



European Asylum Support Office
Bureau Européen d'Appui pour l'Asile

EASO work programme 2013



European Asylum Support Office
Bureau Européen d'Appui pour l'Asile

EASO work programme 2013

SUPPORT IS OUR MISSION

***Europe Direct is a service to help you find answers
to your questions about the European Union.***

**Freephone number (*):
00 800 6 7 8 9 10 11**

(*) Certain mobile telephone operators do not allow access to 00 800 numbers or these calls may be billed.

More information on the European Union is available on the Internet (<http://europa.eu>).

Cataloguing data can be found at the end of this publication.

Luxembourg: Publications Office of the European Union, 2012

ISBN 978-92-95079-42-7

doi:10.2847/43353

© European Asylum Support Office, 2012

Neither EASO nor any person acting on its behalf may be held responsible for the use which may be made of the information contained herein.

Reproduction is authorised provided the source is acknowledged.

Printed in Luxembourg

PRINTED ON ELEMENTAL CHLORINE-FREE BLEACHED PAPER (ECF)



Contents

1. EASO at a glance: vision, mission and priorities.....	5
1.1. Introduction	5
1.2. Vision and mission	5
1.3. Work programme structure	6
2. EASO’s staff overview and budget structure	7
2.1. EU austerity measures concerning the EASO budget and recruitment	7
2.2. EASO organisational structure 2013	7
2.3. EASO’s mode of operation	8
2.4. EASO budget for 2013.....	9
3. Permanent support.....	11
3.1. EASO training	11
3.2. Quality processes.....	12
3.3. Country of Origin Information	13
3.4. EASO List of Available Languages.....	13
3.5. EASO practical cooperation	14
3.6. Specific programmes	14
3.6.1. <i>EASO activities in the Action Plan for unaccompanied minors</i>	14
3.6.2. <i>Trafficking human beings</i>	15
4. Special support.....	16
4.1. Tailor-made support and capacity building.....	16
4.2. Relocation	16
5. Emergency support.....	17
5.1. Asylum Intervention Pool.....	17
5.2. Greece — Supporting the implementation of the Action Plan on migration and asylum and the implementation of the operating plan	17
5.3. Preparation for emergency support	17
6. Information and analysis support	18
6.1. Annual report on the situation of asylum in the EU	18
6.2. Early warning and Preparedness System	18
7. Third country support.....	19
7.1. Resettlement	19
7.2. Third country support and external dimension	19
8. EASO’s framework and network.....	20
8.1. Management Board	20
8.2. Cooperation network of EASO	21
8.2.1. <i>Cooperation with the European Parliament, Council of Ministers and European Commission</i>	21
8.2.2. <i>Cooperation with UNHCR and other international organisations</i>	21

8.2.3. Cooperation with observers and associated countries.....	21
8.2.4. Cooperation with Frontex, FRA and other EU organisations.....	21
8.2.5. Cooperation with academia and members of tribunals and courts.....	22
8.3. Consultative Forum.....	22
9. EASO administration.....	23
9.1. Recruitment.....	23
9.2. Finance.....	23
9.3. EASO communication.....	23
9.4. Corporate services/document management.....	23
ANNEX 1: EASO plan for the establishment of public contracts and legal commitments in 2013...	25
ANNEX 2: EASO publications and documents to be translated in 2013.....	27

1. EASO at a glance: vision, mission and priorities

This is the third work programme of the European Asylum Support Office (EASO). In 2013, EASO will further consolidate its operations and take the measures it has already embarked on a step further. It is important to note that in 2013 the European Commission will carry out the first evaluation of EASO's performance.

1.1. Introduction

The EASO work programme translates the organisation's strategy into annual objectives and provides the basis for budgetary planning. In 2013, EASO will continue to provide support for the implementation of the Common European Asylum System (CEAS) and to Member States and their asylum systems. EASO is an independent centre of expertise that is close to Member States and their asylum offices as well as to the European Commission. The mandate of EASO is laid down in its founding regulation and other relevant European Union documents ⁽¹⁾. During its third year of operations, EASO will consolidate both its activities and organisation.

Relevant developments:

- EASO will support the implementation by the Member States of the next phase of the Common European Asylum System.
- The Justice and Home Affairs (JHA) Council conclusions of 8 March 2012 give a clear role to EASO in the Early Warning, Preparedness and Crisis Management Mechanism.
- EASO is still building its basic structures and has not yet reached the appropriate staff and budget levels to carry out all the activities assigned to it in its founding regulation. At the same time, the European Commission and the Council have proposed a reduction of EUR 3.1 million in the 2013 EASO budget and a reduction of the staff complement by four posts.

⁽¹⁾ Key relevant EU documents are the 'Stockholm programme — An open and secure Europe serving and protecting citizens' (OJ C 115/1, 4.5.2010), the communication of the Commission on intra-EU solidarity (COM(2011) 835 final, 2.12.2011), the Council conclusions on a common framework for genuine and practical solidarity towards Member States facing particular pressures on their asylum systems, including through mixed migration flows, adopted on 8.3.2012, and the EU Action Plan on migratory pressures, adopted on 26.4.2012.

EASO's five main priorities for 2013 are to:

1. provide operational emergency support to the asylum systems in Greece and other Member States in need;
2. develop a tailor-made EU Early warning and Preparedness System on Asylum, providing asylum trend analysis and risk scenarios;
3. further develop high-quality common asylum training across the EU;
4. provide a common level of Country of Origin Information (COI) across the EU and regular COI reports; and
5. consolidate the EASO organisation.

The EASO work programme is produced in accordance with Article 29(f) of the EASO regulation. The Management Board adopted the work programme on 18 September 2012, after having received the opinion of the European Commission on 27 July 2012. EASO has sent the work programme to the European Parliament, the Council of Ministers and the European Commission, and the documents will be available in all official languages of the institutions of the European Union (EU).

The EASO work programme identifies a number of annual objectives which are structured according to SMART ('specific, measurable, achievable, realistic, time-based') principles. Given that it is the nature of EASO's work to respond in a timely, active and flexible manner to changing circumstances and priorities, the Executive Director needs to have the possibility to respond accordingly while implementing the work programme for 2013.

1.2. Vision and mission

EASO is a regulatory agency of the European Union and an independent centre of expertise and support. It contributes to the creation of a Common European Asylum System. EASO's purpose is to facilitate, coordinate and strengthen practical cooperation among Member States on the many aspects of asylum, such as: providing practical and operational support to Member States; providing operational support to Member States subject to particular pressure on their asylum systems, including the coordination of asylum support teams made up of

asylum experts; and providing scientific and technical assistance for EU policymaking and legislation in all areas having a direct or indirect impact on asylum.

EASO's focal points are the following:

- **Permanent support:** supporting and stimulating the common quality of the asylum process through common training, a common asylum curriculum, common quality and common Country of Origin Information.
- **Special support:** tailor-made assistance, capacity building, relocation, specific support and special quality-control processes.
- **Emergency support:** organising solidarity for Member States confronted with particular pressures by providing temporary support and assistance to repair or to rebuild the asylum system.
- **Information and analysis support:** sharing and merging information and data, analysis and assessment: not only comparing and sharing information, but also common trend analysis and common assessment.
- **Third country support:** supporting the external dimension, supporting partnerships with third countries to reach common solutions, for example by capacity building and regional protection programmes, and coordinating Member States' actions on resettlement.

EASO's principles are:

- organising support and assistance for the specific or general needs of Member States' asylum systems;
- coordinating and stimulating operational cooperation between Member States and enhancing quality;

- acting as a centre of expertise on asylum;
- organising common analysis and common assessment of asylum data;
- facilitating and stimulating joint action and consistency within the asylum field;
- engaging with the full commitment of the Member States;
- respecting the responsibility of the Member States and their asylum decisions; and
- involving civil society and international organisations.

1.3. Work programme structure

Chapter 2 starts by providing an overview of staffing and budget structure. The austerity measures are also reflected in this chapter. Chapter 3 describes EASO's activities concerning permanent support to Member States' asylum authorities. In Chapter 4, EASO special support activities are described, including tasks related to relocation. Chapter 5 describes EASO emergency support activities when Member States are in need. In Chapter 6, EASO tasks concerning information, documentation and analysis are described. Chapter 7 contains a brief description of EASO tasks concerning resettlement and the external dimension. Should the budget and staff complement be reduced, these activities would remain limited. This would also affect other activities of EASO. Chapter 8 describes EASO's activity concerning communication, the Management Board and cooperation with partners and stakeholders, including consultative activities. Finally, Chapter 9 concerns EASO's administration: recruitment, finance and corporate services.

2. EASO's staff overview and budget structure

2.1. EU austerity measures concerning the EASO budget and recruitment

According to the legislative financial statement, in 2013, EASO was to have a budget of EUR 15 million. However, the European Commission and the Council proposed a reduction in EASO's budget for 2013 to EUR 11.9 million (a 20 % reduction) and cutting the staff complement by four posts. From 2014, EASO will no longer be considered as a start-up agency. That means that the budget level for 2013 will be the ceiling on which future EU austerity measures will be based.

Should the proposed EUR 3.1 million cut to EASO's 2013 budget be accepted by the European Parliament, it will negatively affect the setting-up of EASO's organisation and the implementation of the tasks assigned to it by virtue of its founding regulation. This means, EASO would have to prioritise activities foreseen for 2013, and less money would be spent on each activity. Some of the priorities that would be affected include:

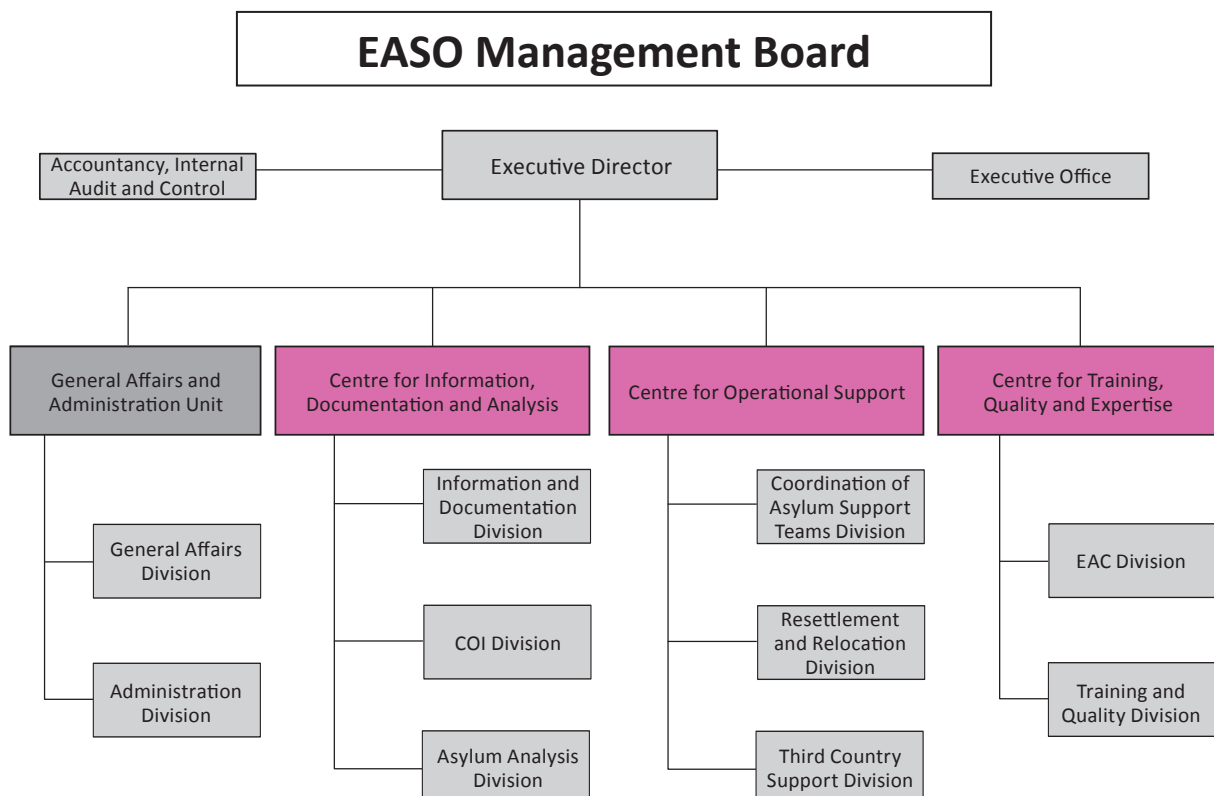
- the level of funds available for special support and emergency support;

- reinforcement of the Centre for Training, Quality and Expertise at the foreseen budget levels, which would mean a reduction of EASO's training programme;
- reinforcement of the Centre for Information, Documentation and Analysis at the foreseen staff and budget levels, which would negatively affect the full development of the Early warning and Preparedness System, as well as the full development of the tasks on Country of Origin Information; and
- activities on resettlement and external dimension: for 2013, there would be no specific EASO activities on these.

In each chapter of the EASO work programme, the actions in italics are the ones that would not be performed if EASO gets a budget of EUR 11.9 million.

2.2. EASO organisational structure 2013

In accordance with the multiannual staff policy plan for 2013–15, the draft organisation chart of EASO looks as follows.



In 2013, EASO will recruit 15 new staff members, mostly experts in the field of asylum. This will bring the staff complement to 76, in line with the draft EASO budget for 2013 and the multiannual staff policy plan for 2013–15. Selection panels will be composed of mainly EASO staff, which will allow for an increased pace in the recruitment process.

The following table, at the bottom of the page, shows how the staff are distributed among the different centres/units.

2.3. EASO's mode of operation

EASO is an independent centre of expertise and support. Its main task is to facilitate, coordinate and strengthen practical cooperation among Member States.

This means facilitating, coordinating, stimulating, supporting and strengthening practical cooperation. EASO is service-oriented and concerned with both organisational and logistical support, as well as information and expertise. It is an honest broker, neutral, independent, impartial and transparent. It stimulates, facilitates and supports the exchange of experts, expertise and experience. EASO will work through all modern as well as traditional means, from working parties and expert meetings to digital, electronic and video communication.

Moreover, EASO will also be an instrument of solidarity and mutual trust, in close contact with other important stakeholders, such as Member States, the European Commission, EU bodies and the United Nations High Commissioner for Refugees (UNHCR). Special attention will be given to dialogue with civil society.

The projected size of the EASO office guarantees a lean and mean organisation — an organisation that is dedicated to its mission of supporting and improving the overall quality of the EU asylum area. That means both good internal coordination between the centres and units and good external coordination with all stakeholders.

Permanent statutory staff

The permanent statutory staff primarily consists of experts with excellent skills in supporting tasks on asylum matters such as organising and coordinating, analysing and training, and understanding and supporting the various and concerted practices.

External non-statutory staff

The specialist experts and expertise will be drawn from Member States, the European Commission and UNHCR, either through working parties and dedicated meetings or staff secondments. The shared expertise of the Member States will be a real asset for EASO.

Support is the mission of EASO. Support is an attitude. The profile, skills and competencies of staff members include:

- strength in coordination, communication and teamwork;
- having an open eye for and understanding of differences and different situations in the interest of Member States and other stakeholders;
- being service oriented;
- being multifunctional and flexible, given the size of EASO;

Entity	2012 staff	2013 staff — based on EASO proposal	2013 staff — based on European Commission proposal
Executive Director	1	1	1
Executive Office	6	8	7
General Affairs and Administration Unit	21	25	25
Accountancy, Internal Audit and Control	1	1	1
Centre for Information, Documentation and Analysis	11	15	14
Centre for Operational Support	9	15	14
Centre for Training, Quality and Expertise	12	15	14
TOTAL	61	80	76

- having an affinity with the subject of migration and asylum, particularly, since EASO is dealing with a politically sensitive subject; and
- paying special and separate attention to the information function.

Experts will either be employed as seconded national experts (SNEs) or be parties invited to participate in working groups.

2.4. EASO budget for 2013

EASO is still building its basic structures and has not yet reached the appropriate staffing and budgetary levels to carry out all the activities assigned to it in its founding regulation. At the same time, due to austerity measures, the European Commission and the Council have proposed to reduce EASO's 2013 budget by 20 % (EUR 3.1 million) and its staff by four posts. Should this reduction be maintained by the budgetary authority, EASO cannot but deprioritise operational activities as indicated below.

The budget will be implemented according to the EASO regulation and Decision No 2 of the EASO Management Board on the Financial Regulation of EASO. The Management Board will be informed of any significant change to EASO's operational activities or new operational activities.

2012

(EUR)

Expenditure	2012	
	Commitment appropriations	Payment appropriations
Title 1	3 260 000	3 009 530
Title 2	1 800 000	1 800 000
Title 3	4 940 000	1 000 000
Total expenditure	10 000 000	5 809 530

2013

(EUR)

Expenditure	2013 agency request		2013 budget forecast	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	5 240 000	5 240 000	4 815 000	4 815 000
Title 2	2 410 000	2 410 000	2 055 000	2 055 000
Title 3	7 350 000	2 000 000	5 000 000	5 000 000
Total expenditure	15 000 000	9 650 000	11 870 000	11 870 000

Title I

Title I relates to expenditure on staff, staff costs (e.g. mission costs) and salaries. Given the nature of EASO's activities, the costs of operations are also to be found under Title I. Title I covers mission costs of EASO staff, which are directly related to EASO's operations, costs for operational staff and costs for administrative staff, who facilitate EASO operations, such as asylum support teams, expert meetings and training.

Title II

Title II relates to expenditure on administrative costs for, amongst others:

- rental of buildings and associated costs: EUR 300 000;
- ICT: EUR 400 000 (NB. The budget does not include the various web portal costs (see Title III));
- EASO Management Board meetings and internal EASO meetings: EUR 600 000 (NB. The budget does not include the costs for expert meetings under the operational activities, nor does it apply to the Consultative Forum (see Title III)); and
- information and publishing: EUR 30 000 (NB. The budget will cover the costs for corporate communication, but does not include the costs of publishing reports under the different operational activities, e.g. the annual report on the situation of asylum in the EU and the COI reports (see Title III)).

Title III

The following table presents an overview of the initial budget assigned under Title III to the different tasks (the expenditure is explained in the following chapters). Under the operational activities, it shows clearly how EASO could implement its activities if it

still receives EUR 7 350 000 for operational activities, and what it could not do if it only has EUR 5 000 000 for operational activities:

Budget 2013 Title III

Commitment appropriations

		Expenditure	
		AGENCY REQUEST	DRAFT BUDGET
3			
31	Support for CEAS implementation	EUR 930 000	EUR 800 000
3101	Horizontal support for CEAS implementation ⁽¹⁾	EUR 100 000	EUR 100 000
3102	Annual report on asylum	EUR 410 000	EUR 300 000
3103	Early warning and data analysis	EUR 420 000	EUR 400 000
32	Support for MS practical cooperation	EUR 4 460 000	EUR 2 800 000
3201	Horizontal support for MS practical cooperation ⁽²⁾	EUR 100 000	EUR 100 000
3202	EASO training	EUR 1 400 000	EUR 1 200 000
3203	Quality processes ⁽³⁾	EUR 570 000	EUR 450 000
3204	Country of Origin Information	EUR 1 190 000	EUR 900 000
3205	Relocation, resettlement and external dimension	EUR 1 200 000	EUR 150 000
33	Support for MS under particular pressure	EUR 1 750 000	EUR 1 250 000
3301	Horizontal support for MS under particular pressure	EUR 50 000	EUR 50 000
3302	Emergency support	EUR 1 700 000	EUR 1 200 000
34	Cooperation with partners and stakeholders	EUR 210 000	EUR 150 000
3401	Cooperation with partners and stakeholders	EUR 210 000	EUR 150 000
		CA (EUR 7.35 million)	CA (EUR 5 million)

⁽¹⁾ Including EASO information portal (Gateway to operational IT applications).

⁽²⁾ Including List of Available Languages.

⁽³⁾ Including unaccompanied minors.

The assigned budget is indicative and may change during the course of the implementing year (2013).

Title III of the budget will be implemented through the establishment of public contracts and other

legal commitments following the conclusion of the procedures for which the planning is included. In light of the multiannual nature of the operational activities, an overview of the planned procedures for 2012 is also included.

3. Permanent support

EASO permanent support to Member States aims at supporting the implementation of the Common European Asylum System (CEAS) and promoting and improving the quality of the asylum processes. This support aims at a consistent implementation of the CEAS within the EU. EASO provides permanent support to Member States' activities in order to improve the quality of the asylum process and to share common knowledge and skills, organisation and procedures, information, resources and best practices. EASO permanent support consists of:

- training;
- quality processes;
- Country of Origin Information;
- the EASO List of Available Languages;
- EASO practical cooperation; and
- specific programmes, such as EASO's tasks with regard to unaccompanied minors and cooperation on trafficking human beings.

3.1. EASO training

EASO training activities will be carried out within the framework of the training strategy developed in 2012. The two main instruments training are:

- (a) the development and the dissemination of common European learning materials; and
- (b) the organisation of common European training sessions for EASO trainers as well as the organisation of training for the purposes of special support and emergency support programmes.

EASO will continue to provide Member States with quality training materials and support them with regard to training organisation and delivery of training courses. EASO's core training tool in 2013 will continue to be the European Asylum Curriculum (EAC) — which has been fully incorporated into EASO since January 2012. EAC will increasingly serve as a common training programme for asylum and migration services across the EU and will support the implementation of the Common European Asylum System in practical terms. Furthermore, in 2013 EASO will start to develop a specific curriculum for the members of tribunals and courts, to enhance the quality and harmonisation of judicial decisions across the EU.

In order to enhance the added value of its training tasks, EASO will assess the impact of EASO training activities across the EU.

Objectives for 2013:

- EASO training will be further developed and consolidated in line with the EASO training strategy, including new tools to support Member States in setting up quantitative targets for asylum officials to be trained in EAC.
- Some 12 to 14 EAC train-the-trainer sessions will be delivered by EASO, aiming to train at least 160 EAC national trainers. In this respect, and in line with Article 6(7) of the EASO regulation, some sessions (no more than half) may be organised outside Malta to facilitate a regional strategy and to increase the implementation of the EAC training in Member States, including:
 - four EAC train-the-trainer sessions to be delivered by EASO in Quarter I;
 - three to four sessions to be delivered by EASO in Quarter II;
 - two sessions to be delivered by EASO in Quarter III; and
 - three to four sessions to be delivered by EASO in Quarter IV.
- Based on proper evaluation and quality review, to be carried out in collaboration with the members of the Reference Group, six to eight EAC modules will be updated during 2013, including:
 - two EAC modules to be updated in Quarter I;
 - two to three EAC modules to be updated in Quarter II; and
 - two to three EAC modules to be updated in Quarter IV.
- In 2013, development of two new EAC modules will be launched. The subject of the two modules will be decided according to the needs of Member States and in consultation with the Reference Group. One of the EAC modules will be about 'management training'. Furthermore, particular attention will be paid to the consolidation of the current curriculum and to issues concerning gender and vulnerable groups, including:
 - development of one EAC module to be launched in Quarter II; and
 - development of the second EAC module to be launched in Quarter III/IV.

- Two handbooks related to the content of EAC modules will be developed during 2013, including:
 - one EAC handbook to be launched in Quarter II; and
 - a second EAC handbook to be launched in Quarter IV.
- The development of a specific training curriculum for the members of tribunals and courts will be launched in Quarter I of 2013, taking into account relevant initiatives undertaken in this field.
- A didactic seminar for EASO's trainers will be organised for up to 65 participants in Quarter IV.
- EASO will further develop and extend the EASO Training Expert Pool.
- The good collaboration and partnership with the Reference Group is an important element of EASO training. An annual meeting will be organised in Quarter IV.
- A meeting of EASO Training National Contact Points will be organised in Quarter IV.
- EASO will look into possibilities of developing other training tools (taking into consideration new methodologies). Particular attention will be devoted to development of training activities in close cooperation with other EU agencies such as Frontex, the EU Agency for Fundamental Rights (FRA) and the European Police College (CEPOL).
- EASO training sessions will be provided upon request in special support and emergency support programmes. EASO will provide support in training within the sphere of the external dimension, for example within the scope of the Prague Process in agreement with the European Commission in line with Article 49(2) of the EASO regulation.

Due to budget constraints in 2013:

- *Five module updates will be postponed until 2014.*
- *One EAC handbook will not be developed.*
- *EASO training activities within the sphere of the external dimension will be limited.*

3.2. Quality processes

EASO quality activities will build on the comprehensive assessment undertaken in 2012 and the lessons learned from the various quality systems and projects implemented in different Member States since 2004. The overall objective of this process is to support the implementation of the Common European Asylum System in

collaboration with the European Commission and Member States, an objective that will be crucial once the asylum acquis instruments are adopted by the co-legislator. With the overall objective of supporting the implementation of a qualitative Common European Asylum System, EASO will contribute to the development of tools, techniques, methodologies and good practices to improve the quality of decision-making throughout the EU. EASO will also support Member States in the establishment and development of quality processes and foster relations/coordination at EU level.

These initiatives will cover the specific areas identified in consultation with Member States, with particular attention to gender, access to the asylum procedures and the needs of vulnerable groups, including unaccompanied minors and survivors of torture.

Objectives for 2013:

- Consolidate the EASO quality team in Quarters II/ III.
- Support Member States in the process of establishing and developing quality processes and facilitate the exchange of information and good practices throughout Quarters I to IV.
- Coordinate with Member States and the European Commission to identify priority areas and develop forms, templates, handbooks and guidelines that gather and consolidate existing expertise and best practices. To this end, EASO foresees thematic meetings on quality in asylum procedures with specific experts, including:
 - organisation of two thematic meetings on quality processes in Quarter I;
 - organisation of three thematic meetings on quality processes in Quarter II;
 - organisation of three thematic meetings on quality processes in Quarter III; and
 - organisation of four thematic meetings on quality processes in Quarter IV.
- Contribute to the development of other tools, techniques, methodologies and good practices to improve the quality of decision-making throughout the EU. To this end, a maximum of four publications on quality in asylum are foreseen in Quarters III/IV.
- Assist the Centre for Operational Support in the design, delivery and evaluation of support on areas related to quality throughout Quarters I to IV.

Due to budget constraints in 2013:

- *A substantial reduction in the budget for quality processes at this stage is hindering EASO's capacity to implement its quality activities and set the basis for its future work in this area. For instance, reducing the 2013 budget requested by EASO for quality from EUR 570 000 to EUR 450 000 will mean an overall budget reduction of EUR 50 000 compared with 2012.*
- *The engagement of two subject-matter experts to support the development of materials on quality and organisation of four meetings (two per thematic area) has been deprioritised. This would reduce the scope of EASO support in the area of quality throughout 2013.*
- *A substantial reduction in the budget allocated for the publication of EASO materials on quality will affect the number of EASO publications, which may only be issued in English.*

3.3. Country of Origin Information

During 2013, EASO will further develop its capacity on Country of Origin Information (COI) under the parameters of feasibility, effectiveness, burden sharing and harmonisation. Keeping in mind that the availability of and expertise on Country of Origin Information is one of the cornerstones of decision-making in asylum cases and as such can enhance harmonisation, the continuous support in the field of COI is an important tool in the implementation of the Common European Asylum System.

Building on the work carried out by the COI task force and COI working parties during 2011 and 2012, an annual high level COI and policymakers' meeting will be held to discuss emerging issues and to provide input to EASO COI activities during the year.

Some COI working parties will extend their work into 2013.

Objectives for 2013:

- Further development of the COI portal in Quarters I to IV, including:
 - implementing enhanced features with a view to respond to the different needs of EU Member States whilst being feasible, effective and enhancing harmonisation;
 - linking national and other relevant databases/repositories to the COI portal; and
 - further development and delivery of training related to the COI portal.

- EASO COI reports:
 - implementing the standardised content determination procedure (including statistical, legal and COI data) for COI reports;
 - finalising and publishing a minimum of two EASO COI reports in Quarters II and III;
 - holding a minimum of two meetings as a follow-up to the COI reports in Quarters III and IV; and
 - holding an annual COI conference for COI specialists and judges in Quarter IV.
- EASO COI Unit:
 - reinforcing the COI Unit by recruiting more staff in Quarters I and II;
 - further integrating best-practice methodologies and tools with the EASO COI framework (e.g. Eurasil, European Country of Origin sponsorship (ECS), the Temporary Desk on Iraq (TDI), Medical Country of Origin Information (MedCOI));
 - one COI conference on a particular COI subject in close consultation with the Member States in Quarters II/III;
 - further development of guidelines on fact-finding missions (FFMs) and possibly supporting FFMs of Member States; and
 - organising country-specific workshops throughout Quarters I to IV (defined under the section on EASO practical cooperation).

Due to budget constraints in 2013:

- *One staff member will not be recruited for COI related matters.*
- *One EASO COI report will not be finalised and published, which will bring the total down to one per year against an increasing demand for reports and more flexibility throughout the year, responding to changes in case loads. A consequent follow-up meeting will not be held.*
- *One COI conference will not take place.*

3.4. EASO List of Available Languages

According to the Management Board decision of 2 February 2012, EASO has set up a list of available languages. In general, it is the task of each Member State to provide interpretation capacities for its own asylum interviews. EASO support on languages focuses on:

- (a) publishing the EASO List of Available Languages in each Member State;

- (b) in emergency situations, providing the necessary arrangements if specific languages are needed for asylum interviews; and
- (c) taking the lead to identify new secure and cost-effective technologies concerning long-distance interpretation services.

Contacts concerning the List of Available Languages will take place via the list of national contact points' focal points for interpretation matters.

Objectives for 2013:

- Update the EASO List of Available Languages throughout Quarters I to IV.
- Identify new secure and cost-effective technologies on long-distance interpretation.
- Evaluation of experience with the use of the EASO List of Available Languages in Quarters III/IV.

Due to budget constraints in 2013:

- *No NCP meeting with focal points for interpretation matters will take place in 2013.*
- *A survey on new secure and cost-effective technologies on long-distance interpretation will be limited.*

3.5. EASO practical cooperation

Eurasil was handed over from the European Commission to EASO in mid-March 2012 during a plenary meeting in Brussels.

During 2012, a working party, entitled EASO Practical Cooperation, looked into lessons learned from the activities, methodologies and tools characteristic of the current Eurasil and other specialist networks and devised a new network concept on practical cooperation. EASO practical cooperation addresses a wide variety of COI, policy, legal and technical issues. It caters for various audiences, including decision-makers, COI officers, legal officers, members of tribunals and courts and academics.

EASO practical cooperation measures are designed to respond to three types of EASO support:

- permanent support — to build capacity, quality and expertise in Member States;
- special support — to address specific needs; and
- emergency support — to provide immediate support in case of particular pressure.

The aim is to have a system that can fulfil both short-term needs (emergency support) and also long-term support (special and permanent support).

During 2013, EASO will organise a maximum of four practical cooperation workshops on COI and policy, legal and technical issues and a plenary meeting.

Due to budget constraints in 2013:

- *Two country-specific workshops (defined above) will not take place despite the high demand from the European Commission and Member States for EASO flexible responses to ever-changing situations (e.g. EASO Syria meetings in 2012).*

3.6. Specific programmes

EASO will participate in specific programmes and activities within the assigned area of asylum. This will be mainly in the context of programmes from the European Commission and/or interagency cooperation.

3.6.1. EASO activities in the Action Plan for unaccompanied minors

The duties assigned to EASO under the Action Plan on unaccompanied minors (COM(2010) 213 final, 6.5.2010) and the development and consolidation of EASO's approach to quality will be the main focus of its 2013 activities. In the Action Plan, which runs from 2010–14, the following tasks are assigned to EASO:

- significant improvement of the exchange of information on unaccompanied minors (UM);
- collection of data and development of COI and analysis for assessing the protection needs of UM with a view to better supporting quality decisions;
- monitoring the issue of UM who are asylum seekers;
- developing best practices regarding reception conditions, asylum procedures and integration of UM; and
- technical documentation on age assessment, including training activities, developing a specific training and a handbook on age assessment.

Objectives for 2013:

- Continue developing EASO's information sharing and monitoring on UM to support Member States in the gathering and exchange of information on UM and family tracing in Quarters I to II.

- Deliver a handbook on age assessment and review outcomes from meetings on UM and age assessment, including:
 - reviewing outcomes from meetings on UM and age assessment in Quarter I; and
 - delivering a handbook on age assessment during Quarters II and III.
- Review EASO training and modules related to UM, including:
 - updating the ‘Interviewing children’ module in Quarter I; and
 - reviewing other EASO training/modules related to UM ongoing in Quarters I to IV.
- Work with the European Commission, Member States, UNHCR and other interested parties to develop good practices relating to reception conditions and asylum procedures.
- Support Member States in developing family tracing practices in Quarters III and IV.
- Work closely with the COI, training, quality and operational support units to ensure measures relating to the EU Action Plan on unaccompanied minors are addressed within the core functions of EASO in an ongoing fashion according to business needs in Quarters I to IV.

For information about the impact of the 2013 budget constraints upon EASO’s activities concerning

the European Commission Action Plan for unaccompanied minors, please refer to Chapter 3.2, ‘Quality processes’.

3.6.2. Trafficking human beings

A coordinated approach on trafficking human beings (THB) is being set up with the European Commission and as part of interagency cooperation. As a part of its activities to support the development of the Common European Asylum System, EASO focuses on vulnerable groups within mixed migration flows. Potential victims of THB are a special group within vulnerable groups in the asylum process. To ensure that asylum officials will have a raised awareness of detecting and referring THB victims, tools and information will be part of capacity building in the EASO tool box, for example in training modules and manuals.

EASO will look into the possibility of using its Early warning and Preparedness System to analyse trends in THB flows in the EU and keep the anti-trafficking coordinator informed of the implementation of these initiatives. Early warning provides a regional outlook and an analysis of trends and push–pull factors, as well as risk scenarios. Preparedness could serve as a tool to detect inefficiencies in the protection systems and eventually point at the need for training and capacity-building support in Member States.

4. Special support

EASO's Early warning and Preparedness System can indicate the need for special support to EU Member States for their asylum systems. This can lead to special support to Member States in a situation where potential particular pressure could emerge — including providing support on a number of areas and further improving the quality of the asylum process in the context of the Common European Asylum System.

Special support consists of:

- tailor-made support,
- capacity building, and
- relocation.

4.1. Tailor-made support and capacity building

The Early warning and Preparedness System is designed to provide outlooks and risk scenarios for EU Member States that might be affected by a large influx of asylum seekers or have a special need for their asylum system. As a result of output from the system, EASO and the Member State concerned will discuss the need for EASO special support within the format of a special support plan.

If a Member State requests, EASO will be ready to offer support on specific activities, in line with its founding regulation. Tailor-made support will follow after assessment of the situation in the Member State and drafting of a special support plan. Implementation of tailor-made support will be planned according to the agreed plan. Implementation activities could be the deployment of EASO experts, training and other support measures. In building the capacity of the Member State during the special support, EASO will focus on strengthening the areas which were critical when the request for special support emerged. The ultimate

goal of special support is to make the asylum system resistant to future pressure.

4.2. Relocation

With an increased focus on this instrument of solidarity between Member States, EASO will gather and disseminate experience and best practices gained during 2011 and 2012, for example within the pilot project for intra-EU relocation from Malta (Eurema). Having regard to the Commission communication on enhanced intra-EU solidarity in the field of asylum (COM(2011) 835 final, 2.12.2011), EASO will support any further development of relocation activities among Member States in 2013, building upon experiences from the evaluation of Eurema and other bilateral relocation activities in Malta carried out by the European Commission together with participating Member States and EASO during 2012. In line with its founding regulation, EASO will support further developments in the field of relocation which might be agreed at EU level.

Objectives for 2013:

- Organise exchange of information and best practices on relocation.
- Define methodologies and tools for EASO support for the implementation of relocation.
- Play a supporting role in the possible relocation projects agreed at EU level.
- Organise a maximum of two expert meetings (Member States, European Commission, UNHCR, International Organisation for Migration (IOM) and other relevant partners) in Quarters II and IV.

Due to budget constraints in 2013:

- *One expert meeting on relocation will not take place.*

5. Emergency support

Emergency support in case of particular pressure in a Member State will be given on the request of a Member State, after an assessment of the situation by EASO. To this end, experts of EU Member States who are part of the so-called Asylum Intervention Pool could be deployed in the EU Member State under particular pressure. Furthermore, other support, such as for reception systems, can be provided.

The Council conclusions on a common framework for genuine and practical solidarity as well as the Commission communication on enhanced intra-EU solidarity invite EASO to make full use of its mandate in order to support Member States subject to particular pressure and to cooperate with relevant bodies, such as Frontex, in the provision of such support.

The different activities and preparedness for emergency situations will be described in this chapter.

5.1. Asylum Intervention Pool

In line with the provisions of Article 15 of the EASO regulation, an Asylum Intervention Pool (AIP) has been established. The aim of the AIP is to have a database at hand containing details of experts who can be made available by EU Member States for deployment when a situation of particular pressures arises. So far the AIP covers 13 profiles, which were agreed upon by the EASO Management Board (Decision No 3 of 4 February 2011). Currently (as per June 2012) the AIP includes 345 experts from 21 EU Member States. Contact points in the Member States, the European Commission and UNHCR have been appointed for communication with EASO on all matters pertaining to asylum support teams. Likewise, EASO has been designated the Union Contact Point.

Objectives for 2013:

- Ensure the practicability of the AIP by clearly defining and updating the profiles of experts in a database. Taking stock of lessons learned so far, the system underpinning the AIP might be reviewed.
- Organisation of one meeting of AIP NCPs (for the Asylum Intervention Pool) in Quarter III.

Due to budget constraints in 2013:

- One extra AIP NCP meeting will not take place.

5.2. Greece — Supporting the implementation of the Action Plan on migration and asylum and the implementation of the operating plan

In 2013, EASO will continue its emergency activities in Greece, building upon its ongoing activities there. In line with the provisions of the operating plan, EASO activities in Greece will continue at least until 1 April 2013. These activities will consist of tailor-made and/or on-the-ground support to the first reception service, asylum service and appeal authority in Greece as well as to the Ministry of Labour, Social Security and Welfare. Depending on the request by the Greek government, EASO can flexibly rearrange or step up its operations, according to Article 10 of the EASO regulation.

EASO's activities will reflect the recommendations emerging from the joint fact-finding missions led by the European Commission. EASO's work is part of the greater assistance provided to Greece by the European Union. EASO will carry out its activities in Greece in full transparency and in close cooperation with Frontex and UNHCR under the overall coordination of the European Commission.

5.3. Preparation for emergency support

If a new emergency situation arises due to particular pressure on the asylum system of an EU Member State, and if that Member State requests support, EASO should be ready to offer support, in line with the EASO regulation. EASO will carry out such support in close cooperation with Frontex, UNHCR, IOM and the European Commission. In this context EASO will set up procedures for cooperation in emergency situations. EASO's emergency support can include support in the field of reception and asylum systems, asylum training, quality of the asylum procedures, support for building Country of Origin Information systems and technical support, etc.

Due to budget constraints in 2013:

- *Although EASO will have in its budget resources to respond to Member States' requests for assistance under particular pressure, this amount will be limited and will only allow EASO to respond within the narrow parameters given.*

6. Information and analysis support

6.1. Annual report on the situation of asylum in the EU

EASO will report on the situation of asylum in the EU and on EASO's contribution to the efficiency and consistency of the implementation of the Common European Asylum System during 2012. Based on the lessons learned from the experience of the first EASO annual report (2011), a new methodology will be applied for the determination of content, collection and processing of information provided by Member States, the European Commission and civil society, timing and consultation procedure.

EASO strives to avoid duplication with other annual reports. It collaborates with the European Migration Network (EMN) and the European Commission on the sequence of reporting and ensures that the reports published by them are complementary.

Objectives for 2013:

- The annual report on the situation of asylum in the EU will be published in Quarter II.
- The annual report on EASO activities will be sent to the European Parliament, the Council, the Court of Auditors and the European Commission during Quarter II, but before 15 June. The annual report will be made public and will be translated into all EU official languages.

Due to budget constraints in 2013:

- *No expert meetings will be organised on the report on the situation of asylum in the EU.*

6.2. Early warning and Preparedness System

In accordance with Articles 9(3) and 11 of the EASO regulation, as well as in view of the upcoming implementation of Article 31 of the Dublin Regulation, EASO will further enhance during 2013 the Early warning and Preparedness System that it started developing in 2012. Taking into account

the EU action on migratory pressures and the Council conclusions on a common framework for genuine and practical solidarity, EASO will refine the mechanism for collecting data on Member States' asylum systems and the building of a risk-assessment procedure. If indicated, EASO will be able to offer timely preventive and preparatory measures via special support.

Using the Early warning and Preparedness System, EASO provides forecasts of potential flows from third countries. Moreover, constant collection of data on asylum from Member States allows the assessment of the capacity of Member States to cope with the influx of asylum seekers they are receiving and enables the early detection of gaps and needs, thus allowing efficient and timely action. Given EASO's pivotal role in all phases of the Dublin Early Warning Mechanism — the main provider of early warning in case of particular pressure — ensuring support to Member States in the preparedness phase and on crisis management, the establishment of a sound structure is imperative.

In 2013, in close cooperation with the European Commission, Frontex, UNHCR and other partners, EASO will ensure that its Early warning and Preparedness System operates in synergy with the existing monitoring and warning systems, including:

1. early alerts based on the exchange of information;
2. risk assessment carried out on the critical situation identified by the first step; and
3. forecasts and procedures which will feed into assessing which tools in the EASO toolbox to apply upon a request from Member States.

This will be achieved through, for example, development of EU overviews and regional outlooks, tools for trend analysis, focus studies on specific caseloads by Country of Origin, indicators detecting national asylum system performances and risk assessment that can estimate the relative pressure on Member States.

Furthermore, in 2013 the National Contact Point system for data and analysis will be fully set up and cooperation with all stakeholders will be expanded and developed in more depth.

7. Third country support

The activities on resettlement and the external dimension will be developed within the framework of a restricted budget and staff. Only EUR 150 000 is available for this group of activities (see section 4.2 in Chapter 4, 'Special support') and this will be mainly used for the relocation activities which are described in that section.

7.1. Resettlement

With more Member States developing resettlement programmes, EASO should strengthen its role in coordinating activities referring to resettlement, in particular, the exchange of information. According to the Commission's proposal for a regulation establishing a new asylum and migration fund for 2014–20 (COM(2011) 751 final), an increased budget of EUR 560 million will be made available for resettlement. For 2013, the activities of EASO in this regard remain very limited due to staff and budget constraints.

Objectives for 2013:

- Organise exchange of information and best practices on resettlement and the implementation of regional protection programmes.
- Define methodologies and tools for EASO support for the implementation of the joint EU resettlement programme.
- Organise one expert meeting (Member States, European Commission, UNHCR, IOM and other relevant partners) in Quarter III.

Due to budget constraints in 2013:

- *EASO will not be able to organise more expert meetings or fora for exchange of information.*

7.2. Third country support and external dimension

As a part of its mandate, EASO supports the external dimension of the Common European Asylum System, for example by supporting countries of origin, transit and return. According to the April 2012 'EU Action Plan on migratory pressures — A strategic response', EASO has been invited to contribute to building asylum capacity in the southern Mediterranean countries. Furthermore, it will continue to contribute

within the framework of EU mobility partnerships (in particular with Tunisia and Morocco), in line with the Commission communication on the 'Global approach to migration and mobility' (COM(2011) 743 final).

Another task assigned to EASO by the JHA Council is to contribute to assessing the expected impact on migration and risks to EU's internal security before launching a visa liberalisation dialogue with third countries, as well as contributing to the continued monitoring of the effects of current visa-free regimes with third countries.

EASO's task concerning the external dimension is described in the EASO regulation and is further defined in different European Commission documents.

All EASO activities related to the external dimension of the Common European Asylum System will be carried out in agreement with the European Commission in line with Article 49(2) of the EASO regulation.

In 2013, EASO will start to plan the exchange of information and other activities in this field.

For 2013, limited budget resources would result in only very limited EASO activity in the field of external dimension. EASO will start to plan its future tasks and role in the external dimension; it will also participate in the dialogue with, for example, north African countries. EASO will also, within the scope of the Prague Process, contribute to cooperation on training activities within its available resources. However, no operational activities will be implemented.

Objectives for 2013:

- Capacity building in five neighbour countries with migratory flows towards the EU with, for example, Member States' experts deployed, experts working on projects and EASO support on the ground.
- Organisation of one meeting (Member States, European Commission, UNHCR, IOM and other relevant partners) in Quarter III.

Due to budget constraints in 2013:

- *EASO will not be able to directly support capacity building and regional protection programmes (RPP) in third countries.*

8. EASO's framework and network

EASO's environment:



8.1. Management Board

In line with Article 29(1) of the EASO regulation, the EASO Management Board shall ensure that EASO performs the duties assigned it. The Management Board has specific tasks related to the adoption of the EASO annual report on the situation of asylum in the EU, the annual EASO activity report, the annual EASO work programme, the EASO budget and the

EASO multiannual staff policy plan. The asylum situation in the EU and EASO's specific activities on matters including permanent support, special support, emergency support, the Early warning and Preparedness System and the Consultative Forum are also discussed in each Management Board meeting.

In 2013, EASO plans to organise four Management Board meetings. Ad hoc Management Board meetings could be organised if needed.

8.2. Cooperation network of EASO

8.2.1. Cooperation with the European Parliament, Council of Ministers and European Commission

EASO is an independent regulatory agency and reports directly to the EU Commissioner responsible for Home Affairs and to the Directorate-General for Home Affairs. Strong cooperation links with the European Commission will be maintained with regard to all EASO activities. Before relevant documents are adopted by the EASO Management Board, the European Commission is invited to give its opinion on the annual EASO work programme, budget and multiannual staff policy plan.

Each year, EASO sends its annual work programme and annual activity report to the European Parliament, Council of Ministers and European Commission. EASO reports to the Council of Ministers and the Executive Director is regularly invited to report to the Justice and Home Affairs Council with regard to the Common European Asylum System. Moreover, EASO reports to the European Parliament and the Executive Director is invited to present the EASO work programme to Parliament, as well specific topics related to EASO's work.

8.2.2. Cooperation with 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 relevant international organisations such as the International Organisation for Migration (IOM).

EASO cooperates closely with UNHCR in all areas covered by the EASO regulation and UNHCR is involved in EASO's work. Furthermore, UNHCR has a permanent liaison office based in Malta. In 2013, EASO will further strengthen cooperation with UNHCR, in particular over training, quality processes, unaccompanied minors, resettlement, the external dimension of the Common European Asylum System and the field of special and emergency support. Structured cooperation will continue, in particular with regard to UNHCR participation in EASO's Management Board as a non-voting member, as well as in EASO's Consultative Forum. Moreover, UNHCR will be invited, where relevant, to meetings of EASO's working parties.

EASO will also be in close contact with other relevant international organisations working in areas related to its field of activity, such as the Council of Europe, GDISC (General Directors' of Immigration Services Conference), the IGC (Intergovernmental Consultations on Migration) and IOM. EASO regularly exchanges views and contributes to the work of the Council of Europe. EASO contributes actively to the work of GDISC and is invited to attend and present its work in the different GDISC conferences and workshops. In May 2012, the mutual cooperation with the IGC was confirmed in the IGC Full Round. EASO is regularly invited to several working groups of the IGC, for example on COI, and the Executive Director is invited to the IGC Full Round.

8.2.3. Cooperation with observers and associated countries

In accordance with its regulation, EASO has established operational cooperation with Denmark. Denmark is invited to all EASO activities and is included in the network for the exchange of information and best practices. Since 2012, Croatia has been granted observer status in the EASO Management Board, following the signature of its treaty of accession with the EU on 9 December 2011. In this regard, Croatia has the same status as Denmark. When the accession process for Croatia is finalised, it will become a full member of the EASO Management Board.

In 2012, working arrangements were negotiated with associated countries: Iceland, Liechtenstein, Norway and Switzerland. In 2013, EASO will strengthen cooperation with these countries.

8.2.4. Cooperation with Frontex, FRA and other EU organisations

EASO enjoys strong cooperation with other EU agencies and is part of the interagency network. The main topics are exchanging working methods on administration. EASO is also part of the Justice and Home Affairs interagency cooperation with Frontex, FRA, Europol, Eurojust, CEPOL, the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) and the European Anti-Fraud Office (OLAF).

More specifically, EASO will conclude — if this has not already been done in 2012 — working arrangements with FRA, Europol and possibly other EU organisations. Cooperation with the other EU agencies varies from EASO training and the exchange of best practices to exchanges within the

sphere of EASO's Early warning and Preparedness System.

Frontex and EASO signed a working arrangement in September 2012 and will build upon the existing cooperation in 2013. Frontex and EASO are setting up sustainable cooperation on training programmes, quality initiatives and COI. They will also work closely together when it comes to emergency support programmes in which they are both involved, for example the joint assistance given to Greece. Frontex and EASO will establish close links between their analytical units on the Early warning and Preparedness System. Moreover, when EASO develops its external dimension in 2013, it will seek direct cooperation with Frontex. In 2013, Frontex and EASO will maintain cooperation with regard to each others' activities vis-à-vis civil society (Consultative Forum). EASO is a formal member of the Frontex Consultative Forum.

FRA and EASO will also build upon existing contacts and exchange of best practices and information. FRA will continue sharing research, research methodologies and collection of data of mutual interest and both organisations will try to cooperate in developing training. EASO will also seek cooperation on the Early warning and Preparedness System with regard to data and special reports by FRA on the situation in specific Member States. In 2013, FRA and EASO will maintain cooperation with regard to each others' consultative activities.

In 2013, Europol and EASO will build upon cooperation, most notably in the field of the Early warning and Preparedness System.

CEPOL and EASO will further develop cooperation with regard to exchange of training methodologies and EASO is open to cooperate within the framework of the exchange programmes for police officers.

EASO will coordinate with the European Commission and the EMN, particularly concerning the drafting of asylum reports. EASO and the EMN will draw on the same data from the Member States for all information when drafting reports such as the EASO annual report. EASO will participate in EMN NCP meetings and its steering board and relevant thematic meetings.

8.2.5. Cooperation with academia and members of tribunals and courts

Apart from cooperation with civil society, NGOs and intergovernmental organisations, EASO gives special attention to relations with the academic world and the members of tribunals and courts. The academic world is involved in the work of EASO through different fora, including training development activities. The academic world also has a special role in the Consultative Forum and future expert meetings. EASO and the members of tribunals and courts are already connected, as the European Association of Refugee Law Judges (EARLJ) has a permanent liaison officer stationed in Malta.

8.3. Consultative Forum

EASO maintains a close relationship with relevant stakeholders in all key policy areas. Furthermore, the Consultative Forum constitutes a mechanism for the exchange of information and pooling of knowledge between EASO and relevant stakeholders. EASO will use lessons learned from its experiences and input of 2011 and 2012 to develop the Consultative Forum further in 2013. In line with the EASO Consultative Forum operational plan adopted by the Management Board in 2012, EASO will organise various consultation activities using an array of methodologies and tools. EASO will do more work on horizontal and thematic issues that need to be reflected throughout its activities, such as gender, vulnerable groups and quality control. It will consult civil society throughout the drafting phase of the 2014 work programme, using a range of tools that have been deemed suitable and efficient so far.

As a further development to the 'consultation page' on the EASO website, during 2013, EASO will develop its e-consultation platform that will be used for web consultations and other communication matters with civil society. The Internet will continue to be the main vehicle for consultation with civil society. Based on the experience gathered in 2012, specific consultation activities will be organised for targeted groups, such as the members of tribunals and courts. Besides thematic workshops, EASO will organise a conference specifically aimed at civil society and a plenary meeting in Quarter IV of 2013.

9. EASO administration

9.1. Recruitment

In 2013, EASO will publish its vacant posts in accordance with the approved multiannual staff policy plan. It will recruit 15 new staff members instead of the 19 foreseen. These posts are directly related to the implementation of EASO's core activities and are important for the agency to meet its objectives.

It is also expected that the contracts of some seconded national experts will be prolonged in 2013 and new posts will be published.

9.2. Finance

The budget will be implemented according to the EASO regulation and Decision No 2 of the Management Board on the Financial Regulation of EASO. The Management Board will be informed of any significant change in operational activity or new operational activities, including their financial impacts. The year 2013 is the first full year of financial autonomy of EASO with regard to the establishment and implementation of its budget.

9.3. EASO communication

In line with EASO's communication goals, as outlined in its communication strategy (published in 2012), EASO will further improve its internal and external communication, transparency and visibility in 2013. Since it is a relatively new agency, external communication efforts will focus on providing information on its tasks and role and its historical context. It is also important to manage expectations.

Readily understandable and up-to-date knowledge is necessary. EASO should meet this demand by communicating clearly and openly and making the best use of modern communication technologies. The EASO message should be promoted in a proactive way and should contribute to ongoing political and public debate. In this context, the agency will continue to avail itself of various communications channels, depending on the messages it wants to convey and the target audiences.

EASO's key messages are:

- EASO: support is our mission;
- EASO: putting solidarity into practice;

- EASO is about common values, quality and solidarity; and
- EASO: providing added value for the EU and its Member States.

Communication efforts in 2013 will focus on:

- ensuring that EASO's role, values and work are well known;
- strengthening the credibility of EASO by communicating in a consistent, efficient, transparent and accurate manner, via a consistent flow of easily intelligible information; and
- raising the profile of EASO as a centre of expertise on issues related to asylum.

EASO's key messages will be transparently communicated through several channels in order to ensure the widest reach possible. These include:

- EASO's official website;
- the written and audiovisual press;
- participation in events (such as EU open days and other events including large, politically important occasions);
- presentations and exhibitions of EASO's work and activities;
- publications and reports ⁽¹⁾;
- EASO's monthly newsletter;
- press releases; and
- daily press extracts (for internal use).

Concerning internal communication, EASO staff shall be kept well informed about the activities and mission of the agency so that they can act as EASO ambassadors. They will also be kept up to date on developments in the areas of asylum and immigration in the EU. In this context, daily press extracts will be provided to all EASO staff members.

9.4. Corporate services/ document management

The purpose of document management is to manage information in a way that is compliant with EU regulations on document management and EASO policies. Document management preserves EASO's institutional memory, facilitates the search and retrieval of documents and, most importantly, makes it easier for EASO staff to work.

⁽¹⁾ Please find the overview of EASO's publications and reports in Annex 2.

In 2013, the following document management tasks are expected to be completed:

- EASO will put into place a comprehensive policy on document management to be followed by all staff and complemented by guidelines. Training on document management will be offered, with general training for all staff and specialised training for the assistants.
- A policy and a system for registration of all incoming/outgoing correspondence and internal formal correspondence will be put in place. This system will be manual but will comply with the Commission's rules on registration (SEC(2009)1643).

- A classification plan and retention schedule for all EASO documents will be finalised. This is an important tool for organising documents for retrieval and determining the length of time each category must be kept (the retention period). The retention period will be based on administrative, legal, contractual, financial and archival considerations.

In 2013, the procurement of an enterprise content management system (ECMS) will be under way, with the aim of obtaining a system that is specific for managing electronic documents and preserving their authenticity, integrity and retrievability. This system will facilitate collaboration on document preparation and, through the development of workflows, the process of obtaining approvals.

ANNEX 1:

EASO plan for the establishment of public contracts and legal commitments in 2013

Work programme activity	Nature of expenditure	Estimated budget	Legal commitment description	Procedure description	Indicative launch date
EASO training	Event organisation	EUR 600 000.00	Public contract	Specific contracts under EASO framework contract	QI–IV
EASO training	Operational IT application	EUR 160 000.00	Public contract	Open procedure for the award of the contract	QI
EASO training	Publishing of manuals	EUR 10 000.00	Public contract	Specific contracts under EASO framework contract/ service level agreement with the Publications Office	QIII and IV
EASO training	Translations	EUR 165 000.00	Administrative arrangement	Administrative procedure with the Translation Centre for the Bodies of the European Union (CDT)	QI–III
EASO training	Repayment of expenses to invited persons	EUR 265 000.00	Invitation letters	Internal procedure	QI–IV
Quality processes	Event organisation	EUR 350 000.00	Public contract	Specific contracts under EASO framework contract	QI–III
Quality processes	Repayment of expenses to invited persons	EUR 12 000.00	Invitation letters	Internal procedure	QIII and IV
Quality processes	Publishing of manuals	EUR 26 000.00	Public contract	Specific contracts under EASO framework contract/ service level agreement with the Publications Office	QII
Quality processes	Consultancy services	EUR 28 000.00	Public contract	Negotiated procedure	QII–IV
Quality processes	Translations	EUR 34 000.00	Administrative arrangement	Administrative procedure with CDT	QI
Horizontal support for CEAS implementation	Operational IT application	EUR 100 000.00	Public contract	Specific contracts under EASO/Directorate-General for Informatics framework contract	QI–IV
Annual report on asylum	Publishing of annual report	EUR 240 000.00	Public contract	Specific contracts under EASO framework contract/ service level agreement with the Publications Office	QI
Annual report on asylum	Event organisation	EUR 60 000.00	Public contract	Specific contracts under EASO framework contract	QIII
Early warning and data analysis	Operational IT application	EUR 300 000.00	Public contract	Specific contracts under EASO/Directorate-General for Informatics framework contract	QI

Work programme activity	Nature of expenditure	Estimated budget	Legal commitment description	Procedure description	Indicative launch date
Early warning and data analysis	Event organisation	EUR 80 000.00	Public contract	Specific contracts under EASO framework contract	QI
Early warning and data analysis	Publishing of reports	EUR 20 000.00	Public contract	Specific contracts under EASO framework contract/ service level agreement with the Publications Office	QI
Country of Origin Information	Operational IT application	EUR 425 000.00	Public contract	Specific contracts under EASO/Directorate-General for Informatics framework contract	QI-III
Country of Origin Information	Event organisation	EUR 375 000.00	Public contract	Specific contracts under EASO framework contract	QI-III
Country of Origin Information	Publishing of report	EUR 100 000.00	Public contract	Specific contracts under EASO framework contract/ service level agreement with the Publications Office	QI-III
Horizontal support for Member States under particular pressure	Event organisation	EUR 50 000.00	Public contract	Specific contracts under EASO framework contract	QI-III
Horizontal support for Member States' practical cooperation	Event organisation	EUR 60 000.00	Public contract	Specific contracts under EASO framework contract	QI-III
Horizontal support for Member States' practical cooperation	Operational IT application	EUR 40 000.00	Public contract	Specific contracts under EASO/Directorate-General for Informatics framework contract	QI
Emergency support	Repayment of expenses to mandated persons	EUR 950 000.00	Deployment letters	Internal procedure	QI-IV
Emergency support	Logistic support supplies	EUR 150 000.00	Public contract	Specific contracts under EASO framework contract	QI-IV
Emergency support	Repayment of expenses to mandated persons	EUR 100 000.00	Capacity building letters	Internal procedure	QI-IV
Relocation, resettlement and external dimension	Event organisation	EUR 150 000.00	Public contract	Specific contracts under EASO framework contract	QI-IV
Cooperation with partners and stakeholders	Event organisation	EUR 150 000.00	Public contract	Specific contracts under EASO framework contract	QIII
TOTAL		EUR 5 000 000.00			

ANNEX 2:

EASO publications and documents to be translated in 2013

1.	EASO brochure
2.	EASO work programme
3.	Annual report on EASO activities
4.	EASO annual report on the situation of asylum in the EU
5.	EASO training brochure
6.	Max. 3 EASO training handbooks
7.	EASO training for judiciary — training manual
8.	Max. 4 EASO publications on quality
9.	Max. 3 EASO COI reports
10.	Max. 3 publications on EASO COI methodology
11.	EASO study on the use of COI
12.	EASO fact-finding mission guidelines
13.	EASO handbook on age assessment
14.	EASO poster

HOW TO OBTAIN EU PUBLICATIONS

Free publications:

- via EU Bookshop (<http://bookshop.europa.eu>);
- at the European Union's representations or delegations. You can obtain their contact details on the Internet (<http://ec.europa.eu>) or by sending a fax to +352 2929-42758.

Priced publications:

- via EU Bookshop (<http://bookshop.europa.eu>).

Priced subscriptions (e.g. annual series of the *Official Journal of the European Union* and reports of cases before the Court of Justice of the European Union):

- via one of the sales agents of the Publications Office of the European Union (http://publications.europa.eu/others/agents/index_en.htm).

European Asylum Support Office

EASO work programme 2013

Luxembourg: Publications Office of the European Union

2012 — 27 pp. — 21 × 29.7 cm

ISBN 978-92-95079-42-7

doi:10.2847/43353

