



# Consolidated Annual Activity Report of EASO 2016

June 2017

The opinion on this report was adopted by the Management Board on 13 June 2017.

## Table of contents

List of abbreviations.....	5
EASO Management Board's analysis and assessment.....	7
Introduction .....	12
Executive summary.....	14
<b>PART I: ACHIEVEMENTS OF THE YEAR .....</b>	<b>17</b>
<b>EASO's priorities in 2016 .....</b>	<b>17</b>
<b>EASO's key performance indicator.....</b>	<b>18</b>
<b><i>I.1 Operational support</i>.....</b>	<b>19</b>
I.1.1 Italy and Greece .....	19
I.1.2 Bulgaria, Cyprus and other Member States.....	25
I.1.3 Development of support tools for operations.....	28
I.1.4 Development of support tools for the hotspot approach .....	29
<b><i>I.2 Information and analysis</i>.....</b>	<b>33</b>
I.2.1 Information and Documentation System .....	33
I.2.2 Early Warning and Preparedness System (EPS).....	35
I.2.3 Annual Report on the situation of Asylum in the EU.....	39
<b><i>I.3 Permanent support</i>.....</b>	<b>40</b>
I.3.1 Training .....	40
I.3.2 Asylum processes.....	47
I.3.3 Country of origin information (COI).....	51
I.3.4 Cooperation with members of the courts and tribunals .....	57
I.3.5 EASO activities on vulnerable groups .....	61
I.3.6 Dublin Network.....	63
I.3.7 Reception .....	65
I.3.8 Return and integration.....	67
I.3.9 Other tools for permanent support .....	67
<b><i>I.4 External dimension</i>.....</b>	<b>68</b>
I.4.1 Third country support .....	68
I.4.2 Resettlement.....	72
<b><i>I.5 EASO's horizontal activities</i>.....</b>	<b>74</b>
I.5.1 EASO's cooperation network .....	74
I.5.2 EASO's communication and stakeholder relations.....	75
I.5.3 Consultative Forum.....	83
<b><i>I.6 EASO's organisational structure in 2016</i>.....</b>	<b>88</b>
I.6.1 EASO's internal governance.....	88
I.6.2 EASO's administration.....	89
<b>PART II (a): MANAGEMENT.....</b>	<b>90</b>
<b><i>II.1 Management Board</i>.....</b>	<b>90</b>
<b><i>II.2 Major developments</i>.....</b>	<b>91</b>
<b><i>II.3 Budgetary and financial management</i>.....</b>	<b>93</b>
II.3.1 Implementation of appropriations .....	93
II.3.2 Commitments for actions extending for more than one financial year .....	97
II.3.3 Budget transfers.....	97
II.3.4 Amending budgets .....	98
II.3.5 Appropriations carried forward from 2016 to 2017 .....	98
II.3.6 Appropriations carried forward from 2015 to 2016 .....	99
II.3.7 Procurement types.....	99
II.3.8 Interest on late payments.....	99
II.3.9 Budgetary operations in 2016.....	100

<b>II.4</b>	<b><i>Human resources management</i></b>	<b>100</b>
II.4.1	Major developments	100
II.4.2	Screening/benchmarking exercise	102
<b>II.5</b>	<b><i>Assessment by EASO Management</i></b>	<b>103</b>
<b>II.6</b>	<b><i>Budget implementation tasks entrusted to other services and entities</i></b>	<b>104</b>
<b>II.7</b>	<b><i>Assessment of audit results during the reporting year</i></b>	<b>104</b>
II.7.1	Internal Audit Service (IAS)	104
II.7.2	European Court of Auditors (ECA)	105
<b>II.8</b>	<b><i>Follow-up of recommendations and action plans for audits</i></b>	<b>106</b>
<b>II.9</b>	<b><i>Follow-up of observations from the Discharge Authority</i></b>	<b>106</b>
<b>PART II (b): EXTERNAL EVALUATION</b>		<b>107</b>
<b>PART III: ASSESSMENT OF THE EFFECTIVENESS OF INTERNAL CONTROL SYSTEMS</b>		<b>110</b>
<b>III.1</b>	<b><i>Risk Management</i></b>	<b>110</b>
<b>III.2</b>	<b><i>Compliance and effectiveness of Internal Control Standards</i></b>	<b>110</b>
<b>PART IV: MANAGEMENT ASSURANCE</b>		<b>111</b>
<b>IV.1</b>	<b><i>Review of the elements supporting assurance</i></b>	<b>111</b>
<b>IV.2</b>	<b><i>Reservations</i></b>	<b>112</b>
<b>IV.3</b>	<b><i>Overall conclusion on assurance</i></b>	<b>112</b>
<b>Declaration of assurance by the Executive Director</b>		<b>113</b>
<b>ANNEXES</b>		<b>114</b>
<b><i>Annex I: Core business statistics</i></b>		<b>114</b>
<b><i>Annex II: Statistics on financial management</i></b>		<b>115</b>
<b><i>Annex III: Organisational chart</i></b>		<b>133</b>
<b><i>Annex IV: Establishment plan and additional information on human resources management</i></b>		<b>134</b>
<b><i>Annex V: Human and financial resources by activity</i></b>		<b>136</b>
<b><i>Annex VI: Specific annexes relating to Part II</i></b>		<b>137</b>
<b><i>Annex VII: Specific annexes relating to Part III</i></b>		<b>139</b>
<b><i>Annex VIII: Final annual accounts</i></b>		<b>140</b>

## List of abbreviations

<b>AIP</b>	Asylum Intervention Pool
<b>AMIF</b>	Asylum, Migration and Integration Fund
<b>APD</b>	Asylum Procedures Directive
<b>ATCR</b>	Annual Tripartite Consultations on Resettlement
<b>AST</b>	Administrative assistant
<b>BIA</b>	Business Impact Analysis
<b>CA</b>	Commitment appropriations
<b>CEAS</b>	Common European Asylum System
<b>CEOS</b>	Conditions of Employment of Other Servants of the European Union
<b>COI</b>	Country of Origin Information
<b>CSO</b>	Civil society organisation
<b>DG HOME</b>	Directorate-General for Migration and Home Affairs
<b>DG NEAR</b>	Directorate-General for Neighbourhood and Enlargement Negotiations
<b>DG RTD</b>	Directorate-General for Research and Innovation
<b>EASO</b>	European Asylum Support Office
<b>EASO FR</b>	EASO Financial Regulation
<b>ECA</b>	European Court of Auditors
<b>ECP</b>	EASO Contact Points
<b>EMAS</b>	Emergency Assistance Grant Scheme
<b>EMN</b>	European Migration Network
<b>EMN REG</b>	European Migration Network Return Expert Group
<b>ENPI</b>	European Neighbourhood and Partnership Instrument
<b>EPAM</b>	European NGO Platform on Asylum and Migration
<b>EPRA</b>	European Platform of Reception Agencies
<b>EPS</b>	Early Warning and Preparedness System
<b>ERIN</b>	European Reintegration Instrument Network
<b>EU</b>	European Union
<b>EU+</b>	EU Member States and associate countries
<b>EU-FRANK</b>	Facilitating Resettlement and Refugee Admission through New Knowledge project
<b>eu-LISA</b>	European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
<b>FRA</b>	European Union Agency for Fundamental Rights
<b>Frontex</b>	European Border and Coast Guard Agency
<b>FTE</b>	Full-time equivalent
<b>GPS</b>	Group for the Provision of Statistics
<b>HOP</b>	Hotspot operating plan
<b>HROP</b>	Hotspot relocation operating plan
<b>IAS</b>	Internal Audit Service
<b>IARLJ</b>	International Association of Refugee Law Judges
<b>IDS</b>	Information Documentation System
<b>IOM</b>	International Organization for Migration
<b>IPA</b>	Instrument for Pre-accession Assistance
<b>IPCR</b>	Integrated Political Crisis Response

<b>ISAA</b>	Integrated Situational Awareness and Analysis
<b>JHA</b>	Justice and Home Affairs
<b>JRC</b>	Joint Research Centre
<b>LAL</b>	List of available languages
<b>MedCOI</b>	Medical Country of Origin Information
<b>NCP</b>	National Contact Point
<b>NCPA</b>	National Common Portal Administrator
<b>NGO</b>	Non-Governmental Organisation
<b>NJTB</b>	National Judicial Training Bodies
<b>OECD</b>	Organisation for Economic Cooperation and Development
<b>OVT</b>	Origin verification tool
<b>PA</b>	Payment appropriations
<b>QD</b>	Qualification Directive
<b>QIEE</b>	Asylum Systems Quality Initiative in Eastern Europe and South Caucasus
<b>RDPPs</b>	Regional Development and Protection Programmes
<b>SSP</b>	Special Support Plan
<b>THB</b>	Trafficking of Human Beings
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>WB</b>	Western Balkans

## EASO Management Board's analysis and assessment

THE MANAGEMENT BOARD,

HAVING REGARD to Regulation (EC) No 439/2010 of the European Parliament and of the Council of 19 May 2010,

HAVING REGARD to the Financial Regulation of the European Asylum Support Office (hereinafter referred to as EASO) and in particular Article 47 thereof,

HAVING REGARD to EASO's work programme 2016 first adopted by the Management Board on 24 September 2015, adjusted on 21 December 2015, and subsequently amended and re-adopted on 31 March 2016, on 20 September 2016 and on 5 December 2016,

HAVING REGARD to the EASO's consolidated annual activity report 2015 presented to the Management Board at its meeting on 13 and 14 June 2016,

HAS ANALYSED AND ASSESSED the Executive Director's consolidated annual activity report on the achievements and results for 2016. The Management Board acknowledges the Agency's performance and, in particular:

### 1. General observations

- Congratulates Mr José Carreira on his new appointment as EASO's Executive Director in April 2016 and thanks him for managing the Agency as Executive Director *ad interim* in the period when the post of Executive Director was vacant.
- Recognises the challenges faced by EASO during 2016 as a consequence of the migration crisis that placed pressure on the asylum and reception systems of a number of Member States and required enhanced support and assistance of EASO.
- Appreciates that EASO had to deliver more than was originally planned for 2016 as evidenced by the amendments to the work programme and to the budget that were necessary.
- Welcomes the achievements versus the objectives and activities in the work programme reported in Part I and the results of key performance indicators, and encourages the Agency to increase its focus on measuring the achievement of outcomes.
- Acknowledges the rapid action that had to be taken by EASO to respond to the extremely urgent needs caused by the high migratory flows necessitating the creation of the hotspots and the challenges this created to ensure continued compliance with established procedures for the procurement and provision of goods and services.
- Welcomes the budget increases and grants that were made available to EASO by the Commission for the provision of support and assistance, amongst others, in the context of the implementation of the EU-Turkey Statement of 18 March 2016.
- Welcomes the organisational restructuring that is being implemented by EASO to meet current and future demands.
- Notes that EASO's rapid growth as an Agency requires internal resources for the recruitment of new staff and the provision of the required infrastructure.
- Recognises the expressed need for the transformation of EASO and the importance of the initiative in the Commission proposal of 4 May 2016 to transform EASO into a fully-fledged European Union Agency for Asylum with an enhanced mandate and expanded tasks to address any structural weaknesses that arise in the application of the EU's asylum system.

## **2. Specific observations on EASO's achievements in 2016**

- Welcomes EASO's notable implementation of operating plans in Italy and in Greece as well as other support measures in these Member States and in Bulgaria and Cyprus.
- Notes that:
  - More than 650 experts from Member States and individual experts were deployed in Italy and in Greece;
  - 2,654 persons were relocated from Italy and 7,280 persons from Greece by the respective National asylum authorities with EASO's support;
  - EASO conducted 70 % of the 6,774 interviews performed within the framework of the EU-Turkey Statement.
- Recognises the important contribution made by EASO staff, experts and interpreters from EU+ countries, and interim support staff working in difficult and challenging conditions in the hotspots.
- Acknowledges the difficulties faced by EASO in receiving sufficient numbers of nominations for experts to be deployed in the hotspots.
- Emphasises the importance of further strengthening EASO's preparedness in dealing with asylum-related crises in the Member States and building on the lessons learned in 2016.
- Notes the achievements in the collection and validation of information on national asylum systems as well as the system for updating data from EU+ countries.
- Notes the results in data collection in the Early Warning and Preparedness System (EPS) and the regular production of useful reports on the situation of international protection in the EU+ countries.
- Notes the Research programme on push-pull factors insofar as it will contribute to strengthen the EPS, and reiterates the need for EASO to provide information regarding complementarity of this programme with other research initiatives on migration.
- Is satisfied that the Annual report on the situation of asylum in the Union was completed successfully and was well received at the public launch.
- Appreciates the successful training of 6,152 participants delivered in a total of 384 training sessions, including train-the-trainer sessions in Malta and in the regions as well as national training on the e-learning platform.
- Notes EASO's rapid response in developing and delivering specific tailor-made induction training for deployed experts in the context of the EU-Turkey Statement.
- Welcomes the continued development of new training modules and handbooks, and the updating and upgrading of existing modules.
- Looks forward to the full implementation of certification and accreditation of the EASO Training Curriculum and notes with satisfaction the progress achieved so far.
- Notes that 13 new Country of Origin Information (COI) reports and two origin verification tools were produced.
- Welcomes the successful launch of a revamped COI portal with 9,732 linked documents, and 9,378 users and 6,713 document downloads recorded.
- Notes the ongoing activities in the area of cooperation with members of the courts and tribunals, including the development of professional development tools and organisation of seven professional development sessions and thematic meetings.

- Is satisfied that activities on vulnerable groups were undertaken, including development of practical cooperation tools, organisation of two conferences on children and on trafficking in human beings, as well as organisation of thematic working groups and participation in meetings with Justice and Home Affairs agencies.
- Takes note of the significance of supporting the relevant processes in the context both of relocation and the implementation of the EU-Turkey Statement for furthering the goal of a more uniform and coherent asylum system in the EU.
- Welcomes the elaboration of EASO guidance on reception conditions, adopted by the Management Board at its meeting in September 2016, and the establishment of the EASO Network of Reception Authorities.
- Welcomes the establishment of the EASO Network of Dublin Units and an online Dublin platform.
- Notes EASO's limited support actions to Frontex and the European Migration Network Return Expert Group in the area of return and integration.
- Notes EASO's work on the external dimension, including third country support activities for the Western Balkans in the context of the Instrument for Pre-accession Assistance, the successful conclusion of the European Neighbourhood Partnership instrument project, as well as the activities of the External Dimension Network.
- Notes the implementation of a support activity, monthly data collection and the publication of eight reports in the area of resettlement.
- Notes the high level of EASO's communication activities and stakeholder relations that seek to inform interested parties on asylum-related matters and reach out to migrants and asylum seekers with tailored information such as the relocation information campaign
- Appreciates the activities of the Consultative Forum and EASO's engagement with civil society, and the successful organisation of the annual plenary meeting of the Consultative Forum in Athens, with the participation of Commissioner Avramopoulos.
- Recognises the work and achievements of the EASO networks and groups, and meetings of national contact points.

### **3. Specific observations on EASO management, external evaluations and internal controls**

- Notes the four budget amendments that were required during 2016, increasing the revenue from €19 M to €53 M to meet the workload demand and response to the migration crisis and the implementation of the EU-Turkey Statement.
- Notes that EASO managed a total of €71.5 M of commitment appropriations (CA) and €55.5 M of payment appropriations (PA), executing 80.64 % and 63.4 % respectively.
- Notes that the EU subsidy (C1) increased from €19.4 M of CA and PA to €41.8 M of CA and €29.5 M of PA in 2016 and EASO successfully implemented 99% of the former and 86% of the latter.
- Notes that EASO cancelled only 6 % of CA and consumed 89 % of PA in C8 credits carried over automatically from 2015 to 2016. As planned, the use of the funds received through the EMAS grant was discontinued as soon as the increase of the EU subsidy took place; as a consequence, EASO will return to the Commission almost 60 % of the EMAS funds (R0 credits). The non-automatic carry overs from 2015 (C2 credits) were only partially used, 52 % CA and PA.
- Notes that the Executive Director effected 20 budget transfers during 2016 to compensate for budget shortfalls and to accommodate the exponentially increasing budgetary needs in the hotspots in particular following the EU-Turkey Statement. One of the four transfers effected between titles was executed by a decision of the Executive Director although it exceeded the 10

% threshold laid down in Article 27(1)(a) of the Financial Regulation. The Board acknowledges the operational emergency at the time of the decision and the lack of required funding on the relevant budget line. Moreover the Board notes that the matter was brought to its attention within a few days at the June 2016 meeting and no objections were raised. The transfer was soon after endorsed by the Board in the second amendment to the 2016 budget.

- Notes that in 2016 EASO processed 4,861 payments, of which 2,007 were made after the legal deadline (41 %) because of the exponential increase in the budget, and €6,122.93 were paid in late interest on 12 invoices as reported in the draft financial statements. The Board acknowledges the action taken by the Executive Director to reduce late payments, welcomes the improvement registered by the end of 2016 when the late payment rate fell below 20 %, and looks forward to the positive trend being maintained throughout 2017.
- Notes that at the end of December 2016, EASO had 136 staff members appointed and in service of which 86 were temporary agents, 43 were contract agents and seven were seconded national experts.
- Emphasises the importance of allocating sufficient resources to recruitment of staff to fill the increasing number of new posts and fill vacancies at Head of Unit and Head of Sector level in the revised organisational structure.
- Reiterates the importance of introducing ex post controls and the benefit such controls will have towards providing assurance to EASO management on compliance with applicable rules and procedures as well identification of any weakness requiring rectification, and looks forward to the introduction of a new framework.
- Notes that, during 2016, 36 exceptions were approved by the Authorising Officer, most of which related to the urgent provision of human resources, goods or services for the hotspots and regional offices in response to the asylum crisis and measures requested by institutions such as the Council. The other exceptions related to urgent services required to address EASO's infrastructural needs arising from a rapid increase in the number of staff and the need to provide an adequate working environment within short time frames. Overall these exceptions resulted in 43 % of procurement procedures (i.e. 52 procedures) being direct awards.
- Notes that, during 2016, 62 non-compliance events were recorded and is satisfied that EASO management has identified improvement actions, which are currently being implemented.
- Emphasises the importance of building EASO's capacity for operational preparedness on the basis of lessons learned and strengthening operational planning with the objective of reducing the number of authorised exceptions and non-compliance events.
- Is satisfied that EASO completed 19 out of 20 outstanding follow-up actions stemming from audits conducted by the Internal Audit Service of the Commission and looks forward to the successful closure of actions stemming from the 2016 audit; moreover, there were no recommendations to be addressed in 2016 arising from audits by the European Court of Auditors and no observations of the Discharge Authority from previous years' discharges up to 2014.
- Welcomes the design and implementation of a new risk management process and looks forward to regular and effective risk monitoring and mitigation.
- Appreciates that on 28 April 2017 the European Parliament granted the discharge in respect of the implementation of the budget of the Agency for the financial year 2015.

## CONCLUDES

That it notes the declaration of assurance of the authorising officer and lack of reservations therein and expresses its satisfaction by EASO's overall performance in 2106 and thanks the Executive Director and his staff for their commitment and achievements throughout the year.

In the light of the above, the Management Board adopts this opinion and requests that the EASO Annual Activity Report 2016 be forwarded, together with the analysis and assessment, to the European Parliament, the Council, the Commission and the Court of Auditors.

## Introduction

### EASO's mission and guiding principles

EASO's mission is to contribute to the implementation and development of the CEAS by providing support and facilitating, coordinating and strengthening practical cooperation among EU+ countries as an independent centre of expertise on asylum.

In fulfilling its mission, EASO observes the following principles:

- providing comprehensive and timely support to requesting Member States;
- stimulating quality and efficiency of the asylum and reception systems of Member States;
- acting as an independent and impartial centre of expertise;
- providing accurate and up-to-date data, analysis and assessments on asylum-related matters;
- supporting Member States in taking up their responsibilities in the field of asylum and in showing solidarity with Member States whose asylum systems are under pressure;
- facilitating and stimulating joint and common practical cooperation measures in the field of asylum, thereby fostering mutual trust among Member States;
- providing evidence-based input to EU policymakers on asylum;
- cooperating with EU institutions, EU agencies and bodies, international organisations and civil society.

### EASO's legal basis and activities

EASO was established by Regulation (EU) No 439/2010 of the European Parliament and of the Council. The Regulation makes provisions for the organisation of EASO and establishes its duties. Other duties of the Agency stem from the asylum *acquis*.

EASO conducts a number of activities within the legal framework, namely:

- **permanent support:** supporting and stimulating the common quality of the asylum process through common training, common asylum training material, common quality and common Country of Origin Information (COI);
- **special support:** tailor-made assistance, capacity building, relocation, specific support and special quality control tools;
- **technical and operational assistance:** organising and providing assistance to Member States subject to particular pressures on their asylum and reception systems;
- **information and analysis:** sharing and merging information and data, analyses and assessments at EU level, including EU-wide trend analyses and assessments;
- **third-country support:** supporting the external dimension of the Common European Asylum System, supporting partnerships with third countries to reach common solutions, including by capacity building and regional protection programmes, and coordinating Member States' actions on resettlement.

The conditions and challenges under which EASO operates are described in more detail in section II.2.: Major developments. In summary, the year 2016 was an important year for the Agency as it faced the challenges brought about by the constant increase in the number of applicants for international protection in the EU+ that placed pressure on the asylum procedures of EU+ countries, particularly those facing substantial and/or sudden increases in arrivals. The EU-Turkey Statement agreed on 18 March 2016 mandated EASO to support its implementation in Greece by providing support to the Greek Asylum Service in carrying out specific tasks.

The Commission embarked on its priorities for improving the Common European Asylum System by means of proposals for revision of the asylum *acquis*, including a proposal for transforming EASO into a full-fledged agency. The latter required EASO to plan ahead for its potential future role and responsibilities.

### **Organisation and administrative structure**

The administrative and management structure of EASO comprises the Management Board as well as the Executive Director and the staff of the Agency.

The organisational structure of EASO was re-organised during 2016 to better deliver its expanding role and prepare for the responsibilities that will be introduced by the new Regulation. The Management Board adopted the new organisational structure of the Agency, as proposed by the Executive Director, on 12 May 2016.

The Executive Director, in exercising the responsibilities laid down in Article 31 of the EASO Regulation, is supported by the Executive Support Office, the Accounting Officer, the Liaison Officers to the EU Institutions and to Frontex, and the Communications and Stakeholders Unit.

The Department of Asylum Support contributes to the implementation of the CEAS by providing support with the aim of enhancing the capacities of EU+ countries to implement the CEAS through common training, coordinated practical cooperation and through the development and monitoring of operational standards and guidance.

The Department of Operations develops and implements a comprehensive approach for EASO activities in the field of operations, bringing together situational and country of origin information and intelligence, operational planning and intra and extra-EU operational support under one coordinated framework. Operations will be underpinned by operational protocols and tools and a continuous monitoring and evaluation mechanism to ensure optimal results.

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

EASO expanded its presence by establishing a liaison office in Brussels as well as two offices in Rome and in Athens.

The organisational chart is presented in Annex III.

### **Organisational accountability**

The Executive Director is independent in the performance of his duties and is accountable to the Management Board for his activities. He reports to the European Parliament and to the Council on the performance of his duties when invited to do so.

The managers and staff of EASO are held to account in the exercise of their duties in accordance with their respective reporting lines within the organisational structure.

## Executive summary

The year 2016 was EASO's fifth year of operation that witnessed major events having a significant impact on the Agency. The first key event was the signing of the EU-Turkey Statement on 18 March 2016 that gave EASO a mandate to support the implementation of several measures in Greece, in particular the admissibility procedure.

On 6 April 2016, the Commission adopted a Communication entitled "Towards a reform of the Common European Asylum System and enhancing legal avenues to Europe"<sup>1</sup>, in which it set out its priorities for improving the Common European Asylum System (CEAS). Soon after, on 4 May 2016, the Commission presented, as part of a first package of reform of the CEAS, a proposal for a new Regulation<sup>2</sup> that will transform EASO into a fully-fledged agency, as well as proposals for the reform of the Dublin system and for amendments to the Eurodac system. A second set of legislative proposals for a reform of the Asylum Procedures and Qualification Directives as well as the Reception Conditions Directive followed on 13 July 2016.

With regards to external dimension activities, the Commission set out, in its Communication of 7 June 2016<sup>3</sup>, a new way to better manage migration with third countries based on policies and financial instruments jointly delivered as a European package.

On the operational front EASO was highly active in supporting Member States, notably Greece and Italy, in dealing with unprecedented and continued pressure on their asylum procedure. EASO's presence in the hotspots in Greece, supported by experts from the EU+ countries, required complex logistical planning and rapid delivery for field operations to kick off and become effective.

The new tasks assigned to EASO through the EU-Turkey Statement and subsequent Council Conclusions required reprioritisation of the planned activities due to the increased focus on operational support. Nevertheless EASO delivered well on its other core business areas: information and analysis, permanent support and horizontal activities.

Important internal events during 2016 included the re-election of Mag. Wolfgang Taucher as Chairman of the EASO Management Board for a second three-year term and the appointment of Mr José Carreira as the new EASO Executive Director. A reorganisation of the agency was launched in mid-2016 that has adapted EASO to its new challenges and prepares it to take up new responsibilities. The agency made significant progress in recruitment to fill key posts in the internal structure, including senior management posts, as well as appointing liaison officers to the EU Institutions and to Frontex. In addition, EASO established operational offices in Rome and in Athens to facilitate its operations in these Member States.

Throughout 2016 EASO engaged closely with its stakeholders: the Management Board, Member States, Commission, Council, European Parliament, Justice and Home Affairs EU agencies, non-governmental organisations and civil society. The sixth annual plenary meeting of the EASO Consultative Forum, held in Athens, brought together participants from EU+ and non-EU countries in an event that provided a forum for dialogue in a fully participatory format.

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<sup>1</sup> COM(2016) 197 final.

<sup>2</sup> COM(2016) 271 final.

<sup>3</sup> COM(2016) 385 final.

<b>EASO's main results in 2016</b>
<p><b>Operational support in Italy</b></p> <ul style="list-style-type: none"> <li>• 1 Hotspot Relocation Operating Plan (HROP) signed and implemented</li> <li>• 170 experts deployed for HROP measures</li> <li>• 2,654 persons relocated by the National asylum authorities with EASO's support</li> <li>• 2 Special Support Plan (SSP) support measures implemented</li> </ul>
<p><b>Operational support in Greece</b></p> <ul style="list-style-type: none"> <li>• 1 Hotspot Operating Plan (HOP) implemented and 2 amendments signed</li> <li>• 160 experts deployed for relocation-related activities and 329 for implementation of the EU-Turkey Statement</li> <li>• 7,280 persons relocated by the National asylum authorities with EASO's support</li> <li>• 6,774 interviews performed under the implementation of the EU-Turkey Statement</li> <li>• 6 SSP support measures implemented</li> </ul>
<p><b>Operational support other EU Member States</b></p> <ul style="list-style-type: none"> <li>• 10 active support measures under implementation in Bulgaria</li> <li>• 6 active support measures under implementation in Cyprus</li> </ul>
<p><b>Support tools for operations and relocation</b></p> <ul style="list-style-type: none"> <li>• EASO's Asylum Intervention Pool (AIP) electronic system launched</li> <li>• 2 Handbooks for operations and 11 relocation tools developed</li> </ul>
<p><b>Information and Documentation System</b></p> <ul style="list-style-type: none"> <li>• 30 EU+ countries' national asylum system information collected</li> <li>• 18 EU+ countries members of the IDS network</li> </ul>
<p><b>Early Warning and Preparedness System</b></p> <ul style="list-style-type: none"> <li>• 30 EU+ countries provided monthly data for the Early Warning and Preparedness System (EPS Stage III)</li> <li>• Weekly data collection on the situation of asylum in the EU+, 11 monthly trend analysis reports, 8 resettlement overviews, 5 Dublin implementation bi-monthly reports, 51 weekly reports, 10 reports on post-visa liberalisation monitoring mechanism produced</li> </ul>
<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• 15 train-the-trainer sessions delivered at EASO (Malta), 218 trainers participated</li> <li>• 8 regional train-the-trainer sessions delivered in 4 countries, 102 trainers participated</li> <li>• 361 national training sessions administered on EASO e-learning platform, 5,833 national staff trained</li> <li>• 10 induction training courses for experts deployed to the Greek hotspots</li> <li>• 13 EASO training curriculum modules accredited by external partner</li> </ul>
<p><b>Country of Origin Information (COI)</b></p> <ul style="list-style-type: none"> <li>• 13 new COI reports produced, 1 COI report under development</li> <li>• 10 country networks, with 225 members in total</li> <li>• Country Guidance Network established</li> </ul>
<p><b>Cooperation with members of the courts and tribunals</b></p> <ul style="list-style-type: none"> <li>• 2 professional development tools made available, 2 initiated</li> <li>• 5 professional development events, 1 conference for Greek judges and 1 meeting of National Judicial Training Bodies held</li> </ul>

## EASO's main results in 2016

### **EASO activities on vulnerable groups**

- 3rd EASO annual conference on trafficking in human beings
- 4th annual conference on EASO activities on children
- 3 working group meetings on topics related to vulnerable groups

### **EASO Networks**

- EASO Network of Dublin Units established, Dublin National Contact Point appointed
- EASO Network of Reception Authorities established, Reception National Contact Points appointed

### **Third country support**

- Western Balkans and Turkey: 3 regional activities implemented under the IPA II programme, 2 national activities implemented in Serbia and the former Yugoslav Republic of Macedonia, 7 External Dimension capacity building activities completed
- European Neighbourhood Partnership Instrument (for Morocco, Tunisia and Jordan): 3 activities implemented, 3 activities identified and in preparation
- External Dimension Network: 3 meetings and workshops organised

### **Consultative Forum**

- 4 consultations on EASO documents with registered civil society organisations (CSOs), 30 contributions received
- 201 participants in 6th plenary of the Consultative Forum in Athens
- 43 participants in two thematic meetings on relocation/hotspots held in Sicily
- 59 participants in a thematic meeting on relocation/hotspots held in Lisbon

## PART I: ACHIEVEMENTS OF THE YEAR

### EASO's priorities in 2016

EASO defined its priorities for 2016 in the Work Programme 2016 that was adopted by the Management Board on 24 September 2015 and subsequently adjusted in line with the adopted EU budget. The work programme was amended three times to take into account significant changes that took place during 2016.

EASO's priorities in 2016 were:

- **Hotspots**

In full cooperation and coordination with the European Commission and other involved EU Agencies, to contribute to the new 'hotspot' approach and increase the presence of EASO staff and of teams of Member States experts on site, aiming to support in particular Italy and Greece in addressing the increased pressure on their asylum systems.

- **EU-Turkey Statement**

To support the Greek Asylum Service in the implementation of the EU-Turkey Statement.

- **Relocation**

To support the relocation measures agreed at EU level, such as the relocation of 160,000 persons in clear need of protection from Italy and Greece.

- **Coherent implementation of the CEAS – Information and Analysis**

To enhance EASO's capacity to collect and exchange accurate and up-to-date information and documentation on the functioning of the CEAS and further develop an Early Warning and Preparedness System (EPS) to provide analysis of trends.

To produce more common Country of Origin Information (COI) and promote its effective use.

To explore the production of information relevant for the possible designation of safe countries of origin.

To lead the development of an Information and Documentation System (IDS), serving as a central reference point for information on asylum systems in the European Union and relevant developments with regard to the implementation of the CEAS.

To develop further operational data collection and report to enhance the situational picture and allow for better operational planning and decision making

- **Coherent implementation of the CEAS – Improving the quality of asylum processes**

To continue developing tools and guidelines aiming to improve the quality of asylum processes and decisions.

To support better identification of vulnerable persons, including in the context of hotspots and while implementing relocation.

To establish a Dublin Network, a dedicated network of the national Dublin Units, aiming to foster mutual cooperation and consistent application of the Dublin system, including for the purposes of relocation.

- **Coherent implementation of the CEAS – Reception conditions**

To establish a dedicated network of national reception authorities to foster the exchange of information and best practices.

- **Coherent implementation of the CEAS – Training**

To strengthen the role of common training and professional development in the field of asylum.

To stimulate judicial dialogue in the field of asylum.

- **External dimension**

To carry out EASO activities in the Western Balkans and Turkey through enhanced cooperation with EU agencies (e.g. Frontex) and international organisations to respond to the needs in the region by providing capacity building as well as operational support, taking into account existing regional arrangements.

To further support the external dimension of the CEAS, including the resettlement of 20,000 persons in need of protection.

- **Horizontal activities**

To strengthen synergies at horizontal level among all relevant stakeholders of EASO's cooperation network.

To develop further EASO's query system to address issues related to policies and practices regarding the functioning of the CEAS.

To involve civil society in an effective manner and to enlarge the outreach of EASO's external communication.

### **EASO's key performance indicator**

EASO's overall key performance indicator (KPI) represents the agency's ability to meet the objectives set out in the annual work programme.

Consequently, EASO's KPI is represented by a qualitative indicator aimed at demonstrating the impact of EASO's support in the coherent implementation of the CEAS, taking into account:

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

On the basis of the achievements described below in this report and the results for specific indicators, EASO has satisfactorily met the objectives set out in the Work Programme 2016.

## I.1 Operational support

### I.1.1 Italy and Greece

#### I.1.1.1 Italy

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Hotspots</b>				
<p>Provide operational support to Italy as per the European Agenda on Migration and the 'hotspot' approach taken therein, including with respect to Relocation.</p> <p>Maintain the presence of experts in the hotspots and implement activities in accordance with the Hotspot plan signed with the Italian authorities. Upon agreement with the Italian authorities the signed hotspot plan can be extended until the end of 2016.</p>	Q1–Q4	<ul style="list-style-type: none"> <li>• Hotspot Operating Plans (HOP) signed or implemented;</li> <li>• Number of experts deployed;</li> <li>• Number of support measures;</li> </ul>	<ul style="list-style-type: none"> <li>• One Hotspot Relocation Operating Plan (HROP) signed and implemented;</li> <li>• 170<sup>4</sup> experts deployed for relocation-related activities;</li> <li>• Three support measures envisaged in the HROP implemented. (Provision of information in hotspots and other disembarkation points; Registration of applications for relocation; Support in handling of "take charge" Dublin request in view of relocation).</li> </ul>	<p>EASO has a permanent presence of Asylum Support Teams in all four operating hotspots (Lampedusa, Trapani, Taranto and Pozzallo) and regional hubs (Villa Sikanian (Agrigento), Milano (until the end of April), Bari, Crotone and Mineo) in Italy, as well as in Rome. Two mobile teams cover Sicily and Rome area for provision of information in multiple locations according to needs. Two roving teams for registration are deployed on an ad hoc basis to locations indicated by Italian authorities to support registration and build the capacity of local Police stakeholders.</p> <p>EASO is also deploying cultural mediators to support the implementation of operational support provided by Asylum Support Teams in Italy.</p> <p>Technical equipment was provided by EASO to ensure appropriate and efficient working</p>

<sup>4</sup> Number of experts calculated irrespective of number of deployments or extensions for each expert.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
		<ul style="list-style-type: none"> <li>• Level of satisfaction of Italy with the support measures;</li> <li>• Degree of adoption and implementation of the outputs of the support measures.</li> </ul>		<p>conditions (five mobile offices/containers installed, 25 work stations made available to Italian authorities to support registration).</p> <p>In line with a request for support from the Italian authorities, the Operating Plan for 2017 (including support to the relocation procedure) was agreed between Italy and EASO and signed in December 2016.</p>
<b>Relocation from Italy</b>				
Support the implementation of the Council Decisions on relocation from Italy, through coordinating the nomination of national contact points by Member States; facilitating exchange of information between the national contact points and the competent authorities in Italy; supporting Italy with the identification of applicants that could be relocated to participating Member States, giving priority to vulnerable applicants; supporting the Italian authorities with the issuance of the necessary decisions to relocate identified applicants, including notification to the applicants.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of persons relocated</li> </ul>	<ul style="list-style-type: none"> <li>• 2,654 persons relocated by the National asylum authorities with EASO’s support</li> </ul>	<p>EASO is providing support to the implementation of the Council Decisions on relocation by pre-identification of eligible applicants who can be relocated and provision of relevant information (in hotspots, disembarkations points and reception centres in Rome area), supporting registration of applications (in registration hubs and via a roving team covering relevant locations according to the needs on an ad hoc basis) and handling Dublin take charge requests. Support is also provided for preparing of decisions to relocate.</p> <p>EASO continued to provide key relocation information and visibility materials on relocation in multiple languages. A mobile app on relocation was launched and is available in multiple language versions (Arabic, Tigrinya and Kurdish). EASO also assisted with several meetings with the press</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
				<p>and other stakeholders, contributing to raising awareness of the relocation process, its conditions and requirements, and preventing misinformation.</p> <p>EASO is an active member of a working group on relocation, led by the Italian Ministry of Interior, and contributed (together with national authorities, Frontex, Europol, UNHCR and IOM) to the development of Standard Operating Procedures for Italian hotspots and their pending revision (including aspects relevant to the situation of unaccompanied children in the hotspots). Contribution was made by EASO to the relocation protocol developed for Italy. EASO also participated in capacity-building meetings for stakeholders in the hotspots held in the summer of 2016.</p> <p>In line with a request for support from the Italian authorities, a single Operating Plan for 2017 (including support to the relocation procedure) was agreed between Italy and EASO and signed in December 2016.</p>
<b>Special Support Plan (SSP) Italy</b>				
Participation of experts in Special Support Teams and other support measures in Italy in accordance with the Special Support Plan (SSP). Within the duration of	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of experts deployed;</li> <li>• Number of support measures;</li> </ul>	<ul style="list-style-type: none"> <li>• Seven experts deployed for SSP measures;</li> <li>• Two support measures implemented (capacity building in the field of COI);</li> </ul>	EASO SSP Phase 2, implemented until 31 March 2016, focused on support to the professional development of the National Asylum Commission.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<p>the current SSP, EASO will continue to implement the measures agreed.</p> <p>Upon expiry of the current SSP and upon request from and in agreement with Italy, EASO will continue to provide and eventually step-up its support, as necessary, in the same and/or different areas of work.</p>		<ul style="list-style-type: none"> <li>• Level of satisfaction of Italy with the support measures;</li> <li>• Degree of adoption and implementation of the outputs of the support measures.</li> </ul>	<p>professional development of the National Asylum Commission);</p> <ul style="list-style-type: none"> <li>• One evaluation of SSP completed;</li> <li>• Six experts deployed for evaluation of SSP.</li> </ul>	<p>Within budget availability, selected support measures in COI area were extended and relevant activities took place in Q4 2016.</p> <p>Final evaluation of the SSP Phase 2 was held between 12-16/12/16 in Rome, organized together with the Italian Ministry of Interior. A report will follow in early 2017.</p> <p>The evaluation report is being prepared and is expected to be ready in early 2017.</p>

**1.1.1.2 Greece**

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Hotspots</b>				
<p>Provide operational support to Greece as per the European Agenda on Migration and the 'hotspot' approach taken therein, including with respect to Relocation and the implementation of the EU-TR Statement.</p> <p>Maintain the presence of experts in the hotspots on the mainland of Greece to</p>	Q1–Q4	<ul style="list-style-type: none"> <li>• Hotspot Operating Plans (HOP) signed or implemented;</li> <li>• Total number of experts deployed;</li> <li>• Total number of interpreters deployed;</li> </ul>	<ul style="list-style-type: none"> <li>• One Hotspot Operating Plan (HOP) implemented (two amendments signed);</li> <li>• 489<sup>5</sup> experts and Member State interpreters in total deployed in support of relocation activities and</li> </ul>	<p>Activities have taken place to support the implementation of the relocation mechanism in four areas of support:</p> <ul style="list-style-type: none"> <li>- Provision of information in hotspots (located on the Aegean islands of Lesbos, Chios, Samos, Leros and Kos);</li> <li>- Registration of applications for relocation;</li> <li>- Support the Greek Dublin Unit;</li> <li>- Support with document fraud detection.</li> </ul>

<sup>5</sup> Number of experts calculated irrespective of number of deployments or extensions for each expert.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
and implement activities in accordance with the Hotspot Operating Plan signed with the Italian authorities.		<ul style="list-style-type: none"> <li>• Number of support measures;</li> <li>• Level of satisfaction of Greece with the support measures;</li> <li>• Degree of adoption and implementation of the outputs of the support measures.</li> </ul>	implementation of the EU-TR Statement; <ul style="list-style-type: none"> <li>• Four support measures (HEL1, HEL2, HEL3, HEL 4) implemented.</li> </ul>	In Q2 and Q3 2016, in order to provide support for the implementation of the EU-TR Statement, a new measure was introduced through a second amendment of the HOP (01/04/16): Measure HEL 4: Support with the implementation of the admissibility procedure. A third amendment was introduced on 25/07/16 to amend Measures HEL 1 (including with respect to pre-registration) and HEL 4 (eligibility/full asylum examination procedure for nationalities with low recognition rate). Additionally, EASO has contracted and provided interpretation services from external contractors on a framework contract.
<b>Relocation from Greece</b>				
Support the implementation of the Council Decisions on relocation from Greece, through coordinating the nomination of national contact points by Member States; facilitating exchange of information between the national contact points and the competent authorities in Greece; supporting Greece with the identification of applicants that could be relocated to participating Member States, giving priority to vulnerable applicants;	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of experts deployed to support relocation activities;</li> <li>• Number of interpreters deployed to support relocation activities;</li> <li>• Number of interviews conducted;</li> <li>• Number of persons relocated.</li> </ul>	<ul style="list-style-type: none"> <li>• 160 experts and Member State interpreters out of 489 deployed in support of relocation activities (HEL1, HEL2, HEL3);</li> <li>• 7,280 persons relocated by the National asylum</li> </ul>	Additional needs for interpretation services have been addressed via the use of a framework contract for interpretation. In addition to the number of relocated persons, 6,737 applications were submitted by Greece to Member States of relocation, but are still in the relocation process.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
supporting the Greek authorities with the issuance of the necessary decisions to relocate identified applicants, including notification to the applicants.			authorities with EASO's support.	
<b>EU-TR Statement</b>				
In close cooperation with the Greek authorities and the COM Steering Group, support the implementation of the EU-TR Statement on the hotspot islands by providing assistance to the Greek authorities in examining requests for international protection, including specific parts of the procedure such as admissibility and more recently eligibility.		<ul style="list-style-type: none"> <li>• Number of experts deployed to support the implementation of the EU-TR Statement;</li> <li>• Number of interpreters deployed to support the implementation of the EU-TR Statement;</li> <li>• Number of cases examined.</li> </ul>	<ul style="list-style-type: none"> <li>• 329 experts out of 489 deployed to support the implementation of the EU-TR Statement (HEL4);</li> <li>• Interviews performed: 6,774 (according to SRSS Crisis info sheet), of which 70 % conducted by EASO</li> </ul>	Additional needs for interpretation services have been addressed via the use of a framework contract for interpretation.
<b>Special Support Plan (SSP) Greece</b>				
Participation of experts in Special Support Teams and other support measures in Greece in accordance with the Special Support Plan (SSP).	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of experts deployed;</li> <li>• Number of support measures;</li> <li>• Level of satisfaction of Greece with the support measures;</li> <li>• Degree of adoption and implementation of the</li> </ul>	<ul style="list-style-type: none"> <li>• 54 experts deployed;</li> <li>• Six support measures implemented (EL1, EL2, EL6, EL7, EL8, EL10).</li> </ul>	The Special Support Plan has been extended until 13/12/16 in order to complete the implementation of the foreseen measures. The support provided in 2016 includes the following areas: <ul style="list-style-type: none"> <li>- Support with reception procedure;</li> <li>- Workshop on the best interest of the child;</li> <li>- Trainers' Network Meetings in Malta;</li> <li>- Support with EU funds and other financial resources;</li> <li>- Practical workshop on exclusion;</li> </ul>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
		outputs of the support measures.		- COI capacity – Syria Workshop.

### I.1.2 Bulgaria, Cyprus and other Member States

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Special Support Plan (SSP) Bulgaria</b>				
Participation of experts in Special Support Teams and other support measures in Bulgaria in accordance with the Special Support Plan (SSP) and its amendment.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of Support Teams deployed;</li> <li>• Number of support measures;</li> <li>• Level of satisfaction of Bulgaria with the support measures;</li> <li>• Degree of adoption and implementation of the outputs of the support measures.</li> </ul>	<ul style="list-style-type: none"> <li>• 80<sup>6</sup> experts deployed;</li> <li>• 10 active support measures still under implementation.</li> </ul>	<p>The SSP was amended and extended until 30/06/17.</p> <p>The following activities were implemented in 2016:</p> <ul style="list-style-type: none"> <li>- CEAS train-the-trainers module;</li> <li>- Quality Matrix Meeting of the NCP on Quality;</li> <li>- National COI Portal Administrators Meeting (NCPA);</li> <li>- Practical workshop on exclusion;</li> <li>- Support with professional development in 1st instance and judicial instance;</li> <li>- COI capacity – Syria workshop;</li> <li>- COI Specialist Network meeting on Iraq;</li> <li>- Reception Network;</li> <li>- COI Strategic Network;</li> <li>- Torture identification workshop;</li> <li>- Female Genital Mutilation meeting;</li> </ul>

<sup>6</sup> Three MS experts deployed to BG; 77 BG experts sent to other MS e.g. on study visits.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
				<ul style="list-style-type: none"> <li>- Dublin Contact Committee;</li> <li>- GPS meeting;</li> <li>- Quality Management meeting;</li> <li>- Interviewing Children training;</li> <li>- IDS Network meeting;</li> <li>- UAMs conference in Sofia;</li> <li>- Study visits in the United Kingdom, the Netherlands, Hungary, Belgium, Poland and France (closed reception, vulnerable centre, judicial visits).</li> <li>- Support for interpretation in exotic languages (Mongolian, Tamil, Sinhalese)</li> </ul>
<b>Special Support Plan (SSP) Cyprus</b>				
Participation of experts in Special Support Teams and other support measures in Cyprus in accordance with the Special Support Plan (SSP) and its amendment.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of Support Teams deployed;</li> <li>• Number of support measures;</li> <li>• Level of satisfaction of Cyprus with the support measures;</li> <li>• Degree of adoption and implementation of the outputs of the support measures.</li> </ul>	<ul style="list-style-type: none"> <li>• 21<sup>7</sup> experts deployed;</li> <li>• Six active support measures in implementation.</li> </ul>	<p>The SSP was amended and extended until 28/02/17.</p> <p>The following activities were implemented in 2016:</p> <ul style="list-style-type: none"> <li>- A judicial training of the Administrative Court of Cyprus;</li> <li>- A national training on reception;</li> <li>- Training on Eurodac for police and asylum staff in Cyprus;</li> <li>- A study visit on the electronic entry-exit system of an open reception centre in Hungary;</li> </ul>

<sup>7</sup> Five MS experts deployed to CY; 16 CY experts sent to other MS e.g. on study visits.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
				<ul style="list-style-type: none"> <li>- Study visit on women shelters took place in Belgium;</li> <li>- An on-the-job training targeting guardianship systems was delivered.</li> <li>- Workshops on torture victims, study visit on anti-racial discrimination of asylum-seeker children in schools are planned for 2017.</li> </ul>
<b>Operational support, including hotspots</b>				
Provide operational support to requesting Member State(s) with certain identified and specific needs related to the implementation of the revised EU asylum acquis, in line with signed Support Plans including under the 'hotspot' approach as appropriate.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of new Support Plans signed;</li> <li>• Number of support measures implemented;</li> <li>• Level of satisfaction of the host EU+ countries;</li> <li>• Number of new policies and practices put in place.</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	N/A
<b>Relocation from other MS</b>				
Support and coordinate the relocation of persons from Member States other than Italy and Greece, if such measure will be agreed.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of persons relocated.</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	N/A

### I.1.3 Development of support tools for operations

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Asylum Intervention Pool (AIP)</b>				
Further develop EASO's AIP management, through the set-up of an ICT-supported environment (AIP system).	Q1–Q4	<ul style="list-style-type: none"> <li>• AIP system tested and implemented;</li> <li>• Degree of satisfaction of EU+ countries with the AIP system.</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	A contractor for the development of the EAIPS tool has been identified and a kick-off meeting was held in Malta on 30/11/16. The software release is scheduled for the beginning of March 2017.
<b>Manuals and handbooks for operations</b>				
Finalise and develop manuals and handbooks to be used in operations, including the handbook on joint processing, the handbook on operational communication, manuals for the provision of operational support, and, in coordination with partners (including civil society organisations), the emergency blueprint.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of manuals and tools developed;</li> <li>• Number of users;</li> <li>• Level of satisfaction of the users.</li> </ul>	<ul style="list-style-type: none"> <li>• No manuals developed;</li> <li>• Two handbooks developed.</li> </ul>	<p>The manuals are to be developed in 2017 based on meetings with relevant stakeholders.</p> <p>The handbook on operational communication is in the final stages of development. It is foreseen to be ready in the beginning of 2017.</p> <p>The handbook on joint processing and its technical report was distributed to the Management Board in September 2016.</p> <p>A first version of the Emergency Blueprint has been developed and will be further discussed internally and with relevant stakeholders for a further update.</p>
<b>Practical cooperation meetings</b>				
Organise at least two EASO practical cooperation meetings related to operational support, including with the AIP NCPs in the EU+ countries.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of meetings;</li> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants;</li> </ul>	<ul style="list-style-type: none"> <li>• One NCP meeting held;</li> <li>• 32 participants attended</li> </ul>	One AIP NCP meeting held on 24/05/16. A second AIP NCP meeting is planned for 12-13/01/17.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
		<ul style="list-style-type: none"> <li>• Use of the output of the meetings.</li> </ul>		

#### I.1.4 Development of support tools for the hotspot approach

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Development of tools</b>				
Develop tools and support processes to facilitate cooperation among EU Member States participating in the EU Relocation scheme, such as handbooks and manuals.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of tools developed;</li> <li>• Use of the tools developed;</li> <li>• Level of satisfaction of the stakeholders involved.</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance for Member States through the Resettlement and Relocation Forum;</li> <li>• One Practical Tool on Best Interests Assessment for the purpose of relocation completed in May 2016;</li> <li>• One Practical tool: Info pack with child friendly information on asylum and relocation procedures;</li> <li>• One brochure with guidance on the creation of pre-departure information leaflets by the MS of relocation was published;</li> </ul>	<p>EASO developed templates for the pledging procedure and guidance for the expression of preferences in the relocation procedure. An updated version was shared with the NCPs for relocation on 24/11/16 following the 7<sup>th</sup> Resettlement and Relocation Forum.</p> <p>The tool is a practical guidance aimed at supporting the assessment of the best interests of the child in the context of relocation.</p> <p>Child-friendly information material on relocation: the info pack, currently under development, will contain child-friendly information on asylum and relocation procedures. It is aimed at assisting the EASO experts present in the field to ease their information task.</p> <p>EASO reviewed and provided feedback on samples of interviews and opinions prepared in the context of both admissibility and</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
			<ul style="list-style-type: none"> <li>Support process established: bi-monthly quality feedback for the opinions prepared by the EASO experts deployed in Greece for the implementation of the EU-TR statement.</li> </ul>	<p>eligibility procedures to the EASO teams in the Greek hotspots.</p> <p>In addition to the bi-monthly quality feedback reports, a guidance document for the deployed experts was updated on a regular basis.</p>
Develop the matching tools in order to support the relocation process	Q1–Q4	<ul style="list-style-type: none"> <li>Number of tools developed;</li> <li>Use of the tools developed;</li> <li>Level of satisfaction of the stakeholders involved.</li> </ul>	<ul style="list-style-type: none"> <li>Development of matching tool in implementation phase</li> </ul>	<p>A kick-off meeting for the implementation of the matching tool was held in Athens on 21/11/16. A first usable interface is expected to be delivered by the end of the 1<sup>st</sup> quarter in 2017.</p> <p>A gap analysis of the current situation was completed; recommendations were agreed upon and an action plan has been shared with the Greek authorities.</p>
Develop training material to support deployed experts or other identified target groups in the context of the hotspot approach.	Q1–Q4	<ul style="list-style-type: none"> <li>Number of training material developed;</li> <li>Number of tools developed and made available to officials in relation to relocation.</li> </ul>	<ul style="list-style-type: none"> <li>One training pack for interpreters</li> </ul>	<p>EASO prepared training materials for interpreters in order to clarify the roles of the different interactors in interviews within the context of applications for international protection.</p>
Organise training sessions to support deployed experts or other identified target groups in the context of the hotspot approach.	Q1–Q4	<ul style="list-style-type: none"> <li>Number of sessions delivered;</li> <li>Number of deployed experts trained;</li> <li>Level of satisfaction of the trainees.</li> </ul>	<ul style="list-style-type: none"> <li>Two sessions delivered</li> </ul>	<p>Two training sessions in Athens relocation unit for interpreters with the materials for interpreters developed by EASO.</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
Build practical tools providing information on origin verification and exclusion for use also in the context of relocation.	Q1-Q2	<ul style="list-style-type: none"> <li>• Number of end users of tools.</li> </ul>	<ul style="list-style-type: none"> <li>• One tool on exclusion screening for the purpose of the relocation procedure finalised in June 2016.</li> <li>• Two Origin Verification Tools (OVT) developed on Syria and Eritrea</li> </ul>	<p>Building on the Quality Matrix advanced workshop on Exclusion organised in February 2016, EASO developed an exclusion screening tool for Syrian applicants in the context of the relocation scheme. An induction session was organised in Athens in August 2016 in order to further raise awareness of its implementation.</p> <p>Using the EASO COI Network Approach, EASO has jointly with Member State experts compiled and processed relevant COI, resulting in portfolios structured according to a wide number of topics relevant for origin verification. The OVTs have been shared with the respective COI Networks, the COI Strategic Network, the ECPs, and the EASO Quality Network (for distribution amongst caseworkers). The OVTs were also shared with colleagues in the hotspots. The OVTs are not for public use and distribution should be limited to COI researchers and asylum decision makers. Initial informal feedback received was very positive. Due to limited staff capacity and insufficient contributions from Member States, a third planned OVT on Iraq had to be cancelled.</p>
Establish and develop regular data collections on Relocation and produce related analytical reports.	Q1-Q4	<ul style="list-style-type: none"> <li>• Number of reports issued;</li> <li>• Number of recipients of the reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly report on relocation</li> <li>• Daily reports on relocation</li> </ul>	Weekly relocation data collection from Italy and Greece is ongoing. The weekly report on relocation is shared with Italy and Greece. So

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
			<ul style="list-style-type: none"> <li>Weekly report on deployed experts and shortage of experts</li> </ul>	<p>far there is no agreement on further distribution.</p> <p>Daily reports on relocation are shared with the European Commission.</p> <p>Weekly reports on the deployment of experts and forecasts of the need for experts in the following 6 weeks are published weekly through the ISAA reports.</p>
<b>Practical cooperation meetings</b>				
Organise at least one EASO practical cooperation meeting on relocation of beneficiaries of international protection in synergy with the EC Annual Relocation Forum in 2016.	Q2	<ul style="list-style-type: none"> <li>Meeting organised;</li> <li>Number or participants;</li> <li>Level of satisfaction of the participants;</li> <li>Use of the output of the meetings.</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	EASO has contributed actively in the preparation of and during the EC Resettlement and Relocation Fora.
Organise at least one EASO practical cooperation meeting on implementing the hotspot approach.	Q3-Q4	<ul style="list-style-type: none"> <li>Meeting organised;</li> <li>Number or participants;</li> <li>Level of satisfaction of the participants;</li> <li>Use of the output of the meeting.</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	This activity will be considered in the framework of the activities to be implemented in 2017.
Organise practical cooperation activities in relation to vulnerable groups to support Member State officials in relation to relocation.	Q1–Q4	<ul style="list-style-type: none"> <li>Number of practical cooperation activities initiated or reviewed;</li> <li>Use of tools.</li> </ul>	<ul style="list-style-type: none"> <li>One working group meeting for the development of the BIA tool in the context of relocation organised in March 2016.</li> </ul>	EASO brought together experts from Member States (Norway, Ireland and Greece), Commission, FRA, UNHCR and IOM to participate in the development of the tool on BIA in the context of relocation (see above).

## I.2 Information and analysis

### I.2.1 Information and Documentation System

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Collection and validation of information</b>				
Complete the collection of initial information on key aspects of all national asylum systems in EU+ countries.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of EU+ countries covered;</li> <li>• Scope of coverage of key topics.</li> </ul>	<ul style="list-style-type: none"> <li>• 30 EU+ countries covered;</li> <li>• Eight pages created for each country (by thematic areas of CEAS that are subdivided into more detailed categories).</li> </ul>	Information collected across all topics. Sources include EASO Quality Matrix Reports, EMN reports, national administration databases and Network Members' input. Further information added based on data collected for the purposes of the Annual Report on the Situation of Asylum in the EU. Comprehensive information on the relocation process added for IT and developed as a separate resource.
Validate the initial information on key aspects of all national asylum systems.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of IDS network members;</li> <li>• Feedback from network members and other stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• 18 members (EU+ countries) in the IDS network.</li> </ul>	Network members' validation of content is ongoing; feedback was provided by five EU+ countries.
<b>Development of IT tools</b>				
Continue to develop IDS IT software tool.	Q1–Q4	<ul style="list-style-type: none"> <li>• Improvement in design and functionalities;</li> <li>• Level of satisfaction of IDS users.</li> </ul>	<ul style="list-style-type: none"> <li>• New structure of the homepage was developed.</li> <li>• New proposal for visualisation and navigation of statistical data was made.</li> </ul>	The system was moved to a new server to improve performance.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
Establish a system for the updating of data from EU+ countries on the functioning of their asylum systems and relevant changes in national policy, procedures and case law.	Q1–Q4	<ul style="list-style-type: none"> <li>• Level of satisfaction of IDS users;</li> <li>• Degree of regular update of the IDS information.</li> </ul>	<ul style="list-style-type: none"> <li>• Level of satisfaction with IDS at 83.3 % ‘very satisfied’ regarding the concept, structure and contents;</li> <li>• Update on case law obtained from three members of EASO network of court and tribunal members.</li> <li>• Validation of IDS contents by five EU+ countries.</li> </ul>	<p>A survey was conducted among IDS members in January 2016, indicating satisfaction with IDS after assessing its usability and functionality.</p> <p>An IDS network of 18 members (EU+ countries) was established to regularly update information.</p> <p>Two meetings were held and regular communication took place with IDS members by email and via the IDS platform.</p> <p>The template for case law collection from the EASO network of court and tribunal members was developed and shared, contributions for Q1 were received from the Czech Republic, Austria and Sweden.</p> <p>The introduction of EASO queries in IDS is ongoing.</p>
<b>IDS network meeting</b>				
Organise at least one IDS network meeting on EU+ countries’ policies and procedures.	Q2–Q4	<ul style="list-style-type: none"> <li>• Number of participants;</li> <li>• Level of satisfaction;</li> <li>• Use of the output of the meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• Two meetings held;</li> <li>• 22 participants took part in both meetings.</li> </ul>	<p>Meetings were held on 15/01/16 and 15/12/16.</p> <p>Outputs of the first meeting (feedback was provided via a thematic questionnaire) were taken into account when defining key areas of interest and the next steps in the process.</p>

**I.2.2 Early Warning and Preparedness System (EPS)**

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Data collection and research</b>				
Gather regular data from EU+ countries according to Stage II and III indicators.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of EU+ countries providing the requested data;</li> <li>• Timeframe in which the data are provided.</li> </ul>	<ul style="list-style-type: none"> <li>• EPS Monthly data collection: 30 out of 30 EU+ countries provided EPS data for the past 12 months;</li> <li>• Revised collection on resettlement since September 2016 including new resettlement framework and 1:1 Mechanism breakdown (see 4.2 Resettlement);</li> <li>• Weekly relocation data collection from Italy and Greece ongoing (cf. II.1.4).</li> </ul>	<p>Compliance of stage III indicators has reached a good level. Delays in providing data are generally short (1-3 days). Difficulties in submitting data on certain new stage III indicators persist (Access to procedure: no system in place to register the making of an application; Return and Reception: difficulties in providing data if not directly managed by the asylum authorities). During the 9<sup>th</sup> GPS Meeting (16-17/11/16) the network discussed a revision of the reception indicator.</p> <p>Work with EU partners to improve the quality and completeness of data collection on return at EU level was performed (see II.3.8 Return and Integration)</p> <p>The quality of the current return indicators was also discussed in the latest GPS meeting and activities to review the definitions of these two indicators will be carried out.</p>
Gather weekly data on asylum as part of EU-wide crisis management mechanisms.	Q1-Q4	<ul style="list-style-type: none"> <li>• Number of EU+ countries providing the requested data;</li> <li>• Timeframe in which the data are provided.</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly collection on the situation of asylum in the EU+ was continued and expanded.</li> <li>• Completeness for circa 28 countries or higher each week with a timeline of</li> </ul>	<p>The accuracy check performed on data for weeks 35-39 benchmarked against EPS data for September highlighted some discrepancy at Member State level - only a 4 % underestimate at the EU+ level. The replication of this exercise on claimed UAM applications highlighted a 23 %</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
			one day after reference week 40 in 2015. Since week 39 in 2016, collection expanded to include full citizenship breakdown and claimed UAMs and number of claimed UAMs.	underestimate at EU+ level compared to the EPS monthly data. This discrepancy highlights that figures on claimed UAMs extracted from weekly data should be used with due caution.
Outsource research on push-pull factors for different types of asylum flows and related qualitative information, and utilise the results in analytical products.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of lots tendered;</li> <li>• Number of deliverables produced;</li> <li>• Number and quality of analytical products using research results;</li> <li>• Number of outreach and dissemination activities</li> </ul>	<ul style="list-style-type: none"> <li>• Lots 2 and 3 tendered;</li> <li>• Deliverable of Lot 1 finalised and published;</li> <li>• Deliverable of Lot 2 finalised;</li> <li>• Scientific Committee established involving leading experts in the field;</li> <li>• Dedicated web page created on new EASO website.</li> </ul>	<p>Lot 2 (EASO/2016/290 – Survey of methodology for the quantitative assessment of asylum related migration) was awarded in Q2 2016.</p> <p>Lot 3 (EASO/2016/461 – Review of surveys of asylum-related migrants and study of the feasibility of an EASO survey) was tendered and awarded in Q4 2016.</p> <p>The final report of Lot 1 of the Research Programme (EASO/2015/287 – Literature review of significant pull/push factors for determining asylum-related migration) was delivered by the contractors in Q3 2016. The English version was published in Q4 2016, and translations (French, Italian and German) are being revised by the PO.</p> <p>The final report of Lot 2 (EASO/2016/290) was delivered by the contractors in Q4 2016. It will be published in 2017.</p> <p>Discussions started with GPS members to establish a sub-network on migration forecasts.</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
Organise meetings and/or consultations with stakeholders on the above-mentioned research on push-pull factors	Q2-Q4	<ul style="list-style-type: none"> <li>• Number of meetings or consultations;</li> <li>• Number of participants;</li> <li>• Level of satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Migration Research conference organised on 16/05/16.</li> <li>• Workshop on Big Data and Early Warning organised on 04/12/16</li> </ul>	<p>Research conference and Big Data workshop: about 80 participants attended each event, with high levels of satisfaction. Invited speakers included EASO, DG Home, DG RTD, JRC, Frontex, Eurostat, FRA, UNHCR, IOM, OECD, Member States. Audience included migration experts, academics, Member States, civil society.</p>
Gather asylum-related migration intelligence from main countries of origin and transit.	Q1-Q4	<ul style="list-style-type: none"> <li>• Number and quality of monthly intelligence reports produced.</li> </ul>	<ul style="list-style-type: none"> <li>• 18 intelligence reports received.</li> </ul>	<p>Overview of the 18 Country Intelligence Reports provided during the pilot:</p> <ul style="list-style-type: none"> <li>• January: Afghanistan, Iraq, Syria</li> <li>• February: Afghanistan, Syria, Turkey</li> <li>• March: Afghanistan, Syria, Turkey</li> <li>• April: Afghanistan, Libya, Turkey</li> <li>• May: Afghanistan, Iraq, Turkey</li> <li>• June: Afghanistan, Libya, Pakistan</li> </ul> <p>Several GPS members expressed positive feedback on the intelligence reports. Some concerns on the quality of certain deliverables were addressed by providing the contractor with a check-list of information sources to be consulted.</p> <p>This checklist will be used in the Technical Qualifications for the new tender under a framework contract that will soon be launched.</p> <p>The tender procedure to resume the production of country intelligence reports has been finalised. The first reports covering</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
				reference period December 2016 should be received by 20/01/17.
<b>Reports</b>				
Produce monthly, bi-monthly and quarterly analytical reports on the situation of international protection in the EU+.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of reports;</li> <li>• Timeframe in which the reports are produced;</li> <li>• Use of the reports.</li> </ul>	<ul style="list-style-type: none"> <li>• 11 Monthly Trends Analysis Reports (Dec-15, Jan-16, Feb-16, Mar-16, Apr-16, May-16, Jun-16, Jul-16, Aug-16, Sep-16, Oct-2016) produced (timeline by the end of the following month);</li> <li>• Eight resettlement overviews covering from Jan-Mar 2016, to Jan-Oct 2016;</li> <li>• Five Dublin implementation bi-monthly reports covering Jan-Feb 2016 to Jul-Aug 2016;</li> <li>• Quarterly reports on Q4 2015, Q1 2016, Q2 2016, Q3 2016 not produced.</li> </ul>	Due to staff limitations the Quarterly Reports have been deprioritised. New reports on Dublin have been introduced (see II.3.6 Dublin network).
Produce weekly reports on asylum as part of EU-wide crisis management mechanisms.	Q1-Q4	<ul style="list-style-type: none"> <li>• Number of reports;</li> <li>• Timeframe in which the reports are produced;</li> </ul>	<ul style="list-style-type: none"> <li>• 51 reports</li> <li>• Produced weekly by Tuesday 9 a.m. (Week 52-53 in 2015 to Week 50 in 2016);</li> </ul>	These reports are shared with EU+ countries and with the EU Commission IPCR as an input to the ISAA reports. They provide a frequent and up-to date overview of the situation of asylum in the EU+.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
		<ul style="list-style-type: none"> <li>• Use of the reports.</li> </ul>	<ul style="list-style-type: none"> <li>• EASO Weekly reports feed into the Argus ICPR ISAA reports.</li> </ul>	At the request of the Commission, data collection has been expanded to include the full overview of the citizenships of all applicants per Member State and claimed UAM applicants.
Produce ad hoc reports on specific topics.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of reports;</li> <li>• Use of the reports.</li> </ul>	<ul style="list-style-type: none"> <li>• 10 reports on the Post Visa Liberalisation Monitoring Mechanism - one per month in December, January, February, March, April, May, June, July, August and September.</li> </ul>	Jointly produced with Frontex and receiving positive feedback from DG HOME. In the past months, Frontex has had problems delivering its section on time, delaying the production process.
<b>Meetings of the Group for the provision of statistics</b>				
Organise at least two meetings of the Group for the Provision of Statistics (GPS).	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of meetings;</li> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants;</li> <li>• Use of the output of the meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• 8<sup>th</sup> GPS meeting organised; 26 participants from 25 EU+ countries; presence of UNHCR, Eurostat and Frontex;</li> <li>• 9<sup>th</sup> GPS meeting organised, 22 EU+ countries, Eurostat and Frontex present.</li> </ul>	8 <sup>th</sup> GPS meeting took place on 18-19/05/16. 9 <sup>th</sup> GPS meeting took place on 16-17/11/16

### I.2.3 Annual Report on the situation of Asylum in the EU

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
Annual report on the situation of asylum in the EU				

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
Draft and publish the annual report on the situation of asylum in the EU.	Q2	<ul style="list-style-type: none"> <li>• Annual report adopted and published;</li> <li>• Number of stakeholders providing input to the annual report;</li> <li>• Use of the annual report.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Report adopted by the Management Board and published.</li> <li>• 30 EU+ Member States contributed to the report, input from Commission, Frontex and civil society.</li> </ul>	Annual Report was made available on the EASO website and copies were distributed to relevant stakeholders. The main findings were translated into 24 EU+ languages and made available to EU+ countries.
<b>Public event on the report</b>				
Organise a public event for the launching and dissemination of the published annual report.	Q3	<ul style="list-style-type: none"> <li>• Public event organised;</li> <li>• Public and media response generated.</li> </ul>	<ul style="list-style-type: none"> <li>• The report was publicly launched in Brussels on 08/07/16 in a meeting combined with the Annual Journalist Network Meeting.</li> </ul>	Live streaming of the event was provided by the EC Audio-visual Service (EBS).

### I.3 Permanent support

#### I.3.1 Training

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>EASO Training delivery</b>				
Deliver at least 12 EASO train-the-trainers sessions.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of train-the-trainers sessions delivered;</li> <li>• Number of trainers trained;</li> </ul>	<ul style="list-style-type: none"> <li>• 15 train-the-trainers sessions delivered;</li> <li>• 218 trainers trained;</li> </ul>	Train-the-trainers sessions were delivered in Malta in the following modules: Interview Techniques, Exclusion, Inclusion, CEAS, COI, Evidence Assessment, Reception, Dublin III Regulation, Interviewing Vulnerable Persons, Module for Managers, training on the new e-

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
		<ul style="list-style-type: none"> <li>• Level of satisfaction of the trainees.</li> </ul>	<ul style="list-style-type: none"> <li>• Overall feedback from the train-the-trainers sessions was positive with a general satisfaction rate of 81 %.</li> </ul>	learning platform, Gender, Gender Identity and Sexual Orientation, APD, Interviewing Children, Fundamental Rights and International Protection in the EU; and one train-the-trainers session was delivered in Greece on Inclusion (Special Support).
Deliver at least two regional train-the-trainers sessions.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of train-the-trainers sessions delivered;</li> <li>• Number of trainers trained;</li> <li>• Level of satisfaction of the trainees.</li> </ul>	<ul style="list-style-type: none"> <li>• Eight sessions delivered:                             <ul style="list-style-type: none"> <li>– Two in Vienna, with 21 trainers; positive overall with general satisfaction rate of 85 %;</li> <li>– Two in Tallinn, with 22 participants;</li> <li>– One in Montenegro, with 14 participants;</li> <li>– Three in Germany, with 45 participants.</li> </ul> </li> </ul>	<p>Two train-the-trainers sessions were delivered in Vienna (FRA premises) in Q2 in the following modules: Exclusion and Inclusion.</p> <p>Two train-the-trainers sessions were delivered in Tallinn (EU-Lisa) in December 2016 in the following modules: Evidence Assessment and Inclusion.</p> <p>One train-the-trainer session was delivered in Montenegro in Q4 in the context of the IPA in the following module: Interview techniques.</p> <p>Three train-the-trainer sessions were delivered in Germany in Q3-Q4 in the following modules: Interviewing Children and Interviewing Vulnerable Persons.</p>
Provide expert support to EU+ countries in the implementation of the EASO training at national level.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of national training sessions administered by EASO on its e-learning platform;</li> <li>• Number of national staff trained;</li> </ul>	<ul style="list-style-type: none"> <li>• 361 national training sessions administered on EASO e-learning platform*;</li> <li>• 5,833 national staff trained*;</li> </ul>	<p>Out of the 361 national training sessions administered on EASO e-learning platform, the national training sessions per country were as follows: AT: 6; BE: 26; BG: 1; CH: 4; DE: 87; EL: 28; FI: 42; FR: 16; HR: 1; IE: 1; IT: 11; LU: 7; NL: 81; NO:1; SE: 29; SK: 1; Other: 19.</p> <p>Out of the 5,833 national staff trained, the participants per module were as follows:</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
		<ul style="list-style-type: none"> <li>Number of translated modules implemented on the EASO e-learning platform.</li> </ul>	<ul style="list-style-type: none"> <li>Ten translated modules have been built on the EASO e-learning platform.</li> </ul> <p>*Provisional data as of 17/01/17.</p>	<p>Inclusion: 2,556; Interview Techniques: 1,324; Evidence Assessment: 800; Exclusion: 288; Interviewing Children: 230; Interviewing Vulnerable persons: 212; COI: 159; Dublin III Regulation: 99; Module for Managers: 68; Gender &amp; SOGI: 49; End of Protection: 18; Reception: 18; CEAS: 12.</p>
<b>Development of EASO training material</b>				
Develop at least one training module or another training tool adaptable to the specific needs of EU+ countries.	Q1–Q4	<ul style="list-style-type: none"> <li>Number of training modules or training tools initiated;</li> <li>Number of modules or tools developed and made available to EU+ countries.</li> </ul>	<ul style="list-style-type: none"> <li>These new modules are currently being developed:                             <ul style="list-style-type: none"> <li>- Introduction to International Protection;</li> <li>- Fundamental Rights and International Protection in the EU;</li> <li>- EASO Training Tool on THB.</li> <li>- Advanced Inclusion Training Module “Interpreting in the asylum context”</li> <li>- Didactics module</li> </ul> </li> </ul>	<p>Module on Introduction to International Protection: The EASO Training Reference Group provided comments on the final draft and the content expert group held its final meeting for the finalisation of the module. The module is currently under final revision and it is expected to be finalised in Q1 2017.</p> <p>Module on Fundamental Rights and International Protection in the EU: the content expert group held its final meeting in Q3 and the pilot train-the-trainers’ session in the module was delivered in November-December in Malta. The module will be formally finalised in Q1 2017, when the trainers will amend the manuscript and trainers’ manual on the basis of comments received during the pilot training.</p> <p>EASO training module on THB: the EASO Training Reference Group provided comments on the module. A final meeting of the Content Expert Group was held in</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
				<p>October in order to review the pending issues/comments. Currently the Content Expert Group is working on the finalisation of the text and the exercises included in the module. They are expected to provide the final text by the end of January 2017. The pilot training of the module is foreseen for Q2 2017.</p> <p>Advanced inclusion: Kick off meeting took place in Q2 2017 and the second meeting of the Content Expert Group developing the module was held in Q4. The final meeting of the content experts is foreseen for Q1 2017 and the pilot training in the module will be organised in Q2 2017.</p> <p>Training Module “Interpreting in the asylum context”: The kick off meeting of the Content Expert Group took place in November 2016. The meeting was attended by experts from the Member States, representatives from UNHCR and FRONTEX and external experts. Aim of the meeting was to collect information about ongoing and planned activities related to training for interpreters in asylum procedures and initiate the process of developing the EASO training module. The Content Expert Group analysed and identified the underlying needs for the development of a module for interpreters, agreed on the target group and the learning outcomes, and</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
				outlined the preliminary structure of the new EASO training module. The module will be developed in close cooperation with UNHCR. Module on Didactics: the module was finalised and the first pilot training was delivered in Q2.
Develop at least one EASO training handbook.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of EASO training handbooks initiated;</li> <li>• Number of EASO training handbooks made available to EU+ countries.</li> </ul>	<ul style="list-style-type: none"> <li>• The development of the handbook on ‘End of protection’ was initiated.</li> </ul>	The handbook on ‘Gender, Gender Identity and Sexual Orientation’ was published.
Review at least three modules analysing the needs for update and/or upgrade.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of reviews;</li> <li>• Number of module updates/upgrades initiated;</li> <li>• Number of module updates/upgrades implemented on the e-learning training platform;</li> <li>• Number of module update/upgrade reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Three reviews;</li> <li>• Three module updates/upgrades initiated;</li> <li>• Two module updates/upgrades implemented on the e-learning platform;</li> <li>• Two module update/upgrade reports</li> </ul>	The upgrading of the modules Evidence Assessment and Dublin III which started in 2015 were concluded and the pilot train-the-trainers sessions were organised in Q2 2016. The following three modules were reviewed: Interview Techniques, Interviewing Vulnerable Persons, and Interviewing Children; the decision on launching the upgrade for all three modules was made. The Content Expert Group for the upgrade of the IT module was selected and the kick off meeting took place in Q3 2016, followed by the second meeting of the Content Expert Group organised in Q4 2016. The process will be continued in 2017 and the pilot training in the upgraded version of the module is foreseen for Q4 2017.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
				The Content Expert Groups for the upgrade of the IVP and IC modules has been selected and nominated. The kick off meetings for the upgrade of the IVP and IC modules took place in October and December 2016 respectively.
<b>EASO training activities implementation</b>				
Enhance the current training data collection system (training cockpit) and publish an annual training report on the use of EASO training at EU and national level.	Q1–Q4	<ul style="list-style-type: none"> <li>• Training database upgraded;</li> <li>• Annual training report published;</li> <li>• Use of the output of the analysis of the current training.</li> </ul>	<ul style="list-style-type: none"> <li>• EASO Training Report 2015 was published in June 2016.</li> </ul>	EASO Training Report 2015 was provided to the Management Board in June 2016. The contract for the upgrading of the training database was signed in Q1 2016 and the training database was upgraded in 2016. As of 2017 a new database will be used. New tools are under development on the new e-learning platform, both for data collection and reporting. The tools should be ready in Q1 2017.
Further implement a certification and accreditation of the EASO Training Curriculum (TC), including the organisation of at least two Certification and Accreditation Working Group meetings.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of expert meetings organised;</li> <li>• Development of learning outcomes in all EASO TC modules;</li> <li>• Relate European Qualifications Framework (EQF) level descriptors to each EASO TC module.</li> </ul>	<ul style="list-style-type: none"> <li>• Two meetings organised;</li> <li>• Learning outcomes for 15 modules revised by the external expert.</li> </ul>	The first meeting was organised in Q2 2016 and the second in Q4 2016. Learning outcomes for 15 modules were revised by the external expert. The level descriptors for all modules were completed in 2015. 13 EASO Training Curriculum modules have been accredited by the external partner.
Initiate the process for evaluating and assessing the effectiveness of EASO's training activities in EU+ countries.	Q1–Q4	<ul style="list-style-type: none"> <li>• Methodology adopted;</li> <li>• Procedures for the evaluation of training activities adopted.</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	The bids were evaluated, the ICF offer was selected and the contract has been signed. The kick off meeting will be organised at the beginning of 2017.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
Organise an annual trainers' network meeting.	Q3–Q4	<ul style="list-style-type: none"> <li>• Number of trainers attending the meeting;</li> <li>• Level of satisfaction of the participants.</li> </ul>	<ul style="list-style-type: none"> <li>• 18 trainers attended the meeting;</li> <li>• Level of overall satisfaction was 96 %.</li> </ul>	An annual trainers meeting was organised on 10-11/03/16. The conclusions from the meeting were used for the revision of the three interviewing modules (Interview Techniques, Interviewing Vulnerable Persons, and Interviewing Children).
Organise one EASO Training National Contact Point meetings.	Q2, Q4	<ul style="list-style-type: none"> <li>• Number of participants attending the NCP meeting;</li> <li>• Level of satisfaction of the participants;</li> <li>• Use of the output of the meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• 23 participants;</li> <li>• Level of satisfaction was 92 %.</li> </ul>	The EASO Training NCP meeting took place on 25-26/05/16. The output of the meeting was used to: <ul style="list-style-type: none"> <li>- Launch development of the training module for interpreters in the second semester of 2016</li> <li>- Amend the EASO Training Plan 2016;</li> <li>- Consult the Terms of References for the EASO TC;</li> <li>- Launch a call for nomination of experts for the upgrade of the IT, IVP, IC modules.</li> </ul>
Organise an annual Reference Group meeting.	Q4	<ul style="list-style-type: none"> <li>• Number of participants attending the meeting;</li> <li>• Use of the output of the meeting.</li> </ul>	• N/A	The Reference Group meeting was organised in Q4 2016. The output of the meeting was used to: <ul style="list-style-type: none"> <li>- Adjust the timeline for RG comments on the manuscripts of the IT and IVP modules;</li> <li>- Involve civil society in EASO training to a larger extent.</li> </ul>
Complete the migration of the e-learning solution and of the existing courses.	Q1–Q4	<ul style="list-style-type: none"> <li>• New e-learning platform operational;</li> </ul>	<ul style="list-style-type: none"> <li>• The specific contract on online course migration (EASO/2016/322/3) started on 202/05/16.</li> </ul>	In July 2016, the quality check of the first 15 migrated courses was initiated. The quality check of the next 40 courses started in November 2016.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
		<ul style="list-style-type: none"> <li>Number of existing courses available on the new e-learning platform.</li> </ul>	<ul style="list-style-type: none"> <li>45 online courses have been migrated to the new platform during Q2-Q4. Migration of remaining courses started in December 2016.</li> </ul>	<p>A first training of national trainers on the new e-learning solution took place in EASO in October 2016.</p> <p>The new e-learning solution was introduced during the Trainers' sessions in Q4.</p> <p>A trainer from EASO's e-learning team participated in a regional trainers' session in Germany in November 2016.</p> <p>The use of the new e-learning solution for EASO trainers' sessions and for Member State's national training will start in January 2017.</p>

**Additional training-related activities that were not planned in the Work Programme 2016**

- Induction training for deployed experts**

Throughout 2016 tailor-made induction training was conducted for EASO experts deployed to support the implementation of the Greek border procedures in the context of the EU-Turkey Statement (at regular times supplemented by ad hoc workshops). The average duration of the training sessions was two days and they were supplemented by a set of training materials provided to the experts. The total number of induction training sessions organised from April 2016 to December 2016 amounted to 10.

**I.3.2 Asylum processes**

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Practical tools</b>				
Develop and publish at least one practical tool to support the daily implementation	Q1–Q4	<ul style="list-style-type: none"> <li>Number of practical tools developed;</li> </ul>	<ul style="list-style-type: none"> <li>Two tools developed;</li> </ul>	Practical tool on Access to the Asylum procedure finalised and published.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
of the CEAS by Member States officials (e.g. practical guides, check lists).		<ul style="list-style-type: none"> <li>• Number of practical tools published;</li> <li>• Use of the practical tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Two tools published;</li> <li>• 17 additional language versions of one tool published;</li> <li>• 10 additional language versions of one tool published.</li> </ul>	<p>Development of Guidance and Indicators on Reception Conditions was initiated in March 2016, submitted to the Management Board for approval in September 2016 and published in November 2016. Translation into 22 EU languages is currently ongoing. It is too early to assess use of the tool but its use has already been recommended by the Head of UNHCR Europe in public meetings. Moreover, FRA (member of the reference group) is planning to actively promote the use of the tool through inclusion in their newsletter.</p> <p>Practical Guide on Exclusion: development was finalised in November 2016 and the Guide was sent for publication.</p> <p>Additional language versions of the EASO Practical Guide: Evidence assessment and the EASO Tool for the Identification of Persons with Special Needs (IPSN) were made available.</p> <p>Feedback on the use of EASO practical tools was collected in the Asylum Processes Network annual meeting. Information will be processed further, but preliminary conclusions are that the tools are used at different levels, including directly by their target group and to inform the development/review of national tools. Additionally, Google Analytics show that the IPSN Tool is used widely within the EU (e.g.</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
				Greece, Italy, United Kingdom) and has been used outside the EU. Comprehensive evaluation will be launched in 2017.
Identify and share practical tools and projects for supporting the quality in Member States' asylum decision-making process and other aspects of the CEAS.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of thematic reports produced;</li> <li>• Quality Projects and Initiatives List updated;</li> <li>• Number of quality tools and mechanisms identified and shared.</li> </ul>	<ul style="list-style-type: none"> <li>• One Quality Matrix report on Reception Conditions was published in November 2016;</li> <li>• Mapping of quality management tools and projects completed;</li> <li>• Information and tools shared with MS (focus on 4 projects; 3 tools).</li> </ul>	<p>Quality Matrix report has been made available to the Reception as well as Asylum Processes Network.</p> <p>Mapping of quality management tools and projects was completed in advance of the Quality Management meeting (of 22/11/16). The mapping was shared with the Asylum Processes Network and discussed in the meeting.</p> <p>Quality projects, initiatives and relevant resources are compiled and updated at the Asylum Processes Network restricted area (access to be granted to NCPs as of December 2016).</p>
<b>Practical cooperation meetings</b>				
Organise a National Contact Point meeting on quality.	Q4	<ul style="list-style-type: none"> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants;</li> <li>• Use of the output of the meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• 28 participants (including 18 from Member States, Commission, UNHCR and EASO);</li> <li>• Satisfaction rate of 92.5 %</li> </ul>	<p>The annual meeting of the Asylum Processes Network was organised on 23-24/11/16. It was an opportunity to take stock of 2016 developments and discuss the planning for 2017, including a reflection on the scope and approach to the evaluation exercise envisaged for 2017.</p> <p>Output: topics for development of practical tools and thematic reports in 2017 were identified and the approach for 2017 activities was agreed.</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
Organise two EASO thematic meetings or advanced workshops on aspects of the CEAS.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants;</li> <li>• Use of the output of the meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• One advanced practical workshop, with 28 participants from 21 EU+ States, Commission and UNHCR);</li> <li>• Overall feedback was very positive with a general satisfaction rate of 87 %.</li> <li>• One EASO Quality Matrix Thematic Meeting, with 39 participants from 22 EU+ States, European Commission and UNHCR;</li> <li>• Overall feedback was very positive with a general satisfaction rate of 91 %.</li> </ul>	<p>The workshop on potential exclusion cases from Syria was organised in February 2016 in parallel with a COI workshop on Syria. It enabled building of synergies between policy experts and COI experts in order to discuss common profiles, challenges and approaches in relation to potential exclusion cases from Syria.</p> <p>The output of the meeting is being used for the development of an exclusion screening tool for Syrian cases which could be used in the relocation procedure (see II.1.4) as well as the Practical Guide on Exclusion.</p> <p>The Quality Matrix meeting on Reception Conditions organised in March 2016 served as a kick off meeting for the EASO Network of Reception Authorities enabling them to discuss terms of reference and agreeing on the objectives and modalities of the Network (see II.3.7).</p> <p>The outcomes of the meeting will be used for the Quality Matrix Report on Reception Conditions as well as for the development of Guidance and Indicators on Reception Conditions.</p>
Support the establishment of quality management mechanisms in Member States and at EU level.	Q1-Q4	<ul style="list-style-type: none"> <li>• Practical cooperation meetings organised;</li> </ul>	<ul style="list-style-type: none"> <li>• One meeting organised, with 22 participants, including 18 from Member States, UNHCR and EASO;</li> <li>• Satisfaction rate of 89 %</li> </ul>	<p>The kick-off meeting for the quality management line of activities was organised on 22/11/16.</p> <p>Output: preliminary mapping of EU+ quality management systems was shared with</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
		<ul style="list-style-type: none"> <li>• Level of satisfaction of the participants;</li> <li>• Use of the output of the meeting.</li> </ul>		participants; good practices were introduced and discussed and materials were shared with participants.

### I.3.3 Country of origin information (COI)

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>COI reports and other COI products</b>				
Develop COI reports, including through the existing networks, based on the EASO COI Report methodology.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number and extent of COI products developed;</li> <li>• Use of the products.</li> </ul>	<ul style="list-style-type: none"> <li>• 13 new COI reports produced (Afghanistan (3), Eritrea, Somalia, Pakistan, Turkey, 6 Western Balkan countries);</li> <li>• Surveys launched (on Afghanistan and Somalia);</li> <li>• Positive feedback from different user groups (COI Specialist Networks, COI Strategic Network, Caseworkers, Members of Courts and Tribunals). Very high scores for usefulness, relevance, etc.</li> <li>• Use and explicit reference to the products in: (1) National first instance</li> </ul>	In addition to regular COI reports, COI support was provided to EASO experts in the Greek hotspots in the context of the admissibility procedure. This support took the form of a regularly updated information pack with technical information about the international protection system in Turkey (limited distribution).

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
			decision and policy making authorities; (2) National jurisprudence of several MS; and (3) In European Court of Human Rights case law.	
Develop other types of products (e.g. methodologies, practical guides) on transversal issues related to COI.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number and scope of COI products;</li> <li>• Use of the products.</li> </ul>	<ul style="list-style-type: none"> <li>• Origin Verification Tool (OVT) on Syria and Eritrea developed.</li> <li>• Positive initial feedback was received.</li> </ul>	Using the EASO COI Network Approach, EASO has, jointly with MS experts, compiled and processed relevant COI resulting in portfolios structured according to a wide number of topics relevant for origin verification. The OVTs were launched respectively in May and August 2016. The OVTs have been shared with the respective COI Networks, the COI strategic Network, the ECPs, and the EASO Quality Network (for distribution amongst case workers). The OVTs were also shared with colleagues in the hotspots. The OVTs are not for public use and distribution should be limited to COI researchers and asylum decision makers. Initial informal feedback received was very positive. Due to limited staff capacity and insufficient contributions from Member States, a third planned OVT on Iraq has been cancelled.
Organise one or more events on new tools for COI research.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants;</li> </ul>	<ul style="list-style-type: none"> <li>• COI Conference on Online Research, with 52 participants</li> <li>• High level of satisfaction among participants</li> </ul>	The outcome is planned to be used to update the EASO Practical Guide “Tools and tips for online COI research”

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
		<ul style="list-style-type: none"> <li>• Use of the output of the meetings.</li> </ul>		
<b>Safe Countries of Origin (SCO)</b>				
Explore the production of information relevant for the possible designation of safe countries of origin.	Q1–Q4	<ul style="list-style-type: none"> <li>• Use of the output of the meetings.</li> <li>• Number of products;</li> <li>• Use of the products</li> </ul>	<ul style="list-style-type: none"> <li>• Seven COI reports on Turkey and Western Balkans published</li> </ul>	The monitoring and evaluation of the use of the products is being planned.
<b>Practical cooperation networks and meetings</b>				
Maintain the existing specialised EASO practical cooperation networks on specific countries of origin and, based on needs analysis, establish new networks.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of networks running and established;</li> <li>• Number of participants in the networks.</li> </ul>	<ul style="list-style-type: none"> <li>• 10 existing country networks (newest is West Africa, Nov 2016);</li> <li>• Number of members + alternates: Syria (34), Somalia (21), Pakistan (21), Iraq (29), Iran (13), Russia (20), Afghanistan (24), Eritrea (23), Ukraine (21), West Africa (19)</li> </ul>	Positive feedback from networks. A Network approach survey was launched and the feedback from StratNet and country networks was analysed. Overall feedback was very positive, especially in terms of the added value of networks for information exchange and knowledge generation. As the level of activity in several networks is rather low, EASO has identified the need to look into reactivating those that are a priority for the Agency.
Organise at least two Strategic COI network meetings.	Q2, Q4	<ul style="list-style-type: none"> <li>• Number of meetings;</li> <li>• Number of participants;</li> <li>• Level of satisfaction of participants;</li> <li>• Use of the output of the meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Two meetings organised; on 20-21/04/16 with 27 participants; on 17-18/10/16 with 27 participants;</li> <li>• Positive feedback received</li> </ul>	The strategic input given by the members of this network feeds into the development of EASO's work plan for COI. The members provide staff resources to help EASO realise COI objectives.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
Organise at least three EASO practical cooperation meetings on specific topics and specific countries of origin.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of meetings;</li> <li>• Number of participants;</li> <li>• Level of satisfaction of participants;</li> <li>• Use of the output of the meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• Six meetings/ conferences/ workshops organised:                             <ul style="list-style-type: none"> <li>- Syria and Exclusion Workshop, with 42 participants (not including EASO staff); Very high level of satisfaction;</li> <li>- Iraq Network Seminar (in April 2016), with 18 Member State participants; High level of satisfaction;</li> <li>- Eritrea Seminar (May 2016), with 17 Member State participants; High level of satisfaction;</li> <li>- COI and Female Genital Mutilation meeting (in October 2016), with 24 participants (not including EASO staff); High level of satisfaction;</li> <li>- West Africa Network kick-off meeting (in November 2016), with 18 participants (not including EASO staff); High level of satisfaction;</li> <li>- COI Conference on online research (in November 2016), with 50 participants</li> </ul> </li> </ul>	<p>The follow-up activities of the Syria and Exclusion Workshop include: transcriptions of expert presentations shared, development of Exclusion screening tool, organisation of training on use of online research tools in context of exclusion (July), possible EASO COI report on Syria Army and Pro-government Militias.</p> <p>For all COI-related PC meetings, external experts are invited to share their knowledge and expertise.</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
			(not including EASO staff); High level of satisfaction	
<b>Country Guidance</b>				
Set up a senior level policy (country guidance) network and organise initial meetings for this network	Q3-Q4	<ul style="list-style-type: none"> <li>• Number of meetings;</li> <li>• Number of participants.</li> </ul>	<ul style="list-style-type: none"> <li>• Five meetings organised:                             <ul style="list-style-type: none"> <li>- Country Guidance Network kick-off meeting in June 2016, with 25 participants (not including EASO staff);</li> <li>- Afghanistan Country Guidance Network meeting on 27-28/09/16, with 24 participants (not including EASO staff);</li> <li>- Afghanistan Country Guidance Notes drafting team meeting on 28-30/09/16, with five Member State participants;</li> <li>- Afghanistan Country Guidance Notes drafting team meeting on 24-25/10/16, with five Member State participants;</li> <li>- Afghanistan Country Guidance Network meeting on 7-8/12/16,</li> </ul> </li> </ul>	Terms of Reference were approved in the first meeting.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
			with 20 participants (not including EASO staff)	
<b>Development and maintenance of COI-related tools and platforms</b>				
Introduce the revamped COI portal, providing public access to EU COI from linked national COI databases and providing innovative collaboration tools and presentation methods.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of documents linked to and downloaded via the portal;</li> <li>• Number of databases linked to the portal;</li> <li>• Number of users.</li> </ul>	<ul style="list-style-type: none"> <li>• 9,732 linked documents; 6,713 document downloads;</li> <li>• Five connected databases;</li> <li>• 9,378 users in this timeframe who accessed the COI Portal for at least one session (data available since launch of new Portal on 04/02/16)</li> </ul>	Some technical issues are still to be solved to increase the overall stability. EASO meeting pages were introduced and used for COI meetings. Country pages will be launched in new developments.
Organise one or more National COI Portal Administrator network meetings and a training session.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants;</li> <li>• Use of the output of the meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• One NCPA meeting in March 2016, with 22 participants (not including EASO staff);</li> <li>• High level of satisfaction.</li> </ul>	Due to staff turnover, only one NCPA meeting was held.
Manage the COI query system using specific networks.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of queries answered;</li> <li>• Average time to answer the query.</li> </ul>	<ul style="list-style-type: none"> <li>• Eight COI Queries received and answered;</li> <li>• 25 calendar days average time to answer queries</li> </ul>	In addition to the regular queries, a fast-track COI query system was launched for EASO experts in the Greek hotspots on Turkey (in the context of the EU-Turkey statement).

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
				Four queries were launched within this ad hoc query system.
Progress in the transfer of the MedCOI project to EASO by 2017.	Q1–Q4	<ul style="list-style-type: none"> <li>• A feasibility study finalised;</li> <li>• Follow up on the progress made.</li> </ul>	<ul style="list-style-type: none"> <li>• Feasibility study presented in January 2016</li> </ul>	<p>Follow-up discussions via VC and in the margins of meetings, mainly on the different procurement options for the MedCOI transfer.</p> <p>EASO is initiating the development of a transfer plan.</p>

#### I.3.4 Cooperation with members of the courts and tribunals

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Professional development activities</b>				
Develop and distribute at least one professional development tool for members of courts and tribunals.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of professional development tool/s initiated;</li> <li>• Number of professional development tool/s made available to members of courts and tribunals.</li> </ul>	<ul style="list-style-type: none"> <li>• Two professional development tools initiated;</li> <li>• Two professional development tools made available.</li> </ul>	<p>Initiated:</p> <ul style="list-style-type: none"> <li>- Ending International Protection – A Judicial Analysis, Ending International Protection – Judicial Trainer’s Guidance Note (pending finalisation after consultation with the Network of Courts and Tribunals, set for completion Q1 2017).</li> <li>- Qualification for International Protection – A Judicial Analysis, Qualification for International Protection – Judicial Trainer’s Guidance Note (completed, pending publication).</li> <li>- Evidence and Credibility Assessment – A Judicial Analysis (4th draft completed and</li> </ul>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
				<p>sent for consultation, set for completion February 2017).</p> <ul style="list-style-type: none"> <li>- Access to Procedures and <i>Non-refoulement</i> – A Judicial Analysis (preliminary draft in progress, set for completion October 2017).</li> <li>- Exclusion Articles 12 and 17 Qualification Directive (2011/95/EU) – Judicial Trainer’s Guidance Note.</li> <li>- An Introduction to the CEAS – Judicial Trainer’s Guidance Note.</li> </ul> <p>Made available:</p> <ul style="list-style-type: none"> <li>- Exclusion: Articles 12 and 17 Qualification Directive (2011/95/EU) - A Judicial Analysis (at the disposal of courts and tribunals dealing with international protection cases, for understanding and handling protection issues related to the exclusion grounds contained in the QD).</li> <li>- An Introduction to the CEAS – A Judicial Analysis (at the disposal of courts and tribunals dealing with international protection cases, for understanding and handling fundamental concepts and issues contained in the CEAS and relevant to its interpretation).</li> </ul>
Organise at least one EASO professional development session.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of events organised;</li> <li>• Number of participants;</li> </ul>	<ul style="list-style-type: none"> <li>• Five events organised:                             <ul style="list-style-type: none"> <li>- Workshop for Judicial Trainers, with 21 participants from 10</li> </ul> </li> </ul>	Workshop for Judicial Trainers on implementing the Judicial Analysis on Article 15(c) held on 10-11/03/16; Expectations were met in respect of 89 % of participants;

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
		<ul style="list-style-type: none"> <li>• Level of satisfaction of the participants.</li> </ul>	<p>Member States; Highest possible evaluation in respect of 90.3 % of answers supplied;</p> <p>- Study visit for members of the judiciary from Bulgaria, with 11 participants, all from Bulgaria;</p> <p>- Workshop for German judges, with 27 participants, all from Germany; Highest possible evaluation in respect of 62 % of the answers supplied; second-highest evaluation recorded in respect of 35 % of responses;</p> <p>- Pilot workshop for Judicial Trainers, with 15 participants from 11 Member States; Highest possible evaluation in</p>	<p>the meeting was described as having an impact on their professional role as judicial trainers. They will use the knowledge to exercise their duties and train colleagues in their respective (Member) States.</p> <p>Study visit for members of the judiciary from Bulgaria held on 14-15/04/16 and 18-22/04/16. During this study visit, participants were able to gain an insight into the procedures implemented in another MS. In particular, they were able to profit from exchange with peers/colleagues and also to further their experience of case-management, judgeship and hearing management.</p> <p>Workshop for German judges on COI held on 11-12/05/16; This workshop focused on providing information on source of COI useful to their daily work. The workshop was practical in nature in that participants were actively involved in conducting COI research and source evaluation. It was organised in English to further enhance the breadth of sources that can be accessed.</p> <p>Pilot workshop for Judicial Trainers on implementing the Judicial Analysis on exclusion held on 18/05/16; The workshop was described as providing systematic and exhaustive analysis of each article and</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
			<p>respect of 56 % of the answers supplied; second-highest evaluation recorded in respect of 36 % of responses.</p> <p>- Workshop for Cypriot judges, with 11 participants, all from Cyprus;</p> <p>- Workshop on Introduction to the CEAS, with 15 participants from 11 Member States.</p>	<p>condition as well as relevant jurisprudence. The case studies were also described as being very helpful with participants noting the many hypothetical scenarios and that participants had the opportunity to exchange their legal opinions and judicial experiences. The workshop for Cypriot judges held on 05-06/07/16; Practical issues were raised, related to the implementation of the relevant EU legislation. The workshop was described as being helpful to the effective application of the legislation under examination by the administrative Court. In particular, the capability and experience of the trainers in explaining the subject matters was noted. Workshop on Introduction to the CEAS held on 26-27/10/16; The workshop received a positive response in respect of 99 % of the answers supplied and received the highest possible evaluation in respect of 82 % of the answers supplied.</p>
<b>Stimulating judicial dialogue</b>				
Organise a thematic conference for members of courts and tribunals.	Q2–Q3	<ul style="list-style-type: none"> <li>• Number of participants;</li> <li>• Number of courts and tribunals engaged;</li> <li>• Level of satisfaction of the participants;</li> <li>• Use of the outcome of the event.</li> </ul>	<ul style="list-style-type: none"> <li>• Conference for Greek judges, with 120 participants (including 97 Greek administrative judges, 20 speakers and chairs and three EASO staff members);</li> </ul>	<p>Following an initial request from board members of the Association of Greek Administrative Judges (AGAJ), EASO organised a large conference on 13-14/10/16 aimed at members of the judiciary in Greece. It was intended as a capacity building exercise for Greek judges as well as having a significant</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
			<ul style="list-style-type: none"> <li>• One meeting of National Judicial Training Bodies, with 17 participants.</li> </ul>	<p>signalling effect of EASO capabilities and willingness to provide support to this stakeholder within the overall context of the pressure on the Greek asylum system. The conference agenda contained a blend of speeches and presentations with smaller working groups in which cases and methodologies were discussed.</p> <p>The National Judicial Training Bodies meeting held on 27-28/10/16 was organised with a view to better understand the NJTB in the Member States and to explore needs and possible cooperation in the future. It was an opportunity to provide information on EASO activities but was also intended to provide an opportunity for dialogue between NJTB active in the field of asylum law in the Member States and also to act as a forum for a discussion of possibilities for future collaboration between EASO and NJTB.</p>

**I.3.5 EASO activities on vulnerable groups**

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Practical cooperation tools</b>				
Review and/or develop at least one EASO practical cooperation tool (e.g. practical guides, checklists, web platform) designed	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of practical cooperation tools initiated or reviewed;</li> </ul>	<ul style="list-style-type: none"> <li>• One tool published;</li> </ul>	Practical Guide on Family Tracing published. Tool on the Best Interests Assessment in the context of relocation (see II.2.4).

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
to support EU+ countries in the implementation of the CEAS within the context of vulnerable groups.		<ul style="list-style-type: none"> <li>• Use of tools.</li> </ul>	<ul style="list-style-type: none"> <li>• One tool developed in the context of relocation;</li> <li>• One tool on Age Assessment and BIC under development.</li> </ul>	Update of the EASO Age Assessment publication ongoing.
<b>Practical cooperation meetings</b>				
Organise an annual EASO practical cooperation conference on unaccompanied children.	Q4	<ul style="list-style-type: none"> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants;</li> <li>• Use of the output of the meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• 4th Annual Conference, with 28 participants (including representative from 10 MS);</li> <li>• Satisfaction rate was 89 %.</li> </ul>	The 4th Annual Conference on EASO activities on children was held on 05-06/12/16. This year the theme was the situation of children in the current context of high influx.
Organise an EASO practical cooperation expert meeting on trafficking in human beings.	Q2	<ul style="list-style-type: none"> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants;</li> <li>• Use of the output of the meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• 3rd EASO Annual Conference, with 29 participants;</li> <li>• Satisfaction rate was 95 %.</li> </ul>	The 3rd EASO Annual Conference on THB and International Protection was held on 01-02/06/16. The Annual Conference gathered to discuss the identification and protection of victims of THB in the current migratory crisis.
Organise at least one EASO thematic practical cooperation meeting on topics related to vulnerable groups.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of meetings;</li> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants;</li> <li>• Use of the output of the meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Working group meeting on Identification and special procedural guarantees, with 20 participants; Satisfaction rate was 90 %.</li> </ul>	The working group meeting on Identification and special procedural guarantees for persons subjected to torture and other serious forms of psychological, physical or sexual violence was held on 19-20/10/16. The meeting provided a forum for MS to exchange ideas and best practices on special procedural guarantees.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
			<ul style="list-style-type: none"> <li>Working group on Age assessment, with six participants;</li> <li>Working group on the implementation of the BIC, with 12 participants; Satisfaction rate was 79 %</li> </ul>	<p>The working group on Age assessment: new methods and approaches was held on 27-28/09/16. The working group discussed the different methods of age assessment, including social assessment, which will be included in the updated version of the EASO Age Assessment publication.</p> <p>The working group on the implementation of the BIC in the age assessment process was held on 29-30/09/16. The working group discussed the key safeguards and considerations in ensuring that best interests of the child in age assessment procedures.</p>
Participate in activities coordinated by the JHA Agencies to prevent and fight against THB.	Q1–Q4	<ul style="list-style-type: none"> <li>Number of joint meetings attended;</li> <li>Number of joint activities;</li> <li>Use of the output of the meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Four meetings attended.</li> </ul>	THB JHA Contact Points meetings were organised on 08/03/16, 21/06/16, 20/09/16 and 22/11/16 by the Office of the EU Anti-Trafficking Coordinator.

### I.3.6 Dublin Network

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Dublin network</b>				
Establish a dedicated network of national Dublin Units and organise regular meetings.	Q1–Q4	<ul style="list-style-type: none"> <li>A network of national Dublin Units established;</li> </ul>	<ul style="list-style-type: none"> <li>EASO Network of National Dublin Units established</li> </ul>	Dublin National Contact Points for each Dublin Member State were established.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
		<ul style="list-style-type: none"> <li>• Number of meetings organised;</li> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants;</li> <li>• Use of the output of the meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• with 30 EU + Member States;</li> <li>• One kick-off meeting of the Steering Group was attended by 26 Dublin Member States;</li> <li>• Second Steering Group meeting was attended by 30 EU+ States;</li> <li>• Satisfaction rate of 92.5 %.</li> </ul>	<p>The kick-off meeting held on 11-12/02/16 adopted the terms of reference and template for the Periodic Update. Four Periodic Updates containing statistical data and quantitative information based on input received by the Network members and the European Commission were issued in 2016. Second Steering Group meeting was organised back to back with a Contact Committee meeting on Dublin on 16/11/16. During this meeting, areas of work and priorities for next year were agreed (one Steering Group meeting, one thematic meeting on Dublinet, development of a tool/guidance).</p>
Establish an online platform accessible to the Network.	Q1-Q4	<ul style="list-style-type: none"> <li>• Number of users;</li> <li>• Number of documents uploaded/ exchanged.</li> </ul>	<ul style="list-style-type: none"> <li>• 25 Member States are members of the online Dublin platform;</li> <li>• 32 documents were uploaded/exchanged.</li> </ul>	Online Dublin platform was launched in November 2016.
<b>Development of best practices</b>				
Develop best practices on cooperation within the framework of the Dublin system.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of best practices identified and developed.</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	Presentations were made by Member States during the Steering Group Meeting of the Network of national Dublin Units to exchange best practices on a Dublin-related topic.

### I.3.7 Reception

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Reception Network and practical cooperation meetings</b>				
Support the establishment of a new dedicated network of reception authorities and work in cooperation with the partners involved, in particular EPRA.	Q1–Q4	<ul style="list-style-type: none"> <li>• Network established.</li> </ul>	<ul style="list-style-type: none"> <li>• Network established in March 2016.</li> </ul>	<p>The EASO Network of Reception Authorities kicked off during the EASO Quality Matrix Meeting on Reception Conditions in March 2016 (see II.3.2). Terms of Reference were adopted in Q2.</p> <p>A Memorandum of Understanding (MoU) was concluded in October 2016 between EASO and the European Platform of Reception Authorities (EPRA) with an annexed Roadmap of Activities, establishing a transitional period of 2 years during which activities will be jointly implemented. According to the MoU, a joint EASO/EPRA evaluation will be implemented at the end of 2017 to assess the progress achieved during the transition period. By the end of 2018, all activities should have been handed over from EPRA to the EASO Reception Network.</p>
Organise EASO practical cooperation meetings on reception systems and conditions.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of meetings organised;</li> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants;</li> <li>• Use of the output of the meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Kick-off meeting of the EASO Network of Reception Authorities organised in March 2016;</li> <li>• Reception NCP meeting, with 25 EU+ States, COM, UNHCR;</li> <li>• Level of satisfaction was 93.8 %;</li> </ul>	<p>See II.3.2</p> <p>A Reception NCP meeting was organised on 03-04/10/16.</p> <p>Use of the output of the meeting: Discussions held during the meeting will form the basis for the design of the work plan for the EASO Network of Reception Authorities for 2017/2018. Moreover, discussions during a</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
			<ul style="list-style-type: none"> <li>• Workshop on Reception, with 30 participants from 17 EU+ States, EPRA and EASO;</li> <li>• Positive evaluations from participants (% satisfaction level not available).</li> </ul>	<p>workshop on contingency planning will be taken into consideration for development of guidance on contingency planning in 2017. The workshop on ‘The role of reception authorities in the transition from reception towards integration’ organised in coordination with the European Platform of Reception Agencies (EPRA) was held on 17-18/11/16 in Brussels. Information gathered at the workshop will feed into a report reflecting the policies, practices and also challenges in place with regards to the transition from reception to integration in EU+ States. Moreover, experience from the meeting can help to define EASO’s future role in the field of integration.</p>
<b>Development of tools</b>				
Develop Guidance on Reception Standards and Indicators.	Q1–Q4	<ul style="list-style-type: none"> <li>• Use of criteria;</li> <li>• Level of satisfaction/feedback provided by the participating EU+ countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance on Standards and Indicators under development.</li> </ul>	See II.3.2.

### I.3.8 Return and integration

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Cooperation meetings</b>				
Cooperate with existing actors in return and integration, including with Frontex and the European Reintegration Instrument Network (ERIN).	Q1–Q4	<ul style="list-style-type: none"> <li>• Cooperation with relevant actors established;</li> <li>• Number of meetings organised;</li> <li>• Use of the output of the meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Eight meetings attended in 2016.</li> </ul>	<p>EASO attended regularly meetings of EMN-REG, Frontex, the specific action ERIN and the Common Support Initiative.</p> <p>EASO has been working with DG HOME, EMN-REG, Frontex and Eurostat on harmonising and improving the quality and completeness of return data at EU level (ongoing)</p>

### I.3.9 Other tools for permanent support

#### I.3.9.1 EASO list of available languages (LAL)

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Maintain the List of Available Languages</b>				
Maintain and monitor the List of Available Languages for interpretation.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of contacts established between EU+ countries to use the List of Available Languages;</li> <li>• Data gathered on the languages more requested for interpretation.</li> </ul>	<ul style="list-style-type: none"> <li>• Four specific requests were received from two Member States (Slovakia and Bulgaria) regarding the Kirundi, Mongolian, Tamil and Sinhalese languages;</li> <li>• EASO staff conducted a study visit in the Netherlands.</li> </ul>	<p>An external review of the LAL is planned to take place in 2017.</p>

## I.4 External dimension

### I.4.1 Third country support

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Western Balkans and Turkey</b>				
Provide support to the WB region (and Turkey) through the Regional Programme Regional Support to protection-sensitive migration management in the Western Balkans (and Turkey), IPA 2014. In addition, EASO will undertake complementary actions to respond to the need in the region, in particular to the Republic of Serbia and the former Yugoslav Republic of Macedonia; by providing capacity building support as well as by providing more operational support, if appropriate and in agreement with the European Commission, the Third Countries involved and other relevant stakeholders.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of IPA related activities with EASO involvement identified and started and/or implemented;</li> <li>• Number of capacity building activities in the WB implemented;</li> <li>• Level of satisfaction of the partner countries involved.</li> </ul>	<ul style="list-style-type: none"> <li>• Three regional IPA related activities implemented;</li> <li>• Two national IPA activities implemented (Serbia and the former Yugoslav Republic of Macedonia);</li> <li>• Seven External Dimension capacity building activities completed.</li> </ul>	<p>IPA II Programme (Regional Support to protection-sensitive migration management in the Western Balkans and Turkey):</p> <p>The first activity was the kick-off meeting in Belgrade on 09-10/03/16. The Cooperation Agreement between Frontex and EASO was signed on 05/08/16.</p> <p>The field visits to all Western Balkan (WB) countries to prepare for implementation of the IPA Programme were carried out in the period April-July 2016. Under the IPA Programme, three regional activities were implemented and two national activities, to support the former Yugoslav Republic of Macedonia and Serbia, have started (complemented by the broader External Dimension activities below).</p> <p>Complementing Capacity Building in WB:</p> <ul style="list-style-type: none"> <li>- COI seminar in Serbia in cooperation with the Twinning Project led by the Swedish Migration Agency in Serbia;</li> <li>- WB participation in two training sessions under the EASO Training Curriculum in Malta;</li> </ul>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
				<ul style="list-style-type: none"> <li>- WB participation in regional training on EASO Inclusion and Exclusion modules in Vienna, May-June 2016;</li> <li>- Asylum Law impact assessment in Serbia (one mission);</li> <li>- Needs assessment; Sector for Asylum of the Ministry of Interior of the former Yugoslav Republic of Macedonia;</li> <li>- WB judges participated in the IARLJ conference, European chapter in Oslo, May 2016;</li> <li>- Partner countries have been very responsive and interested in the IPA Programme and EASO support more generally (too early to measure satisfaction).</li> </ul> <p>Follow up on the Leaders' Statement of 25/10/2015 (WB Route): EASO is part of the network on the WB Route and participates in the (bi)weekly VCs in this regard.</p>
<b>North Africa</b>				
Support the implementation of Regional Development and Protection Programmes (RDPPs), with a particular regional focus on North Africa (Pillar 1 of the RDPP North Africa), as per agreement with the European Commission.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of RDPPs with EASO involvement;</li> <li>• Number and sort of support measures implemented;</li> <li>• Number of meetings, trainings and workshops;</li> <li>• Number of participants;</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	EASO has been discussing with DG HOME and DG NEAR on the implementation of a project in the framework of the RDPP North Africa (NA), including the broader engagement of EASO in this region. EASO is part of the Steering Committee of the RDPP NA and attended the Steering Committee meeting on 18/03/16.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
		<ul style="list-style-type: none"> <li>• Level of satisfaction of the participants/stakeholders;</li> <li>• Use of the output of the meeting;</li> <li>• Level of satisfaction of the stakeholders involved.</li> </ul>		
<b>European Neighbourhood Partnership Instrument (ENPI)</b>				
Finalise the implementation of the European Neighbourhood and Partnership Instrument project with Tunisia, Morocco and Jordan and build on lessons learned from its implementation.	Q1–Q4	<ul style="list-style-type: none"> <li>• Degree of implementation of the ENPI project’s activities and budget;</li> <li>• Level of satisfaction of the Third Countries concerned;</li> <li>• Level of satisfaction of the stakeholders involved;</li> <li>• Number of activities building on the experience of the ENPI project which can be identified and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Three activities implemented (one study visit for Jordan to Turkey/Sweden; one CEAS training in Tunisia; one final conference held in Brussels);</li> <li>• Three activities identified and in preparation to be followed up in 2017.</li> </ul>	<p>The ENPI project concluded on 30/06/16 (with a closure period that ended on 30/08/16). The audit has been finalised and a balance payment from DG NEAR was received in November 2016.</p> <p>Budget consumption was: €912,683.12 (93 % of the total grant amount).</p> <p>The level of satisfaction based on evaluations after each activity was 4.6 points on a scale of 5.</p> <p>Activities were identified to follow up on the ENPI project. These will be implemented in 2017, following agreement with relevant national authorities.</p> <p>(Activities include seminar for administrative judges in Tunisia, seminar on for Jordan on reception (including elements of integration into the national labour market) and training on the CEAS in Morocco).</p>
<b>Follow up to the Valletta Summit Action Plan</b>				
Implement external dimension activities, including training, capacity building, with	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of external dimension activities</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	Under the ENPI project, a regional CEAS training in Tunisia was held and EASO trained

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
targeted neighbouring Third Countries identified in line with the Global Approach to Migration and Mobility and in agreement with the European Commission to follow up to the Valletta Summit Action Plan of November 2015 beyond the support in relation to the RDPPs.		identified and implemented; <ul style="list-style-type: none"> <li>• Number of external dimension activities identified and implemented to specifically follow up on the Valletta Summit Action Paper;</li> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants/stakeholders;</li> <li>• Use of the output of the meeting;</li> <li>• Level of satisfaction of the stakeholders involved;</li> <li>• Number of Third Countries involved;</li> <li>• Level of satisfaction of the Third Countries involved.</li> </ul>		four Lebanese and one Egyptian participants in addition to the ENPI partner countries. EASO has been approached by EU Delegations in Third Countries expressing interest to cooperate with EASO, including following the Valletta Summit Action Plan. In relation to the Commission Communication on establishing a new Partnership Framework with Third Countries under the European Agenda on Migration (June 2016), EASO has been called upon for increased involvement to support the EU approach under so-called Compacts with key Third Countries. EASO is following up on this with the Commission to define what activities that will entail.
<b>Practical cooperation meetings</b>				
Organise at least two EASO practical cooperation workshops with the EU+ countries' External Dimension Network to further develop EASO external dimension activities for Third Country support.	Q2, Q4	<ul style="list-style-type: none"> <li>• Number of workshops organised;</li> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants;</li> <li>• Use of the output of the workshops.</li> </ul>	<ul style="list-style-type: none"> <li>• Three meetings/ workshops organised;</li> <li>• Overall 30 participants took part.</li> </ul>	The first annual External Dimension Network meeting was held on 12/05/16. Two External Dimension Operational Skills Workshops were held on 13/05/16 and 13/12/16. The second annual External Dimension Network meeting is postponed to March 2017. This will enable EASO to present a more

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
				comprehensive overview of activities implemented in 2016, including under the Regional IPA Programme and present a plan for 2017 External Dimension activities, for discussion with Member States and Commission.

#### I.4.2 Resettlement

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Activities on resettlement</b>				
Implement at least one support activity with EU Member States which have no prior experience with resettlement.	Q1-Q4	<ul style="list-style-type: none"> <li>• Number of activities specifically targeting EU Member States and participating Associated Countries which have no prior experience with resettlement organised;</li> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants;</li> <li>• Use of the output of the meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• One support activity implemented.</li> </ul>	<p>Bulgaria participated in the Annual Tripartite Consultations on Resettlement (ATCR) working group meeting and study visit to the Netherlands, 16-18/02/16, supported in the framework of the EASO Special Support plan to Bulgaria. Further support to Bulgaria in the field of resettlement is currently under discussion.</p> <p>A joint EASO-EU-FRANK-UNHCR workshop targeting “emerging resettlement MS” is planned for February 2017 at EASO’s premises in Malta.</p>
Facilitate resettlement from Turkey following the EU-Turkey Statement of 18 March 2016, by participating in the work of the EU resettlement team in Ankara.	Q1-Q4	<ul style="list-style-type: none"> <li>• Number of activities specifically targeting EU Member States and participating Associated Countries which have no</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<p>The SOP of the 1:1 Resettlement Scheme under the EU-Turkey agreement incorporates EASO’s supporting role.</p> <p>Initially, EASO participated in the EU resettlement team in Ankara with</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
		prior experience with resettlement organise; • Number of reports issued; • Number of recipients of the reports.		involvement of its staff and subsequently recruited an expert specifically for this activity with a view to supporting the team on a more permanent basis.
<b>Development of methodologies and tools</b>				
Establish and develop regular data collections on Resettlement and produce related analytical reports.	Q1-Q4	• Number of reports issued; • Number of recipients of the reports.	• Eight reports issued; • 30 EU+ countries, Commission and UNHCR were recipients.	A ninth report will be published in early 2017. Monthly data collection on resettlement started in March 2016 (with January and February data). Revised collection on resettlement since September 2016 including new resettlement framework and 1:1 Mechanism breakdown.
<b>Practical cooperation meeting</b>				
Organise at least one EASO practical cooperation expert meeting on resettlement in synergy with the other various EU and international initiatives on resettlement.	Q1–Q3	• Number of expert meetings organised; • Number of participants; • Level of satisfaction of the participants; • Use of the output of the meetings.	• N/A	In February 2016 the Annual Tripartite Consultations on Resettlement (ATCR) working group meeting took place and EASO attended. EASO also attended the general ATCR meeting in June 2016. A kick-off meeting of the EU-FRANK project on resettlement was organised by Sweden in October 2016 and was attended by several Member States. EASO attended as panellist. EASO also attended the meeting on the Syrian Core Group on 02/12/16, where several Member States were also present. In the light of the above mentioned meetings, EASO took the decision to postpone its yearly meeting to 2017 (see above).

## I.5 EASO's horizontal activities

### I.5.1 EASO's cooperation network

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>EASO queries</b>				
Consolidate and develop further the EASO query system in order to timely address queries related to policies and practices for the implementation of the CEAS.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of queries addressed;</li> <li>• Average time to address the query;</li> <li>• Use of the query reports;</li> <li>• Degree of satisfaction of Member States.</li> </ul>	<ul style="list-style-type: none"> <li>• 17 queries received, 16 query reports issued;</li> <li>• Average processing time 20 working days from receipt of query; response rate from Member State varied from 8 to 23 respondents, depending on the subject of the query.</li> </ul>	
<b>Contact Committee meetings</b>				
Organise four Contact Committee meetings jointly with the European Commission.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of joint Contact Committee meetings organised.</li> </ul>	<ul style="list-style-type: none"> <li>• 2 meetings organised.</li> </ul>	<p>One joint Contact Committee meeting on Dublin was organised back to back with the Steering Group meeting of the EASO Dublin Network. This is reported under section II.3.6.</p> <p>EASO participated in a special Contact Committee on children in Q1 2016 that was organised by DG Home.</p>
<b>Collaboration in the development of horizontal scope products</b>				
Develop at least one product of horizontal scope in collaboration with the EASO network of stakeholders.	Q3–Q4	<ul style="list-style-type: none"> <li>• Relevance of the horizontal theme</li> </ul>	<ul style="list-style-type: none"> <li>• 2 products developed/updated</li> </ul>	<p>The JHA Network scorecard was developed under the chairmanship of FRA with input from all JHA agencies including EASO. It</p>

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
		addressed with the product; <ul style="list-style-type: none"> <li>• Use of the product;</li> <li>• Number of copies distributed.</li> </ul>		contains an overview of areas of bilateral and multilateral cooperation between the JHA agencies. An example of a product jointly developed with a stakeholder are the practical tools for Access to the asylum procedure, created by experts from Member States, facilitated by EASO and Frontex in close cooperation with FRA and UNHCR.

**I.5.2 EASO’s communication and stakeholder relations**

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Stakeholder Relations</b>				
Organise weekly meetings with UNHCR	Q1-Q4	<ul style="list-style-type: none"> <li>• Number of meetings and VC organised.</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-weekly meetings on the field; +/- 15 meetings organised at the Headquarters.</li> </ul>	These meetings were successful in discussing existing cooperation and expanding new fields of cooperation. Agreed action points were reviewed, and next steps discussed and summarized in the Senior Management Consultation. A cooperation agreement with UNHCR was signed for the QIEE project and the transfer of UNHCR Social Media Monitoring activities to EASO was prepared.
Participate in EU Agencies networks in particular the JHA Agencies network	Q1-Q4	<ul style="list-style-type: none"> <li>• Number of meetings attended</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in the four JHA Agencies Network meetings and 1 Boisto meeting;</li> </ul>	The contacts with the other agencies, in particular JHA agencies led to the development of good working relations, closer cooperation and greater synergies between the agencies. They proved also

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
			<ul style="list-style-type: none"> <li>• Contribution to the annual COSI report;</li> <li>• Participation in the EU Agencies network and the EU Agencies Forum at the European Parliament.</li> </ul>	useful for exchanging information and best practices and find new ideas for future cooperation.
Organise at least 3 meetings of the EASO Management Board (refer to section IV.1 EASO's internal governance)	Q1-Q4	<ul style="list-style-type: none"> <li>• Number of meetings organised.</li> </ul>	<ul style="list-style-type: none"> <li>• Three meetings organised.</li> </ul>	During the Management Board meetings held in in January, June and September 2016 updates were provided on EASO implementation of its work programme, recruitment and budget consumption, EASO operations, the situation of asylum in the EU, and ad hoc issues. The Management Board elected a new Chair and selected a new Executive Director at its meeting on 21-22/01/16.
Organise Contact Committee meetings jointly with the European Commission	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of joint Contact Committee meetings organised.</li> </ul>	<ul style="list-style-type: none"> <li>• See section III.1.</li> </ul>	See section III.1.
Organise at least 4 meetings with local diplomatic communities	Q1-Q4	<ul style="list-style-type: none"> <li>• Number of meeting organised.</li> </ul>	<ul style="list-style-type: none"> <li>• Several bilateral meetings and lunch briefings were held.</li> </ul>	Bilateral meetings held included the Czech Republic, Germany, Spain, Poland, and the Netherlands. Lunch briefings were held with Ambassadors and Permanent Representatives.
<b>Information to the public</b>				
Implement a new EASO website.	Q1	<ul style="list-style-type: none"> <li>• New website in operation.</li> </ul>	<ul style="list-style-type: none"> <li>• New website launched on 19/05/16.</li> </ul>	The new website contains features which make it more user friendly including hot keys, a live wall and is visually more attractive. Following the decision of the EASO

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
				<p>Management Board on 22-23/09/16, the names of Members and Representatives of the EASO Management Board, their signed Declarations of Interests and the EASO policy document on prevention and management of conflict of interests were published on the EASO website.</p> <p>A new feature for the development of a documents registry has been developed and embedded on the EASO Website. The documents registry is currently in pilot stage and is updated on the CMS with documents and metatags. It will be launched at the beginning of 2017.</p>
Increase the number of visitors to the EASO website.	Q1–Q4	<ul style="list-style-type: none"> <li>Percentage increase in the number of visitors to the EASO website.</li> </ul>	<ul style="list-style-type: none"> <li>638,094 website visitors (50.94 % increase).</li> </ul>	The promotion of the new website on social media and on EASO publications have significantly increased the number of visitors.
Set up and manage Twitter, Facebook and Instagram accounts	Q1-Q4	<ul style="list-style-type: none"> <li>Number of posts;</li> <li>Number of people following.</li> </ul>	<ul style="list-style-type: none"> <li>Posts: Twitter = 188, FB EASO page = 204, FB Relocation Page = 51;</li> <li>Followers: Twitter = 352 % growth, FB Relocation Page: 3,727 (as of 16/03/16), FB EASO page: 142 % growth;</li> <li>Average Impact of FB posts until 20/12/16: 51,942 users.</li> </ul>	In view of EASO’s operational activities and representation in high profile meetings, the level of exposure on social media has significantly increased.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
Monitor EASO's press coverage and publish the most important articles on the website.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of items included in the press archive;</li> <li>• Number of articles published on the website.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing;</li> <li>• More than 40 selected articles have been uploaded on the EASO website</li> </ul>	
Participate in open days, fairs and other events.	Q1-Q4	<ul style="list-style-type: none"> <li>• Number of stands set-up;</li> <li>• Number of events participated.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in Commission's Open Day;</li> <li>• EASO Info Day in various Member States;</li> <li>• EASO photo exhibition open to the public;</li> <li>• EASO photo exhibition at the European Parliament.</li> </ul>	EASO increased its visibility and enhanced its profile.
Organise the EASO Info Day and commemorate the five years of EASO's operations.	Q2	<ul style="list-style-type: none"> <li>• Number of info desks;</li> <li>• Number of EASO officials providing presentations;</li> <li>• Number of participating EU+ countries.</li> </ul>	<ul style="list-style-type: none"> <li>• 22 Member States participating and organising info desks;</li> <li>• Four EASO officials providing presentations.</li> </ul>	Info day was held on 20/06/16. A strategic approach was adopted for the info day with the aim of prioritising EASO activities on the EU relocation programme. Relevant material related to its work and relocation was sent to Member States. This was of high interest to the Member States participating in the info day.
Issue at least 10 editions of the EASO newsletter and increase the number of newsletter subscribers.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of editions of the EASO newsletter;</li> <li>• Level of satisfaction of the subscribers;</li> <li>• Percentage of increase in the number of newsletter subscribers.</li> </ul>	<ul style="list-style-type: none"> <li>• 10 editions issued;</li> <li>• Ongoing.</li> </ul>	In Q1 2017 a survey will be launched with current EASO subscribers with the aim to improve the service provided. This survey will also determine the level of satisfaction of subscribers.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
Develop a relocation communication strategy/package.	Q1-Q4	<ul style="list-style-type: none"> <li>• Number of tools developed;</li> <li>• Number of posters/publications/leaflets produced upon demand;</li> <li>• Number of visits on webpage/ number of “likes” on Facebook/ number of persons using the mobile application.</li> </ul>	<ul style="list-style-type: none"> <li>• One general leaflet on relocation in 17 EU and non-EU languages; One relocation leaflet on Italy in English, Italian and four non-EU languages; One relocation leaflet on Greece in English, Greek and four non-EU languages;</li> <li>• Two posters on relocation in English and non-EU languages published and distributed;</li> <li>• Relocation merchandise delivered to hotspots.</li> <li>• Three relocation videos produced on success stories</li> <li>• Dedicated relocation webpage in Arabic and relocation Facebook page launched;</li> <li>• Launch of EASO mobile app on relocation in August 2016;</li> <li>• In June-July 2016, EASO participated in the pre-</li> </ul>	General feedback on the products EASO delivered was very positive and collaboration with UNHCR was a very fruitful exchange of information and expertise.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
			<p>registration campaign with UNHCR in Greece and produced the following in English, Greek, and 5 non-EU languages: one handout on pre-registration; seven posters explaining the process; one banner on the step by step process; eight posters identifying each step in the process; one flowchart with legal pathways; one banner with asylum seeker card; two bus signs and language cards.</p> <ul style="list-style-type: none"> <li>• One webpage menu link with interactive map on relocation marking the 1st anniversary;</li> <li>• Visits on relocation page: 24.07 %</li> <li>• Likes on Facebook relocation page: 3,621</li> <li>• Visits on relocation map: 1,650 on the first day of launching.</li> </ul>	

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Information to the press</b>				
Issue at least 12 press releases.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of press releases;</li> <li>• Use of the press releases.</li> </ul>	<ul style="list-style-type: none"> <li>• 32 press releases issued.</li> </ul>	The use of social media has helped the promotion of EASO press releases and increased exposure.
Organise an information meeting for journalists working in the area of asylum.	Q3–Q4	<ul style="list-style-type: none"> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants;</li> <li>• Use of the output of the meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting with 19 registered journalists and 92 individual participants;</li> <li>• Level of satisfaction: very positive.</li> </ul>	The meeting was held in Brussels on 08/07/16. Output from this meeting will be used to improve next year’s meeting.
Hold at least twenty high-level interviews with the press.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of high-level interviews with the press.</li> </ul>	<ul style="list-style-type: none"> <li>• Over 300 interviews held so far.</li> </ul>	EASO’s presence in the press has significantly increased in view of EASO’s increased presence in the hotspots.
Organise an information and networking meeting for the EASO communication multipliers.	Q3–Q4	<ul style="list-style-type: none"> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants;</li> <li>• Use of the output of the meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• 20 participants;</li> <li>• Level of satisfaction was excellent.</li> </ul>	The output from the meeting is being used to improve communication products.
Issue of internal daily press extracts.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of internal daily press extracts;</li> <li>• Level of satisfaction of the readers.</li> </ul>	<ul style="list-style-type: none"> <li>• Daily press extracts issued.</li> </ul>	
<b>EASO info mailbox</b>				
Manage efficiently the EASO info mailbox.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of requests and replies;</li> </ul>	<ul style="list-style-type: none"> <li>• 1200 requests and 1200 replies;</li> </ul>	Significant improvement in the reply timeframe with the purpose of exchanging information, asking for input on specific

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
		<ul style="list-style-type: none"> <li>• Timeframe in which requests are replied;</li> <li>• Use of the EASO info mailbox.</li> </ul>	<ul style="list-style-type: none"> <li>• Average time was one working day.</li> </ul>	topics and then sending replies to enquiries received from colleagues/public/press/etc. in a timely manner. The mailbox is used Internally as a functional email box with colleagues within other Departments and externally with other EU institutions, national institutions, public, press, researchers, etc.
Ensure timely replies to enquiries received from the public and the press.	Q1–Q4	<ul style="list-style-type: none"> <li>• Timeframe in which enquiries are replied;</li> <li>• Use of the replies.</li> </ul>	<ul style="list-style-type: none"> <li>• For the press: the same day, maximum 24 hours;</li> <li>• For the general public: average response time was two days.</li> </ul>	Press: to gain an in-depth knowledge of the migration/asylum related issues, to publish articles re asylum hot topics on the European/international agenda. General public: general information re EASO's activity, specific information regarding projects developed and implemented by EASO, information regarding vacancies/internships, etc.
<b>Publications and translations</b>				
Coordinate and ensure the highest quality of EASO publications and translations.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of publications and translations;</li> <li>• Use of EASO's publications;</li> <li>• Level of satisfaction of the users.</li> </ul>	<ul style="list-style-type: none"> <li>• Total of 42 publication requests and 67 requests for translations.</li> </ul>	More organised approach in the service provided related to publications and translations and improved coordination with the Units. Frequent use of publications office catalogue of mailing lists provides a wider exposure to EASO published products.
<b>EASO's visual identity</b>				
Ensure full implementation of EASO's visual identity.	Q1–Q4	<ul style="list-style-type: none"> <li>• Use of the EASO visual identity.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>	

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
Start working on a new EASO visual identity.	Q4	<ul style="list-style-type: none"> <li>• Ensure smooth transition for the new visual identity</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>	Terms of Reference have been drafted. First concepts are foreseen to be presented in Q1 2017.

### I.5.3 Consultative Forum

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
<b>Consultations</b>				
Consult relevant civil society organisations regarding key EASO documents, such as the Work Programme, the Annual Report on the Situation of asylum in the EU or the Annual Activity Report.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number and sort of consultations conducted;</li> <li>• Number of organisations consulted;</li> <li>• Number of contributions received;</li> <li>• Use of the contributions received.</li> </ul>	<ul style="list-style-type: none"> <li>• Four consultations on Work Programme 2017, Annual Report 2015, Guidance on reception, Consultation on the Judicial Analysis on Qualification for International Protection;</li> <li>• All organisations and individuals registered for the EASO Consultative Forum consulted;</li> <li>• 30 contributions received;</li> <li>• Open consultation announced on the webpage.</li> </ul>	Contributions were taken into consideration to the extent possible.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
Ensure smooth response and dialogue with CSOs addressing EASO	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of queries from civil society addressed;</li> <li>• Number of new contacts established</li> </ul>	<ul style="list-style-type: none"> <li>• About 25 queries from CSOs addressed with relevant information;</li> <li>• About 50 new contacts established with relevant CSOs.</li> </ul>	Bilateral exchanges with requesting CSOs completed (ECRE, ARC, MSF, Amnesty, Asylo). Development with Save-the-Children of joint material for children in relocation under assessment.
Map and report the involvement of civil society in the work of EASO with a view to capitalize best practice and identify strengths, weakness and opportunities	Q1-Q4	<ul style="list-style-type: none"> <li>• Mapping and SWOT analysis completed</li> </ul>	<ul style="list-style-type: none"> <li>• Postponed to Q1-2017.</li> </ul>	Postponed to Q1-2017 following the analysis of the harvest/evaluation of the 6th EASO Consultative Forum plenary.
<b>Meetings and activities</b>				
Organise the annual plenary meeting of the Consultative Forum.	Q4	<ul style="list-style-type: none"> <li>• Plenary meeting organised;</li> <li>• Number of participants;</li> <li>• Level of satisfaction of the participants;</li> <li>• Use of the output of the plenary meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting organised on 28-29/11/16 in Athens; hosted with full participatory methodology;</li> <li>• 201 participants attended from 35 countries (EU+ and Third Countries);</li> <li>• High level of satisfaction; meeting assessed by participants as extremely meaningful, of high quality and well organised.</li> <li>• 18 posters harvested on key topics and broad discussion on key</li> </ul>	Evaluation of the meeting with team of facilitators and EASO staff involved in the meeting; analysis of the results of the participants' evaluation. Graphical record of the harvest of the collective knowledge produced in the meeting.

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
			thematic areas; report with commitment of actions under preparation.	
Organise thematic meetings, practical cooperation workshops and pilot activities with civil society organisations.	Q1-Q4	<ul style="list-style-type: none"> <li>• Number of meetings organised;</li> <li>• Number of participants from civil society organisations;</li> <li>• Level of satisfaction of the participants.</li> </ul>	<ul style="list-style-type: none"> <li>• Two thematic meetings on relocation and hotspots organised in Sicily for civil society; 43 participants; high level of satisfaction;</li> <li>• Eight members of the Consultative Forum attended the EASO Conference on EU and Global Asylum-related Migration Research; high level of satisfaction;</li> <li>• Regular attendance of civil society organisations at EASO thematic meetings (e.g. COI, BIA, THB);</li> <li>• One video conference with EPAM on the matching process organised; report disseminated;</li> <li>• One meeting on synergies with civil</li> </ul>	

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
			<p>society in relocation organised in Lisbon on 20 September with Portugal, Greece, Italy, EU NGOs and national authorities; 49 participants; high level of satisfaction;</p> <ul style="list-style-type: none"> <li>• 11 representatives from civil society attended the Workshop on big data and early warning on migration (Brussels, December 2016); 10 representatives attended the COI Conference on Online Research (Malta, November 2016);</li> <li>• Three back-to-back targeted meetings organised on 29 November in Athens with civil society organizations on quality/training (reference group meeting), external dimension, COI.</li> </ul>	
Contribute to the activities of the Consultative Forum of Frontex and other JHA Agencies and other similar bodies	Q1-Q4	<ul style="list-style-type: none"> <li>• Number of meetings attended;</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in three Frontex Consultative</li> </ul>	

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
		<ul style="list-style-type: none"> <li>• Number of contributions provided</li> </ul>	<ul style="list-style-type: none"> <li>• Forum meetings, and one FRA Forum;</li> <li>• Regular inputs to documents provided as part of the consultation process.</li> </ul>	
Participate in civil society networks in the field of asylum, at EU and national levels identifying developments relevant for EASO, reviewing and channelling inputs, providing contributions where appropriate.	Q1-Q4	<ul style="list-style-type: none"> <li>• Number of contributions provided;</li> <li>• Number of meetings attended;</li> <li>• Number of new organisations joining EASO consultative forum</li> </ul>	<ul style="list-style-type: none"> <li>• Participation at two meetings of Italian CSOs organised by the Commission; Contributed with the provision of information to the project “Strengthening NGO involvement and capacities around EU ‘hotspots’ developments”;</li> <li>• Participation in France Terre D’Asile colloque; Lisbon Forum organized by the Council of Europe; Vision Europe Summit; Civil Society media seminar on migration;</li> <li>• Four new CSOs registered in the list of registered organisations of the Consultative Forum.</li> </ul>	Fostered EASO synergies with civil society; established relationship with civil society organisations operating at national level; enhanced dialogue and promoted flow of information.

## I.6 EASO's organisational structure in 2016

### I.6.1 EASO's internal governance

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
Organise at least three Management Board meetings with the option to have additional meetings at the initiative of the chair or at the request of one third of its members.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of meetings;</li> <li>• Number of participants;</li> <li>• Number of decisions adopted;</li> <li>• Level of satisfaction of the participants.</li> </ul>	<ul style="list-style-type: none"> <li>• 3 meetings;</li> <li>• Around 70 participants per meeting;</li> <li>• 9 MB decisions adopted.</li> </ul>	See III.2: During the Management Board meetings held in in January, June and September 2016 updates were provided on EASO implementation of its work programme, recruitment and budget consumption, EASO operations, the situation of asylum in the EU, and ad hoc issues. The Management Board elected a new Chair and selected a new Executive Director at its meeting on 21-22/01/16.
Draft, adopt and publish the Annual Activity Report, the Annual Report on the Situation of Asylum in the EU and the Single Programming Document.	Q2	<ul style="list-style-type: none"> <li>• Annual report adopted and published;</li> <li>• Number of stakeholders providing input to the annual report;</li> <li>• Use of the annual report.</li> </ul>	<ul style="list-style-type: none"> <li>• Completed</li> <li>• All Member State and several civil society organisations</li> </ul>	Annual Activity report adopted on 01/07/16 Annual Report on the Situation of Asylum in the EU adopted on 07/06/16. Final Single Programming Document 2017-2019, and work programme, budget and establishment plan 2017 adopted on 15/12/16 with adjustments to take into account the final Budgetary Authority decision for 2017.
Provide the Secretariat for the Management Board.	Q1–Q4	<ul style="list-style-type: none"> <li>• Number of communications with Management Board members;</li> <li>• Level of satisfaction of Management Board members.</li> </ul>	<ul style="list-style-type: none"> <li>• Around 150 separate email communications to the Management Board during 2016.</li> </ul>	On Management Board meetings: 15; On written procedures/adoptions: 42; Weekly reports: 52; Monthly reports: 7; Security reports: 8; Queries: 20; On new topical reports: 5;

EASO Work Programme 2016 Rev. 4 (November 2016)			Performance at 31 December 2016	
EASO activities in 2016	When	Indicators	Quantitative Reporting on indicators	Qualitative Reporting on activities
				On new EASO vacancy notices: 20.

### I.6.2 EASO's administration

Refer to Part II(a) and Annexes II to V.

## PART II (a): MANAGEMENT

### II.1 Management Board

The Management Board ensures that EASO performs the duties assigned to it and acts as the planning and monitoring body. It is composed of 31 members and observers (i.e. one member from each Member State, except for Denmark, which is invited to attend as an observer, two members of the European Commission and one non-voting member of UNHCR). Moreover, representatives of the associate countries (i.e. Iceland, Liechtenstein, Norway and Switzerland) are invited to attend the meetings of the Management Board as observers.

Frontex was regularly invited to take part in relevant items on the Management Board meeting agendas in 2016, in particular with regard to the situation of asylum in the EU and the operations in Italy and Greece.

Three Management Board meetings were held in January, June and September 2016. At its January meeting, the Management Board re-elected Mag. Wolfgang Taucher as the Board's Chair for a second three-year period.

During 2016, the Management Board adopted the following documents and decisions:

- EASO Annual General Activity Report 2015;
- EASO Consolidated Annual Activity Report 2015;
- Annual Report 2015 on the situation of Asylum in the EU;
- First, second, third and fourth amendments to the Work Programme and Budget for 2016;
- Single programming document 2017-2019, and work programme, budget and establishment plan 2017;
- Decision to appoint the EASO Executive Director;
- Decision laying down general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the CEOS;
- Decision laying down general implementing provisions regarding Article 54 of the CEOS;
- Decision on general implementing provisions regarding Article 87(3) of the CEOS;
- Decision laying down general provisions for implementing Article 43 of the Staff Regulations and implementing the first paragraph of Article 44 of the Staff Regulations for temporary staff;
- Decision on general provisions for implementing Article 87(1) of the CEOS and implementing the first paragraph of Article 44 of the Staff Regulations;
- Decision on working time;
- Decision No 27 on the Final Annual Accounts 2015;
- Decision No 28 on the Interim Accounting Officer;
- Decision No 29 on Childcare Facility Costs for Pre-school Children of EASO Statutory Staff;
- Decision No 30 on the Appointment of the Accounting Officer;
- Decision No 31 on Setting up EASO operational offices and conditions of staff outside Headquarters;
- Reviewed the Decision on Asylum Intervention Pools detailing the rules on reimbursement of costs in EASO operational support activities;
- Reviewed Decision No 21 on Education costs for children of EASO statutory staff;
- Reviewed Decision No 24 on Profiles and the overall number of the experts made available for the asylum support teams (Asylum Intervention Pool) in view of their participation in the operational support activities coordinated by the Agency.

In 2016, the EASO Management Board continued its strategic discussions on the practical management of the CEAS, and the European Agenda on Migration, and various themes related to the situation of asylum in the EU. Trends, challenges and best practices were discussed by members,

representatives and observers. Furthermore, discussions also focused on the Commission's proposals for new legislative packages (i.e. Dublin and new EASO Regulation).

The Management Board discussed progress related to the implementation of the activities in the framework of the European Agenda on Migration, relocation decisions (in Greece and Italy), implementation of the EU-Turkey Statement, and the support measures for Bulgaria and Cyprus. Particular attention was given to training and quality processes, to reception conditions, to convergence of asylum decision practices, to COI and the development of the COI portal.

The Management Board received monthly and weekly reports on asylum, and also Weekly Situational Overviews (as of the end of the year). In January and September 2016, the EASO Management Board received updates on the state of play of the implementation of the recommendations from the EASO external evaluation.

## II.2 Major developments

The constant increase in the number of applicants for international protection in the EU+ continued throughout 2016 and led several EU+ countries to revert to emergency measures. These included internal border controls, which placed pressure on their asylum procedure, in particular the application and registration process, particularly in EU+ countries facing substantial and/or sudden increases in arrivals. This often led to challenges in providing adequate reception standards and delays in accessing the services.

The deteriorating situation in many regions neighbouring the EU was a determining factor in the large scale influx to EU+ countries, highlighting the need for close monitoring of the situation in countries of origin of applicants for international protection, and the need for synchronised contingency planning and flexibility to swiftly provide an appropriate response.

The European Agenda on Migration<sup>8</sup>, adopted on 13 May 2015, gave the strategic direction and outlined a series of steps that the EU should take to build a coherent and comprehensive approach to reap the benefits and address the challenges deriving from migration.

The first key event in 2016 that had a significant impact on EASO was the signing of the EU-Turkey Statement on 18 March 2016. EASO was mandated to support its implementation in Greece by supporting the Greek Asylum Service in carrying out specific steps of the procedure. Moreover, EASO supported the implementation of the 1:1 scheme established to substitute irregular and dangerous migrant crossings from Turkey to the Greek islands with the legal channel of resettlement from Turkey to the EU. For every Syrian being returned to Turkey, another Syrian is to be resettled from Turkey to the EU.

These developments had implications on EASO activities, mainly in Italy and Greece through the so-called 'hotspots' approach, in particular on registration of applications for international protection, joint processing of asylum applications, referral of potential outgoing Dublin take-charge requests, and assistance with the relocation of applicants for international protection from Italy and Greece. A key clearing house role for EASO in the resettlement of 20,000 refugees was also foreseen.

On 6 April 2016, the Commission adopted a Communication entitled "Towards a reform of the Common European Asylum System and enhancing legal avenues to Europe"<sup>9</sup>, in which it set out its priorities for improving the Common European Asylum System (CEAS).

Council Conclusions on Asylum Decision Practices, adopted on 21 April 2016 on the initiative of the Dutch Presidency, invited EASO to set up a structure for a senior-level policy network aimed at jointly

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<sup>8</sup> COM(2015) 240 final.

<sup>9</sup> COM(2016) 197 final.

interpreting Country of Origin Information (COI) and developing country guidance. Moreover, in cooperation with the policy network, EASO was invited to start a pilot exercise on common policy development based on an elaborated common COI report on Afghanistan.

The new tasks assigned to EASO through the EU-Turkey Statement and subsequent Council Conclusions required reprioritisation of the planned activities due to the increased focus on operational support.

On 4 May 2016 the Commission presented, as part of a first package of reform of the CEAS, a proposal for a new Regulation<sup>10</sup> that will transform EASO into a fully-fledged agency, as well as proposals for the reform of the Dublin system and for amendments to the Eurodac system. A second set of legislative proposals for a reform of the Asylum Procedures and Qualification Directives as well as the Reception Conditions Directive followed on 13 July 2016. These are intended to deliver the full reform of all parts of the EU asylum system, which includes measures to avoid the disruption of the Dublin mechanism by abuses and asylum shopping by applicants for and beneficiaries of international protection.

With regards to external dimension activities, the Commission set out, in its communication of 7 June 2016 on establishing a new Partnership Framework with third countries under the European Agenda on Migration<sup>11</sup>, a new way to better manage migration with third countries based on policies and financial instruments jointly delivered as a European package. EASO supports the Commission's statement that the EU can achieve greater results by speaking with one voice. Using EU agencies, including EASO, as operational agents and project partners can have a clear value added in cost-effective terms and coherence for reasons of EU accountability and visibility vis-à-vis EU citizens. Within its mandate and with the allocated resources, EASO could support this process in close coordination and cooperation with relevant EU institutions and international organisations.

The significant increase in EASO's operational activities relating to the hotspots and relocation required additional financial resources that were made available by the Commission in the first quarter of 2016. These resources were allocated to key areas, mainly to the operations in Italy and in Greece, for the development of tools for relocation, for the Dublin network and for communication activities related to relocation.

EASO's role in the implementation of the EU-Turkey Statement in Greece, including the deployment of experts and interpreters as well as the contracting of ancillary services, exponentially increased EASO's operational expenditure well above any previous budget estimates. Consequently, on 6 June 2016, EASO received Emergency Assistance - AMIF (EMAS) funding to cover the cost of implementation of the EU-Turkey Joint Action Plan.

Additional funding was provided to EASO in the last quarter of 2016 to cover the cost of its operational activities until the end of the year.

The year 2016 saw important developments in EASO's management. The Chair of EASO's Management Board, Mag. Wolfgang Taucher, was re-elected for a second three-year term at the meeting held on 21 and 22 January 2016. At the same meeting, Mr José Carreira, who was the Executive Director *ad interim*, was selected by the Management Board as the new EASO Executive Director. Mr Carreira took up his appointment in April 2016.

The operational challenges faced by EASO as well as the changes foreseen in the Commission proposal for a new asylum agency led to a re-organisation of EASO's internal organisational structure to better deliver its expanding role and prepare for the responsibilities that would be introduced by the new Regulation. In addition, in order to facilitate its operations in Greece and Italy and to reinforce its

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<sup>10</sup> COM(2016) 271 final.

<sup>11</sup> COM(2016) 385 final.

presence in the Member States in the coming years, EASO opened operational offices in Athens and Rome. The IT and information resources of EASO are shared with the two offices, which makes them an indispensable part of the Agency's structure. Moreover, EASO appointed liaison officers to the EU Institutions in Brussels and to Frontex to foster closer relations and facilitate cooperation in areas of mutual interest.

## II.3 Budgetary and financial management

### II.3.1 Implementation of appropriations

The distribution of appropriations by budget title, the rate of implementation and type of funds are summarised in the following paragraphs.

#### Revenue in 2016

Details relating to the initial budget as voted and each of the four amending budgets in 2016 are provided in Annex VI.

Budget line	Description	Voted Budget (€)	Total amendments during 2016 (€)	Final actual appropriations (€)
2000	EU Contribution (Commission subsidy - Titles 1, 2 and 3)	19,438,600.00	10,025,000.00	29,463,600.00
3000	Third-country contributions	0.00	1,900,134.47	1,900,134.47
4000	Other contributions	0.00	21,710,759.01	21,710,759.01
5000	Administrative operations and miscellaneous income	0.00	740.27	740.27
	<b>Total revenue</b>	<b>19,438,600.00</b>	<b>33,636,633.75</b>	<b>53,075,233.75</b>

- **Budget execution of income appropriations per fund source**

Income appropriations						
Budget title	Fund source	Description	Current budget (€)	Revenue received (€)	Remaining balance (€)	Ratio (%)
2	IC1	EU contribution (Commission subsidy - titles 1, 2 and 3)	29,463,600.00	29,463,600.00	0.00	100.00
3	IR1	Third country contributions	1,900,134.47	1,900,134.47	0.00	100.00
4	IR1	Other contributions	21,710,759.01	21,710,759.01	0.00	100.00
4	IR1	Miscellaneous income	-	835.05	0.00	-
	IC4		-	3,332.50	0.00	-
5	IC1	Administrative operations	740.27	12,731.93	0.00	-
		<b>Total income</b>	<b>53,075,233.75</b>	<b>53,091,392.96</b>	<b>0.00</b>	<b>100.03</b>

## Notes:

1. Miscellaneous income was not budgeted.
2. Administrative operations income concerns income from interest. Revenue received in 2016 includes interest income for the years 2015 and 2016 and refund of tax on interest for 2013.

- **Associate countries' contributions**

- **Kingdom of Norway**

The European Union signed an arrangement with the Kingdom of Norway for its participation in EASO's activities, which entered into force on 20 March 2014. Pursuant to Article 3.1 of the Arrangement, Norway will contribute an annual sum to EASO calculated in accordance with its Gross Domestic Product (GDP) as a percentage of the GDP of all participating States in accordance with a formula laid down in Annex. For 2016, the contribution agreed by EASO and the Kingdom of Norway amounted to €772,433.14.

- **Swiss Confederation**

The European Union signed an arrangement with the Swiss Confederation for its participation in EASO's activities, which entered into force on 11 March 2016. Pursuant to Article 3.1 of the Arrangement, Switzerland will contribute an annual sum to EASO calculated in accordance with its Gross Domestic Product (GDP) as a percentage of the GDP of all participating States in accordance with a formula laid down in Annex. For 2016, the contribution agreed by EASO and Switzerland amounted to €1,127,701.33.

- **Grants**

- **EMAS grant**

On 18 March 2016, the EU-Turkey Joint Action Plan was adopted. The plan foresaw a number of new activities for EASO implying an exponential increase of the operational expenditure for the Agency, well above any previous budget estimates.

To cover those costs, on 6 June 2016 an Emergency Assistance (EMAS-AMIF) agreement<sup>12</sup> between EASO and the European Commission was signed and a pre-financing of €19.95 M was incorporated in the EASO budget via a budget amendment (Amendment 2/2016).

- **IPA grant**

EASO signed a Cooperation Agreement with Frontex within the framework of a grant agreement with the Commission for the implementation of the 'Regional Support to protection-sensitive migration management in the Western Balkans and Turkey, Component 1' and received € 565,829.89 in first pre-financing.

- **ENP grant**

Following completion of all activities foreseen in the ENP grant to implement the project 'Promoting the participation of Jordan in the work of EASO as well as the participation of Tunisia and Morocco in the work of EASO and Frontex', EASO received the balance payment of €84,274.96 that was incorporated in the budget via an amendment (Amendment 4/2016).

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<sup>12</sup> Grant agreement reference number HOME/2016/AMIF/AG/EMAS/0037

## Expenditure in 2016

EASO's initial 2016 budget amounted to €19.44 M of CA and PA, which was fully financed by the EU subsidy. The budget was amended four times and by the end of the financial year reached a total of €65.3 M of CA and €53.1 M of PA (including *ad hoc* grants and contributions from associate countries).

All details about the budget as voted and the four amending budgets are provided in Annex II.

### Contribution from the general budget of the European Union (EU subsidy)

In 2016 the EU subsidy<sup>13</sup> increased from €19.44 M of CA and PA to €41.8 M of CA and €29.5 M of PA (CA +115%, PA +52%). EASO implemented 99% of the former and 86% of the latter.

Budget title	CA budgeted (€)	CA executed (€)	CA (%)	PA budgeted (€)	PA executed (€)	PA (%)
Title 1	8,647,858.00	8,615,142.99	99.62	8,647,858.00	8,177,934.59	94.57
Title 2	5,689,080.94	5,595,140.47	98.35	5,689,080.94	3,139,865.22	55.19
Title 3	27,419,978.28	27,199,659.34	99.20	15,124,978.28	14,089,512.49	93.15
Title 4	1,682.78	1,682.78	100.00	1,682.78	1,682.78	100.00
<b>Total</b>	<b>41,758,600.00</b>	<b>41,411,625.58</b>	<b>99.17</b>	<b>29,463,600.00</b>	<b>25,408,995.08</b>	<b>86.24</b>

The following tables show the overall budget execution in 2016 for all fund sources, including the credits from associate countries, grant agreements and carry overs from previous year(s).

In 2016, EASO managed a total of €71.5 M of CA and €55.5 M of PA, executing 80.64% and 63.4% respectively.

Budget title	Description	CA budgeted (€)	CA implemented (€)	CA (%)	PA budgeted (€)	PA consumed (€)	PA (%)
Title 1	Staff expenditure	9,116,651.54	8,801,125.66	96.54	9,116,651.54	8,363,917.26	91.74
Title 2	Infrastructure and operating expenditure	7,530,622.17	6,959,312.00	92.41	7,530,622.17	4,433,352.75	58.87
Title 3	Operational expenditure	34,121,849.60	32,711,764.20	95.87	18,061,664.40	15,680,735.45	86.62
Title 4	Other external projects (grants)	20,746,176.40	9,197,861.42	44.34	20,746,176.40	6,680,358.85	32.20
	<b>Total expenditure (including carry overs)</b>	<b>71,515,299.71</b>	<b>57,670,063.28</b>	<b>80.64</b>	<b>55,455,114.51</b>	<b>35,158,364.31</b>	<b>63.40</b>

The following tables show the budget execution per budget title and fund source for CA and PA. The fund sources are:

C1: funds from the EU general budget;

<sup>13</sup> C1 credits

C2: non-automatic carry overs from 2015;  
 C4: amounts recovered in 2016;  
 C5: amounts recovered in previous years;  
 C8: automatic carry overs from previous year(s);  
 R0: associate countries' contributions and grants.

• **Budget execution of commitment appropriations per fund source**

Budget title	Fund Source	CA budgeted (€)	CA implemented (€)	CA (%)
Title 1 – Staff expenditure	C1	8,647,858.00	8,615,142.99	99.62
	C5	481.02	481.02	100.00
	C8	188,312.52	121,722.59	64.64
	R0	280,000.00	63,779.06	22.78
<b>Total Title 1</b>		<b>9,116,651.54</b>	<b>8,801,125.66</b>	<b>96.54</b>
Title 2 – Infrastructure and operating expenditure	C1	5,689,080.94	5,594,489.17	98.34
	C2	425,000.00	220,142.68	51.80
	C5	30,196.45	30,196.45	100.00
	C8	1,076,583.31	1,005,853.59	93.43
	R0	309,761.47	108,630.11	35.07
<b>Total Title 2</b>		<b>7,530,622.17</b>	<b>6,959,312.00</b>	<b>92.41</b>
Title 3 – Operational expenditure	C1	27,419,978.28	27,184,481.70	99.14
	C4	2,820.00		
	C8	3,765,185.20	3,602,358.58	95.68
	R0	2,933,866.12	1,924,923.92	65.61
<b>Total Title 3</b>		<b>34,121,849.60</b>	<b>32,711,764.20</b>	<b>95.87</b>
Title 4 – Other external projects	C1	1,682.78	1,682.78	100.00
	R0	20,744,493.62	9,196,178.64	44.33
<b>Total Title 4</b>		<b>20,746,176.40</b>	<b>9,197,861.42</b>	<b>44.34</b>
<b>Total CA</b>		<b>71,515,299.71</b>	<b>57,670,063.28</b>	<b>80.64</b>

• **Budget execution of payment appropriations per fund source**

Budget title	Fund Source	PA budgeted (€)	PA consumed (€)	PA (%)
Title 1 – Staff expenditure	C1	8,647,858.00	8,177,934.59	94.57
	C5	481.02	481.02	100.00
	C8	188,312.52	121,722.59	64.64
	R0	280,000.00	63,779.06	22.78
<b>Total Title 1</b>		<b>9,116,651.54</b>	<b>8,363,917.26</b>	<b>91.74</b>
Title 2 – Infrastructure and operating expenditure	C1	5,689,080.94	3,139,865.22	55.19
	C2	425,000.00	220,142.68	51.80
	C5	30,196.45		
	C8	1,076,583.31	1,005,853.59	93.43
	R0	309,761.47	67,491.26	21.79
<b>Total Title 2</b>		<b>7,530,622.17</b>	<b>4,433,352.75</b>	<b>58.87</b>
Title 3 – Operational expenditure	C1	15,124,978.28	14,089,512.49	93.15
	C4	2,820.00	2,820.00	100.00
	C8	0.00		0.00
	R0	2,933,866.12	1,588,402.96	54.14
<b>Total Title 3</b>		<b>18,061,664.40</b>	<b>15,680,735.45</b>	<b>86.82</b>
Title 4 – Other external projects	C1	1,682.78	1,682.78	100.00
	R0	20,744,493.62	6,678,676.07	32.19
<b>Total Title 4</b>		<b>20,746,176.40</b>	<b>6,680,358.85</b>	<b>32.20</b>
<b>Total PA</b>		<b>55,455,114.51</b>	<b>35,158,364.31</b>	<b>63.40</b>

### II.3.2 Commitments for actions extending for more than one financial year

Not applicable.

### II.3.3 Budget transfers

Article 27 of EASO's Financial Regulation states:

*"1. The Executive Director may transfer appropriations:*

*a) From one title to another up to a maximum of 10 % of the appropriations for the year shown on the line from which the transfer is made;*

*b) From one chapter to another and from one article to another without limit.*

...

*“4. The Executive Director shall inform the Management Board as soon as possible of all transfers made...”*

In 2016, 20 budget transfers were executed, of which 16 were within budget titles and four between titles. Out of the four transfers between titles one was executed by a decision of the Executive Director even though it exceeded the 10 % threshold laid down in Article 27(1)(a). This was done in consideration of the operational emergency at the time of the decision and was motivated by the lack of required funding on the relevant budget line. It was nonetheless immediately brought to the attention of the Management Board<sup>14</sup> and endorsed by the latter in the second amendment to the 2016 budget.

More details on budget transfers are provided in Annex II.

### **II.3.4 Amending budgets**

The 2016 EASO budget was adopted on 16 December 2015 and amounted to €19.44 M corresponding to the EU subsidy. Due to the significant increase in its operational support activities to Member States, in particular in the so called hotspots in Italy and Greece, in the first two months of 2016 EASO experienced an unprecedented shortage of funding for its operations.

EASO amended its budget four times during the year. A first increase of the EU contribution amounting to €6.52 M was adopted on 31 March 2016<sup>15</sup>. On 17 June 2016, a second amendment was adopted to include almost €20.0 M in Title 4 of the budget, corresponding to the first instalment (80 %) of the EMAS-AMIF grant agreement, signed with the European Commission for the implementation of the EU-Turkey Joint Action Plan.

Due to the increased operational activities in Italy and Greece and following a Mid-Year Budget Review (MYBR) exercise conducted in June, a third budget amendment was adopted by the Management Board on 20 September 2016, increasing the CA by €15.8 M and PA by €9.545 M.

The fourth amendment to the budget was adopted by Management Board on 5 December 2016. The lower than expected response of the Member States in making experts available for deployment in the hotspots, led to slower consumption of PA leading to a reduction of €6.04 M in Title 3. Adjustments were also made to account for balance payments stemming from the grant agreements signed with the Commission<sup>16</sup> and the contributions received from the Kingdom of Norway and the Swiss Confederation.

Details of budget amendments in 2016 are provided in Annex II.

### **II.3.5 Appropriations carried forward from 2016 to 2017**

Automatic carry forward are appropriations that were committed in previous year(s) and not paid by 31 December 2016.

The total amount carried over from 2016 to 2017 is €19.6 M in CA and €2.9 M in PA.

As appropriations in Title 3 are differentiated, only the CA are automatically carried forward whereas PA are cancelled. Payments under differentiated appropriations will consume 2017 PA.

<sup>14</sup> During the Management Board meeting of 6 to 7 June 2016.

<sup>15</sup> This amendment also included €896,206.72 as a first instalment of the grant agreement between EASO and the Commission for the provision of Eurodac fingerprinting machines to Greece.

<sup>16</sup> Grant agreement 'Promoting the participation of Jordan in the work of EASO as well as the participation of Tunisia and Morocco in the work of EASO and Frontex' as well as 'EASO emergency support to Greek hotspots to strengthen their fingerprinting capacity' (for the provision of Eurodac fingerprinting machines to Greece).

### Overview of Automatic carry-forward (C8) per budget title

Budget Title	CA budgeted (€)	PA budgeted (€)
Title 1	437,208.40	437,208.40
Title 2	2,484,820.40	2,484,820.40
Title 3	16,694,507.79	0.00
<b>Total</b>	<b>19,616,536.59</b>	<b>2,922,028.80</b>

#### II.3.6 Appropriations carried forward from 2015 to 2016

EASO carried over €5.03 M from 2015 and paid 89.17% of this amount in 2016. An amount of €722,000 was carried over again to 2017.

#### II.3.7 Procurement types

In 2016 EASO carried out the following types of procurement procedures:

Type of procedure	Number	Percentage (%)
Open	9	7.4
Negotiated below 60.000 EUR	5	4.1
Negotiated below 15.000 EUR	7	5.8
Exceptional negotiated	42	34.7
Call for expression of interest	6	5.0
Direct award based on recorded exception <sup>17</sup>	52	43.0
<b>Total</b>	<b>121</b>	<b>100.0</b>

#### II.3.8 Interest on late payments

In 2016 EASO processed 4,861 payments, of which 2,007 were made after the legal deadline (41%). This was mainly due to the exponential increase in the budget. The late interest for 2016 as reported in the draft financial statements is €6,122.93, of which €3,682.70 were booked in 2016 (on 9 invoices) and €2,440.23 were accrued (on 3 invoices).

In July 2015, EASO had prepared an action plan to reduce late payments. Its implementation at the time led to a decrease in the average rate of late payments from 38 % in the period January to August 2015, to 13 % in the period September to December 2015. In 2016 (excluding the month of January), the positive trend continued until May. Nonetheless as of June the late payments rate again reached very high levels.

It should be noted that in 2016 the budget increased from an initial €19.44 M to €53 M (in PA). The operational activities of EASO increased exponentially leading to a significant increase in the number of financial transactions to be processed by the same number of staff.

In view of the above, in November 2016, the financial initiation function was decentralised to the operational departments and administrative units, while the verification function remained centralised in the Administration Department. In December, the decentralisation had already

<sup>17</sup> Refer to section IV.1 for more details on exceptions in 2016.

produced the first positive results: 723 payments were executed compared with a monthly average number of payments of 376 executed between January and November. Moreover the late payment rate in December fell below 20 %.

The nomination of decentralised financial initiating agents is not the only measure that was put in place. Sub-delegations of financial authority were extended to additional senior staff to increase the timely authorisation of payments.

The post of Accounting Officer was filled in late 2016 and complemented by the post of Accounting Assistant thus ensuring back-up support for the function.

Decision number 16 of the Management Board of 8 November 2016 detailing the rules on reimbursement of costs in EASO operational support activities (deployment of experts/interpreters) simplified the calculation of reimbursements and reduced considerably the administrative burden (in terms of supporting documents) required to process each payment.

In addition, as of 1 January 2017 a new flat rate system is in place to simplify reimbursements to candidates attending interviews.

All of the above-mentioned measures are expected to lead to the normalisation of the payments by the end of the first half of 2017.

Monthly statistics on late payments in 2016 are provided in the table below.

Month	01	02	03	04	05	06	07	08	09	10	11	12	Total
Payments	153	371	361	419	231	416	510	334	485	292	566	723	4,861
Late payments	93	86	31	64	32	222	412	252	233	120	318	144	2,007
% Late payments	60.78	23.18	8.59	15.27	13.85	53.37	80.78	75.45	48.04	41.10	56.18	19.92	41.29

### II.3.9 Budgetary operations in 2016

EASO's budgetary operations in 2016 are reported above and in Annex VI.

## II.4 Human resources management

### II.4.1 Major developments

In 2016, EASO revised its organisational structure to prepare for a significant growth in terms of human and financial resources as well as a mandate that will be extended to new areas of activity. EASO's internal organisational structure is described in the introduction to this report.

Thirty new establishment plan posts for EASO in 2016 were approved by the Budgetary Authority. The Agency concluded 21 recruitment procedures in 2016, and several competitions for posts foreseen in the 2016 establishment plan were being finalised in the beginning of 2017.

EASO reiterated its ambition to adopt a consistent approach in filling posts at Head of Department, Unit and Sector level, taking into consideration the lower country correction coefficient applicable in the host Member State, Malta, in order to attract high quality candidates from the EU Member States. Considering the future size of EASO, it was decided that the grades for recruitment should be AD12 for Heads of Department, AD10 for Heads of Unit and AD8 for Heads of Sector.

As several Head of Unit and of Head of Sector positions cannot be filled immediately, due to insufficient numbers of posts at the required grades in the establishment plan, EASO decided to

prioritise recruitment on these posts in the Departments of Operations and of Asylum Support and in essential areas in Administration, such as finance, human resources and ICT. It is essential for EASO to have the posts filled as soon as possible as the organisation is growing very quickly and needs strong and experienced leaders to make that transition happen in the smoothest way possible. Therefore the continued support of the Commission, Management Board and Budgetary Authority is imperative to ensure that the necessary grades in the establishment plan are available.

As an increase in the number of posts requires resources to organise and run recruitment competitions, one of EASO's first priorities was to enhance the capacity of the Recruitment Sector in the Human Resources Unit. In addition, the ICT Unit is being strengthened to ensure EASO can introduce efficiency and better use of resources by automating workflows to reduce the administrative workload. The latter would, in the medium to long term, allow EASO to reduce the proportion of staff working in administration and increase proportionally staff in the core operational business areas.

On 2 December 2016 the staff headcount was 136. Statutory staff as well as seconded national experts were represented. The composition was 86 Temporary Agents, 43 Contract Agents, and 7 Seconded National Experts. Twenty-two nationalities were represented at the end of 2016. The top five nationalities were Italian (19.2 %), Belgian (12.0 %), Maltese (9.6 %), and Greek and Polish (8.0 % each). The gender balance was 63.2 % female and 36.8 % male staff members.

The Agency has signed agreements with private/international schools in Malta to compensate for the lack of a European School within a 50 km radius of EASO's headquarters. In this sense, the Management Board adopted in November 2013 a Decision on the EASO contribution to school fees for children attending a private/international school in Malta and to support their integration in the local environment. The Decision foresees the provision of adequate financial support to staff members whose children attend these schools whilst taking into account a sustainable and balanced approach between the financing of school fees and the Agency's expenditure. In the course of 2016, EASO has been working with local providers and the Maltese Ministry of Education to prepare for the establishment of a European School. EASO hopes to have a final agreement or plan in the course of 2017.

In a small organisation, where everyone knows each other, informal and low key internal communication channels are often sufficient. However as the Agency grows more structured internal communication that reaches the staff members concerned is necessary. In 2016, EASO worked on developing an internal communication plan, which includes, apart from the traditional written messages, a revamped induction programme for new starters, interactive and highly participative workshops, lunchtime information sessions, and team building. These initiatives will be further developed and improved in due course with the aim of reducing turnover rates, increasing internal cohesion and understanding of organisational values and buy-in in the numerous change initiatives that are being undertaken in EASO.

In accordance with paragraph 28 of the European Parliament's Discharge Report, '2011 discharge: performance, financial management and control of EU agencies' (P7\_TA(2013)0134), the number of days of leave authorised to each grade under the flexitime leave scheme is reported in the table below.

Category	Grade	No. of staff in grade in 2016	Total no of flexitime recuperation days in 2016	Average no of recuperation days per staff member in grade
Temporary agents	AD 16	0	-	-
	AD 15	0	-	-
	AD 14	1	0	0.0
	AD 13	0	-	-
	AD 12	2	0	0.0
	AD 11	0	-	-
	AD 10	5	12	2.4
	AD 9	2	0	0.0
	AD 8	4	6.5	1.6
	AD 7	25	134.5	5.4
	AD 6	13	47.5	3.7
	AD 5	8	23	2.9
	AST 8	0	-	-
	AST 7	0	-	-
	AST 6	0	-	-
	AST 5	0	-	-
	AST 4	3	14.5	4.8
	AST 3	10	40	4.0
	AST 2	0	-	-
	AST 1	4	22.5	5.6
Contract agents	FG IV	25	83	3.3
	FG III	23	68	3.0
	FG II	3	10.5	3.5
	FG I	1	7	7.0
Seconded national experts	SNE	12	62	5.2

#### II.4.2 Screening/benchmarking exercise

The results of EASO's benchmarking exercise for the years 2015 and 2016 are presented in Annex IV. The distribution of staff resources across the standard job type categories is determined based on staff numbers and the individual job profiles.

In summary, there was an increase in the Operational job types' category from 58.18 % in 2015 to 63.31 % in 2016. The result was expected in view of the rapid increase in operations-related activities during 2016 as reported above.

Consequently the Administrative support and coordination job types' category decreased from 29.09 % to 24.26 %. The Neutral job types' category relating to Finance and Control also experienced a reduction from 12.73 % to 12.43 %.

## II.5 Assessment by EASO Management

In the course of 2016, the Agency continued to operate a centralised system of financial management where the mandatory ex ante financial verification of each financial transaction was performed centrally by Finance staff. This step in the financial circuits, which is based on the four-eye principle, is the main guarantee for ensuring that risk of fraud is minimised to the extent possible.

On 7 November 2016, EASO started to implement a decentralised system whereby financial initiation is performed within the Departments and Units. This was intended to address delays in payments that were namely due to the quality of files submitted for financial initiation. Nevertheless verification continues to be done centrally in the Administration Department.

Since 9 December 2013, the Agency has a procedure in place for 'EASO management of exceptions and non-compliance events'. The procedure foresees an ex ante request to be made for an exception that must be supported by identified measures to be taken to prevent recurrences prior to approval. In the case of a non-compliance event detected after an action was taken, an ex post note has to be filed. Exception requests and non-compliance notes have to be signed by the responsible Authorising Officer by delegation and the Executive Director.

EASO uses ABAC, Business Objects and SAP Financials as its main financial reporting systems. Both the tools and the underlying internal procedures have been tested and validated by the Accounting Officer as producing reliable data and reports.

According to Article 44(1) of the EASO Financial Regulation (EASO FR), 'The authorising officer shall be responsible for implementing revenue and expenditure in accordance with the principle of sound financial management and for ensuring compliance with the requirements of legality and regularity'.

For this purpose the Authorising Officer 'shall ... put in place the organisational structure and internal control system suited to the performance of the duties of authorising officer' (Article 44(2)).

A complete financial circuit for all transactions is established within the agency in compliance with the compulsory control steps and minimum standards foreseen in the EASO FR (Article 45 on ex ante controls).

Authorising officers by delegation and sub-delegation are appointed by Executive Decisions as are other statutory staff assigned to perform duties of financial actors. Charters of tasks and responsibilities of authorising officers by delegation and sub-delegation are in place.

EASO has not yet addressed the requirements of Article 46 on ex post controls. Although ex post controls are not a mandatory requirement of the EASO FR, the Agency recognises the benefit such controls will have towards providing assurance to management.

The implementation of the budget at all levels of management is subject to compliance with the internal control objectives set in Article 30 of the EASO FR.

- Effectiveness, efficiency and economy of operations (sound financial management)
  - Sound financial management is promoted as a guiding principle ensuring the level of economy, efficiency and effectiveness achieved with regard to financial transactions and the availability of staff assigned to these tasks;

- In view of the significant dependence of budget execution on procurement, special attention is paid to the level of performance of ex ante controls in tender procedures;
- Relevant training is provided to staff;
- The use of electronic tools is recognised as value adding when it contributes to more efficiency and improved economy; EASO has continued to increase its paperless workflows to reduce effort, processing times and waste.
- Reliability of reporting
  - Regular reporting based on standard reports from ABAC's data warehouse supports the decision-making process and ensures better results performed by staff;
  - Non-compliance notes and exceptions request are rigorously produced;
  - The accounting system was validated in May 2013. A follow-up was done between March and June 2014;
  - In 2016, revision of all financial procures was completed in order to implement the paperless workflows that went live on 26 April. Moreover, in 2017 a further review and a simplification of financial procedures are planned together with implementation of *ex post* controls.
  - The agency ensured that all needed procedures and controls are in place or updated as requested, paying full attention to the remarks of the European Parliament. The number of transactions is normal as is their complexity. The staff allocated to the financial tasks is trained and competent. Training is an ongoing activity to ensure compliance with rules and practices.
- Safeguarding of assets and information
  - A risk management procedure established by the Executive Director in 2016 will ensure that the process will be run regularly and effectively in the coming years. Risk registers have been prepared by all Agency Units including objectives to be achieved during 2017, related risks, mitigating actions and functions responsible for implementation.
  - A document management project is ongoing that will reinforce the filing and archiving of electronic documents as well as retention periods.
  - The system components of the ICT disaster recovery infrastructure were assembled in 2014 forming the final disaster recovery platform (secondary data centre) for ICT services. Following the signing of the working arrangement between EASO and eu-LISA in January 2016, the physical move of the platform to the off-site location at eu-LISA's premises in Strasbourg was completed in 2016.
- Prevention, detection, correction of irregularities and fraud.
  - Guidelines and internal rules on prevention of fraud, corruption and any illegal activity detrimental to the Union's interests are in place; a "whistle-blowing" procedure has been drafted and is expected to be signed off in early 2017;
  - A policy for the management and prevention of conflicts of interest is in place;
  - Declarations of absence of conflict of interest and confidentiality are required for all members of staff selection committees before the start of the selection process;
  - Declarations of absence of conflict of interest are also required for tender evaluation committees.

## II.6 Budget implementation tasks entrusted to other services and entities

Not applicable to EASO.

## II.7 Assessment of audit results during the reporting year

### II.7.1 Internal Audit Service (IAS)

In 2016 EASO was subject to an audit conducted by the IAS on Budget Execution and Procurement Plan Implementation in the European Asylum Support Office. The audit was included in the IAS 2016 audit plan as a result of the IAS risk assessment carried out in 2012. The overall objective of the audit

was to assess the effectiveness and efficiency of EASO's planning and monitoring processes for budget execution and procurement. The audit scope addressed: procurement planning processes and alignment with the annual work programme, tools used for monitoring the implementation of the procurement plan, and budgetary planning processes and alignment with the work programme objectives.

In their final audit report, the auditors recognised the ongoing efforts made by EASO to ensure the proper functioning of the administrative processes, such as budget execution and procurement, while being confronted with the operational challenges linked to EASO's role in the refugee crisis. The auditors also noted that the Agency has significantly improved the execution of its budget; budget implementation was deemed satisfactory and although carry-overs were relatively high, they were justified. The IAS concluded that EASO should further strengthen its planning and monitoring processes for budget execution and procurement.

EASO accepted the report and made no comments on the recommendations. The follow-up action plan developed by EASO was considered suitable by the IAS. The agency continues to work together with the IAS to develop concrete actions to minimise the identified risks.

## II.7.2 European Court of Auditors (ECA)

ECA's report on the annual accounts of the European Asylum Support Office for the financial year 2015 was published on 1 December 2016<sup>18</sup>. In its statement of assurance pursuant to the provisions of Article 287 of the Treaty on the Functioning of the European Union (TFEU), the Court confirmed it had audited the Agency's annual accounts, which comprised the financial statements and the reports on the implementation of the budget for the financial year ended 31 December 2015, and the legality and regularity of the transactions underlying those accounts.

On the reliability of the accounts, the Court's opinion was that "the annual accounts of the Office present fairly, in all material respects, the financial position of the Office as at 31 December 2015 and the results of its operations and its cash flows for the year then ended, in accordance with the provisions of its Financial Regulation and the accounting rules adopted by the Commission's accounting officer."

On the legality and regularity of the transactions underlying the accounts, the Court's opinion was that "the transactions underlying the annual accounts of the Office for the period from 1 January to 31 December 2015 are legal and regular in all material respects."

ECA made the following comments that did not call the Court's opinions into question:

- On budgetary management: "The Office committed only 14.5 million euro, i.e. 93.7 % of the approved budget (2014: 12.4 million euro, i.e. 84.7 %). The level of committed appropriations carried over for Title II (administrative expenditure) was high at €1,076,583, i.e. 36.9 % (2014: €635,492, i.e. 28.7 %). The carry-overs mainly relate to consulting services for ICT developments contracted in the last quarter of 2015 (€0.4 million) and investments in IT infrastructure (€0.3 million) in view of the expected recruitment of additional staff following the decision of the budget authority at the end of 2015 to increase the establishment plan."
- Other comments: "The Director of the Office approved a new policy for the recruitment of temporary and contract agents in November 2015. The new policy addresses most issues identified by the Court during past audits. Its implementation will be followed up in 2016 when a significant number of recruitments is expected."

EASO's reply to ECA's comments, annexed to the opinion, were:

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<sup>18</sup> OJ C 449, 1.12.2016, p.66.

- “Concerning carry-overs, these were planned in advance and well justified, due to EASO’s role in the migration crisis, in consideration of which the Budget Authority significantly increased EASO budget and staff for 2016. As a consequence, at the very end of 2015, EASO had to get ready to accommodate extra staff (+ 30 Temporary Agents) by procuring necessary goods and services.”
- “EASO is in line with the general comments of ECA, and is committed to have fully transparent recruitment procedures via the new EASO Recruitment Policy implementation. This is reflected in the recruitments from November 2015 onwards, addressing issues identified in past audits.”

Since ECA’s opinion on the 2015 annual accounts, the Agency successfully implemented in 2016 the contribution from the EU general budget achieving 99 % in commitment appropriations, the highest level since its establishment.

Audits of EASO’s annual accounts for 2016 were conducted by ECA and an external audit firm in the first quarter of 2017. The Court’s opinion will be made available later in 2017 after conclusion of the contradictory procedure with the Agency.

## **II.8 Follow-up of recommendations and action plans for audits**

At the beginning of 2016 EASO had three open action plans resulting from the audits on Training management in the framework of EASO’s Permanent and Emergency/Special Support Activities (2015), Implementation of Support Plans in EASO (2014) and the Report on significantly delayed very important and important IAS recommendations (2015).

There were 20 open recommendations from these action plans. EASO successfully closed 19 of these recommendations during 2016, all of which were very important or important recommendations from audits conducted in 2014 and 2015. Improvement actions relating to one recommendation are ongoing with the agency expecting to close this recommendation once the new regulation establishing the fully-fledged agency is adopted. The remaining recommendation, classified as “Important”, is about EASO making all deliverables centrally available to all internal stakeholders as well as establishing and implementing a policy on publication of deliverables. Progress is being made with a draft policy and SOP in the final stages.

There were no recommendations to be addressed in 2016 arising from audits by the European Court of Auditors.

## **II.9 Follow-up of observations from the Discharge Authority**

EASO has addressed all observations stemming from previous years’ discharges up to 2014.

In the case of the budget discharge for 2015, EASO received the draft report and provided a reply on the status of implementation of actions. There is one observation of the European Parliament that has to be addressed, concerning publication of the *curriculum vitae* of members of the Management Board on EASO’s website. EASO has made a request to the Management Board and will publish the documents once all have been received.

On 27 April 2017, the European Parliament granted the discharge in respect of the implementation of the budget of the Agency for the financial year 2015.

## PART II (b): EXTERNAL EVALUATION

Article 46 of the EASO Regulation states that EASO shall commission an independent external evaluation of its achievements. Following the adoption of the terms of reference by the Management Board and the conclusion of a procurement procedure, EY (formerly Ernst & Young) was mandated by EASO to conduct the independent external evaluation of EASO's activities covering the period from February 2011 to June 2014. All activities implemented by EASO, across all the Member States of the European Union, were included in the scope of the evaluation. The evaluation was conducted between October 2014 and July 2015.

In particular, the thematic scope of the evaluation covered EU added value, effectiveness and impact of EASO in contributing to the implementation of the CEAS, including the asylum legislative package. The efficiency and quality of working practices during its first years of operations were also examined. The ultimate objective of the external evaluation was to provide concrete recommendations to address possible changes to EASO's legal framework, structural changes to EASO (without amending its legal framework) and a further increase in practical cooperation amongst Member States, in particular in the field of training, data collection, country of origin information and operational support.

The external evaluators presented their findings and recommendations to the EASO Management Board in January 2016. At that meeting, EASO agreed to develop an action plan to address the recommendations and to report on the state of play of implementation to the Management Board. Two updates were provided in May and September 2016.

The status of implementation of the action plan at the end of 2016 was as follows.

- Recommendation 1: Foster political willingness for an update of EASO's mandate in order to cover relevant topics and to include all additional tasks deriving from the evolving legal and political framework
  - This is being addressed by the Commission proposal of 4 May 2016 for a new EASO Regulation tabled by the Commission. Further implementation will be done in the context of the new EASO Regulation.
- Recommendation 2: Strengthen the involvement of civil society during the programming phase of EASO's activities
  - EASO strengthened its relationship with the Consultative Forum by employing a more participatory methodology and organising the annual meeting in Athens in order to promote wider participation of organisations in Greece. The Consultative Forum's composition and working methods will be revised in the light of the new EASO Regulation.
  - More frequent meetings with civil society and NGOs were introduced, in particular in the hotspots. Civil society representatives were regularly invited to participate in EASO activities and to contribute to the development of material and tools.
  - The viability of NGO participation in the delivery of support plans on a case by case basis is being explored in the context of EASO's activities in the hotspots and relocation. Development of ad hoc activities with targeted NGOs is under assessment.
- Recommendation 3: Better communicate upon the results and impacts of its activities
  - External and independent evaluations of emergency and special support plans at the end of each phase are being explored in the context of new operating plans and special support plans signed by EASO.
  - An IDS network was set up in January 2016 as reported in section I.2.1 of this report.
  - The launch of a new user-friendly website is further enhancing communication with Member States and civil society. EASO has also increased the use of social media tools.
- Recommendation 4: Further clarify the coordination with other EU agencies and international organisations, in particular EMN and UNHCR

- EASO regularly participates in EMN Steering Board meetings and NCP meetings. The work programmes of the two entities are shared to ensure coherence. Weekly meetings are being held with UNHCR to ensure closer coordination.
- Recommendation 5: Improve the need assessment process of Member States requesting EASO's support
  - Given the increasing operational role of EASO and the proposal for a new Regulation the human resources of the Department of Operations are being reinforced within the new EASO organigram).
  - With respect to operational activities and the increased number of AIP experts deployed in operations, EASO holds briefings before experts take up duties. In addition, where appropriate, relevant training is organised prior to deployment to ensure that experts are well-briefed in the area of work and are familiar with the national context in which they will be operating. EASO is working to obtain a European certification of the EASO Training Curriculum. Together with Member State experts, EASO is designing the assessment of the learning outcomes for each existing module within the Curriculum. This process will lead to a certification of trainers.
  - Further involvement of Member State beneficiaries support during the assessment phase is being explored in the context of the most recent agreements with EU Member States (i.e. Greece and Italy). EASO involved the host Member States in the design of the relocation procedure and the support provided through the operational agreements signed. This is part of EASO's developed concept for joint processing.
- Recommendation 6: Streamline the experts sent out to Member States in order to facilitate their participation
  - EASO Contact Points have been created to centralise and streamline communication between EASO and Member States. Efforts are being made to quantify contact points' contribution in advance. Defining the roles and responsibilities of national administrations when designing the special support plans is being explored in the context of new or extended special support plans.
  - Practical cooperation activities are, insofar as possible, being held regionally, in particular for training, external dimension capacity building activities and COI activities.
  - Videoconferencing is widely used in EASO to increase the use of electronic meetings.
- Recommendation 7: Revise the overall procedure for the provision of Asylum Support Teams
  - The possibility for the Agency to have in-house experts and trainers will depend on the new EASO Regulation. EASO's human resources would have to be increased to include such a pool. The current system of Asylum Support Teams composed of AIP experts will be revised as part of the new EASO Regulation.
  - An amendment of the Management Board's decision that defines the profiles and the overall number of experts to be made available for Asylum Support Teams was completed.
  - The setting-up of a shortlist of national experts and trainers to be deployed in extraordinary situations may be introduced by the new EASO Regulation.
- Recommendation 8: Increase the number, depth and usage of EASO internal communication flows and co-ordination processes
  - Increased use of the intranet for better information-sharing is being achieved.
  - A central coordination point has been created at Executive Office level for improved distribution of tasks.
  - Significant efforts have been made to improve staff involvement at different levels, which is being facilitated by the new EASO organigram. The Administration Department is providing more information and communication sessions for staff. In addition, staff is consulted through collaboration between the Staff Committee and the EASO's management.

- The roles of the Departments, Units and Sectors are defined in the EASO internal rules of procedure. Cross-department activities are supported by information and communication sessions with staff.
- Recommendation 9: Speed up the implementation of the EASO performance appraisal procedure
  - The staff performance appraisal procedure was introduced by means of Implementing Rules and applied for the first time in 2016.
  - Internal evaluation processes have been stepped up in specific areas, including training and relocation.
  - SMART indicators have been included in the EASO Work Programme and are regularly monitored and reported on.

## **PART III: ASSESSMENT OF THE EFFECTIVENESS OF INTERNAL CONTROL SYSTEMS**

### **III.1 Risk Management**

The Agency's Internal Control Standards were adopted by the EASO Management Board in 2012. In relation to Internal Control Standard number 6, EASO successfully designed and ran its risk management process for the first time during 2016.

A risk management procedure established by the Executive Director will ensure that the process will be run regularly and effectively in the coming years.

Risk registers have been prepared by all Agency Units including objectives to be achieved during 2017, related risks, mitigating actions and functions responsible for implementation. Risks identified as critical were mainly linked to availability of Member States' experts to participate in EASO operations as well as issues linked to security in the hotspots, which materialised during 2016. Concrete actions were planned to mitigate these risks.

Monitoring of and reporting on the identified risks started in January 2017. Updates on mitigation actions and the need for further actions are discussed monthly at Management Team meetings.

In 2012, EASO's Management Board adopted a Decision on Fraud, which was complemented by EASO's antifraud strategy in 2014. EASO organised four training sessions on Ethics and Integrity for its staff during 2016, in line with the decision and strategy. A procedure on reporting serious irregularities (i.e. whistleblowing) was prepared, in line with the European Commission's guidelines, and entered into operation in February 2017.

### **III.2 Compliance and effectiveness of Internal Control Standards**

The compliance and effectiveness of Internal Control Standards (ICS) was reviewed in the course of the year. EASO made considerable efforts to improve ICS implementation in order to progress towards closing IAS audit recommendations.

At the beginning of 2016, out of the 16 ICS, four were partially implemented and one was not implemented. During the year EASO developed the missing implementing rules to the staff regulations (ICS number 3) and established its annual performance appraisal system (ICS number 4). The organisation also designed and ran for the first time a risk management process (ICS number 6).

Moreover, EASO adopted an IT Governance Charter as well as a Project Management Governance Charter (ICS number 7). The Agency also made progress in defining and implementing rules for document management by approving the records management policy. The EASO document management system is expected to go into production in 2017 (ICS number 11).

An assessment is planned to be carried out during 2017 to establish any further areas for improvement in the implementation of the above standards.

## PART IV: MANAGEMENT ASSURANCE

### IV.1 Review of the elements supporting assurance

EASO has identified the following building blocks that determine the assurance to be given by the Authorising Officer in his declaration of assurance in this Annual Activity Report.

#### First building block: assessment by EASO's management

The management of the Agency has reasonable assurance that, overall, suitable controls are in place and working as intended. In summary,

- Roles and delegations: The Executive Decision on the internal rules of procedure was issued on 15 September 2016 and established the internal structure and decision making as well as detailed descriptions of roles and responsibilities of EASO managers and staff. Financial initiation was decentralised by the Executive Decision of 7 November 2016. Authorising officers by delegation and sub-delegation are appointed by Executive Decisions. Charters of tasks and responsibilities of authorising officers by delegation and sub-delegation are in place.
- Internal controls: Progress was registered during 2016 in the implementation of the 15 ICS applicable to EASO. Consequently, the IAS closed all open actions relating to the ICS.
- Ex ante and ex post controls: *Ex ante* controls are in place for all transactions. *Ex post* controls have not yet been implemented; establishing a framework for *ex post* controls will be a management priority for 2017.
- Evaluations: An evaluation of EASO as required by Article 46 of the EASO Regulation was conducted between 2014 and 2015. Progress was made during 2016 in the implementation of planned actions. It is expected that most of the recommendations will be addressed by the new EASO Regulation.
- Exceptions and non-compliance events: During 2016, 36 exceptions were approved by the Authorising Officer. More than 75 % of these related to (i) the urgent provision of human resources, goods or services for the hotspots and regional offices in response to the asylum crisis and the need to address a humanitarian emergency, (ii) requests by Member States, experiencing particular pressure on their asylum and reception systems, for EASO to provide urgent support, and (iii) measures requested by institutions such as the Council. The other exceptions related to urgent services required to address EASO's infrastructural needs arising from a rapid increase in the number of staff and the need to provide an adequate working environment within short time frames.

During 2016 a total of 62 non-compliance events were registered. The causes were analysed and discussed by the Management Team. Improvement actions were identified and are currently being implemented.

One out of the four budget transfers between titles executed in 2016 was done by a decision of the Executive Director even though it exceeded the 10 % threshold laid down in Article 27(1)(a) of the EASO Financial Regulation. Management acknowledges the operational emergency at the time of the decision and the lack of required funding on the relevant budget line and notes that an exception or an *ex post* non-compliance event should have been recorded. As the decision was immediately brought to the attention of the Management Board<sup>19</sup> within a few days and was soon after endorsed by the Board in the second amendment to the 2016 budget, adequate action at the highest level was taken without undue delay.

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<sup>19</sup> During the Management Board meeting of 6 to 7 June 2016.

The Authorising Officer has determined that the exceptions and non-compliance events have been duly justified by exceptional circumstances and do not require a formal reservation in the declaration of assurance.

### **Second building block: audit results**

Nineteen out of twenty outstanding follow-up actions stemming from audits conducted by the IAS prior to 2016 were completed during 2016. The actions arising from the audit conducted by IAS in 2016 are being implemented and are within the agreed deadlines.

ECA's opinion on the reliability of the 2015 accounts was that they present fairly, in all material respects, the financial position of the Office as at 31 December 2015 and the results of its operations and its cash flows for the year then ended. In the case of the legality and regularity of the transactions underlying the accounts, the Court's opinion was that the transactions underlying the annual accounts were legal and regular in all material respects.

There were no recommendations to be addressed in 2016 arising from audits by the European Court of Auditors. The opinion on the 2016 accounts is expected to be available after the adoption of this Annual Activity Report.

### **Third building block: follow-up of reservations from previous reporting periods**

The declaration of assurance of the Authorising Officer in the Annual Activity Reports of 2014 and 2015 did not contain any reservations.

## **IV.2 Reservations**

Taking into consideration the information provided in this report, no weaknesses that have a material impact have been identified. Therefore no reservations are made.

## **IV.3 Overall conclusion on assurance**

Based on the reports in Part II and Part III and in the absence of reservations, it is concluded that there are no significant weaknesses in internal controls that might have an impact on the declaration of assurance.

## Declaration of assurance by the Executive Director

I, the undersigned,

Executive Director of the European Asylum Support Office,

In my capacity as authorising officer,

Declare that the information contained in this report gives a true and fair view.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgment and on the information at my disposal, such as the results of the self-assessment, the observations of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of EASO.

Valletta Harbour, 12 May 2017

*Signature on file*

José Carreira  
Executive Director

## **ANNEXES**

### **Annex I: Core business statistics**

Results for KPIs relating to EASO's deliverables are reported in Part I of this report.

**Annex II: Statistics on financial management**

**Detailed budget execution per fund source and budget item**

**1. Funds from the EU general budget (C1)**

**Title 1**

Budget line	CA budgeted (€) (1)	Executed commitment (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA budgeted (€) (3)	Executed payment (€) (4)	% Paid (4/3)	R A L (€) (2-4)
A-1101	3,489,677.37	3,489,677.37	100%	-	3,489,677.37	3,489,677.37	100%	-
A-1102	385,128.67	385,128.67	100%	-	385,128.67	385,128.67	100%	-
A-1103	636,123.80	636,123.80	100%	-	636,123.80	636,123.80	100%	-
A-1105	1,263,800.48	1,263,800.48	100%	-	1,263,800.48	1,263,800.48	100%	-
A-1106	383,173.34	381,790.06	100%	1,383.28	383,173.34	381,790.06	100%	-
A-1107	-	-	-	-	-	-	-	-
A-1108	143,012.96	143,012.96	100%	-	143,012.96	143,012.96	100%	-
A-1109	21,128.91	21,128.91	100%	-	21,128.91	21,128.91	100%	-
	<b>6,322,045.53</b>	<b>6,320,662.25</b>		<b>1,383.28</b>	<b>6,322,045.53</b>	<b>6,320,662.25</b>		-
A-1110	53,045.97	53,045.97	100%	-	53,045.97	53,045.97	100%	-
A-1112	1,189.86	1,189.86	100%	-	1,189.86	1,189.86	100%	-
A-1113	109,245.46	109,176.12	100%	69.34	109,245.46	109,176.12	100%	-
	<b>163,481.29</b>	<b>163,411.95</b>		<b>69.34</b>	<b>163,481.29</b>	<b>163,411.95</b>		-

Budget line	CA budgeted (€) (1)	Executed commitment (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA budgeted (€) (3)	Executed payment (€) (4)	% Paid (4/3)	R A L (€) (2-4)
A-1201	283,031.00	273,031.00	96%	10,000.00	283,031.00	206,987.91	73%	66,043.09
A-1202	443,319.18	443,319.18	100%	-	443,319.18	443,319.18	100%	-
	<b>726,350.18</b>	<b>716,350.18</b>		<b>10,000.00</b>	<b>726,350.18</b>	<b>650,307.09</b>		<b>66,043.09</b>
A-1301	157,197.00	157,197.00	100%	-	157,197.00	134,969.57	86%	22,227.43
	<b>157,197.00</b>	<b>157,197.00</b>		-	<b>157,197.00</b>	<b>134,969.57</b>		<b>22,227.43</b>
A-1402	27,618.10	8,000.00	29%	19,618.10	27,618.10	3,199.50	12%	4,800.50
A-1403	24,000.00	24,000.00	100%	-	24,000.00	20,589.60	86%	3,410.40
A-1404	303,589.43	303,589.43	100%	-	303,589.43	110,876.00	37%	192,713.43
	<b>355,207.53</b>	<b>335,589.43</b>		<b>19,618.10</b>	<b>355,207.53</b>	<b>134,665.10</b>		<b>200,924.33</b>
A-1501	187,742.58	187,742.58	100%	-	187,742.58	183,592.21	98%	4,150.37
	<b>187,742.58</b>	<b>187,742.58</b>		-	<b>187,742.58</b>	<b>183,592.21</b>		<b>4,150.37</b>
A-1601	730,833.89	730,833.89	100%	-	730,833.89	586,970.71	80%	143,863.18
	<b>730,833.89</b>	<b>730,833.89</b>		-	<b>730,833.89</b>	<b>586,970.71</b>		<b>143,863.18</b>
A-1701	5,000.00	3,355.71	67%	1,644.29	5,000.00	3,355.71	67%	-
	<b>5,000.00</b>	<b>3,355.71</b>		<b>1,644.29</b>	<b>5,000.00</b>	<b>3,355.71</b>		-

**Title 2**

Budget line	CA budgeted (€) (1)	Executed commitment (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA budgeted (€) (3)	Executed payment (€) (4)	% Paid (4/3)	R A L (€) (2-4)
A-2001	893,183.69	871,766.14	98%	21,417.55	893,183.69	825,780.74	92%	45,985.40
A-2002	11,027.99	10,963.99	99%	64.00	11,027.99	8,963.99	81%	2,000.00
A-2003	135,990.62	132,710.62	98%	3,280.00	135,990.62	65,632.98	48%	67,077.64
A-2004	109,561.57	109,561.57	100%	-	109,561.57	79,293.58	72%	30,267.99
A-2005	285,403.28	265,753.28	93%	19,650.00	285,403.28	75,529.24	26%	190,224.04
A-2007	115,266.67	115,026.67	100%	240.00	115,266.67	50,694.83	44%	64,331.84
	<b>1,550,433.82</b>	<b>1,505,782.27</b>		<b>44,651.55</b>	<b>1,550,433.82</b>	<b>1,105,895.36</b>		<b>399,886.91</b>
A-2101	940,700.10	936,062.41	100%	4,637.69	940,700.10	388,279.67	41%	547,782.74
A-2102	314,520.49	306,320.49	97%	8,200.00	314,520.49	141,817.45	45%	164,503.04
A-2103	414,452.32	414,452.32	100%	-	414,452.32	66,184.70	16%	348,267.62
	<b>1,669,672.91</b>	<b>1,656,835.22</b>		<b>12,837.69</b>	<b>1,669,672.91</b>	<b>596,281.82</b>		<b>1,060,553.40</b>
A-2201	-	-		-	-	-		-
A-2202	10,124.00	6,205.29	61%	3,918.71	10,124.00	1,334.62	13%	4,870.67
A-2203	159,506.84	159,418.84	100%	88.00	159,506.84	78,347.57	49%	81,071.27
A-2204	21,316.37	21,316.37	100%	-	21,316.37	21,316.37	100%	-
	<b>190,947.21</b>	<b>186,940.50</b>		<b>4,006.71</b>	<b>190,947.21</b>	<b>100,998.56</b>		<b>85,941.94</b>
A-2301	49,206.04	48,506.46	99%	699.58	49,206.04	25,816.54	52%	22,689.92

Budget line	CA budgeted (€) (1)	Executed commitment (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA budgeted (€) (3)	Executed payment (€) (4)	% Paid (4/3)	R A L (€) (2-4)
A-2302	12,079.00	12,079.00	100%	-	12,079.00	10,107.10	84%	1,971.90
A-2303	2,300.00	2,300.00	100%	-	2,300.00			2,300.00
A-2304	150,390.00	135,390.00	90%	15,000.00	150,390.00	87,000.00	58%	48,390.00
A-2305	-			-	-			
A-2306	173,851.41	173,851.41	100%	-	173,851.41	173,851.41	100%	
A-2307	22,857.00	21,857.00	96%	1,000.00	22,857.00	6,346.97	28%	15,510.03
A-2308	238,569.34	233,548.00	98%	5,021.34	238,569.34	30,742.00	13%	202,806.00
A-2309	909,020.00	909,020.00	100%	-	909,020.00	506,122.80	56%	402,897.20
	<b>1,558,272.79</b>	<b>1,536,551.87</b>		<b>21,720.92</b>	<b>1,558,272.79</b>	<b>839,986.82</b>		<b>696,565.05</b>
A-2310	115,000.00	115,000.00	100%	-	115,000.00	82,138.15	71%	32,861.85
A-2311	263,875.00	255,051.60	97%	8,823.40	263,875.00	202,939.72	77%	52,111.88
A-2313	73,689.00	73,689.00	100%	-	73,689.00	61,128.61	83%	12,560.39
	<b>452,564.00</b>	<b>443,740.60</b>		<b>8,823.40</b>	<b>452,564.00</b>	<b>346,206.48</b>		<b>97,534.12</b>
A-2401	63,750.00	63,750.00	100%	-	63,750.00	34,350.77	54%	29,399.23
A-2402	-			-	-			
A-2403	203,440.21	200,888.71	99%	2,551.50	203,440.21	116,145.41	57%	84,743.30
	<b>267,190.21</b>	<b>264,638.71</b>		<b>2,551.50</b>	<b>267,190.21</b>	<b>150,496.18</b>		<b>114,142.53</b>

**Title 3 and 4**

Budget line	CA budgeted (€) (1)	Executed commitment (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA budgeted (€) (3)	Executed payment (€) (4)	% Paid (4/3)	R A L (€) (2-4)
B3-101	10,000.00	8,571.68	86%	1,428.32	62,030.00	3,534.84	6%	5,036.84
B3-102	447,510.72	426,751.50	95%	20,759.22	370,698.00	284,332.52	77%	225,201.86
<b>B3-103</b>	<b>50,345.37</b>	<b>38,845.37</b>	<b>77%</b>	<b>11,500.00</b>	<b>85,692.00</b>	<b>32,689.43</b>	<b>38%</b>	<b>6,400.99</b>
	<b>507,856.09</b>	<b>474,168.55</b>		<b>33,687.54</b>	<b>518,420.00</b>	<b>320,556.79</b>		<b>236,639.69</b>
B3-201	1,552,116.00	1,539,550.19	99%	12,565.81	1,152,692.00	1,019,057.75	88%	787,218.64
B3-202	702,738.00	700,212.60	100%	2,525.40	779,143.00	680,713.13	87%	393,746.10
B3-203	651,150.15	634,033.24	97%	17,116.91	736,206.00	646,536.77	88%	136,676.11
B3-204	367,213.94	198,468.80	54%	168,745.14	349,713.00	204,569.91	58%	52,243.43
	<b>3,273,218.09</b>	<b>3,072,264.83</b>		<b>200,953.26</b>	<b>3,017,754.00</b>	<b>2,550,877.56</b>		<b>1,369,884.28</b>
B3-301	23,407,993.10	23,407,807.32	100%	185.78	11,339,903.28	10,972,697.62	97%	14,346,435.00
	<b>23,407,993.10</b>	<b>23,407,807.32</b>		<b>185.78</b>	<b>11,339,903.28</b>	<b>10,972,697.62</b>		<b>14,346,435.00</b>
B3-401	230,911.00	230,241.00	100%	670.00	248,901.00	245,380.52	99%	19,350.50
	<b>230,911.00</b>	<b>230,241.00</b>		<b>670.00</b>	<b>248,901.00</b>	<b>245,380.52</b>		<b>19,350.50</b>
B4-101	1,682.78	1,682.78	100%	-	1,682.78	1,682.78	100%	-
	<b>1,682.78</b>	<b>1,682.78</b>		-	<b>1,682.78</b>	<b>1,682.78</b>		-
	<b>41,758,600.00</b>	<b>41,395,796.64</b>	<b>99%</b>	<b>362,803.36</b>	<b>29,463,600.00</b>	<b>25,408,995.08</b>	<b>86%</b>	<b>18,864,141.82</b>

**2. Non automatic carry-overs from 2015 (C2)**

Budget line	CA transaction amount (€) (1)	Executed commitment amount (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	R A L (€) (2-4)
A-2004	115,000.00			115,000.00	115,000.00			
A-2005	310,000.00	220,142.68	71%	89,857.32	310,000.00	220,142.68	71%	-
	<b>425,000.00</b>	<b>220,142.68</b>		<b>204,857.32</b>	<b>425,000.00</b>	<b>220,142.68</b>		-
	<b>425,000.00</b>	<b>220,142.68</b>	<b>52%</b>	<b>204,857.32</b>	<b>425,000.00</b>	<b>220,142.68</b>	<b>52%</b>	-

**3. Amounts recovered in 2016 (C4)**

Budget line	CA transaction amount (€) (1)	Executed commitment amount (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	R A L (€) (2-4)
B3-301	2,820.00			2,820.00	2,820.00	2,820.00	100%	
	<b>2,820.00</b>			<b>2,820.00</b>	<b>2,820.00</b>	<b>2,820.00</b>	<b>100%</b>	

**4. Amounts recovered in previous years (C5)**

Budget line	CA transaction amount (€) (1)	Executed commitment amount (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	R A L (€) (2-4)
A-1301	481.02	481.02	100%	-	481.02	481.02	100%	-
	<b>481.02</b>	<b>481.02</b>		-	<b>481.02</b>	<b>481.02</b>		-
A-2309	30,196.45	30,196.45	100%	-	30,196.45			30,196.45
	<b>30,196.45</b>	<b>30,196.45</b>		-	<b>30,196.45</b>			<b>30,196.45</b>
	<b>30,677.47</b>	<b>30,677.47</b>	<b>100%</b>	-	<b>30,677.47</b>	<b>481.02</b>	<b>2%</b>	<b>30,196.45</b>

**5. Automatic carry-overs from previous year(s) C8**

**Title 1**

Budget line	CA transaction amount (€) (1)	Executed commitment amount (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	R A L (€) (2-4)
A-1201	57,639.35	23,170.92	40%	34,468.43	57,639.35	23,170.92	40%	-
	<b>57,639.35</b>	<b>23,170.92</b>		<b>34,468.43</b>	<b>57,639.35</b>	<b>23,170.92</b>		-
A-1301	18,240.00	13,156.80	72%	5,083.20	18,240.00	13,156.80	72%	-
	<b>18,240.00</b>	<b>13,156.80</b>		<b>5,083.20</b>	<b>18,240.00</b>	<b>13,156.80</b>		-
A-1402	3,043.37	2,098.73	69%	944.64	3,043.37	2,098.73	69%	-
A-1404	16,452.46	16,074.00	98%	378.46	16,452.46	16,074.00	98%	-
	<b>19,495.83</b>	<b>18,172.73</b>		<b>1,323.10</b>	<b>19,495.83</b>	<b>18,172.73</b>		-
A-1501	17,946.04	10,632.36	59%	7,313.68	17,946.04	10,632.36	59%	-
	<b>17,946.04</b>	<b>10,632.36</b>		<b>7,313.68</b>	<b>17,946.04</b>	<b>10,632.36</b>		-
A-1601	74,991.30	56,589.78	75%	18,401.52	74,991.30	56,589.78	75%	-
	<b>74,991.30</b>	<b>56,589.78</b>		<b>18,401.52</b>	<b>74,991.30</b>	<b>56,589.78</b>		-

**Title 2**

Budget line	CA transaction amount (€) (1)	Executed commitment amount (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	R A L (€) (2-4)
A-2002	1,500.00	-	0%	1,500.00	1,500.00			-
A-2003	32,702.60	27,883.71	85%	4,818.89	32,702.60	27,883.71	85%	-
A-2004	28,802.85	26,908.60	93%	1,894.25	28,802.85	26,908.60	93%	-

Budget line	CA transaction amount (€) (1)	Executed commitment amount (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	R A L (€) (2-4)
A-2005	60,280.00	53,480.00	89%	6,800.00	60,280.00	53,480.00	89%	-
A-2007	43,902.17	32,602.07	74%	11,300.10	43,902.17	32,602.07	74%	-
	<b>167,187.62</b>	<b>140,874.38</b>		<b>26,313.24</b>	<b>167,187.62</b>	<b>140,874.38</b>		-
A-2101	312,141.83	312,026.22	100%	115.61	312,141.83	312,026.22	100%	-
A-2102	7,725.40	7,725.40	100%	-	7,725.40	7,725.40	100%	-
A-2103	195,040.00	190,315.00	98%	4,725.00	195,040.00	190,315.00	98%	-
	<b>514,907.23</b>	<b>510,066.62</b>		<b>4,840.61</b>	<b>514,907.23</b>	<b>510,066.62</b>		-
A-2203	46,878.75	46,878.75	100%	-	46,878.75	46,878.75	100%	-
	<b>46,878.75</b>	<b>46,878.75</b>		-	<b>46,878.75</b>	<b>46,878.75</b>		-
A-2301	6,596.23	6,596.23	100%	-	6,596.23	6,596.23	100%	-
A-2302	1,290.33	584.00	45%	706.33	1,290.33	584.00	45%	-
A-2303	934.75	536.30	57%	398.45	934.75	536.30	57%	-
A-2304	35,000.00	31,550.00	90%	3,450.00	35,000.00	31,550.00	90%	-
A-2307	11,815.65	9,560.53	81%	2,255.12	11,815.65	9,560.53	81%	-
A-2308	194,411.00	184,618.08	95%	9,792.92	194,411.00	184,618.08	95%	-
	<b>250,047.96</b>	<b>233,445.14</b>		<b>16,602.82</b>	<b>250,047.96</b>	<b>233,445.14</b>		-
A-2310	8,720.45	6,611.99	76%	2,108.46	8,720.45	6,611.99	76%	-
A-2311	20,469.50	15,669.50	77%	4,800.00	20,469.50	15,669.50	77%	-
A-2313	22,519.12	20,519.12	91%	2,000.00	22,519.12	20,519.12	91%	-
	<b>51,709.07</b>	<b>42,800.61</b>		<b>8,908.46</b>	<b>51,709.07</b>	<b>42,800.61</b>		-
A-2401	15,115.95	13,625.12	90%	1,490.83	15,115.95	13,625.12	90%	-

Budget line	CA transaction amount (€) (1)	Executed commitment amount (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	R A L (€) (2-4)
A-2403	30,736.73	18,162.97	59%	12,573.76	30,736.73	18,162.97	59%	-
	<b>45,852.68</b>	<b>31,788.09</b>		<b>14,064.59</b>	<b>45,852.68</b>	<b>31,788.09</b>		-

**Title 3**

Budget line	CA transaction amount (€) (1)	Executed commitment amount (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	R A L (€) (2-4)
B3-101	23,029.50	10,000.00	43%	13,029.50	-			10,000.00
B3-102	84,676.96	82,782.88	98%	1,894.08	-			-
B3-103	245.05	245.05	100%	-	-			-
	<b>107,951.51</b>	<b>93,027.93</b>		<b>14,923.58</b>	-			<b>10,000.00</b>
B3-201	548,089.22	517,185.00	94%	30,904.22	-			250,458.80
B3-202	396,399.74	375,741.63	95%	20,658.11	-			1,495.00
B3-203	207,053.61	157,499.68	76%	49,553.93	-			8,320.04
B3-204	68,651.36	60,552.60	88%	8,098.76	-			2,208.06
	<b>1,220,193.93</b>	<b>1,110,978.91</b>		<b>109,215.02</b>	-			<b>262,481.90</b>
B3-301	2,389,137.81	2,363,861.72	99%	25,276.09	-			449,716.42
	<b>2,389,137.81</b>	<b>2,363,861.72</b>		<b>25,276.09</b>	-			<b>449,716.42</b>

Budget line	CA transaction amount (€) (1)	Executed commitment amount (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	R A L (€) (2-4)
B3-401	47,901.95	34,490.02	72%	13,411.93	-			-
	<b>47,901.95</b>	<b>34,490.02</b>		<b>13,411.93</b>	-			-
	<b>5,030,081.03</b>	<b>4,729,934.76</b>	<b>94%</b>	<b>300,146.27</b>	<b>1,264,895.83</b>	<b>1,127,576.18</b>	<b>89%</b>	<b>722,198.32</b>

#### 6. Associate countries contributions and grants (R0)

Budget line	CA transaction amount (€) (1)	Executed commitment amount(€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	R A L (€) (2-4)
A-1101	130,000.00	30,000.00	23%	100,000.00	130,000.00	30,000.00	23%	-
	<b>130,000.00</b>	<b>30,000.00</b>		<b>100,000.00</b>	<b>130,000.00</b>	<b>30,000.00</b>		-
A-1113	5,000.00			5,000.00	5,000.00			
	<b>5,000.00</b>			<b>5,000.00</b>	<b>5,000.00</b>			
A-1202	10,000.00			10,000.00	10,000.00			
	<b>10,000.00</b>			<b>10,000.00</b>	<b>10,000.00</b>			
A-1301	10,000.00	10,000.00	100%		10,000.00	10,000.00	100%	-
	<b>10,000.00</b>	<b>10,000.00</b>			<b>10,000.00</b>	<b>10,000.00</b>		-
A-1501	5,000.00	4,746.00	95%	254.00	5,000.00	4,746.00	95%	-
	<b>5,000.00</b>	<b>4,746.00</b>		<b>254.00</b>	<b>5,000.00</b>	<b>4,746.00</b>		-
A-1601	120,000.00	19,033.06	16%	100,966.94	120,000.00	19,033.06	16%	-

Budget line	CA transaction amount (€) (1)	Executed commitment amount(€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	R A L (€) (2-4)
	<b>120,000.00</b>	<b>19,033.06</b>		<b>100,966.94</b>	<b>120,000.00</b>	<b>19,033.06</b>		-
A-2001	50,000.00			50,000.00	50,000.00			
A-2002	6,209.61	-	0%	6,209.61	6,209.61			-
A-2004	20,000.00	20,000.00	100%	-	20,000.00	7,335.40	37%	12,664.60
	<b>76,209.61</b>	<b>20,000.00</b>		<b>56,209.61</b>	<b>76,209.61</b>	<b>7,335.40</b>		<b>12,664.60</b>
A-2101	7,982.49	7,982.49	100%	-	7,982.49	7,982.49	100%	-
A-2102	5,104.62	5,104.62	100%	-	5,104.62	5,104.62	100%	-
A-2103	30,540.00	30,540.00	100%	-	30,540.00	30,540.00	100%	-
	<b>43,627.11</b>	<b>43,627.11</b>		-	<b>43,627.11</b>	<b>43,627.11</b>		-
A-2203	3,024.75			3,024.75	3,024.75			
	<b>3,024.75</b>			<b>3,024.75</b>	<b>3,024.75</b>			
A-2304	5,000.00	300.00	6%	4,700.00	5,000.00			300.00
A-2308	181,900.00	44,703.00	25%	137,197.00	181,900.00	16,528.75	9%	28,174.25
	<b>186,900.00</b>	<b>45,003.00</b>		<b>141,897.00</b>	<b>186,900.00</b>	<b>16,528.75</b>		<b>28,474.25</b>
B3-204				-	50,000.00			
				-	<b>50,000.00</b>			
B3-301	2,933,866.12	1,924,923.92	66%	1,008,942.20	2,883,866.12	1,588,402.96	55%	336,520.96
	<b>2,933,866.12</b>	<b>1,924,923.92</b>		<b>1,008,942.20</b>	<b>2,883,866.12</b>	<b>1,588,402.96</b>		<b>336,520.96</b>
B4-101	227,716.69	227,716.69	100%	-	227,716.69	227,716.69	100%	-

Budget line	CA transaction amount (€) (1)	Executed commitment amount(€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	R A L (€) (2-4)
B4-102	565,829.89	287,818.00	51%	278,011.89	565,829.89	83,041.73	15%	204,776.27
B4-103	19,950,947.04	8,680,643.95	44%	11,270,303.09	19,950,947.04	6,367,917.65	32%	2,312,726.30
	<b>20,744,493.62</b>	<b>9,196,178.64</b>		<b>11,548,314.98</b>	<b>20,744,493.62</b>	<b>6,678,676.07</b>		<b>2,517,502.57</b>
	<b>24,268,121.21</b>	<b>11,293,511.73</b>	<b>47%</b>	<b>12,974,609.48</b>	<b>24,268,121.21</b>	<b>8,398,349.35</b>	<b>35%</b>	<b>2,895,162.38</b>

**Budget transfers list per quarter**
**Quarter 1**

Date	Budget Line	CA (€)	PA (€)
27/01/2016	B03101	-20,000.00	-20,000.00
	B03102	-547,790.00	-547,790.00
	B03103	-49,266.60	-49,266.60
	B03201	-921,146.50	-921,146.50
	B03202	-213,840.00	-213,840.00
	B03203	-127,850.76	-127,850.76
	B03204	-610,000.00	-610,000.00
	B03301	2,574,893.86	2,574,893.86
	B03401	-85,000.00	-85,000.00
05/02/2016	B03204	-150,000.00	-150,000.00
	B04101	150,000.00	150,000.00
09/02/2016	B03103	-8,000.00	-8,000.00
	B03401	8,000.00	8,000.00
01/03/2016	A01101	-367,000.00	-367,000.00
	A01102	-79,000.00	-79,000.00
	A01103	-113,000.00	-113,000.00
	A01105	-105,000.00	-105,000.00
	A01106	-60,000.00	-60,000.00
	A01107	-4,500.00	-4,500.00
	A01108	-20,000.00	-20,000.00
	A01109	-4,200.00	-4,200.00
	A01110	-9,200.00	-9,200.00
	A01112	-250.00	-250.00
	A01113	-19,500.00	-19,500.00
	A01201	-12,500.00	-12,500.00
	A01202	-21,500.00	-21,500.00
	A01402	-10,000.00	-10,000.00
	A01403	-2,500.00	-2,500.00
	A01404	-20,000.00	-20,000.00
	A01501	-16,000.00	-16,000.00
	A01601	-35,500.00	-35,500.00
	A01701	-500.00	-500.00
	B03301	900,150.00	900,150.00

**Quarter 2**

Date	Budget Line	CA (€)	PA (€)
05/04/2016	B03201	-896,206.72	-896,206.72
	B03301	896,206.72	896,206.72
26/04/2016	A02303	1,500.00	1,500.00
	A02308	-1,500.00	-1,500.00
	B03101	-120,000.00	-120,000.00

Date	Budget Line	CA (€)	PA (€)
	B03102	-200,000.00	-200,000.00
	B03201	360,000.00	360,000.00
	B03203	-233,000.00	-233,000.00
	B03204	-350,000.00	-350,000.00
	B03301	643,000.00	643,000.00
	B03401	-100,000.00	-100,000.00
18/05/2016	B03102	-250,000.00	-250,000.00
	B03103	-40,000.00	-40,000.00
	B03203	-60,000.00	-60,000.00
	B03204	-90,000.00	-90,000.00
	B03301	440,000.00	440,000.00
26/05/2016	A01106	-50,000.00	-50,000.00
	A01301	50,000.00	50,000.00
	A02101	-41,666.32	-41,666.32
	A02403	41,666.32	41,666.32
31/05/2016	A01101	-117,000.00	-117,000.00
	A01102	-79,000.00	-79,000.00
	A01103	-113,000.00	-113,000.00
	A01105	-105,000.00	-105,000.00
	A01106	-10,000.00	-10,000.00
	A01107	-4,500.00	-4,500.00
	A01108	-20,000.00	-20,000.00
	A01109	-4,200.00	-4,200.00
	A01110	-9,200.00	-9,200.00
	A01112	-250.00	-250.00
	A01113	-19,500.00	-19,500.00
	A01201	-12,500.00	-12,500.00
	A01202	-21,500.00	-21,500.00
	A01301	-14,000.00	-14,000.00
	A01402	-10,000.00	-10,000.00
	A01403	-2,500.00	-2,500.00
	A01404	-20,000.00	-20,000.00
	A01501	-16,000.00	-16,000.00
	A01601	-59,000.00	-59,000.00
	A02309	-250,000.00	-250,000.00
	A02311	100,000.00	100,000.00
B03301	787,150.00	787,150.00	
17/06/2016	A01102	-130,500.00	-130,500.00
	A01103	-94,160.00	-94,160.00
	A01106	-45,000.00	-45,000.00
	A01107	-30,000.00	-30,000.00
	A01108	-43,000.00	-43,000.00
	A01109	-1,800.00	-1,800.00
	A01110	-22,800.00	-22,800.00
	A01112	-1,000.00	-1,000.00

Date	Budget Line	CA (€)	PA (€)
	A01113	-45,000.00	-45,000.00
	A01402	-78,280.00	-78,280.00
	A01501	-10,000.00	-10,000.00
	A01601	501,540.00	501,540.00
	A02304	15,000.00	15,000.00
	A02306	-15,000.00	-15,000.00
	B03202	0.00	100,000.00
	B03301	0.00	-150,000.00
	B03401	0.00	50,000.00

**Quarter 3**

Date	Budget Line	CA (€)	PA (€)
07/07/2016	A01101	56,420.00	56,420.00
	A01102	-166,412.00	-166,412.00
	A01103	-297,164.00	-297,164.00
	A01105	417,773.00	417,773.00
	A01106	-126,484.00	-126,484.00
	A01107	12,000.00	12,000.00
	A01108	2,159.00	2,159.00
	A01109	-15,688.00	-15,688.00
	A01110	-8,356.00	-8,356.00
	A01112	746.00	746.00
	A01113	1,568.00	1,568.00
	A01201	10,531.00	10,531.00
	A01202	193,293.00	193,293.00
	A01301	16,197.00	16,197.00
	A01402	38,280.00	38,280.00
	A01404	100,000.00	100,000.00
	A01501	5,000.00	5,000.00
A01601	-239,863.00	-239,863.00	
21/07/2016	A02002	-5,821.00	-5,821.00
	A02003	-16,200.00	-16,200.00
	A02007	-24,400.00	-24,400.00
	A02101	43,000.00	43,000.00
	A02202	-4,876.00	-4,876.00
	A02204	18,150.00	18,150.00
	A02302	6,300.00	6,300.00
	A02304	71,900.00	71,900.00
	A02305	-3,000.00	-3,000.00
	A02306	-68,858.00	-68,858.00
	A02307	31,120.00	31,120.00
	A02308	-10,030.00	-10,030.00
	A02310	-20,000.00	-20,000.00
	A02311	-16,125.00	-16,125.00
A02313	-46,661.00	-46,661.00	

Date	Budget Line	CA (€)	PA (€)
	A02401	49,393.00	49,393.00
	A02402	-1,000.00	-1,000.00
	A02403	-2,892.00	-2,892.00
29/07/2016	B03101	9,000.00	9,000.00
	B03102	167,587.00	104,298.00
	B03103	45,447.00	30,693.00
	B03201	487,538.00	129,460.00
	B03202	79,838.00	111,967.00
	B03203	153,329.00	208,561.00
	B03204	309,139.00	0.00
	B03301	-1,337,789.00	-625,881.00
	B03401	85,911.00	31,902.00
07/09/2016	A01101	-50,000.00	-50,000.00
	A01501	50,000.00	50,000.00

**Quarter 4**

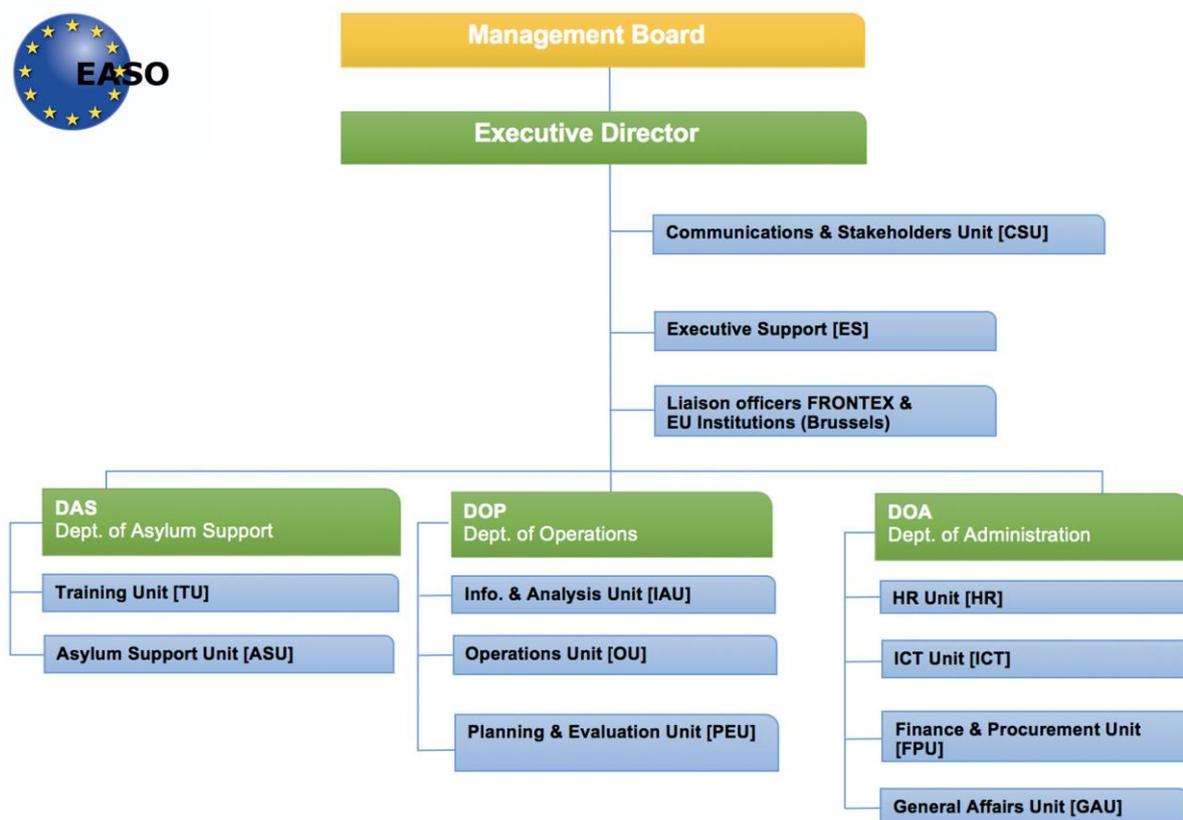
Date	Budget Line	CA (€)	PA (€)
05/10/2016	A01101	-100,000.00	-100,000.00
	A01102	-15,000.00	-15,000.00
	A01201	100,000.00	100,000.00
	A01402	-15,000.00	-15,000.00
	A01601	30,000.00	30,000.00
21/10/2016	A02101	495,144.10	495,144.10
	A02102	81,629.44	81,629.44
	A02103	101,191.32	101,191.32
	A02309	237,000.00	237,000.00
	A02403	86,336.76	86,336.76
	B03201	-60,000.00	-60,000.00
	B03204	-68,000.00	-68,000.00
	B03301	-933,301.62	-933,301.62
B03401	60,000.00	60,000.00	
25/11/2016	A02001	173,000.00	173,000.00
	A02003	-30,000.00	-30,000.00
	A02004	-80,000.00	-80,000.00
	A02007	-60,000.00	-60,000.00
	A02203	60,400.00	60,400.00
	A02307	-10,000.00	-10,000.00
	A02308	-58,700.00	-58,700.00
	A02311	5,000.00	5,000.00
	A02313	15,350.00	15,350.00
	A02401	-15,050.00	-15,050.00
05/12/2016	A01101	86,749.37	86,749.37
	A01102	-13,959.33	-13,959.33
	A01103	10,447.80	10,447.80
	A01105	-98,972.52	-98,972.52
	A01106	14,657.34	14,657.34

Date	Budget Line	CA (€)	PA (€)
	A01107	-22,500.00	-22,500.00
	A01108	3,853.96	3,853.96
	A01109	816.91	816.91
	A01110	1,401.97	1,401.97
	A01112	-806.14	-806.14
	A01113	-22,822.54	-22,822.54
	A01201	60,000.00	60,000.00
	A01202	56,526.18	56,526.18
	A01301	15,000.00	15,000.00
	A01402	-7,381.90	-7,381.90
	A01403	1,500.00	1,500.00
	A01404	23,589.43	23,589.43
	A01501	-1,257.42	-1,257.42
	A01601	-106,843.11	-106,843.11
	B03101	-29,000.00	0.00
	B03102	-70,076.28	0.00
	B03103	-35,101.63	0.00
	B03201	55,000.00	0.00
	B03202	-35,000.00	0.00
	B03203	-39,178.85	0.00
	B03204	-248,925.06	0.00
	B03301	402,281.82	0.00
13/12/2016	A02001	-16,816.31	-16,816.31
	A02002	-3,151.01	-3,151.01
	A02003	-17,809.38	-17,809.38
	A02004	-14,414.43	-14,414.43
	A02005	-14,596.72	-14,596.72
	A02007	-333.33	-333.33
	A02101	135,000.00	135,000.00
	A02102	-24,592.95	-24,592.95
	A02103	-8,541.00	-8,541.00
	A02203	-9,745.16	-9,745.16
	A02204	-1,833.63	-1,833.63
	A02301	-4,229.96	-4,229.96
	A02302	-34,221.00	-34,221.00
	A02303	-200.00	-200.00
	A02304	-44,610.00	-44,610.00
	A02306	-22,290.59	-22,290.59
	A02307	-20,263.00	-20,263.00
	A02308	197,269.34	197,269.34
	A02310	-20,000.00	-20,000.00
	A02311	20,000.00	20,000.00
	A02401	-14,950.00	-14,950.00
	A02403	-79,670.87	-79,670.87
	B03102	50,000.00	0.00
	B03203	-50,000.00	0.00
	B03301	0.00	-20,000.00

Date	Budget Line	CA (€)	PA (€)
	B03401	0.00	20,000.00
16/12/2016	A02001	-50,000.00	-50,000.00
	A02309	50,000.00	50,000.00
	B03102	0.00	-100,000.00
	B03202	0.00	-100,000.00
	B03203	0.00	-200,000.00
	B03301	148,317.22	548,317.22
	B04101	-148,317.22	-148,317.22

### Annex III: Organisational chart

EASO's organisation chart applicable at the end of 2016.



**Annex IV: Establishment plan and additional information on human resources management**
**Establishment plan**

Category and grade	Authorised under the Union Budget 2016		Amending Budget 1/2016		Amending Budget 2/2016		Amending Budget 3/2016		Amending Budget 4/2016		Plan at end of 2016 <sup>20</sup>	
	Official	TA	Official	TA	Official	TA	Official	TA	Official	TA	Official	TA
AD 16	-	0	-	-	-	-	-	-	-	-	-	0
AD 15	-	1	-	-	-	-	-	-	-	-	-	1
AD 14	-	0	-	-	-	-	-	-	-	-	-	0
AD 13	-	0	-	-	-	-	-	-	-	-	-	0
AD 12	-	0	-	-	-	-	-	-	-	-	-	4 <sup>21</sup>
AD 11	-	1	-	-	-	-	-	-	-	-	-	1
AD 10	-	9	-	-	-	-	-	-	-	-	-	8 <sup>22</sup>
AD 9	-	8	-	-	-	-	-	-	-	-	-	5
AD 8	-	10	-	-	-	-	-	-	-	-	-	10
AD 7	-	28	-	-	-	-	-	-	-	-	-	28
AD 6	-	5	-	-	-	-	-	-	-	-	-	5
AD 5	-	11	-	-	-	-	-	-	-	-	-	11
<b>Total AD</b>	-	73	-	-	-	-	-	-	-	-	-	73
AST 11	-	0	-	-	-	-	-	-	-	-	-	0
AST 10	-	0	-	-	-	-	-	-	-	-	-	0
AST 9	-	0	-	-	-	-	-	-	-	-	-	0
AST 8	-	0	-	-	-	-	-	-	-	-	-	0
AST 7	-	0	-	-	-	-	-	-	-	-	-	0
AST 6	-	0	-	-	-	-	-	-	-	-	-	0
AST 5	-	0	-	-	-	-	-	-	-	-	-	2 <sup>23</sup>
AST 4	-	6	-	-	-	-	-	-	-	-	-	6
AST 3	-	6	-	-	-	-	-	-	-	-	-	6
AST 2	-	2	-	-	-	-	-	-	-	-	-	2
AST 1	-	4	-	-	-	-	-	-	-	-	-	2
<b>Total AST</b>	-	18	-	-	-	-	-	-	-	-	-	18
<b>Total</b>	<b>0</b>	<b>91</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>91</b>

<sup>20</sup> The establishment plan was not modified by budget amendments; modifications were made during 2016 by application of the flexibility rule.

<sup>21</sup> Includes upgrade of 4 TA AD 10 to TA AD 12

<sup>22</sup> Includes upgrade of 3 TA AD 9 to TA AD 10

<sup>23</sup> Includes upgrade of 2 TA AST 1 to TA AST 5

**Entry level for each type of post**

Key functions	Type of contract (TA or CA)	Function group, grade of recruitment (entry level)	Administrative support or operations
Head of Department (level 2) <sup>24</sup>	TA	AD 12	- Operations - Administrative
Head of Unit (level 3)	TA	AD 10	- Operations - Administrative
Head of Sector (level 4)	TA	AD 8	- Operations - Administrative
Senior Officer / Coordinator	TA	AD 7 – AD 8	- Operations - Administrative
Officer	TA	AD 5 – AD 6	- Operations - Administrative
Assistant	TA	AST 1 – AST 3	- Operations - Administrative
Officer	CA	FG IV	- Operations - Administrative
Assistant / Coordinator	CA	FG III	- Operations - Administrative
Assistant	CA	FG II	- Operations - Administrative
Assistant / Driver	CA	FG I	- Administrative

**Benchmarking exercises**

Job type (sub) category	2015 (%)	2016 (%)
<b>Administrative support and coordination</b>	<b>29.09</b>	<b>24.26</b>
Administrative support	27.27	22.49
Coordination	1.82	1.78
<b>Operational</b>	<b>58.18</b>	<b>63.31</b>
General operational	41.82	49.70
Programme management	5.45	5.33
Top-level operational coordination	9.09	5.92
Evaluation and impact assessment	1.82	2.37
<b>Neutral</b>	<b>12.73</b>	<b>12.43</b>
Finance	11.82	9.47
Control	0.91	2.96

<sup>24</sup> Level in Agency structure, where level 1 is the post of Executive Director

## Annex V: Human and financial resources by activity

As the budget structure in use during 2016 did not fully match the work programme activity headings it is not possible to report the financial resources consumed by each activity in 2016. A new budget structure is in use as of 1 January 2017 that will make it possible for EASO to report in more detail on 2017 activities.

Human resources are expressed as full-time equivalents (FTE) and rounded up or down to the nearest 0.5 FTE. Resources used during 2016 that were less than 0.5 FTE are not reported below. Nevertheless the total resources by staff contract type reflect the actual staff FTEs in 2016.

Activity	Human resources (FTEs)				
	AD	AST	CA	SNE	Total
<b>II.1 Operational Support</b>					
II.1.1. Italy and Greece	11	2	4	0.5	17.5
II.1.2. Bulgaria, Cyprus and other Member States	0.5				0.5
II.1.3. Development of support tools for operations	1		0.5	1	2.5
II.1.4. Development of support tools for the hotspot approach	2				2
<b>II.2. Information and analysis</b>					
II.2.1. Information and Documentation System	1.5	0.5	0.5		2.5
II.2.2. Early Warning and Preparedness System	4		1.5	1.5	7
II.2.3. Annual report on the situation of asylum in the EU	0.5	0.5			1
<b>II.3. Permanent support</b>					
II.3.1. Training	7	0.5	3		10.5
II.3.2. Asylum processes	2	0.5	1		3.5
II.3.3. Country of Origin Information	3.5		1	2.5	7
II.3.4. Cooperation with members of the courts and tribunals	1		1		2
II.3.5. EASO activities on vulnerable groups	1			0.5	1.5
II.3.6. Dublin Network	1				1
II.3.7. Reception	1				1
II.3.8. Return and Integration					
II.3.9. Other tools for permanent support					
<b>II.4. External dimension</b>					
II.4.1. Third Country support	2		2		4
II.4.2. Resettlement	1				1
<b>III.1. EASO's cooperation network</b>					
III.1. EASO's cooperation network					
III.1. EASO's communication and stakeholders relations	0.5	1	0.5		2
III.3. Consultative Forum and civil society	0.5				0.5
<b>TOTAL Operational</b>					
<b>IV.1. EASO's internal governance</b> – Management Board			0.5		0.5
<b>IV.2.1. EASO's administration</b>	14	8	19		41
<b>TOTAL</b>	<b>55</b>	<b>13</b>	<b>34.5</b>	<b>6</b>	<b>108.5</b>

## Annex VI: Specific annexes relating to Part II

### Revenue in 2016

Details relating to the initial budget as voted and each of the four amending budgets in 2016.

Budget line	Description	Voted Budget (€)	Budget amendment 1 (€)	Budget amendment 2 (€)	Budget amendment 3 (€)	Budget amendment 4 (€)	Final budget (€)
2000	EU Contribution (Commission subsidy - Titles 1, 2 and 3)	19,438,600.00	6,520,000.00		9,545,000.00	-6,040,000.00	29,463,600.00
3000	Third-country contributions					1,900,134.47	1,900,134.47
4000	Other contributions		896,206.72	19,950,947.04	565,829.89	297,775.36	21,710,759.01
5000	Administrative operations and miscellaneous income			740.27			740.27
	<b>Total revenue</b>	<b>19,438,600.00</b>	<b>7,416,206.72</b>	<b>19,951,687.31</b>	<b>10,110,829.89</b>	<b>-3,842,090.17</b>	<b>53,075,233.75</b>

### Expenditure in 2016

Details relating to the initial budget as voted and each of the four amending budgets in 2016.

#### *Commitment appropriations (CA)*

Budget title	Description	CA					
		Voted Budget (€)	Budget amendment 1 (€)	Budget amendment 2 (€)	Budget amendment 3 (€)	Budget amendment 4 (€)	Final budget (€)
1	Staff expenditure	9,126,500.00	850,150.00		208,508.00	200,000.00	10,385,158.00
2	Infrastructure and operating expenditures	3,703,100.00	742,020.00	740.00	392,659.32	200,000.00	5,038,519.00
3	Operational expenditures	6,609,000.00	5,824,037.00		15,198,832.68	1,713,634.87	29,345,505.00
4	ENP Countries participation in the work of EASO			19,950,947.00	565,829.89	84,274.96	20,601,052.00
	<b>Total expenditure</b>	<b>19,438,600.00</b>	<b>7,416,207.00</b>	<b>19,951,687.00</b>	<b>16,365,829.89</b>	<b>2,197,909.83</b>	<b>65,370,234.00</b>

**Payment appropriations (PA)**

Budget title	Description	PA					Final budget (€)
		Voted Budget (€)	Budget amendment 1 (€)	Budget amendment 2 (€)	Budget amendment 3 (€)	Budget amendment 4 (€)	
1	Staff expenditure	9,126,500.00	850,150.00		208,508.00	200,000.00	10,385,158.00
2	Infrastructure and operating expenditures	3,703,100.00	742,020.00	740.00	392,659.32	200,000.00	5,038,519.00
3	Operational expenditures	6,609,000.00	5,824,037.00		8,943,832.68	-4,326,365.13	17,050,505.00
4	ENP Countries participation in the work of EASO			19,950,947.00	565,829.89	84,274.96	20,601,052.00
	<b>Total expenditure</b>	<b>19,438,600.00</b>	<b>7,416,207.00</b>	<b>19,951,687.00</b>	<b>10,110,829.89</b>	<b>-3,842,090.17</b>	<b>53,075,234.00</b>

**Annex VII: Specific annexes relating to Part III**

Not applicable.

### **Annex VIII: Final annual accounts**

EASO's Final Annual Accounts 2016 are available on the Agency's website at <https://www.easo.europa.eu/governance-documents>