N+1 (2022)*		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
22 Information, communication technology and data processing	6,151,845.10	6,134,250	5,533,004		90%	6,130,305	6,436,819
A02201 ICT Equipment	*2,042,765.97*	*1,405,930*	*1,542,700*		*110%*	*2,001,754*	*2,101,841*
A02202 ICT Maintenance	*694,224.33*	*1,372,610*	*932,200*		*68%*	*1,316,457*	*1,382,280*
A02203 ICT support services	*2,746,600.96*	*2,664,000*	*2,398,000*		*90%*	*2,098,050*	*2,202,952*
A02204 Telecomm. charges	*622,316.02*	*582,110*	*602,004*		*103%*	*651,154*	*683,712*
A02205 Record management expenditure	*45,937.82*	*109,600*	*58,100*		*53%*	*62,890*	*66,034*
23 Current administrative expenditure	1,548,849.31	1,981,640	2,366,650		119%	2,317,645	2,334,320
A02301 Stationery and office supplies	*137,284.75*	*131,330*	*185,000*		*141%*	*191,889*	*191,889*
A02302 Bank and other financial charges	*4,500.00*	*2,500*	*10,500*		*420%*	*10,500*	*10,500*
A02303 Legal expenses	*91,635.00*	*100,000*	*80,000*		*80%*	*60,000*	*50,000*
A02304 Administrative internal and external meetings	*41,804.43*	*169,000*	*260,000*		*154%*	*260,000*	*260,000*
A02305 Transportation and removal services	*44,918.32*	*110,970*	*90,800*		*82%*	*93,524*	*96,330*
A02306 Business Consultancy	*79,980.00*	*560,460*	*509,950*		*91%*	*467,570*	*487,564*
A02307 Administrative translations and interpretation	*715,000.00*	*422,780*	*450,000*		*106%*	*450,000*	*450,000*
A02308 Publication	*77,517.20*	*79,000*	*180,000*		*228%*	*180,000*	*180,000*
A02309 Communication	*297,987.45*	*300,000*	*450,000*		*150%*	*450,000*	*450,000*

Expenditure	Commitment Appropriations						
	Executed Budget[16] Year N-1 (2020) (€)	Budget Year N (2021) (€)	Draft Budget Year N+1 (2022)*		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
A02310 Administrative support services from EU Institutions and Bodies	*12,491.88*	*20,600*	*25,000*		*121%*	*25,000*	*25,000*
A02311 Postage, correspondence and delivery charges	*45,730.28*	*85,000*	*125,400*		*148%*	*129,162*	*133,037*
Title 3 - Operational expenditure	**73,533,607.97**	**94,789,310**	**106,708,849**		**113%**	**105,209,755**	**100,074,244**
31 Information, Analysis and Knowledge Development	1,316,529.24	2,261,310	3,888,000		172%	3,960,000	3,990,000
B03101 Information and Analysis	178,913.68	*310,000*	*495,000*		*160%*	*300,000*	*330,000*
B03102 Data Analysis and Research	203,631.93	*494,680*	*610,000*		*123%*	*610,000*	*610,000*
B03103 Third Country Research	933,983.63	*1,456,630*	*2,783,000*		*191%*	*3,050,000*	*3,050,000*
32 Support for MS practical cooperation	4,442,422.65	8,383,900	12,930,142		154%	13,757,153	14,507,805
B03201 EASO training	*1,846,453.20*	*2,400,000*	*2,870,000*		*120%*	*2,994,200.00*	*2,971,760.00*
B03202 Asylum Cooperation and Guidance	*1,468,381.27*	*3,702,900*	*5,772,064*		*156%*	*6,046,067*	*6,347,471*
B03203 External Dimension	*1,127,588.18*	*2,281,000*	*4,288,078*		*188%*	*4,716,886*	*5,188,574*
33 Operational support	67,556,144.87	74,196,264	89,340,707		120%	86,691,102	80,573,394
34 Cooperation with civil society and stakeholders	218,511.21	442,300	400,000		90%	450,000	450,000
B03401 Cooperation with Civil Society	*15,849.99*	*110,000*	*160,000*		*145%*	*180,000*	*180,000*

Expenditure	Commitment Appropriations						
	Executed Budget[16] Year N-1 (2020) (€)	Budget Year N (2021) (€)	Draft Budget Year N+1 (2022)*		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
B03402 Cooperation with Stakeholders	*202,661.22*	*332,300*	*240,000*		*72%*	*270,000*	*270,000*
35 EUAA Monitoring of application of the CEAS	-	p.m.	100,000		-	300,000	500,000
36 Other Operational activities	-	9,505,536	p.m.		-	p.m.	p.m.
37 Protection of fundamental rights	-	-	50,000		-	51,500	53,045
Title 4 - Participation in external projects (R0)	**1,120,368.90**	**1,123,658**	**p.m.**			**p.m.**	**p.m.**
EASO Third Country Support	*550,000*	*537,748*	*p.m.*			*p.m.*	*p.m.*
IPA	*570,368.90*	*585,910*	*p.m.*			*p.m.*	*p.m.*
TOTAL	**119,165,352.66**	**152,743,528**	**171,780,000**	**171,780,000**	**112%**	**174,828,000**	**178,325,000**

*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.

Expenditure	Payment Appropriations						
	Executed Budget[17] Year N-1 (2020) (€)	Budget Year N (2021) (€)	Draft Budget Year N+1 (2022)*		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
Title 1 - Staff expenditure	**29,881,136.19**	**41,192,625**	**49,921,717**		**% 120%**	**53,407,712**	**61,484,891**
11 Salaries & allowances	26,024,910.00	35,572,525	41,567,717		116%	**46,628,817**	**54,992,517**
A01101 Temporary Agents	*21,700,348.54*	*27,812,985*	*32,353,717*		*115%*	*38,345,504*	*46,026,370*
A01102 Contract Agents	*3,812,077.66*	*7,251,650*	*8,477,000*		*117%*	*7,610,603*	*8,286,709*
A01103 Seconded National Experts	*512,483.80*	*487,890*	*593,000*		*122%*	*631,099*	*637,409*
A01104 Trainees	-	*20,000*	*144,000*		*720%*	*41,612*	*42,028*
12 Expenditure relating to staff recruitment	160,483.80	286,900	190,000		66%	346,284	353,210
13 Mission expenses	86,612.93	132,500	1,600,000		% 1208%	725,000	750,000
14 Socio-medical infrastructure	1,502,630.30	1,922,200	3,070,000		160%	2,550,424	2,580,477
A01401 Restaurants and canteens	*31,402.03*	*106,200*	*120,000*		113%	*227,424*	*234,247*
A01402 Medical service	*35,186.63*	*65,000*	200,000		*308%*	*151,500*	*153,015*
A01403 Other social allowances	*1,436,041.64*	*1,751,000*	*2,750,000*		*157%*	*2,171,500*	*2,193,215*
15 Training	297,226.55	696,500	1,064,000		153%	1,194,287	1,302,858

[17] Including R0 funds - earmarked external projects.

Expenditure	Payment Appropriations						
	Executed Budget[17] Year N-1 (2020) (€)	Budget Year N (2021) (€)	Draft Budget Year N+1 (2022)*		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
16 External services	1,803,887.73	2,572,500	2,420,000		94%	1,952,900	1,495,829
A01601 Interim services	*1,698,474.51*	*2,410,000*	*1,970,000*		*82%*	*1,600,000*	*1,150,000*
A01602 Other external services	*96,228.22*	*52,500*	*300,000*		*571%*	*292,900*	*295,829*
A01603 Legal services related to HR	*9,185.00*	*110,000*	*150,000*		*136%*	*60,000*	*50,000*
17 Receptions, events and representation	5,385.10	9,500	10,000		105%	10,000	10,000
Title 2 - Infrastructure and operating expenditure	**7,903,171.55**	**15,637,935**	**15,149,434**		**97%**	**16,210,533**	**16,765,865**
21 Rental of buildings and associated costs	4,059,213.38	7,522,045	7,249,780		96%	7,762,583	7,994,726
A02101 Building rental, utilities, cleaning, maintenance and insurances	*2,794,146.96*	*4,076,950*	*4,597,780*		*113%*	*4,735,713*	*4,877,786*
A02102 Security and surveillance of the building	*764,699.80*	*1,246,800*	*1,103,000*		*88%*	*1,378,870*	*1,419,500*
A02103 Fitting out of premises	*438,575.78*	*1,825,600*	*1,160,000*		*64%*	*1,236,000*	*1,273,080*
A02104 Office equipment & furniture	*61,790.84*	*372,695*	*389,000*		*104%*	*412,000*	*424,360*
22 Information, communication technology and data processing	2,715,341.78	6,134,250	5,533,004		90%	6,130,305	6,436,819

Expenditure	Payment Appropriations						
	Executed Budget[17] Year N-1 (2020) (€)	Budget Year N (2021) (€)	Draft Budget Year N+1 (2022)*		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
A02201 ICT Equipment	*993,395.36*	*1,405,930*	*1,542,700*		*110%*	*2,001,754*	*2,101,841*
A02202 ICT Maintenance	*557,183.08*	*1,372,610*	*932,200*		*68%*	*1,316,457*	*1,382,280*
A02203 ICT support services	*814,414.82*	*2,664,000*	*2,398,000*		*90%*	*2,098,050*	*2,202,952*
A02204 Telecomm. charges	*336,993.93*	*582,110*	*602,004*		*103%*	*651,154*	*683,712*
A02205 Record management expenditure	*13,354.59*	*109,600*	*58,100*		*53%*	*62,890*	*66,034*
23 Current administrative expenditure	1,128,616.39	1,981,640	2,366,650		119%	2,317,645	2,334,320
A02301 Stationery and office supplies	*119,485.18*	*131,330*	*185,000*		*141%*	*191,889*	*191,889*
A02302 Bank and other financial charges	*725.50*	*2,500*	*10,500*		*420%*	*10,500*	*10,500*
A02303 Legal expenses	*39,518.75*	*100,000*	*80,000*		*80%*	*60,000*	*50,000*
A02304 Administrative internal and external meetings	*41,178.51*	*169,000*	*260,000*		*154%*	*260,000*	*260,000*
A02305 Transportation and removal services	*34,709.39*	*110,970*	*90,800*		*82%*	*93,524*	*96,330*
A02306 Business Consultancy	*13,500.00*	*560,460*	*509,950*		*91%*	*467,570*	*487,564*
A02307 Administrative translations and interpretation	*696,211.00*	*422,780*	*450,000*		*106%*	*450,000*	*450,000*
A02308 Publication	*37,200.46*	*79,000*	*180,000*		*228%*	*180,000*	*180,000*
A02309 Communication	*112,883.07*	*300,000*	*450,000*		*150%*	*450,000*	*450,000*

Expenditure	Payment Appropriations						
	Executed Budget[17] Year N-1 (2020) (€)	Budget Year N (2021) (€)	Draft Budget Year N+1 (2022)*		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
A02310 Administrative support services from EU Institutions and Bodies	*12,491.88*	*20,600*	*25,000*		*121%*	*25,000*	*25,000*
A02311 Postage, correspondence and delivery charges	*20,712.65*	*85,000*	*125,400*		*148%*	*129,162*	*133,037*
Title 3 - Operational expenditure	**62,602,122.17**	**94,789,310**	**106,708,849**		**113%**	**105,209,755**	**100,074,244**
31 Information, Analysis and Knowledge Development	1,312,173.90	2,170,000	3,888,000		179%	3,960,000	3,990,000
B03101 Information and Analysis	*188,584.60*	*249,000*	*495,000*		*199%*	*300,000*	*330,000*
B03102 Data Analysis and Research	*282,576.87*	*406,000*	*610,000*		*150%*	*610,000*	*610,000*
B03103 Third Country Research	*841,012.43*	*1,515,000*	*2,783,000*		*184%*	*3,050,000*	*3,050,000*
32 Support for MS practical cooperation	4,289,287.73	6,820,000	12,930,142		190%	13,757,153	14,507,805
B03201 EASO training	*1,577,140.57*	*2,380,000*	*2,870,000*		*121%*	*2,994,200.00*	*2,971,760.00*
B03202 Asylum Cooperation and Guidance	*1,688,684.78*	*2,385,000*	*5,772,064*		*242%*	*6,046,067*	*6,347,471*
B03203 External Dimension	*1,023,462.38*	*2,055,000*	*4,288,078*		*209%*	*4,716,886*	*5,188,574*
33 Operational support	56,901,845.42	75,753,174	89,340,707		118%	86,691,102	80,573,394
34 Cooperation with civil society and stakeholders	98,815.12	540,600	400,000		74%	450,000	450,000
B03401 Cooperation with Civil Society	*14,749.99*	*110,000*	*160,000*		*145%*	*180,000*	*180,000*

Expenditure	Payment Appropriations						
	Executed Budget[17] Year N-1 (2020) (€)	Budget Year N (2021) (€)	Draft Budget Year N+1 (2022)*		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
B03402 Cooperation with Stakeholders	*84,065.13*	*430,600*	*240,000*		*56%*	*270,000*	*270,000*
35 EUAA Monitoring of application of the CEAS	-	p.m.	100,000		-	300,000	500,000
36 Other Operational activities	-	9,505,536	p.m.		-	p.m.	p.m.
37 Protection of fundamental rights	-	-	50,000		-	51,500	53,045
Title 4 - Participation in external projects	**405,255.84**	**1,123,658**	**p.m.**			**p.m.**	**p.m.**
B04101 EASO Third Country Support	**-**	*537,748*	*p.m.*			*p.m.*	*p.m.*
B04102 IPA	*479,464.45*	*585,910*	*p.m.*			*p.m.*	*p.m.*
TOTAL	**100,865,894.36**	**152,743,528**	**171,780,000**	**171,780,000**	**112%**	**174,828,000**	**178,325,000**

*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.

Table 3: Budget outturn and cancellation of appropriations N-4 – N-2 (2017-2019)

Budget outturn	**Year N-4 (2017) (€)**	**Year N-3 (2018) (€)**	**Year N-2 (2019) (€)**
Revenue actually received (+)	79,642,732.37	97,733,009.88	102,820,563.74
Payments made (-)	-72,809,815.36	-82,266,979.87	-90,853,248.71
Carry-over of appropriations (-)	-8,484,750.87	-14,802,701.12	-17,575,186.79
Cancellation of appropriations carried over (+)	341,189.03	313,138.59	643,598.61
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	3,965,310.60	4,772,319.39	9,272,325.89
Exchange rate differences (+/-)	-1,508.97	-3,205.79	-4,432.42
Adjustment for negative balance from previous year (-)	0.00	0.00	0.00
TOTAL	**2,653,156.80**	**5,745,581.08**	**4,303,620.32**

Budget outturn

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

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

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

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

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

Commitments are entered in the accounts on the basis of the legal commitments entered into up to 31 December and payments on the basis of the payments made by the Accounting Officer by 31 December of that year, at the latest. The Agency has non-differentiated appropriations for titles 1 and 2 (commitment and payment appropriations are equal and linked) and differentiated appropriations for Title 3 and Title 4. The carry-over is intended to cover expenditure for the goods/services delivered during the year and not yet paid at the end of the year (several invoices and debit notes from contractors and EU institutions/agencies were pending to be received) or for goods/services to be delivered during the following year as per contract conditions.

Carry-over of appropriations relates to:

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

Non-differentiated C1 appropriations (Title 1 and Title 2) corresponding to obligations duly contracted at the close of the financial year are carried over automatically to the following financial year only, together with the payment appropriations. C4 appropriations (internally assigned funds) are carried over automatically to the following financial year as C5 appropriations, together with the payment appropriations. R0 appropriations (externally assigned funds) are carried over automatically to the following financial year together with the payment appropriations. Differentiated C1 appropriations (Title 3) corresponding to obligations duly contracted at the close of the financial year are carried over automatically to the following financial year, under C8 appropriations, without the payment appropriations. Differentiated C8 appropriations (Title 3), from previous years, are carried over automatically to the following financial year, under C8 appropriations, without the payment appropriations.

The total amount of appropriations carried over from 2019 to 2020 is €23.28 million in Commitment Appropriations and €6.14 million in Payment Appropriations. Out of the €23.28 million carried over in CA, €17.14 correspond to T3 differentiated C1 appropriations corresponding to obligations duly contracted at the end of the financial year. Out of the total amount of €17,143,871.66 carried over to 2020, the amount of €747,063.63 was still carried over from 2018. The main cancellation of Commitment Appropriations amounting to €1.7 in Title 1 were related to delays in recruitment. In addition, €1.3M in Title 3 were not carried forward to 2020 since payments due were lower than expected.

Annex IV: Human Resources – Quantitative

Table 1: Staff population and its evolution; overview of all categories of staff

A. Statutory staff and SNE

Staff	Year N-1 (2020)			Year N (2021)	Year N+1 (2022)*	Year N+2 (2023)*	Year N+3 (2024)*
	Authorised budget	Actually filled as of 31/12/N-1 (31.12.2020)	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Establishment Plan posts							
Administrators (AD)	231	184	79.7%	231	236	236	236
Assistants (AST)	135	122	90.4%	135	135	135	135
Assistants/ Secretaries (AST/SC)	0	-	-	0	0	0	0
Total Establishment Plan posts	**366**	**306**	**83.6%**	**366**	**371**	**371**	**371**

*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.

Staff	FTE corresponding to the authorised budget	Executed FTE as of 31/12/N-1 (31.12.2020)	Execution rate %	Headcount as of 31/12/N-1 (31.12.2020)	Authorised FTE (2021)	Envisaged FTE (2022)*	Envisaged FTE (2023)*	Envisaged FTE (2024)*
External staff								
Contract Agents (CA)	123	60.93	49.5%	105	123	123*	123*	123*
Seconded National Experts (SNE)	11	7.38	67.1%	8	11	11*	11*	11*
Total staff (TA, CA, SNE)	500	374.31	74.9%	419	500	500*	500*	500*
Other external staff								
IPA/NA Contract Agents (CA)	10	4.38	43.8%	7	10	13	13	13

Staff	FTE corresponding to the authorised budget	Executed FTE as of 31/12/N-1 (31.12.2020)	Execution rate %	Headcount as of 31/12/N-1 (31.12.2020)	Authorised FTE (2021)	Envisaged FTE (2022)*	Envisaged FTE (2023)*	Envisaged FTE (2024)*
Short-term Operational Contract Agents (CA)	0	0	0.0%	2	58	58	0	0
Grand Total	**510**	**378.69**	74.2%	**428**	**568**	**576**	**518**	**518**

*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.

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Human Resources	Year N (2021)	Year N+1 (2022)	Year N+2 (2023)	Year N+3 (2024)
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	10	13	13	13
Seconded National Experts (SNE)	0	0	0	0
TOTAL	10	13	13	13

C. Other Human Resources

- **Structural service providers**[18]

	Actually in place as of 31/12/N-1 (31.12.2020)
Security	N/A
IT	27
Other (specify) ……..	
Other (specify) ……..	
TOTAL	27

[18] Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the Commission, following general criteria should be fulfilled: 1) no individual contract with the Commission 2) on the Commission premises, usually with a PC and desk 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the added value of the Commission.

- **Interim workers**

	Total FTEs in Year N-1 (2020)
Number	56.23

Table 2: Multi-annual staff policy plan Year N+1, Year N+2, Year N+3 (2022-2024)

Function group and grade	Year N-1 (2020)				Year N (2021)		Year N+1 (2022)*		Year N+2 (2023)*		Year N+3 (2024)*	
	Authorised Budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts (PP)	Temporary posts (TP)	PP	TP	PP	TP	PP	TP	PP	TP	PP	TP
AD 16	0	0	0	0	0	0	0	0	0	0	0	0
AD 15	0	1	0	1	0	1	0	1	0	1	0	1
AD 14	0	0	0	0	0	0	0	0	0	0	0	0
AD 13	0	3	0	0	0	3	0	3	0	4	0	4
AD 12	0	5	0	3	0	5	0	5	0	5	0	6
AD 11	0	3	0	3	0	3	0	3	0	3	0	3
AD 10	0	16	0	5	0	16	0	16	0	17	0	18
AD 9	0	22	0	17	0	22	0	23	0	22	0	22
AD 8	0	58	0	45	0	58	0	59	0	60	0	60
AD 7	0	70	0	62	0	70	0	68	0	66	0	64
AD 6	0	30	0	25	0	30	0	30	0	33	0	33
AD 5	0	23	0	23	0	23	0	28	0	25	0	25
AD total	**0**	**231**	**0**	**184**	0	**231**	**0**	**236***	**0**	**236***	**0**	**236***
AST 11	0	0	0	0	0	0	0	0	0	0	0	0
AST 10	0	0	0	0	0	0	0	0	0	0	0	0
AST 9	0	0	0	0	0	0	0	0	0	0	0	0
AST 8	0	0	0	0	0	0	0	0	0	0	0	0
AST 7	0	0	0	0	0	0	0	0	0	0	0	0
AST 6	0	4	0	3	0	4	0	4	0	6	0	6
AST 5	0	18	0	16	0	18	0	29	0	33	0	39
AST 4	0	49	0	44	0	49	0	60	0	60	0	54
AST 3	0	55	0	50	0	55	0	34	0	28	0	282
AST 2	0	9	0	9	0	9	0	8	0	8	0	8
AST 1	0	0	0	0	0	0	0	0	0	0	0	0
AST total	**0**	**135**	**0**	**122**	0	**135**	**0**	**135***	**0**	**135***	**0**	**135***
AST/SC	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Total	**0**	**366**	**0**	**306**	**0**	**366**	**0**	**366**	**0**	**366**	**0**	**366**
GRAND TOTAL	**366**		**306**		**366**		**371***		**371***		**371***	

*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 personnel**

Contract Agents	FTE corresponding to the authorised budget N-1 (2020)	Executed FTE as of 31/12/N-1 (31.12.2020)	Headcount as of 31/12/N-1 (31.12.2020)	FTE corresponding to the authorised budget Year N (2021)	FTE corresponding to the authorised budget Year N+1 (2022)*	FTE corresponding to the authorised budget Year N+2 (2023)*	FTE corresponding to the authorised budget Year N+3 (2024*)
Function Group IV	64	34.02	52	64	64	64	64
Function Group III	43	14.78	38	43	43	43	43
Function Group II	16	12.13	15	16	16	16	16
Function Group I	0	0	0	0	0	0	0
TOTAL	**123**	**60.93**	**105**	**123**	**123**	**123**	**123**

*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.

Seconded National Experts	FTE corresponding to the authorised budget N-1 (2020)	Executed FTE as of 31/12/N-1 (31.12.2020)	Headcount as of 31/12/N-1 (31.12.2020)	FTE corresponding to the authorised budget Year N (2021)	FTE corresponding to the authorised budget Year N+1 (2022)*	FTE corresponding to the authorised budget Year N+2 (2023)*	FTE corresponding to the authorised budget Year N+3 (2024)*
TOTAL	11	7.38	8	11	11	11*	11*

*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.

IPA/NA Contract Agents	FTE corresponding to the authorised budget N-1 (2020)	Executed FTE as of 31/12/N-1 (31.12.2020)	Headcount as of 31/12/N-1 (31.12.2020)	FTE corresponding to the authorised budget Year N (2021)	FTE corresponding to the authorised budget Year N+1 (2022)	FTE corresponding to the authorised budget Year N+2 (2023)	FTE corresponding to the authorised budget Year N+3 (2024)
Function Group IV	7	2.42	5	6	9	9	9
Function Group III	2	1	1	3	3	3	3
Function Group II	1	0.96	1	1	1	1	1
Function Group I	0	0	0	0	0	0	0
TOTAL	10	4.38	7	10	13	13	13

Short-term operational Contract Agents	FTE corresponding to the authorised budget N-1 (2020)	Executed FTE as of 31/12/N-1 (31.12.2020)	Headcount as of 31/12/N-1 (31.12.2020)	FTE corresponding to the authorised budget Year N (2021)	FTE corresponding to the authorised budget Year N+1 (2022)	FTE corresponding to the authorised budget Year N+2 (2023)	FTE corresponding to the authorised budget Year N+3 (2024)
Function Group IV	0	0	0	46	46	0	0
Function Group III	0	0	2	12	12	0	0
Function Group II	0	0	0	0	0	0	0
Function Group I	0	0	0	0	0	0	0
TOTAL	0	0	2	58	58	0	0

Table 3: Recruitment forecasts N+1 (2022) following retirement/mobility or new requested posts (information on the entry level for each type of posts: indicative table)*

Job title in the Agency	Type of contract** (official, TA or CA)		TA/Official		CA
			Function group/grade of recruitment internal (brackets) and external (single grade) foreseen for publication[19]		Recruitment Function Group (I, II, III and IV)
	Due to foreseen retirement/mobility**	New post requested* due to additional tasks	Internal (brackets)	External (brackets)	
Assistants (Multiple roles)					AST 2 – AST 4
Administrative Assistants and Officers	Expected vacancies				FG II - FG IV
Heads of Functions.	Expected vacancies			AD 08 – AD 12	
Seconded National Experts (multiple roles)	Expected vacancies				
Officers (multiple roles)	Expected vacancies			AD 5	
TOTAL	55-75**	*	-	-	

Number of inter-agency mobility Year N (2021) from and to the Agency: ….0……..

**Based on previous years statistics and current trend analysis on with a staff turn-over rate between 5-7.5 % this will generate approximately 22-35 recruitments and there will be a smaller part of vacancies carried from 2021.

*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.

[19] Indication of both is required.

Annex V: Human Resources – Qualitative

A. Recruitment policy

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016		x	Model Decision C(2017)6760
Engagement of TA	Model Decision C(2015)1509	x		
Middle management	Model decision C(2018)2542	x		
Type of posts	Model Decision C(2018)8800	x		

B. Appraisal and reclassification/promotions

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Reclassification of TA	Model Decision C(2015)9560	x		
Reclassification of CA	Model Decision C(2015)9561	x		

Table 1: Reclassification of TA/promotion of Officials

Grades	Average seniority in the grade among reclassified staff						
	Year N-4 (2017)	Year N-3 (2018)	Year N-2 (2019)	Year N-1 (2020)	Year N[20] (2021)	Actual average over 5 years[21]	Average over 5 years (according to Decision C(2015)9563)
AD 5	2.05	2.28	2.36	2.56		2.3	2.8
AD 6	2	2.57	2.29	2.76		2.4	2.8
AD 7	2.74	3.16	2.53	2.89		2.8	2.8
AD 8		2.47	2	2.25		2.2	3
AD 9		6.05				6.1	4
AD 10		4	3.59	4		3.9	4
AD 11							4
AD 12							6.7
AD 13							6.7
AST 1							3
AST 2				2.08		2.1	3
AST 3		3.34	2.28	2.8		2.8	3
AST 4		2		2.23		2.1	3
AST 5							4
AST 6							4
AST 7							4
AST 8							4
AST 9							
AST 10 (Senior Assistant)							5
AST/SC 1							4
AST/SC 2							5
AST/SC 3							5.9
AST/SC 4							6.7
AST/SC 5							8.3

[20] The reclassification exercise has not yet been finalised at this stage.
[21] Based on 2017-2020 data as 2021 reclassification exercise has not yet been finalised.

Table 2: Reclassification of Contract staff

Function Group	Grade	Staff in activity at 1.01.Year N-2 (01.01.2019)	How many staff members were reclassified in Year N-1 (2020)	Average number of years in grade of reclassified staff members	Average over 5 years (according to Decision C(2015)9563)
CA IV	17				Between 6 and 10 years
	16	1			Between 5 and 7 years
	15	6			Between 4 and 6 years
	14	14	3	3.32	Between 3 and 5 years
	13	3	2	3.59	Between 3 and 5 years
CA III	12	1			
	11				Between 6 and 10 years
	10	7			Between 5 and 7 years
	9	19	1	3.71	Between 4 and 6 years
	8	9	4	2.96	Between 3 and 5 years
CA II	6				Between 6 and 10 years
	5	1			Between 5 and 7 years
	4				Between 3 and 5 years
CA I	2				Between 6 and 10 years
	1				Between 3 and 5 years

C. Gender representation

Table 1: Data on 31/12/Year N-1 (31.12.2020) /statutory staff (only officials, AT and AC)

		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	-	-	101	24.57%	33	8.03%	134	32.60%
	Assistant level (AST & AST/SC)	-	-	83	20.19%	30	7.30%	113	27.49%
	Total	-	-	184	44.77%	63	15.33%	247	60.10%
Male	Administrator level	-	-	83	20.19%	19	4.62%	102	24.82%
	Assistant level (AST & AST/SC)	-	-	39	9.49%	23	5.60%	62	15.09%
	Total	-	-	122	29.68%	42	10.22%	164	39.90%
Grand Total		-	-	**306**	**74.45%**	**105**	**25.55%**	**411**	**100.00%**

Table 2: Data regarding gender evolution over 5 years of the Middle and Senior management[22]

	Year N-5 (2016)		Year N-1 (2020)	
	Number	%	Number	%
Female Managers	2	28.57	2	22.22
Male Managers	5	71.43	7	77.78

[22] Staff who is defined as middle manager by the applicable General Implementing provisions on middle management.

D. Geographical balance

Explanatory figures to highlight nationalities of staff (split per Administrator/CA FG IV and Assistant /CA FG I, II, III).

Table 1: Data on 31/12/year N-1 (31.12.2020) - statutory staff only (officials, AT and AC)

Nationality	AD + CA FG IV		AST/SC - AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
AT	3	1.27%	1	0.57%	4	0.97%
BE	18	7.63%	3	1.71%	21	5.11%
BG	5	2.12%	4	2.29%	9	2.19%
CH	3	1.27%	0	0.00%	3	0.73%
CY	2	0.85%	0	0.00%	2	0.49%
CZ	3	1.27%	2	1.14%	5	1.22%
DE	9	3.81%	2	1.14%	11	2.68%
EE	2	0.85%	1	0.57%	3	0.73%
EL	36	15.25%	24	13.71%	60	14.60%
ES	9	3.81%	9	5.14%	18	4.38%
FI	3	1.27%	1	0.57%	4	0.97%
FR	15	6.36%	7	4.00%	22	5.35%
HR	0	0.00%	4	2.29%	4	0.97%
HU	4	1.69%	4	2.29%	8	1.95%
IE	3	1.27%	1	0.57%	4	0.97%
IT	49	20.76%	47	26.86%	96	23.36%
LT	2	0.85%	3	1.71%	5	1.22%
LV	2	0.85%	2	1.14%	4	0.97%
MT	15	6.36%	22	12.57%	37	9.00%
NL	9	3.81%	2	1.14%	11	2.68%
NO	1	0.42%	0	0.00%	1	0.24%
PL	12	5.08%	11	6.29%	23	5.60%
PT	4	1.69%	7	4.00%	11	2.68%
RO	11	4.66%	10	5.71%	21	5.11%
SE	7	2.97%	0	0.00%	7	1.70%
SI	2	0.85%	3	1.71%	5	1.22%
SK	4	1.69%	4	2.29%	8	1.95%
UK	3	1.27%	1	0.57%	4	0.97%
TOTAL	**236**	**100.00%**	**175**	**100.00%**	**411**	**100.00%**

Table 2: Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality	Year N-5 (2016)		Year N-1 (2020)	
	Number	%	Number	%
Italian	24	19.20%	96	23.35

E. Schooling

Agreement in place with the European School(s):	None			
Contribution agreements signed with the EC on type I European schools	Yes		No	**x**
Contribution agreements signed with the EC on type II European schools	Yes		No	**x**
Number of service contracts in place with international schools:	The Agency has in total 17 Service Level Agreements in place with schools, providing primary and secondary education, which are either fully international or not primarily international in their character. Per location: Malta – 7 Italy – 1 Cyprus – 3 Spain – 1 (in progress) Greece – 4 Poland – 2			
Description of any other solutions or actions in place:				

In Malta and other places of EASO work assignment, such as Italy, Cyprus, Spain, Greece and Poland, there is absence of European Schools as well as of the accredited European Schools of type I and II.

The exception to the above is Brussels, Belgium, where the education in the European School is available. However, due to limited number of staff operating there, no need for the schooling services was identified for time being.

The Agency strives to attract, engage and retain the staff of the highest standards, recruited on the broadest possible geographical basis in all its work locations. In order to fulfil the aforesaid, the Agency took the necessary measure of social nature allowing it to compensate for the unequal working conditions to which the staff of the Agency is subjected to, compared with other staff working for the European Union bodies where the European Schools are available and providing free of charge education.

In 2016, the EASO's Management Board, adopted two decisions which regulate specifically the payment of the education cost in the pre-primary educational establishments and schools offering primary and secondary education. These two decisions are fostering a non-fees education paying approach, for all Agency staff and their dependent children, in all affected locations. This approach is fully respecting the geographical balance among the Agency's staff members and their dependent children.

The Agency's staff members, serving in all geographical locations, and regardless their nationality, are free to choose both, the pre-primary or primary and secondary educational establishments, which suits the best to their children needs. The Agency's administration undertakes all legal steps in establishing the Service Level Agreement with chosen school, if the said is not in place yet. The Agency is fully covering all eligible education costs.

The Agency has the following Service Level Agreements in place:

Malta – pre-primary:

1. Quality School International
2. St Edwards College
3. Verdala International school
4. Active Learning - Starting Blocks
5. Casa Maria Montessori
6. Chiswick House School
7. Flutterby Childcare Centre
8. First Steps
9. Happy Faces Childcare Centre
10. Jolly Jumpers
11. Kaell's
12. Kid's Haven
13. Little Einsteins
14. Littleminds Learning Centre
15. Magic Kingdom
16. Mickeys Child Educare Centre
17. My Poppins & Co
18. Newark Kindergarten
19. Niki's Nursery
20. Noddys Kindergarten
21. Peekaboo
22. Pepprina - Vista Coop
23. SamSam Childcare Centre
24. Stepping Stones
25. Tiny Toes
26. Wiggles n' Wriggles

Malta – primary and secondary:

1. Chiswick House School / St. Martins College
2. Newark School
3. Quality School International
4. St Catherine's High School
5. St Edwards College
6. St Michael School
7. Verdala International School

Italy – pre-primary:

1. Il Giardino Segret
2. Anna Micheli Bilingual School

3. Menic International SRL - Le Maisonnette Nomentano
4. Pinko e Pallino SRL
5. Scuola Materna Silvia
6. Southlands SRL
7. The Giving Tree - Frasi Formazione
8. MOF 2007 SRL - La Maisonnette Eur
9. Nido InsideOut SRL
10. I Marmocchi 2 S.R.L.

Italy – primary and secondary:

1. Marymount International School

Cyprus – pre-primary:

1. EFCN – French Cypriot School
2. English Nursery
3. Little Stars Montessori Nursery
4. The children Montessori Training Centre Cyprus

Cyprus – primary and secondary:

1. American International School of Cyprus
2. EFCN – French Cypriot School
3. Pascal Private English School

Greece – pre-primary:

1. Dorothy Snot
2. Ecole Maternelle Experimentale d'Orientation Francaise
3. Platon
4. Flopsy Bunnies Playgroup
5. 345 British Nursery Preschool and Kindergarten
6. Mary Poppins

Greece – primary and secondary:

1. American Community School of Athens
2. Arsakeio
3. Platon
4. Pinewood International School

Poland – primary and secondary:

1. Akademeia High School
2. British International School

Spain – primary and secondary:

1. American School of Madrid (Service Level Agreement is in the process)

Annex VI: Environment Management

The Agency has in recent years embarked on a number of 'green' initiatives to raise staff awareness and to contribute to more environmental-friendly practices at the workplace. In the wider context, the Agency has also been looking into measures that can be undertaken to reduce the environmental impact of its Headquarters compound.

As a next step, the Agency will explore the feasibility of introducing further improvements in the area of environmental management. The improvement plan will be phased over a number of years and will take into account local constraints, as well as other constraints such as the building's age and potential for upgrades. The cost element will have to be factored in, as substantial investment could be required to meet acceptable standards.

The MB will be updated on progress made as well as identified opportunities and constraints.

Annex VII: Building Policy – Year N (2021)

No.	Building name and type	Location	Surface area (in m^2)			Rental contract					Host country (grant or support)
			Office space	Non-office	Total	Rent (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1	Transport Malta Building, Headquarters in Malta (office)	Winemakers Wharf, Valletta Harbour, Malta	9,208 m^2	3,082 m^2	12,290 m^2	€2,116,752	Until 05/02/ 2028	Extendable (for further periods of 3 years each)	Y		Malta (in kind support of approx. €500,000)
2	Operational office in Rome (office)	Via IV Novembre, Rome, Italy Level 3 and Level 4	690 m^2	-	690 m^2	€273,961	Until Level 4 30/04/ 2022 Level 3 31/07/ 2023	6-year lease, renewable		EASO may terminate the lease ending 30.04.2022 giving a 6 months' notice. The contract for the lease ending 31.07.2023 does not foresee a termination clause	N/A

No.	Building name and type	Location	Surface area (in m^2)			Rental contract					Host country (grant or support)
			Office space	Non-office	Total	Rent (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
3	Operational office in Athens (office)	Keranis building, Thivon 198, Ag. Ioannis Rentis 182 33, Athens, Greece	1,108 m^2	-	1,108 m^2	€0 (rent-free)	Initial duration until 31.12.2025 At the end of the initial term the Administrative Arrangement is extended by tacit agreement each time for the period of three years	Administrative Arrangement At the end of the initial term the Arrangement is extended by tacit agreement each time for the period of three years	During the initial term, the Arrangement may not be terminated by the Hellenic Republic. During the initial term the Arrangement may be terminated be EASO at any time, without compensation or penalty, with twelve months prior notice, by registered letter with acknowledgment of receipt	After the initial term, the Arrangement may be terminated by any of the parties at any time without compensation or penalty with twelve months prior notice, by registered letter with acknowledgment of receipt	Greece (rent-free office space)

No.	Building name and type	Location	Surface area (in m²)			Rental contract					Host country (grant or support)
			Office space	Non-office	Total	Rent (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
4	Operational offices in Nicosia (office)	Office A: 70 Archbishop Makarios III Avenue, Afemia House, Nicosia, Cyprus	267 m²	-	267 m²	€42,000	Office A until 17.07.2022	Office A - initial duration of 10 months, renewable for 12 months for maximum total duration of 3 years 10 months	Y	One-month prior notice	N/A
5	Pagani Building	Operational sub-office: Mytilini, Lesvos, Greece	599.65m²	-	599.65 m²	€45,600	31.03.2023	Extension of lease agreement by amendment. Stamp duties 3,5% not included.	Y	6-month prior notice	-
6	BLO	Liaison office: Conseil Central de l'Economie/Centrale Raad voor het Bedrijfsleven	42 m²	-	42 m²	€9,240	30.06.2022	-	Y	-	-

No.	Building name and type	Location	Surface area (in m²)			Rental contract					Host country (grant or support)
			Office space	Non-office	Total	Rent (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
7	Cyfield Building	Operational office: 10 Strovolos Avenue, 2011 Strovolos, Nicosia	1,371 m²	-	1,371 m²	€252,000	23/05/2028	EC standard	Y	9-month prior notice	-
TOTAL			**13,285.65 m²**	**3,082 m²**	**16,367.65 m²**	**€2,739,553**					

Building projects in planning phase

Malta

The Agency is currently prospecting the market to rent an operational office for in-country operations in Malta. This facility will also serve as a temporary spill over location for the Agency for the coming period when parts of the headquarters (HQ) are under refurbishment. The building is expected to be operational in Q2/2022.

Building projects submitted to the European Parliament and the Council

N/A

Annex VIII: Privileges and Immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	**Education / day care**
	Privileges available to statutory staff and external staff members include exemption from national taxes on salaries, wages and emoluments. This extends to all those who receive a retirement, invalidity or survivor's pension paid by the Agency. Staff members also enjoy immunity from jurisdiction as regards acts carried out by them in their official capacity and exemption from immigration restrictions and formalities for the registration of foreigners including their spouses and dependent family members. In addition, Value Added Tax (VAT) Reimbursement on eligible local and overseas purchases, importation of owned vehicles VAT Free, free annual road tax, VAT Free and Registration Tax Free purchases of new vehicles and, the right to export their used and owned personal and household effects and vehicles on completion of their duties at the Agency, are other privileges available to the staff members following their engagement with the Agency in Malta.	Day care is not available under the current Seat Agreement.

Annex IX: Evaluations

Evaluation approach

Requirements for conducting evaluations are laid down in the Agency's Founding and Financial Regulations, and form part of the Internal Control Framework.

As provided in the Agency's Financial Regulation (Article 29), any programmes and activities that entail significant spending shall be subject to ex ante and retrospective evaluations.

Evaluations are reflective feedback mechanisms that promote:

- Transparency and accountability;
- More relevant, efficient and effective implementation;
- Change management and institutional knowledge building;
- Quality results and processes, good practices and lessons learned;
- Coherence, complementarity and added value.

The dedicated Agency-wide Evaluation Advisory Group, established by the Executive Director in 2021, promotes harmonisation of evaluations within the Agency and facilitates multi-annual evaluation planning and reporting, synergies and collaboration.

A dedicated function within the Quality Management and Evaluation Sector of the Executive Office is tasked with supporting the Evaluation Advisory Group, coordinating implementation of the evaluation plan, reporting and following up on implementation of management responses to evaluations. The Sector also provides resources for management and oversight of evaluations, and coordination of initiatives agreed by the Group.

Evaluations are conducted in line with the European Commission's Better Regulation Guidelines as implemented in the Agency's evaluation framework that establishes the criteria for identification of interventions subject to evaluation and lays down the common approach to be followed, thus assuring unbiased evaluations and the required quality assurance.

Ex post evaluation plan for 2022

Intervention Title	Reasoned justification	Evaluation type	Evaluation start	Evaluation resource
Use of practical guides and tools	Work programme 2022	Ex post	2022 Q1	External
EASO cooperation with the Migration, Asylum, Refugees Regional Initiative (MARRI) 2017-2022	Objective 1 under the Work Programme 2022, 2.1.7.3 Third country support; foreseen in EASO MARRI pilot project terms	Ex post	2022 Q1	External
Management Board (MB) and Preparatory Group (PG)	MB commitment in management response to PG evaluation 2020	Ex post	2022 Q2	External

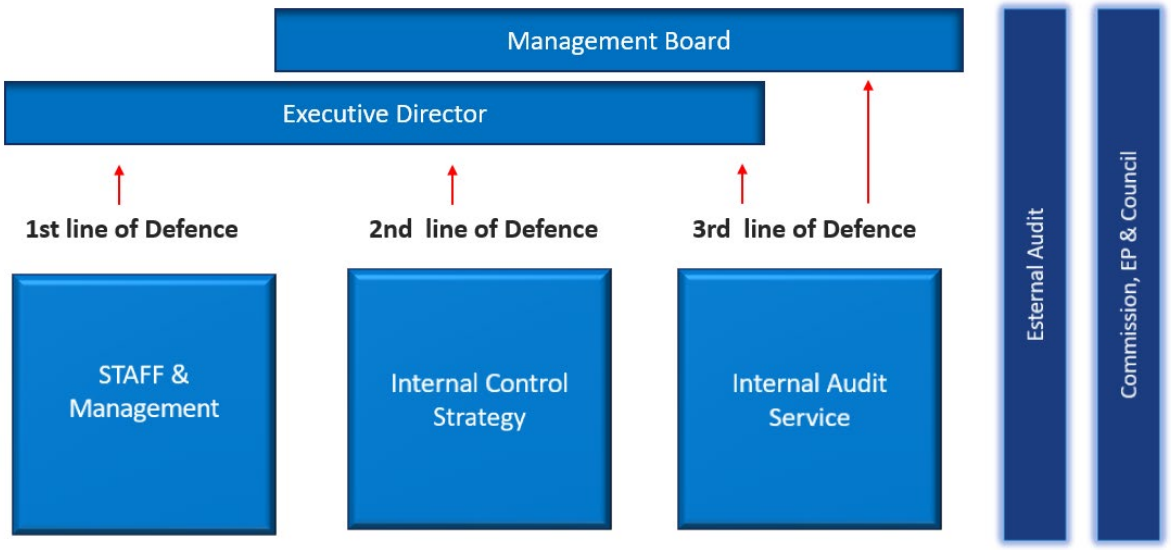
Intervention Title	Reasoned justification	Evaluation type	Evaluation start	Evaluation resource
Roadmap for cooperation 2020-2022 – Albania	Objective 1 under the Work Programme 2022, 2.1.7.3 Third country support / Foreseen in Roadmap terms agreed with national counterpart	Ex post	2022 Q2	External
Roadmap for cooperation 2020-2022 – Bosnia and Herzegovina	Objective 1 under the Work Programme 2022, 2.1.7.3 Third country support / Foreseen in Roadmap terms agreed with national counterpart	Ex post	2022 Q2	External
Roadmap for cooperation 2020-2022 – North Macedonia	Objective 1 under the Work Programme 2022, 2.1.7.3 Third country support / Foreseen in Roadmap terms agreed with national counterpart	Ex post	2022 Q2	External
Roadmap for cooperation 2020-2022 – Serbia	Objective 1 under the Work Programme 2022, 2.1.7.3 Third country support / Foreseen in Roadmap terms agreed with national counterpart	Ex post	2022 Q2	External
Framework for roadmaps – horizontal report	Objective 1 under the Work Programme 2022, 2.1.7.3 Third country support / Foreseen in Roadmap terms agreed with national counterpart	Ex post	2022 Q2	External
Operating plan 2021-2022 – Lithuania	Mandatory under EUAA Regulation	Ex post	2022 Q2	Internal
Evaluation of the use and impact of country guidance documents published by EASO	Objective 3 under the Work Programme 2022, 2.4.3 Country guidance	Ex post	2022 Q4	External
Evaluation of the use and impact of COI products published by EASO	Objective 1 under the SPD/WP2022, on COI products, mentions user surveys for evaluation of the use of the COI products	Ex post	2022 Q4	External
Randomised Controlled Trials: Training	Implementation of randomised controlled trials	Not applicable	2022 Q4	External

Annex X: Strategy for the Organisational Management and Internal Control Systems

a) How internal control systems are organised and designed to deliver set objectives

The strategy for the organisational management of its internal control systems is documented in Decision No 42 of the Management Board[23] of 21 December 2018.

The Agency's Internal Control strategy constitutes the second line of defence of its Corporate Governance model. Within this model, the Internal Control Strategy is designed and implemented to provide reasonable assurance to both the ED and the MB on the achievement of the set objectives:



The MB is the governing and planning body of the Agency, which aims to ensure that the organisation performs effectively its duties.

The ED is independent in the performance of his tasks and is the legal representative. She/he is accountable to the MB for her/his activities and has the overall responsibility for the day-to-day administration of the Agency and for implementing the decisions of the MB and the budget as Authorising Officer ('AO'). She/he also has powers conferred on the appointing authority by the Staff Regulations. The ED is supported in her/his role and responsibilities on this first line of defence by the staff and managers.

As the first line of defence, the staff and management own and manage risks. They also are responsible for implementing corrective actions to address process and control deficiencies.

Within the second line of defence, the Internal Control Coordinator (ICC), with the support of the Internal Control and Risk Management Sector in the Executive Office, provides reasonable assurance to the ED that the Agency's internal control strategy is properly designed, in place, and operating as intended.

In the third line of defence, the Internal Audit Service (IAS) provides comprehensive assurance based on the highest level of independence and objectivity on the effectiveness of the internal control

[23] EASO/MB/2018/159.

strategy, including the manner in which the first and second lines of defence achieve risk management and control objectives.

b) Best international practices and the Internal Control Framework of the Commission

The strategy consists of five internal control components, which are built on 17 principles. It based on the COSO 2013 Internal Control-Integrated Framework and the Internal Control laid down by the Commission for its own services.

The ED is fully responsible for the effective and efficient implementation of the internal control strategy by establishing various controls, checks and supervisory arrangements aimed at ensuring sound financial management, compliance with the regulatory framework, as well as highlighting control breakdown, inadequate processes and unexpected events of the first line of defence.

The efforts made by the Agency have already led to a satisfactory internal control system, although improvements are still needed as reflected in our latest internal control self-assessment corrective action plan.

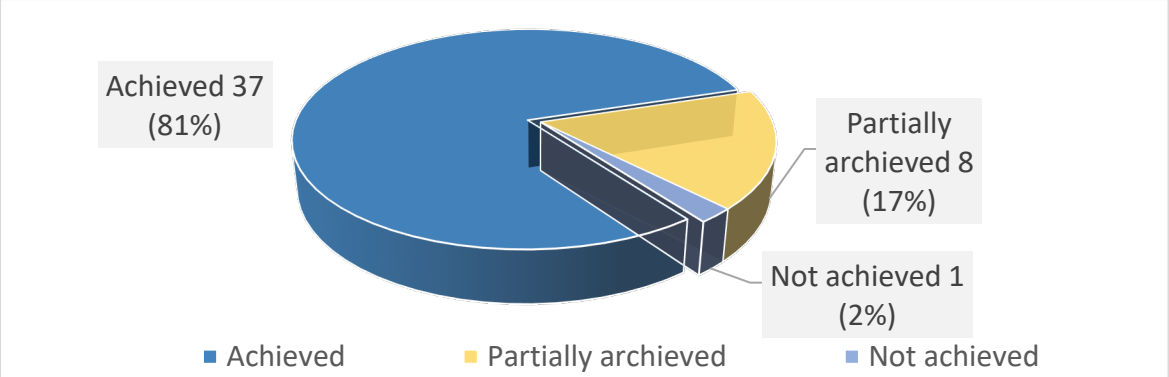
Continuous and specific assessment tools are used by the Executive Director to ascertain whether each of the five components of internal control are present and functioning. The assessments are built into the business processes at different levels of the organisation and provide information of any governance, internal control and risk management deficiencies. Findings are assessed centrally by the ICC, re-assessed by the Management Team and communicated and corrective actions planned and documented.

Since the adoption of the new Internal control framework of the Commission by the MB in 2018, the Agency has reflected on its internal control state of play and governance by implementing three internal controls self-assessments exercises in 2018,2019 and 2020. Consequently, its results were publicly presented in the CAAR.

The primary source of information for this ICSA are 46 **internal control monitoring criteria indicators (ICMC)**[24] adopted by the Management for each financial year.

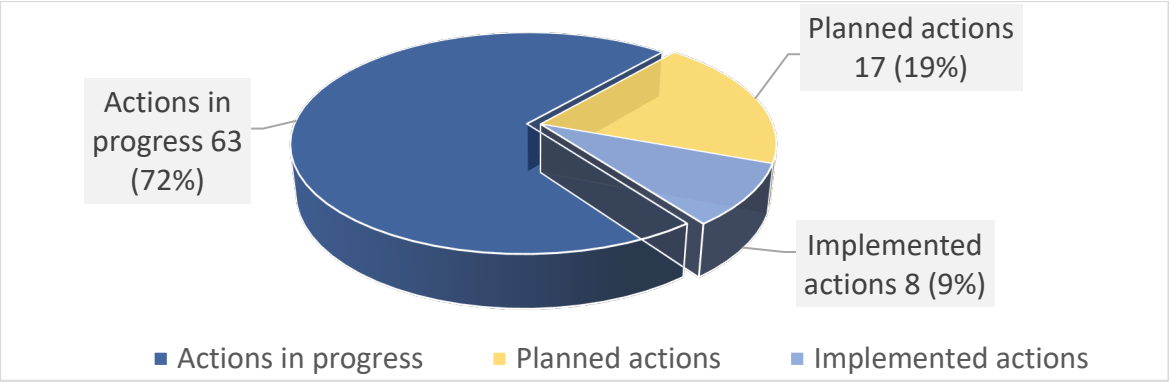
Following the analysis of the Internal Control Monitoring Criteria for 2020 financial year period, it was concluded that 98% of indicators were either achieved (81%) or partially achieved (17%) as shown in the graph below:

[24] The ICMC are the indicators of performance and compliance with Internal Control Principles defined by the Management for a given period of time. For each indicator, the Management defines the baseline value at the beginning of the period as well as the expected target to be achieve at the end of the period under assessment. The internal control monitoring criteria results for 2021 are available on the Agency's website at https://www.easo.europa.eu/about-us/governance-documents.



The secondary source of information is mainly based on ex-post controls on the efficiency and effectiveness of the Agency's internal control systems. As a result of the last ex-post controls on the internal control self-assessment for 2020 in June 2021, the Agency has identified 88 corrective actions (in comparison with 112 corrective actions in 2019) to immediately address 47 documented deficiencies of the internal control system.

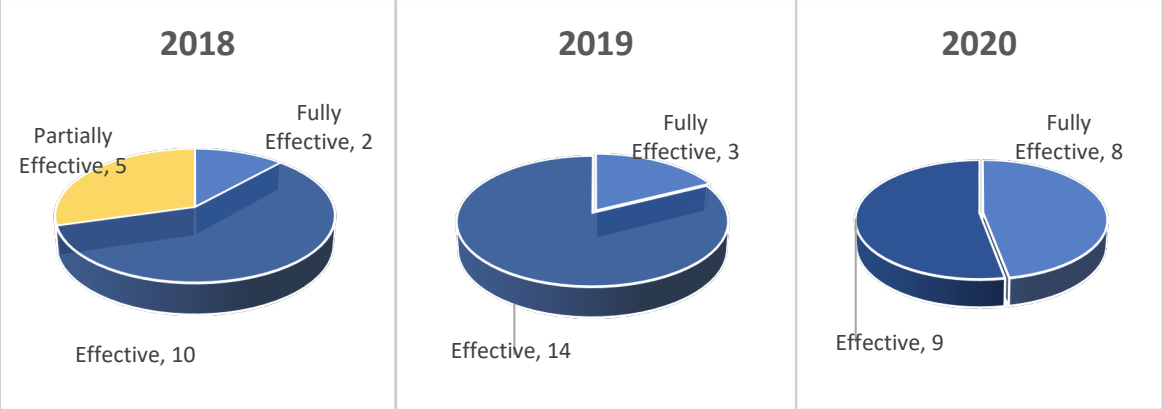
It is important to note that for the majority of these deficiencies, as shown in the following graph, the assigned corrective actions are being implemented and that several correctives of these actions have been already implemented in the first quarter of 2021:



Only 17 corrective actions (19%) identified during the 2020 ICSA are still in the planning stage.

The improvements needed in the Agency's internal control system are listed in detail in the Register of Deficiencies and Corrective action plan available in Annex IX.

The overall status of the internal control system shows continuous improvement as reflected in the following graphs:



The progress in the implementation of the total number of corrective actions is monitored closely and reported to the Management Board. The full Internal Control Self -Assessment Corrective Action plan (including the Register of deficiencies) is available on the Agency's website at https://www.easo.europa.eu/about-us/governance-documents.

c) Risk Management

Based on its Risk Management Manual[25], the ED annually implements a risk assessment exercise in order to better identify, assess and respond to potential issues that could affect the execution of the organisation's activities and the achievement of its objectives.

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

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

The Agency is continuously improving its ability to identify, prioritise and manage risks. In this context, the Management has taken the steps to ensure that the risk management exercise is performed in a more comprehensive and thorough way and integrated in the culture and conduct of all activities. Following the introduction of the internal control framework and the risk management guidance applied by the Commission for its own departments, the new process allows for the alignment of the risk management exercise with planning and programming cycle. Reflecting this new methodology, a risk management manual was approved by the Executive Director in September 2019, which is based on principles referred to in the Implementation Guide of the "Risk Management in the Commission" and is updated when appropriate based on the lessons learnt.

As an outcome of the last risk management exercise in July 2021, two cross-cutting risks were reported in the central risk register to the MB.

To address these risks, several risk responses have been identified and are monitored and reported on to the Management Board quarterly.

[25] EASO/ED/2019/254 of 24.09.2019 on the Risk Management Manual.

d) Anti-Fraud Strategy

The Anti-Fraud Strategy forms a part of the Agency's risk management process. However, given the importance and complexity of the issue, fraud is addressed in a dedicated, comprehensive and specific fraud risk management process. The process runs in parallel to the annual risk management exercise, although it is closely linked to it and is also based on the COSO fraud risk management methodology. Therefore, despite being part of the internal control system, the fraud risk management process is considered as a separate, additional tool to further strengthen the internal control systems.

The Anti-Fraud strategy 2020-2022 was adopted by the Management Board on 6 July 2020 (MB Decision no 60).

Regarding the implementation of the control activities in the Anti-Fraud Strategy 2020-22, the Agency has substantially progressed by fully implementing all control activities to achieve the fraud prevention objectives and priority measures specified in the Anti-Fraud Strategy and agreed by the Management Team.

The anti-fraud objectives, priority measures and control activities are available on the Agency's website at https://www.easo.europa.eu/about-us/governance-documents.

In addition, regular discussions with the MB, including follow-up on OLAF investigation-based recommendations, include a monitoring on the progress of corrective actions in the Fraud Risk Register Action Plan.

e) Policy for management and prevention of conflict of interests

The Agency adopted a policy which aims at setting out a number of principles, procedures and tools aimed at preventing, identifying and managing situations of conflict of interest. This policy is currently being revised and updated in accordance with the Agency's new regulatory provisions as well as the new organisational structure adopted in January 2020.

This policy applies to:

- All staff and other personnel delivering services at the Agency (officials, temporary agents, contract agents, SNE, trainees, and interims);
- Members of the Management Board, including alternate members, observers and national experts;
- working parties or networks members and experts.

The Agency is committed to maintaining the highest ethical standards to prevent conflict of interest, which must guide all our actions and decisions. The staff and other personnel are critical to establishing and reinforcing a strong ethical culture in order to achieve organisational objectives as well as fostering trust in and maintaining the credibility of the Agency.

f) Summary of the Internal Control Strategy measures to prevent deficiencies, irregularities, conflict of interest and fraud

The following table summarises the controls (non-exhaustive list) implemented by the Executive Director in order to implement internal control systems and to prevent fraud, irregularities and conflict of interests:

Control Environment
1.1 Corporate governance structure (including communication arrangement with the MB) in accordance with the Agency internal control framework and lines of defence: a. Rules of Procedure of the MB b. Single Programming Document (3 years outlook) c. MB Decision on Governance Monitoring Indicators and Quarterly Reporting

d. Quarterly cover notes reporting to the Preparatory Group and MB e. Consolidated Annual Activity Report i. Declaration of assurance of the ED ii. Declaration of ICC
1.2 ED Decision (EASO/ED/2020/135) on the Internal Structure and Rules of Procedure ('EISRoP')
1.3 ED Decision (EASO/ED/2020/136) on the Standard Operating Procedure on drafting, reviewing and approving governance and decision-making document
1.4 MB Decision No. 57 establishing Guidelines on Whistleblowing
1.5 Guidelines for Applying Article 22 of the Staff Regulations (Financial Liability of Officials)
1.6 Practical Guide to Staff Ethics and Conduct (by analogy to the guide published by DG HR)
1.7 MB Decision No. 50 on the policy on protecting the dignity of the person and preventing psychological harassment and sexual harassment
1.8 Policy on Prevention and Management of Conflict of Interest a. Declaration of absence of conflict of interest when entry into service b. Declaration of absence of conflict of interest of procurement panels members c. Declaration of absence of conflict of interest of HR selection panel members d. Declaration of absence of conflict of interest of MB members e. Declaration of absence of conflict of interest for outside activities f. Declaration of absence of conflict of interest of experts
1.9 General implementing provisions on the conduct of administrative inquiries and disciplinary procedures
1.10 Training and awareness raising in the field of ethics and integrity; public procurement; finance.
1.11 EDD on the use of the Paperless System and Electronic Signatures EDD 2020/102
Risk Assessment
2.1 Agency compendium of all Units and sectors Mission, Overall Objectives, SMART Objectives, tasks/activities, KPIs, and targets
2.2 Annual Risk Management Exercise based on EDD on the Risk Management Manual (the Agency's central risk register)
2.3 Register of sensitive functions
2.4 Fraud Risk Management Exercise based on the ED Decision (EASO/ED/2019/254) on the Manual for fraud risk management (Fraud Risk Register)
2.5 Anti-Fraud Strategy 2020-2022 (MB Decision No. 61)
2.6 Assessment and guidance on the main internal control and governance changes introduced by the Agency Financial Regulation (2019) and the General Financial Regulation (2018)
Control Activities
3.1 Partially decentralised financial circuits with decentralised authorisation and initiation of financial transaction and an independent counterweight with Financial Verification within the Finance and Procurement Unit (as for provisions in the Agency's Financial Regulation)
3.2 ED Decision (EASO/ED/2017/308) on the Delegation of Financial Authority and Nominations to carry out one or more specific tasks in preparation for/or ancillary to budget implementation
3.3 ABAC access rights procedure linked to a delegation and nomination by an ED Decision
3.4 Deputising arrangements and segregation of duties (i.e. the four-eyes principle, where one person verifies the work of another)
3.5 Exceptions and non-compliances management based on ED Decision (EASO/ED/2019/417) on the manual for management of exceptions and non-compliance events
3.6 Review of deputizing arrangement and access rights in ABAC by a neutral verifier
3.7 Charter of tasks and responsibilities of RAO (AO, AOD and AOSD)
3.8 Code of professional conduct for Financial Verifying Agents
3.9 Code of professional conduct for internal control and financial ex-post control officers
3.10 Awareness raising actions (e.g. training) on ethical conduct, fraud prevention, conflict of interest
3.11 Establishment of a Business Continuity Governance Board and a COVID-19 response team
Information and Communication
4.1 MB Decision No. 06 Laying down practical arrangements regarding public access to the documents
4.2 Whistleblowing mechanisms and hotlines in place for reporting suspected fraudulent behaviour;
4.3 Communication Strategy
4.4 Social Media Guidelines for Staff
4.5 EDD on the Record Retention and Disposal Policy EDD 2020/105

Monitoring Activities
5.1 Evaluations 5.2 ED Decision (EASO/ED/2020/142) on the Internal Control Framework Monitoring Criteria and Internal Control Self-Assessment Methodology for 2020 and 2021 5.3 Development of an ex-post control internal capability within the Internal Control and Risk Management Sector in EXO a) Financial ex-post controls b) Internal Control processes and procedures self-assessment (on-going, ad-hoc and annual exercise) 5.4 Independent audit engagement by controlling bodies; a) European Court of Auditors (ECA) annual audit b) ECA performance audits c) Framework Contract for annual account validation (support to ECA) d) Internal Audit Services (IAS) audit and consultancy engagements e) IAS follow up audit engagement of previous years recommendations

Annex XI: Plan for grant, contribution or service-level agreements

	General information					Financial and HR impact					
	Actual or expected date of signature	**Total amount**	**Duration**	**Counter-part**	**Short description**		**2020**	**2021**	**2022**	**2023**	**2024**
Grant agreement						**Amount**		p.m.	p.m.	p.m.	p.m.
EU Regional Support to Protection Sensitive Migration Management in the Western Balkans	Q4 2021/Q1 2022	p.m.	48 months	DG NEAR	EU Regional Support to Protection Sensitive Migration Management in the Western Balkans	**Number of CAs**					

						Number of SNEs					
					Enhanced protection space for asylum seekers and refugees in Egypt in line with CEAS and EU standards	**Amount**					
						Number of CAs					
						Number of SNEs					

* A Danish voluntary and earmarked contribution to the EASO 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.

** 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.

*** EASO is currently discussing future funding possibilities under the IPA III financial instrument in view of support to the WB. The Annex will have to be revised in the future according to the additional IPA grants that might be awarded to EASO.

Annex XII: Strategy for Cooperation with Third Countries and/or International Organisations

Cooperation with Third Countries

The Agency's External Action Strategy was adopted by the MB in November 2013. In September 2018, the 29th Management Board requested the revision of the External Action Strategy. The revision was agreed in view of the changes in the wider EU external relation policy framework as well as the Agency's support requested by Third Countries or discussed with EU+ countries. The consultation process to revise the Strategy included consultations within the Agency, with EU+ countries, the European Commission, as well as other external stakeholders.

In February 2019, the 31st Management Board adopted the new Strategy - now called External Cooperation Strategy.

The External Cooperation Strategy defines the approach and general framework within which the Agency develops its work related to the external dimension of the CEAS. It provides strategic direction for the Agency's external actions and sets priorities and focus for the planning of future activities, detailing the type of support the Agency can provide as well as the geographical priorities.

The Strategy applies to both pillars of the Agency's External Dimension: Resettlement and Third Country support. In line to this, the external action strategic objectives are defined as follows:

- Contributing to establishing and/or strengthening asylum and reception systems as well as protection sensitive migration management in third countries in order to better protect asylum seekers and refugees.
- Facilitating EU+ countries' efforts in providing access to the EU for persons in need of international protection with focus on resettlement and other legal pathways to international protection.
- Facilitating the exchange of information and experiences related to the external dimension of the CEAS between EU+ countries.

The Strategy is in line with the Agency's mandate and therefore has no set duration. A revision of the Strategy might be triggered by the following circumstances:

- New legislative and policy instruments impacting the work of the Agency are adopted;
- Significant changes in the international migration and asylum context impact EU+ countries' and European Union external priorities;
- Significant changes in the situation of third countries impact the current Agency's external action.

Cooperation with International Organisations

The Agency's cooperation with EU bodies on external action is laid down in cooperation frameworks, such as the Working Arrangement with DG HOME (signed January 2018), and the Working Arrangement with the European External Action Service (in the process of being signed).

In relation to cooperation with international organisations, the Agency's mandate provides cooperation with international organisations, and in particular with UNHCR, which is also a non-voting member of the Agency's MB. Cooperation frameworks are drawn up between the Agency and those

international organisations with which closer cooperation is required based on their activities, in the form of Working Arrangements, or in some cases, Exchange of Letters.

A Working Arrangement with UNHCR was updated in 2021, whereas a Working Arrangement with IOM was concluded in 2019. An exchange of letters setting out a cooperation framework with ICMPD was concluded in 2020 while an updated exchange of letters was also signed with IGC in 2021. The Agency will continue cooperating with international organisations having a mandate relevant to the Agency's work, including with the establishment of further cooperation arrangements or the updating of existing ones where necessary, also taking into account the new mandate of the Agency.