



# EASO

## Single Programming Document

Multiannual Programming 2017-  
2019

Work Programme 2017

September 2017  
(Amendment 2)

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## **SECTION I. INTRODUCTION**

### **1 Foreword by the Executive Director**

Since the beginning of the migration crisis in the EU, several Member States have experienced major challenges in dealing with hundreds of thousands of migrants and asylum seekers, most of whom come from war-torn countries and regions through the Mediterranean routes. In response to this, a wide range of measures have been put in place, both at national and EU level to ensure that those who qualify for protection are given a fair opportunity to make their claim, whereas those who do not qualify for international protection are subjected to return. The temporary crisis relocation schemes agreed in September 2015 and the EU-Turkey statement of March 2016 are just two of these measures.

Besides putting several Member States under significant pressure, this extraordinary situation has also exposed several weaknesses in the Common European Asylum System (CEAS), compelling EU leaders to re-consider the current system and start a process aimed at overhauling the current system, making it fairer and more apt in time of migration crisis. Consequently, in 2016, the Commission proposed a revised EU asylum legal framework and the transformation of the European Asylum Support Office into a fully-fledged European Union Asylum Agency with significant new competencies both in terms of operational support but also in monitoring the implementation of the CEAS.

This Single Programming Document was drafted against this background of great dynamism and change in the field of migration in the EU, which directly affects the work of EASO. Within this framework, over the past year, EASO has been taking bold steps to increase its emergency operational and technical capacity, which made the deployment of hundreds of experts and interpreters together with the contracting of ancillary services possible in the hotspots in Greece and Italy. This has exponentially increased the operational expenditures of the agency, well above any previous budget estimates. In fact, EASO started the year 2016 with a budget of €15.89 million and is approaching the end of the year with a budget of €63.20 million. This four-fold increase in budget in a single year bears witness to the value that the European Union and its Member States place on the work of EASO, in particular, but not exclusively, that related to operational and technical support in the hotspots.

Sometime during the period 2017-2019, the co-legislator is expected to adopt the founding Regulation of the European Union Asylum Agency (EUAA). Consequently, during 2017, the agency will consolidate its core activities, further develop its operational and technical capability, and as soon as possible start engaging in a number of preparatory actions to lay down the foundations for activities that will be foreseen in the new founding Regulation of the agency. EASO shall maintain a flexible approach and it will focus on certain activities depending on the final content of the EUAA Regulation. This is specifically the case for actions related to supporting a sustainable and fair distribution of applications for international protection, country of origin information and country guidance, monitoring and assessing the implementation of the CEAS and capacity of asylum and reception systems in Member States, and enabling convergence in the assessment of applications for international protection across the European Union. Moreover, the agency will also take concrete measures to step up recruitment of staff, which is expected to reach 500 by the year 2020 and expedite budget absorption, which should reach €114 million by the year 2020.

As an instrument of solidarity, EASO relies heavily on the Member States to support those states subject to pressure on their asylum and reception systems, primarily through the availability of experts provided for the required timeframe and with the requested profiles. I am confident that the agency will continue receiving the support of the Member States by stepping up the availability of their experts to be deployed in the hotspots. With a reinforced mandate and the right level of resources, EASO will play a major role both in supporting the Member States and in addressing the structural weaknesses of the CEAS, thereby contributing in concrete terms to making the system fairer, of higher quality and at the same time more efficient and effective.

## 2 Mission Statement

### 2.1. EASO's mission

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.

### 2.2. EASO's principles

In fulfilling its mission, EASO observes the following principles:

- providing comprehensive and timely support, including operational 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;
- providing support to Third Countries' asylum and reception systems, as well as support related to resettlement, in close cooperation with the relevant EU institutions and international organisations;
- 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.

### 2.3. EASO's founding act

EASO was founded by Regulation 439/2010<sup>1</sup>. Article 1 of the Regulation stipulates that:

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

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

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

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<sup>1</sup> Regulation (EU) 439/2010 of the European Parliament and of the Council of 19 May 2010 establishing a European Asylum Support Office, OJ L 132, 29.5.2010, p. 11.

The Executive Director is supported by Heads of Department, Heads of Unit and Liaison Officers. EASO's Organisation chart is included as Annex X to this document.

### 3 List of acronyms

<b>AEAJ</b>	Association of European Administrative Judges
<b>AIP</b>	Asylum Intervention Pool
<b>APD</b>	Asylum Procedures Directive
<b>AST</b>	Asylum Support Team
<b>CEAS</b>	Common European Asylum System
<b>CEPOL</b>	European Union Agency for Law Enforcement Training
<b>COI</b>	Country of Origin Information
<b>CSO</b>	Civil Society Organisation
<b>EASO</b>	European Asylum Support Office
<b>EIGE</b>	European Institute for Gender Equality
<b>EMCDDA</b>	European Monitoring Centre for Drugs and Drug Addiction
<b>EMN</b>	European Migration Network
<b>ENPI</b>	European Neighbourhood and Partnership Instrument
<b>EPRA</b>	European Platform of Reception Agencies
<b>EPS</b>	Early warning and Preparedness System
<b>EU</b>	European Union
<b>eu-LISA</b>	European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
<b>EUROJUST</b>	The European Union's Judicial Cooperation Unit
<b>Europol</b>	European Police Office
<b>FRA</b>	European Union Agency for Fundamental Rights
<b>Frontex</b>	European Border and Coast Guard Agency
<b>GDISC</b>	General Directors of Immigration Service Conference
<b>GIS</b>	Geographic Information System
<b>GPS</b>	Group for the Provision of Statistics
<b>IALN</b>	Inter-Agency Legal Network
<b>IARLJ</b>	International Association of Refugee Law Judges
<b>IDS</b>	Information Documentation System
<b>IGC</b>	Intergovernmental Consultations on Migration, Asylum and Refugees
<b>IPA</b>	Instrument for Pre-Accession
<b>IOM</b>	International Organization for Migration
<b>JHA</b>	Justice and Home Affairs
<b>MedCOI</b>	Medical Country of Origin Information
<b>MFF</b>	Multiannual Financial Framework
<b>MSPP</b>	Multiannual Staff Policy Plan
<b>NCP</b>	National Contact Point
<b>OLAF</b>	European Anti-Fraud Office
<b>RDPPs</b>	Regional Development and Protection Programmes
<b>SMART</b>	Specific, Measureable, Achievable, Realistic, Time-bound
<b>SP</b>	Support Plan
<b>THB</b>	Trafficking of Human Beings
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>VHAS</b>	Voluntary humanitarian admission scheme
<b>WB</b>	Western Balkans

## **SECTION II. GENERAL CONTEXT**

The Multiannual Single Programming Document 2017-2019 is drawn up during a period of rapid change and evolution in the field of migration characterised by unprecedented number of claims for international protection in the EU, reaching around 630 000 asylum applications lodged between January and June 2016, representing a 41 % increase over the same period the year before. This situation is exerting extraordinary pressure on the asylum and reception systems of an increasing number of Member States and has also led to the triggering of Article 78(3) of the Treaty on the Functioning of the EU (TFEU), which provides a specific legal basis to deal with emergency situations. These factors have pushed migration to the top of the EU political agenda, with a direct impact on EASO and the nature of its activities.

The past years have been dedicated to the elaboration of the recast EU asylum acquis, which came into force on 21 July 2015 and which puts more rigorous demands on the asylum and reception systems of Member States than the previous legal framework. Yet, in view of the escalating migration situation, the need for reform was widely acknowledged, including by the European Parliament<sup>2</sup> and the European Council.<sup>3</sup> Consequently, 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>4</sup> in which it set out its priorities for improving the CEAS. On 4 May 2016, the proposal for a new EASO Regulation, the proposal of the reform of the Dublin system and proposal amending the Eurodac system were presented as part of a first package of reform of the CEAS. A second stage of legislative proposals reforming the Asylum Procedures and Qualification Directives, as well as the Reception Conditions Directive followed on 13 July 2016, ensuring the full reform of all parts of the EU asylum system, including measures to avoid the disruption of the Dublin mechanism by abuses and asylum shopping by applicants for and beneficiaries of international protection.

EASO was established as a tangible instrument of solidarity which plays a decisive role in underpinning the legislative implementation of the EU asylum acquis with several practical cooperation measures and tools. EASO fosters closer cooperation among Member States on all aspects of asylum and trust building, both of which are central to the success of the CEAS. During its first five years of operations, EASO has evolved from a start-up agency into a key stakeholder in supporting the implementation and further development of the CEAS.

The draft proposal for a new EASO Regulation, aims to strengthen the role of EASO and to transform it into a fully-fledged Agency which is capable of providing the necessary operational and technical assistance to Member States, increasing practical cooperation and information exchange among Member States, supporting a sustainable and fair distribution of applications for international protection, monitoring and assessing the implementation of the CEAS and the capacity of asylum and reception systems in Member States, and enabling convergence in the assessment of applications for international protection across the Union.

The proposals comprising the revised EU asylum package reaffirm the role of EASO in providing support to Member States' efforts in implementing the standards that characterised the reformed CEAS.

Resulting from an initiative from the Dutch Presidency, Council Conclusions on Asylum Decision Practices were adopted on 21 April 2016. According to these Conclusions, EASO is invited, inter alia, to set up a structure for a senior-level policy network aimed at jointly interpreting COI and developing country guidance. Moreover, in cooperation with the policy network, EASO is invited to start a pilot exercise on common policy development based on an elaborated common COI report on Afghanistan.

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<sup>2</sup> See for example European Parliament resolutions of 12 April 2016 on the situation in the Mediterranean and the need for a holistic EU approach to migration (2015/2095(INI)); of 10 September 2015 on migration and refugees in Europe (2015/2833(RSP)).

<sup>3</sup> EUCO 19.02.2016, SN 16/16.

<sup>4</sup> COM(2016) 197 final.

Over the past years, EASO developed its capacity to become an important operational partner for Member States that require additional practical support, whilst strengthening its regular support to Member States. The Commission Communication on the work of the Task Force Mediterranean, issued in December 2013, identified a number of tasks and objectives for EASO, including a feasibility study on possible joint processing of protection claims outside of the EU, the strengthening of EASO's role in the field of identification and screening of asylum seekers in mixed flows and a coordination role in intra-EU relocation. The mission letter of the European Commission President, sent on 1 November 2014 to the new Commissioner for Migration, Home Affairs and Citizenship, stressed that “to ensure the full and consistent implementation of the Common European Asylum System” [...] the Commission should “develop a strategy for improving our response to emergency situations” and “look at an extended role for the European Asylum Support Office, with a particular focus on working with and in third countries”.

In the wake of the tragic incidents in the Mediterranean, on 20 April 2015, at the joint meeting of Foreign and Interior Ministers, Migration, Home Affairs and Citizenship Commissioner Avramopoulos presented a 10-point plan outlining immediate actions to be taken in response to the crisis in the Mediterranean. The European Council, on 23 April 2015, issued a statement<sup>5</sup> outlining various measures — several of them involving EASO — aimed at preventing further loss of life at sea and at tackling the root causes of the human emergency that the EU is facing. This was followed by a European Parliament Resolution on 29 April 2015<sup>6</sup>. Following the European Council Conclusions of 25 and 26 June 2015<sup>7</sup>, at the 8 and 9 July 2015 informal JHA Council, Member States in principle supported the European Commission’s proposal to use the emergency response mechanism under Article 78(3) of the Treaty on the Functioning of the European Union to relocate eligible applicants for international protection from Italy and Greece. On 14 September 2015 and 22 September 2015, the Council adopted Decision (EU) 2015/1523<sup>8</sup> and (EU) 2015/1601<sup>9</sup> respectively, establishing provisional measures in the area of international protection for the benefit of Italy and Greece.

On 18 March 2016, the EU-Turkey Statement was signed. EASO was mandated to support its implementation in Greece by supporting the Greek Asylum Service in carrying out specific steps of the procedure. EASO experts conduct interviews and draft opinions to ensure systematic individual assessment within the context of the EU-Turkey Statement. Furthermore, EASO was called upon to support 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 will be resettled from Turkey to the EU.

The 17-point Action Plan published after the Leaders Meeting on the Western Balkans Route of 25 October 2015 and the 11 November 2015 Valletta Summit Action Plan also set out a number of measures, a number of which are earmarked for EASO. In 2016, a number of policy documents were issued together with a Commission Communication on establishing a new Partnership Framework with Third Countries under the European Agenda on Migration and the a Commission proposal for a regulation for a Union Resettlement System. The EU response to the migration crisis will continue to be complemented with additional measures, both at political and legislative level. The implementation

<sup>5</sup> Special meeting of the European Council, 23 April 2015 — statement:

<http://www.consilium.europa.eu/en/press/press-releases/2015/04/23-special-euco-statement/>

This part of the European Agenda on Migration incorporates and further develops the initiatives included in the Roadmap that the Commission presented as a follow up to the Statement of the European Council of 23 April 2015.

<sup>6</sup> P8\_TA-PROV(2015)0176

<http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//NONSGML+TA+P8-TA-2015-0176+0+DOC+PDF+V0//EN>

<sup>7</sup> EUCO 22/15

<sup>8</sup> Council Decision (EU) 2015/1523 of 14 September 2015 establishing provisional measures in the area of international protection for the benefit of Italy and of Greece, OJ L 239, 15.9.2015, p. 146–156.

<sup>9</sup> Council Decision (EU) 2015/1601 of 22 September 2015 establishing provisional measures in the area of international protection for the benefit of Italy and Greece, OJ L 248, 24.9.2015, p. 80–94.

of such measures will extend into the coming years, translated into practical actions which will mark and guide EASO's work for this planning period. EASO's multiannual programme focuses on consolidating in its activities all tasks already allocated to it by its founding Regulation and other legal and policy documents, notably the European Agenda on Migration. In addition it remains flexible to incorporate additional tasks that may emerge within the rapidly developing framework in the area of migration.

The developments outlined above have significant implications on EASO activities and called for a change in the nature of EASO's output with a shift to **more tailor-made practical operational support** and tools to EU+ countries with specific needs on their asylum and reception systems. In this context, EASO will continue playing an important role in the so-called '**hotspots' approach** in Italy and Greece, 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. In Greece, EASO will continue supporting the implementation of the EU-Turkey Statement by examining requests for international protection, in particular specific parts of the procedure such as admissibility.

Over the coming years, EASO will continue its efforts to collect information to provide a **comprehensive, accurate and up to date situational picture** of the situation of asylum in the EU and the state of implementation of the CEAS. EASO will continue supporting capacity building in Member States through generation of knowledge and a wide range of permanent support tools such as **delivery of training and development of training material, expertise, provision of information, statistical analysis, country of origin information, and development of practical cooperation tools**.

Furthermore, in line with the June 2015 European Council Conclusions, EASO will continue to produce information relevant for the possible designation of safe countries of origin.

As requested in the April 2016 Council Conclusions, EASO will significantly increase its COI production capacity, establish a senior-level policy expert network (Country Guidance Network), and develop Country Guidance Notes aimed at increasing the level of convergence of national asylum decision practices on particular countries of origin, taking into account an analysis of the relevant COI, but also EASO horizontal guidance and tools on relevant elements of the CEAS.

EASO will have an enhanced role in the area of reception (the **new dedicated network of reception authorities, pilot project on shared reception**, and development of **quality criteria for reception centres** in cooperation with the Commission). It is clear that adequate reception is crucial for a functioning CEAS.

**Integration and return** form an integral part of well-functioning asylum and migration policies. Introducing such measures earlier on in the asylum and reception process can enhance their effectiveness. EASO will continue to foster practical cooperation in the areas of integration and return within the asylum and reception system. EASO will facilitate exchange of information and best practices to mainstream elements of return and integration at various stages of the asylum process and reception systems.

EASO is also asked to support the European Commission in developing **guidelines for maximising legislative provisions against abuses**, allowing swift processing of unfounded asylum applications and eventually streamlining MS work for the assessment of asylum applications. EASO will enhance cooperation and information sharing among the **national Dublin units** in the 32 Member States of the Dublin III Regulation through the dedicated network of Dublin units.

**Monitoring** of the implementation of the new EU asylum acquis takes on a new dimension in this phase in order to ensure that the CEAS caters for the constantly changing circumstances in the asylum and migration field. This will require data provision on all key aspects of the CEAS, requiring efforts at national level to ensure each body tasked with a part of the system is effectively communicating at national level and that Member States provide needed data at EU level to ensure reliability and comparability. Through its Early warning and Preparedness System (EPS) and the EASO mapping exercise of asylum processes in Member States, EASO will be in a position to provide a picture of the situation, which could help Member States and the EU to take the necessary steps to address

weaknesses in their systems, which could include tailor made capacity building measures coordinated by EASO and also measures financed through the Asylum and Migration Fund (AMIF).

The **external dimension of the CEAS** has gained renewed attention, in particular the Western Balkan countries, Turkey and North Africa. In line with the Global Approach to Migration and Mobility, the European Agenda on Migration, the 2016 Commission Communication on establishing a new Partnership Framework with Third Countries under the European Agenda on Migration and the EASO External Action Strategy, EASO will provide increased support to the Western Balkan region and Turkey including through the implementation of a Programme funded under the Instrument for Pre-Accession (IPA) as well in relation to the implementation of the Regional Development and Protection Programme (RDPP) in North Africa. Furthermore, as appropriate, EASO will follow up on the Valletta Summit Action Plan of November 2015 by providing training and improve quality of asylum processes in the relevant Third Countries. Any EASO support will be targeted and limited to priority countries and coordinated with the Commission and EEAS.

EASO will also support the implementation of the **European resettlement scheme** and other resettlement actions of EU+ countries, also through capacity building measures in Member States that have little or no experience of resettlement through a pilot project in a strategic third country. EASO will support the Commission proposal for a Regulation for a Union Resettlement Framework.

Finally EASO will continue fostering dialogue on the practical implementation of the EU asylum acquis and provide **evidence based policy input**, thereby providing the basis for assessing the legislative framework.

In the implementation of its work, EASO will work in close cooperation with other actors in the field, in particular the European Parliament, the Council of the European Union and the Commission. EASO will build on its excellent working relationship with the UNHCR and IOM and will continue promoting strong cooperation amongst EU agencies, in particular the JHA agencies network and activities organised within this framework. EASO will increase cooperation with Frontex, eu-LISA and FRA in particular in operations in order to ensure a coordinated approach. EASO will also continue its cooperation with the European Migration Network and its different Expert Groups, IGC, GDISC and other players.

EASO will further develop its positive relationship with the members of Courts and Tribunals and will engage civil society through more targeted consultations, transparency, and outreach activities.

## **SECTION III. MULTIANNUAL PROGRAMMING 2017-2019**

### **1 Multiannual objectives**

#### **1.1. EASO's Key Performance Indicator**

EASO's overall Key Performance Indicator represents the agency's ability to meet the objectives set out in the annual work programme.

Consequently, EASO's Key Performance Indicator is represented by a qualitative indicator aiming at demonstrating the impact of 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 European Commission, the Council of the EU, the European Parliament and other EU institutions, agencies and bodies to develop and execute additional EASO activities in order to support the implementation of the CEAS;
- the evaluative opinions given by the EU+ countries, the European Commission, the Council of the EU, the European Parliament, other EU institutions, agencies and bodies and other EASO partners on EASO's work.

The work programme identifies a number of specific objectives which are structured according to SMART ('specific, measurable, achievable, realistic, time-bound') principles. In order to measure EASO's performance, indicators are developed for each objective, together with the expected output and timeframe.

#### **1.2. EASO's Multiannual objectives**

EASO will continue to contribute to the coherent implementation of the Common European Asylum System (CEAS) and help strengthen practical cooperation among EU+ countries. In order to achieve this, the following multiannual objectives will be pursued by the Agency.

<b>EASO Multiannual objectives</b>	<b>When</b>	<b>Indicators</b>
Contribute to the exchange and analysis of information on the implementation of the CEAS	2017-2019	Number of topics for which information will be collected and analysed
Provide and enhance practical cooperation and support asylum processes	2017-2019	Number of support projects/activities ongoing and/or implemented
Contribute to improved capacity of EU Member States to implement the CEAS and manage fluctuating migration flows through providing operational support	2017-2019	Number of support plans/projects ongoing and/or implemented.
Enhance, and simplify the presentation of, EASO's knowledge on countries of origin, on the preparedness of national asylum systems and on the current and likely future asylum situation, in line with its role as an independent centre of expertise.	2017-2019	Extent of awareness and understanding of the functioning of the CEAS in the current migration situation that can be directly derived from EASO's information and knowledge-provision activities.
Contribute towards the development of knowledge, skills and competences of asylum practitioners	2017-2019	Number of trainers who have completed EASO's train-the trainers modules;

EASO Multiannual objectives	When	Indicators
		Number of national trainings organised in EU+countries; Number of participants who have completed national trainings.
Contribute to the better identification of and adequate support to vulnerable applicants in asylum processes	2017-2019	Number of activities/practical tools ongoing and/or implemented
Stimulate judicial dialogue in the field of international protection	2017-2019	Number of stakeholders participating in the EASO network of members of courts and tribunals Number of practical cooperation activities organised for members of courts and tribunals
Provide and enhance capacity building of Third Countries in the field of asylum	2017-2019	Number of support projects/activities ongoing and/or implemented
Contribute to constructive dialogue in the field of asylum with relevant stakeholders, including civil society	2017-2019	Number of consultations held

## 2 Multiannual programme

### 2.1. Operational support

EASO will continue to **enhance its operational support** to EU Member States based on emerging needs to fully implement the EU Asylum Acquis and to respond to particular pressure on EU Member States' asylum and reception systems.

EASO will tailor its operational support to the specific arising needs, as well as to requests from EU Member States. EASO will continue providing support to the implementation of relocation measures and to the implementation of the EU-Turkey Agreement. Specific focus will therefore be provided to EU front-line Member States, in particular to Italy and Greece as per the European Agenda on Migration and the 'hotspot' approach, including with respect to relocation and the implementation of the EU-Turkey Agreement. This will include the implementation of Support Plans and/or Hotspot (including Relocation) Operating Plans. EASO will support requesting EU Member States to provide information to potential relocation candidates, refer them to the national asylum authorities, register applications for international protection and relocation and match these applicants to the most appropriate Member State, as well as preparing for their transfer.

EASO will continue to deliver tailor-made training within the framework of emergency and/or special support to EU+ countries facing unexpected migratory pressure, including within the context of the 'hotspot' approach. Such training will continue to address the specific situation of vulnerable applicants, including unaccompanied children.

EASO will also further develop and make use of a number of tools to implement its operational activities and relocation related activities, including the updated pool of experts and the Asylum Intervention Pool (AIP), the List of Available Languages and the electronic/ICT deployment system. In addition, EASO will explore technical solutions that will help to enhance operational support and joint processing carried out by Asylum Support Teams. Furthermore, improved coordination with stakeholders in the requesting Member State will be pursued to enhance the quality and speed with which support can be delivered. Mobile teams, including facilities and personnel, who can be deployed even more rapidly when required to address emergency situations on the ground will continue to be delivered. Whenever possible, EASO will aim to have a permanent presence in the country requesting support in order to allow for dedicated and continuous support, liaison, and coordination.

In order to continuously enhance its operational support, EASO will fully implement its results-based monitoring and evaluation system, allowing for constant review and improvement of its performance. Given the increase in operational activity, which EASO is leading on the ground in Greece and Italy, further needs to plan, monitor, and evaluate operations are apparent. EASO has consequently put in place, as part of its new structure, an operational unit which is dedicated to the planning and evaluation of operational activities in the field.

### 2.2. Information, analysis and knowledge development

EASO will continue to **enhance its knowledge** in the following main areas:

- On country of origin information (COI), EASO will expand its production of joint COI reports on key countries of origin at EU level via the network approach, through increased outsourcing of the drafting of such reports, but also through a significant increase of its in-house COI production capacity, as requested in the April 2016 Council Conclusions. It will also expand its focus on specialised guides to aid COI researchers on specific topics (e.g. on vulnerable groups). In order to perform the 'clearing-house' function as noted in the European Agenda on Migration, EASO will seek to further harmonise COI production via increased and more regular sharing of national COI production planning documents, by 'Europeanising' selected national COI reports after a review of their quality against EASO standards outlined in the EASO COI Report Methodology, and by making COI publicly accessible via the EASO COI Portal. EASO will also further expand its COI-related expert meetings on main countries of origin via increased use of public events with invited expert speakers catering to all key stakeholders.

It will seek to promote more harmonised use of COI in decision-making through organisation of practical cooperation meetings aimed at developing common country-related policy based on its joint COI reports. To achieve a higher level of convergence of national asylum decision practices for particular countries of origin, the April 2016 Council Conclusions foresee in the establishment of a senior-level policy network (Country Guidance Network), which will develop Country Guidance Notes based on a joint analysis of EASO COI and EASO horizontal guidance/tools on elements of the CEAS. EASO will continue producing information relevant for the possible designation of safe countries of origin. The Agency will, where appropriate, transfer activities and gradually build up its capacity for the MedCOI project, providing COI on the availability and accessibility of medical treatment in countries of origin.

- On Early warning and Preparedness, EASO will expand its data collection system (EPS) to include indicators on all major aspects of the CEAS (including appeal and review) and will seek to improve the quality of its analytical deliverables with recent and accurate qualitative information from countries of origin and transit, such as open-source intelligence and outsourced reports.
- EASO will seek to overhaul its Information and Documentation System (IDS), an IT-based tool providing up-to-date, validated information on all major aspects of the asylum systems of all 30 EU+ countries to increase accessibility and usability, and to significantly expand the IDS tool with information on national and European case law, legislation and asylum policy.
- EASO will continue and complete its research programme on push and pull factors in asylum-related migration with the eventual aim of creating an empirically-validated migration model for typical types of flows.

EASO will **simplify the presentation of this enhanced knowledge** by further developing and integrating its different Asylum Information Systems in the areas of Country of Origin Information (COI Portal), Early warning and Preparedness (EPS, statistical and GIS software) and Information and Documentation System (IDS). This will necessitate concentration on IT project management over a number of years and focus on developing and testing better data visualisations in order to raise awareness and facilitate understanding of asylum flows and preparedness of Member States to deal with them. This integration Asylum Information System will provide key input for the future monitoring role of EASO.

EASO will **further utilise the knowledge** gained through its data collection and analysis activities by ensuring that its operational planning is in all cases based on an accurate and up to date situational picture of MS' asylum systems and their preparedness to deal with the flows being experienced. It will also utilise its situational knowledge to evaluate the efficiency and effective outcome of EASO's operational activities through regular monitoring, feeding back this information into planning, to allow for timely and effective adjustment of operational activities.

### 2.3. Permanent support

During these three years, EASO will continue to provide permanent support to EU+ countries with the aim of enhancing their capacities to implement the CEAS.

#### Training

During the period 2017-2019 EASO will continue to solidify and further develop its **Training Curriculum** by keeping its existing training material updated with any new developments, such as changes in the EU acquis and the asylum situation in the EU, as well as by analysing and addressing the general needs of EU+ countries. EASO will continue to invest in the quality assurance of its Training Curriculum particularly by means of its cooperation with the Reference Group. Furthermore, EASO will continue its actions for the certification and accreditation of its Training Curriculum aiming to achieve an International Sectoral Qualification for asylum officials.

EASO will also aim to further its **e-learning opportunities** in light of possible significant IT developments and strengthen the link between the didactic and content elements in each module to reinforce the train-the-trainer methodology.

EASO is committed to strengthen its direct contact with EU+ countries and their training units within their national administrations. To this end, EASO will start providing individual consultations to EU+ countries in analysing their individual training needs and designing their training plans. In this approach EASO will further adhere to methods that support practical cooperation and will facilitate the sharing of good practices amongst EU+ countries. EASO is also willing to explore and support the possibility of exchange programmes.

EASO will also develop **thematic training as well as training for particular target groups** who have specific needs such as interpreters.

EASO will continue to organise **network meetings for trainers** to enhance their knowledge, skills and competencies and facilitate the exchange of experience from train-the-trainers' and national training sessions.

### **Asylum processes**

EASO will further support Member States in achieving common standards and high-quality processes within the Common European Asylum System (CEAS). To that end, EASO will:

Continue and enhance practical cooperation activities in view of collecting and exchanging information on Member States' current practices and policies in relation to the CEAS, including mapping activities and thematic meetings Member States where experts discuss best practices and current challenges and share information and expertise.

Continue to develop common practical tools and guides to support the implementation of the CEAS based on identified needs and best practices. The EASO practical tools are meant to translate the requirements of the common legal instruments into user-friendly practical instruments to be used by the Member States officials across the EU and beyond in their daily work. EASO will also actively promote the practical tools in the national administrations and evaluate their use of by targeted surveys.

Further support Member States in the quality management of the national asylum processes through the organisation of specific activities and/or the development of targeted products.

EASO activities on asylum processes will form the basis for the development of operational standards and indicators and as well as monitoring frameworks to further support the consistent implementation of the CEAS.

### **Cooperation with members of the courts and tribunals**

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

The materials to be developed are intended to provide members of courts and tribunals with a European understanding of the asylum acquis in light of the case-law of the CJEU. This will, in turn, lead to an increased harmonisation of the interpretation European asylum law within the wider framework of international protection.

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

EASO will continue its activities in view of the better identification and adequate support afforded to vulnerable applicants in asylum processes, including in the context of hotspots and when implementing relocation. Such activities comprise the facilitation of expert networks and workshops, information exchange and the development of common tools and guides.

### **Other areas of practical cooperation and support to asylum processes**

In addition to the abovementioned areas, EASO will implement activities of practical cooperation in other specific areas. Through meetings, setting up of networks and promoting the exchange of best practices EASO will foster cooperation and improved capacities in the EU+ countries.

In order to support the Member States in the full application of the Dublin system, EASO will continue to facilitate its **dedicated network of national Dublin Units** in line with the European Agenda on Migration. The network aims at enhancing cooperation and information sharing among the 32 national Dublin Units participating in the network. Its activities will progressively be developed and expanded during these years.

In the area of **reception**, EASO will further develop the dedicated network of reception authorities in line with the European Agenda on Migration, through which EASO fosters the exchange of information and best practices on reception systems within the framework of the CEAS. EASO will implement a number of activities to this end, including practical cooperation workshops, development of improved tools used by EU+ national authorities on reception, the development of additional operational standards and indicators and the reception training module.

EASO will endeavour to develop and support the link between the asylum and reception procedure to the procedures, which follow after the decision on an asylum application, i.e. **integration or return**. Furthermore, EASO will also promote the **use of other tools**, such as the use of EASO queries, the List of Available Languages and more technical solutions with the aim to support various steps in the asylum procedure.

## 2.4. External dimension

EASO will support the external dimension of the CEAS in agreement with the European Commission and within the framework of the EU external relations policy. This will be done, as appropriate, through the implementation of regional programmes mainly aimed at capacity building support to Third Countries with the geographical priorities lying in the Western Balkans (WB) region, Turkey, and North Africa, as well as further outlines in the 2016 Commission Communication on establishing a new Partnership Framework with Third Countries under the European Agenda on Migration, through the ‘compacts’ approach. Activities will include advice, training, provision of seminars/workshops, study visits, Technical Assistance and on-the-job training, etc. More direct operational support will also be explored as and when appropriate, in particular to support the WB countries with identification, registration, reception and referral, in cooperation with Frontex, UNHCR and IOM. Modalities and tools for providing appropriate and rapid operational support will be explored together with relevant stakeholders in Third Countries and the European Commission, in line with the broader EU external relations policy.

Furthermore, as announced in the EU-Turkey Statement agreed between the Member States and Turkey on 18 March 2016, a mechanism is 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 will be resettled from Turkey to the EU, known as the ‘1:1 scheme’. In parallel, work is underway amongst Member States to put in place the Voluntary humanitarian admission scheme for Syrian refugees currently in Turkey (VHAS). Once irregular crossings between Turkey and the EU are significantly reduced, this scheme will be activated and EU Member States will contribute on a voluntary basis. EASO will support the implementation of the European resettlement schemes.

Training will continue to be used in the framework of the external dimension to support Third Countries by developing knowledge, skills and competences of the staff of asylum authorities and improve the quality of the asylum process in countries of origin, transit and destination as highlighted in the Valletta Summit Action Plan of November 2015.

## 2.5. Horizontal activities

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

As a decentralised EU regulatory agency having its own governance structure, EASO acts within the policies and institutional framework of the EU.

In this context, the political responsibility for the area of asylum lies with the European Commissioner responsible for Migration, Home Affairs and Citizenship, and thus strong cooperation links exist with the European Commission on all EASO activities. The European Commission will be invited to give its opinion on specific documents to be adopted by the EASO Management Board in line with the relevant provisions of the EASO Regulation. Furthermore, close cooperation and coordination will take place, in particular through regular meetings and videoconferences, through coordinated drafting or reports, through organising joint Contact Committee meetings and practical workshops and participation and exchange of information within the framework of the European Migration Network (EMN).

EASO will also maintain close relations and exchange of information with the Council of the European Union and the European Parliament. In line with the EASO Regulation, EASO will send its annual work programme and annual activity report to the European Parliament, the Council of the European Union and the European Commission. The Executive Director is regularly invited to report to the Justice and Home Affairs Council with regard to the CEAS. Moreover, the Executive Director is invited to present the EASO work programme, as well as specific topics related to EASO's work, to the European Parliament.

### **Cooperation with the UNHCR and other international organisations**

In fulfilling its tasks, EASO acts in close cooperation with the United Nations High Commissioner for Refugees (UNHCR) and with other relevant international and intergovernmental organisations.

With regard to the UNHCR, EASO cooperates closely with and involves the UNHCR in all areas covered by the EASO Regulation. The UNHCR participates in the EASO Management Board as a non-voting member and has a permanent liaison office to EASO based in Malta. In 2013, EASO and the UNCHR signed a working arrangement. On that basis, EASO will build on the strengthened cooperation will continue in all fields, in particular in the areas of training, quality processes, unaccompanied children, resettlement, the external dimension of the CEAS and in the field of special and emergency support, including cooperation in the hotspots.

EASO will also be in close contact with other relevant international and intergovernmental organisations working in areas of asylum, such as the Council of Europe, the General Directors of Immigration Services Conference (GDISC), the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC) and the International Organisation for Migration (IOM). EASO will regularly exchange views, participate in meetings and conferences and will actively contribute to their work to ensure complementarity and avoid duplication of work.

### **Cooperation with EU agencies**

EASO promotes strong cooperation with other EU agencies. It is a member of both the EU Agencies' network and of the JHA agencies' network. EASO will continue participating actively in the relevant activities organised in the context of these networks and of their working structures. Furthermore, EASO will continue having mutual contacts and relations on a bilateral level with the JHA agencies, in particular via the channels of the JHA inter-agency cooperation.

On the basis of the working arrangement signed by Frontex and EASO in September 2012, the two Agencies will maintain their existing cooperation and will enhance it in the light of joint actions foreseen in the European Agenda on Migration. EASO and Frontex will continue their coordinated efforts when providing support to EU+ countries and will explore further synergies in border management and identification of international protection needs, in particular in the hotspots. Furthermore, they will maintain their sustainable cooperation on data and analysis sharing in the context of the Early warning and Preparedness System and Country of Origin Information, as well as their cooperation on training programmes, quality initiatives, in the field of the external dimension and on activities vis-à-vis civil society and their consultative fora.

FRA and EASO will build upon the existing cooperation in line with the working arrangement signed by both agencies in June 2013. FRA and EASO will continue sharing information, providing input to research activities and sharing research and data collection methodologies. Both organisations will continue their cooperation in the field of training, furthering the exchange of best practices,

information and expertise in regards to fundamental rights. Additionally, the cooperation with regard to each other's consultative activities will continue.

EASO and eu-LISA will continue implementing the activities detailed in the working arrangement signed by both agencies in November 2014, also in the light of joint actions foreseen in the European Agenda on Migration.

### **Cooperation with civil society**

Civil Society can offer diversified expertise and knowledge in the field of international protection and reception, which can be synergetic to the work of EASO. In order to enhance multidimensional cooperation between EASO and civil society, EASO will further promote the participation of representatives from the civil society to relevant meetings and activities. The quality and effectiveness of the consultations with civil society on key documents will be strengthened, ensuring continuity in the dialogue with the responding organisations. Direct involvement of civil society organisations in EASO's support activities will be explored.

The new proposal of Regulation of EASO foresees a revision of the composition and working methods of the EASO Consultative Forum. To this end, EASO will evaluate the lessons learnt from the functioning of the Consultative Forum since its establishment and will make a proposal for the set up of the revised Consultative Forum.

EASO will actively 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. Furthermore, EASO will contribute to the activities of the Consultative Forum of other JHA Agencies, of the European Migration Forum and other similar bodies.

### **Press, Communication and Stakeholders Relations**

EASO Press, Communication and Stakeholders Relations shall continue to ensure the visibility of the Agency's role, tools, values and work. EASO Press, Communication and Stakeholders Relations will continue to contribute to the goal of communicating in a consistent, efficient, transparent and accurate manner through the flow of easily intelligible messages. It will also continue to promote the achievements of the Agency and transmit information in a timely manner to EASO target groups. One of the main challenges will be to ensure that EASO is portrayed as an operational agency, which provides real added value to Member States under particular pressure on their asylum and reception system.

In order to reach this objective EASO Press, Communication and Stakeholders Relations will continue to send clear messages, communicate through the right channels and also strive to be proactive and advanced via modern communication tools. EASO will be active on the web and social media channels. EASO will strive to ensure quality in all publications, and progressively shift to more modern, interactive, publication tools. Moreover, the network of journalists and the communication multipliers network in the Member States will be strengthened. Relationship and coordination with the European Commission and other JHA agencies will be further strengthened. EASO will also contribute to the creation of EU public sphere by engaging with the public, contributing to and stimulating discussion on the EU asylum policy.

The efforts of EASO Press, Communication and Stakeholders Relations will be aligned to the core objectives highlighted in the EASO Communication Strategy. In 2017 EASO will make an evaluation of its communication efforts and based on the results the Agency's Communication Strategy will be revised and a new visual identity will be proposed. In 2018 the main communication objective will be that of consolidating EASO's reputation as a centre of expertise on asylum. EASO Press, Communication and Stakeholders Relations efforts shall go more in depth in the subject area of the agency and to target a wider range of audiences. In 2019 EASO Press, Communication and Stakeholders Relations will continue to specialise in the core areas and the objective is to become a reference point within our stakeholders for information on the Common European Asylum System (CEAS) and the actual asylum situation. Aiming to strengthen the message that EASO is an operational

agency and provided that sufficient resources are available, EASO Press, Communication and Stakeholders Relations team will aim to be present on the ground and follow EASO operations closely.

### 3 Human and financial resources – outlook for years 2017-2019

#### 3.1. Overview of the past and current situation

##### *Financial resources*

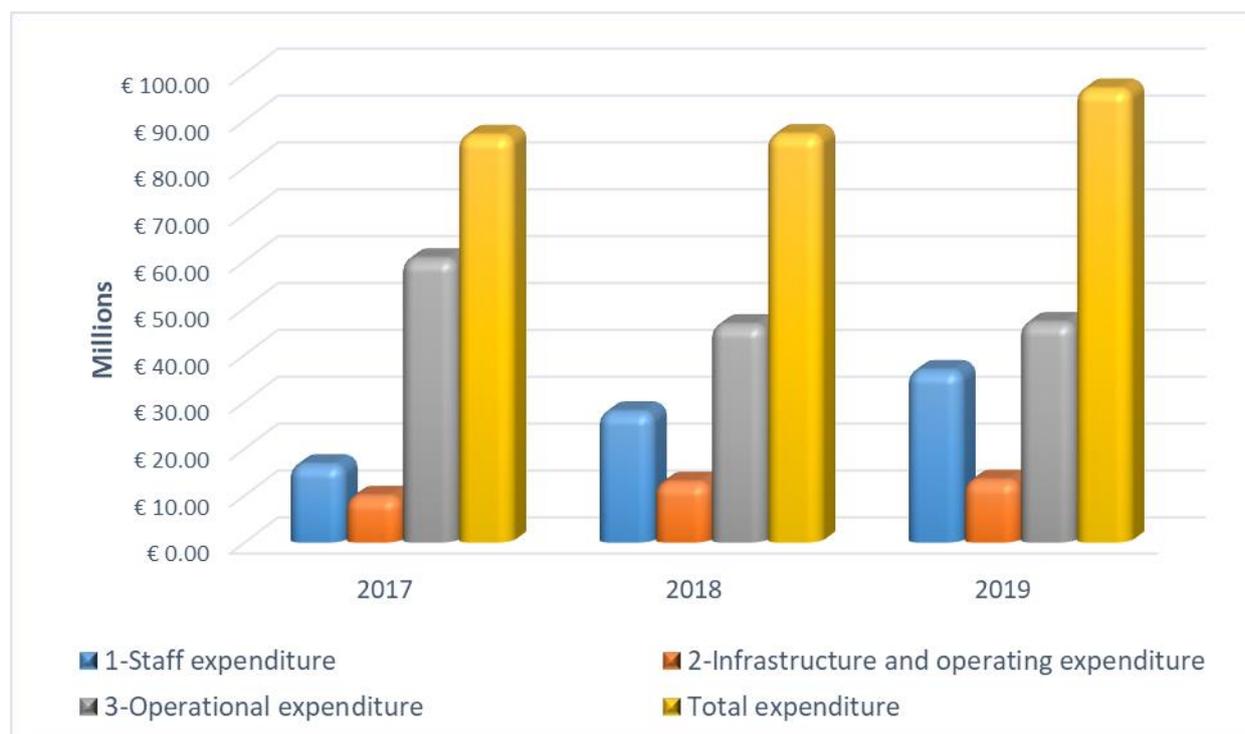
The initial EASO 2016 budget amounted to €19.4 M. Due to the significant increase of operational support activities, in particular in the so-called hotspots in Italy and Greece, EASO asked the Commission for additional budget. The latter approved an increase of €6.52 M (included in the budget Amendment 1/2016).

On 18 March 2016, the EU-Turkey Joint Action Plan was adopted. It foresees a number of new activities for EASO, including the deployment of hundreds of experts and interpreters, together with the contracting of ancillary services. This exponentially increased EASO's operational expenditures, well above any previous budget estimates. Consequently, EASO again in April EASO budget was amended upwards via the award of a €25 M EMAS grant. These funds will bridge until a further increase of €15.8 M, recently agreed upon, will be incorporated in the budget.

The EASO budget reached €69 M by the end of 2016. This amount is fully in line with the outlook of financial resources forecasted for 2017 in the Commission's proposal for a new mandate for EASO (COM(2016)271) and the creation of the European Union Agency for Asylum.

##### Outlook of financial resources 2017 - 2019

Expenditures	2017	2018	2019
<b>Description</b>	Commitment Appropriations	Commitment Appropriations	Commitment Appropriations
1-Staff expenditure	€ 16,521,014.13	€ 27,798,498	€ 36,600,978
2-Infrastructure and operating expenditure	€ 9,789,557.54	€ 12,792,500	€ 13,223,864
3-Operational expenditure	€ 60,484,910.02	€ 46,380,002	€ 46,861,159
<b>Total expenditure</b>	<b>€ 86,795,481.69</b>	<b>€ 86,971,000</b>	<b>€ 96,686,000</b>



## Human resources

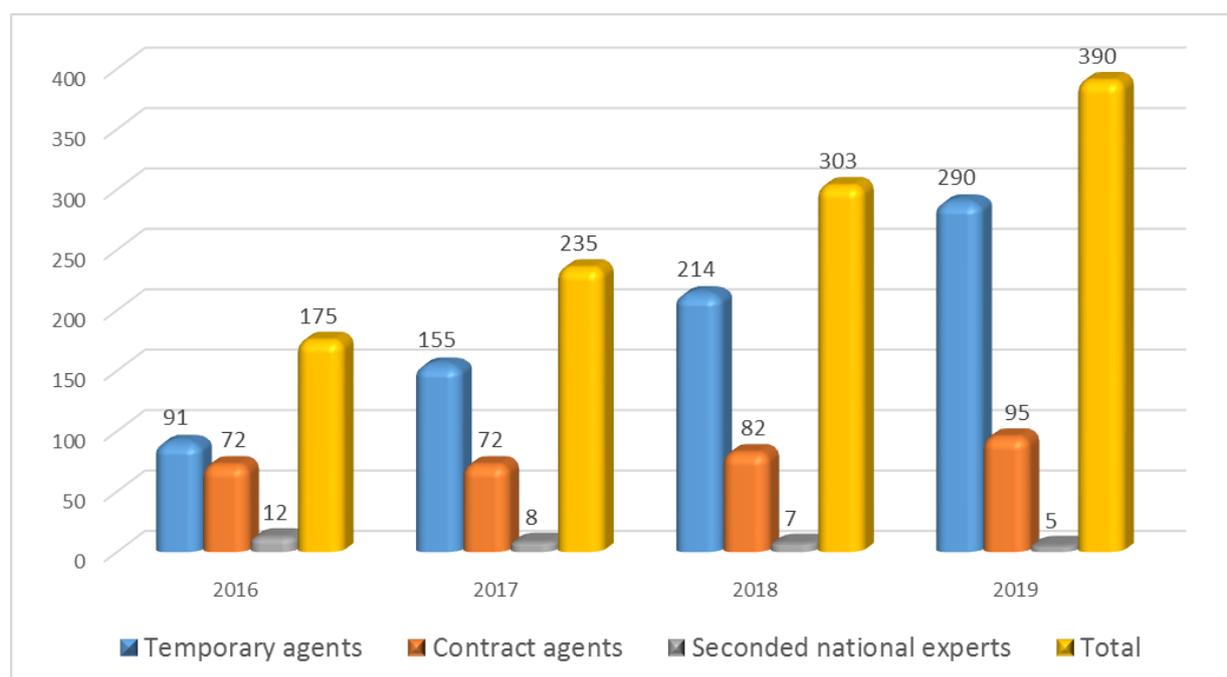
EASO will require more resources during 2017-2019 to fulfil its mandate. The details of the activities of those additional resources are described in Section III.

Since EASO is growing, a certain critical mass is being achieved; more resources will be allocated to operational units and also to support activities in view of the proposed mandate of the new European Union Agency for Asylum which is to be built on the existing EASO. For the Agency to carry out its new tasks effectively, 199 additional<sup>10</sup> temporary agent posts and 23 additional contract agent posts will be recruited for a total of 390 (385 statutory staff and 5 seconded national experts) over the period 2017-2019. This ratio of operational and support staff is also foreseen to improve, as EASO is already in the process of making the internal organisation more efficient with the introduction of electronic HR, the paperless workflow for financial and procurement processes and the automation of missions.

The following table and graph summarize the increase in human resources 2017-2019.

	2016	2017	2018	2019
<b>Temporary agents</b>	91	155	214	290
<b>Contract agents</b>	72	72	82	95
<b>Seconded national experts</b>	12	8	7	5
<b>Total</b>	175	235	303	390

Growth compared to previous year (posts/ positions)	60	68	87
Growth compared to previous year (%)	34.3	28.9	28.7



### 3.1.1. Expenditure for 2015

In 2015 the internal budget planning and monitoring system improved considerably. The budget execution was 10% higher than 2014: 94% of the EU contribution (Commitment Appropriations - CA) was executed. This ratio does not include the non-automatic carry overs which, were approved by the Management Board in January 2016, leading to a further increase of the execution (almost 97%).

Detailed data is provided in Annex II.

<sup>10</sup> Compared to 2016 numbers

### **3.1.2. Staff population overview for 2015**

The overview of EASO staff as of 31 December 2015 is the following: 93 staff members (in service and appointed). Both statutory staff and seconded national experts are represented. The composition is 61 Temporary Agents, 21 Contract Agents, 11 Seconded National Experts.

## **3.2. Resource programming for the years 2017-2019**

### **3.2.1. Financial resources**

- **Justification**

- Revenues:

In the period 2017-2019 EASO expects to receive most part of its revenues from the general budget of the European Union. In addition EASO expects contributions from the associate countries, Norway, Swiss Confederation and Liechtenstein. Furthermore, Frontex will contribute to EASO budget €1.3 M in the period 2016-2018 for EASO's participation in IPA Programme 'Regional Support to Protection-Sensitive Migration Management in the Western Balkans and Turkey'.

- Expenditures:

Since EASO expects to expand its activities in all areas outlined in this programming document as well as in the proposal for a new mandate and regulation<sup>11</sup>, operational expenditures are expected to increase significantly in the coming years, starting in 2017 with €40 M and reaching €47 M in 2019. In turn, the increase of expenses for operations will be a push factor for staff and running costs.

After two amendments, the EASO budget has reached €86.8 M in 2017, and will increase to €87 M in 2018 and to €96.7 M in 2019.

These increases are fully in line with the positive trend that already started in 2015 and were consolidated in 2016 through the fourth amendment to its budget in December achieving a total budget of €65.37 M.

The increases of Title 1 and Title 2 reflect the additional requests in human resources and the related increase in infrastructure to accommodate all staff recruited (including office space, equipment, meeting rooms, etc.). In 2016 EASO received the approval from the European Parliament and the Council to expand its premises as a consequence the cost of the rent is expected to increase to €2 M per year.

Detailed data on expected expenditures are provided in Annex II.

### **3.2.2. Human resources**

- **Resource outlook over the years 2017-2019**

#### **A) New tasks:**

On 4 May 2016, the Commission adopted a proposal for a new EASO Regulation, which aims to strengthen the role of EASO and transforms it into a fully-fledged Agency which is capable of providing the necessary operational and technical assistance to Member States, increasing practical cooperation and information exchange among Member States, supporting a sustainable and fair distribution of applications for international protection, monitoring and assessing the implementation of the CEAS and the capacity of asylum and reception systems in Member States, and enabling convergence in the assessment of applications for international protection across the Union.

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<sup>11</sup> COM(2016)271 Proposal for a Regulation of the European Parliament and of the Council on the European Union Asylum Agency and repealing regulation (EU) No 439/2010

**B) Growth of existing tasks:**

The Agency has filled 151 staff posts or positions<sup>12</sup> of 163 authorised for 2016 (excluding SNEs). Annex III reflects the detailed Staffing planning for the year 2017-2019.

Almost 90% of the posts have been allocated to the operational units aiming at maximising, firstly, the availability of resources for the hotspots and, in addition, the strengthening of operational and capacity building support.

In 2015 and 2016 rapid developments took place in the area of migration and led to the respective increase of EASO's activities. This situation is exerting extraordinary pressure on the asylum and reception systems of an increasing number of Member States and has a direct impact on EASO and the nature of its activities. The increased role of EASO covers all areas of its activities, including operational support, training, asylum processes, as well as information and analysis and external dimension. Therefore, EASO envisages that in the period 2017-2019 it will require more staff. Most of the staff requested will be allocated to operational needs, as specified in Section III. Furthermore, EASO will also need a limited number of additional staff to ensure sufficient capacity for the support services, the management of the additional building space, the events, security and financial management.

**C) Efficiency gains:**

During the year 2015, EASO has started a number of projects in order to gain efficiency and effectiveness through automation of administrative tasks. A number of projects such as e-HR and Paperless have started in the second half of 2015.

At the beginning of 2016, EASO mapped and reviewed all its financial and procurement procedures and implemented a paperless system to replace with an electronic tool the circulation of paper files. Given the successful results for the financial transactions, the *Paperless system* will be soon extended to other areas such operations. For instance it will be used for drafting and approving the hotspots plans. The system is expected to lead to major efficiency gains and to provide remote access to internal workflows to staff outside the HQ. This development is key for the Agency given that part of the operational staff is located outside the HQ (e.g. in the hotspots of Greece and Italy).

To comply with recommendation 14 of the IAS in terms of "Inventory of processes and procedures", a Book of Procedures (referring to all decisions, policies & procedures documented at EASO) has been designed in 2013. The introduction of the e-HR (leave, appraisal, payroll, missions, probationary report) will bring a number of advantages. It is not only beneficial for the Human Resources Sector but also for the entire Agency, through concrete improvement of the response time to staff queries and availability of accurate information. Additionally, the Human Resources Sector would gain time in order to concentrate on staff and career development. The connected introduction of the MiMa module on mission management will allow EASO to proceed in a much more efficient way with mission requests and mission reimbursements.

Further to the above, new rules for learning and development of EASO staff have been recently implemented. Learning and Development (L&D) activities include classroom training, on-the-job learning, self-learning, and other activities which contribute to the knowledge and skills development and lifelong learning.

**D) Negative priorities/decrease of existing tasks: NA****E) Redeployment: NA**


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<sup>12</sup> Data at 02.12.2016

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

The 2013 Commission Communication on Programming of human and financial resources for decentralised agencies for 2014-2020 allocated to EASO financial resources amounting to 0.7% of the Multiannual Financial Framework (MFF) Heading 3-Security and Citizenship<sup>13</sup>. EASO used to be of the smallest agencies of Heading 3, both in terms of financial and human resources.

The recent developments in the reality of the migration situation and in the EU's political response to it have been rapid and have fully changed the situation. The ceilings set by the MFF 2014- 2020 for EASO were exceeded by the 2015 and 2016 EU Budgets due to the measures taken to face the unprecedented migratory pressure and an increased number of tasks has been allocated to the Agency. An even larger growth in the Agency's activities can be realistically expected for the upcoming years, as explained above.

EASO is faced with a considerable and constant increase in the tasks entrusted to it and it is oriented in ensuring their implementation by delivering high quality results and real added value. On this basis and in line with the Commission proposal to change EASO mandate, in its 2017-2019 planning EASO requests that EU contribution to its budget continues to increase, reflecting the political developments of the increased EASO's role in the EU migration crisis and allowing EASO to perform the tasks allocated to it.

The following tables shows the evolution of the EASO budget vis-à-vis the MFF currently in force.

<b>Figures in M€</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Current MFF 14-20	15.6	15.9	16.3	16.6
New mandate proposal	66.2	87	96.7	114.1
EASO budget (actual or estimated)	86.8 <sup>1</sup>	87	96.7	114.1

<sup>1</sup>Total budget after two amendments adopted by the Management Board during 2017.

<sup>13</sup> Total of €109.349 million.

## **SECTION IV. WORK PROGRAMME 2017**

### **1 Executive Summary**

The EASO Work Programme 2017 is drawn up within the general framework of the Single Programming Document 2017-2019, which provides the strategic context and the objectives of EASO for this period. This document is also being drafted during a period of rapid change and evolution in the field of migration characterised by unprecedented number of claims for international protection in the EU. This situation has pushed migration to the top of the EU political agenda, with a direct impact on EASO and the nature of its activities.

The European Agenda on Migration<sup>14</sup>, adopted on 13 May 2015, gives the strategic direction in this field and outlines 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. Furthermore, the new EU asylum package, which came into force on 21 July 2015, provides the legal framework on asylum in the EU, putting more rigorous demands on the asylum and reception systems of Member States than the previous legal framework.

Over the past years, EASO has developed a wide range of permanent support tools such as delivery of training and development of training material, expertise, provision of information, statistical analysis, country of origin information, and development of practical cooperation tools. This turn of events has called for a change in the nature of EASO's output with a shift to more tailor made practical support and tools to EU+ countries with specific needs on their asylum and reception systems. Furthermore, following the entry into force of the new EU asylum acquis in July 2015, the need to monitor the implementation of the CEAS becomes crucial and EASO will provide input to the monitoring process and support measures to EU+ countries.

In its Communication of 6 April 2016 entitled "Towards a reform of the Common European Asylum System and enhancing legal avenues to Europe",<sup>15</sup> the Commission set out its priorities for improving the CEAS. This was followed on 4 May 2016, by a proposal for a new EASO Regulation, the proposal of the reform of the Dublin system and the proposal amending the Eurodac system, which were presented as part of a first package of reform of the CEAS. A second stage of legislative proposals reforming the Asylum Procedures and Qualification Directives, as well as the Reception Conditions Directive followed on 13 July 2016, ensuring the full reform of all parts of the EU asylum system and aiming among others to avoid the disruption of the Dublin mechanism by abuses and asylum shopping by applicants for and beneficiaries of international protection.

The draft proposal for a new EASO Regulation aims to strengthen the role of EASO and to transform it into a fully-fledged Agency which is capable of providing the necessary operational and technical assistance to Member States, increasing practical cooperation and information exchange among Member States, supporting a sustainable and fair distribution of applications for international protection, monitoring and assessing the implementation of the CEAS and the capacity of asylum and reception systems in Member States, and enabling convergence in the assessment of applications for international protection across the Union. Since September 2015, EASO has played an important role in the so-called 'hotspots' framework, in particular in the registration process of applications for international protection, joint processing of asylum applications, referral of potential outgoing Dublin take-charge requests, assistance with the relocation of applicants for international protection from Italy and Greece in line with the two Council Decisions of 14 September 2015<sup>16</sup> and 21 September 2015, and implementation of the EU –Turkey Agreement signed on 18 March 2016. During 2017, EASO will continue supporting all these activities and will complement them with operational support in line with agreed support plans with Member States. EASO will further develop its operational support based on emerging needs, including specific requests from Member States. In addition to

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<sup>14</sup> COM (2015) 240 final.

<sup>15</sup> COM(2016) 197 final.

<sup>16</sup> Council Decision (EU) 2015/1523 of 14 September 2015 establishing provisional measures in the area of international protection for the benefit of Italy and of Greece, OJ L 239, 15.9.2015, p. 146–156.

EASO's operational activities under the 'hotspots' approach, EASO will continue developing tools and processes to support all EU+ countries participating in the Relocation Scheme.

Information, analysis and knowledge development will be further consolidated during 2017 in line with the spirit of the proposal for a new EASO Regulation. EASO will further develop its Early warning and Preparedness System in order to foster the creation of an effective situational picture on migration to feed into policy making and response preparation as recommended in line with the European Agenda on Migration and to offer the evidence base for future monitoring activities of the Agency. EASO's role as clearing house of national COI will be strengthened further building on lessons learned from previous years, more specifically as regards the pooling of national COI capacity in MS in the context of EASO's COI network approach. This will include more joint COI measures, 'Europeanisation' of national COI products, coordination of national COI production initiatives through the effective sharing of national production plans on a joint platform, and improving public access to COI through the revamped COI portal. EASO will seek to add value by harmonising the use of COI. In line with Council Conclusions of 21 April 2016, EASO's in-house COI capacity will need to be substantially increased in order to provide the necessary information and analysis base for the development of country guidance. The creation of country guidance requires, besides the booting of COI production and analytical capacity, also the establishment and consolidation of a Country Guidance Network, and the further development of horizontal guidance and tools on elements of the CEAS. During 2017 EASO will prepare a gradual transfer of MedCOI activities, as appropriate, and according to an action plan, to be established in consultation with the Commission and Member States.

EASO will continue pursuing its efforts to create an empirically-validated model of the functioning of asylum related migration through its research programme on push and pull factors.

Practical cooperation activities on collection and exchange of information on Member States practices and policies in relation to the CEAS will continue on 2017, building on the Quality Matrix work carried out in previous years. This mapping will feed into the collection of information for the monitoring of the CEAS. Furthermore, in view of establishing a systematic monitoring system on the implementation of the CEAS, work will continue on the development of the EASO Information and Documentation System, by expanding and updating content in line with real-time developments across a range of topics, including case-law of European and national courts relevant to the provisions of the EU asylum acquis, legislation and statistical information, thus gaining a comprehensive overview of national asylum systems. Based on identified needs and best practices, EASO will continue developing practical tools and guides to support the work of case officers and other target groups. EASO will enhance its support to quality management mechanisms at EU and national levels. Synergies will be maintained with the work of the Contact Committees organised by the European Commission.

EASO believes that it can bring genuine value added in the harmonisation of professional development standards, considering the diverse professional development structures in place in the EU+ countries in the international protection area. Training material and delivery will continue being key practical on-the-job tools that EASO will provide to support Member States build capacity in their asylum systems. The EASO Training Curriculum will continue to be updated and upgraded in 2017, in line with the EASO's module life cycle principle. A new e-learning platform will be in place and will enhance the existing e-learning environment. An International Sectoral Qualification will be established by 2017, ensuring that certified asylum officials have the required level of knowledge, skills and competencies. Based on EU+ countries' needs, new training material will also be developed. Joint preparation of professional development materials for members of national courts and tribunals will continue in 2017, in full respect for the principle of the independence of the judiciary.

The work of the dedicated network of national Dublin units, initiated in 2016 will continue in 2017, reinforcing cooperation and exchanges of participating States in line with the European Agenda on Migration. Likewise, EASO will further develop the dedicated network of reception authorities, in close cooperation with other relevant organisations and networks. Practical cooperation in the areas of integration of and return at various stages of the asylum process and reception systems will continue during 2017, mainly through exchange of information and best practices. During 2017, EASO will

continue providing support and developing practical cooperation among EU+ countries and other relevant experts on issues related to vulnerable applicants, also through the development of specific tools and guides that can easily be used in operational support as well.

The external dimension of the CEAS has gained renewed attention, in particular the Western Balkan countries, Turkey and North Africa. In line with the Global Approach to Migration and Mobility, the European Agenda on Migration, the 2016 Commission Communication on establishing a new Partnership Framework with Third Countries under the European Agenda on Migration and the EASO External Action Strategy, EASO will provide increased support to the Western Balkan region and Turkey including through the implementation of the IPA Programme as well in relation to the implementation of the RDPP in North Africa. Furthermore, EASO will, as appropriate, follow up on the Valletta Summit Action Plan of November 2015 by providing training and improve quality of asylum processes in the relevant Third Countries. In 2016, as announced in the EU-Turkey Statement agreed between the Member States and Turkey on 18 March 2016, a mechanism was 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 will be resettled from Turkey to the EU, known as the '1:1 scheme'. In parallel, work is underway amongst Member States to put in place the Voluntary humanitarian admission scheme for Syrian refugees currently in Turkey (VHAS). Once irregular crossings between Turkey and the EU are significantly reduced, this scheme will be activated and EU Member States will contribute on a voluntary basis. EASO will support the implementation of the European resettlement schemes.

Throughout 2017, EASO will continue improving its policy queries system, also through the introduction of an IT based platform to facilitate access and dissemination to the relevant target groups.

EASO will work in close cooperation with the European Parliament, the Council of the European Union and the Commission in the implementation of this work programme. EASO will maintain its excellent working relationship with the UNHCR and IOM and will continue promoting strong cooperation amongst EU agencies, in particular the JHA agencies network and activities organised within this framework.

EASO will further develop its positive relationship with civil society through more targeted consultations, transparency, and outreach activities. During the drafting phase of the Work Programme 2017, EASO consulted civil society and received contributions from Evangelische Kirche in Deutschland (EKD), ILGA-Europe, Asylum Research Consultancy, Norwegian Organisation for Asylum Seekers, Association Européenne pour la Défense des Droits de l'Homme, and MIKLO. The EU JHA Agencies were also consulted.

This work programme constitutes the framework financing decision for the implementation of the identified activities. It provides for each activity performance indicators, an indicative timeline and the allocated human and financial resources. Nevertheless, in view of the nature of EASO's work and the need to respond in a timely and proactive manner to changing scenarios, circumstances and priorities, the Management Board authorises the Executive Director to decide upon changes to the work programme 2017, including its financial implications, and to retain the necessary flexibility to respond to these changing scenarios accordingly. The implementation of the work programme remains the responsibility of the Executive Director.

This work programme, which is an integral part of the Single Programming Document 2017-2019 takes into account the opinion of the Commission, which was delivered to EASO on 7 November 2016. This document was adopted by the EASO Management Board on 18 November 2016 and subsequently aligned with the final EU budget 2017 on 15 December 2016.

The first amendment to the work programme 2017 was adopted by the EASO Management Board on 13 June 2017. The main changes addressed the addition of the Associate Countries' contribution (€3.8 million in total) to the Agency's budget, which increased to €73 million, as well as updates to planned activities, including de-prioritisation of activities 5.7. and 5.9.c.

The second amendment to the work programme 2018 was adopted by the EASO Management Board on 26 September 2017. The changes addressed an additional EU contribution to the budget (+€13.8 million) that increased the total budget to €87 million.

## 2 EASO's priorities for 2017

The experience of the migration situation and EASO operations in 2015 and 2016, has highlighted the need for flexibility in order to be able to address rapidly emerging needs affecting potentially different Member States. In addition to the emergency nature of EASO's support in 2015 and 2016 in Greece and Italy, it is important to note that with the number of applications for international protection that are lodged in EU+ countries constantly on the rise, several EU Member States asylum and reception systems come under significant pressure, requiring specialised support. The nature of EASO's output will therefore also be on tailor made practical support and development of tools to help Member States with specific needs on their asylum and reception systems. Furthermore, EASO will reinforce its capacity to support the monitoring of the implementation of the CEAS through various tools and approaches.

In 2017, EASO will continue implementing the tasks that have been assigned to it by the European Agenda on Migration and subsequent Council Conclusions. In addition to the ongoing operations in Greece and Italy, EASO will also develop a number of advanced practical cooperation activities, in particular in support to the implementation of the Dublin Regulation, joint processing, Country of Origin Information, training material and delivery, asylum processes, special programmes concerning vulnerable groups and Third Country support including resettlement.

- **Enhancing operational support**

- Increased operational support based on the emerging needs of Member States to fully implement the EU Asylum Acquis, in particular to those Member States subject to pressure on their asylum and reception systems due to extra-ordinary increases in applications for international protection;
- In parallel and in addition to the ongoing operations, EASO will be ready to deploy staff and experts and to provide the necessary support in terms of infrastructure or other services according to the needs on the ground and the requests of Member States;
- Complete the relocation of 160,000 asylum seekers from Italy and Greece to other EU + countries;
- Develop support tools for operations and relocation;
- Improve the collection and analysis of operational data.

- **Information, analysis and knowledge development**

- Consolidate EASO's role as clearing house for national COI by coordinating national COI production, producing more common Country of Origin Information (COI) through the network approach and promote its effective use as through the COI portal;
- Boost the in-house production capacity of the COI team, in light of the Council Conclusions of 21 April 2016;
- Prepare a gradual transfer of MedCOI activities, as appropriate, according to an action plan, established in consultation with the Commission and Member States;
- Continue to produce information relevant for the possible designation of safe countries of origin;
- Develop further the EASO Information and Documentation System (IDS) as a new systematic monitoring tool on the CEAS, with input from various sources including the quality matrix mapping, national and European case law, and national legislation;
- Further develop the EASO Early warning and Preparedness System in order to foster the creation of an effective situational picture on migration to feed into policy making, response preparation, and future monitoring;
- Continue pursuing efforts to create an empirically-validated model of the functioning of asylum related migration through its research programme on push and pull factors.

- **Improving the quality of asylum processes and reception conditions**

- Continue mapping policies and practices in relation to the CEAS and developing tools and guidelines aiming to improve the quality of asylum processes and decisions, based on identified needs and best practices;
- Develop operational standards and indicators and corresponding assessment frameworks in view of the future monitoring function of EASO;
- Enhance support to quality management mechanisms at EU and national levels;
- EASO will support the better identification of vulnerable persons, including in the context of hotspots and while implementing relocation;
- Consolidate the network of the national Dublin Units established in 2016, aiming to foster mutual cooperation and consistent application of the Dublin system, including for the purposes of relocation;
- Strengthen the work of the network of the national reception authorities to foster the exchange of information and best practices as well as to further develop operational standards and indicators on reception conditions.

- **Training and professional development**

- Further strengthen the role of common training and professional development in the field of asylum.
- Further update and upgrade the EASO Training Curriculum in line with the EASO's module life cycle principle;
- Roll out a new e-learning platform to enhance the existing e-learning possibilities;
- Established an International Sectoral Qualification, ensuring that certified asylum officials have the required level of knowledge, skills and competencies;
- Provide thematic training sessions for specific groups;
- Resume joint preparation of professional development materials for members of national courts and tribunals, in full respect for the principle of the independence of the judiciary.

- **External dimension**

- In line with the 2016 Commission Communication, EASO will, as appropriate and in coordination with the Commission and the EEAS, support the approach of renewed partnerships with Third Countries, through tailored "compacts" that will be developed according to the situation and needs of each partner Third Countries;
- EASO activities will be geographically targeted in line with the EASO External Action Strategy, with a continued focus on the Western Balkans, Turkey and North Africa;
- EASO activities in the Western Balkans will be carried out through enhanced cooperation with EU agencies and international organisations (e.g. Frontex, UNHCR and IOM ) to respond to the needs in the region by providing capacity building, as well as operational support if appropriate, taking into account existing regional arrangements;
- Follow up on the Valletta Summit Action Plan of November 2015 by providing training and improve quality of asylum processes, as appropriate, in the relevant Third Countries;
- Support the implementation of the European resettlement scheme and other resettlement actions of EU+ countries, also through capacity building measures in Member States that have little or no experience of resettlement through a pilot project in a strategic third country.

Furthermore, EASO will strengthen synergies at horizontal level among all relevant stakeholders of its cooperation network, including the UNHCR and the EU agencies, in particular the JHA agencies. EASO will further develop its positive relationship with civil society through more targeted consultations, transparency and outreach activities.

### 3 Operational support

#### 3.1. Italy

3.1. Italy	
<b>Overview/ Description of the activity</b>	<p>EASO will further develop its operational support based on the emerging needs of Italy to fully implement the EU Asylum Acquis and to respond to particular pressure on its asylum and reception systems. EASO will tailor its operational support to the specific arising needs, as well as the requests from Italy. EASO will implement its role as mandated by the EU institutions and the respective adopted framework, including the European Agenda on Migration, the hotspot approach and the Council Decisions on relocations. Within this context EASO will operationalise its support in agreement with the Italian authorities aiming to address specific arising needs.</p> <p>EASO will also provide operational support by deploying in Italy EU+ countries' experts or by providing other support as required, including by maintaining and/or providing logistics, mobile offices, equipment, etc. as well as providing the necessary services, such as interpreters, cultural mediators, administrative/interim support, etc. EASO will cooperate with relevant bodies in the provision of such support, devoting special attention to operational cooperation with Frontex and other stakeholders.</p> <p>Within the rapidly evolving situation in Italy and upon agreement with the Italian authorities, EASO will adjust its intervention providing appropriate support to address emerging needs.</p> <p>EASO will support the implementation of relocation measures in the area of international protection for the benefit of Italy, and will accompany the implementation of these measures with operational support.</p> <p>EASO will support the implementation of the Commission's plan on relocation together with the Italian authorities, the emergency relocation procedure.</p> <p>Moreover, EASO will support the Italian Ombudsperson for children and adolescents in the implementation of measures, including those for the protection of unaccompanied children.</p>
<b>Budget line and allocated amount</b>	3301 Operational Support: EUR 14 934 609
<b>Human resources and allocated staff</b>	11 AD, 4 AST, 5 CA

Objectives and results			
<b>Objective 1</b>	Contribute to enhanced capacity of Italian authorities to implement the CEAS and respond to high influx of mixed migration flows under the hotspot approach.		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Improved skills and knowledge of relevant authorities regarding various elements of the CEAS and hotspot approach.</li> <li>- Improved procedures and tools in place for the enhanced implementation of the CEAS and the hotspot approach.</li> </ul>		
Indicators			
Indicator	Latest known result	Target for 2017	Means and frequency of verification
Special Support Plan Phase 3 signed and implemented;	<b>2016:</b> Special Support Plan	Special Support Plan Phase 3 signed and implemented	Operational records

	Phase 2 ended by the end of March, continuation of EASO support requested by Italy		
Number of experts deployed;	87	100	Deployment letters, deployment procedure; self-reporting
Number of support measures implemented;	6	4	Operational records, self-reporting from deployed experts, tools, procedures and policies adopted/put in place.
Number of national authority participants in support measures;	117	150	Participants lists, attendance certificates
Degree of adoption and implementation of the outputs of the support measures	Outputs agreed under the Plan delivered	85% of outputs used/adopted.	Operational records, self-reporting from deployed experts.
Main outputs/actions in 2017			
Main outputs/actions			When
Provide support to Italy to implement the CEAS and to enhance the asylum and reception system to respond to high influx of mixed migration flows.			Q1-Q4
Implementation of activities in accordance with the special support plan signed with the Italian authorities (including amendments).			Q1-Q4

Objectives and results			
<b>Objective 2</b>	Contribute to enhanced capacity of Italian authorities to relocate applicants for international protection to other EU Member States.		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Improved skills and knowledge of relevant authorities to relocate applicants for international protection.</li> <li>- Improved procedures and tools in place for the enhanced implementation of the relocation procedure.</li> </ul>		
Indicators			
Indicator	Latest result	Target for 2017	Means and frequency of verification
Hotspot-Relocation Operating Plan;	Hotspot-Relocation Operating Plan signed and implemented.	Hotspot-Relocation Operating Plan implemented	Operational records.
Number of experts deployed;	135	210	Deployment letters, deployment

			procedure; self-reporting
Number of support measures implemented;	3	3 support measures implemented	Operational records, self-reporting from deployed experts, Member States/EASO/COM statistical data collection
Degree of adoption and implementation of the outputs of the support measures	Presence of EASO Asylum Support Teams in all Hotspots, Hubs and Dublin Unit	Presence of EASO Asylum Support Teams in all Hotspots, Hubs and Dublin Unit	EASO internal monitoring of deployments
Main outputs/actions in 2017			
Main outputs/actions			When
Coordinate the nomination of national contact points by Member States.			Q1-Q4
Facilitate exchange of information between the national contact points and the competent authorities in Italy.			Q1-Q4
Support Italy with the identification of applicants that could be relocated to participating Member States, giving priority to vulnerable applicants.			Q1-Q4
Support the Italian authorities with the issuance of the necessary decisions to relocate identified applicants, including notification to the applicants.			Q1-Q4

### 3.2. Greece

3.2. Greece	
<b>Overview/ Description of the activity</b>	<p>EASO will further develop its operational support based on the emerging needs of Greece to fully implement the EU Asylum Acquis and to respond to particular pressure on its asylum and reception systems. EASO will implement its role as mandated by the EU institutions and the respective adopted framework, including the European Agenda on Migration, the hotspot approach, the Council Decisions on relocation and the EU-TR Statement.</p> <p>Within this context, EASO will operationalise its support in agreement with the Greek authorities aiming to address specific arising needs. EASO will provide operational support by deploying EU+ countries' experts or by providing other support as required, including maintaining and/or providing logistics, mobile offices and/or rental of facilities, building and installation works in rented facilities, equipment, etc., as well as providing the necessary services, such as interpreters, cultural mediators, security, administrative/interim support, etc. EASO will cooperate with relevant bodies in the provision of such support, devoting special attention to operational cooperation with Frontex and other stakeholders.</p> <p>Within the rapidly evolving situation in Greece and upon agreement with the Greek authorities, EASO will adjust its intervention providing appropriate support to address emerging needs. The main areas of EASO's support will include activities in three axes:</p> <p>EASO will continue providing general support to the Greek authorities in the implementation of CEAS, addressing those aspects of CEAS commonly identified and agreed with the Greek authorities.</p>

	<p>EASO will support the implementation of the Commission’s plan on relocation together with the Greek authorities, by implementing the respective measures of the Hotspot Operating Plan and its amendments.</p> <p>EASO will support the implementation of the EU-Turkey statement by implementing the respective measures of the Hotspot Operating Plan and its amendments. Due to the increased complexity of the caseload, it will be necessary for EASO to match this with sufficient numbers of deployed experts and to hire interim staff, interpreters and cultural mediators.</p> <p>In agreement with the Commission, and in order to support the Greek authorities to eliminate the backlog in the short term, EASO will also make use of consultancy services to support the analysis of the situation and the development and implementation of an efficient action plan.</p>
<b>Budget line and allocated amount</b>	3301: Operational Support: EUR 35 021 776
<b>Human resources and allocated staff</b>	13 AD, 7 AST, 6 CA

<b>Objectives and results</b>			
<b>Objective 1</b>	Contribute to enhanced capacity of Greek authorities to implement the CEAS.		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Improved skills and knowledge of relevant authorities regarding various elements of the CEAS.</li> <li>- Improved procedures and tools in place for the enhanced implementation of the CEAS.</li> </ul>		
<b>Indicators</b>			
<b>Indicator</b>	<b>Latest known result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Special Support Plans (SSP) signed or implemented; Number of experts deployed; Number of foreseen SSP support measures implemented; Number of national authority participants in support measures; Index of perceptions on performance on the job of national authority participants; Level of satisfaction of Greek authorities with the support measures; Degree of adoption and implementation of the outputs of the support measures.	<b>2015:</b> 1 Special Support Plan signed and implemented; 12 experts deployed; 10/10 support measures implemented. <b>Q1-Q2 2016:</b> 1 Special Support Plan signed and implemented; 38 experts deployed; 8/10 support measures implemented.	1 Special Support Plan implemented; maintain the number of deployed experts as in 2016 with the possibility of a 30% increase according to needs; 100% support measures implemented; 100 national authority participants in support measures;	Operational records, surveys, self-reporting of changes, Member States/EASO/COM statistical data collection.

		80% on satisfaction surveys; 85% of outputs used/adopted.	
Main outputs/actions in 2017			
Main outputs/actions			When
Special Support Plan Greece			
Participation of experts in support measures in Greece in accordance with the Special Support Plan.			
Upon expiry of the current Special Support Plan, and upon request from and agreement with Greece, EASO will continue to provide and eventually step-up its support, as necessary, in the same and/or different areas of work.			

Objectives and results			
<b>Objective 2</b>	Contribute to enhanced capacity of Greek authorities to relocate applicants for international protection to other EU Member States.		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Improved skills and knowledge of relevant authorities to relocate applicants for international protection.</li> <li>- Improved procedures and tools in place for the enhanced implementation of the relocation procedure.</li> <li>- Increased rate in implementing relocation for eligible applicants of international protection.</li> </ul>		
Indicators			
Indicator	Latest result	Target for 2017	Means and frequency of verification
Hotspot Operating Plans signed or implemented; Number of experts deployed; Number of foreseen HOP support measures implemented; Level of satisfaction of Greek authorities with the support measures; Number of cases processed with the support of EASO experts; Number of persons relocated.	<b>2015:</b> 1 Hotspot Operating Plan implemented; 10 experts deployed; 1/1 support measure implemented; Approx. 70 persons relocated. <b>Q1-Q2 2016:</b> 1 Hotspot Operating Plan implemented; 127 experts deployed; 1/1 support measure implemented	1 Hotspot Operating Plan implemented; maintain the number of deployed experts as in 2016 with the possibility of a 30% increase according to needs; 100% of support measures implemented; 80% on satisfaction surveys; 85% of outputs used/adopted; Relocation implemented for all eventually pending 2016 applicants.	Operational records, surveys, self-reporting of changes, Member States/EASO/COM statistical data collection.

Main outputs/actions in 2017	
Main outputs/actions	When
<b>Relocation from Greece</b>	
Cooperate and coordinate the implementation of the EASO activities with all stakeholders active in Greece for the implementation of relocation (such as Greek Asylum Service, European Commission, UNHCR, IOM, Member States), notably in accordance with the Relocation Protocol.	Q1–Q4
Participation of experts in support measures in Greece for the implementation of relocation in accordance with the respective measures of the Hotspot Operating Plan.	Q1–Q4
Maintain and/or provide additional infrastructure (such as logistics, mobile offices, equipment, furniture, materials, etc), as well as the necessary services (such as interpreters, cultural mediators, transportation services, security services, administrative/interim support, etc) to facilitate the implementation of the measures of the Hotspot Operating Plan relating to relocation.	Q1–Q4

Objectives and results	
<b>Objective 3</b>	Contribute to enhanced capacity of Greek authorities to implement the EU-TR Statement.
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Improved skills and knowledge of relevant authorities to implement the EU-TR Statement.</li> <li>- Improved procedures and tools in place for the enhanced implementation of the EU-TR Statement.</li> <li>- Increased rate of the implementation of the EU-TR Statement.</li> </ul>

Indicators			
Indicator	Latest result	Target for 2017	Means and frequency of verification
Hotspot Operating Plans signed or implemented; Number of experts deployed; Number of foreseen HOP support measures implemented; Level of satisfaction of Greek authorities with the support measures; Number of cases processed with the support of EASO experts.	<b>Q1-Q2 2016:</b> 1 Hotspot Operating Plan implemented; 151 experts deployed; 1/1 support measure implemented.	1 Hotspot Operating Plan implemented; maintain the number of deployed experts as in 2016 with the possibility of a 30% increase according to needs; 100% of support measures implemented; 80% on satisfaction surveys; 85% of outputs used/adopted.	Operational records, surveys, self-reporting of changes, Member States/EASO/COM statistical data collection.

Main outputs/actions in 2017	
Main outputs/actions	When
<b>Implementation of the EU-TR Statement</b>	
Cooperate and coordinate the implementation of the EASO activities with all stakeholders active in Greece for the implementation of the EU-TR Statement (such as the Greek authorities, the European Commission, EU Agencies, such as Frontex, Europol) within the context of the hotspot approach.	Q1–Q4

Participation of experts in support measures in Greece for the implementation of the EU-TR Statement in accordance with the respective measures of the Hotspot Operating Plan.	Q1–Q4
Maintain and/or provide additional infrastructure (such as logistics, mobile offices, rental of facilities, equipment, furniture, materials, etc), as well as the necessary services (such as interpreters, cultural mediators, transportation services, security, administrative/ interim support, etc) to facilitate the implementation of the measures of the Hotspot Operating Plan relating to the EU-TR Statement. EASO will also continue to take measures to ensure the security of MS experts and in this perspective renovate and equip buildings that have been leased in Lesbos and Chios, to provide additional office space for processing of applications. EASO will also take charge of the transportation of staff, experts and applicants between hotspots and these processing centres.	Q1–Q4

### 3.3. Other EU Member States

3.3. Other EU Member States	
<b>Overview/ Description of the activity</b>	<p>EASO will further develop its operational support based on the emerging needs of Member States to fully implement the EU Asylum Acquis and to respond to particular pressure on their asylum and reception systems. EASO will tailor its operational support to the specific arising needs as well as the requests from Member States.</p> <p>Special support will take the form of targeted measures to Member States with certain identified and specific needs related to the coherent and comprehensive implementation of the revised EU asylum acquis (including tailor-made assistance, capacity building, relocation, specific support and special quality control processes).</p> <p>EASO will provide emergency support to EU+ countries subject to particular pressure by deploying EU+ countries' experts in the form of Asylum Support Teams or by providing other support (including logistics, equipment, rental of facilities and relevant infrastructural support), as required, including as per the European Agenda on Migration. EASO will cooperate with relevant bodies in the provision of such support, devoting special attention to operational cooperation with Frontex and other stakeholders.</p> <p>EASO will support and coordinate the relocation of persons from countries other than Italy and Greece, if agreement is reached on this measure, and will accompany the implementation of these measures with operational support.</p>
<b>Budget line and allocated amount</b>	3301: Operational Support: EUR 1 499 934
<b>Human resources and allocated staff (allocated exclusively to a specific Member State)</b>	5 AD, 3 AST

Objectives and results	
<b>Objective 1</b>	Contribute to enhanced capacity of requesting EU Member States national authorities to implement the CEAS and respond to high influx of mixed migration flows.
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Improved skills and knowledge of relevant authorities regarding various elements of the CEAS.</li> <li>- Improved procedures and tools in place for the enhanced implementation of the CEAS, including under the hotspot approach and/or for the implementation of relocation, as appropriate.</li> </ul>

Indicators			
Indicator	Latest known result	Target for 2017	Means and frequency of verification
Number of new Support Plans signed; Number of support measures implemented; Number of national authority participants in support measures; Index of perceptions on performance on the job of beneficiaries; Level of satisfaction of the host EU+ countries; Number of new procedures and practices put in place.	<b>2016:</b> 2 Support Plans implemented (Cyprus and Bulgaria); 15 support measures implemented; Cyprus: 5 Bulgaria: 10	2 Support Plans signed; 30 support measures implemented; 80% on satisfaction surveys; 85% of proposed procedures put in place.	Operational records, surveys, self-reporting of changes, Member States/EASO/COM statistical data collection.
Main outputs/actions in 2017			
Main outputs/actions			When
<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 and/or for the implementation of relocation, as appropriate.			

### 3.4. Development of support tools for operations

3.4. Development of support tools for operations	
<b>Overview/Description of the activity</b>	EASO will make use of and further develop a number of tools to implement its operational activities, including the ICT system for operations, the Asylum Intervention Pool (AIP). EASO will maintain an updated pool of experts, keep open communication lines with the Asylum Intervention Pool (AIP) National Contact Points (NCPs) on all matters pertaining to experts deployed in operational support activities and provide assistance on all issues relating to their deployment. In close cooperation with the AIP NCPs, EASO will further develop the AIP management system to ensure the quality and coherence of deliverables in operational support.  Additionally, EASO will further develop the use of operational tools including manuals, informational and practical tools, reporting templates and feedback system.
<b>Budget line and allocated amount</b>	3301 Operational Support: EUR 250 000
<b>Human resources and allocated staff</b>	3 AD, 1 AST, 1 CA

Objectives and results	
<b>Objective 1</b>	Enhance the Asylum Intervention Pool for deploying Member State experts to provide operational support to asylum and reception systems.
<b>Expected results in 2017</b>	- Improved practical tools for the deployment of experts to provide operational support. - Improved practical cooperation for the provision of operational support.

Indicators			
Indicator	Latest known result	Target for 2017	Means and frequency of verification
AIP ICT system developed and tested; Degree of satisfaction of EU+ countries with the AIP system.	N/A 2016: Process initiated but postponed due to other pressing priorities	1 AIP system tested and developed; 80% on satisfaction surveys.	
Number of manuals and tools developed; Number of users; Level of satisfaction of the users.	<b>2016:</b> 2 manuals developed; 5 monitoring tools developed.	Existing tools maintained/further developed; 2 new tools developed; 100% of staff and experts using tools; 80% on satisfaction surveys.	
Number of meetings; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings.	<b>2016:</b> 2 NCP meetings held	2 NCP meetings; 80% of MS participating; 80% on satisfaction surveys; 90% of participants using outputs.	
Main outputs/actions in 2017			
Main outputs/actions			When
<b>Asylum Intervention Pool (AIP)</b>			
Further develop EASO's AIP management, through the set-up of an ICT-supported environment (AIP system).			
<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.			
<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.			

### 3.5. Development of support tools for the 'hotspots' and relocation

3.5. Development of support tools for the 'hotspots' and relocation	
<b>Overview/ Description of the activity</b>	<p>In addition to EASO's operational activities under the 'hotspot' approach, EASO will develop tools and processes to support the Relocation Scheme and activities in the hotspots. In developing such tools and processes EASO will tap on its expertise from all its areas of intervention.</p> <p>Recent developments have also shown the need for the development of training in the context of operations. In this regard, EASO envisages the development of structured training for experts who are part of the Asylum Intervention Pool. This development aims to ensure that deployed experts are fully equipped to perform</p>

	<p>their tasks, create a level of standardisation and ensure that fundamental right principles are safeguarded at all times.</p> <p>EASO will follow up on the European Commission’s Relocation Forum.</p>
<b>Budget line and allocated amount</b>	<p>3301 Operational Support: EUR 300 000</p> <p>3201 Training: EUR 43 000</p> <p>3202 Asylum processes: EUR 50 000</p>
<b>Human resources and allocated staff</b>	4 AD, 1.5 CA, 1 SNE

<b>Objectives and results</b>			
<b>Objective 1</b>	<p>Contribute to well-functioning EU Relocation Scheme and the ‘hotspot’ approach.</p> <p>Improve and develop procedures, tools and practices for relocation and the ‘hotspot approach’ and enhance the capacity of national authorities in implementing relocation.</p>		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Improved procedures, tools and practices in place for the enhanced implementation of the relocation procedure and the ‘hotspot’ approach.</li> <li>- Improved skills and knowledge of all relevant authorities to relocate applicants for international protection and to implement the ‘hotspot’ approach.</li> </ul>		
<b>Indicators</b>			
<b>Indicator</b>	<b>Latest known result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Number of tools developed; Use of the tools developed;	N/A	2 new tools developed or existing tools refined;	
Number of training material developed; Number of training sessions delivered; Number of officials trained; Level of satisfaction of the trainees.	N/A	15 sessions delivered; 300 officials trained; 80% on satisfaction surveys.	
Number of reports issued; Number of recipients of the reports.	N/A	12 reports issued; 100% of Member States receiving reports.	Operational/ administrative records and surveys.
Meetings organised; Number or participants; Level of satisfaction of the participants; Use of the output of the meetings.	<b>2016:</b> 2 meetings organized.	2 meetings organized; 80% of Member States participating; 80% on satisfaction surveys; 90% of participants using outputs.	Operational/ administrative records and surveys.
<b>Main outputs/actions in 2017</b>			
<b>Main outputs/actions</b>			<b>When</b>
<b>Development of tools</b>			
Further develop tools and support processes to facilitate cooperation among EU Member States participating in the EU Relocation Scheme, such as handbooks, manuals and ICT tools.			Q1–Q4
Organise training sessions to support Member State officials in relation to relocation and the ‘hotspot’ approach.			Q1–Q4

Develop training material to support Member State officials in relation to relocation and the 'hotspot' approach.	Q1–Q4
Build practical tools providing information on origin verification for use also in the context of relocation (nationality determination) and the 'hotspot' approach.	Q1–Q4
Establish and develop regular data collections on Relocation and the 'hotspot' approach and produce related analytical reports.	Q1–Q4
<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 2017.	Q2
Organise practical cooperation activities in relation to vulnerable groups to support Member State officials in relation to relocation and the 'hotspot' approach.	Q1–Q4

## 4 Information, analysis and knowledge development

### 4.1. Country of Origin Information (COI)

4.1. Country of Origin Information (COI)	
<b>Overview/ Description of the activity</b>	<p>EASO aims at the development of a comprehensive EU COI system, raising and harmonising standards of COI together with EU+ countries and other key stakeholders. In particular, EASO's role as 'clearing house' of national COI will be strengthened as requested in the European Agenda on Migration by improving the coordination of national COI production initiatives, by effectively sharing national production plans on a dedicated platform, increasing the 'Europeanisation' of selected national COI products through EASO reviewing mechanisms, and boosting the joint production of EASO COI products. To this end the creation and sharing of COI will be further rationalised and harmonised via the Network Approach adopted by EASO. EASO will, via specialist networks, accurately map needs for COI at EU level and help to fill gaps and avoid duplication.</p> <p>In its Council Conclusions of 21 April 2016 the Council highlighted the importance of COI as a pre-condition for further policy convergence, agreed with the need to create a more structured and streamlined EASO COI production process that covers all main countries of origin and thematic issues, and invited EASO to increase the research capacity of the EASO COI team, where needed. As a result, complementary to the joint COI production efforts made by EU+ countries, EASO will seek a significant boost of in-house COI capacity as from 2017, as reflected in the human resources requested below. EASO will also explore the use of analytical methodologies in the field of COI and will continue to develop practical guides, methodologies and products on topics requiring advanced expertise.</p> <p>EASO will also, in line with the European Agenda on Migration continue to provide information relevant for the designation of Safe Countries of Origin.</p> <p>EASO will seek to make EU COI publicly available via the revamped COI Portal, which will provide improved presentation and collaboration tools, and will be connected to other EASO asylum information systems.</p> <p>EASO will prepare a gradual transfer, as appropriate, of the MedCOI project, providing COI on the availability and accessibility of medical treatment in countries of origin together with the necessary quality assurance activities. A transfer action plan will be established in consultation with the Commission and Member States and adopted by the EASO Management Board. In this transfer plan, details will be provided on the conditions for and method of transfer, as well as the transfer timeline per separate MedCOI activity.</p>

	Finally, cooperation with civil society experts in the field of COI will be enhanced.
<b>Budget line and allocated amount</b>	3103 Country of Origin Information: EUR 950 000
<b>Human resources and allocated staff</b>	9.5 AD, 1 AST, 1 CA, 2.5 SNE

<b>Objectives and results</b>			
<b>Objective 1</b>	Enhance EU COI production and quality		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Ensure wider coverage of EASO COI in terms of countries and themes covered.</li> <li>- Deepen knowledge through specialised expert meetings and guides.</li> </ul>		
<b>Indicators</b>			
<b>Indicator</b>	<b>Latest known result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Number of COI reports	2014: 4 2015: 6 2016: 12	16	Analysis of report coverage, once per year
Use of reports	Not available	Increased number of users	Survey of stakeholder use (downloads from COI portal, questionnaire etc), once per year
Number of meetings held	2015: 15 2016: 15	20	Meeting evaluation forms – each quarter
Number of COI queries answered	2015: 3 2016: 15	30	Number of queries answered successfully
<b>Main outputs/actions in 2017</b>			
<b>Main outputs/actions</b>			<b>When</b>
EU common planning table for COI production.			Q2, Q4
Meetings/conferences on key themes or countries of origin.			Q1-Q4
Production of COI reports, including through the existing networks, but increasingly using also in-house capacity, based on the EASO COI Report methodology.			Q1-Q4
Production of other types of products (e.g. methodologies, practical guides) on transversal issues related to COI.			Q4
Input relevant for the designation of safe countries of origin.			Q1-Q4
Development of a joint tool on origin verification.			Q1-Q4
Strategic network meetings (heads of national COI units).			Q2, Q4
Meetings of specialised COI networks.			Q1-Q4
COI queries			Q1-Q4
Initiation of transfer of MedCOI			Q3-Q4
Possible COI Fact-Finding Mission.			Q2, Q4

<b>Objectives and results</b>	
<b>Objective 2</b>	Enhance awareness and use of high-quality COI
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Enlarge audience of users</li> <li>- Enhance national use of joint COI and harmonise policy based on it</li> <li>- Develop new tools for COI</li> </ul>

Indicators			
Indicator	Latest result	Target for 2017	Means and frequency of verification
Use of COI Portal and query system	2015: 3000 consultations	Increase in number of users/consultations (+ 5000)	Number of consultations (per quarter)
Use of COI and related policy instruments	Anecdotal evidence provided by Strategic and Specialist Network members	Evidence of national use of jointly-developed tools	Survey of Strategic network members; Once per year
<b>Main outputs/actions in 2017</b>			
Main outputs/actions			When
Practical cooperation meetings on countries or regions of origin, focusing on (use of) COI and national policy.			Q1-Q4
Meeting/training on new tools for COI research.			Q2
Plan for gradual transfer of the MedCOI project, provision of COI on the availability and accessibility of medical treatment in countries of origin together with the necessary quality assurance activities.			Q1-Q4

## 4.2. Early Warning and Preparedness (EPS)

4.2 Early Warning and Preparedness (EPS)	
<b>Overview/ Description of the activity</b>	<p>EASO will develop further its Early warning and Preparedness System (EPS) aiming to provide EU+ countries, the European Commission, the Council of the European Union and the European Parliament with accurate, timely information and analyses on flows of asylum seekers to and within the EU and the EU+ countries' capacity to deal with them.</p> <p>The EPS will feed into the early warning, preparedness and crisis management mechanism provided for in Article 33 of the Dublin III Regulation and continue to ensure the development (with EUROSTAT and Frontex) of coherent data collection and reporting in order to foster the creation of an effective situational picture on migration, as well as an early warning functionality, to feed into policy-making and response preparation as recommended in the European Agenda for Migration, as well as future monitoring by EASO, as proposed in the draft regulation on the establishment of the EUAA. EASO will complete the development of its data collection on all key aspects of the CEAS by including indicators on second and higher instances in Stage IV of the EPS development. The assurance of data quality will be enhanced via a dedicated quality and capacity-building project, including visits to Member States, which will link up with the AMIF objective on creating and improving national data collection and analysis capacity on asylum.</p> <p>To improve its response preparation, EASO will explore possibilities to further develop its operational collection and personal data protection capacities. In that framework, cooperation with Frontex on these aspects as regards technical solutions implemented will facilitate the exchange of strategic and operational information on migratory movements and ensure a higher level of improve the consistency of the situational picture provided. To reflect the extended scope of information collected, the portfolio of analytical reports produced by EASO will be updated and strive to incorporate more qualitative information and cover thematic issues in tailored analytical reports.</p>

<b>Budget line and allocated amount</b>	3102 Data analysis and research: EUR 450 000
<b>Human resources and allocated staff</b>	6 AD, 4 CA, 2 SNE

<b>Objectives and results</b>			
<b>Objective 1</b>	Enhance and expand EPS		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Ensure complete coverage of main aspects of CEAS (expand data collection)</li> <li>- Improve quality and presentation of analytical products</li> <li>- Expand and improve dissemination channels</li> </ul>		
<b>Indicators</b>			
<b>Indicator</b>	<b>Latest known result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Number of key aspects covered by EPS	2014: 4 2015: 4 2016: 12	Stage IV EPS	Review of implementation of data collection from MS (end of year)
Number of analytical products	2014: 12 2015: 16	12 monthly, 6 bi-monthly, 4 quarterly and ad hoc reports	Number of products, (Q4)
Quality and use of analytical products	Qualitative information included in reports as well as quantitative	Increased number of users	number of customers, user satisfaction survey (Q4)
<b>Main outputs/actions in 2017</b>			
<b>Main outputs/actions</b>			<b>When</b>
Gather regular data from EU+ countries according to indicators (Stage II, III and IV of EPS)			Q1-Q4
Organise GPS network meetings			Q1-Q4
Data quality visits and deliverables			Q1-Q4
Produce weekly reports (numbers of asylum applications and main Countries of origin)			Q1-Q4
Produce monthly reports (implementation of CEAS)			Q1-Q4
Produce bi-monthly reports (Dublin implementation)			Q1-Q4
Produce quarterly reports			Q1-Q4
Produce ad hoc and tailored analytical reports			Q1-Q4
Produce annual report			Q1-Q4
Provide input to meetings/presentations/query responses			Q1-Q4
Produce intelligence reports on countries of origin and transit			Q1-Q4

### 4.3. Information and Documentation System (IDS)

<b>4.3 Information and Documentation System (IDS)</b>	
<b>Overview/Description of the activity</b>	EASO's Information and Documentation System (IDS) aims to provide a single point of comprehensive information on the organisation of EU+ countries' asylum and reception systems, as well as an overview of the practical functioning of all key aspects of the CEAS for relevant stakeholders (EU+ countries, EU institutions, and agencies, international organizations and, ultimately, civil society and general public). This adds value by contributing to a new systematic monitoring system on CEAS implementation as called for in the European Agenda on Migration, thus meeting the challenge of gaining a comprehensive, up-to-date and easily-consultable overview of the state of play of national asylum systems across EU+

	<p>Within this general information and documentation system, EASO will expand and update content in line with real-time developments across a range of topics, including case-law of European and national courts relevant to the provisions of the EU asylum acquis, legislation and statistical information. EASO will include input from all significant sources of information including existing relevant databases during this process, information-gathering mechanisms and processes already established at EASO, as appropriate, and liaise with relevant stakeholders, such as the European and national courts, other EU Agencies, such as Frontex and FRA, competent international organisations, particularly UNHCR, academia and civil society to ensure a comprehensive 360 degree approach, based on quality standards in sourcing and referencing information. Information in the IDS, inputted and managed by EASO, will be constantly validated and updated with the assistance of the IDS network consisting of national experts of all EU+ countries. Meetings of the network will be organised as necessary in order to clarify the tasks of network members and to maximise the efficiency of their input. The information in IDS will form the basis of the EASO Annual report on the situation of asylum in the EU.</p>
<b>Budget line and allocated amount</b>	3101 Information and Documentation System and Annual report: EUR 45 000
<b>Human resources and allocated staff</b>	0.5 AD, 3.5 AST, 1 CA

<b>Objectives and results</b>			
<b>Objective 1</b>	Further develop IDS as a comprehensive point of information on national asylum systems and national jurisprudence related to the CEAS		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Provide more content to topic pages to ensure complete coverage of all national asylum systems.</li> <li>- Enhance the level of detail and scope of information provided in IDS by creating new topic pages and filling them with content.</li> <li>- Increase use of IDS by a larger number of end users.</li> </ul>		
<b>Indicators</b>			
<b>Indicator</b>	<b>Latest known result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Number of topic pages completed	2015: 150	+ 1000 topics covered	Number of pages, Q4
Use of system	Not available	Increased number of users	Survey of stakeholder use (downloads from IDS), once per year
<b>Main outputs/actions in 2017</b>			
<b>Main outputs/actions</b>			<b>When</b>
Update regularly system information			Q1-Q4
Improve the system and expand the user base			Q1-Q4

<b>Objectives and results</b>	
<b>Objective 2</b>	Expand the information available in IDS on national and European case law in key areas of CEAS at national and EU+ level, asylum legislation, as well as statistical information
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Additional case law included</li> <li>- Number of contributors increased</li> <li>- Additional information on statistical trends included</li> </ul>

	- Additional information on asylum legislation included		
Indicators			
Indicator	Latest result	Target for 2017	Means and frequency of verification
Number of case law references completed	N/A	+ 1000 topic pages including case law references	Number of pages, Q4
Number of topic pages completed	2016: 150	+ 1000 topic pages including case law references, legislation and statistical data	Number of pages, Q4
Main outputs/actions in 2017			
Main outputs/actions			When
Collection of national and EU+ level case law			Q1-Q4
Insertion of case law references in respective topic pages			Q1-Q4
Validation of case law references with IDS network members			Q1-Q4
Insertion of statistical references in respective topic pages			Q1-Q4
Collection of national and EU+ level legislation			Q1-Q4
Insertion of legislative references in respective topic pages			Q1-Q4
Validation of legislative references with IDS network members			Q1-Q4

Objectives and results			
<b>Objective 3</b>	Enhance the IDS network of EU+ countries representatives contributing information and validation the contents		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Expanding the IDS network to all EU+ countries</li> <li>- Involvement of all IDS network members in the validation of IDS contents</li> <li>- Meetings of IDS network organized</li> </ul>		
Indicators			
Indicator	Latest known result	Target for 2017	Means and frequency of verification
Number of EU+ countries in the IDS network	2016: 16	30	
Number of topic pages validated by the network	Not available	+ 1000 topic pages validated	
Meetings of IDS network	2016: 1	2 meetings organized	Agendas, attendance lists, meeting reports Q4
Main outputs/actions in 2017			
Main outputs/actions			When
Liaising with EU+ countries to join IDS network			Q1-Q4
Meetings of IDS network held			Q1-Q4

#### 4.4. Annual Report on the Situation of Asylum in the EU

4.4 Annual Report on the Situation of Asylum in the EU	
<b>Overview/ Description of the activity</b>	<p>EASO draws up an Annual Report on the Situation of Asylum in the EU in accordance with Article 12 of the EASO Regulation for adoption by the Management Board. As part of that report, EASO also evaluates the results of activities carried out in line with its mandate and makes a comprehensive comparative analysis with the aim of improving the quality, consistency and effectiveness of the CEAS.</p> <p>The Report is based on information obtained from EU + countries (EU Member States, Norway and Switzerland) as well as material available from UNHCR, civil society (including Members of the Consultative Forum), JHA Agencies and other relevant sources. Statistical data is derived from Eurostat, supplemented with relevant data collected by EASO in the framework of the Early warning and Preparedness System (EPS), allowing for more insight into the functioning of the Common European Asylum System and better understanding of the challenges faced by EU+ countries. Input on relevant national jurisprudence is obtained from the EASO Network of Court and Tribunal members. Information collected in the Information and Documentation System also feeds into the AR.</p> <p>The report serves the purpose of having objective information and evidence-based analysis on the situation of asylum, including reflecting relevant developments particularly in view of the record influx of applicants for international protection and new mechanisms, e.g. established under the European Agenda for Migration (most notably the emergency relocation mechanism from Italy and Greece, where EASO has a key support role).</p> <p>The report is published electronically and in a number of hard copies and launched during a public event.</p>
<b>Budget line and allocated amount</b>	3101 Information and Documentation System and Annual report: EUR 30 000
<b>Human resources and allocated staff</b>	0.5 AD, 1.5 AST

Indicators			
Indicator	Latest result	Target for 2017	Means and frequency of verification
Satisfaction of main audience	<b>2015:</b> positive feedback at EASO Consultative Forum meeting and July Management Board meeting	Increased number and quality of inputs received through the consultation with EASO Consultative Forum and Management Board meeting	As per the EASO Regulation at Consultative Forum and Management Boards
Number of paper publications	1000 copies	10% increase in downloads from the website	EASO internal records
Main outputs/actions in 2017			
Main outputs/actions			When
Annual report published			Q3
Launch of the Annual Report organized			Q3

## 4.5. Integration and further development of Asylum Information Systems

4.5 Integration and further development of Asylum Information Systems	
<b>Overview/ Description of the activity</b>	<p>EASO has developed several asylum information systems on Country of Origin Information (COI Portal), Information on the EU's asylum and reception systems (IDS) and the Early Warning and Preparedness statistics platform (EPS), which are in different stages of maturity.</p> <p>Based on feedback gathered from users and stakeholders, a number of additional functionalities and improvements have been identified which are to be developed as part of this activity.</p> <p>At the moment, the information is only available in "data silos". To leverage the potential to e.g. enrich the EASO website, the COI Portal and IDS with relevant statistics and vice versa, and to raise awareness about the available data, the systems shall be appropriately connected with each other, with the goal of providing seamless access to all stakeholders.</p> <p>The integration of different Asylum Information Systems will be instrumental in providing a 360° situational picture of the situation of asylum in the EU. In order to technically support such a comprehensive, accurate and up to date situational picture, EASO will establish a Situation Centre, a physical location providing a single entry point for information from the above-mentioned Asylum Information Systems, as well as from other internal and external information streams. The Situation Centre will allow information to be collated, processed and presented to enable well-informed decision making related to EASO's mandate, and pave the way for future sharing of information with other EU agencies. It is envisaged that this Situation Centre will be a multi-annual project whereby a working prototype system will be implemented in 2017 and matured over the following years.</p>
<b>Budget line and allocated amount</b>	3102 Data analysis and research: EUR 200 000
<b>Human resources and allocated staff</b>	1 CA, 0.5 SNE

Objectives and results			
<b>Objective 1</b>	Extend COI Portal functionalities and integrate statistical information on countries of origin		
<b>Expected results in 2017</b>	The COI Portal boosts additional functionalities, such as country overview pages and a cooperation platform. Furthermore, relevant statistics and third party content such as external links and news are included for important countries of origin		
Indicators			
Indicator	Latest known result	Target for 2017	Means and frequency of verification
Number of additional major versions deployed	n/a	4 during the year	User acceptance testing as they become available
Connected systems to the COI Portal	5 connected EU+ states	Encourage at least 1 more EU+ state to connect	As connections become available
Main outputs/actions in 2017			
Main outputs/actions			When
Develop country overview pages and a graphical navigation by map			Q1-Q2
Develop a cooperation platform for COI specialists			Q2-Q4

Include relevant statistical information and direct links to IDS	Q1-Q2
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Objectives and results			
<b>Objective 2</b>	Improve the interface and functionalities of IDS and integrate statistical information for individual countries		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- The IDS interface will be overhauled and prepared for public access. IDS will be rebranded and designed according to EASO corporate design. IDS will include automated statistical information from EUROSTAT / EPS on for all EU+ states and the European level</li> </ul>		
Indicators			
Indicator	Latest result	Target for 2017	Means and frequency of verification
Number of pages with statistical information	None	Relevant statistics made available for each EU+ country page	Assessment by the IDS network
Main outputs/actions in 2017			
Main outputs/actions			When
Public Interface improved and according to EASO corporate design			Q2
IDS configuration ready for public access			Q3

Objectives and results			
<b>Objective 3</b>	Include relevant information from the Asylum Information Systems on the EASO website, in particular statistical information with a goal of automatizing processes and avoiding duplication.		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Improve the presentation of relevant maps and charts for different audiences and include those on the EASO website.</li> <li>- Integrate automated COI news / links to selected documents from the COI Portal</li> </ul>		
Indicators			
Indicator	Latest result	Target for 2017	Means and frequency of verification
Availability of dynamic statistics from EPS	None	Provide targeted, automated statistical information on a regular basis	
Availability of relevant news content from the COI Portal	None	Automate COI news as feed to include on the relevant EASO webpage	
Availability of relevant documents from the COI Portal	None	Automate most recent COI documents as feed and include on the relevant EASO webpage	
Main outputs/actions in 2017			
Main outputs/actions			When
Dynamic statistics integrated on EASO website			Q1
COI news integrated on the relevant part of the EASO website			Q2

Most recent COI document are automatically displayed on the relevant parts of the EASO website

Q3

#### 4.6. Research programme on pull and push factors

##### 4.6 Research programme on pull and push factors

###### Overview/ Description of the activity

EASO aims at developing a true early warning system for future asylum flows, and so enable better preparedness in terms of planning and pooling of resources. This point has been emphasised in the recent European Agenda on Migration, which notes that “identifying risk trends is increasingly necessary for effective operational preparedness. (...) The relevant agencies should develop an effective situational picture to feed into policy-making and response preparation at national and European levels”.

EASO has thus begun a research programme aimed at improving the understanding of the factors explaining the size and evolution of asylum flows to the EU+ and the distribution of the flows among MS. This will result in a comprehensive empirical model of the push and pull factors of asylum-related migration to the EU+.

The activities of the research programme will complement the work done under the EPS. The research programme will build on the data produced within the EPS to produce operational and strategic forecasts. In turn, the insights gained with the research programme will contribute to the quality of the EPS analytical products. The research programme will also draw on the network of national experts that regularly meet within the EPS to facilitate exchange of information and best practices between member states and it will encourage the formation of a sub-network to improve the capacity of prognosis at the national level.

The research programme is organised in three clusters. The first cluster (Projects 1-2) was completed in 2016 and provided the necessary background to the development of a bespoke EASO model. The second cluster (Projects 3-4) will result in a large-scale survey of asylum-seekers and beneficiaries to establish what they see as the most relevant factors affecting their decision to migrate and the sources of information used. Project 3 will be a review of existing surveys of asylum seekers/beneficiaries and possible options for an empirical survey to be carried out by EASO. Project 4 will consist in the actual implementation of the empirical survey. The results of Projects 3-4 will eventually be integrated in the model. The third cluster (Projects 5-8) will eventually result in the development of the EASO model of asylum-related migration. Project 5 will regard the development of a tool for the semi-automated monitoring of social media for the purposes of analysis and early warning. Project 6 will analyse how the policies of Member States influence the distribution of asylum seekers among them. Project 7 will consist in the design of the EASO model, while Project 8 will develop tests to calibrate the proposed model and an approach to provide policy analysis and forward-looking analysis of flows.

The research programme consists of a number of projects and activities running in parallel. Although several such activities are outsourced, the management of the programme requires adequate human resources to design, contract out and supervise single projects, thus ensuring overall consistency with the objectives of the programme and other relevant activities of EASO. An adequate allocation of human resources is also needed to permit that the outputs of the research programme find effective application in analysis and early warning.

###### Budget line and allocated amount

3102 Data analysis and research: EUR 330 000

###### Human resources and allocated staff

2 AD, 1 AST

Objectives and results			
<b>Objective 1</b>	Develop a model of asylum-related migration		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Complete open projects in programme.</li> <li>- Design, launch and supervise new Lots of the Research Programme.</li> <li>- Engage and disseminate results among civil society.</li> <li>- Integrate knowledge gained into analysis products.</li> </ul>		
Indicators			
Indicator	Latest known result	Target for 2017	Means and frequency of verification
Design, launch, supervision of Lots	2015: Projects 1-2 2016: Projects 2-3	Supervision of Project 3 Design, launch, and supervision of Projects 4, 5, 6	Preparatory meetings, calls for tender, interim reports
Finalisation of Lots	2016: Projects 1-3	Project 3, Project 5, Project 6	Final reports of the Projects 3, 5, 6
Number of deliverables from the Research Programme	Project 1. Literature review on push pull factors (report and online searchable database) Project 2. Review of existing migration models	Project 3. Review of existing surveys and feasibility report Project 5. Social media monitor interim report Project 6. Final report on pull factors Project 7. Interim report EASO model	Half yearly review of progress
Number of outreach/dissemination activities (workshops, publications, conferences etc.)	Setup Scientific Committee involving academics and experts 1 Conference 1 Technical workshop	At least 2 dissemination activities	End of year review
Main outputs/actions in 2017			
Main outputs/actions			When
Design, launch and supervision of Research Programme Projects 4, 5, 6			Q1-Q4
Projects 3, 5, 6 completed			Q1-Q4
Dissemination/cooperation contacts and meetings			Q1-Q4

## 5 Permanent support

### 5.1. Training

5.1. Training	
<b>Overview/</b>	EASO will solidify its Training Curriculum by keeping its existing training material abreast of new developments, such as changes in the EU acquis and the asylum situation in the EU. In this regard, modules within the Training Curriculum will be

<b>Description of the activity</b>	<p>updated and upgraded in 2017 as per the EASO’s module life cycle principle and/or consideration of new developments.</p> <p>EASO will continue to analyse and address the general needs of the EU+ countries and develop, in cooperation with EU+ countries, new training modules. Particular attention will be given to the creation of modules, especially to address the needs of asylum officials working in specialised areas.</p> <p>In its work on new developments, updates or upgrades, EASO will ensure that issues related to vulnerable groups are streamlined throughout its training material.</p> <p>EASO will continue to support EU+ countries in training their asylum officials in at least the three core modules by translating these training modules and the relevant training material.</p> <p>In 2017, EASO will have in place a new e-learning platform and this will allow for the introduction of new interactive elements and the enhancement of the current e-learning environment.</p> <p>EASO will continue to strengthen the link between the didactic and content component of modules and reinforce the train-the-trainer methodology. EASO will pilot a review of one module to revise the didactic components and refresh its e-learning elements.</p> <p>By 2017 EASO will conclude its evaluation of the Training Curriculum and will engage in analysing the outcomes from this exercise. Based on the final recommendations, EASO plans to re-design and implement a comprehensive and ongoing evaluation methodology for its training activities.</p> <p>By the end of 2016, EASO will have a certificate of qualifications to offer to EU+ countries so that their asylum personnel can be certified as having a certain level of knowledge, skills and competencies on the implementation of the CEAS. By mid-2018 the Training Curriculum will be accredited to a second National Qualifications Framework that has been referenced to the European Qualifications Framework, in order to achieve an International Sectoral Qualification for Asylum Officials. EU+ States will play a key role in the development and in the implementation of the certification and accreditation through the EASO Certification and Accreditation Working Group established in February 2015.</p> <p>Following structured consultations with EU+ countries and taking into account identified needs during the year, EASO will continue to organise train-the-trainers sessions in Malta and regionally, and also provide technical support to EU+ countries in the organisation of their national training sessions.</p> <p>A network meeting for trainers will be organised to inform on latest developments and enhance knowledge, skills and competencies of experienced and novel trainers and facilitate the exchange of good practices from train-the-trainers’ and national training sessions.</p> <p>EASO will analyse the implementation of its Training Curriculum at the EU as well as national level and prepare an annual report for 2016 which will be publicly available.</p> <p>EASO will explore the possibility of providing coaching to trainers and assist them in the delivery and appraisal of training sessions. EASO is also committed to strengthen its contact with training units within EU+ countries national administrations and work more closely with them to provide consultations in analysing their individual needs.</p> <p>In addition to the Training Curriculum and following consultations with EU+ countries, EASO will be also developing thematic trainings, including training for groups with very particular needs, such as interpreters.</p>
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	Throughout 2017, EASO will be establishing a pilot training programme on CEAS and asylum-related skills for its own staff members.
<b>Budget line and allocated amount</b>	3201 Training: EUR 2 427 982.02
<b>Human resources and allocated staff</b>	11.5 AD, 2 AST, 3 CA

<b>Objectives and results</b>			
<b>Objective 1:</b>	Solidification of the EASO Training Curriculum		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Development of 1 training module based on the needs of the EU+ countries</li> <li>- Further improvement of the quality of the Training Curriculum's modules through updates and upgrades</li> <li>- Initiation of the process of strengthening the e-learning element of EASO training modules</li> </ul>		
<b>Indicators</b>			
<b>Indicator</b>	<b>Latest known result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Number of training modules developed/reviewed/updated/upgraded in 2017	<p><b>2015:</b></p> <p>2 new modules developed; 1 module upgraded.</p> <p>3 new modules under development; 2 modules in the process of upgrade; 1 module in the process of update.</p>	<p>1 new module developed, 1 update/upgrade</p> <p>2 preliminary reviews</p>	<p>Review Reports/Minutes from Meetings with experts</p>
Number of handbooks developed/reviewed/updated/upgraded in 2017	<p>2015:</p> <p>1 new handbook developed</p>	<p>2 handbooks preliminary reviewed; 1 handbook updated/upgraded</p> <p>1 handbook developed</p>	<p>Report on handbook development /review /update /upgrade</p> <p>Minutes from Meetings with experts</p>
Level of satisfaction with the new e-learning elements of the revised module	N/A	85% satisfaction rate	Evaluation forms
Number of training modules consulted with the members of the Reference Group	<p>2015:</p> <p>7 training modules consulted</p>	5 training modules consulted	Minutes from the meetings with the content experts
<b>Main outputs/actions in 2017</b>			
<b>Main outputs/actions</b>			<b>When</b>
Develop at least 1 training module			Q1-Q4
Develop at least 1 training handbook			Q1-Q4
Preliminary review of at least 2 training modules by the EASO focal point			Q1-Q4
Update or upgrade of at least 1 module			Q1-Q4

Preliminary review at least 2 training handbooks by the EASO focal point	Q1-Q4
Update or upgrade at least 1 handbook	Q1-Q4
Deployment of content and didactic experts to develop / upgrade / update training modules and handbooks	Q1-Q4
Organisation of meetings to support the experts working on developments / updates/upgrades of modules and handbooks	Q1-Q4
Organise an annual meeting with the Reference Group to strengthen the quality of the training material developed, updated or upgraded	Q1-Q4
Finalise the evaluation of EASO Training Curriculum and, if necessary, design an action plan for the implementation of its outcomes	Q1-Q4

<b>Objectives and results</b>			
<b>Objective 2</b>	Implement the certification and accreditation of EASO's Training Curriculum. Creation of an International Sectoral Qualification for asylum officials trained by the EASO Training Curriculum.		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Implementation of the certification and accreditation of EASO's Training Curriculum as referenced to a first National Qualification Framework</li> <li>- Referencing the EASO Training Curriculum to a second National Qualifications Framework (NQF)</li> <li>- International Sectoral Qualification for asylum officials</li> </ul>		
<b>Indicators</b>			
<b>Indicator</b>	<b>Latest known result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Initiate the referencing of the EASO Training Curriculum to a second National Qualifications Framework (NQF)	2016: plan to conclude the referencing of the EASO Training Curriculum to a first National Qualifications Framework (NQF)	Initiation of the referencing to a second National Qualifications Framework	Initiate the referencing to a second NQF by end of year
<b>Main outputs/actions in 2017</b>			
<b>Main outputs/actions</b>			<b>When</b>
Upload the certified and accredited modules, from the referencing to a first NQF, to the EASO Learning Management System for the EASO Training Curriculum.			Q3
Review of the existing Curriculum in order to inform an initial assessment against the requirements of the regulated NQF.			Q3
Review of EASO plans for assessment of the modules in the context of the requirements of an Award under the NQF, including the appropriateness of the assessment criteria against the learning outcomes.			Q3
Adaptation and refinement of an internal quality assurance procedure for the assessment of the Training Curriculum modules based on an understanding of (and alignment with) the current quality assurance approach for the Curriculum as a whole.			Q4
Undertaking of indicative credit and levelling of the current modules to inform CAWG discussions on the design of the Award(s). Options for designing the award based on the current structure of modules.			Q4

<b>Objectives and results</b>			
<b>Objective 3</b>	Implementation of the EASO Training Curriculum		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Translation of at least two of the core modules in EU+ languages.</li> <li>- Further development of knowledge, skills and competences of trainers and staff responsible for asylum matters in EU+ countries.</li> <li>- Provision of coaching and support to trainers.</li> <li>- Reinforcing trainers' network to continue exchanging good practices and enhancing the knowledge, skills and competencies.</li> </ul>		
<b>Indicators</b>			
<b>Indicator</b>	<b>Latest known result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Number of persons trained within train-the-trainers' sessions	2015: 275	300	Quarterly reports
Number of persons trained within national training sessions	2015: 3611	4000	Quarterly reports
Number of train-the-trainers' sessions delivered	2015: 27	30	Quarterly reports
Number of national training sessions administered by EASO	2015: 271	300	Quarterly reports
Number of coaching sessions provided to national trainers	N/A	2	Meeting and evaluation reports
Number of different language versions uploaded on the e- learning platform	2015: 23	25	Monitoring Table
Level of satisfaction of trainees	N/A	85% satisfaction	Evaluation reports
Number of trainers and content experts participating in the trainers' network meetings	2015: 18	25	Meeting and Evaluation reports, Participation on the platform
Number of language translations of modules	N/A	Minimum of 40 translations	Language versions available on the platform
<b>Main outputs/actions in 2017</b>			
<b>Main outputs/actions</b>			<b>When</b>
Delivery of at least 12 train-the-trainers' sessions			Q1-Q4
Delivery of at least 2 regional train-the-trainers' sessions			Q1-Q4
Provide coaching to EU+ countries in the implementation of the EASO training at national level			Q1-Q4
Evaluation of training sessions			Q1-Q4
Develop an annual training report on the use of EASO training at EU and national level			Q2-Q3
Organise at least one National Contact Point (NCP) meeting			Q2
Facilitate communication between trainers participating in the trainer's network via the e-learning platform and the organisation of webinars and physical network meetings			Q1-Q4
Translated versions of module available on platform			Q3-Q4

Objectives and results			
<b>Objective 4</b>	<p>Based on a need assessment, EASO will engage in developing thematic trainings and other training material specifically designed to address time bound situations and needs of particular target groups.</p> <p>EASO will explore the development of structured and formalised training for experts who are part of the Asylum Intervention Pool.</p> <p>EASO will also explore the development of a pilot training programme on asylum for its own staff.</p>		
<b>Expected results in 2017</b>	- Development of at least one training material and/or tools designed purposefully to address specific situations and/or specific target group.		
Indicators			
Indicator	Latest result	Target for 2017	Means and frequency of verification
Number of meetings organised for the development of thematic training material	N/A	4	Consultations with NCP
Number of training material developed	N/A	1	Meeting reports
Satisfaction level of the users	N/A	85% satisfaction	Evaluation Forms
Main outputs/actions in 2017			
Main outputs/actions			When
Deployment of experts for development of thematic training material			Q1-Q4
Organisation of expert group meetings to develop specific training material			Q1-Q4
Development of at least 1 thematic training material outside the framework of the curriculum			Q1-Q4
Development of structured training for experts who are part of the Asylum Intervention Pool			Q1-Q4
Development of a pilot training programme on asylum for EASO personnel			Q1-Q4

Objectives and results			
<b>Objective 5</b>	EASO will provide individual consultations to EU+ Countries in analysing their individual training needs and designing their training plans		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Bilateral consultations with EU+ countries in order to identify their training needs</li> <li>- Support to EU+ countries in planning their training activities.</li> </ul>		
Indicators			
Indicator	Latest result	Target for 2017	Means and frequency of verification
Number of field/study visits	N/A	2	Study visit reports
Number of training plans developed	N/A	2	Consultations with national authorities and reports

Main outputs/actions in 2017	
Main outputs/actions	When
Organising and conducting field and study visits in training units of EU+ countries	Q2-Q4
Upon request, assist EU+ countries in the design and implementation of a training plan	Q2-Q4

## 5.2. Asylum processes

5.2. Asylum Processes	
<b>Overview/ Description of the activity</b>	<p>In accordance with its overall aim of supporting Member States in achieving common standards and high-quality processes within the Common European Asylum System (CEAS), EASO will further continue and enhance its practical cooperation activities in view of collecting and exchanging information on Member States' current practices and policies in relation to the CEAS. This mapping of Member States' practices and policies also feeds into the collection of information under the monitoring of the CEAS implementation (see section IV.4.3).</p> <p>In 2017 new practical cooperation activities will be undertaken to cover specific topics in relation to the implementation of the CEAS by Member States. During thematic meetings Member States experts will discuss best practices and current challenges and share information and expertise.</p> <p>In addition, based on identified needs and best practices, EASO will continue to develop common practical tools and guides to support the daily work of case officers and other relevant target groups, including in the context of operational support and relocation (see section IV.3). The practical tools are meant to translate the requirements of the common legal instruments into user-friendly practical instruments to be used by the Member States officials across the EU and beyond in their daily work. EASO will also actively promote the practical tools in the national administrations and evaluate their use of by targeted surveys. Furthermore, EASO will enhance its support to quality management mechanisms at EU and national levels.</p> <p>EASO will consider all relevant sources of information during this process and may, where necessary, consult relevant stakeholders, such as competent international organisations, particularly UNHCR, academia and civil society.</p> <p>Synergies will be maintained with the work of the Contact Committees organised by the European Commission.</p> <p>EASO activities on asylum processes will form the basis for the development of operational standards and indicators and as well as monitoring frameworks to further support the consistent implementation of the CEAS. To effectively support practical cooperation between EASO and Member States on all activities relevant to the work on asylum processes, EASO will continue to facilitate the work of the EASO Asylum Processes Network.</p>
<b>Budget line and allocated amount</b>	3202 Asylum Processes: EUR 645 000
<b>Human resources and allocated staff</b>	5.5 AD, 0.5 AST, 1 CA

<b>Objectives and results</b>	
<b>Objective 1</b>	Contribute to the collection of information on the implementation of the CEAS by collecting and analysing information about Member State's practices and policies on selected aspects of the CEAS.
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Deepen knowledge of Member States' practices and policies in relation to the implementation of the CEAS through collection of information and specialised expert meetings</li> <li>- Best practices and needs identified in relation to specific topics of the CEAS implementation</li> </ul>

<b>Indicators</b>			
<b>Indicator</b>	<b>Latest known result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Number of topics for which information will be collected and analysed	2013: 4 2014: 3 2015: 2	1	Thematic questionnaires sent; Thematic questionnaires processed; Thematic reports produced; Annual activity summary, presented in the annual meeting of the EASO Asylum Processes Network
Number of thematic meetings to be organised	2013: 4 2014: 3 2015: 2	2	Reports from meetings; Annual activity summary, presented in the annual meeting of the EASO Asylum Processes Network
Level of satisfaction with the thematic meetings	2013: more than 85% per meeting 2014: more than 85% per meeting 2015: more than 85% per meeting	80% and higher	Meeting evaluation forms, after each event.

<b>Main outputs/actions in 2017</b>	
<b>Main outputs/actions</b>	<b>When</b>
Organisation of 1 thematic meeting on specific aspect of CEAS	Q1
Publication of 1 thematic report	Q2-Q4
Facilitation of the work of the EASO Asylum Processes Network, including maintenance of the dedicated online platform	Q1-Q4
Organisation of the annual meeting of the EASO Asylum Processes Network	Q4

<b>Objectives and results</b>	
<b>Objective 2</b>	Contribute to achieving common standards of asylum processes throughout the EU by developing common practical tools targeted at certain aspects of the asylum processes.
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- New common practical tools and guides developed and made available to Member States' officials.</li> <li>- Common standards, best practices and high quality processes promoted through the practical tools and guides.</li> </ul>

	<ul style="list-style-type: none"> <li>- Better awareness and increased use of the practical tools in relation to efforts to promote them.</li> <li>- Evaluation of the tools and guides and of their implementation in national administrations.</li> </ul>
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<b>Indicators</b>			
<b>Indicator</b>	<b>Latest result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Number of practical tools to be developed and published	2014: 2 2015: 2	1	Practical tools produced; annual activity summary, presented in the annual meeting of the EASO Asylum Processes National Contact Points
Number of common practical tools consulted with civil society and other organisations	2014: 2 2015: 2	1	Annual activity summary, presented in the annual meeting of the EASO Asylum Processes National Contact Points
Number of activities/products developed to promote the practical tools	N/A	2 or more	Mission reports; meeting reports; developed promotional products; presence on EASO website and other media

<b>Main outputs/actions in 2017</b>	
<b>Main outputs/actions</b>	<b>When</b>
Development and publication of 2 practical tools	Q1-Q4
Promotion of the practical tools	Q1-Q4
Evaluation report on the implementation of the practical tools and guides	Q1-Q4
Organise an annual meeting with the Reference Group to strengthen the quality process of tools developed	Q1-Q4

<b>Objectives and results</b>	
<b><u>Objective 3</u></b>	Support Member States in the quality management of the national asylum processes.
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Relevant activities organised to support the exchange of information and good practices;</li> <li>- Enhanced practical cooperation in the area of quality management;</li> <li>- Developing quality assurance tools on the basis of existing practical tools and guides on asylum processes.</li> </ul>

<b>Indicators</b>			
<b>Indicator</b>	<b>Latest result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Number of relevant activities	N/A	1	Report from activity; annual activity summary, presented in the annual meeting of the EASO Asylum Processes Network
Number of quality assurance tools developed	N/A	1	Quality assurance tool produced.
Satisfaction of participants in the relevant activities	N/A	80% or higher	Evaluation summary – meeting (or other activity) report;

Updated List of Quality Projects and Initiatives published	N/A	1	Content published on the EASO Asylum Processes Network restricted area; annual activity summary, presented in the annual meeting of the EASO Asylum Processes Network
Main outputs/actions in 2017			
Main outputs/actions			When
Organisation of relevant activities related to quality management.			Q1 – Q4
Development of one quality assurance tool.			Q2 – Q4
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

Objectives and results			
<b>Objective 4</b>	Strengthen practical cooperation and exchange of information focused on exclusion-related matters.		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Launch of the EASO Exclusion Network of contact points within national determining authorities dealing with exclusion from international protection.</li> <li>- Developing a framework for practical cooperation and exchange of information within the EASO Exclusion Network</li> </ul>		
Indicators			
Indicator	Latest known result	Target for 2017	Means and frequency of verification
Number of EU+ states' National Contact Points participating in the Network	N/A	30	Nomination forms; list of National Contact Points
Number of meetings of the Network	N/A	2	Reports from meetings
Level of satisfaction with the meetings	N/A	80% and higher	Evaluation forms processed following each meeting
Number of quarterly requests for input queries launched	N/A	4	Quarterly requests; query request for input sent to Network
Number of quarterly updates produced	N/A	3	Quarterly updates shared with the Network
Online restricted area created and maintained	N/A	Online area maintained up-to-date	Online restricted area content
Main outputs/actions in 2017			
Main outputs/actions			When
Organisation of 2 meetings of the EASO Exclusion Network			Q1, Q3
Facilitating the work of the EASO Exclusion Network, including maintenance of the dedicated online platform			Q1-Q4
Facilitating the exchange of information within the EASO Exclusion Network, including through quarterly updates			Q1–Q4

### 5.3. Activities on vulnerable applicants

5.3. EASO activities on vulnerable applicants	
<b>Overview/ Description of the activity</b>	<p>EASO will continue to provide support and develop practical cooperation among EU+ countries and other relevant experts on issues relating to vulnerable applicants.</p> <p>New practical cooperation activities will be undertaken to cover specific topics in relation to the identification and support afforded to vulnerable applicants for international protection.</p> <p>New practical support tools and guides, including in the context of operational support and relocation, will be developed.</p> <p>EASO will focus on vulnerable groups such as children (including unaccompanied children), victims of trafficking in human beings, victims of torture and other cruel and inhuman treatment, persons at risk because of their gender, gender identity or sexual orientation and any other groups of applicants with special needs.</p> <p>In doing so, it will take into account the general work on child protection and the protection of the rights of the child developed, inter alia, by the European Commission, in particular in line with strategy to be developed as a follow-up to the EU Action Plan on unaccompanied minors, FRA, UNHCR and the UN general committee on the rights of the child.</p> <p>EASO will also continue its cooperation with the European Commission and other EU institutions, bodies and agencies, such as Cefpol, Europol, FRA and Frontex, in follow-up actions to the EU strategy towards the eradication of trafficking in human beings (2012–16). EASO will mainstream aspects related to vulnerable groups in all EASO activities and will support policy coherence in this field.</p>
<b>Budget line and allocated amount</b>	3202 Asylum Processes: EUR 242 508
<b>Human resources and allocated staff</b>	2.5 AD, 0.5 AST, 1 SNE

Objectives and results			
<b>Objective 1</b>	Share information and expertise in relation to the better identification and adequate support provided to vulnerable applicants in asylum processes.		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Deepen knowledge of Member States' practices and policies in relation to vulnerable groups through collection of information and specialised expert meetings</li> <li>- Best practices and needs identified in relation to vulnerable groups in asylum processes</li> </ul>		
Indicators			
Indicator	Latest known result	Target for 2017	Means and frequency of verification
Number of questionnaires sent and processed	2012: 1 (AA) 2013: 2 (AASuppl.Q and FT) 2014: 0 (+1 BIC on behalf of BE) 2015: 1 (FT)	1	Questionnaires sent; findings processed
Number of thematic activities to be organised	2013: 5 2014: 5	5	EASO's administrative records/Regularly

	2015: 5		
Level of satisfaction with the activities	2013: 89% 2014: 87% 2015: 90%	80% and higher	Meeting evaluation forms, after each event
<b>Main outputs/actions in 2017</b>			
<b>Main outputs/actions</b>			<b>When</b>
Organise an annual conference on children in asylum processes			Q3-Q4
Organise a practical cooperation meeting on trafficking in human beings			Q2
Organise at least 3 thematic expert meetings on topics related to vulnerable groups			Q1-Q4

<b>Objectives and results</b>			
<b>Objective 2</b>	Contribute to the better identification and the adequate support provided to vulnerable applicants for international protection by developing and publishing practical tools.		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- New common practical tools and guides on vulnerable groups developed and made available to Member States' officials.</li> <li>- Common standards and best practices in relation to vulnerable groups promoted through the practical tools and guides.</li> <li>- Better awareness and increased use of the practical tools in relation to efforts to promote them.</li> </ul>		
<b>Indicators</b>			
<b>Indicator</b>	<b>Latest known result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Number of practical tools to be developed and published	2013: 2 2014: N/A 2015: 4	2	EASO's administrative records/Regularly
Number of common practical tools consulted with civil society and other organisations	2014: 2 2015: 2	2	EASO's administrative records/Regularly
Number of activities/products developed to promote the practical tools	N/A	2 or more	Mission reports; meeting reports; developed promotional products; presence on the EASO website
<b>Main outputs/actions in 2017</b>			
<b>Main outputs/actions</b>			<b>When</b>
Development and publication of 2 practical tools			Q2, Q3, Q4
Promotion of the practical tools			Q1-Q4

#### 5.4. Cooperation with members of the courts and tribunals

<b>5.4. Cooperation with members of the courts and tribunals</b>	
<b>Overview/ Description of the activity</b>	In line with the methodology agreed with relevant stakeholders but primarily with members of national courts and tribunals in 2015, EASO will advance the joint preparation of professional development materials, as well as their subsequent dissemination to identified partners. In particular, EASO will continue to work towards

	<p>the completion of all Judicial Analyses (and the associated Judicial Trainer’s Guidance Notes) identified in the EASO Professional Development Series in line with the proposed timeframe.</p> <p>In addition, EASO will continue to organise professional development sessions, as well as promote the organisation of such sessions on a national level. EASO will also, where necessary, initiate, implement and/or promote further practical cooperation activities that will serve to contribute to the coherent implementation of the CEAS and advance practical cooperation among members of courts and tribunals in EU+ countries.</p> <p>At all times, EASO will continue to cooperate with relevant partners in the field and make every effort to facilitate avenues for judicial dialogue and exchange. EASO’s practical cooperation activities will be undertaken in line with the established framework and with full respect to the independence of courts and tribunals.</p> <p>EASO will aim to complete the representation of all EU+ countries within the EASO network of court and tribunal members and to ensure active engagement from as many EU+ countries as possible and enhance the distribution channels.</p> <p>EASO will consolidate the partnership with the International Association of Refugee Law Judges (IARLJ), the Association of European Administrative Judges (AEAJ), the European Judicial Training Network (EJTN), European Union Agency for Fundamental Rights (FRA), United Nations High Commissioner for Refugees (UNHCR) and other relevant international and intergovernmental organisations in order to promote professional development of members of courts and tribunals. In addition, further contact must be sought to national judicial training bodies to increase the usage of the materials developed by EASO.</p> <p>Considering the diverse professional development structures in place in the EU+ countries in the area of asylum law, EASO can bring a genuine added value in the harmonisation of professional development standards and by ensuring that the materials available both reflect a truly European understanding of the asylum acquis and are of a suitably high level of quality.</p> <p>The diverse structures, or indeed lack of structures, in the EU+ countries represents a challenge, however, EASO already has a well-functioning and robust network of national contact persons representing each EU+ country as well as additional relevant stakeholders. Furthering the links and enhancing the relationship to National Judicial Training Bodies also presents a challenge to be addressed in 2017. Ensuring the successful implementation of the activities outlined above will further the multi-annual objective of contributing to the coherent implementation of the CEAS and advancing practical cooperation among EU+ countries on asylum while at the same time ensuring full respect for the principle of the independence of the judiciary.</p>
<b>Budget line and allocated amount</b>	3202 Asylum Processes: EUR 560 271
<b>Human resources and allocated staff</b>	2 AD, 0.5 AST, 2 CA

<b>Objectives and results</b>	
<b>Objective 1</b>	Advancing the creation of Professional Development Materials
<b>Expected results in 2017</b>	- New sets of Professional Development Materials consisting of a Judicial Analysis and/or a Judicial Trainer’s Guidance Note will be developed and made available to relevant stakeholders on a topic to be agreed in consensus with the EASO network of court and tribunal members.

Indicators			
Indicator	Latest known result	Target for 2017	Means and frequency of verification
Number of Professional development sets for members of courts and tribunals in EU+ countries developed and published.	2014: N/A 2015: 2	6	Annual activity summary, presented in the annual conference of the EASO network of Courts and Tribunals
Main outputs/actions in 2017			
Main outputs/actions			When
Develop and distribute at least two sets of Professional Development Materials for members of courts and tribunals, in the form of Judicial Analysis and/or Judicial Trainer's Guidance Note.			Q1–Q4
Publish the relevant materials developed under the auspices of the EASO Professional Development Series for members of courts and tribunals in 2017.			Q1-Q4

Objectives and results			
<b>Objective 2</b>	Implementing Professional Meetings for judicial trainers.		
<b>Expected results in 2017</b>	Professional Development Sessions organised		
Indicators			
Indicator	Latest result	Target for 2017	Means and frequency of verification
Number of professional development meetings for judicial trainers organised	2014: 1 2015: 4	6	Annual activity summary, presented in the annual conference of the EASO network of Courts and Tribunals
Number of participants in professional development meetings organised	2014:8 2015: 118	150 members of courts and tribunals to participate in Professional Development Meetings organised by EASO	Annual activity summary, presented in the annual conference of the EASO network of Courts and Tribunals
Level of satisfaction of participants in professional development sessions organised	2014: 93% 2015: 94%	Minimum 80% positive satisfaction rating in respect of each session from all replies received.	Session evaluation forms, after each event.
Main outputs/actions in 2017			
Main outputs/actions			When
Organise at least 6 Professional Development Meetings on subjects covered by the EASO Professional Development Series.			Q1-Q4

Objectives and results	
<b>Objective 3</b>	Stimulating dialogue with judicial stakeholders in the field of asylum (incl. enhancing the relationship of EASO with National Judicial Training Bodies (NJTB) in the EU+)
<b>Expected results in 2017</b>	Continued cooperation with the EASO Network of Court and Tribunal Members. Maintain dialogue on the exchange the information and good practices with relevant associations, international and intergovernmental organisations, and, where relevant, civil society. Establishing cooperation with National Judicial Training Bodies (NJTB) and creating a dialogue on the exchange the information, EASO activities and good practices with NJTB

Indicators			
Indicator	Latest known result	Target for 2017	Means and frequency of verification
Number of stakeholders participating in the EASO Network of Court and Tribunal Members	2013: more than 25 confirmed members 2014: more than 30 confirmed members 2015: more than 36 confirmed members	Maintaining the number of stakeholders of 2016	Annual activity summary, presented in the annual meeting of the EASO Quality National Contact Points
Number of coordination and planning meetings of the Network organised	2014: 1 2015: 1	1	Annual activity summary, presented in the annual coordination and planning meeting of the EASO Network of Court and Tribunal Members
Number of (bi-lateral) meetings organised with National Judicial Training Bodies	N/A	5	Annual activity summary, presented in the annual coordination and planning meeting of the EASO Network of Court and Tribunal Members EASO meeting of the National Judicial Training Bodies
Level of satisfaction with the work of the network	N/A	80% and higher	Survey results Yearly

Main outputs/actions in 2017	
Main outputs/actions	When
Organise an annual planning and coordination meeting.	Q1-Q4
Quarterly newsletter updates shared with the Network	Q1-Q4

Objectives and results	
<b>Objective 4</b>	Implementing national judicial training sessions and capacity building activities for the judiciary.
<b>Expected results in 2017</b>	Have fully trained members of Judicial Authorities in Member States, covering the main building blocks of the EU acquis.

Indicators			
Indicator	Latest known result	Target for 2017	Means and frequency of verification
Number of sessions	N/A	4 sessions	Annual activity summary
Number of participants	N/A	74	Annual activity summary
Level of satisfaction	N/A	80% and higher	Evaluation forms
Main outputs/actions in 2017			
Main outputs/actions			When
Organise the training sessions and capacity-building activities (minimum 4)			Q1-Q4

## 5.5. Dublin Network

5.5. Dublin Network	
<b>Overview/ Description of the activity</b>	<p>EU Member States are responsible for applying the Dublin system. Through the EASO Network of Dublin Units, EASO provides the States applying the Dublin III Regulation with a framework for enhanced practical cooperation, where common challenges can be identified and discussed and common practical solutions can be devised.</p> <p>In 2017 EASO will enhance the activities of the Dublin Network and will reinforce the cooperation and exchanges between the participating national Dublin Units.</p>
<b>Budget line and allocated amount</b>	3202 Asylum Processes: EUR 75 000
<b>Human resources and allocated staff</b>	1 AD, 1 AST

Objectives and results			
<b>Objective 1</b>	Enhance cooperation and information sharing among the 32 national Dublin Units participating in the network.		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Increased use of the network by the Dublin units as a forum for discussion of current needs and priorities within the Dublin context.</li> <li>- Increased number of measures/cooperation initiated/supported by the Network</li> </ul>		
Indicators			
Indicator	Latest known result	Target for 2017	Means and frequency of verification
Number of meetings organised; Number of participants	N/A	5 meetings 32 participants	EASO's administrative records/Regularly
Level of satisfaction of the participants	N/A	80% and higher	EASO's administrative records/Regularly
Number of queries submitted by Dublin units and responded within the network	N/A	15% higher than 2016	EASO's administrative records/Regularly
Number of Dublin-related practical tools identified and developed	N/A	1	EASO's administrative records/Regularly
Number of quarterly requests for input launched	N/A	4	Quarterly requests for input sent to Network

Number of quarterly updates produced	N/A	3	Quarterly updates shared with the Network
Main outputs/actions in 2017			
Main outputs/actions			When
Organise regular meetings of the Steering Group and of the Dublin Expert Network and any other events agreed in the framework of the Network.			Q1–Q4
Maintain an online platform for the purposes of the Network, which would facilitate communication within the Network and sharing of information and expertise (including through queries).			Q1–Q4
Coordinate and facilitate the regular reporting by the Dublin National Contact Points			Q1–Q4
Prepare and share with the Network a periodic update report on Dublin-related developments, including statistical information, updates from the Member States, updates on EASO activities, etc.			Q1–Q4
Develop practical tools of cooperation and guidance.			Q1–Q4

## 5.6. Reception

5.6. Reception	
<b>Overview/Description of the activity</b>	<p>In close cooperation with relevant organisations and networks (e.g. the European Platform of Reception Agencies, EPRA) already operating in the field, EASO will further develop the dedicated network of reception authorities in line with the European Agenda on Migration.</p> <p>Through this network, EASO will foster the exchange of information and best practices on reception systems within the framework of the CEAS. EASO will also further develop guidance on operational standards and indicators in the field of reception.</p>
<b>Budget line and allocated amount</b>	3202 Asylum Processes: EUR 150 000
<b>Human resources and allocated staff</b>	1 AD, 0.5 CA, 0.5 AST

Objectives and results			
<b>Objective 1</b>	Enhance practical cooperation and promote best practices in the field of reception		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Improved tools used by EU+ national authorities on reception</li> <li>- Improved cooperation and good practices disseminated on reception</li> </ul>		
Indicators			
Indicator	Latest known result	Target for 2017	Means and frequency of verification
Meetings organised; Number of participants; Level of satisfaction of the participants.	2015: 2 meetings organized	3 meetings organized; 80% on satisfaction surveys;.	
Number of practical tools, including guidance material on operational standards and indicators, to be developed and published	2016: 1	1 Practical tool developed and published	

Main outputs/actions in 2017	
Main outputs/actions	When
<b>Reception Network and practical cooperation meetings</b>	
Further develop the new dedicated network of reception authorities and work in cooperation with the partners involved, in particular EPRA.	Q1–Q4
Organise EASO practical cooperation meetings on reception systems and conditions.	Q1–Q4
Organise at least one EASO practical cooperation meeting in contingency planning and preparedness for possible influxes of asylum seekers in the reception context.	Q1–Q4
Development of tools	Q1-Q4
Further develop standards and indicators for reception systems	Q1–Q4

## 5.7. Integration and Return

5.7. Integration and Return	
<b>Overview/ Description of the activity</b>	The activity has been de-prioritised by EASO in view of Frontex’s mandate on return. EASO is no longer intending to organise activities on return in 2017.
<b>Budget line and allocated amount</b>	N.A.
<b>Human resources and allocated staff</b>	N.A.

## 5.8. Country Guidance for convergence

5.8. Country Guidance for convergence	
<b>Overview/ Description of the activity</b>	<p>Recognition rate data provides evidence that recognition rates may vary considerably from MS to MS but also that there may be legitimate reasons for such national differences. A mapping of MS’ policy-making procedures revealed significant differences across MS in the creation of policy and the use of COI in decision-making.</p> <p>The aim of the ‘convergence’ exercise mandated by the 21 April Council Conclusions is to improve harmonisation of asylum decision-making so that MS move closer to similar cases receiving similar treatment and outcomes wherever they are lodged in the EU, one of the principal aims of the Common European Asylum System (CEAS).</p> <p>Therefore, the Country Guidance Network (“the Network”) should support convergence of asylum decision practices by jointly interpreting the situation in countries of origin and delivering country guidance notes to MS.</p> <p>It should also improve the policy relevance of both EASO COI production (by proposing modifications to the ToR for future COI reports and by setting priorities for EASO COI production at EU level) as well as EASO horizontal guidance on elements of the CEAS.</p>
<b>Budget line and allocated amount</b>	3103 Country of Origin Information: EUR 100 000
<b>Human resources and allocated staff</b>	2 AD, 0.5 AST

Objectives and results	
<b>Objective 1</b>	Information-collection and Analysis of divergences in country-specific national decision practices, of the main reasons for these divergences, of the actual situation in the countries of origin, and of existing standards and guidance/tools on relevant elements of the CEAS
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Identification and analysis of main divergences in national decision practices on specific countries of origin</li> <li>- Analyses of the actual situation in the countries of origin (based on joint COI)</li> </ul>

	- Analyses of applicable standards and existing guidance/tools on elements of the CEAS most relevant for the processing of applications from the particular country of origin		
Indicators			
Indicator	Latest known result	Target for 2017	Means and frequency of verification
Number of questionnaires	2016: 1	2	Compilation of questionnaires
Number of EASO analyses made in support of the assessment work of the Network (COI/Horizontal)	2016: 2	Up to 4	Analyses finalised and shared with Network; Overview report presented at annual general Country Guidance Network meeting
Main outputs/actions in 2017			
Main outputs/actions			When
Compilation of questionnaire outcomes			Q1-4
Production of specific analyses (on COI, on specific elements of the CEAS) in support of the assessment work of the Country Guidance Network			Q1-4

Objectives and results			
<b>Objective 2</b>	Increase the level of convergence through the joint development of country-specific guidance based on joint EASO COI, EASO horizontal guidance/tools and other relevant input		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Consolidation of the EASO Country Guidance Network</li> <li>- Commonly agreed methodology for the development of Country Guidance is adopted</li> <li>- Country Guidance Notes developed/updated and made available to Member States' officials.</li> </ul>		
Indicators			
Indicator	Latest result	Target for 2017	Means and frequency of verification
Adoption of a commonly agreed methodology for the development of Country Guidance	N/a	1	Endorsed methodology
Number of Country Guidance Notes to be developed or updated and adopted by the EASO Management Board	N/A	2	Adopted Country Guidance Notes; Overview report presented at annual general Country Guidance Network meeting
Number of Country Guidance Network meetings and level of satisfaction	2	Up to 4	Meeting reports

Number of drafting team meetings	2	Up to 4	Minutes, outcomes (draft sections of guidance notes produced)
Level of satisfaction with the Network meetings		80% and higher	Meeting evaluation forms, after each event.
Main outputs/actions in 2017			
Main outputs/actions			When
Adoption of an EASO methodology for the development of Country Guidance			Q1-Q2
Development/Update and publication of 2 Country Guidance Notes			Q2, Q3, Q4
Organisation of meetings of the Country Guidance Network and Country Guidance drafting teams to steer the development of the Country Guidance			Q1-Q4

## 5.9. Other tools for permanent support

### 5.9.a. EASO queries

<b>Overview/Description of the activity</b>	EASO will further enhance consultation and exchange of information between EU+ countries, through enhancing the use of the EASO queries.  EASO will manage the procedure of receiving queries, sending query requests to the EU+ countries, consolidating the responses and maintaining a structured archive of the queries. Efforts will be taken to use modern online tools and technologies to facilitate the exchanges and share more efficiently the results.
<b>Budget line and allocated amount</b>	3101: Information and Documentation System and Annual Report: EUR 5 000
<b>Human resources and allocated staff</b>	0.5 AST

Objectives and results			
<b>Objective 1</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.		
<b>Expected results in 2017</b>	- Increased use of the query system by the EU+ countries.		
Indicators			
<b>Indicator</b>	<b>Latest known result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Number of queries addressed; Average time to address the query; Use of the query reports; Degree of satisfaction of Member States.	2015: 16	Up to 25 queries	EASO's administrative records/Regularly
Main outputs/actions in 2017			
Main outputs/actions			When
Manage the procedure of requesting, sending and responding to queries and keep an archive of past queries.			Q1 – Q4

### 5.9.b. List of available languages

<b>Overview/ Description of the activity</b>	In order to have access to wider interpretation, EASO will support EU+ countries in having easy access to all available languages for interpretation in the other EU+ countries through the List of Available Languages (LAL). EASO will monitor the use of LAL by EU+ countries and will implement the use of the recently developed technical solutions in EU+ countries to facilitate use of the List of Available Languages (LAL).
<b>Budget line and allocated amount</b>	3301 Operational Support: EUR 60 000
<b>Human resources and allocated staff</b>	0.5 AD, 0.5 CA

Objectives and results			
<b>Objective 1</b>	Enhance the access of all Member States to interpretation services across the EU		
<b>Expected results in 2017</b>	- Improved access to tools that facilitate interpretation services across the EU		
Indicators			
Indicator	Latest known result	Target for 2017	Means and frequency of verification
Number of contacts established between EU+ countries to use the List of Available Languages; Data gathered on the languages most requested for interpretation.	N/A	80% of MS provide information for updated LAL; data available on top 5 requested languages.	Operational/ administrative records and surveys.
Technical solution used; Degree of satisfaction of EU+ countries with the pilot technical solution.	The launch of the Technical solution was postponed due to other priorities in 2016.	Two technical solutions used in EU+ countries	Operational/ administrative records and surveys.
Main outputs/actions in 2017			
Main outputs/actions			When
<b>Maintain the List of Available Languages</b>			
Review, update and monitor the List of Available Languages for interpretation.			Q1–Q4
<b>Practical cooperation meeting</b>			
Organise at least one EASO practical cooperation meeting with EU+ countries to discuss technical solutions for increased use of the List of Available Languages as well as subsequent provision of technical tools.			Q1–Q4
<b>Use of technical solution</b>			
Use the technical solution to facilitate use of the list of available languages.			Q1–Q4

### 5.9.c. Information and communications technology

<b>Overview/ Description of the activity</b>	The activity has been de-prioritised by EASO.	
<b>Budget line and allocated amount</b>	N.A.	
<b>Human resources and allocated staff</b>	N.A.	

## 6 External dimension

### 6.1. Third Country support

#### 6.1. Third Country support

<b>Overview/ Description of the activity</b>	<p>In line with the Global Approach to Migration and Mobility, the European Agenda on Migration, the 2016 Commission Communication on establishing a new Partnership Framework with Third Countries under the European Agenda on Migration, the EASO External Action Strategy and within the framework of the EU external relations policy overall, EASO will strengthen its cooperation with, and increase its support to, Third Countries. Based on the 2016 Commission Communication, EASO will support, as appropriate, the approach of renewed partnerships with Third Countries, through tailored "compacts" that will be developed according to the situation and needs of each partner Third Country, depending on whether it is a country of origin, country of transit or a country hosting many IDPs. Any EASO support will be targeted and limited to priority countries and coordinated with the Commission and EEAS. As part of this, EASO will support capacity building in key EU neighbouring Third Countries' asylum and reception systems. EASO will provide increased support to the Western Balkans region and Turkey, including through the implementation of IPA Programme 'Regional Support to Protection-Sensitive Migration Management in the Western Balkans and Turkey' (IPA Programme), as well as in relation to the implementation of the Regional Development and Protection Programmes (RDPPs), in particular with respect to North Africa, and to other countries specifically targeted in the 'compact' approach.</p> <p>The IPA Programme specifically aims to support in the development of a capacity for strengthening identification, registration and return mechanisms in the Western Balkans region with specific focus on Serbia and the former Yugoslav Republic of Macedonia, with a view to improve their operational response to mixed migratory flows.</p> <p>To follow up on the Valletta Summit Action Plan of November 2015, EASO will support, as appropriate, Third Countries by providing training and improve the quality of the asylum process, in countries of origin, transit and destination.</p> <p>EASO's interventions to support Third Countries will be done in cooperation with the European Commission, EU Member States, Frontex, UNHCR and other relevant actors.</p>	
<b>Budget line and allocated amount</b>	3203 External dimension and resettlement: EUR 718 355 4102 IPA programme: <i>Regional Support to protection-sensitive migration management in the Western Balkans and Turkey: EUR 455 000 p.m.</i>	
<b>Human resources and allocated staff</b>	2 AD 1 AST, 1 CA	

#### Objectives and results

<b>Objective 1</b>	<b>Western Balkans and Turkey:</b> Provide capacity building and, where appropriate, operational support to Western Balkans and Turkey for the management of fluctuating
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	migration flows and for the development and adoption of improved asylum and international protection systems, which are in line with EU requirements.		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Improved capacity by authorities in WB countries to refer applicants for international protection to the asylum system in the respective countries.</li> <li>- The WB countries receiving EASO support have taken steps to establish/adjust the national asylum systems and practices, to be compatible with the EU and international standards.</li> </ul>		
Indicators			
Indicator	Latest known result	Target for 2017	Means and frequency of verification
Number of IPA related activities with EASO involvement implemented; Number of capacity building activities implemented; Number of other support measures implemented; Level of satisfaction of the partner countries involved.	2016: IPA Programme implementation started	10 support measures and/or capacity building activities implemented; 80% on satisfaction surveys; 85% of proposed procedures put in place.  At least two countries supported have taken clear steps to establish/adjust the national asylum systems and practices.	Operational/ administrative records and surveys, self-reporting of changes, Third Countries/EASO/COM statistical data collection.
Main outputs/actions in 2017			
Main outputs/actions	When		
Implement support measures in relevant WB countries and Turkey in line with, and as appropriate to complement, roadmaps/action plans developed and funded under the IPA Programme.	Q1-Q4		
Operational support as and when necessary to support activities such as standard operating procedures for dealing with different types of migrant groups, though focusing on persons in need of international protection, including for particularly vulnerable applicants.	Q1-Q4		
Capacity building activities including trainings, tailor-made seminars, Technical Assistance and on-the-job training, study visits etc.	Q1-Q4		

Objectives and results			
<b>Objective 2</b>	<b>North Africa:</b> Provide capacity building and, where appropriate, operational support to contribute to and complement the implementation of Regional Development and Protection Programmes (RDPPs), with a particular regional focus on North Africa (Pillar 1 of the RDPP North Africa) and to follow up on the Valletta Summit Action Plan of November 2015 by, as appropriate, providing training and improve the quality of the asylum process, in countries of origin, transit and destination.		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Improved capacity by authorities in the North Africa region, and broader as per the 'compacts' approach referred to above, to establish/adjust the national asylum systems and practices, to be compatible with the EU and international standards.</li> </ul>		
Indicators			
Indicator	Latest result	Target for 2017	Means and frequency of verification
Number of RDPPs and or complementing activities with EASO involvement;	2016: ENPI Project implemented	10 support measures and/or capacity building activities implemented;	Operational/ administrative records and surveys, self-reporting of changes,

Number and sort of support measures implemented; Number of meetings, trainings and workshops; Number of participants; Level of satisfaction of the participants/stakeholders; Use of the output of the meeting; Level of satisfaction of the stakeholders involved.		80% on satisfaction surveys; 85% of proposed procedures put in place; At least two countries supported have taken clear steps to establish/adjust the national asylum systems and practices.	Third Countries/EASO/COM statistical data collection.
<b>Main outputs/actions</b>			<b>When</b>
Implement support measures in North Africa, particularly in Morocco and Tunisia, to follow up on lessons learnt from the EASO implemented ENPI project, in line with, and as appropriate to complement, roadmaps/action plans developed under the RDPP North Africa Programme			Q1-Q4
Implement support measures, as appropriate, to contribute to the Commission's 'compact' approach in strategically targeted Third Countries and in coordination and cooperation with the Commission and other relevant stakeholders including UNHCR.			Q1-Q4
Where necessary, support activities, such as standard operating procedures, for dealing with different types of migrant groups, though focusing on persons in need of international protection			Q1-Q4
Capacity building activities including trainings, tailor-made seminars, Technical Assistance and on-the-job training, study visits etc.			Q1-Q4
Organise EASO practical cooperation workshops/meetings with the EU+ countries' /Third countries.			Q1-Q4
Follow-up Valletta Summit Action Plan of November 2015 by providing training and improve the quality of the asylum process, in countries of origin, transit and destination.			Q1-Q4

## 6.2. Resettlement

6.2. Resettlement	
<b>Overview/ Description of the activity</b>	<p>EASO will, in cooperation with UNHCR and other relevant actors, support the implementation of the European resettlement scheme and support other resettlement actions of EU+ countries, in addition to the agreed scheme. EASO aims at strengthening the EU's role in this area, in cooperation with the European Commission, with a view to meeting the international protection needs of refugees in Third Countries and showing solidarity with their host countries.</p> <p>EASO welcomes the Commission's proposal for a Union Resettlement Framework and the efforts to provide for legal and safe arrival of Third Country nationals or stateless persons in need of international protection and to contribute to international resettlement initiatives and will undertake the necessary preparatory steps in order to implement the measures set out in the said proposal in line with the EASO mandate.</p> <p>EASO will support the exchange of information on resettlement. In addition, a pilot project to support newly resettling EU Member States will be set up in a strategic third country.</p>
<b>Budget line and allocated amount</b>	3203 External dimension and resettlement: EUR 939 387
<b>Human resources and allocated staff</b>	1.5 AD, 1 AST, 1 CA, 1 SNE

<b>Objectives and results</b>			
<b>Objective 1</b>	Contribute to the enhanced implementation of the European resettlement schemes		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Improved implementation of the European resettlement schemes (all EU+ states successfully resettling in line with to agreed targets)</li> <li>- Increased coordination and exchange of information between the EU+ countries, including on data collection on Resettlement.</li> </ul>		
<b>Indicators</b>			
<b>Indicator</b>	<b>Latest known result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Number of activities specifically targeting EU+ countries which have limited prior experience with resettlement organised; Number of activities undertaken to support the European Resettlement scheme. Level of satisfaction of the beneficiaries.	N/A	3 support measures implemented; 80% on satisfaction surveys.	
Number of EU+ countries participating in the pilot project.	N/A	10 EU+ countries participate.	
Number of methodologies and tools developed/use promoted, also in cooperation with ongoing EU projects in this field (e.g. EU-Frank);	N/A	Tools used to support EU+ countries.	
Number of reports on resettlement data issued; Number of recipients of the reports.	N/A	6 reports issued; received by all EU+ countries.	
<b>Main outputs/actions</b>			<b>When</b>
<b>Support measures/activities on resettlement</b>			
Implement at least one support activity with EU Member States and participating Associated Countries, which have no prior experience with resettlement.			Q1-Q4
Facilitate resettlement, by developing a pilot project in a third country.			Q1-Q4
<b>Development and use of methodologies and tools</b>			
Develop and promote use of methodologies and tools for strengthening EU+ countries' ability to resettle refugees and promote cooperation under the European Resettlement schemes.			Q1-Q4
Continue regular data collections on Resettlement and produce related analytical reports.			Q1-Q4
<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-Q4

## 7 Horizontal activities

### 7.1. Civil society and consultative forum

<b>7.1. Civil society and consultative forum</b>	
<b>Overview/</b>	In order to enhance multidimensional cooperation between EASO and civil society, EASO will further promote the participation of representatives from the civil society

<b>Description of the activity</b>	<p>to relevant meetings and activities. The quality and effectiveness of the consultations with civil society on key documents will be strengthened, reinforcing the feedback flow to the responding organisations. Direct involvement of civil society organizations in EASO's support activities will be explored.</p> <p>The new proposal of Regulation of EASO foresees a revision of the composition and working methods of the EASO Consultative Forum. To this end, EASO will evaluate the lessons learnt from the functioning of the Consultative Forum since its establishment and will make a proposal for the setup of the revised Consultative Forum.</p> <p>EASO will actively 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. Furthermore, EASO will contribute to the activities of the Consultative Forum of other JHA Agencies, of the European Migration Forum and other similar bodies.</p>
<b>Budget line and allocated amount</b>	3401 Cooperation with civil society: EUR 192 250
<b>Human resources and allocated staff</b>	1 AD, 1 AST

<b>Objectives and results</b>			
<b>Objective 1</b>	Enhance multidimensional beneficial synergies between EASO and a diversified set of civil society actors working in the field of international protection.		
<b>Expected results in 2017</b>	<p>Strengthen win-win relationships with civil society organizations at multiple levels</p> <p>Capitalize, map and report EASO's involvement with civil society promoting a streamlined approach</p> <p>Review the format and methods of the EASO Consultative Forum to in line with the proposal of new regulation</p>		
<b>Indicators</b>			
<b>Indicator</b>	<b>Latest known result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Number of meetings/activities with civil society representatives .	2015: 30	36	Quarterly monitoring
Number of new working contacts established with CSOs in the field of international protection	N.A.	20	Quarterly monitoring
Number and sort of consultations with civil society conducted; Number of organisations consulted; Number of contributions received; Use of the contributions received.	2015: 4 consultations 100 organisations 50 contributions	12 consultations 120 organisations 75 contributions	Quarterly monitoring
Degree of relevance and viability of the revision of the Consultative Forum	N.A.	High relevance and suitability	Feedback from Management Board and external stakeholders
<b>Main outputs/actions in 2017</b>			
<b>Main outputs/actions</b>			<b>When</b>
<b>Horizontal level</b>			
Contribute to the activities of the Consultative Forum of other JHA Agencies, of the European Migration Forum and other similar bodies			Q1-Q4

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
Organize internal and external consultations on the role of civil society in EASO's work with a view to elaborate proposals to increase the involvement of civil society	Q1-Q4
Acknowledge, report and promote EASO cooperation with civil society	Q1-Q4
<b>Consultative Forum</b>	
External study to evaluate the lessons learnt from the functioning of the Consultative Forum since its establishment and make a proposal for the setup of the revised Consultative Forum	Q1-Q4
Draft the proposal for the setup (composition and working methods) of the new EASO Consultative Forum as per proposal of Regulation	Q1-Q4
Coordinate the work of the Secretariat of EASO Consultative Forum	Q1-Q4
Organize the meetings of the EASO Consultative Forum according to its revised structure	Q1-Q4
<b>Meetings and targeted activities</b>	
Organize thematic/information meetings in Member States for CSOs operating in areas relevant to the work of EASO	Q1-Q4
Provide at least 2 targeted training sessions on relocation and the EU legal framework to relevant CSOs providing support to applicants for international protection in Greece and Italy	Q1-Q4
Test the viability through pilot activities for the participation of CSOs in the delivery of support activities in Member States	Q1-Q4
Explore ways to build synergies with relevant CSOs operating in Greece and Italy for timely referral of vulnerable groups	Q1-Q4
<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 and the Annual Activity Report.	Q1-Q4

## 7.2. EASO communication and stakeholders relations

7.2. EASO communication and stakeholders relations	
<b>Overview/ Description of the activity</b>	<p>EASO will promote multi-directional synergies among all relevant stakeholders of its cooperation network. EASO will strengthen a coordinated approach, the flow of information, the convergence and coherence of policies and practices related to its mandate.</p> <p>EASO will maintain close cooperation with the European Commission, the Council of the European Union and the European Parliament. Regular policy meetings at all levels and regular policy-related videoconferences with different stakeholders, in particular the European Commission (DG Migration and Home Affairs) will take place. EASO will also maintain close contacts with the Members of the EASO Management Board, the host country authorities and other stakeholders.</p> <p>Cooperation with UNHCR and other international organisations, such as the Council of Europe, the General Directors of Immigration Services Conference (GDISC), the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC) and the International Organisation for Migration (IOM) will continue in 2017. EASO will participate in meetings and conferences and will actively participate in their work.</p>

	<p>The cooperation between the EU Agencies will carry on in 2017, both through the EU Agencies' networks, in particular the JHA Agencies' network, and through bilateral collaboration. Enhanced cooperation and coordination of activities on the ground will be promoted in the context of the hotspot approach and of relocation among all participating agencies, in particular Frontex, eu-LISA, Eurojust, EUROPOL and FRA.</p> <p>The Communication and Stakeholder Unit will also be responsible for the preparation, administration and financial management of the EASO Management Board meetings. The aim is to organise at least 3 meetings of the EASO Management Board every year.</p> <p>In 2017 EASO Press, Communication and Stakeholders Relations team will finalise a new visual identity of the Agency. We will also implement our communication plans, with the aim of making EASO Press, Communication and Stakeholders Relations efforts more dynamic and effective. EASO will also strive at communicating in a cost-effective manner. The work will be structured upon yearly Communication plans and specific ad hoc communication plans to promote specific tools, products or operations.</p> <p>Moreover, EASO Communications aims at restructuring and modernising its communications tools such as, the monthly newsletter.</p> <p>During 2017, EASO intends to continue guaranteeing the current outcomes of the social media monitoring project (producing regular reports, searching for specific topics and contributing to the development of information campaigns), enhancing the final product, and adapting it to better suit its needs, those of the Member States and the EU Institutions. The aim is that the results of the work, will provide important input for the work of the different Departments within EASO. The results shall also be beneficial to Member States, JHA Agencies, EU Institutions and UNHCR.</p>
<b>Budget line and allocated amount</b>	<p>2304 Administrative internal and external meetings expenditures: EUR 280 000</p> <p>2307 Administrative translations and interpretation costs: EUR 650 000</p> <p>2308 Administrative publications: EUR 150 000</p> <p>2309 Communications: EUR 163 100</p> <p>3402 Cooperation stakeholders: EUR 264 838</p>
<b>Human resources and allocated staff</b>	3 AD, 3 AST, 9 CA

<b>Objectives and results</b>			
<b>Objective 1</b>	Enhancing the reputation of the Agency and strengthening the credibility with key stakeholders, including other EU Bodies, Agencies and Institutions, in particular the European Commission, the European Parliament and the Council of the European Union (including Member States).		
<b>Expected results in 2017</b>	- Strengthening of relationship with EASO key stakeholders.		
<b>Indicators</b>			
<b>Indicator</b>	<b>Latest known result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Number of meetings with key stakeholders, including Member States and MEPs	2015: 18	35	EASO's administrative records/Regularly
Number of VIP visits and other visits to EASO	2015: 15	20	EASO's administrative records/Regularly

Number of briefings with Expert Public	2015: 2	3	EASO's administrative records/Regularly
Main outputs/actions in 2017			
Main outputs/actions			When
Organise and participate in external meetings.			Q1-Q4
Organising of regular meetings with key stakeholders, also in the margins of events, such as the Council meetings, European Parliament and other fora.			Q1-Q4
Coordination of VIP visits and other visits to EASO.			Q1-Q4
Organising of meetings with relevant EU Member States			Q1-Q4
Organising briefings with Expert Public (such as journalists) at EASO			Q1-Q4

Objectives and results			
<b>Objective 2</b>	Enhancing communication by explaining and promoting EASO's work, tools and activities.		
<b>Expected results in 2017</b>	<ul style="list-style-type: none"> <li>- Significant increase in EASO presence in the press</li> <li>- Significant increase in following on EASO Web and Social Media</li> </ul>		
Indicators			
Indicator	Latest result	Target for 2017	Means and frequency of verification
Number of information meetings/events held	2015: 20	30	EASO's administrative records/Regularly
Number of press conferences/meetings	2015: 3	4	EASO's administrative records/Regularly
EASO Website and Social Media	2015:42000 EASO web monthly page views; 1656 followers on facebook and 484 followers on Twitter	100% increase in monthly page views; 200% increase in twitter and facebook following	Annual report on statistics
Number of Translations and Publications	2015: 88 dossiers translated in various languages and 50 Publications dossiers	88 dossiers translated in various languages and 50 Publications dossiers	EASO's administrative records/Regularly
Press interviews	2015: 100	150	EASO's administrative records/Regularly
Number of Press visits in Member States		4	EASO's administrative records/Regularly
EASO Newsletter	2015: 10	10	EASO Newsletter published online
Social Media Monitoring Reports	N.A.	52	EASO's administrative records/Regularly
Main outputs/actions in 2017			
Main outputs/actions			When
Production of adequate EASO merchandise tailor-made for specific EASO audience			Q1-Q4
Organising the EASO Information Day in MS			Q2
Organising the Communication Multipliers Meeting			Q1, Q4
Organising the Journalist Network Meeting			Q1-Q4
Organising thematic press conferences			Q1-Q4

Continuously monitoring the EASO Web and enhancing EASO's presence in Social Media	Q1-Q4
Ensuring quality in the production of Translations and Publications	Q1-Q4
Introduction of a Press Monitoring Tool	Q2
Organising strategic press interviews	Q1-Q4
Providing timely replies to information requests	Q1-Q4
Organising of press visits	Q1-Q4
Wider dissemination of EASO's newsletter	Q1-Q4
Production of weekly Social Media Monitoring Reports	Q1-Q4

<b>Objectives and results</b>			
<b>Objective 3</b>	Organising the EASO Management Board meeting with the aim of continuously improving the communication channels between the EASO Management Board Members and the EASO Management by increasing the involvement and the participation of the Management Board Members in the activities of EASO and keeping the Management Board Members up to date with latest developments.		
<b>Expected results in 2017</b>	- Strengthening and improving the relationship with EASO Management Board Members		
<b>Indicators</b>			
<b>Indicator</b>	<b>Latest known result</b>	<b>Target for 2017</b>	<b>Means and frequency of verification</b>
Number of meetings with the EASO MB Members	2015:4	3	EASO's administrative records/Regularly
<b>Main outputs/actions in 2017</b>			
<b>Main outputs/actions</b>			<b>When</b>
Organise at least 3 EASO Management Board Meetings.			Q1-Q4
Regularly informing the EASO Management Board Members with current developments.			Q1-Q4
To improve the Restricted area on the Management Board website by streamlining information in a more coherent and organised manner.			Q1-Q4
To develop regular consultations with the EASO Management Board Members of pertinent issues effecting the management of EASO			Q1-Q4

## **LIST OF ANNEXES**

**Annex I: Resource allocation per activity**

**Annex II: Financial resources 2017-2019**

**Annex III: Human resources quantitative**

**Annex IV: Human resources qualitative**

**Annex V: Building policy**

**Annex VI: Privileges and immunities**

**Annex VII: Evaluations**

**Annex VIII: Risks**

**Annex IX: Procurement plan for 2017**

**Annex X: Organisation chart**