



**OPERATING PLAN - PHASE II**

**FOR THE DEPLOYMENT OF**

**ASYLUM SUPPORT TEAMS TO GREECE**

**Brussels, 07/03/2013**



**Hereby the Executive Director of EASO and the Minister of Public Order and Citizen Protection of the Government of the Hellenic Republic agree on the Operating Plan Phase II for the emergency support and the deployment of EASO Asylum Support Teams and provision of technical and operational assistance in Greece.**

**Brussels, 7<sup>th</sup> March 2013**

**SIGNED**

**The Executive Director  
of the European Asylum  
Support Office**

**Dr. Robert K. Visser**

**Minister of Public Order and  
Citizen Protection of the Government  
of the Hellenic Republic**

**Nikolaos Dendias**



## 1 INTRODUCTION

### 1.1 Deployment of asylum support teams during April 2011- March 2013

The Operating Plan for the deployment of asylum support teams to Greece (called the Operating Plan Phase I), signed on 01.04.2011, served as a two-year project of support, taking into account the needs of the Greek authorities over that period. It provided a framework for supporting the changes required to build capacity within the Greek asylum system, consistent with the goals of the Greek Action Plan on the Management of Migration Flows and the Reform of the Asylum System of July 2010.

EASO asylum support teams were deployed in Greece in order to support the implementation of efficient asylum procedures and standards and the operational capacity to tackle the urgent situation of increased mixed migration pressures in Greece with respect to asylum. In particular, the Operating Plan Phase I aimed to increase expertise for running First Reception and Screening facilities and structure the asylum procedure for enhanced capability and process. Special attention has been given to training needs for existing staff and for increased resources in the future under the establishment of the new Asylum Service, the new Appeals Authority and the new First Reception Service.

Over 65 EASO asylum support teams were deployed in Greece under the Operating Plan Phase I, in order to enhance and build capacity in the following areas:

- Tackle the backlog of asylum cases at the appeals level during the transitional period;
- Support the setup of a sustainable and efficient asylum and reception structure: new First Reception service, Asylum Service and Appeal Authority;
- Support the management of EU funds related to asylum and migration

A scoreboard assessing the impact of the products and results of the EASO Asylum Support Teams deployed in Greece since May 2011 was presented to the EASO MB in February 2012. EASO activities in Greece have included continuous training of all staff, providing expert advice on asylum issues, recommendations and production of manuals on operational procedures.

### 1.2 Specific needs of Greece

As reported at every session of the EASO Management Board, there has been steady progress towards implementation of the Greek Action Plan. At the end of 2012, for instance, all three new services were operating as basic agencies (including having established their financial administrations, management of correspondence, basic structures and staffing), most by-laws for their operation had been adopted and a new asylum procedure was in the process of being adopted, while works to construct two first reception centers had begun. Meanwhile, the Greek Government is in the process of evaluating the state mechanism as regards reception for asylum seekers and unaccompanied minors, and is considering a certain amount of restructuring to ensure smoother reception procedures for asylum seekers and vulnerable third-country nationals.

- As these new services will be called upon to take over their functions in the areas of first reception, the asylum procedure and the reception of asylum seekers and unaccompanied minors, EASO will be required to continue to provide crucial support, in particular in the following areas: training in the EASO modules: the development of priority modules into Greek will continue, while EASO will support the training programme jointly agreed upon between EASO and the Greek new asylum services (this may include pilot modules or programmes); in addition, EASO will facilitate study visits to other EU countries to assist Greek officials gain an insight into how asylum and reception procedures operate and compile best practices;



- Support with the set-up of a country-of-origin-information (COI) system: EASO will provide technical assistance with setting up a COI system and access to its database to the Greek caseworkers and the Appeals Authority (the rapporteurs and the appeals committee members);
- Asylum support teams in such areas as statistical analysis and on-the-job-training for Appeals Committee members.
- Other operational support towards pilot asylum and reception projects (i.e. workshops on nationality establishment etc).

### ***1.3 Deployment of asylum support teams during April 2013 - December 2014***

At the request of the Greek Minister of Public Order and Citizen Protection (MoPOCP) in a letter dated 28.01.2013, the Executive Director of the European Asylum Support Office (EASO) acting in accordance with Article 8, Article 10 and Article 17 of the EASO Regulation<sup>1</sup>, decided upon the deployment of asylum support teams and technical and operational assistance, in order to increase the capacity of Greek counterparts to deal with the institutional reform as regards asylum, screening and reception centres in Greece.

This decision was made in conjunction with the implementation of new procedures as identified in the Revised Greek Action Plan on Asylum and Migration Management and also from facts gathered through information and statistical sources provided by the Greek Authorities. The support in the implementation of the Greek Action Plan has been identified as a priority in the EASO work programme, enabling the continuation of EASO's emergency activities and support in Greece.

The decision implies that EASO will continue to give technical and operational support and to deploy Asylum Support Teams in Greece up to the end of 2014. The Operating Plan sets out the conditions for deployment, as stated in Article 18 of the EASO Regulation.

The Operating Plan Phase II builds on the work done in the framework of Operating Plan Phase I, in consistency with the goals of the revised Greek Action Plan on Asylum and Migration Management.

The emergency support and deployment of EASO asylum support teams under the Operating Plan Phase II will offer a wide range of support measures in this situation of particular pressure, in the following areas:

- ❖ **Asylum procedures during the transitional period:** in particular, the management of the backlog of asylum appeals; **Sustainable and efficient asylum procedures:** in particular, the quality management of the first and second instance procedures under the new Asylum Service in Greece and the new Appeals Authority;
- ❖ **Reception conditions,** in particular, the provision of first reception and referral of groups with special needs under the new First Reception Service in Greece;
- ❖ **Horizontal issues,** such as in the area of the management of EU funding and ad hoc workshops on nationality identification.

### ***1.4 Lawfulness and Respect of Fundamental Rights***

Asylum support related to the deployment of experts from the EASO Intervention Pool must be carried out in a way that fully respects human dignity. All people involved in asylum support activities shall maintain the highest standards of ethical conduct, professionalism, and respect and promotion of fundamental rights and international protection. This particularly applies vis-à-vis persons who are in need of international protection. They are expected to meet obligations imposed upon them by the provisions of the Operating Plan and shall

<sup>1</sup> Regulation (EU) No 439/2010 of the European Parliament and of the Council of 19 May 2010 establishing European Asylum Support Office, OJ L 132, 29.5.2010, p. 11



comply with the rules of their mandates. Whilst taking part in EASO support activities personnel shall respect the applicable International law, European Union law and the national law of the home and requesting Member States. They shall maintain the highest standards of integrity and conduct. They are to act responsibly and proportionally to current objectives. Whilst carrying out supporting and functions, personnel must not discriminate persons on grounds of sex, race, religion, ethnic origin, age or sexual orientation. Personnel are expected to treat every person with courtesy, respect and due consideration for the nature of any legitimate activity in which they are engaged. To perform their duties properly, they shall serve the public interest and refrain from any activities which could undermine or compromise their independence and the appropriate performance of their duties.

During the implementation of the EASO Operating Plan, all staff must apply a “zero tolerance” attitude with respect to the infringement of fundamental human rights. All members of staff deployed under the EASO as part of asylum support teams shall act in accordance with the Code of Conduct as annexed at E.

### **1.5 Confidentiality and data protection**

Without prejudice to the public right of access to documents as laid down in Regulation (EC) 1049/2001 of the European Parliament and of the Council of 30 May 2001, regarding public access to European Parliament, Council and Commission documents and the EASO implementing rules on access to documents<sup>2</sup>, all versions of this document shall be made available to the authorities referred to in each EU Member State, including and where participating, Iceland, Liechtenstein, Norway and Switzerland. This document shall be made available to interested parties on a need to know basis, in accordance with national rules for the dissemination of levels of information. This will be done on a case-by-case basis.

Personal data will be processed in accordance with Regulation (EC) 45/2001 of the European Parliament and the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data.

## **2 MISSION**

### **2.1 Stakeholders**

*The main stake holders in Greece are the following:*

- *the new Asylum Service*
- *the new Appeals Authority*
- *the new First Reception Service*
- *the Aliens Division of the Hellenic Police Headquarters*
- *the Ministry of Labour*

EASO and Greece will each appoint a Contact Point for the implementation of the Action Plan of Greece on Asylum and Migration and the joint Operating Plan Phase II. This will occur through an exchange of letters before 1 April 2013.

The suggested two Contact Points on each side will be accountable for monitoring the progress of the specified actions against agreed milestones, supported by the EASO project manager and the Greek NCP for EASO in accordance with the EASO Regulation.

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<sup>2</sup> Decision No 6 of the Management Board of EASO of 20 September 2011 laying down practical arrangements regarding public access to the documents of EASO.



It is vital that the support offered by EASO match both the needs of Greece and its capacity to make best use of the assistance, in other words, a mutual commitment and continued support towards the Operating Plan Phase II.

## **2.2 Ongoing activities**

UNHCR provides the following support: funding towards the operation of both the backlog and the new appeals committees, obtained from the European Commission; liaison officers for the Asylum Service working on legal and quality issues, information analysis, project management, COI and communication with funding provided by the European Commission; liaison officers for the First Reception Service working on first reception and project management issues, with funding provided by the European Commission; and last, but not least, nominating UNHCR members for both the backlog and new appeals committees.

## **3 MEASURES**

Within the context of the Revised Greek Action Plan on Asylum and Migration Management and referring to the aim of the Common European Asylum System and taking the M.S.S. judgment and others into account, chapter 3 of Operating Plan Phase II describes the various measures to support the Greek authorities in the field of asylum and reception.

Greece and EASO will provide the experts nominated by the Member States and deployed by EASO in Asylum Support Teams with pre-deployment information on the general state of play in the asylum and reception portfolio in Greece and specific information about the state of play of the deliverables as described in the specific measure. The responsible Greek authority where the experts(s) will be deployed shall provide a working place. EASO will provide the necessary equipment.

In the course of deployment, EASO will provide technical support to experts with the aim of ensuring that the products developed make good use of the expertise and information available to EASO. The impact of the products developed by the asylum support teams will be assessed as part of the evaluation process to be carried out under measure 3.5.7. Annex F provides a generic template for products developed in the context of the Operating Plan Phase II.

Finally, the coordination by EASO of common actions via emergency support to a member state under particular pressure demands flexibility. Following developing needs and changing circumstances, the asylum support teams described in this Operating Plan are subject to change. Any change will be subject to discussion between EASO and its stakeholders.

All deployed experts will be allocated 2 travel days in addition to the length of their mission (e.g. 24 calendar days + 2 travel days).

### **3.1 Support measures on the backlog**

EASO measure 3.1.1: Workshop programme for the members of the new backlog Appeals Committees	
Responsible authority	Aliens Division / Hellenic Police Headquarters.
State of play	The registration and update of the content of the physical files by the deployed Police Cadets has been finalized. The active / pending appeal cases will be forwarded to the Backlog Appeal Committees. The procedure for the establishment of 10 additional Appeal Committees has started and they are expected to be operational by 01/04/2013.



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Deliverable(s)	<p>Three workshops will be provided by 2 EASO experts to the members of the 10 new Appeal Committees regarding:</p> <ol style="list-style-type: none"> <li>1) the examination procedure on 2<sup>nd</sup> instance,</li> <li>2) the decision making procedure 2<sup>nd</sup> instance and</li> <li>3) the use of COI in 2<sup>nd</sup> instance.</li> </ol>
Pre-condition(s)	Aliens Division will appoint a focal point from the Secretariat of the Appeal Committees of P.D. 114/2010 who will cooperate with the EASO expert.
EASO support	3 ASTs/ 6 experts/ 18 calendar days/ 2013: Q2, Q3.

### ***3.2 Support measures on first reception***

EASO measure 3.2.1: EASO Training of personnel	
Responsible authority	First Reception Service (FRS)
State of play	FRS has one national trainer in EASO module on Inclusion and one national trainer in International Refugee Law and Human Rights module. Also, five staff members were trained on Interview Techniques, Interviewing Children and Inclusion topics.
Deliverable(s)	<p>All staff of the Central Reception Service (38) is trained in selected EASO training activities.</p> <p>8-12 Greek English-speaking trainers in FRS are trained in the following modules: International Refugee Law and Human Rights, Interview Techniques, Interviewing Vulnerable Persons, Interviewing Children.</p> <p>All staff (38) of the First Reception Service (both in the Central Service and in the First Reception Centers) is trained on International Refugee Law and Human Rights.</p> <p>Staff (number to be determined) of the First Reception Centers is trained in the following modules, depending on need and specialization: International Refugee Law and Human Rights, Interview Techniques, Interviewing Vulnerable Persons, Interviewing Children module. The staff is trained either through participation in the EASO training (online and F2F) or through seminars organized by the First Reception Service.</p>
Pre-condition(s)	<ul style="list-style-type: none"> <li>- EASO will provide the selected modules in the updated version.</li> <li>- FRS will appoint a focal point responsible for the implementation of the internal training programme.</li> <li>- Identification of Greek English-speaking trainers to be trained.</li> <li>- Identification by EASO of an adequate number of Greek-speaking coaches whenever possible.</li> <li>- New version of the Interview Techniques module is translated into Greek.</li> <li>- Interviewing Children module is translated into Greek.</li> <li>- Interviewing Vulnerable Persons module is translated into Greek.</li> </ul>
EASO support	Selected online training modules will be made available in the Greek language for FRS



	<p>personnel. A maximum of 3 Greek national trainers in FRS per each module, as indicated above and 1 coach, preferably Greek speaking, available during the first national training sessions. In parallel to this continuous training, any ad-hoc thematic seminars in Athens or the First Reception Centers, according to the specialization needs of the personnel in FRS will be provided (e.g. nationality establishment).</p> <p>Train the trainer sessions (F2F) in Malta. Alternatively in Greece: 5 ASTs/ 15 experts (including five experts on Didactics)/ 40 calendar days/ 2013: Q2, Q3, Q4, 2014: Q1, Q2, Q3, Q4.</p> <p>National trainings in Greece: 5 ASTs/ 5 experts (coach)/ 15 calendar days/ 2013: Q2, Q3, Q4, 2014: Q1, Q2, Q3, Q4.</p>
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EASO measure 3.2.2: Capacity building on identifying EU funding programmes and preparation of proposals	
Responsible authority	First Reception Service
State of play	<p>As potential beneficiary of the EBF, ERF, RF, ISF and MAF, the FRS' needs are in the following areas:</p> <ul style="list-style-type: none"> <li>- Identification of available funding within the EU programs.</li> <li>- Drafting of proposals in order to apply for EU funding programmes.</li> </ul>
Deliverable(s)	<ul style="list-style-type: none"> <li>- A manual is delivered containing the current legislation for EU funding, as well as guidelines on the actual procedure which each member state should follow in order to apply for financing under EU programs.</li> <li>- 2 staff members are trained on the identification of EU funding and the drafting of proposals for funding.</li> <li>- An advice if the Structural Funds can be used to address certain needs of the FRS.</li> </ul>
Pre-condition(s)	<ul style="list-style-type: none"> <li>- Appointment of a focal point.</li> <li>- Appointment of staff responsible for subject-related topics.</li> </ul>
EASO support	1 AST/ 2 experts/ 60 calendar days/ 2013: Q3.

### 3.3 *Support measures for the first instance procedure*

EASO measure 3.3.1: EASO Training of personnel	
Responsible authority	Asylum Service (AS), Appeals Authority (AA)
State of play	<p>AS has one national trainer on International Refugee Law &amp; Human Rights, 9 national trainers on Inclusion module, 3 national trainers on Interview Techniques, 4 national trainers on COI module, 1 national trainer on Evidence Assessment and 2 national trainers on Drafting and Decision Making module.</p> <p>Staff trained in the EASO modules so far is as follows: inclusion - 28 staff (6 staff are staff of the Secretariat of the Appeals Committees) and interview techniques - 4 staff.</p>
Deliverable(s)	All case workers (120) and staff of the Appeals Authority (19) as well as members of the



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	<p>Appeals Committees (approx. 80) will be trained in selected EASO training activities. Depending on need, thematic workshops may be organized in topics such as nationality establishment.</p> <p>Greek English-speaking trainers (6-10) of the AS and AA, who have the requisite expertise to become trainers in the EASO modules are trained in: Inclusion, Interview Techniques, COI, Evidence Assessment, Drafting and Decision making.</p> <p>Selected case workers (15-20) are trained in the following EASO modules: Interviewing Vulnerable Persons, Dublin Regulation, Interviewing Children, Exclusion (currently not available in Greek), with national trainings held in Greece.</p> <p>All staff (registration/administrative/caseworkers) for a total of around 200 persons is trained in International Refugee Law and Human Rights Law module and the Asylum Procedure module (not available in Greek) through seminars organized in-house by the AS.</p>
Pre-condition(s)	<ul style="list-style-type: none"> <li>– EASO will provide the selected modules in the updated version.</li> <li>– AS will appoint a focal point responsible for the implementation of the internal training programme.</li> <li>– Identification of Greek English-speaking trainers to be trained.</li> <li>– Identification by EASO of an adequate number of Greek-speaking coaches whenever possible.</li> <li>– New version of the Interview Techniques module is translated into Greek.</li> <li>– Interviewing Children module is translated into Greek.</li> <li>– Interviewing Vulnerable Persons module is translated into Greek.</li> </ul>
EASO support	<p>Selected on-line training modules will be made available in the Greek language for AS and AA personnel; A maximum of 2 Greek national trainers will be made available per each module and 1 coach, preferably Greek-speaking, available during the first national training sessions.</p> <p>Train the trainer sessions (F2F) in Malta. Alternatively in Greece: 4 ASTs/ 8 experts (including four experts on Didactics)/ 20 calendar days/ 2013: Q2, Q3, Q4, 2014: Q1.</p> <p>National trainings in Greece: 5 ASTs/ 5 experts (coach)/ 15 calendar days/ 2013: Q2, Q3, Q4, 2014: Q1, Q2, Q3, Q4.</p>

EASO measure 3.3.2: Setting up a country of origin information database	
Responsible authority	Asylum Service
State of play	The Asylum Service is staffing its unit on Training, Documentation and Quality Assurance, which will include the capacity of providing up-to-date and relevant country of origin information to 1 <sup>st</sup> instance caseworkers, the staff secretariat of the Appeal Authority and the 19 Appeal Committees of the Appeal Authority.
Deliverable(s)	<ul style="list-style-type: none"> <li>– Based on the needs assessment and the action plan prepared by the Asylum Service, a blueprint for platform is created to respond to queries from caseworkers and to archive these queries.</li> </ul>



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	<ul style="list-style-type: none"> <li>– One workshop on the technical know-how of setting up a national COI database is organised.</li> </ul>
Pre-condition(s)	<ul style="list-style-type: none"> <li>– Appointment of a focal point.</li> <li>– Appointment of staff responsible for subject-related topics.</li> <li>– Appointment of a national representative in the EASO Strategic COI Network</li> <li>– Appointment of a national representative for the EASO Common Portal Administrators Network</li> </ul>
EASO support	1 AST/ 2 experts/ 20 calendar days / 2013: Q2

### **3.4 Support measures for the second instance procedure**

EASO measure 3.4.1: Workshops for the Experts-rapporteurs of the Appeals Authority	
Responsible authority	Appeals Authority
State of play	Three experts-rapporteurs are already in place. 13 more are expected by mid April 2013.
Deliverable(s)	Five tailor-made intensive workshops for the experts - rapporteurs (civil servants) of the Appeals Authority (2 groups of 10 persons) to get familiar with the examination of an appeal file and prepare a recommendation to the chairs of the Appeals Committees are organised.
Pre-condition(s)	<ul style="list-style-type: none"> <li>– Appointment of a focal point.</li> <li>– Appointment of staff responsible for subject-related topics.</li> <li>– Meeting facility</li> </ul>
EASO support	5 ASTs/ 2 experts/ 30 calendar days / 2013: Q2, Q3

EASO measure 3.4.2: Workshops for the members of the Appeals Committees	
Responsible authority	Appeals Authority
State of play	The selection process is almost complete. 19 Appeals Committees are expected to be in place by mid April 2013.
Deliverable(s)	One workshop is organised on advanced level in small settings for the members of the 19 new Appeals Committees of the Appeals Authority (6 groups of 10 persons) on decision drafting and awareness of international and european case-law.
Pre-condition(s)	<ul style="list-style-type: none"> <li>– Appointment of a focal point.</li> <li>– Appointment of staff responsible for subject-related topics.</li> <li>– Meeting facility</li> </ul>
EASO support	1 AST/ 2 experts/ 10 calendar days / 2013: Q2



#### EASO measure 3.4.3: Assesment of recording and transcription of first instance interviews

Responsible authority	Asylum Service and Appeals Authority
State of play	The Asylum Service and the Appeals Authority are planning to record interviews at first and second instance and outsource the transcription of those interviews where the decision will be appealed in front of the Appeals Authority, in order to reduce the duration of interviews as well as the need to call for second instance interviews all appellants, thus allowing for a more efficient procedure overall. Said arrangements have been included in the draft legislation on the new asylum procedures as optional.
Deliverable(s)	<ul style="list-style-type: none"> <li>– Assessment of recording and transcription procedures of interviews at first and second instance, and the use of transcripts in lieu of a verbatim written record for the proceedings at second instance. Draft together with the Greek responsible authorities a blue print of such a process as well as an inventory, budget on the necessary equipment and draft plan on implementation.</li> <li>– Present these deliverables to the director of the AS and the AA.</li> <li>– Report on findings to other Member States envisaging the use of recording and transcription tools in the asylum procedure.</li> </ul>
Pre-condition(s)	<ul style="list-style-type: none"> <li>– Appointment of a focal point</li> <li>– Appointment of staff responsible for subject-related topics.</li> </ul>
EASO support	1 AST/2 experts/ 34 calendar days/ 2013: Q3

#### 3.5 Support measures on horizontal issues

EASO measure 3.5.1: Assistance of an expert for the collection and analysis of statistical data	
Responsible authority	Aliens Division / Hellenic Police Headquarters Asylum Service
State of play	<p>The Asylum Application Database of the national Police Network has been updated and a new circular of the Chief of Police has been disseminated to the responsible Police Authorities and the Secretariat of the Appeal Committees regarding the obligatory registration of the stages of the asylum procedure. It will be used along with the new tools of data-collecting and processing of applications, in order to respond to statistical queries.</p> <p>Meanwhile, the new Asylum Application to be used by the Asylum Service is complete by 95 per cent; this new software will allow the production of all required statistical reports.</p>
Deliverable(s)	<ul style="list-style-type: none"> <li>– Evaluate the results of the relevant Actions of OP Phase I (AST 3.4.1- Assistance of Screening, Backlog and IT Experts as a Short Time Measure) and</li> <li>– cooperate with the relevant stakeholder in order to provide an advice to improve the statistical data produced and facilitate the comparison mechanism to the statistical data produced by the Asylum Application Database of the national Police</li> </ul>



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	Network.
Pre-condition(s)	<ul style="list-style-type: none"> <li>– Aliens Division will appoint a focal point who will cooperate with the EASO expert.</li> <li>– Asylum Service will similarly appoint a focal point.</li> <li>– Appointment of a national representative in the EASO Group for the Provision of Statistics (so-called EASO GPS-Network).</li> <li>– 2 Greek statistical experts are identified (with knowledge on the development of tools for the provision of statistical reports and the implementation of a systematic data-analysis process).</li> </ul>
EASO support	1 AST/ 2 experts/ 10 calendar days/ 2013: Q3.

EASO measure 3.5.2: Thematic Workshop on Nationality Establishment	
Responsible authority	First Reception Service Asylum Service
State of play	<p>The first reception centre in Evros is expecting to begin its operations in Q1 2013. According to the Law, First Reception Service verifies the identity and nationality of third-country nationals as part of the First Reception Procedures.</p> <p>In addition, the Asylum Service case workers will require upgraded skills in the area of nationality identification for the purpose of credibility assessment of an asylum claim.</p>
Deliverable(s)	<p>Two workshops on nationality establishment in the context of International Protection and in the context of Return are delivered. This is a joint EASO-FRONTEX Training based on the training content of FRONTEX (screening interview) and training content of EASO (Evidence Assessment and Interview Techniques).</p> <p>One workshop will take place in Evros and the other one in Athens. This first workshop functions as a pilot for possible future ones.</p>
Pre-condition(s)	<ul style="list-style-type: none"> <li>– If training is in English, simultaneous translation is provided</li> <li>– Coordination with FRONTEX and EASO</li> </ul>
EASO support	7 ASTs/ 2 experts/ 28 calendar days/ 2013: Q2, Q3, Q4 2014: Q1, Q2, Q3, Q4. (depending on the opening of new reception centres and beginning of operations of the regional asylum offices).

EASO measure 3.5.3: Capacity building in the field of EU funding, in particular the European Refugee Fund	
Responsible authority	Ministry of Labour - Responsible Authority for the European Refugee Fund (ERF) Asylum Service
Beneficiaries	Ministry of Labour staff AS staff as potential beneficiary of the ERF
State of play	<p><i>ERF:</i> Currently, the Ministry of Labour is responsible for the management of the ERF. Needs are in the following areas: absorption capacity and financial verification still need to be improved through the management structure, as well as the design and execution of processes. Finally the planning of the management of the AMF (fund 2014-2020) under one single Responsible Authority is foreseen.</p>



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Deliverable(s)	<p>The support will be delivered via 2 experts. The experts will be attached to the relevant Responsible Authority (MoL) and beneficiary (AS). The Action Plan, built on the basis of the Operating Plan Phase I, AST 941 P2/2, will be updated and agreed upon in the first month after the start of Operating Plan Phase II. The plan will also include exploratory work to determine if the Structural Funds can be used to address some migration issues.</p> <p><i>ERF:</i></p> <ul style="list-style-type: none"> <li>- Support and expertise is provided to maximise the use of funding, insure value-for-money and compliance with the EU legal framework, as well as streamline processes to facilitate the management of the fund.</li> <li>- Assistance is delivered in designing an effective management structure in compliance with the EU legal framework of the new funds.</li> <li>- A minimum of 3 staff members are coached and trained on specific processes, like programming, monitoring and evaluation.</li> </ul>
Pre-condition(s)	<ul style="list-style-type: none"> <li>- Appointment of a focal point by AS and MoL with knowledge about subject-related topics.</li> </ul>
EASO support	1 AST/ 2 experts on ERF (A & B)/ /A) 439 and B) 373 calendar days/ 2013: A) 2013: Q2, Q3, Q4, 2014: Q1, Q2, Q3, Q4, B) 2013: Q3, Q4, 2014: Q1, Q2, Q3, Q4.

EASO measure 3.5.4: Capacity building in the field of EU funding, in particular the European Border Fund	
Responsible authority	Ministry of Public Order and Citizen Protection, European & Development Programs Division, Responsible Authority for the European Borders Fund (EBF)
State of play	<p>Currently, the Ministry of Public Order and Citizen Protection is responsible for the management of the EBF. The Internal Security Fund will be established in 2014.</p> <p>Needs are in the following areas: absorption capacity and management verifications need to be improved further; implementation of centralised procurement structure and design of the management and control systems for the ISF (next MFF 2014-2020).</p>
Deliverable(s)	<p>The support will be delivered via 1 expert for EBF. The EBF Action Plan, built on the basis of the Operating Plan Phase I, AST 941 P2/2, will be updated and agreed upon in the first month after the start of Operating Plan Phase II. The plan will also include exploratory work to determine if the Structural Funds can be used to address certain needs.</p> <ul style="list-style-type: none"> <li>- Support and expertise is provided to maximize the use of funding, ensure value-for-money and compliance with the European regulatory framework, as well as streamline processes to facilitate the management of the funds.</li> <li>- Assistance is delivered in designing an effective management structure in compliance with the European regulatory framework of the new Internal Security Fund.</li> </ul>
Pre-condition(s)	<ul style="list-style-type: none"> <li>- Appointment of a focal point.</li> <li>- Appointment of staff responsible for subject-related topics.</li> </ul>
EASO support	1 AST/ 1 expert/116 calendar days/ 2013: Q2, Q3.



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#### EASO Measure 3.5.5: Workshops / ad-hoc thematic seminars

Responsible authority	First Reception Service, Asylum Service, Appeals Authority, Ministry of Labour
State of play	The FRS, AS and AA are in the stage of building up and announced to become operational in the first half of 2013.
Deliverable(s)	8 Workshops /ad-hoc thematic seminars are delivered (2 workshops for FRS, AS, AA and Ministry of Labour each; duration AST in total, including preparation, 4 days each). Topics to be indicated by the individual responsible authority.
Pre-condition(s)	<ul style="list-style-type: none"> <li>– Appointment of a focal point by the specific responsible authority.</li> <li>– Appointment of staff responsible for subject-related topics.</li> </ul>
EASO support	8 ASTs / 16 experts/ 64 calendar days/ 2013: Q3, Q4, 2014: Q1, Q2, Q3, Q4

#### EASO Measure 3.5.6: Study visits of the new services to EU member states.

Responsible authority	First Reception Service, Asylum Service, Appeals Authority
State of play	The Greek authorities underline the importance of internal and external cooperation, would like to benefit from the experiences in other MS and network with their colleagues in the field better. The visits will address topics currently at stake in the Greek asylum and reception reality, as well as challenges in implementing the re-cast EU Qualification Directive, Asylum Procedure Directive and the Reception Conditions Directive.
Deliverable(s)	At least 2 study visits each are organised for FRS, AS ad AA
Pre-condition(s)	<ul style="list-style-type: none"> <li>– Appointment of a focal point.</li> <li>– Need assessment on beforehand of the issues to be addressed in the study visit.</li> </ul>
EASO support	<p>Coordination between EL and the MS.</p> <p>A study visit will take 2 days, travelling excluded.</p> <p>EASO will provide funding and logistical support, including advising on best-practice cases and countries to be most usefully visited and liaising with those countries with a view to organizing the study visits.</p>

#### EASO measure 3.5.7: Final evaluation of the implementation of the Operating Plan Phase II for Greece

Responsible authority	EASO
State of play	Evaluation of the support offered via EASO to Greece via OP1 and OP2 (timeframe 01/04/2011 – 31/12/2014).
Deliverable(s)	<p><b>Evaluation report drafted.</b></p> <p>The evaluation report will make an overall independent assessment about the past performance of the operating plan, paying particular attention to the impact of the operating plan against its objectives; it will identify key lessons and propose practical recommendations for follow-up actions; cross-cutting issues such as human rights,</p>



	<p>good governance and gender will also be assessed.</p> <p>The report should cover the main evaluation criteria:</p> <p><b>RELEVANCE</b> - The extent to which the objectives of the intervention are consistent with beneficiaries requirements, country needs, global priorities and EU/EASO's policies.</p> <p>The analysis of relevance will focus, among others, on the following questions:</p> <ul style="list-style-type: none"><li>- coherence with current/on-going initiatives;</li><li>- the extent to which stated objectives correctly address the identified problems and needs, clarity and internal consistency of the stated objectives;</li><li>- the degree of flexibility and adaptability to facilitate rapid responses to changes in circumstances;</li><li>- the quality of the identification of key stakeholders and target groups (including gender analysis and analysis of vulnerable groups) and of institutional capacity issues.</li></ul> <p><b>EFFECTIVENESS</b> - The effectiveness criterion, concerns how far the results were attained, and the specific objective(s) achieved, or are expected to be achieved.</p> <p><b>EFFICIENCY</b> - The efficiency criterion concerns how well the various activities transformed the available resources into the intended results (sometimes referred to as outputs), in terms of quantity, quality and timeliness. Comparison should be made against what was planned. This criterion also refers to sound management and value for money.</p> <p><b>IMPACT</b> - The term impact denotes the relationship between the specific and overall objectives. At Impact level the final evaluation will make an analysis of the following aspects:</p> <ul style="list-style-type: none"><li>- Extent to which the objectives of the operating plan have been achieved as intended in the planned overall objective.</li><li>- Whether the effects of the activities have produced the expected results and have changed the situation on the ground.</li></ul> <p><b>SUSTAINABILITY</b> - The sustainability criterion relates to whether the positive outcomes of the project and the flow of benefits are likely to continue after external emergency support ends.</p> <p>The report will focus on: the ownership of objectives and achievements, institutional sustainability, to which extent the changes triggered by the activities under the operating plan are embedded in local institutional structures; if it involved creating a new institution, how far good relations with existing institutions have been established; whether the institution appears likely to be capable of taking over, technically, financially and managerially; financial and economic sustainability.</p>
Pre-condition(s)	<ul style="list-style-type: none"><li>- Appointment of a focal point.</li><li>- Appointment of staff responsible for subject-related topics.</li><li>- To aggregate and summarise the views of the 3 Greek services</li><li>- To ensure that the evaluation team has access to and has consulted all relevant information sources and documents related to the operating plan</li></ul>
EASO support	1 AST/ 2 experts/ 80 calendar days/ 2014: Q4



## 4 COOPERATION WITH FRONTEX

In accordance with Article 52 of the EASO Regulation, EASO will act in cooperation with Frontex. Following the working arrangement as concluded between EASO and Frontex in September 2012 and based on Article 52 of the EASO Regulation, this cooperation may include complementing activities and information exchange in accordance with the specific mandates of EASO and Frontex, and within the ambit of the Operating Plan. EASO may coordinate actions with Frontex if agreement is obtained from all parties and the host Member State where necessary.

## 5 COOPERATION WITH UNHCR

In accordance with Article 50 of the EASO Regulation, EASO aims at continuing in a coherent and complementary way the fruitful cooperation with the UNHCR, also seen in the light of the agreement reached by UNHCR and EASO in November 2012 on the operational support for the strengthening of the administrative appeals instance of the asylum-procedure in Greece under Presidential Decree 114/2010, including the clearance of the backlog of appeals

In continuation of the co-operation between UNHCR, in line with its mandate and role, as outlined in the Action Plan and stipulated in Greek legislation, UNHCR will deploy, during 2013, five Associate Asylum Officers to the Central Asylum Service (working on legal issues related to asylum, the development of standard operating procedures and quality development, programme management, communication and analysis), as well as up to two Associate Community Services Officers to the First Reception Service (working on issues of reception). UNHCR will deploy a country of origin information team, comprised of 2 Documentation Officers and 1 Translator, to support the Central Asylum Service in the provision of country of origin information to case-workers, assessors and members of appeals committees. This support by UNHCR at central level will be complemented by the deployment of 10 Associate Asylum Officers to the Regional Asylum Offices to provide support, including capacity-building and quality assurance support to the Asylum Service, during an initial period of operation.

## 6 FINAL PROVISIONS

### 6.1 General reporting provisions

A reporting system will be established for monitoring the implementation of the Operating Plan and to define improvements within the Greek asylum procedure so as to assess any further needs or changes. In particular:

Asylum Support Teams will provide a Final Report to the EASO project manager via the corresponding template to be found in Annex A.

EASO will report to the members of the EASO Management Board via the 'Scoreboard'.

Greece will monthly report via EASO to the members of the EASO Management Board via the 'Fact sheet', including an annex on the backlog.

Reporting may comprise of statistics, management information, and reports about improvements to the asylum procedure but shall not include any personal data.

### 6.2 Incident reporting

Participants in EASO activities who have reason to believe that a violation of the present Code of Conduct has occurred or is about to occur, are obliged to report the matter to the Executive Director of the EASO and to the host Member State focal point for the Operating Plan via the appropriate channels.



Any accidents that may occur throughout the deployment of the Asylum Support Teams shall be reported through the same channels.

Incident reporting templates can be found at Annex B.

## 7 ANNEXES

***Annex A: Format for Final Report of asylum support team***

***Annex B: Incident reporting templates***

***Annex C: Letter from Nikos Dendias, Minister of Public Order and Citizen Protection of Greece to Dr Visser, Executive Director of EASO, dated 28.01.2013***

***Annex D: Letter from Dr Visser, Executive Director of EASO to Nikos Dendias, Minister of Public Order and Citizen Protection of Greece, dated 31.01.2013***

***Annex E: EASO Operating Plan Code of Conduct for Staff***

***Annex F: Generic template for products developed in the context of the Operating Plan Phase II***

***Annex G: Evaluation Format***



## Annex A: Format for Final Report of asylum support team

### European Asylum Support Office Asylum Support Teams to Greece

Measure no [X]	<i>[please insert title]</i>		
Project Manager	<i>[name and surname]</i>	Date of submission	
Expert(s)	<i>[name and surname]</i>	AST Time-frame	<i>[date of deployment]</i>
Expertise area	<i>[profile]</i>	EL operational focal point	<i>[please insert name and surname]</i>
Member State	<i>[X]</i>		

Background and introduction ( <i>please provide an overview of the current situation, synergies with other measures and how this measure has contributed to the enhancement of the specific area</i> )

Specific objectives and deliverables agreed to prior to deployment
<ul style="list-style-type: none"><li>•</li><li>•</li></ul>

Description of activities ( <i>please identify beneficiaries and deliverables for each activity</i> )
<ul style="list-style-type: none"><li>•</li><li>•</li></ul>

Concrete products delivered ( <i>please list the products for each activity</i> )
<ul style="list-style-type: none"><li>•</li><li>•</li></ul>

Coordination with EL, EASO and other relevant stakeholders ( <i>e.g. briefings, follow up meetings, debriefings etc</i> )
<ul style="list-style-type: none"><li>•</li><li>•</li></ul>

Recommendation(s) and advice(s) for possible next steps (and/ or next ASTs) ( <i>SMART formulated</i> )
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Support is our mission



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**Observations and challenges (*please refer to any challenges encountered during the mission as well as any challenges foreseen at the implementation phase*)**

- 
- 

**Suggestions/Roadmap for implementation (*including timeframe, potential follow-up missions with suggested dates and deliverables, and availability for post-deployment consultation*)**

- 
- 

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**Annex:**

- Technical reports/deliverables



## Annex B: Incident reporting templates

### **INCIDENT REPORT FORM**

Article 20 of the EASO Code of Conduct for all asylum support teams participating in EASO activities in Greece states that:

*"Participants in EASO activities who have reason to believe that a violation of the present Code of Conduct has occurred or is about to occur, are obliged to report the matter to the Executive Director of the EASO and to the host Member State focal point for the Operating Plan via the appropriate channels."*

Should such an incident should occur, or if other incidents need to be reported, please fill the present form.

<b>Name of Asylum Support Team member:</b>
<b>Type of incident:</b>
<b>Full description of the incident:</b>
<b>Area Deployed:</b>
<b>Date of incident/accident:</b>
<b>Time of incident/accident:</b>
<b>Describe what activity was taking place, e.g. training, working, etc.</b>
<b>Were any of the following contacted?</b> <ul style="list-style-type: none"><li>• Police: Yes <input type="checkbox"/> No <input type="checkbox"/></li><li>• Ambulance: Yes <input type="checkbox"/> No <input type="checkbox"/></li><li>• Parent/carer: Yes <input type="checkbox"/> No <input type="checkbox"/></li></ul>
<b>What happened following the incident?</b>



Safety is our mission



**All of the above facts are a true and accurate record of the incident/accident.**

**SIGNED:**

**DATE:**

**NAME:**



## Annex E: EASO Operating Plan Code of Conduct for Staff

### EASO CODE OF CONDUCT FOR ALL ASYLUM SUPPORT TEAMS PARTICIPATING IN EASO ACTIVITIES IN GREECE

#### CHAPTER I - GENERAL PROVISIONS

##### Article 1

###### Objectives, scope and subject matter

1. The present Code of Conduct aims to promote professional values based on the principles of the rule of law and the respect of fundamental rights and to establish the ethical behavioural standards that guide all persons participating in EASO support activities in Greece.

2. In this regard it sets out principles and rules which guide the conduct of all persons participating in EASO activities in Greece, namely asylum support teams from participating Member States deployed under Article 15 of EASO Regulation (EU Regulation No.439/2010), establishing a European Asylum Support Office.

##### Article 2

###### Definitions

For the purpose of the present Code, the following definitions apply:

- a) The term "participant" refers to any person participating in EASO activities.
- b) The term "EASO activities" means any activity co-ordinated or led by EASO within the framework of its tasks as described in EASO Regulation and accompanying the Operating Plan for deployment of staff to Greece.
- c) The term "Member State" also includes those countries which have concluded agreements with the Union by virtue of which they have adopted and apply the law of the Union in the field covered by EASO Regulation and where those countries are participating in activities in Greece as described under the Operating Plan.
- d) The term "host Member State" refers to the Member State where participating staff are deployed under the EASO, namely the Hellenic Republic (also referred to as Greece).
- e) The term "asylum support team" refers to the team made up of asylum experts which are to be deployed in Member States subject to particular pressure and provide technical and operational assistance.
- f) The term "discrimination" means any unfair treatment or arbitrary action or distinction based on a person's sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or other opinion, membership of a minority, property, birth, disability, age or sexual orientation.
- g) The term "harassment" means any improper or unwelcome conduct that might reasonably be expected to be perceived to cause offence or humiliation to another person. Harassment may take the form of words, gestures or actions which annoy, alarm, abuse, demean, intimidate, belittle, humiliate or embarrass another or which create an intimidating, hostile or offensive work environment.

#### CHAPTER II - PRINCIPLES

##### Article 3

###### Lawfulness

1. Participants in EASO activities serve the public interest and shall comply with international law, European Union law, the national law of both home and host Member States and the present Code of Conduct.



2. They shall also meet the obligations imposed on them by the provisions stated in EASO Regulation, the accompanying Operating Plan for the deployment of asylum support teams to Greece or other similar agreed rules.

#### Article 4

##### Fundamental Rights

Participants in EASO activities shall:

- a) at all times, promote and respect human dignity and the fundamental rights of every individual, regardless of their sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation;
- b) promote compliance with the relevant international and European instruments regarding fundamental rights protection.

#### Article 5

##### Close cooperation

- a) The Asylum support teams shall work in hosting Member States in compliance with the Operating Plan.
- b) On taking up duty, participants in EASO activities will cooperate with the UN High Commissioner for Refugees (UNHCR), other EU bodies such as the European Agency for the Management of Operational Cooperation at the External Borders (Frontex) and the Agency for Fundamental Rights (FRA), the European Commission and the Member States.

#### Article 6

##### International Protection

Participants in EASO activities shall:

- a) promote, in full compliance with the principle of *non refoulement*, that persons seeking international protection are recognised, receive adequate assistance, are informed, in an appropriate way, about their rights and relevant procedures and are referred to the national authorities responsible for receiving the asylum requests;
- b) give special consideration to particularly vulnerable groups of people, including women, unaccompanied minors, disabled persons susceptible to exploitation and victims of exploitation or trafficking in human beings;
- c) ensure that where necessary persons in the asylum procedure that require healthcare are referred to the national authorities and are given access to healthcare in accordance with the provisions and laws of the host Member State.

#### Article 7

##### Performance of Duties

Participants in EASO activities shall ensure that instructions, directives and required duties are carried out promptly and diligently.

#### Article 8

##### Responsibility

Participants in EASO activities are individually responsible for the way in which they perform their work.



## Article 9

### Conflict of interests

To perform their duties properly, participants in EASO activities shall refrain from any activities which would undermine or compromise their independence and the appropriate performance of their duties.

## Article 10

### Confidentiality

1 Confidential or sensitive information in the possession of a participant of EASO activities shall not be publicly disclosed, including in social media or environment, unless the performance of duty or the needs of justice strictly require disclosure or disclosure has been appropriately authorised.

2 Participants shall not relay information or express personal opinions or facts regarding EASO activities in the media unless explicit authorisation is given by the Executive Director of the EASO.

3 Participants are bound by the obligation to behave with discretion regarding current, past and planned or potential EASO activities.

## Article 11

### Behavioural Standards

Participants in EASO activities whether on or off duty shall:

- a) Abstain from all behaviour likely to compromise the prestige and the nature of the public mission in which they are invested or to bring discredit upon their organisation, the host Member State or the EASO.
- b) act with fairness and impartiality in their dealings with the public and other participants in EASO activities, treating all with courtesy and respect, avoiding all forms of victimisation or discrimination, bearing in mind the diverse nature of people, including backgrounds, and/or origin;
- c) abstain from actions contrary to the public order;
- d) refrain from using vulgar, obscene or otherwise offensive speech or gestures that could be considered abusive towards other participants in EASO activities or the public.

## CHAPTER III - PROHIBITED CONDUCTS

### Article 12

#### Abuse of authority

All improper use of a position of influence, power or authority is forbidden.

### Article 13

#### Discrimination

All discriminatory behaviours as defined in Article 2(f) towards the public or other participants in EASO activities are forbidden.

### Article 14

#### Harassment

All forms of harassment as defined in Article 2(g) are forbidden.



## Article 15

### Corruption

1. The use of public position for illegitimate private gains as well as the acceptance of unjustified rewards for actions taken in EASO activities is forbidden.
2. Consent to any form of corrupt activity is forbidden.

## Article 16

### Use of narcotics and drugs

The use or possession of narcotics and drugs, unless prescribed for medical purposes is forbidden.

## Article 17

### Consumption of Alcohol

The consumption of alcohol while on duty is forbidden.

## Article 18

### Civil and criminal liability

In accordance with Article 21 and 22 of EU Regulation No. 439/2010, establishing the European Asylum Support Office, participants from Member States shall be subject to the provisions contained therein on civil and criminal liability.

## CHAPTER IV - FINAL PROVISIONS

## Article 19

### Reporting

Participants in EASO activities who have reason to believe that a violation of the present Code of Conduct has occurred or is about to occur, are obliged to report the matter to the Executive Director of the EASO and to the host Member State focal point for the Operating Plan via the appropriate channels.

## Article 20

### Sanctions

1. In the case of violation of the present Code of Conduct by a participating member of EASO staff, the Executive Director of the EASO will take adequate measures which may include the immediate removal of the deployed EASO staff member from their current activities under the Operating Plan.
2. If the violation was committed by a participant from a Member State, the Executive Director will inform the Member State and can immediately remove the person concerned from the EASO activity. It is expected that the relevant authority of the Member State will use its own powers regarding the necessary disciplinary measures and, if applicable, to remove the person concerned from the respective EASO intervention pool for a defined period.



## Annex F: Generic template for products developed in the context of the Operating Plan Phase II

### Table of Contents

#### Introduction

- Background and current situation.
- Context – Operating Plan measure; brief outline of objectives; previous/on-going assistance provided in the field and synergies with other activities under the Operating Plan.
- Statistical overview.
- Intended beneficiaries – Direct, and indirect users/beneficiaries of the report.
- Purpose of the product – How the product can support the establishment of the Greek asylum system/reception system.
- Methodology – Including consultation with EL staff and other relevant stakeholders.

#### Legal framework

- International law and principles
- Relevant EU legislation
- National legislation

#### Technical recommendations/guidance

#### Implementation plan

- Identification and cooperation with relevant stake-holders (other Services, EASO, civil society)
- Identification of potential funding opportunities (when applicable)
- Detailed implementation plan (including specific timeframes)
- Reference to necessary training
- Reference to the adoption of operating guidelines, forms and procedures
- Review and quality mechanisms

#### Appendix

- Reference materials



## Annex G: Evaluation Format

The evaluation report will make an overall assessment of EASO's support, paying particular attention to the relevance, effectiveness, efficiency, impact and sustainability of the measures vis-à-vis its objectives; it will identify key lessons learned and propose practical recommendations for enhancement of future actions; cross-cutting issues such as human rights, good governance and gender will also be assessed.

### A. BACKGROUND

*Please briefly describe the support measures addressing the following points:*

- *Legal basis/causes*
- *Overall objectives, purpose*
- *Description of the activities*
- *Cost*
- *Input of human capacity*
- *Duration and schedule*

### B. METHODOLOGY

*Please refer to the 5 main evaluation criteria:*

**RELEVANCE** - The extent to which the objectives of the intervention are consistent with beneficiaries requirements, country needs, global priorities and EU/EASO's policies.

The analysis of relevance will focus, among others, on the following questions:

- coherence with current/on-going initiatives;
- the extent to which stated objectives correctly address the identified problems and needs, clarity and internal consistency of the stated objectives;
- the degree of flexibility and adaptability to facilitate rapid responses to changes in circumstances;
- the quality of the identification of key stakeholders and target groups (including gender analysis and analysis of vulnerable groups) and of institutional capacity issues.

**EFFECTIVENESS** - The effectiveness criterion, concerns how far the results were attained, and the specific objective(s) achieved, or are expected to be achieved.

**EFFICIENCY** - The efficiency criterion concerns how well the various activities transformed the available resources into the intended results (sometimes referred to as outputs), in terms of quantity, quality and timeliness. Comparison should be made against what was planned. This criterion also refers to sound management and value for money.

**IMPACT** - The term impact denotes the relationship between the specific and overall objectives. At Impact level the final evaluation will make an analysis of the following aspects:

- Extent to which the objectives of the plan have been achieved as intended in the planned overall objective.
- Whether the effects of the activities have produced the expected results and have changed the situation on the ground.



**SUSTAINABILITY** -The sustainability criterion relates to whether the positive outcomes of the project and the flow of benefits are likely to continue after external the emergency support ends.

The report will focus on: the ownership of objectives and achievements, institutional sustainability, to which extent the changes triggered by the activities under the operating plan are embedded in local institutional structures; if it involved creating a new institution, how far good relations with existing institutions have been established; whether the institution appears likely to be capable of taking over, technically, financially and managerially; financial and economic sustainability.

**C. CONCLUSIONS**

**D. RECOMMENDATIONS**