



EASO Single programming document

Multiannual programming 2018-2020

Work programme 2018

December 2017



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SECTION I. INTRODUCTION

1. Foreword

Since the start of the migration crisis in the European Union in 2015, the European Asylum Support Office (EASO hereinafter also referred to as 'the Agency') has been tasked with undertaking several operational activities, notably in the hotspots in Greece and Italy. These events triggered a process of rapid transformation in the Agency's role, culminating in the Commission proposal of 4 May 2016 to transform EASO into the European Union Agency for Asylum (EUAA), as part of the reform of the Common European Asylum System (CEAS).

The new EUAA will assume new responsibilities that will strengthen its operational and technical effectiveness, increase capacity-building support to Member States and third countries, lead to further development of information and data gathering and analysis, as well as a new role in the monitoring of the implementation of the CEAS.

Significant progress has been registered in the interinstitutional negotiations on the proposal, with political agreement on the text being reached in June 2017. Nevertheless, a date for adoption of the final regulation has not yet been set, partly due to the agreements that still have to be reached on the other proposals constituting the legal framework of the CEAS that are linked to the EUAA proposal.

At the meeting of 19-20 October 2017, the European Council called for further convergence towards an agreement of the reform of the CEAS and expressed its intention to seek to reach a consensus during the first half of 2018. Against this background, EASO has developed this Single programming document based on the initial Commission proposal, in agreement with the EASO management board and the European Commission, and on the assumption that agreement could be reached during 2018.

In light of the above, during 2018 the Agency will continue to take the necessary measures to prepare itself for the operationalisation of its new mandate. To this effect, the Agency established an internal task force in the first half of 2017 that is coordinating the preparations for the new tasks, as well as the review of existing activities that will be upgraded to meet the proposed new requirements.

The management board, which will have a stronger role under the new regulation, will undoubtedly continue engaging with the Agency in reviewing its new responsibilities and exploring new working methods that will enable it to manage a higher workload.

Notwithstanding the implementation activities that will be ongoing in 2018, the Agency will continue to deliver its core business activities. The provision of operational support will continue to rely on the contributions of Member States that nominate their experts for deployment in the hotspots and provide experts for EASO training activities and development of EASO asylum support and information tools.

The rapid pace of recruitment that was set in 2017 will continue unabated during 2018, as EASO will engage more staff, as foreseen in its human resource plan, to reach 297 in total. The Agency will be in a position to deliver its work programme if it has sufficient financial resources to cover its staff and operating and administrative costs. The initial EASO budget of EUR 91.97 million in 2018 will prove to be challenging as the demand for support continues to increase year on year.

I am confident that, through its close collaboration with the EASO management board, the Member States, the EU institutions and stakeholders, the Agency and its staff will deliver the programme of activities and lay the foundations for the future EUAA.

José Carreira
Executive Director

2. Mission statement

2.1. Mission of the European Asylum Support Office

As a centre of expertise, the European Asylum Support Office's mission is to contribute to the implementation of the Common European Asylum System (CEAS) by enhancing practical cooperation, stimulating information exchange, ensuring convergence in the assessment of protection needs in the Member States, monitoring the implementation of the CEAS and providing operational and technical assistance to Member States subject to pressure on their asylum and reception systems.

2.2. EASO's principles

In fulfilling its mission, EASO observes the following principles:

- Enhancing practical cooperation and information exchange among Member States in the field of asylum;
- Providing timely and up-to-date data, analysis and assessments on asylum-related matters;
- Stimulating quality and efficiency of the asylum procedures, reception conditions of Member States and the assessment of protection needs across the Union through promotion of EU law and development of operational standards;
- Ensuring greater convergence in the assessment of protection needs across the Union;
- Monitoring the implementation of the CEAS and compliance by Member States with operational standards, guidelines and best practices;
- Providing comprehensive and timely operational and technical support to Member States on asylum and reception;
- Acting as an independent and impartial centre of expertise;
- Providing operational and technical assistance to support 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;
- Ensuring the protection and promotion of fundamental rights and principles, as enshrined in the Charter of Fundamental Rights of the European Union, in the implementation of asylum-related activities;
- 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

Regulation (EU) No 439/2010 ⁽¹⁾ established EASO on 19 May 2010. Article 1 of the regulation stipulates:

'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, training, and 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 the Agency performs effectively its duties. The executive director is independent in the performance of his tasks and is the legal representative of EASO. The

⁽¹⁾ Regulation (EU) No 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.

executive director is responsible, inter alia, for the administrative management of EASO and for the implementation of the annual work programme and the decisions of the management board.

The executive director is supported by heads of department, heads of unit, heads of sector and liaison officers. EASO's organisation chart is included as Annex X to this document.

3. List of acronyms

AD	administrator (temporary agent)
AEAJ	Association of European Administrative Judges
AIP	Asylum Intervention Pool
ARC	Asylum Research Consultancy
AST	assistant (temporary agent)
CA	contract agent
CEAS	Common European Asylum System
CEOS	conditions of employment of other servants of the European Union
CEPOL	European Union Agency for Law Enforcement Training
CJEU	Court of Justice of the European Union
COI	country of origin information
CSO	civil society organisation
EAIPS	EASO Asylum Intervention Pool System
EASO	European Asylum Support Office
ECHR	European Court of Human Rights
EEAS	European External Action Service
EFTA	European Free Trade Association (Stockholm Convention)
ENP	European Neighbourhood Policy
EPRA	European Platform of Reception Agencies
EPS	Early Warning and Preparedness System
EU	European Union
EU+	EU Member States and associate countries (Iceland, Liechtenstein, Norway and Switzerland)
eu-LISA	European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
EUA	European Union Agency for Asylum
EU-FRANK	European Union specific action on facilitating resettlement and refugee admission through new knowledge
Eurojust	The European Union's Judicial Cooperation Unit
Europol	European Union Agency for Law Enforcement Cooperation
FARR	Flyktinggruppernas Riksråd/ Swedish Network of Refugee Support Groups
FG	function group
FRA	European Union Agency for Fundamental Rights
Frontex	European Border and Coast Guard Agency
FTE	full-time equivalent
GDELT	global data on events, location and tone
GDISC	General Directors' Immigration Service Conference
GPS	Group for the Provision of Statistics
HROP	hotspot relocation operating plan
ICT	information and communications technology
IDS	Information and Documentation System
IDP	internally displaced person
IGC	Intergovernmental Consultations on Migration, Asylum and Refugees
IPA	Instrument for Pre-Accession Assistance
IOM	International Organization for Migration
IT	information technology
JHA	Justice and Home Affairs
KCMD	Knowledge Centre on Migration and Demography
MedCOI	medical country of origin information
MFF	multiannual financial framework
MS	EU Member State(s)
NCP	national contact point
RDPPs	regional development and protection programmes
SNE	seconded national expert
SSP	special support plan
TC	third country
UNHCR	United Nations High Commissioner for Refugees
WB	western Balkans

SECTION II. GENERAL CONTEXT

Since 2015, the European Union has been experiencing significant challenges dealing with large numbers of applicants for international protection from Middle Eastern and northern Sub-Saharan countries. This unprecedented influx of asylum seekers has exposed a number of weaknesses in the design and implementation of the Common European Asylum System (CEAS) as evidenced by the differences in reception conditions, asylum procedures, recognition rates and overall standards applied by Member States.

In response to the unfolding situation, the European Union gradually started putting into place a wide array of measures, which included the setting up of hotspots in Greece and Italy, the Council decisions on relocation, the EU–Turkey statement, joint action on the Central Mediterranean Route, as well as the partnership framework, which have led to a drop in irregular arrivals.

Simultaneously, in its communication of 6 April 2016 entitled ‘**Towards a reform of the Common European Asylum System and enhancing legal avenues to Europe**’⁽²⁾, the Commission set out its priorities for reforming the CEAS, aimed at harmonising standards in the European Union and speeding up procedures. This reform, which is a key part of the comprehensive migration strategy, includes the overhaul of the Dublin Corrective Allocation Mechanism, the transformation of EASO into a fully fledged European Union Agency for Asylum (EUAA) with increased competences, the conversion of the qualification directive and asylum procedures directive into regulations, the recast of the reception conditions directive and the Eurodac regulation, and a new proposal for a Union resettlement framework. The objective is that of ensuring a complete reform of all legal instruments of the CEAS.

Whereas, by mid-2017, political agreement had been reached on the EUAA proposal and significant progress continues to be made on the recast Eurodac regulation, negotiations on the other proposals, including the reformed Dublin regulation have proceeded at a slower pace.

The EUAA will be at the core of the reformed CEAS. It will have the necessary tools to:

- provide operational and technical assistance to Member States;
- facilitate and support the activities of Member States in the implementation of the CEAS, including by enabling convergence in the assessment of applications for international protection across the Union and by coordinating and strengthening practical cooperation and information exchange;
- contribute to ensuring the efficient and uniform application of the EU *acquis* in Member States;
- protect and promote fundamental rights and principles as enshrined in the Charter of Fundamental Rights of the European Union.

In particular, the Agency will improve the functioning of the CEAS including through the monitoring mechanism and by providing operational and technical assistance to Member States, in particular where their asylum and reception systems are under disproportionate pressure.

The Agency’s budget will grow from **EUR 91.97 million** in 2018 to **EUR 114.10 million** in 2020, whereas the staff of the Agency will increase from **297** in 2018 to **494** in 2020.

In the mid-term review of the European Agenda on Migration of 27 September 2017, drafted against the background of a constant decrease in number of irregular arrivals through the Eastern and Central Mediterranean Routes, the Commission set out new initiatives to address key areas and identified areas where efforts are needed. Some of these activities directly involve the Agency, such as the call for continued relocation efforts from Greece and Italy, operations in the hotspots, and the pilot project on private sponsorship schemes. In its recommendation on resettlement, the Commission also invited Member States to use the support of the Agency to increase their resettlement efforts.

The transition of the Agency into the new organisation might present a number of challenges both from an administrative and operational point of view. The following are a list of assumptions and risks that the Agency has identified for the forthcoming period.

⁽²⁾ COM(2016) 197 final.

Assumptions

- As the final EUAA regulation was not agreed at the time of preparation of this Single programming document, all planned activities in the work programme 2018 were based on the provisions in the **Commission proposal for the new EUAA regulation**.
- The Single programming document will be **adapted at a later stage** based on the final text of the new EUAA regulation that will be adopted by the European Parliament and the Council.
- Figures for **human resources** take into account the Agency's requirements to provide the services planned for in the proposed EUAA regulation.
- **Financial resources** are not expected to cover the full extent of day-to-day operational activities, including implementation of operating plans, as the increase in Title 3 budget will not cover needs based on expenditure in 2017.
- Over the period 2018-2020, the Agency's **core activities** will be consolidated, while concurrently, the new tasks assigned to the Agency through its new mandate will start being implemented.
- The Agency will establish its new monitoring mechanism of the CEAS and implement its first monitoring activities in Member States.
- The Agency will engage in several activities to enable **convergence** in the assessment of applications for international protection across the EU, including through increased capacity in the provision of common country of origin information (COI) and provision of country guidance.
- Measures will be undertaken to support a **sustainable and fair distribution of applications** for international protection. These include the first activities for the implementation of the new Dublin Corrective Allocation Mechanism, including the validation of the number of third-country nationals effectively resettled and periodically entering that number in the proposed Dublin system. They also include a continuation and, when needed, further reinforcement of assistance to Greece and Italy in their relocation efforts.
- The Agency will heavily invest in action to bolster its capacity to provide **operational and technical support** to Member States within the hotspots framework, also through the creation of an asylum intervention pool (AIP).
- Investment in **technical support** for processes and equipment over this period will increase substantially considering the increased operational nature of the work of the Agency and the role that the Agency will play in the implementation of the proposed Dublin system (which shall be prepared, developed and operationally managed by eu-LISA and closely followed by EASO).

Risks

- Delay in the adoption of the legal basis for the **new mandate of the Agency** and other EU asylum legal instruments, in particular the Dublin regulation delaying the implementation of the reformed CEAS.
 - Mitigation: EASO has launched internal processes to prepare for and initiate the operationalisation of the new EUAA regulation.
- Insufficient **operational budget under Title 3** to address the cost of the full extent of day-to-day EASO operations, as well as contingency budget for unexpected needs that would require an increase in operational and technical support and a timely response.
 - Mitigation: EASO, in agreement with the Commission, requested the Budgetary Authority to consider approving additional budget to finance the estimated shortfall for planned operations. The Agency will engage in discussions on models for rapid access to EU funding in case of need for an emergency response.
- The rapid rate of **staff recruitment** with a significant increase in staff that the Agency must recruit by 2020 placing a strain on administration resources and infrastructure.
 - Mitigation: EASO initiated recruitment competitions for new 2018 posts prior to the end of 2017. During 2018, the Agency will maintain the pace of recruitment successfully established in 2017.
- Lack of **adequate posts** at higher grades to attract high-level experts needed to carry out the specialised tasks outlined in the new mandate of the Agency, including those related to monitoring and operational support.
 - Mitigation: EASO will engage in discussions with the Commission and the management board on a review of the human resource requirements of the Agency to address the needs arising from the new mandate.
- Lack of sufficient numbers of **Member States' experts** to be deployed in operations managed by the Agency, particularly those in the hotspots.
 - Mitigation: EASO will continue to engage with the Member States via the national contact points (NCPs) and the management board to ensure sufficient numbers of experts are deployed. The Agency will also continue to complement Member State experts with interpreters, cultural mediators, interim caseworkers and interim support staff engaged from service providers by means of framework contracts.

SECTION III. MULTIANNUAL PROGRAMMING 2018-2020

1. Multiannual objectives

1.1. EASO's key performance indicator

EASO's overall key performance indicator represents the Agency's ability to conduct its core business and to meet the specific 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 the Agency's support to the 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 Agency's progress 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 opinions expressed by the EU+ countries, the European Commission, the Council of the EU, the European Parliament, other EU institutions, agencies and bodies and other EASO partners on the Agency's work.

The work programme identifies a number of specific objectives which are structured according to the SMART (specific, measurable, achievable, realistic, time-bound) principle. In order to measure the Agency'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 CEAS and help strengthen practical cooperation among EU+ countries. In order to achieve this, the following multiannual objectives will be pursued by the Agency.

Ref. no	EASO multiannual objectives	When	Indicators	Links to activity areas in 2018 work programme
MA01	Contribute to the exchange and analysis of information on the implementation of the CEAS.	2018-2020	Number of topics for which information will be collected and analysed Number of information and analysis outputs	5.2. Early warning and preparedness; 5.3. Information and Documentation System; 5.4. Annual report on the situation of asylum in the EU; 5.5. Further development of a central asylum information system; 5.6. Research on early warning and understanding root causes; 6.2. Asylum processes; 6.3. Reception; 6.6. Dublin Network; 6.7. Exclusion Network; 8.3. Information and communications technology.

Ref. no	EASO multiannual objectives	When	Indicators	Links to activity areas in 2018 work programme
MA02	Provide and enhance practical cooperation and support asylum processes.	2018-2020	Number of support projects/activities ongoing and/or implemented	6.1. Training; 6.2. Asylum processes; 6.3. Reception; 6.4. Activities related to vulnerable applicants; 6.6. Dublin Network; 6.7. Exclusion Network.
MA03	Contribute to the correct and effective implementation of asylum law and the standards of the CEAS through monitoring and, where relevant, follow-up.	2018-2020	Number of monitoring activities /number of produced reports	6.2. Asylum processes; 7. Monitoring of the implementation of the CEAS; 8.3. Information and communications technology.
MA04	Contribute to improved capacity of EU Member States to implement the CEAS and manage fluctuating migration flows through providing operational support.	2018-2020	Number of support plans/projects ongoing and/or implemented	3.1. Italy; 3.2. Greece; 3.3. Other EU Member States; 4.1. Support activities and tools for operations; 4.2. Operational training and quality support; 4.3. Monitoring and evaluation of operations; 8.3. Information and communications technology.
MA05	Enhance and simplify the presentation of the Agency'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.	2018-2020	Extent of awareness and understanding of the situation in countries of origin and the functioning of the CEAS in the current migration situation that can be directly derived from the Agency's information and knowledge-provision activities	5.1. Country of origin information; 5.3. Information and Documentation System; 5.4. Annual report on the situation of asylum in the EU; 5.6. Research on early warning and understanding root causes; 8.3. Information and communications technology.
MA06	Contribute to the convergence in national decision practices on the basis of common country of origin information and a common analysis of this information and available horizontal guidance, resulting in country guidance notes on specific countries of origin.	2018-2020	Number of country guidance notes and use of these guidance notes by Member States	5.7. Country guidance for convergence; 6.2. Asylum processes; 8.3. Information and communications technology.

Ref. no	EASO multiannual objectives	When	Indicators	Links to activity areas in 2018 work programme
MA07	Contribute towards the development of knowledge, skills and competences of asylum practitioners.	2018-2020	Number of trainers who have completed the Agency's training Number of national training sessions organised in EU+ countries Number of participants who have completed national training sessions Number of persons who have achieved a certificate of qualification	4.1. Support activities and tools for operations; 4.2. Operational training and quality support; 6.1. Training.
MA08	Mainstream aspects related to vulnerable groups, promote policy coherence in this field and provide practical support to Member State asylum officials, taking into account the rights of the child and the special needs of vulnerable persons.	2018-2020	Number of activities/ practical tools/support missions ongoing and/ or implemented	5.1. Country of origin information; 6.4. Activities related to vulnerable applicants.
MA09	Contribute towards the enhancement of quality standards and harmonisation of decision-making of courts and tribunals by furthering professional development as well as stimulate judicial dialogue in the field of international protection.	2018-2020	Number of judicial analyses and other materials developed Number of stakeholders participating in the Agency's network of members of courts and tribunals Number of practical cooperation activities organised for members of courts and tribunals	6.5. Cooperation with members of the courts and tribunals
MA10	Provide and enhance capacity building of third countries in the field of asylum.	2018-2020	Number of support projects/activities ongoing and/or implemented	3.4.1. Third-country support
MA11	Contribute to the enhanced implementation of European resettlement schemes.	2018-2020	Number of support activities implemented and number of tools developed	3.4.2. Resettlement

Ref. no	EASO multiannual objectives	When	Indicators	Links to activity areas in 2018 work programme
MA12	Contribute to constructive dialogue in the field of asylum with relevant stakeholders, including civil society	2018-2020	Number of consultations held	6.2. Asylum processes; 6.3. Reception; 6.4. Activities related to vulnerable applicants; 6.5. Cooperation with members of the courts and tribunals; 8.1. Civil society and consultative forum; 8.2. EASO communication and stakeholder relations.

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, taking into account the trends in arrivals and migration routes.

The new EUAA mandate is expected to introduce a number of new tasks relating to country of origin information, the establishment of the system for deployment of asylum support teams and the creation of the AIP, and the need for increased engagement with Member States for the provision of operational support in line with the extended mandate of the EUAA. This will all require an enhanced capacity of the Agency in the field of planning and evaluation.

In addition, related areas of the CEAS framework have implications for operational support, not least EASO's role as an interface with the revised Dublin regulation ⁽³⁾ and the related mechanisms, the new provisions of the asylum procedures directive ⁽⁴⁾ and the qualifications directive ⁽⁵⁾, and the new legislative framework for resettlement ⁽⁶⁾.

Moreover, this programme is based on the assumption that the situation in Greece will have stabilised as a result of the implementation of the EU–Turkey statement. In the case of Italy, the level of engagement will remain at the same high level with more focus being placed on capacity building and operational support to the regular asylum procedure and family reunification under Dublin regulation.

In this regard, the Agency will tailor its operational support to the specific arising needs, as well as to requests from EU Member States. EASO's activities will range from immediate measures in a crisis to long-term planning and preventive capacity building for the receiving Member States with regard to both their asylum and reception systems. The Agency will continue its tasks as regards the implementation of its new mandate, with a major focus on the provision of operational support to Member States that may be facing disproportionate pressure. Specific focus will therefore be provided to EU front-line Member States, in particular to Greece and Italy as per the European Agenda on Migration and the hotspot approach, with respect to relocation and the implementation of the EU–Turkey statement.

This will include the **implementation of operating plans**, comprising support measures in a number of areas such as:

- Assistance to Member States with identification and registration of third-country nationals and the examination of applications for international protection;
- Facilitation of Member States' technical cooperation in processing applications for international protection;
- Assistance with provision of information on the international protection procedure;
- Advice and coordination for the setting up or provision of emergency reception facilities by the Member States;
- Assistance with the relocation or transfer of beneficiaries of international protection within the Union;
- Provision of interpretation services, administrative support and necessary infrastructure;
- Assistance to Member States to ensure that children's rights and child protection are safeguarded; and
- Participation in migration management support teams at hotspot areas.

The Agency 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.

EASO will **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 AIP, the list of available languages and EAIPS, the electronic system for deployment and reimbursement of experts. The Agency will explore technical solutions that will enhance operational support and joint processing carried out by asylum support teams. In addition, improved

⁽³⁾ Proposal for a Regulation of the European Parliament and of the Council establishing the criteria and mechanisms for determining the Member State responsible for examining an application for international protection lodged in one of the Member States by a third-country national or a stateless person (recast), COM(2016) 270 final, 4.5.2016.

⁽⁴⁾ Directive 2013/32/EU of the European Parliament and of the Council of 26 June 2013 on common procedures for granting and withdrawing international protection (recast), OJ L 180, 29.6.2013, p. 60.

⁽⁵⁾ Directive 2011/95/EU of the European Parliament and of the Council of 13 December 2011 on standards for the qualification of third-country nationals or stateless persons as beneficiaries of international protection, for a uniform status for refugees or for persons eligible for subsidiary protection, and for the content of the protection granted (recast), OJ L 337, 20.12.2011, p. 9.

⁽⁶⁾ Decision No 281/2012/EU of the European Parliament and of the Council of 29 March 2012 amending Decision No 573/2007/EC establishing the European Refugee Fund for the period 2008 to 2013 as part of the general programme 'Solidarity and Management of Migration Flows', OJ L 92, 30.03.2012, p. 1.

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, to be deployed even more rapidly when required to address emergency situations on the ground, will continue to be delivered. Whenever possible, the Agency will aim to have a permanent presence in the country requesting support to allow for dedicated and continuous support, liaison and coordination.

Given the increase in operational activities which EASO is leading on the ground in Greece and Italy, further efforts to plan, monitor and evaluate operations are necessary. The Agency has in place, as part of the new organisational structure implemented in 2017, a separate unit that undertakes operational planning and monitoring activities. These activities are to be further developed and implemented in the course of 2018.

In order to continuously enhance operational support through the most efficient use of resources, EASO will fully implement its results-based monitoring and evaluation system, allowing for constant review and improvement of performance. The results from monitoring and evaluation will feed back into the planning process to support better planning of operations.

2.2. 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 through the implementation of regional programmes, mainly aimed at capacity building support to third countries (TCs), with the geographical priorities in the western Balkans (WB) region, Turkey, north Africa and, as appropriate, other TCs, as outlined in the 2016 Commission communication on establishing a new partnership framework with third countries under the European Agenda on Migration ⁽⁷⁾, through the partnership framework approach. Activities will include training, provision of seminars/workshops, study visits, technical assistance and on-the-job training, etc. The Agency will continue to provide support to TCs by developing knowledge, skills and competences of the staff of national authorities working on international protection, and, as appropriate, 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. Any EASO support will be targeted and limited to priority countries and coordinated with the European Commission and the European External Action Service (EEAS).

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, the United Nations High Commissioner for Refugees (UNHCR) and the International Organization for Migration (IOM). Modalities and tools for providing appropriate and rapid operational support will be explored together with relevant stakeholders in TCs, the European Commission and the EEAS, in line with the broader EU external relations policy.

Any further developments in the field of resettlement will depend largely on the outcome of negotiations on the proposal for a Union resettlement framework regulation and the corresponding mandate given to the Agency under the said proposed regulation and the new EUAA regulation. The Agency will support the implementation of the European resettlement schemes, including through the development of common information and training materials for the different phases of the resettlement process to be used by EU Member States engaging in resettlement programmes. EASO will, where appropriate, provide support to Member States, in particular those that have not been previously involved in resettlement.

EASO has been called upon to support Member States in resettlement following the call by the Commission ⁽⁸⁾ for at least 50 000 resettlement pledges to be offered; Member States have been invited to resettle in close cooperation with UNHCR. The Commission ⁽⁹⁾ has also invited EASO to coordinate a pilot project on private sponsorship schemes with interested Member States and engaging a wide variety of relevant civil society organisations, international organisations, and potential private sponsors in cooperation with the Member States.

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.

⁽⁷⁾ Communication from the Commission to the European Parliament, the European Council, the Council and the European Investment Bank on establishing a new partnership framework with third countries under the European Agenda on Migration, COM(2016) 385 final, 7.6.2016.

⁽⁸⁾ Commission Recommendation of 27.9.2017 on enhancing legal pathways for persons in need of international protection (C(2017) 6504).

⁽⁹⁾ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on the Delivery of the European Agenda on Migration (COM(2017) 558 final).

2.3. Information, analysis and knowledge development

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

- On **country of origin information**, the Agency will expand the 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 inhouse 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 children and vulnerable groups). This is in order to perform the 'clearing-house' function as noted in the European Agenda on Migration. EASO will particularly seek to further harmonise COI production via increased and more regular sharing of national COI production planning documents. 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, as outlined in the April 2016 Council conclusions ⁽¹⁰⁾, EASO will further strengthen the senior-level policy network (country guidance network) and increase the development of country guidance notes based on a joint analysis of EASO COI and EASO horizontal guidance/tools on elements of the CEAS. The Agency will continue the production of information relevant for the possible designation of safe countries of origin and further transfer MedCOI activities into EASO's COI activities. The Agency, in its working methods, will continue to take into account the capacity required to deal with rapidly changing facts on the ground.
- 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 strengthen 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. The EPS indicators will be updated in accordance with the new CEAS legislative framework in place. As part of its work on early warning and preparedness, the Agency will continue its **research on early warning and understanding root causes** of asylum-related migration with the eventual aim of creating an empirically validated migration model for typical types of flows. For all data-related activities, overlaps with existing information will be ensured and synergies will be sought through active collaboration with other actors in the migratory and research field, such as the Commission's Knowledge Hub for Migration and Security, Eurostat, Frontex, the Joint Research Centre, UNHCR and IOM.
- The **Information and Documentation System (IDS)** is the Agency's IT-based tool providing up-to-date, validated information on all major aspects of the asylum systems of 30 EU+ countries. EASO will continue the overhaul of IDS in order to increase its accessibility and usability, and to significantly expand the tool with information on national and European case-law, legislation and asylum policy. Core parts of IDS will be prepared for public access, while further internal platforms for working-level information will be developed.

EASO will **simplify the presentation of this enhanced knowledge** by further developing a central, integrated asylum information system, integrating the different areas of COI (COI portal), early warning and preparedness (EPS, statistical and Geographic Information System software) and 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.

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

2.4. Asylum support

During these 3 years, EASO will continue to provide asylum support to EU+ countries with the aim of enhancing their capacities to implement the CEAS.

Training

The Agency will continue to solidify and further develop its **training curriculum** by keeping its existing training material updated with new developments, such as changes in the EU *acquis* and the asylum situation in the EU,

⁽¹⁰⁾ Outcome of the Council meeting, 3461st Council meeting — Justice and Home Affairs, Home Affairs, Luxembourg, 8065/16 (OR. en), 21 April 2016.

as well as by analysing and addressing the general needs of EU+ countries, particularly in light of the support that will be required by EU+ countries to implement the new CEAS. The Agency will keep developing training in close cooperation with EU+ countries and appropriate training entities, including academic institutions and other relevant organisations. EASO will continue to invest in the quality assurance of its training curriculum particularly by means of its cooperation with the reference group. Furthermore, the Agency will continue its actions for the certification and accreditation of its training curriculum aiming to achieve an international sectoral qualification for Member State asylum officials.

EASO will also aim to further improve its **e-learning experience** by taking into consideration new IT developments and enhanced learning methodologies.

The Agency is committed to strengthening its direct contacts with EU+ countries and their training units within their national administrations. To this end, EASO will engage in providing individual consultations with EU+ countries in order to collect and analyse their individual training needs and designing their training plans. Through this approach EASO will further adhere to methods that promote practical cooperation and facilitate the sharing of good practices amongst EU+ countries. The Agency will explore and support the possibility of a mobility programme for certified Member State asylum officials.

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.

The Agency will train its own staff on international protection-related matters as appropriate.

Asylum processes

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

- Continue to 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 of Member States where experts discuss best practices and current challenges and share information and expertise.
- Continue to develop common practical tools and guidance to support the implementation of the CEAS based on identified needs and good practices. The Agency's practical tools are meant to translate the requirements of the common legal instruments into user-friendly practical instruments to be used by Member States officials across the EU and beyond in their daily work. EASO guidance includes operational standards and indicators that provide a practical perspective on key provisions of the common legal instruments and thus help Member States to assess whether their national asylum and reception systems are set up and functioning in line with the CEAS. The Agency will actively promote the practical tools and guidance in the national administrations. The practical tools and guidance will be evaluated and, upon request, the Agency will assist with their application.
- 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.
- Further develop its monitoring role by implementing relevant monitoring activities on the implementation of the CEAS, organising monitoring-related activities in Member States, producing reports and contributing to an effective follow-up by the Member State. To this end, the Agency would work in close cooperation with the Member States and with the European Commission to develop suitable indicators and a monitoring framework.

Cooperation with members of the courts and tribunals

EASO will continue to further strengthen 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. The Agency's activities in this field will be undertaken in line with the established cooperation framework with courts and tribunals and with full respect for the independence of the judiciary.

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 Court of Justice of the European Union. This will in turn lead to an increased harmonisation of the interpretation of European asylum law within the wider framework of international protection.

EASO activities related to vulnerable applicants

The Agency will continue to mainstream aspects related to vulnerable applicants in all activities to promote policy coherence in this field, including in training and in the operational context such as the hotspot approach and when implementing relocation. Practical cooperation activities will include facilitation of expert networks and workshops, information exchange and the development of common tools and guidance, in order to promote convergence with EU standards related to the identification and support to vulnerable applicants in the asylum and reception systems of the Member States. All activities will take into account the rights of the child and the special needs of vulnerable persons.

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 the Agency will foster cooperation and improved capacities in the EU+ countries.

In order to support the Member States in the full application of the Dublin Corrective Allocation Mechanism, EASO established in 2016 a **dedicated network of national Dublin Units**. The network aims to enhance practical cooperation and information sharing among the 32 national Dublin Units participating in the network.

In the area of **reception**, EASO has established a dedicated **network of reception authorities** in line with the European Agenda on Migration. Through this network EASO fosters the exchange of information and best practices on reception systems within the framework of the CEAS, practical cooperation and the development of practical tools and common guidance on reception.

EASO will further develop the newly established **Exclusion Network** with the aim of reinforcing cooperation, information-sharing and exchange of best practices on exclusion as well as promoting common standards and practices by developing practical tools in relation to the implementation of the legal provisions on exclusion.

Furthermore, the Agency 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.

2.5. Horizontal activities

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

As a decentralised EU 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. Thus, strong cooperation links exist with the European Commission on all EASO activities. The European Commission is 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 as well as the EASO financial regulation. Furthermore, close cooperation and coordination takes place, in particular through regular meetings and videoconferences, through coordinated drafting of reports, through organising joint contact committee meetings and practical workshops and participation and exchange of information within the framework of the European Migration Network.

The Agency 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, the Agency sends its single programming document, including the annual work programme and budget, the consolidated annual activity report, the annual report on the situation of asylum in the EU, and the final accounts to the European Parliament, the Council of the European Union, the European Commission and the European Court of Auditors. 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 the Agency'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 UNHCR and with other relevant international and intergovernmental organisations.

With regard to the UNHCR, the Agency 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 the Agency based in Malta. In 2013, EASO and the UNHCR signed a working arrangement. On that basis, EASO will continue to build on the strengthened cooperation in all fields, in particular in the areas of training, asylum processes, unaccompanied children and other vulnerable applicants, resettlement, the external dimension of the CEAS and in the field of special and emergency support, including cooperation in the hotspots.

The Agency 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 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 in light of the European Agenda on Migration and relevant Council conclusions. It is a member of both the EU Agencies' network and of the Justice and Home Affairs (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, the Agency will continue having mutual contacts and relations on a bilateral level with the JHA agencies, in particular via the channels of the JHA interagency cooperation.

On the basis of the working arrangement signed by Frontex and EASO in September 2012, the two agencies will continue to maintain their existing cooperation and will enhance it in light of the joint action planned for 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 (EPS) and COI, 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 forums.

FRA and EASO will build upon the existing cooperation in line with the working arrangement signed by both agencies in June 2013. The two agencies 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 light of the joint action planned for in the European Agenda on Migration. The two agencies will also continue to conduct joint activities within the framework of the EASO Dublin Network.

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, the Agency will further promote the participation of representatives from 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 the Agency's support activities will be explored.

The new EUAA regulation foresees a revision of the composition and working methods of the consultative forum. To this end, the Agency 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 the Agency, 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 stakeholder relations

EASO shall continue to ensure the visibility of the Agency's role, tools, values and work by communicating in a consistent, efficient, transparent and accurate manner through the flow of easily intelligible messages. It will

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 with regard to their asylum and reception system.

In order to reach this objective EASO will continue to send clear messages, communicate through the right channels and also strive to be proactive and advanced via modern communication tools, including active use of the web and social media channels. The Agency 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 an EU public sphere by engaging with the public, contributing to and stimulating discussion on the EU asylum policy.

The Agency's efforts will be aligned to the core objectives highlighted in the EASO Communication Strategy. In 2018, the main communication objective will be the consolidation of the Agency's reputation as a centre of expertise on asylum. EASO shall go more in depth in the subject area of the Agency and target a wider range of audiences. In 2019, EASO will continue to specialise in the core areas and the objective is to become a reference point, together with other information providers including the Commission and stakeholders, for its stakeholders for information on the CEAS and the actual asylum situation. In order to strengthen the message that EASO is an operational agency and provided that sufficient resources are available, the Agency will aim to be present on the ground and follow EASO operations closely.

EASO will continue to ensure that its communication strategy is coherent, relevant and coordinated with the strategies and activities of the Commission. The Agency will coordinate efforts with the Commission's communication service particularly for external communication relating to important policies of the Union or its image as a whole.

3. Human and financial resources — outlook for years 2018-2020

3.1. Overview of the past and current situation

Financial resources

The EUAA is expected to be built on but also depart from EASO in many respects including the size of its financial resources.

The total funds necessary to enable the Agency to fulfil its mission under the expanded mandate amount to EUR 364 million ⁽¹¹⁾ for the period 2017 to 2020. For the Agency to carry out its new tasks effectively, the number of staff members will have to increase over the period 2017 to 2020 to bring the staff of the Agency to an estimated total of 500 by 2020 ⁽¹²⁾. Consequently, the staff component of the expenditures will absorb a considerable part of the resources allocated in each financial year.

The Agency's budget in 2016, initially amounted to EUR 19.4 million. By the end of the year, after four amendments, it reached a total of EUR 65.3 million in commitment appropriations and EUR 53.1 million in payment appropriations ⁽¹³⁾, including EUR 20 million in emergency assistance funds received from the European Commission over the course of the year. This amount anticipates the levels of the financial outlook foreseen in the legislative financial statement of the proposed EUAA regulation. In fact, the Agency's budget reached EUR 86.8 million by September 2017 (as per amendment 2, including the associate countries, contributions) and is expected to reach EUR 87 million in 2018.

The following table and chart show the expected evolution of the budget in the period 2017 to 2020 by expenditure titles, based on the legislative financial statement of the proposed EUAA regulation. In December 2016, the Budgetary Authority granted an additional EUR 3 million for operational expenditure in 2017, thus increasing the total expenditure in 2017 from EUR 66.2 million to EUR 69.2 million. Detailed data are provided in Annex II.

Title	Expenditure type (EU contribution (C1) only)	2017 Initial (EUR)	2018 (EUR)	2019 (EUR)	2020 (EUR)
1	Staff expenditure	16 521 014.13	28 360 982	37 209 300	47 297 300
2	Infrastructure and operating expenditure	8 879 999.87	10 872 500	11 973 200	12 380 000
3	Operational expenditure	43 804 986.00	52 737 518	47 503 500	54 422 700
Total expenditure		69 206 000.00	91 971 000 ⁽¹⁴⁾	96 686 000	114 100 000

It should be noted that, whereas the staff expenditure on Title 1 and the infrastructure and operating expenditure on Title 2 are expected to increase in line with the increase in size of the Agency, the change in operational expenditure does not reflect the current actual cost of field operations and a decrease in available funds is forecast for 2019. Moreover, the multiannual forecast does not take into account funding for crisis situations and operational needs that cannot be foreseen at the time of preparation of the work programme.

A major operational expense on Title 3 of the EASO budget is the provision of experts for asylum support teams deployed in the operational hotspots. The resources engaged by the Agency include Member State experts and individual experts nominated by Member States, as well as interpreters, cultural mediators, interim caseworkers and interim support staff engaged from service providers by means of framework contracts. As the cost of the human resources varies depending on the source, EASO will explore the use of less costly resources and aim for a reduction in the numbers of the more costly options.

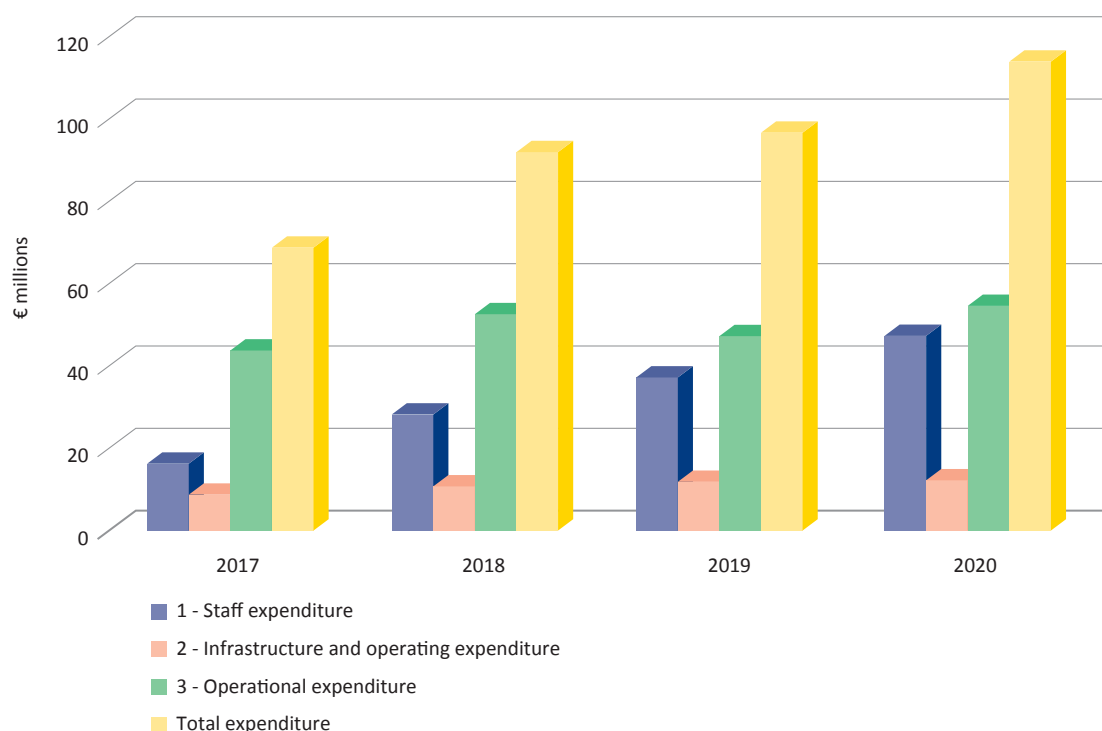
⁽¹¹⁾ As foreseen in the legislative financial statement of the proposal for a regulation of the European Parliament and of the Council on the European Union Agency for Asylum.

⁽¹²⁾ *Ibidem*.

⁽¹³⁾ Of which EUR 29.54 million corresponds to a contribution from the EU general budget, EUR 1.9 million to contributions from associate countries and EUR 21.7 million to grants.

⁽¹⁴⁾ Includes additional EUR 5 million in EU contribution agreed by the Budgetary Authority in December 2017.

The successful implementation and sustainability of the new fully fledged agency will depend on the availability of the required resources. Therefore, a review of the funding model for the Agency will be necessary to address the medium- to long-term budgetary requirements.



Human resources

EASO will require more resources during the period 2018 to 2020 to fulfil its mandate. The details of the activities of those additional resources are described in Section III.

Since the Agency is growing, a certain critical mass is being achieved; more resources will be allocated to operational units and to support activities in view of the new EUAA mandate that will build on the existing EASO. For the Agency to carry out its new tasks effectively, staff for 211 additional ⁽¹⁵⁾ temporary agent posts and 51 additional contract agent positions will be recruited to reach a total of 489 statutory staff (and an additional five seconded national experts (SNEs)) over the period 2018 to 2020.

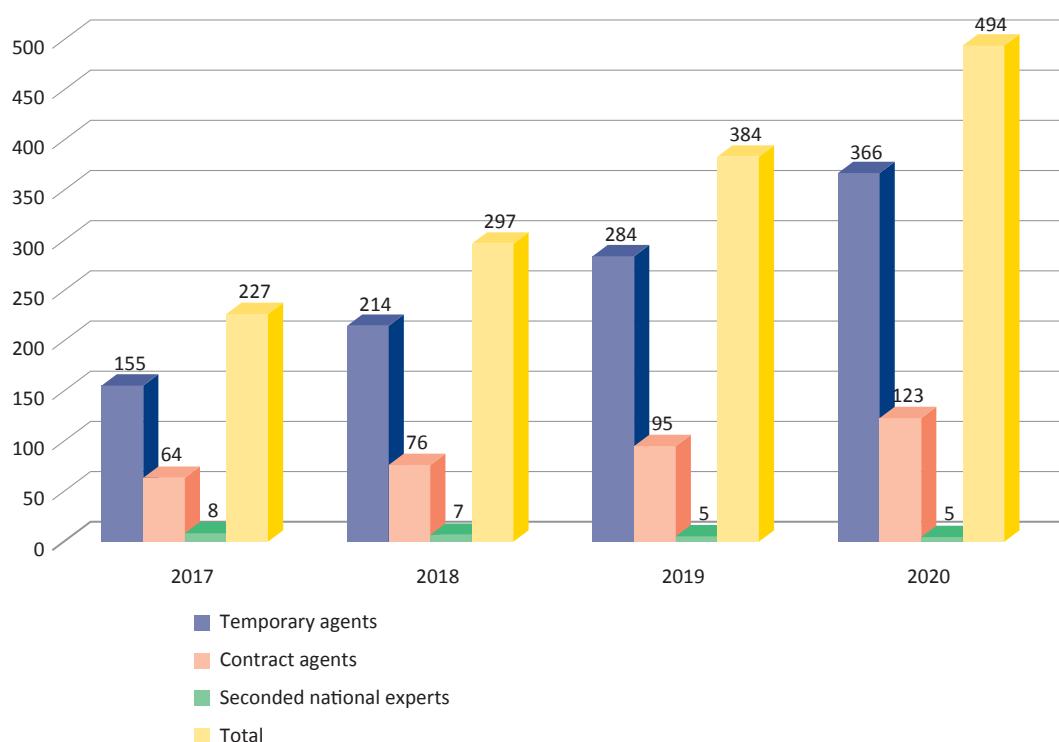
The total number of staff in 2018 will reach 297. The total staff complement in 2019 and in 2020 is expected to be six less than in the Commission proposal due to a reduction in SNEs.

During 2016, 31 contract agent positions were created in addition to the 41 contract agents foreseen in 2016 to meet the immediate increased demands of the migration crisis. This ratio of operational and support staff is also foreseen to improve, as EASO has made 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 summarise the increase in human resources 2018-2020.

Staff	2017	2018	2019	2020
Temporary agents (posts)	155	214	284	366
Contract agents (FTEs)	64	76	95	123
Seconded national experts (FTEs)	8	7	5	5
Total	227	297	384	494
Growth compared to previous year (posts/positions)		+ 70	+ 87	+ 110
Growth compared to previous year (%)		30.8	29.3	28.6

⁽¹⁵⁾ Compared to 2017 numbers.



3.1.1. Expenditure for 2016

The EASO budget 2016 initially amounted to EUR 19.4 million. By the end of the year, after four amendments, it reached a total of EUR 65.3 million in commitment appropriations and EUR 53.1 million in payment appropriations ⁽¹⁶⁾, including EUR 20 million of emergency assistance funds received from the European Commission over the course of the year.

The budget execution (including the changes in amendment 4) is as follows.

Fund source	CA budgeted (EUR)	CA consumed (EUR)	CA %	PA budgeted (EUR)	PA consumed (EUR)	PA %
C1 — EU general budget contribution	41 758 600.00	41 395 796.64	99.13	29 463 600.00	25 408 995.08	86.24
R0 — Grants and contributions from associate countries ⁽¹⁷⁾	24 268 121.21	11 293 511.73	46.54	24 268 121.21	8 398 349.35	34.61
Total	66 026 721.21	52 689 308.37	79.80	53 731 721.21	33 807 344.43	62.92

The execution of commitment appropriations reached 99.13 % in 2016.

3.1.2. Staff population overview for 2016

On 2 December 2016 the staff headcount was 136. Statutory staff as well as SNEs were represented. The composition was 86 temporary agents, 43 contract agents, and seven SNEs.

⁽¹⁶⁾ Out of which EUR 29.5 million corresponds to a contribution from the EU general budget, EUR 1.9 million to contributions from associate countries and EUR 21 million to grants.

⁽¹⁷⁾ Includes associate countries contributions 2016 and 2015 carried over, IPA, EMAS and ENP grants instalments, of which EUR 20 million stem from the EMAS grant agreement.

3.2. Resource programming for the years 2018-2020

3.2.1. Financial resources

- **Justification**

- Revenue:

EASO revenues are expected to increase as foreseen in the proposal for a new mandate, reaching a total of EUR 114 million in 2020. This to enable the Agency to fulfil the current and new tasks entrusted to it by the European Union but not for additional tasks that are expected to be introduced by the co-legislators.

The contribution from the general budget of the European Union has always represented the biggest share of the Agency's budget. Likewise, during the period 2018 to 2020, EASO expects to receive most of its revenues from the general budget of the European Union. The said contribution will be proportionally complemented by countries which have concluded and ratified agreements with the EU for their participation in EASO (associate countries), namely Liechtenstein, Norway and Switzerland. EASO may also be managing resources stemming from grants signed with other entities such as the European Commission to continue existing projects or start new ones.

- Expenditure:

EASO will expand its activities in all areas outlined in this programming document, which is based on the proposal for a new mandate and regulation ⁽¹⁸⁾. Operational expenditures are expected to increase significantly in the coming years, starting in 2017 at almost EUR 44 million and reaching EUR 54 million in 2020. In turn, the increase of expenses for operations will be a push factor for staff and running costs.

The increases in Title 1 and Title 2 will reflect the planned growth in human resources and the related increase in infrastructure to accommodate all staff recruited (including office space, equipment, meeting rooms, etc.). In 2016, the Agency received the approval of the European Parliament and the Council to expand its premises. Consequently, rental costs are expected to increase to EUR 2 million per year.

Detailed data on expected expenditures are provided in Annex II.

3.2.2. Human resources

- **Resource outlook over the years 2018-2020**

A. New tasks:

On 4 May 2016, the Commission adopted a proposal for a new EUAA regulation, which strengthens the role of the Agency 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 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.

Additional tasks are expected to be introduced by the co-legislators in the final text of the EUAA regulation.

B. Growth of existing tasks:

The Agency filled 136 staff posts or positions ⁽¹⁹⁾ of 163 agreed for 2016 (excluding SNEs). Annex III reflects the detailed staff planning for the years 2018 to 2020.

In 2017, all additional posts and positions, allocated to the Agency through the amendments to the 2016 EU budget and through the 2017 EU budget, will be filled and the Agency will gradually reach the total number of staff (headcount) authorised for 2017, which is set at 235 staff members. Most of the posts have been allocated to the operational

⁽¹⁸⁾ 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.

⁽¹⁹⁾ Data at 2.12.2016.

units aiming at maximising, firstly, the availability of resources for the hotspots and, in addition, the strengthening of operational and capacity building support.

In 2016, rapid developments took place in the area of migration and led to the increase of the Agency's activities. This situation has exerted extraordinary pressure on the asylum and reception systems of an increasing number of Member States and had a direct impact on the Agency and the nature of its activities. Consequently, the organisational structure was streamlined to better respond to the emerging needs and the increased role coverings all areas of activity, including operational support, training, asylum processes, as well as information and analysis and external dimension. Therefore, the Agency envisages that in the period 2018 to 2020 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 an appropriate 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:

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

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

EASO will in the first instance continue to build and reinforce its quality management system and risk management processes as the basis for effective and efficient administrative and core operations. The Agency will also invest further in the automation of several administrative processes (human resources, procurement, and finance) and processes in operational areas, where several initiatives have already been taken and will be further developed. This will be complemented by business process improvement exercises in the relevant areas.

D. Negative priorities/decrease of existing tasks:

The new EUAA regulation and the changes to the EU asylum legislative framework will increase the tasks of the Agency. Consequently, a reduction in tasks during the period 2018 to 2020 is not foreseen.

E. Redeployment:

EASO has implemented the mandatory 5 % staff reduction, i.e. a loss of two posts between 2014 and 2017. As the Agency was initially in the start-up phase and later on received new tasks, the resultant increase in staff resulted in an overall net increase that did not require measures for redeployment of staff.

The Agency expects an annual increase in staff all the way to 2020 in line with the Commission's legislative financial statement for the new founding regulation.

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 to 2020 allocated to EASO financial resources amounting to 0.7 % of the multiannual financial framework (MFF) Heading 3-Security and Citizenship ⁽²⁰⁾. EASO used to be one 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 to 2020 for the Agency 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 allocated to the Agency. An even larger growth in the Agency's activities can be realistically expected in the coming years, as explained above.

⁽²⁰⁾ Total of EUR 109.349 million.

EASO is faced with a considerable and constant increase in tasks entrusted to it and is oriented in ensuring their implementation by delivering high quality results and real added value. On this basis and in line with the change in EASO's mandate, in its 2018 to 2020 planning the Agency requests that the EU contribution to its budget continues to increase, reflecting the political developments and EASO's increased role in the EU migration crisis and allowing the Agency to perform the tasks allocated to it.

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

	2017 Initial (m EUR)	2018 (m EUR)	2019 (m EUR)	2020 (m EUR)
Current MFF 2014-2020	15.6	15.9	16.3	16.6
New mandate proposal	66.2	87.0	96.7	114.1
New EASO budget request	69.2 ⁽²¹⁾	91.9 ⁽²²⁾	96.7	114.1

⁽²¹⁾ On 1 December 2016, the Budgetary Authority adopted a decision to increase the Agency's budget for 2017 by an additional EUR 3 million, for a total budget of EUR 69.2 million.

⁽²²⁾ On 30 November 2017, the Budgetary Authority adopted a decision to increase the Agency's budget for 2018 by an additional EUR 5 million, for a total budget of EUR 91.9 million.

SECTION IV. WORK PROGRAMME 2018

1. Executive summary

The 2018 work programme is based on the assumption that the founding regulation of the European Union Asylum Agency (EUAA) will come into force in 2018. Activities set out in this programming document are based on the Commission proposal for the new mandate of the Agency as the final text of the regulation was not yet agreed at the time this document was prepared. The outcome of the interinstitutional negotiations on the new EUAA regulation will be taken into account in an amendment to the work programme once the final legal text has been agreed.

Besides consolidating its core activities, during 2018 the Agency will further develop its operational and technical capability, and start engaging in a number of activities foreseen in the new mandate. Moreover, the Agency will maintain the pace of recruitment of staff, the total of which is estimated to reach 500 ⁽²³⁾ by the year 2020, and expedite budget absorption, which should reach EUR 114 million in revenue by the year 2020. The Agency will maintain a flexible approach and, if necessary, will adapt its activities in line with the adopted text of the EUAA regulation.

One key area where the Agency will significantly expand is in **operational and technical assistance** to the Member States, which could include also the option for the Agency to facilitate the examination of applications for international protection that are under examination by the competent national authorities. The AIP as foreseen will be fully operationalised to support, at any time and in sufficient numbers, the front-line Member States, and appropriate tools will be developed to implement operational activities. Specific support activities for the relocation scheme and operations in the hotspots will be intensified.

The Agency will further develop its operational support based on the continuing and emerging needs of Member States to fully implement the reformed CEAS and to respond to particular pressure on their asylum and reception systems. The Agency will adjust its operational support to the specific arising needs as well as the requests from Member States. Activities related to the implementation of the new Dublin Corrective Allocation Mechanism have not been fully defined in this programming document pending the outcome of negotiations on the legal basis.

In line with the European Agenda on Migration and the proposal for EUAA, the Agency will build capacity to carry out one of its main new tasks: **monitoring** of implementation of the CEAS, in particular asylum procedures, the Dublin Corrective Allocation Mechanism, recognition rates, quality and nature of international protection granted, monitor compliance with the operational standards and guidelines as well as verify the asylum and reception systems and the capacity of Member States to manage those systems effectively particularly in times when they would face disproportionate pressure. Through monitoring, any shortcomings in the functioning of the CEAS can be addressed as early as possible and the necessary tools will be put in place to enable Member States to address situations of disproportionate pressure adequately. EASO will set up teams of experts to carry out the monitoring exercise and draft a report setting out their findings and recommendations.

With the aim of becoming a key component of the asylum and reception monitoring systems established in the proposal for EUAA, the Agency will continue to ensure the development of its **Early Warning and Preparedness System** (in cooperation with Eurostat and Frontex) through the reinforcement or addition of new data collections, with a view to establishing an effective monitoring on all key aspects of the revised CEAS. The Agency will also collect and validate information on third-country nationals effectively resettled on a weekly basis.

During 2018, the Agency will further continue and enhance its practical cooperation activities also with a view to collecting and exchanging information on Member States' practices and policies in relation to the CEAS. Depending on the outcome of the negotiations on the proposal for EUAA, this **mapping of Member States' practices and policies** will also feed into the collection of information under the monitoring of the CEAS implementation. Furthermore, based on identified needs and best practices, the Agency will continue to develop **common practical tools and guidance**, including in the context of specific operational support and relocation. The Agency's guidance will include operational standards and indicators that clarify the interpretation of key provisions of the common legal instruments and thus help Member States to assess whether their national asylum and reception systems are set up and functioning in line with the CEAS.

⁽²³⁾ COM(2016) 271 final.

In line with the proposal for EUAA, the Agency will continue to build capacity and assume a key role in the gathering of relevant, reliable, accurate and up-to-date information on countries of origin, including child-specific information and targeted information on vulnerable groups. The Agency will therefore develop a comprehensive **EU-wide COI system** while raising and harmonising standards of COI together with EU+ countries and other key stakeholders. Steps will be taken to strengthen the role of the Agency as a **‘clearing house’ of national COI** as requested in the European Agenda on Migration. The proposal for EUAA calls for the coordination of national COI production initiatives by establishing and managing networks among Member States on COI. During 2018, the Agency will continue developing the COI portal and related tools and platforms, which will be connected to other EASO asylum information systems.

Based on the outcomes of the **‘convergence’ exercise** mandated by the 21 April 2016 Council conclusions, and in line with the relevant provisions of the proposal for EUAA, the Agency will take measures to foster convergence in applying assessment criteria by coordinating efforts among Member States to engage in and develop a common analysis providing guidance in the situation in specific countries of origin.

The Agency will also provide information relevant for the designation of **safe countries of origin, safe third countries and first countries of asylum**.

During 2018, training will continue to be delivered to support capacity building in Member States. The **training curriculum** will be consolidated by keeping it abreast of new developments, such as changes in the EU asylum legal framework and the asylum situation in the EU. The Agency will continue to analyse and address the general needs of the EU+ countries and develop, update or upgrade, in cooperation with EU+ countries, new training modules if required, while ensuring that issues related to vulnerable groups are streamlined throughout its training material. Moreover, specialised training on international protection will be provided to Member State experts being deployed by the Agency and also to its own staff.

The Agency will advance the joint preparation of **professional development materials for members of courts and tribunals**, as well as their subsequent dissemination to identified partners. In addition, professional development workshops will continue, as well as increase the promotion of their organisation on a national level. Cooperation with relevant partners in the field will be strengthened and every effort will be made to facilitate avenues for judicial dialogue and exchange.

The Agency will continue to mainstream aspects related to **vulnerable groups** in all activities. Cooperation activities will be undertaken to foster convergence in line with EU standards related to the identification and support to encourage policy coherence in this field. Efforts to encourage practical cooperation and information sharing among EU+ countries and other relevant experts on issues relating to vulnerable applicants will continue.

The activities of the **Dublin Network, the Exclusion Network** and the **network of reception authorities** will be consolidated and further enhanced in line with the European Agenda on Migration. Through these networks, the Agency will foster the exchange of information and best practices, pool expertise and develop specific tools and guidance on these themes.

During 2018, the Agency will strengthen its cooperation with, and increase its support to, third countries of origin and transit. Based on the 2016 Commission communication on establishing a new partnership framework with third countries under the European Agenda on Migration, the Agency will, as appropriate, support the approach of renewed partnerships with third countries that will be developed according to the situation and needs of each partner TC, depending on whether it is a country of origin, country of transit or a country hosting many internally displaced persons (IDPs). As part of this, the Agency will support **capacity building** in key EU neighbouring TCs’ asylum and reception systems. Moreover, the Agency will continue providing support to the western Balkans region and Turkey, including through the implementation of the Instrument for Pre-Accession Assistance (IPA) programme ‘Regional support to protection-sensitive migration management in the western Balkans and Turkey’, 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 partnership framework approach.

The Agency will consider direct operational support, as and when appropriate, in particular to support the WB countries with identification, registration, reception and referral, in cooperation with Frontex, UNHCR and IOM.

In 2018, EASO will aim to strengthen the EU’s role in resettlement, in cooperation with the European Commission and UNHCR, with a view to meeting the international protection needs of refugees in third countries and show solidarity with their host countries. The Agency will continue to coordinate the exchange of information and other action taken by Member States, including schemes that are carried out at the level of the European Union, as well as

supporting Member States in fulfilling resettlement pledges and coordinating a pilot project on private sponsorship schemes with interested Member States.

In the implementation of its work, the Agency will work in close cooperation with other actors in the field, in particular the European Parliament, the Council of the European Union, the Commission EEAS, EU Member States, Frontex, eu-LISA, FRA, UNHCR, IOM and other relevant actors. The Agency 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 the European Migration Network and its different expert groups, IGC, GDISC and other players. Likewise, the Agency will further strengthen the partnership with the International Association of Refugee Law Judges, the Association of European Administrative Judges (AEAJ), and the European Judicial Training Network (EJTN).

The Agency will further develop its positive relationship with civil society in various areas of its work through more targeted consultations, transparency, and outreach activities.

During the drafting phase of the work programme 2018, EASO consulted civil society and received contributions from the Asylum Research Consultancy (ARC), Evangelische Kirche in Deutschland (EKD), the International Organization for Migration (IOM), the International Rehabilitation Council for Torture Victims (IRCT), Programma Integra (social cooperative in Italy), the Swedish Network on Refugee Support Groups (FARR), and VluchtelingenWerk Nederland (Dutch Council for Refugees). The EU JHA agencies were also consulted.

This programming document constitutes the framework financing decision for the implementation of the identified activities. However, in view of the largely unpredictable nature of developments in the migration field in the EU, which have a direct impact on the Agency's operations, and the need to respond in a timely and proactive manner to evolving circumstances, the management board authorises the executive director to decide upon changes to the work programme 2018, 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 2018, which is an integral part of the Single programming document 2018-2020 takes into account the opinion of the Commission, which was delivered to EASO on 16 November 2017. This document was first adopted by the EASO management board on 27 November 2017. It was subsequently readopted on 15 December 2017 to adjust the total budget, taking into account the decision of the Budgetary Authority to increase the EU contribution by EUR 5 million.

2. EASO's priorities for 2018

During 2018, EASO will deliver on the multiannual programme with the main focus being the implementation of the new EUAA regulation as well as continuity and expansion of its core activities for the benefit of the EU+ states and third countries.

Operational support, planning and evaluation

- Further develop operational support based on identified and emerging needs of Greece, Italy and Cyprus, as well as other potential front-line Member States.
- Provide operational and technical support to Member States in order to assist them in implementing the new CEAS proposals in a timely and effective manner.
- Support capacity building in key EU neighbouring third countries' asylum and reception systems, namely in the western Balkans region, Turkey and north Africa.
- Strengthen the EU's role in the area of resettlement, in cooperation with the European Commission, UNHCR and other implementing partners, including IOM.
- Make use of and further develop a number of tools to implement its operational activities.
- Implement specific support activities for the relocation scheme and operations in the hotspots connected with the migration management teams.
- Implement a pilot project on private sponsorship schemes, in close coordination with the Commission, and fully participate in the parallel Commission study.
- Continuously improve the planning of operational support and further develop working methodologies to draft operating plans.
- Enhance capacity to monitor and evaluate operational activities, with a major focus on the results from the implementation of operating plans, and to improve their effectiveness and efficiency.

Information, analysis and knowledge development

- Develop a comprehensive EU COI system, raising and harmonising standards of COI together with EU+ countries and other key stakeholders, as well as strengthening EASO's role as a 'clearing house' of national COI.
- Foster the creation of an effective situational picture on asylum-related migration, as well as an early warning functionality, through the further development of EPS data collection and the integration of findings of the research on activities on early warning and understanding root causes.
- Establish the IDS as the basis for operational analyses to be provided on current challenges and areas of potential crises.
- Further integrate the Asylum Information System focusing on improving the functionalities of individual entities and creating additional interlinkages between constituent parts.
- Foster convergence in applying assessment criteria by coordinating efforts among Member States to engage in and develop a common analysis providing guidance in the situation in specific countries of origin.

Asylum support

- Consolidate EASO's training curriculum by keeping its existing training material abreast of new developments as well as continue to organise train-the-trainers sessions.
- Provide learning and training opportunities to improve the knowledge, skills and competences in relevant authorities and of experts to be deployed in asylum support teams.
- Further continue and enhance practical cooperation activities for the collection and exchange of information on Member States' current practices and policies in relation to the CEAS.
- Further develop the dedicated network of reception authorities in line with the European Agenda on Migration.
- Continue to mainstream aspects related to vulnerable groups in all activities to encourage policy coherence in this field, including in the context of operational support, training and other asylum support activities.
- Advance the joint preparation of professional development materials for members of national courts and tribunals, as well as their subsequent dissemination to identified partners.
- Continue to enhance the activities of the Dublin Network and reinforce the cooperation, information-sharing and exchanges of best practices between the participating national Dublin Units.
- Continue to enhance the activities of the EASO Exclusion Network and reinforce the cooperation, information-sharing and exchange of best practices on exclusion-related issues between the participating EU+ states.

Monitoring implementation of the CEAS

- Monitor all aspects of the CEAS with the aim of ensuring that any shortcomings in the functioning of the CEAS are addressed as early as possible to achieve an orderly management of the asylum and reception systems, as well as ensuring that Member States have the necessary tools in place to be able to address situations of disproportionate pressure adequately.

Horizontal activities

- Further promote the participation of representatives from civil society, strengthen the quality and effectiveness of consultations, and explore direct involvement of civil society in EASO's support activities through the implementation of pilot activities.
- In line with the new EUAA regulation, make a proposal for the set-up (composition and working methods) of the revised consultative forum based on lessons learnt since its establishment.
- Promote multidirectional synergies with all relevant stakeholders of EASO's cooperation network as well as strengthen coordination, flow of information, convergence and coherence of policies and practices related to EASO's mandate.
- Continue to increase the availability of ICT systems and technical solutions in the field of asylum for the EU+, and further improve systems to support EASO's internal operations to meet the demands of growth in size as well as increase in tasks and responsibilities.

3. Operational support

3.1. Italy

EASO's operational support to Italy is provided across the national territory, including Sicily and Sardinia. The Agency is present in five hotspots, 15 ports of disembarkation applying the hotspot approach, reception centres in the Rome area, and in regional hubs and other locations covered by 40 roving teams.

EASO will **further develop its operational support** based on identified and emerging needs of Italy, and taking into account the trends in arrivals and migration routes, to fully implement the EU asylum *acquis* and to respond to particular pressure on its asylum and reception systems in a sustainable manner. The Agency will implement its role as mandated by the EU institutions and in line with the new legislative framework in place. Within this context EASO will operationalise its support in agreement with the Italian authorities, aiming to address specific arising needs.

EASO will provide operational support by deploying in Italy EU+ countries' experts or by providing other support as required, including by maintaining and/or providing logistics (such as mobile offices, rental and setting up of facilities, and equipment) as well as providing the necessary services (such as interpreters, cultural mediators, administrative support, interim caseworkers and support staff and transport). The Agency will cooperate with the relevant bodies in the provision of such support, devoting special attention to operational cooperation with Frontex and other stakeholders.

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. In parallel, in accordance with the CEAS and based on its practical experience in operations taking place in Italy and established good practices, the Agency will provide support in amending the working procedures and workflows. EASO will maintain the level of support to the Italian Ombudsperson for children and adolescents in the implementation of measures, including those for the protection of unaccompanied children. Moreover, the Agency will maintain its regular participation in the EU Regional Task Force.

A detailed description of the support measures agreed by EASO and the Italian authorities is provided in the signed operating plan published on the EASO website.

Link to multiannual objectives	MA04
Budget line and allocated amount	3301 Operational support: EUR 14 500 000
Allocated human resources	8 AD, 4 AST, 4 CA

Objectives and results	
Objective 1	Contribute to enhanced capacity of the Italian authorities to implement the CEAS and respond to high influx of mixed migration flows.
Expected results in 2018	<ul style="list-style-type: none"> — Improved skills and knowledge of relevant authorities regarding various elements of the CEAS. — Harmonisation of procedures and workflows in place at national level for the enhanced implementation of the CEAS and the revised legislative framework. — Provide support through COI-related activities

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Operating plan signed and implemented; Number of experts deployed versus needs; Number of foreseen support measures implemented; Number of national authority participants in support measures; Level of satisfaction of Italian authorities with the support measures.	2016: special support plan phase 2 ended by the end of March, continuation of EASO support requested by Italy, implementation of remaining activities by the end of 2016. Seven experts deployed for SSP measures; Two support measures implemented; Six experts deployed for evaluation of SSP.	Operating plan implemented; At least 85 % of expert needs met; 100 % support measures implemented; 150 national authority participants involved in support measures.	EASO internal records, surveys, reporting of changes, Member States/EASO/Commission statistical data collection. Evaluation report on the implementation of the operating plan.
Number of induction/training activities carried out	2016: N/A	10	Participants lists, attendance certificates
Number of procedures/workflows amended/revised with input from EASO	2016: N/A	4	Procedures and workflows adopted/put in place
Number of COI-related activities carried out	2016: N/A	3	Country factsheets or focus reports drafted, cooperation meetings on COI topics taking place
Degree of adoption and implementation of the outputs of the support measures	2016: N/A	100 % of outputs used/adopted	Evaluation report on the implementation of the operating plan

Main outputs/actions in 2018

Main outputs/actions	When
Provision of support to Italy to implement the CEAS and to enhance the asylum and reception system to respond to high influx of mixed migration flows in a sustainable manner.	Q1-Q4
Implementation of activities in accordance with the operating plan signed with the Italian authorities.	Q1-Q4

Objectives and results

Objective 2	Taking into account the operational needs in 2018, contribute to enhance the capacity of the Italian authorities to face the mixed migratory flows under the regular procedure and hotspot approach.
Expected results in 2018	<ul style="list-style-type: none"> — Support for processing of cases in the regular procedure. — Increased rate of processing arrivals of mixed migratory flows through the Central Mediterranean route. — Enhanced procedures for identification and referral of persons with special needs (including the protection of unaccompanied minors). Enhanced capacity for identification and referral of possible Dublin cases.

Indicators			
Indicator	Latest result	Target for 2018	Means and frequency of verification
Operating plan(s) signed and implemented; Number of experts deployed versus needs; Number of foreseen support measures implemented; Level of satisfaction of Italian authorities with the support measures.	2016: One hotspot relocation operating plan (HROP) signed and implemented; 170 ⁽²⁴⁾ experts deployed for relocation-related activities; Three support measures envisaged in the HROP implemented.	One operating plan implemented; At least 85 % of expert needs met; 100 % of support measures implemented; Minimum 80 % on satisfaction surveys.	EASO internal records, surveys, reporting of changes, Member States/ EASO/ Commission statistical data collection.
Percentage of cases identified and processed with the support of EASO experts.	2016: N/A	50 % of cases identified and processed with EASO's support.	EASO internal records, surveys, reporting of changes, Member States/ EASO/ Commission statistical data collection.
Main outputs/actions in 2018			
Main outputs/actions			When
Cooperate and coordinate the implementation of EASO activities with all stakeholders active in Italy (such as the Italian authorities, the European Commission, UNHCR, IOM, Member States, EU agencies, such as Frontex, Europol, FRA) within the context of the operations in Italy.			Q1-Q4
Participation of experts in support measures in Italy for the implementation of the respective measures of the operating plan.			Q1-Q4
Maintain and/or provide additional infrastructure (such as mobile offices, rental and setting up of facilities, and equipment), as well as the necessary services (such as interpreters, cultural mediators, transportation services, administrative support, and interim caseworkers and support staff), as appropriate, to facilitate the implementation of the measures in the operating plan.			Q1-Q4

3.2. Greece

EASO's operational support to Greece is provided on the mainland and islands. The Agency is present in five hotspots on the Aegean islands, as well as in Athens, Thessaloniki and Corinth.

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. The Agency will implement its role as mandated by the EU institutions and in line with the new legislative framework in place.

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 (such as mobile offices, rental, fit-out and maintenance of facilities and equipment), as well as providing the necessary services (such as interpreters, cultural mediators, administrative support, interim caseworkers and support staff, transport and security). The Agency will cooperate with other relevant bodies in the provision of such support, devoting special attention to operational cooperation with Frontex and other stakeholders. Moreover, the Agency will maintain its regular participation in the EU Regional Task Force.

⁽²⁴⁾ Number of experts calculated irrespective of number of deployments or extensions for each expert.

EASO will adjust its intervention and provide appropriate support to address emerging needs in line with the evolving situation in Greece and upon agreement with the Greek authorities. The main areas of the Agency's support will include activities as follows:

- Continue to provide general support to the Greek authorities in the implementation of the revised CEAS, addressing those aspects of the CEAS commonly identified and agreed with the Greek authorities.
- Support the implementation of the respective measures of the operating plan and its amendments.
- Continue to provide general support to the Greek authorities in terms of capacity building in order to safeguard the quality and assist in building a vigilant and sustainable national asylum system.

A detailed description of the support measures agreed by EASO and the Greek authorities is provided in the signed operating plan published on the EASO website.

Link to multiannual objectives	MA04
Budget line and allocated amount	3301 Operational support: EUR 24 450 996
Allocated human resources	10 AD, 6 AST, 5 CA

Objectives and results			
Objective 1	Contribute to enhanced capacity of the Greek authorities to implement the CEAS, Dublin support and COI.		
Expected results in 2018	— Enhanced skills and knowledge of relevant authorities regarding various elements of the CEAS. — Enhanced procedures and tools in place for the enhanced implementation of the CEAS.		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Operating plan signed and implemented; Number of experts deployed versus needs; Number of foreseen support measures implemented; Number of national authority participants in support measures; Level of satisfaction of Greek authorities with the support measures; Degree of adoption and implementation of the outputs of the support measures.	2016: 1 special support plan implemented; 54 experts deployed; Six support measures implemented (EL1, EL2, EL6, EL7, EL8, EL10); Over 100 national authority participants in support.	1 operating plan implemented; At least 85 % of expert needs met; 100 % support measures implemented; 170 national authority participants in support measures; Minimum 80 % on satisfaction surveys; 100 % of outputs used/adopted.	EASO internal records, surveys, reporting of changes, Member States/ EASO/ Commission statistical data collection. Evaluation report on the implementation of the operating plan.
Main outputs/actions in 2018			
Main outputs/actions			When
Operating plan Greece			Q1-Q4
Provision of support to Greece to implement the CEAS and to enhance the asylum and reception system to respond to high influx of mixed migration flows.			
Implementation of activities in accordance with the operating plan signed with the Greek authorities.			

Objectives and results			
Objective 2	Taking into account the operational needs in 2018, contribute to enhanced capacity of the Greek authorities to process applications of applicants for international protection.		
Expected results in 2018	<ul style="list-style-type: none">— Improved skills and knowledge of relevant authorities to process applicants for international protection (i.e. admissibility, eligibility assessment).— Improved procedures and tools in place for the enhanced implementation of the respective application processing procedure.— Increased rate in processing cases of applicants for international protection.		
Indicators			
Indicator	Latest result	Target for 2018	Means and frequency of verification
Operating plan(s) signed and implemented; Number of experts deployed versus needs; Number of foreseen support measures implemented; Level of satisfaction of Greek authorities with the support measures; Percentage of interviews processed with the support of EASO experts.	2016: 1 hotspot operating plan implemented (2 amendments signed); 489 ⁽²⁵⁾ experts and MS interpreters deployed; 4 support measures (HEL1, HEL2, HEL3, HEL 4) implemented.	One operating plan implemented; At least 85 % of expert needs met; 100 % of support measures implemented; Minimum 80 % on satisfaction surveys; 100 % of outputs used/ adopted; At least 50 % of interviews processed with EASO’s support.	EASO internal records, surveys, reporting of changes, Member States/ EASO/Commission statistical data collection; Evaluation report on the implementation of the operating plan.
Main outputs/actions in 2018			
Main outputs/actions			When
Cooperate and coordinate the implementation of EASO activities with all stakeholders active in Greece (such as the Greek authorities, the European Commission, UNHCR, IOM, Member States, EU agencies, such as Frontex, Europol, FRA) within the context of the operations in Greece.			Q1-Q4
Participation of experts in support measures in Greece for the implementation of the respective measures of the operating plan.			Q1-Q4
Maintain and/or provide additional infrastructure (such as mobile offices, rental, fit-out and maintenance of facilities, and equipment), as well as the necessary services (such as interpreters, cultural mediators, transport services, administrative support, interim caseworkers and support staff and security), as appropriate, to facilitate the implementation of the measures in the operating plan.			Q1-Q4

3.3. Other EU Member States

The aim of the proposed new mandate for the EUAA is to **provide better operational support** to Member States in order to assist them in implementing the new CEAS proposals in a timely and effective manner. This implies the provision of operational assistance to deal with areas of concern or areas that require further attention in the asylum frameworks of the different Member States.

Thus, the Agency will further develop its operational support based on the emerging needs of Member States to fully implement the EU asylum *acquis* and to respond to particular pressure on their asylum and reception systems. EASO will tailor its operational support to the specific needs that arise as well as the requests from Member States.

⁽²⁵⁾ Number of experts calculated irrespective of number of deployments or extensions for each expert.

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 EU asylum *acquis* (including tailor-made assistance, capacity building, specific support and special quality control processes).

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 as required, within the revised CEAS legislative framework. The Agency will cooperate with relevant bodies in the provision of such support, devoting special attention to operational cooperation with Frontex and other stakeholders.

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.

Detailed descriptions of the support measures agreed by EASO and other EU Member States are provided in the signed special support plans published on the EASO website.

Link to multiannual objectives	MA04
Budget line and allocated amount	3301 Operational support: EUR 3 560 002
Allocated human resources	2 AD, 1 AST, 1 CA

Objectives and results			
Objective 1	Contribute to enhanced capacity of requesting EU Member States national authorities to implement the revised CEAS and respond to high influx of mixed migration flows.		
Expected results in 2018	<ul style="list-style-type: none">— Improved skills and knowledge of relevant authorities regarding various elements of the revised CEAS.— Improved procedures and tools in place for the enhanced implementation of the revised CEAS, including under the hotspot approach and/or for the implementation of relocation, as appropriate.		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of support plans signed; Number of support measures implemented; Number of national authority participants in support measures; Level of satisfaction of the host EU+ countries; Percentage of new procedures and practices put in place.	2016: 2 support plans implemented in Cyprus and Bulgaria; 16 support measures under implementation: — 6 in Cyprus; — 10 in Bulgaria.	2 support plans signed; 100 % of support measures implemented; Minimum 80 % on satisfaction surveys; 100 % of proposed procedures put in place.	Operational records, surveys, self-reporting of changes, Member States/EASO/Commission statistical data collection; Evaluation reports on the implementation of the operating plans.
Main outputs/actions in 2018			
Main outputs/actions			When
Operational support, including hotspots			
Provide operational support to requesting Member State(s) with certain identified and specific needs related to the implementation of the revised EU asylum <i>acquis</i> , in line with agreed upon support plans, including under the hotspot approach and/or for the implementation of relocation, as appropriate.			Q1-Q4
Provide the necessary services and infrastructure to support the implementation of the support plans.			Q1-Q4

3.4. External dimension

3.4.1. Third-country support

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 (TCs) under the European Agenda on Migration, the EASO External Action Strategy and within the framework of the EU external relations policy overall, the Agency will strengthen its cooperation with and increase, in addition to resettlement, its support to TCs of origin and transit, in full respect of fundamental rights principles. Based on the 2016 Commission communication, EASO will, as appropriate, support the approach of renewed partnerships with TCs that will be developed according to the situation and needs of each partner TC, depending on whether it is a country of origin, country of transit or a country hosting many IDPs. As part of this, the Agency will support **capacity building** in key EU neighbouring TCs' asylum and reception systems. EASO will continue to provide support to the WB region and Turkey, including through the implementation of the IPA programme, 'Regional support to protection-sensitive migration management in the western Balkans and Turkey', in partnership with Frontex, IOM and UNHCR, as well as in relation to the implementation of the RDPPS, in particular with respect to north Africa, and to other countries specifically targeted in the partnership framework approach.

The IPA programme specifically aims to support in the development of increased capacity for strengthening identification, registration and referral mechanisms in the WB region and Turkey, with a view to improving the protection-sensitive operational response to mixed migratory flows. To follow up on the [Valletta Summit Action Plan of November 2015](#), EASO will support, as appropriate, TCs by providing training and improve the quality of the asylum process, in countries of origin, transit and destination.

In addition to the abovementioned capacity-building support, which will be provided on a number of international protection-related topics, the Agency will consider direct operational support, as and when appropriate, in particular to support the WB countries with identification, registration, reception and referral, in cooperation with Frontex, UNHCR and IOM.

EASO's interventions to support TCs will be done in cooperation with the European Commission, EEAS, EU Member States, Frontex, UNHCR, IOM and other relevant actors.

Link to multiannual objectives	MA10
Budget line and allocated amount	3203 External dimension and resettlement: EUR 1 000 000 4102 IPA programme: Regional support to protection-sensitive migration management in the western Balkans and Turkey: p.m.
Allocated human resources	2 AD, 2 AST, 4 CA

Objectives and results	
Objective 1	WB and Turkey: Provide capacity building and, where appropriate, operational support to WB and Turkey for the management of fluctuating migration flows and for the development and adoption of improved asylum and international protection systems, in line with EU requirements.
Expected results in 2018	<ul style="list-style-type: none"> — Improved capacity by authorities in WB countries and Turkey to refer applicants for international protection to the asylum system in the respective countries. — The WB countries and Turkey, receiving EASO support, have taken steps to establish/adjust the national asylum systems and practices, to be compatible with the EU and international standards.

Indicators			
Indicator	Latest known result	Target for 2018	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, including operational, implemented; Level of satisfaction of the partner countries involved.	2016: 3 regional IPA-related activities implemented; 2 national IPA activities implemented; 7 External Dimension capacity-building activities completed.	15 support measures and/or capacity building activities implemented; Minimum 80 % on satisfaction surveys; 100 % of proposed procedures put in place; At least 4 countries supported have taken clear steps to establish/adjust the national asylum systems and practices.	Operational/ administrative records and surveys, self-reporting of changes, TCs/EASO/ Commission statistical data collection; periodic project reporting documents
Main outputs/actions in 2018			
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 the development of standard operating procedures for dealing with different types of migrant groups, focusing on persons in need of international protection, including particularly vulnerable applicants.			Q1-Q4
Capacity-building activities including training, tailor-made workshops/seminars, technical assistance and on-the-job training, study visits, etc.			Q1-Q4
Objectives and results			
Objective 2	North Africa and other countries, as appropriate: Provide capacity building and, where appropriate, operational support to contribute to and complement the implementation of 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 providing, as appropriate, training and improve the quality of the asylum process, in countries of origin, transit and destination. In addition to the particular regional focus on north Africa, EASO will, in close coordination with the Commission and EEAS, consider support to the priority countries included in the partnership framework approach defined by the 2016 Commission communication on the establishment of a partnership framework with TCs under the European Agenda on Migration.		
Expected results in 2018	— Improved capacity by authorities in the north Africa region, and other countries as per the partnership framework approach referred to above, to establish/adjust the national asylum systems and practices, to be compatible with the EU and international standards.		

Indicators			
Indicator	Latest result	Target for 2018	Means and frequency of verification
Number of RDPPs and or complementing activities with EASO's involvement; Number and sort of support measures implemented; Number of meetings, training 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.	2016: N/A	15 support measures and/or capacity building activities implemented; Minimum 80 % on satisfaction surveys; 100 % of proposed procedures put in place; At least 3 countries supported have taken clear steps to establish/adjust the national asylum systems and practices.	Operational/ administrative records and surveys, self-reporting of changes, TCs/EASO/Commission statistical data collection.
Main outputs/actions			When
Implement support measures in north Africa, particularly in Morocco and Tunisia, to follow up on lessons learnt from the EASO-implemented European Neighbourhood and Partnership Instrument 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 partnership framework approach in strategically targeted TCs and in coordination and cooperation with the Commission and other relevant stakeholders including UNHCR and IOM.			Q1-Q4
When necessary, support activities, such as the development of 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 training, tailor-made workshops/seminars, technical assistance and on-the-job training, study visits, etc.			Q1-Q4
Organise EASO practical cooperation workshops/meetings with the EU+ countries'/TCs			Q1-Q4
Follow-up Valletta Summit Action Plan of November 2015 by providing, as appropriate, training and improve the quality of the asylum process, in countries of origin, transit and destination.			Q1-Q4

3.4.2. Resettlement

EASO aims to **strengthen the EU's role** in the area of resettlement, in cooperation with the European Commission, UNHCR and other implementing partners, including IOM, with a view to meeting the international protection needs of refugees in TCs and showing solidarity with their host countries.

The Agency will continue to coordinate the exchange of information and other action taken by Member States including schemes which are carried out at the level of the European Union. In light of the 2017 Commission recommendation ⁽²⁶⁾ that calls upon Member States to offer at least 50 000 resettlement places to admit by 31 October 2019 persons in need of international protection from third countries, EASO has been tasked with supporting Member States in fulfilling their pledges as soon as possible together with the cooperation of UNHCR.

⁽²⁶⁾ Commission Recommendation of 27.9.2017 on enhancing legal pathways for persons in need of international protection (C(2017) 6504).

The Commission mid-term review of the European Agenda on Migration ⁽²⁷⁾ of 27 September 2017 also invited EASO to coordinate a pilot project on private sponsorship schemes with interested Member States and engage a wide variety of relevant civil society organisations, international organisations, and potential private sponsors in cooperation with the Member States. The objective is to facilitate Member States' efforts in continuing to make full use of other available legal avenues for persons in need of protection, and to further explore the possibilities for development of private sponsorship schemes in the EU.

EASO will provide specific assistance with coordinating activities on the ground, in particular to Member States that have not resettled before, developing and issuing best practice guides and tools on resettlement. At the request of Member States, EASO will provide assistance in coordinating technical cooperation and facilitating the sharing of infrastructure, in accordance with its proposed new mandate.

EASO will participate in the implementation of international agreements concluded by the European Union with TCs in the area of resettlement.

Link to multiannual objectives	MA11
Budget line and allocated amount	3203 External dimension and resettlement: EUR 1 500 000
Allocated human resources	2AD, 2 AST, 1 CA, 1 SNE

Objectives and results			
Objective 1	Contribute to the enhanced implementation of the European resettlement schemes		
Expected results in 2018	<ul style="list-style-type: none">— Improved implementation of the European resettlement schemes (all EU+ states successfully resettling in line with agreed targets)— Specific support to Member States in initiating resettlement programmes— Increased coordination and exchange of information between the EU+ countries— Enhanced coordination of activities on the ground, through a pilot project in a third country, if requested by Member States		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
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 of activities.	2016: 1 support activity implemented.	3 support activities implemented; Minimum 80 % on satisfaction surveys.	Operational/ administrative records and surveys.
Number of EU+ countries participating in the pilot project for coordination of activities on the ground.	2016: N/A	4 EU+ countries participated.	Operational/ administrative records.
Level of satisfaction of EU+ countries participating in the pilot project.	2016: N/A	Minimum 80 %	Satisfaction surveys

⁽²⁷⁾ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on the Delivery of the European Agenda on Migration (COM(2017) 558 final).

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
New methodologies and tools developed and promoted, also in cooperation with ongoing EU projects in this field (e.g. common tools and training materials in the context of EU-FRANK)	2016: N/A	Tools developed and used to support EU+ countries.	Operational/ administrative records
Level of satisfaction with methodologies and tools	2016: N/A	Minimum 80 %	Satisfaction surveys
Main outputs/actions			When
Support measures/activities on resettlement			
Implement at least three support activities with Member States in line with pledges under the EU resettlement scheme.			Q1-Q4
Develop, implement and coordinate a pilot project on private sponsorship schemes with interested Member States.			Q1-Q4
Facilitate coordination of resettlement activities on the ground, by developing a pilot project in a third country.			Q1-Q4
Explore possibilities for further development of private sponsorship schemes in the EU.			Q1-Q4
Development and use of methodologies and tools			
Develop and promote use of methodologies, best practice guides and tools for strengthening EU+ countries' ability to resettle refugees and promote cooperation under the European resettlement scheme.			Q1-Q4
Practical cooperation meetings			
Organise at least one practical cooperation expert meeting on resettlement in synergy with the other various EU and international initiatives on resettlement.			Q1-Q4

4. Planning, evaluation and support tools

4.1. Support activities and tools for operations

The Agency's operational and technical assistance to Member States is governed by **operating or special support plans**, agreed upon by the Agency and the host Member State.

The drafting of an operating or special support plan can be initiated at the request of a Member State. The plan shall set out in detail the conditions for the provision of the operational and technical assistance and the deployment of the asylum support teams or experts from the AIP. Participating Member States are also consulted during the drafting process.

The Agency aims to **continually improve the planning of operational support** and will further develop its working methodologies for drafting of operating and special support plans. These will be based on thorough needs assessments and consultations with participating Member States, robust planning building on the existing knowledge and experience as well as creating synergies with other tools and/or capabilities within the Agency to ensure the most efficient use of resources and outputs.

EASO will continue to build on its ability to rapidly provide support to Member States, in particular in situations of disproportionate pressure on their asylum and reception systems. Contingency planning and preparedness will be further developed to build on EASO's resilience and capacity to intervene rapidly in response to changes in migratory flows.

EASO will make use of and further develop a number of tools to **implement its operational activities**. The Agency will maintain an updated pool of experts and establish the AIP, while maintaining an open channel of communication with the 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 NCPs, EASO will further develop the EASO Asylum Intervention Pool System (EAIPS) to ensure the quality and coherence of deliverables in operational support, monitoring and management of deployments in a coherent manner.

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)**. The Agency will monitor the use of LAL by EU+ countries and will consider the use of technical solutions in EU+ countries to facilitate use of the LAL.

In implementing the abovementioned activities, EASO will build on its expertise in all areas of intervention and cooperate with other relevant JHA agencies, as appropriate.

Link to multiannual objectives	MA04, MA07
Budget line and allocated amount	3301 Operational support: EUR 960 000
Allocated human resources	4 AD, 2 AST, 1 CA, 1 SNE

Objectives and results	
Objective 1	Operating plans are established through a consultative process based on a robust and reliable needs assessment in a timely manner, monitored closely, reviewed at mid-term and evaluated upon completion.
Expected results in 2018	<ul style="list-style-type: none"> — Improved needs assessments as basis for the drafting of operating plans. — Improved consultative process when establishing operating plans and communication of the long-term needs with participating Member States.

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of templates and/or methodologies developed in support of the establishment of operating plans	2016: First template for review/evaluation of operating plans/SSP developed	4	Templates and methodologies made available on the common drive of the Agency
% of new or amended operating plans that make use of the new templates/ methodologies	2016: N/A	100 %	Review of the established operating plans and supporting documents
% of new or amended operating plans that include the needs for specific support tools	2016: N/A	100 %	Review of the established operating plans and supporting documents

Main outputs/actions in 2018

Main outputs/actions	When
Develop a canvas for Member States to request support from the Agency, including the needs assessment.	Q1-Q4
Develop a methodology for needs assessments in Member States prior to the agreement on an operating plan or the formulation of recommendations.	Q1-Q4
Include the need for development of specific support tools for the drafting of operating plans.	Q1-Q4
Establish a quicker and efficient consultation procedure for operating plans with Member States.	Q1-Q4
Improved methodology and support for contingency planning by Member States.	Q1-Q4

Objectives and results

Objective 2	Enhance the deployment of Member States' experts to provide operational support to asylum and reception systems and support the deployment of experts from the AIP.
Expected results in 2018	<ul style="list-style-type: none"> — Improved planning capability and improved practical tool for the deployment of experts to provide operational support. — Improved practical cooperation for the provision of operational support. — Improved monitoring of the deployment and reimbursement of experts for the asylum support teams.

Indicators

Indicator	Latest known result	Target for 2018	Means and frequency of verification
EAIPS developed and tested; Degree of satisfaction of EU+ countries with the EAIPS.	2016: Process initiated	EAIPS developed and tested; Minimum 80 % on satisfaction surveys.	Operational/ administrative records and surveys

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of standard operating procedures and operational processes developed or refined	2016: 2 handbooks developed.	Existing tools maintained/ further developed; 2 new tools developed	Operational/ administrative records
Number of NCP meetings; Number of participants; Level of satisfaction of the participants; Use of the outputs of the meetings.	2016: 1 NCP meeting held.	Two NCP meetings; 80 % of MS participating; 80 % on satisfaction surveys; 100 % of participants using outputs.	Operational/ administrative records and surveys
Usage of operational platforms developed to support information sharing with deployed experts within the IDS.	2016: N/A	100 % of deployed experts accessing the information on Operational platforms.	Statistics on usage extracted from the IDS system

Main outputs/actions in 2018	
Main outputs/actions	When
Asylum Intervention Pool	
Further develop EASO's AIP management through the setting up of an ICT-supported environment (EAIPS).	Q1-Q4
Establish a mechanism to allow for the planning of deployment of experts for the whole duration of an operating plan.	Q1-Q4
Set up long-term planning for the deployment of asylum support teams and experts from the AIP, adaptable to unforeseen changes in the need.	Q1-Q4
Operational processes	
Update and develop plans for operational contingency preparedness, the guidance on operational communication, and guidance on the provision of operational support.	Q1-Q4
Practical cooperation meetings	
Organise two practical cooperation meetings related to operational support, including with the AIP NCPs in the EU+ countries.	Q1-Q4
IDS operational platforms	
Information platforms for operations created within IDS for new activities and regularly updated for all EASO operations involving deployed experts.	Q1-Q4

Objectives and results	
Objective 3	Enhance the access of all Member States to interpretation services across the EU
Expected results in 2018	— Identified tools that facilitate interpretation services across the EU

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of contacts established between EU+ countries to use the LAL.	2016: 2 Member States requested assistance	80 % of MS provide information for updated LAL.	Operational/ administrative records and surveys.
Data gathered on the languages most requested for interpretation.	2016: N/A	Data available on top 5 requested languages.	Operational/ administrative records.
Main outputs/actions in 2018			
Main outputs/actions			When
Review, update and monitor the LAL for interpretation services.			Q1-Q4
Discuss with AIP NCPs technical solutions for increased use of the LAL as well as subsequent provision of technical tools.			Q1-Q4
Explore the use of a technical solution to facilitate use of the list of available languages.			Q1-Q4

4.2. Operational training and quality support

EASO will continue to **develop structured and formalised training for experts** who are part of the AAIP, and for EASO field officers, interim staff and interpreters involved in operations. This development aims to ensure that deployed experts are fully equipped to perform their tasks, to create a level of standardisation and ensure that fundamental rights principles are safeguarded at all times. EASO will continue to provide training based on the profiles of the experts and the tasks to be undertaken in order to ensure that the highest possible quality standards are upheld.

Additionally, the Agency will further develop the use of operational tools including manuals, information and practical tools, reporting templates and feedback systems.

Link to multiannual objectives	MA04, MA07
Budget line and allocated amount	3201 Training: EUR 300 000 3202 Asylum processes: EUR 112 000
Allocated human resources	3 AD, 2 AST, 1 CA

Objectives and results			
Objective 1	Ensure that EASO deployed experts and other field officers have the adequate knowledge, skills and competences required to perform tasks in the field prior to their deployments in EASO operations.		
Expected results in 2018	— Establishment of a training framework composed of various training programmes for different categories of Member State officials involved in EASO operations		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of training programmes developed	2016: 1	5	Concept note for a new training programme; Statistics on operational training.

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of training programmes delivered	2016: 3	15	Statistics on operational training
Number of training sessions delivered	2016: 11	50	Statistics on operational training
Number of trainees participating	2016: 288	350	Statistics on operational training
Number of trainers involved (individuals)	2016: 20	30	Statistics on operational training
Level of trainees' satisfaction	2016: 79.5 %	80 %	Evaluation forms

Main outputs/actions in 2018	
Main outputs/actions	When
Organise tailored training sessions to support Member State officials nominated for the AIP and/or selected for deployment in asylum support teams.	Q1-Q4
Organise tailored training session to support Member State officials in relation to the hotspot approach and the relocation.	Q1-Q4
Provide coaching to new interim case workers, experts and/or interpreters deployed in EASO operations.	Q1-Q4
Develop operational training material.	Q1-Q4

Objectives and results	
Objective 2	Contribute to well-functioning EU hotspot approach and to relocation activities. Improve and develop procedures, tools and practices for the enhanced implementation of the hotspot approach and relocation procedure. Enhance the capacity of national authorities to implement the hotspot approach and to relocate in cooperation with relevant stakeholders.
Expected results in 2018	— Improved procedures, tools and practices in place for the enhanced implementation of the hotspot approach and relocation procedure.

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of tools developed; Use of the tools developed.	2016: 4 tools produced	Two new tools developed or existing tools refined	Operational/ administrative records and surveys
Number of reviewed acts; Number of quality reports produced.	2016: 9 quality reports produced, at least 123 acts reviewed	100 acts reviewed; 10 quality reports	Operational/ administrative records and surveys

Main outputs/actions in 2018	
Main outputs/actions	When
Development of tools	
Further develop tools and support processes to be used in hotspots and relocation-related activities, such as handbooks, manuals and ICT tools.	Q1-Q4
Build practical tools providing information on countries of origin for use also in the context of relocation and the hotspot approach.	Q1-Q4
Practical cooperation meetings	
Organise practical support activities/meetings in relation to vulnerable applicants to support Member State officials in relation to relocation and the hotspot approach.	Q1-Q4
Quality management support through the regular monitoring and assessment of the quality of output by deployed experts.	Q1-Q4

4.3. Monitoring and evaluation of operations

EASO will further enhance its capacity to **monitor the progress of operational activities**, conduct mid-term reviews, as necessary, and final evaluation of operating plans, in order to improve the effectiveness and efficiency of the Agency's operational activities and consolidate lessons learned from implemented activities into the planning process.

Link to multiannual objectives	MA04
Budget line and allocated amount	3301 Operational support: EUR 200 000
Allocated human resources	2 AD

Objectives and results			
Objective 1	EASO's operations and activities within MS and in the field of the external dimension are continuously monitored in terms of budget, resource allocation and performance, and mid-term reviews and final evaluations are conducted.		
Expected results in 2018	<ul style="list-style-type: none">— A monitoring and evaluation system developed to facilitate regular overviews, detailed information and relevant metrics on the progress made on operational activities.— Improved monitoring and evaluation of the implementation of operating plans.— The methodology for mid-term review and final evaluation of operations is reviewed and further developed.— Operating plans are reviewed and/or evaluated as foreseen in the plans, and lessons learned are consolidated.— The functioning of the AIP is monitored and evaluated.		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Percentage of operating plans concluded before the end of 2018 for which a mid-term review and/or final evaluation has been completed	2016: N/A	100 %	Evaluation reports
Lessons learned formulated	2016: N/A	For 100 % of completed operating plans	Evaluation reports

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of mid-term review reports issued	2016: Daily report on operations in Greece and Italy	3 reports	Reports published on MB restricted area
Percentage of deviations from the initial plans (where conditions have not changed)	2016: N/A	Maximum 20 %	Review of the established operating plans and supporting documents, monitoring tables and final reports
Main outputs/actions in 2018			
Main outputs/actions			When
Development of tools			
Further develop tools for the monitoring of the progress of the implementation of the operations.			Q1-Q4
Further develop the methodology for mid-term reviews and final evaluation of operations.			Q1-Q4
Progress reports			
Issue operational monitoring reports on all operations on a regular basis			Q1-Q4

5. Information, analysis and knowledge development

5.1. Country of origin information (COI)

Under the new EUAA regulation, the Agency shall be a centre for gathering relevant, reliable, accurate and up-to-date information on countries of origin, including child-specific information and targeted information on persons belonging to vulnerable groups. It shall draw up and regularly update reports and other products providing for COI, taking into account information from a wide variety of sources.

EASO aims to **develop a comprehensive EU COI system**, raising and harmonising standards of COI together with EU+ countries and other key stakeholders.

In line with the Council conclusions of 21 April 2016 and the proposed EUAA regulation provisions regarding common analysis and country guidance, EASO COI production will need to be significantly boosted to be able to produce the factual basis on which guidance can be developed.

The Agency will further explore the use of analytical methodologies in the field of COI and will continue to develop or update research methodologies, common formats, practical guides, and/or other products on topics requiring advanced expertise, such as specific information on children or on other persons belonging to vulnerable groups, or regarding possible tools used for COI research, such as online research tools and fact-finding missions. In addition, EASO will continue organising expert meetings, workshops and conferences, involving also external experts, aimed at sharing and generating knowledge on third countries as well as strengthening COI research capacity.

EASO's role as a 'clearing house' of national COI will be strengthened as requested in the European Agenda on Migration. The proposed new EUAA regulation calls for the coordination of national COI production initiatives by establishing and managing networks among Member States on COI. In practice, this coordination can be improved by effectively sharing national production plans on a dedicated platform, increasing the 'Europeanisation' of selected national COI products through the Agency's 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. The Agency will, via specialist networks, accurately map needs for COI at EU level and help to fill gaps and avoid duplication.

In order to increase the access to COI for relevant stakeholders, EASO will continue to develop the COI portal and related tools and platforms, which will be connected to other EASO asylum information systems.

The Agency will also, in line with the European Agenda on Migration and as outlined in the proposed new EUAA regulation, provide the Commission with factual information relevant for the designation of safe countries of origin, safe third countries and first countries of asylum.

EASO will continue and intensify the transfer of key aspects of the MedCOI project, providing COI on the availability and accessibility of medical treatment together with the necessary quality assurance activities. The transfer of MedCOI will be done in accordance with the action plan established in consultation with Member States and adopted by the management board, and detailing the conditions for and method of transfer as well as the transfer timeline for each MedCOI activity.

Cooperation with civil society experts in the field of COI will be strengthened. More specifically, EASO intends to invite civil society organisations to a number of COI-related meetings, workshops and conferences, and will continue to involve external experts as speakers and panel members. Civil society actors specialised in the field of COI will be consulted on methodologies and may, where needed, be invited to contribute to EASO COI production as drafters or reviewers. In addition, regular informal consultation sessions will be organised with civil society actors in the field of COI.

Link to multiannual objectives	MA05, MA08
Budget line and allocated amount	3103 Country of origin information: EUR 1 350 000
Allocated human resources	9 AD, 3 AST, 1 CA, 2 SNE

Objectives and results			
Objective 1	Enhance and further diversify EU COI production		
Expected results in 2018	<ul style="list-style-type: none">— Ensure wider coverage of EASO COI in terms of countries and themes covered (including child-specific COI and COI on vulnerable groups).— Deepen knowledge through specialised expert meetings— Gradually phase in the production of Medical COI (transfer MedCOI)		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of COI products	2016: 13 reports.	Up to 18	Analysis of report coverage, once per year
Use of products	2016: 3 cases of use and reference to the products.	Increased number of downloads; Increased use in case-law.	Survey/review of stakeholder use (downloads from COI portal, etc.), study on case-law making use of EASO reports, once per year
Number of meetings held	2016: 15	20	Meeting evaluation forms, each quarter
Number of COI queries answered	2016: 8	30	Number of queries answered successfully
Number of MedCOI factsheets/queries	2016: N/A	Up to 3/up to 200	Number of factsheets/queries answered successfully
Main outputs/actions in 2018			
Main outputs/actions			When
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/updating of other types of products (e.g. methodologies, practical guides) on transversal issues related to COI.			Q1-Q4
COI relevant for the designation of safe countries of origin and safe third countries			Q1-Q4
Strategic network meetings (heads of national COI units).			Q2, Q4
Meetings of specialised COI networks.			Q1-Q4
COI queries			Q1-Q4
Further transfer of MedCOI activities, e.g. through organisation of meetings, production of factsheets, query responses			Q1-Q2
Possible COI fact-finding missions			Q1-Q4

Objectives and results			
Objective 2	Enhance awareness and use of high-quality COI		
Expected results in 2018	<ul style="list-style-type: none">— Enlarge audience of users— Enhance national use of joint COI and harmonise policy based on it— Develop new tools for COI		
Indicators			
Indicator	Latest result	Target for 2018	Means and frequency of verification
Use of COI portal and query system	2016: 9 378 users	Increase in number of users/consultations (+ 5 000)	Number of users/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; reference to EASO COI in national, CJEU and ECHR jurisprudence.
Main outputs/actions in 2018			
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
Maintain the provision of Medical COI to all MS under the MedCOI project, by starting the gradual transfer of activities into EASO's work.			Q1-Q4

5.2. Early warning and preparedness

EASO's EPS aims to provide EU+ countries, the European Commission, the Council of the European Union and the European Parliament with timely and reliable information, analyses and understanding on flows of asylum seekers to and within the EU as well as the EU+ countries' capacity to cope with them.

Under the 2010 EASO regulation, the EPS feeds into the early warning, preparedness and crisis management mechanism provided for in Article 33 of the Dublin III regulation. With the aim of becoming a key component of the asylum and reception monitoring systems as foreseen by the proposed new EUAA legislation, the Agency will continue to ensure the development of the EPS (in cooperation with Eurostat and Frontex). This will be done through the reinforcement or addition of new data exchanges, in view of establishing effective monitoring of all key aspects of the revised CEAS. In line with the proposal for the new Dublin regulation (Article 22(3)), the Agency will also collect and validate weekly information on the numbers of third-country nationals effectively resettled. An understanding of the root causes of asylum-related migration, as well as the development of early warning indicators, both necessitate the further development of the EASO research on early warning and understanding root causes. The research (of push and pull factors, internet use, surveys of asylum seekers, big data and media monitoring) is designed to complement and add additional layers of understanding to the EPS indicators.

To foster the creation of an effective situational picture on asylum-related migration, as well as an early warning functionality, EASO will, in collaboration with the relevant EU agencies, such as Frontex, Europol and FRA, and with international organisations, such as UNHCR and IOM, explore possibilities to gather and analyse information, both quantitative and qualitative, on the migratory situation in third countries insofar as this may have an impact on the Union. For these analyses, information from a wide variety of sources will be used, including — besides statistical information — country of origin information, findings from social media and big data analysis, and intelligence reports.

To improve its response preparation and planning, EASO will **further develop the collection, processing and analysis** of information relating to the Agency's operational activities, which will provide the necessary inputs for planning activities. In this field, cooperation with other EU agencies involved in EASO's operations will facilitate the exchange of strategic and operational information on migratory movements and ensure a higher level of consistency of the situational picture.

To ensure the coherence, quality and comparability of the information shared with the Agency and its analysis, capacity-building activities will be organised, including visits to Member States, advisory group meetings, and joint training, with the aim of improving Member States' national data collection and analysis capacities on asylum.

To reflect the extended scope of the information exchange, the portfolio of analytical reports produced by EASO will be expanded to cover the key aspects of the CEAS and the Agency's operational activities. Other thematic issues will be covered in tailored analytical reports.

The recast Dublin regulation establishes a corrective mechanism in order to ensure a fair sharing of responsibility between Member States when a particular Member State is confronted with a disproportionate number of applications for international protection. While eu-LISA will be responsible for the development and technical operation of the system, the EUAA is expected to have a strong role to play in the implementation of this mechanism. An analysis will be made on the impact of the corrective mechanism on the Agency and recommendations will be formulated to ensure that the Agency will be ready to quickly and effectively implement new tasks derived from this mechanism.

Link to multiannual objectives	MA01
Budget line and allocated amount	3102 Data analysis and research: EUR 650 000
Allocated human resources	6 AD, 4 AST, 3 CA, 2 SNE

Objectives and results			
Objective 1	Reinforce and potentially expand the Early Warning and Preparedness System to cover all key aspects of the revised CEAS		
Expected results in 2018	<ul style="list-style-type: none">— Ensure complete coverage of main aspects of CEAS (expand data exchange)— Improve quality and presentation of operational analytical products— Expand and improve dissemination channels— Prepare for new tasks foreseen in the Dublin regulation		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of indicators covered by EPS	2016: 12	Pilot data sharing under Stage IV EPS	Review of implementation of data collection from MS (end of year)
Number of analytical products	2016: EPS monthly data collection, resettlement collection (since September 2016)), weekly relocation data collection from Italy and Greece, weekly on situation of asylum in EU.	1 weekly, 12 monthly, 6 bi-monthly, and ad hoc reports	Number of products, (Q4)
Quality and use of analytical products	Qualitative information included in reports as well as quantitative	80 % user satisfaction	User satisfaction survey (Q4)

Main outputs/actions in 2018	
Main outputs/actions	When
Gather regular data from EU+ countries according to indicators (Stage II, III and IV of EPS)	Q1-Q4
Organise GPS network meetings	Q1-Q4
Organise GPS advisory group meetings on specific aspects of the CEAS	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, resettlement)	Q1-Q4
Produce bi-monthly reports (Dublin implementation)	Q1-Q4
Consultancy to evaluate impact of Dublin corrective allocation on data provision and analysis	Q3
Produce ad hoc and tailored analytical reports	Q1-Q4
Produce intelligence reports on countries of origin and transit	Q1-Q4
Contribute to the production of EASO annual report	Q1-Q4

Objectives and results	
Objective 2	Develop an effective picture of EASO's operational activities and monitoring of asylum-related migration to the EU
Expected results in 2018	<ul style="list-style-type: none"> — Ensure complete coverage of EASO's operational activities — Improve quality and presentation of operational analytical products — Set up a situational monitoring of asylum-related migration

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of operational areas monitored	2016: N/A	Greece Italy Other areas if relevant	Review of implementation of data collection (end of year)
Number of operational analytical products	2016: N/A	1 weekly report on each operational area	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)

Main outputs/actions in 2018	
Main outputs/actions	When
Process and analyse operational data provided by operations unit	Q1-Q4
Produce weekly report on operational progress	Q1-Q4
Produce monthly analytical products including gap analysis	Q1-Q4
Provide regular inputs to PEU	Q1-Q4

Objectives and results			
Objective 3	Modernisation of information exchange and analysis		
Expected results in 2018	<ul style="list-style-type: none">— Develop a platform allowing for the exchange of information and analysis with Member States— Organise joint training activities to enhance analytical capacities		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Business requirement document drafted	2016: N/A	Business requirement document drafted	Internal reporting on the state of play of activities
Number of joint training sessions organised; satisfaction of trainees.	2016: N/A	Up to 3 joint training sessions; 80 % satisfaction level.	Number of training sessions; evaluation forms.
Main outputs/actions in 2018			
Main outputs/actions			When
Business requirement document for the platform			Q1-Q4
Organise joint training sessions to develop MS analytical capabilities			Q1-Q4

5.3. Information and Documentation System (IDS)

In line with its original concept and work done so far, EASO's 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 organisations and, ultimately, subject to a management board decision, to civil society and the 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+ countries and at EU+ level as such.

EU+ countries will gain easy access to comprehensive information of interest to them, updated on a regular basis and meeting quality standards in referencing and sourcing.

In 2018 information gathered in IDS should form the basis for operational analyses to be provided on current challenges and areas of potential crises, allowing for enhanced planning of EASO operational activities in view of those outputs. Inclusion of information provided by a wide range of stakeholders will facilitate the activities of EASO as an agency, ensuring full access to all relevant information by all staff members, enhancing coherency of approach and assisting replying to external queries. In addition to validation and update of information in IDS by the IDS network, thematic activities will be held on specific themes and areas, in coordination with other relevant activities of EASO, allowing for a horizontal approach by the Agency. The information in IDS will continue to form the basis of the EASO annual report on the situation of asylum in the EU.

Link to multiannual objectives	MA01, MA05
Budget line and allocated amount	3101 Information and Documentation System and annual report: EUR 50 000
Allocated human resources	1.5 AD, 3 AST

Objectives and results			
Objective 1	Establishing a permanent and comprehensive system of real-time update of the system and related alerts and notifications, allowing for timely coverage of new developments and ensuring a fully accurate picture of the situation on the ground, including source material used.		
Expected results in 2018	— Information in IDS is updated in real time and validated within the shortest feasible timeframe by EASO and the IDS network. All information in IDS includes comprehensive and standardised references to the source materials used serving as a library of all relevant documentation, enabling quick search and retrieval.		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Timeframe for updating of information	2016: N/A	Average of 2 working days to include information on new developments	Timeline of edits of thematic pages checked for the whole year, Q4.
Percentage of complete standardised references to each thematic page	2016: 30 % existing pages fully referenced	90 % fully referenced	Verification of the number of referenced pages in IDS, once per quarter
Main outputs/actions in 2018			
Main outputs/actions			When
Update the system in real time			Q1-Q4
Fully reference information provided			Q1-Q4

Objectives and results			
Objective 2	Produce analyses (fact fiches and overviews) indicating areas of challenges and potential crises.		
Expected results in 2018	<ul style="list-style-type: none">— Fact fiches, visualisations and overviews provided on thematic areas— IDS analysis factoring into planning and evaluation of operational activities— Launching of the IDS mobile application		
Indicators			
Indicator	Latest result	Target for 2018	Means and frequency of verification
Number of case- law references completed	2016: N/A	10 outputs provided	Number of outputs, Q4
Number of IDS outputs referenced in planning and evaluation of operational activities	2016: N/A	References to IDS outputs in operating plans and reports	Number of references, Q4
Main outputs/actions in 2018			
Main outputs/actions			When
IDS analyses			Q1-Q4

Objectives and results			
Objective 3	Establishing IDS as the entry reference point for EASO and EU+ stakeholders		
Expected results in 2018	— IDS being the primarily EASO knowledge base on EU+ countries policies, practices, legislation, case-law and relevant statistical information. IDS potentially being used also as an information platform in other areas, such as the external dimension roadmaps covering the Maghreb and the western Balkans.		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Use of IDS within EASO	2016: N/A	50 consultations per day	Number of consultations, Q4
Use of IDS by EU+ countries	2016: N/A	60 consultations per day	Number of consultations, Q4
Main outputs/actions in 2018			
Main outputs/actions			When
Use of IDS by EASO			Q1-Q4
Use of IDS by EU+ countries			Q1-Q4

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

EASO is required to draw up an annual report on the situation of asylum in the EU for adoption by the management board. As part of that report, the Agency makes a comprehensive comparative analysis with the aim of improving the quality, consistency and effectiveness of the CEAS.

The report is based on information obtained from EU+ countries 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 the Agency in the framework of the EPS, allowing for more insight into the functioning of the CEAS 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 IDS also feeds into the annual report.

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 Greece and Italy, where EASO has a key support role).

The report is published electronically and in hard copy and is launched during a public event.

Link to multiannual objectives	MA01, MA05
Budget line and allocated amount	3101 Information and Documentation System and annual report: EUR 30 000
Allocated human resources	0.5 AD, 1 AST

Objectives and results	
Objective 1	Produce an annual report on the situation of asylum in the EU
Expected results in 2018	— annual report on the situation of asylum in the EU

Indicators			
Indicator	Latest result	Target for 2018	Means and frequency of verification
Use of annual report by external stakeholders	2016: N/A	100 references	Number of references in external sources and publications — end of Q4 Number of downloads monitored on EASO website — end of Q4
Main outputs/actions in 2018			
Main outputs/actions			When
Annual report published			Q3
Public launch of the annual report organised			Q3

5.5. Further development of a central asylum information system

EASO has developed several asylum information systems on COI (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.

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.

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.

The integration initiated in 2017 will be continued in 2018, with developments focusing on further improving the functionalities of the individual entities while creating additional interlinkages between the constituent parts of the Asylum Information System.

The central Asylum Information System will be instrumental in providing a 360° situational picture of the situation of asylum in the EU, with information covering the situation of countries of origin, asylum and reception systems in countries of destination, asylum flows and factors influencing the flows, and EASO's own operational response capacity and outputs. In order to technically support such a comprehensive, accurate and up-to-date situational picture, EASO is establishing a situation centre, a physical location that aims to provide a single entry point for information from the abovementioned 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 multiannual project whereby the working prototype system implemented in 2018 will be matured over the following years. EASO will engage with other EU agencies, namely Frontex, on this project to identify potential synergies and avoid overlaps.

In addition, the Asylum Information System can play an important role in supporting the new monitoring function of EASO, by providing key information on the implementation of the CEAS in individual Member States, by identifying information gaps, and by storing all relevant information collected during the monitoring exercise.

Link to multiannual objectives	MA01
Budget line and allocated amount	3102 Data analysis and research: EUR 250 000
Allocated human resources	1 AD, 1 CA

Objectives and results			
Objective 1	Further extend COI portal functionalities		
Expected results in 2018	— The COI portal further consolidates the cooperation platform, and further develops functionalities related to, e.g. the COI query system, country pages, coordination of national COI production plans, etc.		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of additional major versions deployed	2016: N/A	4 during the year	User acceptance testing as they become available
Connected systems to the COI portal	2016: 5 connected EU+ states	Encourage at least 1 more EU+ state to connect	As connections become available
Main outputs/actions in 2018			
Main outputs/actions			When
Consolidate the cooperation platform for COI specialists			Q1-Q2
Further develop functionalities (online query system, country pages, online coordination of production, etc.)			Q1-Q4

Objectives and results			
Objective 2	Further improve the interface and functionalities of IDS and integrate statistical information for individual countries, case-law, as well as the EASO query system.		
Expected results in 2018	— IDS will be finalised for public access as regards core information. Different user levels will be created for working-level information sharing. IDS will include automated statistical information from Eurostat/EPS for all EU+ states and at European level, as well as selected case-law. The processing of EASO queries will be fully integrated and partly automated.		
Indicators			
Indicator	Latest result	Target for 2018	Means and frequency of verification
Number of pages with statistical information made available	2016: N/A	Relevant statistics made available for each EU+ country page	Assessment by the IDS network
Number of pages with case-law made available	2016: N/A	Relevant case-law made available for each EU+ country page (+ EU-level pages)	Assessment by the IDS network
Number of EASO queries processed through the database	2016: N/A	Up to 40	Statistics drawn from the system
Main outputs/actions in 2018			
Main outputs/actions			When
Public interface improved and compliant with EASO corporate design			Q2
IDS configuration ready for public access			Q3

Objectives and results			
Objective 3	Continue to include relevant information from the Asylum Information System on the EASO website, in particular statistical information with a goal of automatising processes and avoiding duplication.		
Expected results in 2018	<ul style="list-style-type: none">— Improve the presentation of relevant maps and charts for different audiences and include those on the EASO website.— Integrate automated COI news/links to selected documents from the COI portal		
Indicators			
Indicator	Latest result	Target for 2018	Means and frequency of verification
Availability of dynamic statistics from EPS	2016: N/A	Provide targeted, automated statistical information on a regular basis	Internal records
Availability of relevant news content from the COI portal	2016: N/A	Automate COI news as feed to include on the relevant EASO webpage	COI portal
Availability of relevant documents from the COI portal	2016: N/A	Automate most recent COI documents as feed and include on the relevant EASO webpage	COI portal
Main outputs/actions in 2018			
Main outputs/actions			When
Dynamic statistics integrated on EASO website			Q1-Q4
COI news integrated on the relevant part of the EASO website			Q1-Q4
Most recent COI documents are automatically displayed on the relevant parts of the EASO website			Q1-Q4

5.6. Research on early warning and understanding root causes

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. In the context of early warning, early means as early as possible, and so EASO research naturally focuses on using mixed methods to evaluate vulnerable communities before they arrive in the European Union. The need for early warning has been emphasised in the 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 policymaking and response preparation at national and European levels.’ A related point is made in the proposed new EUAA regulation.

EASO has thus begun a research programme aimed at developing early warning systems and an understanding of the root causes of asylum-related migration to the EU+. In the preparation of this project, a mapping indicating gaps in existing data has been undertaken to ensure there is no overlap in existing material.

The activities of the research programme underpin the information exchange and analysis performed under the EPS. The research builds on the data produced within the EPS to produce enhanced understanding as well as operational and strategic forecasts. In turn, the insights gained with the research will contribute to the quality of the EPS analytical products. The research 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 builds on collaboration with, and exploits expertise of other actors such as the Joint Research Centre and the KCMD, Frontex, Europol, FRA, the Directorate-General for Research and Innovation, Eurostat, IOM, UNHCR, Member States’ asylum authorities and several universities. This intimate cooperation and the fact that the research is overseen by the EPS community ensures that there is no overlap with other research being conducted at the EU 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 survey of asylum seekers to obtain direct information on the factors affecting their decision to migrate and the sources of information used. The third cluster (Projects 5-8) will result in the development of the EASO model of asylum-related migration and tools for the semi-automated monitoring of media events for the purposes of analysis and early warning.

Link to multiannual objectives	MA01,MA05
Budget line and allocated amount	3102 Data analysis and research: EUR 480 000
Allocated human resources	2 AD, 1 AST

Objectives and results			
Objective 1	Complete open projects in programme and disseminate results		
Expected results in 2018	<ul style="list-style-type: none">— Launch pilot exercise for surveying of asylum seekers— Implement system for automated monitoring/early warning of asylum-related migration flows based on social media and big data— Design and test EASO model of asylum-related migration— Launch research project on push and pull factors.		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Pilot exercise for surveying asylum seekers launched	Project plan developed and internally reviewed based on early findings of the feasibility study	Project tendered, surveys implemented, results published, scope and sample size of surveys expanded on basis of lessons learned	Regular contact with service providers and host national authority, monitoring of data quality, testing of different survey methods
Methodology for early warning developed, based on big data (internet use in third countries)	2016: Workshop on big data for EPS organised	Conclude and publish report; Disseminate results	Monthly contacts with service providers; Mid-year review of progress
EASO model of asylum-related migration implemented and tested	2016: Survey of available models feasibility study finalised	Conclude relevant projects; Publish reports; Disseminate results	Monthly contacts with service providers; Mid-year review of progress
Main outputs/actions in 2018			
Main outputs/actions			When
Pilot exercise for surveying asylum seekers tendered and launched			Q1-Q4
Early warning and big data — EAS demonstration projects and GDELT outputs			Q2-Q3
EASO model integrated into analysis			Q1-Q4

5.7. Country guidance for convergence

Recognition rate data provides evidence that recognition rates may vary considerably from Member State to Member State but also that there may be legitimate reasons for such national differences. A mapping of Member States' policymaking procedures revealed significant differences across Member States in the creation of policy and the use of COI in decision-making.

Based on the outcomes of the ‘convergence’ exercise mandated by the 21 April 2016 Council conclusions, and in line with the proposed new tasks to be assigned to the Agency by the EUAA regulation, EASO is to foster convergence in applying assessment criteria by coordinating efforts among Member States to engage in and develop a common analysis providing guidance in the situation in specific countries of origin.

The common analysis and resulting guidance notes should be kept under constant review, and updated to the extent necessary.

In addition, the Agency will collect data on the effective use of the guidance notes by Member States.

Link to multiannual objectives	MA06
Budget line and allocated amount	3103 Country of origin information: EUR 150 000
Allocated human resources	4 AD, 1 AST

Objectives and results			
Objective 1	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		
Expected results in 2018	<ul style="list-style-type: none">— Identification and analysis of main divergences in national decision practices on specific countries of origin— Analyses of the actual situation in the countries of origin (based on joint COI)— 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 2018	Means and frequency of verification
Number of questionnaires	2016: 1	3	Compiled questionnaires
Number of EASO analyses made in support of the assessment work of the network (COI/horizontal)	2016: 2	4	Analyses finalised and shared with the network; overview report presented at annual general country guidance network meeting
Main outputs/actions in 2018			
Main outputs/actions			When
Compilation of questionnaire outcomes			Q1-Q4
Production of specific analyses (on COI, on specific elements of the CEAS) in support of the assessment work of the country guidance network			Q1-Q4

Objectives and results	
Objective 2	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
Expected results in 2018	<ul style="list-style-type: none"> — Further strengthening of the EASO country guidance network — Commonly agreed methodology for the development of country guidance is used and further developed or modified as needed — Country guidance notes developed/updated and made available to Member States officials.

Indicators			
Indicator	Latest result	Target for 2018	Means and frequency of verification
Use and review of a commonly agreed methodology for the development of country guidance	2016: N/A	Methodology for the development of country guidance used and reviewed	Evaluation of the usability of the methodology
Number of country guidance notes to be developed or updated and adopted by the EASO management board	2016: N/A	2	Adopted country guidance notes; overview report presented at annual general country guidance network meeting
Number of country guidance network meetings	2016: 3	4	Meeting reports
Number of drafting team meetings	2016: 2	6	Minutes, outcomes (draft sections of guidance notes produced)
Level of satisfaction with the network meetings	2016: N/A	80 % and higher	Meeting evaluation forms, after each event.
Main outputs/actions in 2018			
Main outputs/actions			When
Evaluation and possible updating of EASO methodology for the development of country guidance			Q1-Q2
Development/update and publication of up to two 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

6. Asylum support

6.1. Training

EASO will **consolidate 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 updated and upgraded in 2018 as per EASO's module life cycle principle.

The Agency will continue to analyse and address the general needs of the EU+ countries and develop, in cooperation with EU+ countries, new training modules, if required.

In its work on new developments, updates or upgrades, EASO will ensure that issues related to vulnerable groups and child protection are streamlined throughout its training material.

EASO will further improve its e-learning experience by taking into consideration new IT developments and enhanced learning methodologies.

In 2018, final recommendations resulting from the evaluation of the EASO training curriculum will be implemented.

A mobility programme for certified Member State asylum officials was initiated in 2017. Furthermore the certification and accreditation of the EASO training curriculum will constitute a cornerstone in the creation of an international sectoral qualification for Member State asylum officials.

Following consultations with EU+ countries, the Agency 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.

A network meeting for trainers will be organised, aiming to enhance knowledge, skills and competencies of trainers and facilitate exchange of experience.

EASO will engage in consultations with EU+ countries in order to monitor and analyse training needs and training plans. These activities could potentially result in providing mentoring to national trainers, as appropriate.

The Agency will train its own staff on international protection-related matters.

Link to multiannual objectives	MA02, MA07
Budget line and allocated amount	3201 EASO training: EUR 1 076 000
Allocated human resources	11 AD, 3.5 AST, 2 CA

Objectives and results	
Objective 1:	Consolidation of the EASO training curriculum
Expected results in 2018	<ul style="list-style-type: none"> — Further development of the quality of the training curriculum's modules based on: — updates, upgrades and development of modules; — e-learning approaches; — Creation of an international sectoral qualification for Member State asylum officials trained in the EASO training curriculum; — mobility programme for certified Member State asylum officials; — implementation of the final recommendations resulting from the evaluation of the EASO training curriculum.

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of training modules reviewed/updated/upgraded/developed in 2018	2016: 6 modules in development and 3 modules being updated/upgraded	5 modules reviewed/updated/upgraded/developed	Review reports/minutes from meetings with experts
Level of satisfaction with the new e-learning experience	2016: N/A	85 % satisfaction rate	Evaluation forms
Number of training modules for which comments were requested by the reference group	2016: 9	5 training modules	Reports from the reference group
Conclude 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 NQF	Conclusion of the referencing to a second NQF	Official award within a NQF by end of year
Development of a mobility programme for certified Member State asylum officials	2016: N/A	A mobility programme is developed	Terms of Reference, publication of information material

Main outputs/actions in 2018	
Main outputs/actions	When
Revise/update/upgrade/develop at least 5 training modules	Q1-Q4
Deployment of content and didactic experts to develop/upgrade/update training modules	Q1-Q4
Organisation of meetings to support the experts working on developments/updates/upgrades of modules	Q1-Q4
Organise an annual meeting with the reference group to strengthen the quality of the training material developed, updated or upgraded	Q1-Q4
Implementation of the recommendations of the evaluation of the EASO training curriculum	Q1-Q4
Place an award within a NQF work that has been referenced to the European Qualification Framework	Q4
Develop a mobility programme for certified Member State asylum officials	Q1-Q4

Objectives and results	
Objective 2	Implementation of the EASO training curriculum
Expected results in 2018	<ul style="list-style-type: none"> — Further development of knowledge, skills and competences of trainers and staff responsible for asylum matters in EU+ countries. — Reinforcing trainers' network to continue exchanging experience and enhancing the knowledge, skills and competencies. — Translations of at least three modules in EU+ languages.

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of persons trained within train-the-trainers' sessions	2016: 218 (in Malta), 101 (regional sessions)	1 250	Quarterly reports
Number of persons trained within national training sessions	2016: 5 833	3 000	Quarterly reports
Number of train-the-trainers' sessions delivered	2016: 15 (in Malta), 8 (regional)	16	Quarterly reports
Number of national training sessions administered by EASO	2016: 361	250	Quarterly reports
Number of different language versions built on the e-learning platform	2016: 10	15	Monitoring table
Level of satisfaction of participants in training sessions	2016: Train-the-trainer sessions — 81 % (in Malta), 85 % (regional)	85 % satisfaction	Evaluation reports
Number of trainers and content experts participating in the trainers' network meetings	2016: 18	25	Meeting and evaluation reports, Participation on the platform
Number of language translations of modules	2016: N/A	21	Quarterly reports
Main outputs/actions in 2018			
Main outputs/actions			When
Delivery of at least 12 train-the-trainers' sessions			Q1-Q4
Delivery of at least four regional train-the-trainers' sessions			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 NCP meeting			Q2
Facilitate communication between trainers participating in the trainer's network via the e-learning platform or by organising webinars or meetings			Q1-Q4
Objectives and results			
Objective 3	EASO will establish and develop training on international protection-related topics for its own staff.		
Expected results in 2018	<ul style="list-style-type: none"> — Implementation of the second phase of the pilot training — Delivery of training session for EASO staff 		

Indicators			
Indicator	Latest result	Target for 2018	Means and frequency of verification
Number of training sessions for staff members	2016: N/A	2	Lists of participants (with signatures)
Number of EASO staff trained	2016: N/A	50	Lists of participants (with signatures)
Satisfaction level of the users	2016: N/A	85 % satisfaction	Evaluation forms

Main outputs/actions in 2018	
Main outputs/actions	When
Organisation of a least two sessions in the pilot training programme for EASO staff	Q1-Q4
Revision and improvement of the training material	Q2

Objectives and results	
Objective 4	EASO will engage in consultations with EU+ countries in order to collect and analyse needs and develop and/or design training plans.
Expected results in 2018	<ul style="list-style-type: none"> — Consultations with EU+ countries in order to identify their training needs and support the design of training plans — Support to EU+ countries in planning their training activities.

Indicators			
Indicator	Latest result	Target for 2018	Means and frequency of verification
Number of field/study visits	2016: N/A	2	Study visit reports
Number of training plans developed	2016: N/A	2	Consultations with national authorities and reports
Number of sessions delivered	2016: N/A	4	Monitoring reports

Main outputs/actions in 2018	
Main outputs/actions	When
Carry out assessments of training needs	Q1-Q3
Organise and conduct 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

Objectives and results			
Objective 5	EASO will engage in cooperation with other JHA agencies to develop and support joint training endeavours and to provide expertise in the development of training material within other agencies		
Expected results in 2018	<ul style="list-style-type: none">— Consultations with JHA agencies regarding possible joint training activities— Support JHA agencies by providing expertise in the development of their own training material		
Indicators			
Indicator	Latest result	Target for 2018	Means and frequency of verification
Number of meetings with other JHA agencies	2016: N/A	2	Visit reports; minutes of meetings.
Contribution of EASO expert in the production of JHA agencies' training material	2016: N/A	2	Records of contributions
Number of joint training activities	2016: N/A	1	Monitoring reports
Main outputs/actions in 2018			
Main outputs/actions			When
Common training products			Q1-Q3
Joint delivery of training activities			Q2-Q4
Contribution to other JHA agencies' training development material			Q2-Q4

6.2. Asylum processes

In accordance with its overall aim of supporting Member States in achieving common standards and high-quality processes within the CEAS, EASO will **further continue and enhance its practical cooperation activities** with a view to 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.

In 2018 practical cooperation activities will continue to 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.

In addition, based on identified needs and best practices, the Agency will continue to develop common practical tools and guidance to support the daily work of policymakers, case officers and other relevant target groups, including in the context of specific operational support and relocation. 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 State officials across the EU and beyond in their daily work.

EASO guidance includes operational standards and indicators that clarify the interpretation of key provision of the common legal instruments and thus help Member States to assess whether their national asylum and reception systems are set up and functioning in line with the CEAS.

EASO will also actively promote the practical tools and guidance in national administrations and evaluate their implementation.

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

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, FRA, academia and civil society.

Synergies will be maintained with the work of the contact committees organised by the European Commission.

To effectively support practical cooperation between EASO and Member States on all activities relevant to the work on asylum processes, the Agency will continue to facilitate the work of the EASO Asylum Processes Network.

Link to multiannual objectives	MA01, MA02, MA03, MA06, MA12
Budget line and allocated amount	3202 Asylum processes: EUR 329 120
Allocated human resources	2 AD, 2 AST, 1 CA

Objectives and results			
Objective 1	Contribute to the targeted collection and exchange of information on the implementation of the CEAS by collecting and analysing information about Member States' practices and policies on selected aspects of the CEAS.		
Expected results in 2018	<ul style="list-style-type: none">— Deepen knowledge of Member States' practices and policies in relation to the implementation of the CEAS through collection and updating of information and thematic meetings with the aim of strengthening the overall capacity and quality of national asylum systems— Best practices and needs identified in relation to specific areas of implementation of the CEAS		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of topics for which information will be collected and analysed	2016: 2	1	Report on the annual meeting of the EASO Asylum Processes Network Number of sent and processed questionnaires
Number of thematic meetings to be organised	2016: 2	1	Meeting minutes Report on the annual meeting of the EASO Asylum Processes Network
Level of satisfaction with the thematic meetings	2016: 87-91 %	80 % and higher	Meeting evaluation forms, after each event.
Number of meetings of the EASO Asylum Processes Network	2016: 1	1	Meeting minutes
Level of satisfaction with the meeting of the EASO Asylum Processes Network	2016: 92.5 %	80 % and higher	Meeting evaluation forms
Main outputs/actions in 2018			
Main outputs/actions			When
Organisation of one thematic meeting on specific aspect of CEAS			Q1, Q3
Publication of one thematic report			Q4

Main outputs/actions in 2018	
Main outputs/actions	When
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

Objectives and results	
Objective 2	Contribute to achieving common standards of asylum processes throughout the EU by developing common practical tools and guidance targeted at certain aspects of the asylum processes.
Expected results in 2018	<ul style="list-style-type: none"> — New common practical tools and guidance documents developed and made available to EU+ states' officials. — Common standards, best practices and high-quality processes promoted through the practical tools and guidance. — Evaluation of the tools and guides and of their implementation in national administrations.

Indicators			
Indicator	Latest result	Target for 2018	Means and frequency of verification
Number of practical tools on asylum processes to be developed and published	2016: 2	1	Produced practical tool Report on the annual meeting of the EASO Asylum Processes Network
Number of common practical tools consulted with civil society and other organisations	2016: 1	1	Outcome of consultation process with civil society Report on the annual meeting of the EASO Asylum Processes Network
Number of activities/products developed to promote the practical tools	2016: 2	2 or more	Mission reports; meeting reports; developed products; ongoing.

Main outputs/actions in 2018	
Main outputs/actions	When
Development and publication of at least one practical tool/guidance	Q1-Q4
Promotion of the practical tool/guidance	Q1-Q4
Evaluation report on the implementation of the practical tools and guides	Q1-Q4
Engage with EU+ states in the EASO Asylum Processes Network to establish the extent of their use of practical tools and guides	Q4
Annual meeting with the reference group to strengthen cooperation in relation to the development of practical tools and guidance	Q1-Q4

Objectives and results			
Objective 3	Support Member States in the quality management of the national asylum processes.		
Expected results in 2018	<ul style="list-style-type: none">— Relevant activities organised and/or targeted products developed to support the exchange of information and good practices;— Enhanced practical cooperation in the area of quality management.		
Indicators			
Indicator	Latest result	Target for 2018	Means and frequency of verification
Number of relevant activities	2016: 1	1	Meeting minutes
Satisfaction of participants in the relevant activities	2016: 89 %	80 % or higher	Evaluation summary — meeting (or other activity) report
Number of targeted support tools for quality management activities	2016: N/A	1	Produced support tool
Main outputs/actions in 2018			
Main outputs/actions			When
Organisation of activities related to quality management.			Q1-Q4
Development and support to implementation of quality management products (support tools)			Q1-Q4

6.3. Reception

In close cooperation with the European Platform of Reception Agencies (EPRA), EASO will further develop the dedicated network of reception authorities in line with the European Agenda on Migration.

Through this network, EASO will foster the exchange of information and best practices on reception systems, pool expertise and develop specific tools and guidance and enhance data collection in the field of reception within the framework of the CEAS.

Link to multiannual objectives	MA01, MA02, MA12
Budget line and allocated amount	3202 Asylum processes: EUR 199 000
Allocated human resources	2 AD, 1 AST

Objectives and results	
Objective 1	Provide a forum for exchange of information and good practices.
Expected results in 2018	— Improved cooperation and good practices disseminated on reception

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Meetings organised; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings.	2016: 2 meetings; 93 % satisfaction; Output to be used for design of work plan, and for guidance development.	4 meetings organised 80 % on satisfaction surveys	Operational/ administrative records and surveys.
Main outputs/actions in 2018			
Main outputs/actions			When
Reception Network and practical cooperation meetings			
Further develop the new dedicated network of reception authorities and work in cooperation with the partners involved, in particular EPRA.			Q1-Q4
Organise at least two NCP meetings of the EASO network of reception authorities.			Q1-Q3
Organise at least two thematic workshops within the EASO network of reception authorities.			Q2-Q4
Maintain an online platform and share a periodic newsletter with members of the network of reception authorities.			Q1-Q4

Objectives and results			
Objective 2	Pool expertise on reception-related issues and provide input to practical cooperation activities organised by EASO in the field of reception.		
Expected results in 2018	— Practical tool/guidance document on reception conditions developed and made available.		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of practical tools/guidance to be developed and published	2016: 1	1 Practical tool developed and published	Produced practical tool
Number of practical tools/guidance consulted with EASO reference group and EASO network of reception authorities	2016: 1	1 Practical tool consulted with reference group	Operational/ administrative records
Main outputs/actions in 2018			
Main outputs/actions			When
Development of at least one practical tool/guidance in the field of reception, including operational standards and indicators on reception conditions for unaccompanied children.			Q1-Q4
Organisation of working group meetings for the development of the practical tool/guidance document			Q1-Q4

6.4. Activities related to vulnerable applicants

EASO will continue to **mainstream aspects related to vulnerable groups** in all activities to encourage policy coherence in this field, including in the context of operational support, training and other asylum support activities.

The Agency will continue to encourage practical cooperation and information sharing among EU+ countries and other relevant experts on issues relating to vulnerable applicants.

Practical cooperation activities will be undertaken to foster convergence in line with EU standards related to the identification and support afforded to vulnerable applicants in the asylum and reception systems of the Member States.

Practical support tools, guides and information material, including in the context of operational support, will be developed to assist Member States in dealing with vulnerable applicants.

EASO will focus on vulnerable applicants such as children (including unaccompanied children), victims of trafficking in human beings, persons subjected to torture, serious psychological, physical and sexual violence and other cruel and inhuman treatment, persons at risk because of their gender, gender identity or sexual orientation and any other groups of applicants with special needs.

EASO will also continue its cooperation with the European Commission and other EU institutions, bodies and agencies, such as CEPOL, Europol, FRA and Frontex, as well as UNHCR and IOM, with regard to vulnerable applicants. 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. It will also take an active part in the cooperation in follow-up actions to the EU strategy towards the eradication of trafficking in human beings (2012-2016).

Link to multiannual objectives	MA02, MA08, MA12
Budget line and allocated amount	3202 Asylum processes: EUR 363 000
Allocated human resources	5 AD, 0.5 AST, 1 SNE

Objectives and results			
Objective 1	Encouraging policy coherence by exchange of information and expertise in relation to vulnerable applicants in asylum and reception processes.		
Expected results in 2018	<ul style="list-style-type: none">— Deepen knowledge of Member States’ practices and policies in relation to vulnerable groups through collection of information and specialised expert meetings— Best practices and needs identified and shared in relation to vulnerable groups in asylum processes— Processes developed in Member States taking into account the special needs of vulnerable applicants.		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of thematic activities to be organised	2016: 5	5	EASO’s administrative records/regularly
Level of satisfaction with the activities	2016: 79-90 %	80 % and higher	Meeting evaluation forms/ after each event
Establish a practical cooperation network on vulnerable groups	2016: N/A	Network established	EASO’s administrative records; adopted terms of reference; nomination forms

Main outputs/actions in 2018	
Main outputs/actions	When
Organise an annual conference on children in asylum processes	Q3-Q4
Organise an annual conference on trafficking in human beings	Q2
Organise at least three thematic expert meetings on topics related to vulnerable groups	Q1-Q4
Establish and operationalise network on vulnerable groups	Q1-Q4

Objectives and results	
Objective 2	Contribute to achieving common standards and best practices by developing and publishing practical tools on vulnerable applicants.
Expected results in 2018	<ul style="list-style-type: none"> — New common practical tools and guides on vulnerable groups developed and made available to Member States officials. — Common standards and best practices in relation to vulnerable groups promoted through the practical tools and guides.

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of common practical tools developed and published	2016: 1 tool published and 1 tool under development	2	EASO's administrative records/regularly
Number of common practical tools consulted with civil society and other organisations	2016: 1	2	EASO's administrative records/regularly
Number of activities/products developed to promote the usage of practical tools	2016: N/A	2 or more	Mission reports; meeting reports; developed products.

Main outputs/actions in 2018	
Main outputs/actions	When
Development and publication of two practical tools, including a practical guide on best interests of the child assessment.	Q2, Q4
Promotion of the practical tools	Q1-Q4

6.5. Cooperation with members of the courts and tribunals

In line with the methodology agreed with relevant stakeholders but primarily with members of national courts and tribunals in 2015 (as amended since), EASO will advance the joint preparation of professional development materials, as well as their subsequent dissemination to identified partners. In particular, the Agency will continue to work towards 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.

In addition, EASO will continue to organise professional development workshops, as well as increase the promotion of their organisation on a national level. The Agency 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.

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 of the principle of independence of courts and tribunals.

EASO will aim to maintain the complete representation of all EU+ countries achieved in 2016 within the EASO network of court and tribunal members and to ensure active engagement from as many EU+ countries as possible. In particular, emphasis will continue to be put on enhancing the distribution channels to ensure a wide dissemination of the materials.

The Agency will further strengthen the partnership with the International Association of Refugee Law Judges, the Association of European Administrative Judges (AEAJ), the European Judicial Training Network (EJTN), FRA, UNHCR and other relevant international and intergovernmental organisations in order to promote professional development of members of courts and tribunals. In addition, the contact established with national judicial training bodies in 2016 will be further continued to ensure the usage of the materials developed by EASO.

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.

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. Ensuring the successful implementation of the activities outlined above will further the multiannual 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.

Link to multiannual objectives	MA09, MA12
Budget line and allocated amount	3202 Asylum processes: EUR 436 000
Allocated human resources	3 AD, 1 AST, 1 CA

Objectives and results			
Objective 1	Advancing the creation of professional development materials		
Expected results in 2018	— 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 2018	Means and frequency of verification
Number of professional development sets for members of courts and tribunals in EU+ countries developed and published.	2016: 2 made available, 2 initiated	2	Annual activity summary, presented in the annual conference of the EASO network of courts and tribunals
Main outputs/actions in 2018			
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 2018.			Q1-Q4

Objectives and results			
Objective 2	Implementing professional development meetings for members of courts and tribunals.		
Expected results in 2018	— Professional development sessions organised		
Indicators			
Indicator	Latest result	Target for 2018	Means and frequency of verification
Number of professional development meetings (workshops, conferences, etc.) organised	2016: 6	10	Annual activity summary, presented in the annual conference of the EASO network of courts and tribunals
Number of participants in professional development meetings organised	2016: 113	200 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
Number of conferences for members of courts and tribunals organised	2016: 1; (120 participants)	1	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	2016: 90-97 %	Minimum 80 % positive satisfaction rating in respect of each session from all replies received.	Session evaluation forms, after each event.
Main outputs/actions in 2018			
Main outputs/actions			When
Organise at least 10 professional development meetings on subjects covered by the EASO professional development series.			Q1-Q4
Organise a conference for members of courts and tribunals.			Q3-Q4

Objectives and results	
Objective 3	Stimulating dialogue with judicial stakeholders in the field of asylum (including enhancing the relationship of EASO with national judicial training bodies (NJTB) in the EU+)
Expected results in 2018	<ul style="list-style-type: none"> — Continued cooperation with the EASO network of court and tribunal members. — Maintain dialogue on the exchange of information and good practices with relevant associations, international and intergovernmental organisations, and, where relevant, civil society. — Further develop cooperation with national judicial training bodies (NJTB) including exchanging information on EASO activities and good practices with NJTB

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of stakeholders participating in the EASO network of court and tribunal members	2016: more than 36 confirmed members	Maintaining the number of stakeholders of 2016	Annual activity summary, presented in the annual meeting of the EASO quality NCPs
Number of coordination and planning meetings of the network organised	2016: N/A (organised in January 2017 at request of network)	1	Annual activity summary, presented in the annual coordination and planning meeting of the EASO network of court and tribunal members
Main outputs/actions in 2018			
Main outputs/actions			When
Organise an annual planning and coordination meeting			Q1-Q4
Quarterly newsletter updates shared with the network			Q1-Q4

6.6. Dublin Network

EU+ states are responsible for allocating adequate resources to increase the number of Dublin transfers and reduce delays related to these transfers. EU+ states also need to consistently apply the legal clauses related to family reunification and make broader and more regular use of the discretionary clauses which would contribute to relieving the pressure on the Member States with external borders.

- In 2018, EASO will continue to enhance the activities of the Dublin Network and reinforce the cooperation, information-sharing and exchanges of best practices between the participating national Dublin Units. In particular, EASO will continue its cooperation with eu-LISA in making the use of Eurodac and related technical solutions more efficient for Member States as well as improving the quality of the information exchanged by facilitating practical cooperation on those aspects within the Dublin Network.

Furthermore, the Agency will promote common standards and practices by developing practical tools targeting specific aspects of the Dublin Corrective Allocation Mechanism and make them available in several languages.

Link to multiannual objectives	MA01, MA02
Budget line and allocated amount	3202 Asylum processes: EUR 215 700
Allocated human resources	1 AD, 0.5 AST, 0.5 CA

Objectives and results	
Objective 1	Enhance cooperation, information-sharing and exchange of best practices among the 32 national Dublin Units participating in the Dublin Network.
Expected results in 2018	<ul style="list-style-type: none"> — Increased use of the Dublin Network by the national Dublin Units as a forum for discussion of current needs, priorities and exchange of best practices within the Dublin context. — Increased number of measures/cooperation initiated/supported by the network

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of meetings organised; Number of participants; Level of satisfaction of the participants.	2016: 2 steering group meetings; 56 participants; 92.5 % satisfaction	2 steering group meetings; 80 % satisfaction.	EASO's administrative records/survey
Number of quarterly update reports produced and published.	2016: N/A	4	Produced quarterly updates published on the online platform of the network

Main outputs/actions in 2018

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 NCPs	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

Objectives and results

Objective 2	Promote common standards and practices within the Dublin context.
Expected results in 2018	— Operational standards and indicators, best practices and practical tools on specific topics related to the Dublin Corrective Allocation Mechanism are made available and implemented.

Indicators

Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of meetings organised; Number of participants; Level of satisfaction of the participants.	2016: 2 working group meetings	2 expert group meetings; 80 % satisfaction	EASO's administrative records/survey
Number of Dublin-related guides and/or practical tools identified and developed	2016: N/A	1	Produced guides and/or Practical tool

Main outputs/actions in 2018

Main outputs/actions	When
Develop at least one practical tool and/or guidance on operational standards and indicators in relation to the implementation of the Dublin regulation.	Q1-Q4
Organise working group meetings to develop practical tools	Q1-Q4

6.7. Exclusion Network

In 2018, EASO will continue to enhance the activities of the EASO Exclusion Network and reinforce the cooperation, information sharing and exchange of best practices on exclusion-related issues between the participating EU+ states.

Furthermore, EASO will further promote common standards and practices by developing practical tools in relation to exclusion considerations.

Link to multiannual objectives	MA01, MA02
Budget line and allocated amount	3202 Asylum processes: EUR 165 700
Allocated human resources	1 AD, 0.5 AST, 0.5 CA

Objectives and results			
Objective 1	Enhance cooperation, information-sharing and exchange of best practices among EU+ states participating in the Exclusion Network.		
Expected results in 2018	<ul style="list-style-type: none">— Deepen knowledge of Member States’ practices and policies in relation to exclusion through collection of information and specialised expert meetings— Best practices and needs identified and shared in relation to exclusion— Operational standards and indicators, best practices and practical tools in relation to exclusion are made available and implemented.		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of meetings organised; Number of participants; Level of satisfaction of the participants.	2016: N/A	2 meetings; 80 % of satisfaction.	EASO’s administrative records/survey
Number of exclusion-related guides and/or practical tools identified and developed.	2016: 1	1 guide/ practical tool produced	Produced guides or practical tools
Main outputs/actions in 2018			
Main outputs/actions			When
Organise regular meetings of NCPs of the Exclusion Network and any other events agreed in the framework of the network.			Q1-Q4
Develop at least one practical tool and/or guidance on operational standards and indicators in relation to exclusion			Q1-Q4
Organise working group meetings to develop practical tools			Q1-Q4
Prepare and share with the network a periodic update report on exclusion-related developments, including statistical information, updates from the Member States, updates on EASO activities, etc.			Q1-Q4

7. Monitoring of the implementation of the CEAS

In line with the EU Agenda on Migration and its proposed revised mandate, EASO will monitor the implementation of the CEAS by the Member States. Monitoring shall cover all aspects of the CEAS based on EPS, IDS and Quality Matrix mapping activities, in particular asylum procedures, the Dublin Corrective Allocation Mechanism, recognition rates, quality and nature of international protection granted, and compliance with the operational standards and guidelines. EASO will verify the asylum and reception systems and the capacity of Member States to manage those systems effectively, particularly in times when they would face disproportionate pressure. The aim of the monitoring exercise is, on the one hand, to ensure that any shortcomings in the functioning of the CEAS are addressed as early as possible to ensure an orderly management of the asylum and reception systems. On the other hand, it is to ensure that Member States have the necessary tools in place to be able to address situations of disproportionate pressure adequately.

EASO will prepare for the implementation of the monitoring activities, including developing and agreeing a methodology and objective standards to be applied, in collaboration with the management board. Expert resources from the Agency's staff as well as the Member States required for monitoring will be planned and the expert profiles defined. Estimates of the financial resources required for the conduct of monitoring activities will be elaborated.

In carrying out the first monitoring exercise, EASO will set up teams of experts and draft a report setting out their findings.

Link to multiannual objectives	MA03
Budget line and allocated amount	3202 Asylum processes: EUR 210 000
Allocated human resources	4 AD, 2 AST, 1 CA

Objectives and results			
Objective 1	Monitor compliance with operational standards and indicators		
Expected results in 2018	<ul style="list-style-type: none">— Ensure that any shortcomings in the functioning of the CEAS are addressed as early as possible— Ensure that Member States have the necessary tools in place to be able to address situations of disproportionate pressure adequately		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Adoption of a methodology for the monitoring of Member States' asylum and reception systems	2016: N/A	1 Methodology adopted and published	Methodology adopted
Number of Member States' asylum and reception systems monitored	2016: N/A	1 Member State's asylum and reception systems monitored (pilot)	Multiannual programming status report
Number of on-site visits organised	2016: N/A	1 on-site visit organised	Multiannual programming status report
Number of sample cases reviewed	2016: N/A	30 individual cases reviewed	Multiannual programming status report
Main outputs/actions in 2018			
Main outputs/actions			When
Develop and adopt an EASO monitoring methodology			Q1-Q4

Main outputs/actions in 2018	
Main outputs/actions	When
Develop monitoring frameworks and tools, including objective criteria, in line with the methodology.	Q1-Q4
Prepare and implement a multiannual programme for the monitoring of Member States' asylum and reception systems, including the EASO and Member State expert resources required for implementation of the programme as well as the required expert profiles.	Q1-Q4
Conduct the monitoring of the asylum and reception systems in at least one Member State as a pilot exercise.	Q3-Q4
Collect and assess at least 30 case samples from the Member State being monitored in the pilot exercise.	Q3-Q4

Objectives and results			
Objective 2	Provide Member States with recommendations on the implementation of the CEAS		
Expected results in 2018	<ul style="list-style-type: none">— Recommendations adopted and shortcomings addressed— Implementation of recommendations by Member States is monitored and followed up.		
Indicators			
Indicator	Latest result	Target for 2018	Means and frequency of verification
Number of monitoring reports prepared and adopted	2016: N/A	1	Multiannual programming status report Minutes of the EASO management board meetings
Number of action plans follow-up reports prepared and communicated to the European Commission	2016: N/A	1	Multiannual programming status report
Main outputs/actions in 2018			
Main outputs/actions			When
Prepare and submit for adoption at least one monitoring report			Q4
Follow up and prepare reports on at least one action plan from a Member State			Q4

8. Horizontal activities

8.1. Civil society and consultative forum

In order to **enhance multidimensional cooperation** between EASO and civil society, the Agency will continue to promote the participation of civil society representatives in relevant EASO meetings and activities. The implementation of consultative forum information exchange and networking activities will be optimised. Civil society organisations (CSOs) will be invited to take part in the development of consultative forum activities, with more focus being placed on the organisation of smaller-scale regional thematic meetings. The quality and effectiveness of electronic consultations on key EASO documents will be improved by reinforcing the feedback flow to responding organisations. Direct involvement of CSOs in EASO's support activities will be explored through the implementation of pilot activities.

The proposed new EUAA regulation foresees a revision of the composition and working methods of the EASO consultative forum. To this end, the Agency will, based on the evaluation of the consultative forum as performed in 2017, draft 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 the Agency, 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.

Link to multiannual objectives	MA12
Budget line and allocated amount	3401 Cooperation with civil society: EUR 100 000
Allocated human resources	1 AD, 1 AST

Objectives and results			
Objective 1	Enhance multidimensional beneficial synergies between EASO and a diversified set of CSOs working in the field of international protection.		
Expected results in 2018	<ul style="list-style-type: none">— Strengthen cooperation with CSOs at multiple levels— Complete the setting up of the revised EASO consultative forum in line with the new regulation— Optimise the implementation of consultative forum information exchange and networking activities		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of CSOs participating in EASO’s meetings/activities	2016: 312	350	Quarterly monitoring
Number of pilot activities developed with civil society	2016: N/A	2	Quarterly monitoring
Number of new working contacts established with CSOs in the field of international protection	2016: 10	20	Quarterly monitoring

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number and sort of consultations with civil society conducted; Number of organisations consulted; Number of contributions received; Use of the contributions received.	2016: 4 consultations 100 organisations 50 contributions	6 consultations 120 organisations 75 contributions	Quarterly monitoring
Main outputs/actions in 2018			
Main outputs/actions			When
Horizontal level			
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
Consultative forum			
Set up working methods, composition and work plan of the revised consultative forum under the new EUAA regulation			Q1-Q4
Coordinate the work of the Secretariat of EASO consultative forum			Q1-Q4
Organise the meetings of the EASO consultative forum according to its revised structure			Q1-Q4
Meetings and targeted activities			
Organise regional thematic/information meetings to strengthen cooperation with local CSOs in Member States where EASO implements support activities			Q1-Q4
Facilitate the participation of CSOs in EASO training for those modules relevant to civil society actors, subject to availability of places			Q1-Q4
Explore the feasibility of involving CSOs in the delivery of EASO support activities through relevant pilot activities			Q1-Q4
Explore ways to build synergies with relevant CSOs operating in Greece and Italy for timely referral of vulnerable groups			Q1-Q4
Consultations			
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

8.2. EASO communication and stakeholder relations

EASO will promote multidirectional synergies among all relevant stakeholders of its cooperation network. The Agency will strengthen a coordinated approach, the flow of information, the convergence and coherence of policies and practices related to its mandate, as well as coordination with the strategies and activities of the European Commission.

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 (the Directorate-General for Migration and Home Affairs) will take place. The Agency will also maintain close contacts with the members of the EASO management board, the host country authorities and other stakeholders.

Cooperation with UNHCR and other international organisations, such as the Council of Europe, GDISC, IGC and IOM will continue in 2018. EASO will participate in meetings and conferences and will actively participate in their work.

The cooperation between the EU agencies will carry on in 2018, 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.

EASO is responsible for the preparation, administration and financial management of the EASO management board meetings. The aim is to organise at least three meetings of the EASO management board every year.

EASO will continue establishing and maintaining excellent long-standing press relations, ensuring plentiful interaction with the press. Regular, accurate press coverage of the Agency's activities is crucial in order to gain visibility, legitimacy and credibility. In 2018, EASO will aim to proactively approach and invite the media more regularly.

Moreover, EASO is planning to develop and implement a social media campaign targeting a third country, with the aim of countering smugglers' narratives and to give true information about asylum in the EU. EASO shall ensure coordination of efforts with other stakeholders including the Commission and UNHCR.

An evaluation on EASO's communication and stakeholder relations is expected to be completed in 2018.

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 the needs of the Member States and the EU institutions. The activity will be reinforced to cover additional languages (namely Nigerian languages and Tigrinya). The aim is for the results to provide important input for EASO in its work as well as being of benefit to Member States, JHA agencies, EU institutions and UNHCR.

Link to multiannual objectives	MA12
Budget line and allocated amount	1701 Representation expenses: EUR 10 000 2304 Administrative internal and external meetings expenditures: EUR 375 000 2307 Administrative translations and interpretation costs: EUR 800 000 2308 Publication: EUR 225 000 2309 Communication: EUR 375 000 3402 Cooperation with stakeholders: EUR 100 000
Allocated human resources	4 AD, 3 AST, 9 CA

Objectives and results	
Objective 1	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).
Expected results in 2018	— Strengthening of relationship with EASO key stakeholders.

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of meetings with key stakeholders, including Member States and MEPs	2016: 5 Member States; ambassadors and permanent representatives	35	EASO’s administrative records/regularly
Number of VIP visits and other visits to EASO	2016: N/A	20	EASO’s administrative records/regularly
Number of briefings with expert public	2016: N/A	3	EASO’s administrative records/regularly
Main outputs/actions in 2018			
Main outputs/actions			When
Organising and participating in external meetings.			Q1-Q4
Organising of regular meetings with key stakeholders, also in the margins of events, such as Council meetings, European Parliament and other fora.			Q1-Q4
Coordination of VIP visits and other visits to EASO.			Q1-Q4
Organising meetings with relevant EU Member States.			Q1-Q4
Organising briefings with expert public (such as journalists) at EASO.			Q1-Q4
Objectives and results			
Objective 2	Enhancing communication by explaining and promoting EASO’s work, tools and activities, and organising communication activities aimed at achieving the overall corporate priorities of the Agency.		
Expected results in 2018	— Significant increase in EASO presence in the press and increase in the number of positive stories — Significant increase in visitors to EASO’s website and followers on social media		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of information meetings/events held	2016: N/A	30	EASO’s administrative records/regularly
Number of press conferences/meetings	2016: N/A	4	EASO’s administrative records/regularly

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
EASO website and social media	2016: Posts: Twitter = 188, Facebook (FB) EASO page = 204, FB Relocation Page = 51; Followers: Twitter = 352 % growth, FB Relocation Page: 3 727 (as of 16.3.2016), FB EASO page: 142 % growth; Average impact of FB posts until 20.12.2016: 51 942 users.	100 % increase in monthly page views; 200 % increase in Twitter and Facebook following	Annual report on statistics
Number of translations and publications	2016: 67 translation requests; 42 publication requests.	88 dossiers translated in various languages and 50 publications dossiers	EASO's administrative records/regularly
Press interviews	2016: 300	150	EASO's administrative records/regularly
Number of press visits in Member States	2016: N/A	4	EASO's administrative records/regularly
EASO Newsletter	2016: 10	11	EASO Newsletter published online
Social media monitoring	2016: N/A	Weekly and monthly	EASO's administrative records/regularly
Integrated communication campaigns	2016: N/A	2	EASO's administrative records/annually
Main outputs/actions in 2018			
Main outputs/actions			When
Producing adequate EASO merchandise tailor-made for specific EASO audience			Q1-Q4
Organising the EASO information day in Member State			Q2
Organising the communication multipliers meeting			Q1, Q4
Organising the journalist network meeting			Q1-Q4
Organising thematic press conferences			Q1-Q4
Continuously monitoring EASO's website and enhancing EASO's presence in social media			Q1-Q4
Ensuring quality in the production of translations and publications			Q1-Q4
Organising strategic press interviews			Q1-Q4
Providing timely replies to information requests			Q1-Q4
Organising press visits			Q1-Q4
Wider dissemination of EASO's newsletter			Q1-Q4

Main outputs/actions in 2018	
Main outputs/actions	When
Producing weekly and monthly social media monitoring reports	Q1-Q4
Organising integrated communication campaigns	Q1-Q4
Developing and implementing a social media campaign with the aim of countering smugglers' narratives and give true information about asylum in the EU	Q1-Q4
Organising and completing an evaluation of communication and stakeholder relations	Q1-Q4

Objectives and results	
Objective 3	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.
Expected results in 2018	<ul style="list-style-type: none"> — Smooth running of the management board secretariat — Strengthening and improving the relationship with EASO management board members

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of meetings with the EASO management board members	2016: 3	3	EASO's administrative records/regularly

Main outputs/actions in 2018	
Main outputs/actions	When
Smooth functioning of the management board secretariat.	Q1-Q4
Organise at least three EASO management board meetings.	Q1-Q4
Regularly informing the EASO management board members on current developments.	Q1-Q4
To keep the restricted area on the management board website updated at all times.	Q1-Q4
To develop regular consultations with the EASO management board members on pertinent issues effecting the management of EASO.	Q1-Q4

8.3. Information and communications technology

EASO will continue to increase the availability of systems and technical solutions in the field of asylum for the EU+, taking into consideration the new and expanded activities and responsibilities in the proposed EUAA regulation (budget title III activities). In this regard, the Agency will focus on:

- Deploying and operating information gathering systems that are accessible anywhere and at any time;
- Deploying, operating and maintaining CEAS support tools;
- Assessing and complementing the Member State asylum organisations' information systems;
- Enabling and supporting the medical and country of origin support tools.

The Agency will also continue to further improve its internal operations with the objective of increasing efficiency whilst meeting the demands of growth in size as well as increase in tasks and responsibilities (budget title II activities). EASO will focus on:

- Deploying and operating administration automation information systems;

- Deploying and operating the EASO situation centre;
- Deploying and operating solid support infrastructure;
- Further integrating EASO infrastructure with Office 365;
- Extending EASO infrastructure and connectivity across all EASO locations of activity.

Link to multiannual objectives	MA01, MA03, MA04, MA05, MA06
Budget line and allocated amount	2201 ICT: EUR 2 125 000
Allocated human resources	5 AT, 4 AST, 12 CA

Objectives and results			
Objective 1	Deploy and integrate the Agency’s information gathering systems in the EASO extranet		
Expected results in 2018	— Complete the development and increase the maturity of the information systems available to field operations and EASO stakeholders		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of field events captured	2016: N/A	60 %	Database records/weekly
Number of stakeholder organisations using the available systems	2016: 85 %	100 %	Database records/weekly
Main outputs/actions in 2018			
Main outputs/actions			When
Establish maturity benchmark			Q2
Enable cross platform access			Q1
Interconnect to existing systems			Q2

Objectives and results			
Objective 2	Deploy and integrate CEAS efficiency tools		
Expected results in 2018	— Continue the development of the relocation matching, supporting it to further applications in Member States/asylum information systems.		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Enable the adoption of the tools as a cornerstone of AS systems	2016: N/A	60 % of cases done automatically	Database records/weekly
Time to match and relocate via system	2016: N/A	3 days	Database records/daily
Main outputs/actions in 2018			
Main outputs/actions			When
Assess and benchmark Greek AS relocation effort			Q1
Assess and benchmark application in Italian AS relocation effort			Q4

Objectives and results			
Objective 3	Maintain and further integrate the EASO Asylum Intervention Pool System (EAIPS)		
Expected results in 2018	— Continue the development of the EAIPS tool, bringing it to another stage of maturity (including deployment of interpreters and interim staff)		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Full automation of field operations through the EAIPS	2016: N/A	98 % of deployments	Database records/ quarterly
Main outputs/actions in 2018			
Main outputs/actions			When
Fully operational tool			Q1
Integrate tool towards the information collection systems			Q4
Integrate tool within the administration information systems			Q2

Objectives and results			
Objective 4	Understand and catalogue what systems support the CEAS within the Member States’ AS		
Expected results in 2018	— Conduct a survey to understand what exists and how and where the support is applied.		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Assess and analyse asylum information systems (AS IS)	2016: N/A	2 Member States assessed	Document reports/ yearly
Number of stakeholders interviews	2016: N/A	10 per Member State	Document reports/yearly
Main outputs/actions in 2018			
Main outputs/actions			When
Reports on Member States’ AS IS			Q3

Objectives and results			
Objective 5	Support the development of integrated asylum information systems (COI portal, Information and Documentation System, MedCOI) in EASO		
Expected results in 2018	— Continue the hosting and development of integrated asylum information systems in EASO		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Tools uptime	2016: N/A	90 %	Database records/ yearly

Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Increase usage	2016: N/A	10 % annually	Surveys
Main outputs/actions in 2018			
Main outputs/actions			When
Prepare for deployment of MedCOI database			Q3
Deploy collaboration features and integration of other asylum information systems			Q3
Assess and benchmark COI portal and IDS maturity			Q3
Objectives and results			
Objective 6	Deploy and integrate procurement and finance management tools		
Expected results in 2018	— Continue the development of the administration automation systems		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Fully integrated and electronic procurement processes	2016: N/A	60 % of procurement done through electronic means	Database records/ yearly
Fully integrated and electronic budget processes	2016: N/A	98 % of budget operations done through electronic means	Database records/yearly
Main outputs/actions in 2018			
Main outputs/actions			When
Deploy additional modules of finance and procurement processes towards an enterprise resource planning system.			Q3
Objectives and results			
Objective 7	Deploy and integrate operations administrative and financial management workflows through electronic means		
Expected results in 2018	Continue the development of the paperless tool		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
More workflows added to the paperless tool	2016: N/A	70 % of identified operational workflows done via paperless	Database records/weekly
Time for administrative operations deployment flows reduced	2016: N/A	To 5 days	Database records/monthly

Main outputs/actions in 2018	
Main outputs/actions	When
Increase maturity of paperless tools	Q3
Add reporting capacity to paperless administrative operations	Q2

Objectives and results			
Objective 8	Further integrate the EASO situation centre		
Expected results in 2018	— Continue the development of the situation centre		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Number of available/connected EASO systems	2016: N/A	40 % of EASO systems connected	Database records/quarterly
Number external partners connected	2016: N/A	2 partner systems connected	Database records/half-yearly

Main outputs/actions in 2018	
Main outputs/actions	When
Deploy a data warehouse to support the situation centre	Q2
Deploy further systems	Q2
Deploy further partner connections	Q3

Objectives and results			
Objective 9	Achieve enterprise grade systems uptime		
Expected results in 2018	— Further improved ICT efficiency and effectiveness		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Systems accumulated uptime	2016: N/A	95 % across all platforms and systems	Database records/yearly
Time to ticket resolution	2016: N/A	Accumulated 8 hours	Database records/daily

Main outputs/actions in 2018	
Main outputs/actions	When
Eliminate any/all single points of failure	Q4
Assess and benchmark EASO ICT resilience	Q1
Assess and benchmark EASO support systems resilience	Q2

Objectives and results			
Objective 10	Further align the EASO digital office with Office 365		
Expected results in 2018	— Increased usage of Office 365 across EASO		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Clients using Office 365	2016: N/A	10 % across all platforms and systems	Database records/yearly
Main outputs/actions in 2018			
Main outputs/actions			When
Integrate Office 365 across all EASO platforms			Q2
Increase mobile communications capacity			Q1
Increase collaboration and office integration capacity			Q3

Objectives and results			
Objective 11	Ensure staff working conditions across EASO Headquarters offices		
Expected results in 2018	— Further deployed staff workstations and communications in office blocks		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Enable faster time to workstation deployment	2016: N/A	3 hours after taking up duty station	Database records/ monthly
Enable faster time to workstation removal/ moving	2016: N/A	12 hours after leaving duty station	Database records/ monthly
Main outputs/actions in 2018			
Main outputs/actions			When
Streamline and deploy user check-in procedure			Q2
Streamline and deploy user check-out procedure			Q2

8.4. Human resources

EASO's staff complement is determined by the establishment plan and the EU budget that is adopted annually by the Budgetary Authority. The Commission proposal for a regulation establishing the EUAA foresees the total number of staff reaching 500 by 2020.

During 2018, EASO will maintain the rapid pace of recruitment that was set in 2017 in order to engage staff, as set out in its human resource plan (refer to Annex III).

Objectives and results			
Objective 1	Implement the EASO staff recruitment plan for 2018.		
Expected results in 2018	— All new temporary agent and contract agent posts approved in the EASO staff plan for 2018 are published.		
Indicators			
Indicator	Latest known result	Target for 2018	Means and frequency of verification
Percentage of published posts on the new posts available in 2018	100 % published	100 % published	Monthly reports
Main outputs/actions in 2018			
Main outputs/actions			When
Publish vacancy notices for new posts available in 2018 on the EASO website			Q1-Q4

Annex I: Resource allocation per activity

Activity	Human resources (Full-time equivalents)					Financial resources (EUR)
	AD	AST	CA	SNE	Total	Titles 3-4
3. Operational support	0	0	0	0	0	0
3.1. Italy	8	4	4	0	16	14 500 000
3.2. Greece	10	6	5	0	21	24 450 996
3.3. Other EU Member States	2	1	1	0	4	3 560 002
3.4. External dimension	0	0	0	0	0	0
3.4.1. Third-country support	2	2	4	0	8	1 000 000
3.4.2. Resettlement	2	2	1	1	6	1 500 000
4. Planning, evaluation and support tools	0	0	0	0	0	0
4.1. Support activities and tools for operations	4	2	1	1	8	960 000
4.2. Operational training and quality support	3	2	1	0	6	412 000
4.3. Monitoring and evaluation of operations	2	0	0	0	2	200 000
5. Information, analysis and knowledge development	0	0	0	0	0	0
5.1. Country of origin information (COI)	9	3	1	2	15	1 350 000
5.2. Early warning and preparedness	6	4	3	2	15	650 000
5.3. Information and Documentation System (IDS)	1.5	3	0	0	4.5	50 000
5.4. Annual report on the situation of asylum in the EU	0.5	1	0	0	1.5	30 000
5.5. Further development of a central asylum information system	1	0	1	0	2	250 000
5.6. Research programme on early warning and understanding root causes	2	1	0	0	3	480 000
5.7. Country guidance for convergence	4	1	0	0	5	150 000
6. Asylum support	0	0	0	0	0	0
6.1. Training	11	3.5	2	0	16.5	1 076 000
6.2. Asylum processes	2	2	1	0	5	329 120
6.3. Reception	2	1	0	0	3	199 000
6.4. Activities related to vulnerable applicants	4	0.5	0	1	5.5	363 000
6.5. Cooperation with members of the courts and tribunals	3	1	1	0	5	436 000
6.6. Dublin Network	1	0.5	0.5	0	2	215 700
6.7. Exclusion Network	1	0.5	0.5	0	2	165 700
7. Monitoring of the implementation of the CEAS	4	2	1	0	7	210 000
8. Horizontal activities	0	0	0	0	0	0
8.1. Civil society and consultative forum	1	1	0	0	2	100 000
8.2. EASO communication and stakeholder relations	4	3	9	0	16	100 000
8.3. Information and communications technology	5	4	12	0	21	-
TOTAL Operational	95	51	49	7	202	52 737 518
						Titles 1-2
Other staff allocated to other horizontal/administrative activities	40	28	27	0	95	39 233 482
TOTAL	135	79	76	7	297	91 971 000

Annex II: Financial resources 2018-2020

Table 1: Expenditure ⁽²⁸⁾

Expenditure	2017		2018		
	Commitment appropriations (EUR)	Payment appropriations (EUR)	Commitment appropriations (EUR)	Payment appropriations (EUR)	
Title 1	16 521 014.13	16 521 014.13	28 360 982	28 360 982	
Title 2	9 789 557.54	9 789 557.54	10 872 500	10 872 500	
Title 3	60 484 910.02	52 874 910.02	52 737 518	52 737 518	
Title 4 ⁽²⁹⁾ (earmarked)	p.m.	p.m.	p.m.	p.m.	
Total expenditure	86 795 481.69	79 185 481.69	91 971 000	91 971 000	

Expenditure	Commitment appropriations					
	Executed budget 2016	Budget 2017	Draft Budget 2018 (EUR) Agency request	Budget forecast	VAR 2018/2017	Envisaged in 2019
Title 1 — Staff expenditure	8 615 142.99	16 521 014.13	28 360 982	0	0	47 297 300
11. Salaries & allowances	6 484 074.20	13 636 014.13	23 785 982	0	0	41 357 300
— of which establishment plan posts	4 838 483.66	10 245 000.00	18 884 482	0	0	34 103 800
- of which external personnel	1 645 590.54	3 391 014.13	4 901 500	0	0	7 253 500
12. Expenditure relating to Staff recruitment	716 350.18	270 000.00	530 000	0	0	1 050 000
13. Mission expenses	157 197.00	260 000.00	390 000	0	0	650 000
14. Socio-medical infrastructure	335 589.43	830 000.00	1 360 000	0	0	1 830 000

⁽²⁸⁾ Since the structure of the budget changed between 2016 and 2017 the executed budget 2016 is represented according to the new structure 2017.⁽²⁹⁾ Estimated/expected.

Expenditure	Commitment appropriations						
	Executed budget 2016	Budget 2017	Draft Budget 2018 (EUR)		VAR 2018/2017	Envisaged in 2019	Envisaged in 2020
			Agency request	Budget forecast			
15. Training	187 742.58	250 000.00	375 000	0	0	493 000	750 000
16. External Services	730 833.89	1 270 000.00	1 910 000	0	0	2 380 000	1 650 000
17. Representation expenses	3 355.71	5 000.00	10 000	0	0	10 000	10 000
Title 2 — Infrastructure and operating expenditure	5 594 489.17	10 439 557.54	10 872 500	0	0	11 973 200	12 380 000
21. Rental of buildings and associated costs ⁽³⁰⁾	1 671 406.40	4 343 989.52	4 655 000	0	0	4 477 500	4 520 000
22. Information and communication technology	1 879 040.30	3 250 568.15	2 477 500	0	0	3 174 500	3 820 000
23. Current administrative expenditure	2 044 042.47	2 844 999.87	3 740 000	0	0	4 321 200	4 040 000
Title 3 — Operational expenditure	27 184 481.70	46 054 910.02	52 737 518	0	0	47 503 500	54 422 700
31. Information, Analysis and Knowledge Development	474 168.55 ⁽³¹⁾	2 110 000.00	2 960 000	0	0	2 880 000	5 100 000
32. Support for MS practical cooperation	3 072 264.83	5 503 174.02	5 906 520	0	0	6 400 000	8 450 000
33. Operational support	23 407 807.32 ⁽³²⁾	38 211 736.00	43 670 998	0	0	37 988 500	40 602 700
34. Cooperation with civil society and stakeholders	230 241.00	230 000.00	200 000	0	0	235 000	270 000
Title 4 — EASO participation in external projects	9 197 861.42	p.m.	p.m.	0	0	p.m.	p.m.
Total expenditure	50 591 975.28	73 015 481.69	91 971 000	0	0	96 686 000	114 100 000

⁽³⁰⁾ Including possible repayment of interest, detailed information as regards building policy provided in table in Annex V.

⁽³¹⁾ Excluding country of origin information (COI) that in the 2016 budget structure was in Chapter 32 of the budget.

⁽³²⁾ Excluding EUR 1 924 923.92 of RO stemming from associate countries' 2015 contributions carried over, and associate countries' 2016 contributions and funds for Eurodac machines.

Expenditure	Payment appropriations						
	Executed budget 2016	Budget 2017	Draft Budget 2018 (EUR)		VAR 2018/2017	Envisaged in 2019	Envisaged in 2020
			Agency request	Budget forecast			
Title 1 — Staff expenditure	8 177 934.59	16 521 014.13	28 360 982	0	0	37 209 300	47 297 300
11. Salaries and allowances	6 484 074.20	13 636 014.13	23 785 982	0	0	31 278 300	41 357 300
— of which establishment plan posts	4 838 483.66	10 245 000.00	18 884 482	0	0	24 955 800	34 103 800
— of which external personnel	1 645 590.54	3 391 014.13	4 901 500	0	0	6 322 500	7 253 500
12. Expenditure relating to staff recruitment	650 307.09	270 000.00	530 000	0	0	750 000	1 050 000
13. Mission expenses	134 969.57	260 000.00	390 000	0	0	512 000	650 000
14. Socio-medical infrastructure	134 665.10	830 000.00	1 360 000	0	0	1 786 000	1 830 000
15. Training	183 592.21	250 000	375 000	0	0	493 000	750 000
16. External services	586 970.71	1 270 000.00	1 910 000	0	0	2 380 000	1 650 000
17. Representation expenses	3 355.71	5 000.00	10 000	0	0	10 000	10 000
Title 2 — Infrastructure and operating expenditure	3 139 865.22	10 439 557.54	10 872 500	0	0	11 973 200	12 380 000
21. Rental of buildings and associated costs ⁽³³⁾	1 185 577.55	4 343 989.52	4 655 000	0	0	4 477 500	4 520 000
22. Information and communication technology	733 743.60	3 250 568.15	2 477 500	0	0	3 174 500	3 820 000
23. Current administrative expenditure	1 220 544.07	2 844 999.87	3 740 000	0	0	4 321 200	4 040 000
Title 3 — Operational expenditure	14 089 512.49	46 054 910.02	52 737 518	0	0	47 503 500	54 422 700
31. Information, analysis and knowledge development	320 556.79	2 110 000.00	2 960 000	0	0	2 880 000	5 100 000
32. Support for MS practical cooperation	2 550 877.56	5 503 174.02	5 906 520	0	0	6 400 000	8 450 000
33. Operational support	10 972 697.62 ⁽³⁴⁾	38 211 736.00	43 670 998	0	0	37 988 500	40 602 700
34. Cooperation with civil society and stakeholders	245 380.52	230 000.00	200 000	0	0	235 000	270 000
Title 4 — EASO participation in external projects	6 680 358.85	p.m.	p.m.	0	0	p.m.	p.m.
Total expenditure	32 087 671.15	73 015 481.69	91 971 000	0	0	96 686 000	114 100 000

⁽³³⁾ Including possible repayment of interest, detailed information as regards building policy provided in table in Annex V.

⁽³⁴⁾ Excluding EUR 1 588 402.96 of RO stemming from associate countries' 2015 contributions carried over, associate countries' 2016 contributions and funds for Eurodac machines.

Table 2: Revenue

Revenue	2017	2018
	Revenue estimated by the agency (EUR)	Budget Forecast (EUR)
EU contribution	75 376 000.00	91 971 000
Other revenue (EFTA)	3 805 492.17 p.m. (Liechtenstein contribution)	p.m.
Other revenue (EMAS) — earmarked	-	-
Other revenue (IPA and ENP) — earmarked	-	-
Other revenue — accrued interest	3 989.52 p.m.	p.m.
Total revenue	79 185 481.69	91 971 000

Revenue	2016	2017	2018		VAR 2018/2017 (EUR)	Envisaged in 2019 (EUR)	Envisaged in 2020 (EUR)
	Executed Budget ⁽³⁵⁾ (EUR)	Revenue estimated by the agency (EUR)	As requested by the Agency (EUR)	Budget Forecast (EUR)			
1. Revenue from fees and charges	-	-	-	0	0	0	0
2. EU contribution	25 408 995.08	75 376 000.00	91 971 000	0	0	96 686 000	114 100 000
— of which administrative (Title 1 and Title 2)	11 317 799.81	24 751 014.00	39 233 400	0	0	49 182 500	59 677 300
— of which operational (Title 3)	14 091 195.27	50 624 986.00	52 737 600	0	0	47 503 500	54 422 700
— of which assigned revenues deriving from previous years' surpluses	0	0	1 133 933	0	0	0	0
3. Third countries contribution (incl. EFTA and candidate countries)	609 966.16	3 805 492.17 p.m. (Liechtenstein contribution)	p.m.	0	0	p.m.	p.m.
— of which EFTA	609 966.16 ⁽³⁶⁾	3 805 492.17 p.m. (Liechtenstein contribution)	p.m.	0	0	p.m.	p.m.
— of which candidate countries	-	0	0	0	0	0	0
4. Other contributions	7 788 383.19	0	0	0	0	0	0
— of which delegation agreement, ad hoc grants	7 788 383.19 ⁽³⁷⁾	p.m.	0	0	0	0	0
5. Recovery for administrative expenses	0	0	0	0	0	0	0
Total revenue	33 805 661.65	79 185 481.69	91 971 000	0	0	96 686 000	114 100 000

⁽³⁵⁾ Execution of payment appropriations (C1 and R0).

⁽³⁶⁾ Associate countries 2016 contributions and contributions carried over from 2015.

⁽³⁷⁾ Includes EMAS, IPA, ENP (carried-over funds) and Eurodac grants.

Table 3: Budget out-turn and cancellation of appropriations**Calculation budget out-turn**

Budget out-turn (EUR)	2013	2014	2015
Revenue actually received (+)	9 529 493.36	13 120 809.30	13 707 018.73
Payments made (–)	– 9 153 577.51	– 10 758 306.89	– 12 598 782.37
Carry-over of appropriations (–)	– 719 368.74	– 1 571 032.97	– 2 377 801.03
Cancellation of appropriations carried over (+)	271 141.14	146 417.18	115 376.08
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	0.00	29 493.36	744 344.70
Exchange rate differences (+/–)	– 81.58	11 772.58	1 996.74
Adjustment for negative balance from previous year (–)		– 72 393.33	
Total	– 72 393.33	906 759.23	– 407 847.15

- **Budget out-turn**

In accordance with Article 33 of the EASO regulation ⁽⁴⁸⁾, the revenue and resources of EASO shall consist, in particular, of:

- (a) a contribution from the Union entered in the general budget of the European Union;
- (b) any voluntary contribution from the Member States;
- (c) charges for publications and any service provided by EASO;
- (d) a contribution from the associate countries.

The expenditure of EASO shall cover staff remuneration, infrastructure and administrative expenditure, and is divided into four titles as follows:

- Title 1: Staff expenditure
- Title 2: Infrastructure and operating expenditure
- Title 3: Operational expenditure
- Title 4: Operational expenditure for specific projects

⁽⁴⁸⁾ Regulation (EU) No 439/2010, OJ L132, 29.5.2020, p. 11.

- ***Cancellation of commitment appropriations, payment appropriations for the year and payment appropriations carried over***

Commitments are entered in the accounts on the basis of the legal commitments entered into up to 31 December and payments based on the payments made by the Accounting Officer by 31 December of that same year, at the latest. EASO has non-differentiated appropriations for Titles 1 and 2 (commitment and payment appropriations are equal and linked) and differentiated appropriations for Title 3 and Title 4.

The carry-over is intended to cover pending expenditure at the end of the year (several invoices and debit notes from contractors and EU institutions/agencies were pending to be received). Carry-over of appropriations relates to:

- Title 1: Staff expenditure such as missions, schooling and representation/miscellaneous costs;
- Title 2: Infrastructure and operating expenditure (IT hardware, software and related services, etc.), administrative assistance from other EU institutions (e.g. service level agreements with PMO), translations and publications, business consultancy and organisation costs of management board meetings;
- Title 3: Operational expenditure such as translations and publications, organisation of events, reimbursement of participants/experts to meetings organised by EASO, etc.
- Title 4: Operational expenditure for specific projects (ENP countries participating in the work of EASO) such as translations, staff travel costs, organisation of events, reimbursement of participants/experts to meetings organised by EASO, etc.

Non-differentiated C1 appropriations (Title 1 and Title 2) corresponding to obligations duly contracted at the close of the financial year are carried over automatically to the following financial year only, together with the payment appropriations.

C4 appropriations (internally assigned funds) are carried over automatically to the following financial year as C5 appropriations, together with the payment appropriations.

R0 appropriations (externally assigned funds) are carried over automatically to the following financial year together with the payment appropriations.

Differentiated C1 appropriations (Title 3) corresponding to obligations duly contracted at the close of the financial year are carried over automatically to the following financial year, under C8 appropriations, without the payment appropriations.

Differentiated C8 appropriations (Title 3), from previous years, are carried over automatically to the following financial year, under C8 appropriations, without the payment appropriations.

Annex III: Human resources — quantitative

Table 1 — Staff population and its evolution; Overview of all categories of staff

Staff population		Actually filled as of 31.12 2015	Authorised under EU budget 2016	Actually filled as of 31.12.2016 ⁽⁴³⁾	Authorised under EU budget for year 2017	Actually filled as of 31.12.2017	In draft budget for year 2018	Envisaged in 2019	Envisaged in 2020
Officials	AD	0	0	0	0	0	0	0	0
	AST	0	0	0	0	0	0	0	0
TA	AST/SC	0	0	0	0	0	0	0	0
	AD	48	73	69	107	0	135	179	231
	AST	13	18	17	48	0	79	105	135
	AST/SC	0	0	0	0	0	0	0	0
Total		61	91	86	155	0	214	284	366
CA FG IV		9	25	11	30	0	34	49	64
CA FG III		8	17	13	30	0	33	36	49
CA FG II		3	3	2	3	0	9	10	10
CA FG I		1	1	1	1	0	0	0	0
Total CA (FTEs)		21	46	27	64	0	76	95	123
SNE (FTEs)		11	12	7	8	0	7	5	5
<i>Structural service providers</i>		0	0	0	0	0	0	0	0
TOTAL		93	149	120	227	0	297	384 ⁽³⁹⁾	494 ⁽⁴⁰⁾
<i>External staff for occasional replacement</i>		0	0	0	0	0	0	0	0

Contract agents (CA) are expressed as full-time equivalents (FTEs) in the above table in line with Commission guidelines. The corresponding CA headcounts based on the posts available and envisaged are shown in the table below. Differences between FTE and position figures are due to the time required for running recruitment competitions and engaging new staff.

⁽³⁹⁾ Data at 2.12.2016.

⁽⁴⁰⁾ The total staff in both 2019 and 2020 is expected to be six less compared with the Commission proposal due to an equivalent reduction in SNEs.

Staff population	Actually filled as of 31.12. 2015	Posts available in 2016	Actually filled as of 31.12.2016	Posts available in 2017	Actually filled as of 31.12.2017	In draft budget for year 2018	Envisaged in 2019	Envisaged in 2020
CA FG IV	-	33	22	33	33	37	49	64
CA FG III	-	35	18	35	35	35	36	49
CA FG II	-	3	2	3	3	10	10	10
CA FG I	-	1	1	1	1	0	0	0
Total CA (by positions)	-	72	43	72	72	82	95	123

Table 2 — Multiannual staff policy plan for the years 2018-2020

Category and grade	Establishment plan in EU Budget 2016		Filled as of 31/12/2016		Modifications in year 2016 in application of flexibility rule		Establishment plan in voted EU Budget 2017		Modifications in year 2017 in application of flexibility rule		Establishment plan in Draft EU Budget 2018		Establishment plan 2019		Establishment plan 2020	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AD 16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AD 15	0	1	0	1	0	0	0	1	0	0	0	1	0	1	0	1
AD 14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AD 13	0	0	0	0	0	0	0	0	0	0	0	1	0	2	0	3
AD 12	0	4 ⁽⁴¹⁾	0	4	0	+4	0	4	0	0	0	4	0	4	0	5
AD 11	0	1	0	1	0	0	0	1	0	0	0	1	0	2	0	3
AD 10	0	8 ⁽⁴²⁾	0	6	0	-1	0	9	0	0	0	11	0	15	0	16
AD 9	0	5	0	5	0	-3	0	5	0	0	0	8	0	15	0	22
AD 8	0	10	0	9	0	0	0	11	0	0	0	30	0	41	0	58
AD 7	0	28	0	28	0	0	0	41	0	0	0	44	0	57	0	70
AD 6	0	5	0	5	0	0	0	11	0	0	0	16	0	19	0	30
AD 5	0	11	0	10	0	0	0	24	0	0	0	19	0	23	0	23
Total AD	0	73	0	69	0	0	0	107	0	0	0	135	0	179	0	231
AST 11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST 10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST 9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST 8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST 7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST 6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4
AST 5	0	2 ⁽⁴³⁾	0	2	0	+2	0	3	0	0	0	5	0	10	0	18

⁽⁴¹⁾ Includes upgrade of four TA AD 10 to TA AD 12.⁽⁴²⁾ Includes upgrade of three TA AD 9 to TA AD 10.⁽⁴³⁾ Includes upgrade of two TA AST 1 to TA AST 5.

Category and grade	Establishment plan in EU Budget 2016		Filled as of 31/12/2016		Modifications in year 2016 in application of flexibility rule		Establishment plan in voted EU Budget 2017		Modifications in year 2017 in application of flexibility rule		Establishment plan in Draft EU Budget 2018		Establishment plan 2019		Establishment plan 2020	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AST 4	0	6	0	0	0	0	0	0	0	0	0	30	0	40	0	49
AST 3	0	6	0	0	0	0	0	0	0	0	0	35	0	45	0	55
AST 2	0	2	0	0	0	0	0	0	0	0	0	5	0	8	0	9
AST 1	0	2	0	0	0	-2	0	4	0	0	0	4	0	2	0	0
Total AST	0	18	0	0	0	0	0	48	0	0	0	79	0	105	0	135
AST/SC1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total AST/SC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	91	0	0	0	0	0	155	0	0	0	214	0	284	0	366

Annex IV: Human resources — qualitative

A. Recruitment policy

The Agency's recruitment policy as regards selection procedures, the entry grades of different categories of staff, the type and duration of employment and different job profiles was updated in August 2016 in order to align it to the 2014 Staff Regulations and implementing rules thereto, as well as the conclusion of the agreements for the participation of associated countries in EASO.

The main principles of the recruitment policy are fairness, transparency and equal treatment. Any discrimination on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability age or sexual orientation is prohibited.

(a) Officials

Currently, no officials are foreseen in the EASO establishment plan.

(b) Temporary agents

EASO employs temporary agents on long-term employment to carry out its technical, administrative and management tasks of a permanent or long-term nature, such as those directly related to the implementation of the Agency's core activities as defined in its founding regulation and tasks related to the management and functioning of EASO aimed at providing technical and administrative support to its core business.

Temporary agents on long-term employment are offered a 5-year contract. The contract may be renewed not more than once for a fixed period. Any further renewal shall be for an indefinite period. They are recruited in line with EASO's Implementing Rules on engagement of TA 2(f), by analogy, adopted by the Agency's management board, as well as Article 53 of the conditions of employment of other servants of the European Union (CEOS).

Examples of job profiles include administrative tasks (administrative assistant, finance and budget assistant, procurement assistant), operational tasks (field officer), and management (head of administration department).

EASO may also employ temporary agents on short-term employment to fulfil specific technical and administrative tasks of a limited duration. The duration of the contract is determined by that of the tasks.

(c) Contract agents

In addition to temporary agents, EASO also recruits contract agents. The decision to recruit a contract agent lies with the appointing authority and is decided on a case-by-case basis, depending on the justification of the short/long-term requirement and proper justification from the requesting department. The justification can be a specific project, temporary peaks of workload, uncertainty about the need for a temporary agent, and/or waiting for a temporary agent to be recruited.

In accordance with the function groups (FG) and grades defined by Article 80 of the CEOS, the Agency's contractual staff has been assigned to tasks aimed at providing administrative, linguistic, scientific and drafting support to the work of temporary agents within function groups I, II and III. The use of contractual staff in function group IV is limited to those situations where it is necessary to recruit very specific and high-level technical expertise.

In line with Article 85 of the CEOS, contract agents are offered a contract, which might be renewed once, with the first two contracts covering a total period of at least 6 months for contract agents in FG I, and 9 months for contract agents in FG II-IV. The initial contract shall be not more than 5 years, and the first renewal shall not be more than 5 years. Depending on the Agency's specific needs, contract agents on long-term employment are offered a 3-year contract, which may be renewed once for another 3 years. Any further renewal will be for an indefinite period. Examples of job profiles include technical experts in asylum related domains, and support staff (e.g. IT assistant).

EASO may also employ contract agents on short-term employment contracts to fulfil tasks of a technical and administrative nature of a limited duration, similar to those assigned to temporary agents on short-term employment.

In principle, such contracts are renewed only once and these agents are not offered a second renewal of their contract for an indefinite period.

(d) *Seconded national experts*

SNEs are selected by EASO to benefit from their high level of expertise and up-to-date knowledge. They are engaged in particular in areas where the expertise is not readily available or is required temporarily to perform specific EASO tasks. The legal framework for the selection of SNEs is found in management board decision No 1 of 25 November 2010. In line with this decision, SNEs are not employed by the Agency, but continue their employment relationship with the seconding organisation. The length of the initial contract is 1 year with the possibility of extensions.

Examples of job profiles include operational tasks (resettlement expert), project tasks (statistics expert), and knowledge of a specific country of origin (country of origin expert).

(e) *Structural service providers*

In 2015, the Agency concluded a framework contract with an interim service provider for the provision of interim agents to cover a number of profiles, including secretary/clerical tasks, administrative support, communication support, human resources support, procurement/financial support, conference hostess/host, conference organiser, project assistant, and ICT tasks.

B. Appraisal of performance and reclassification/promotions

Tables 1 and 2 are to be interpreted as follows. The staff members reclassified from one grade to the next higher grade are included in the numbers against their grade prior to being reclassified, e.g. a staff member who was reclassified from AD7 to AD8 is included in the number of reclassified staff in the AD7 row.

Table 1 — Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.1.2015		How many staff members were promoted/reclassified in 2016		Average number of years in grade of reclassified/promoted staff members
	Officials	TA	Officials	TA	
AD 16	0	0	0	0	0
AD 15	0	0	0	0	0
AD 14	0	1	0	0	0
AD 13	0	0	0	0	0
AD 12	0	0	0	0	0
AD 11	0	0	0	0	0
AD 10	0	0	0	0	0
AD 9	0	5	0	0	0
AD 8	0	2	0	0	0
AD 7	0	14	0	2	3
AD 6	0	4	0	0	0
AD 5	0	6	0	1	2.2
Total AD	0	32	0	3	0
AST 11	0	0	0	0	0
AST 10	0	0	0	0	0

Category and grade	Staff in activity at 1.1.2015		How many staff members were promoted/reclassified in 2016		Average number of years in grade of reclassified/promoted staff members
	Officials	TA	Officials	TA	
AST 9	0	0	0	0	0
AST 8	0	0	0	0	0
AST 7	0	0	0	0	0
AST 6	0	0	0	0	0
AST 5	0	0	0	0	0
AST 4	0	1	0	0	0
AST 3	0	6	0	0	0
AST 2	0	1	0	1	4
AST 1	0	5	0	3	2.9
Total AST	0	13	0	4	0
AST/SC1	0	0	0	0	0
AST/SC2	0	0	0	0	0
AST/SC3	0	0	0	0	0
AST/SC4	0	0	0	0	0
AST/SC5	0	0	0	0	0
AST/SC6	0	0	0	0	0
Total AST/SC	0	0	0	0	0
Total	0	45	0	7	0

Table 2 — Reclassification of contract staff

Function group	Grade	Staff in activity at 1.1.2015	How many staff members were reclassified in Year 2016	Average number of years in grade of reclassified staff members
CA IV	18	0	0	0
	17	0	0	0
	16	0	0	0
	15	0	0	0
	14	2	0	0
	13	7	1	2

Function group	Grade	Staff in activity at 1.1.2015	How many staff members were reclassified in Year 2016	Average number of years in grade of reclassified staff members
CA III	12	0	0	0
	11	1	1	2
	10	0	0	0
	9	2	0	0
	8	2	0	0
CA II	7	0	0	0
	6	0	0	0
	5	0	0	0
	4	1	1	2
CA I	3	0	0	0
	2	0	0	0
	1	2	1	2
Total	0	17	4	0

The agency's policy on performance appraisal and promotion/reclassification — short description

In 2014, EASO carried out the first annual exercises for staff appraisal. The first appraisal report exceptionally covered the year 2012 together with 2013 for staff members that were in active employment during those years. Following the performance appraisal, the first reclassification took place in 2014 as some of the temporary and contract agents had been recruited as from the second half of 2011 and were therefore eligible for promotion to a higher grade. The rules and procedures applied by EASO comply with the relevant provisions of the Staff Regulations, namely Articles 43 and 45, and Articles 15, 54 and 87 of the CEOS.

For appraisal, EASO conducted an annual exercise focusing on the staff members' performance, including a dialogue between the actors involved and a definition of the staff members' training needs. All members of staff were evaluated annually in accordance with the established rules. No distinction was made between different job profiles. The procedures for performance appraisal have been revisited to align with the practices of the European Commission, and in particular the adoption by analogy of the model decisions in line with Article 110 in January 2016 by the management board. A number of training sessions have been organised for this purpose at the beginning of 2016 for managers and for staff to promote efficiency gains, giving and receiving feedback, etc.

The first reclassification exercise of EASO staff members took place in 2015, with retroactivity for 2014. For the first exercise, the Agency used to the maximum the posts available in the establishment plan. It should be noted that EASO was going through a building-up phase, where the very few first recruits have shown a tremendous increase in responsibilities whilst showing a great investment in constructing what the Agency is today. Over the long run, EASO will become a more stable organisation, resulting in a normalisation of the multiplication rates as set out in Annex I.B.

The reclassification of EASO staff based on the 2015 performance appraisal was completed in December 2016 aligning to the new implementing rules for the agencies regarding temporary agents and contract agents, subject to availability of posts and budget allocated and to the eligibility criteria.

C. Mobility policy

On 18 January 2016, the EASO management board adopted a decision laying down general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the CEOS. The decision

foresees the filling of vacant posts by internal mobility or by mobility between Union agencies as well as engagement following an external selection procedure.

Mobility within the Agency

A member of temporary staff 2(f) of the Agency may be reassigned to a new post by written decision of the executive director, without impact on the staff member's current contract of employment with the agency.

The executive director may also decide to fill a post following internal publication. In this case, internal mobility is reserved for temporary staff 2(f) who are engaged within the agency in the function group and grade belonging to the grade bracket indicated in the internal publication. The selected member of temporary staff 2(f) is assigned to the new post without impact on his/her current contract of employment with the Agency.

The Agency's temporary staff 2(f) may also apply for and participate in external selection procedures launched by EASO.

Mobility between Union agencies

The executive director may also decide to advertise a vacant post for temporary staff 2(f) by means of interagency publication, with a view to attracting temporary staff 2(f) that are employed by other Union agencies. That publication may be done at the same time as or following the internal publication.

Mobility between the Agency and the institutions

Mobility of staff members between EASO and the EU institutions can be achieved through transfer of officials from the EU institutions to EASO, transfer of agents from EASO to the EU institutions, and engagement of officials from EU institutions as temporary staff 2(f) who have been successful in an EASO selection process for temporary staff 2(f). The development of the abovementioned mobility is directly influenced by the availability and attractiveness of temporary vacant posts for the profiles and expertise similar to those available in the EU institutions.

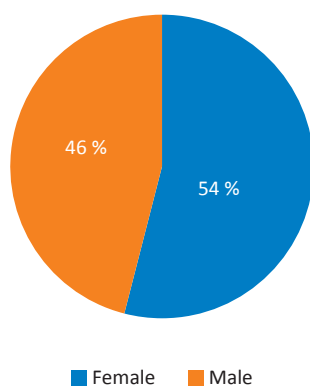
D. Gender and geographical balance

Gender balance

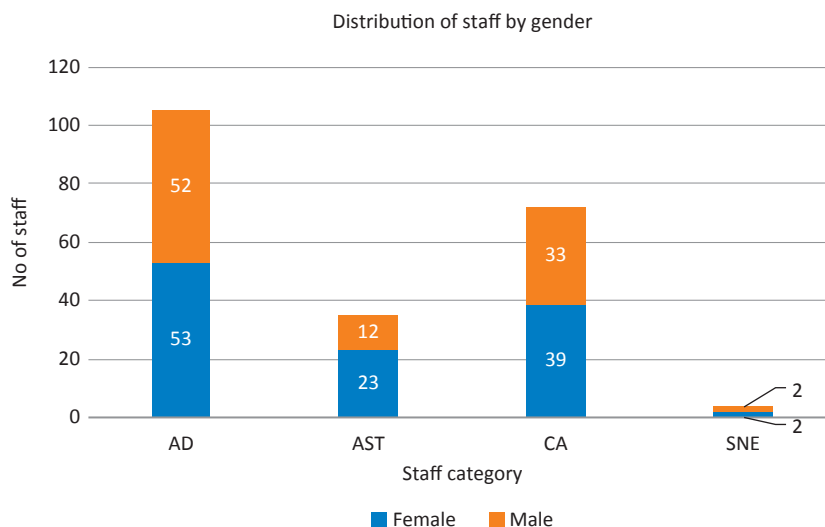
EASO applies an equal opportunities policy and accepts staff members without distinction on the grounds of sex, race, colour, ethnic or social origin, genetic features, language, and religion, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation.

Currently, the gender ⁽⁴⁴⁾ balance in EASO is as displayed in the charts below.

Staff gender balance



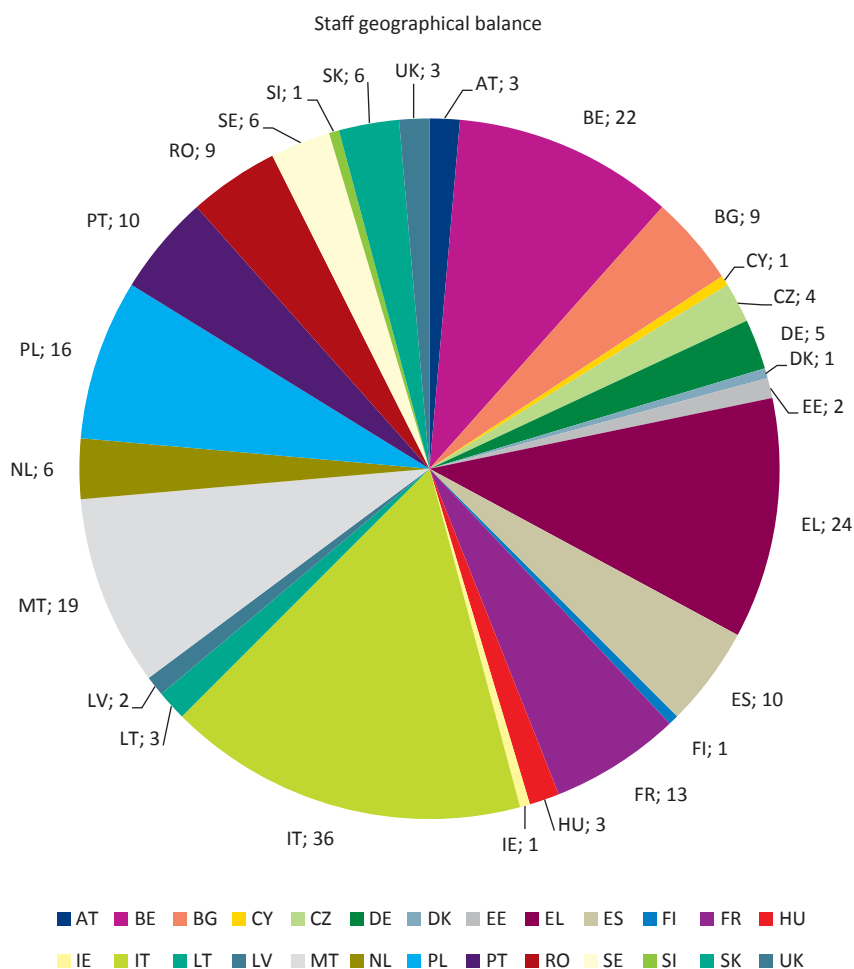
⁽⁴⁴⁾ Data as of 10.11.2017.



Geographical balance

Twenty-six nationalities are represented as illustrated below.

BE	Belgium
BG	Bulgaria
CZ	Czech Republic
DK	Denmark
DE	Germany
EE	Estonia
IE	Ireland
EL	Greece
ES	Spain
FR	France
HR	Croatia
IT	Italy
CY	Cyprus
LV	Latvia
LT	Lithuania
LU	Luxembourg
HU	Hungary
MT	Malta
NL	Netherlands
AT	Austria
PL	Poland
PT	Portugal
RO	Romania
SI	Slovenia
SK	Slovakia
FI	Finland
SE	Sweden
UK	United Kingdom



E. Schooling

EASO needs to attract, engage and retain staff of the highest standards of ability, efficiency and integrity, recruited on the broadest possible geographical basis from among nationals of EU Member States and associate countries.

Statutory staff members of EU institutions, including some EU agencies, enjoy free access to European schools under the condition that they have a contract of at least 1 year.

The Agency considers it necessary to support its statutory staff members whose children attend fee-paying private/international schools while in active employment. This has become even more important now that the Agency's staff is growing at a very fast rate.

Due to the projected increase in staff in the forthcoming years, it is crucial that the Agency has a solid ground in guaranteeing appropriate, cost-free education to all staff members' children.

In this respect, the management board adopted in August 2016 two decisions regarding the pre-school and school costs reimbursement enabling EASO to conclude service contracts with childcare facilities and private/international schools not only in Malta but also in other EASO places of assignment. Pre-school and school attendance is therefore considered as cost-free for children of EASO statutory staff.

As a relatively young Agency, EASO has staff that is namely in a younger category. Therefore, the schooling needs are for children within the age range from 1 to 10 years old. It is expected that this trend will remain unchanged in the forthcoming years. However, the recruitment of more senior staff might have an impact on the age demographics resulting in the need to accommodate children in higher grades of secondary education.

One of the problems that EASO is facing in the schooling area is a limited possibility to follow the International Baccalaureate (IB) curriculum. The IB is offered in full by only one international school in Malta. This school is in high demand and places are limited. Moreover, the school is not planning an enlargement.

EASO has currently in place 10 service level agreements with education establishments offering pre-school care and six agreements with primary and secondary schools in Malta. In addition, two agreements were signed in other places of employment of EASO staff other than Malta, namely in Warsaw and Athens.

Annex V: Building policy

Current buildings

	Name, location and type of building	Other comment
Headquarters in Malta	EASO premises, Xatt l-Għassara tal-Għeneb (Winemakers Wharf), Valletta Harbour	
Surface area (m ²) — Of which office space — Of which non-office space	4 284 — 3 625 — 659 In addition, there are 34 parking spaces in the garage situated at Level – 1 of the building.	
Annual rent (in EUR)	702 579.28	
Type and duration of rental contract	The lease agreement entered into force on 19 June 2011 and shall terminate on 18 June 2020, subject to possible extensions by mutual consent of the parties, for further periods of 3 years each. The initial lease agreement was for Block A. EASO officially moved into the building on 3 September 2012. The lease agreement was amended in 2016 to also incorporate floors in Block C.	
Host country grant or support	The Maltese government gave support in kind to the value of circa EUR 500 000.	
Present value of the building	N/A (building on a lease)	
	Premises outside Malta	Other comment
Operational office in Rome, Italy , with an area of circa 390 m ² Rental rate of EUR 120 000 per annum	Office on Via IV Novembre, Rome consisting of office spaces, meeting rooms and training rooms.	
	Premises outside Malta	Other comment
Operational office in Athens, Greece , with an area of 1 342 m ² Rental rate EUR 136 752 per annum	Office on El. Venizelou (Panepistimiou) Street, Athens consisting of office spaces, meeting rooms and training rooms.	
Liaison office in Brussels, Belgium consisting of 42 m ² Rental rate of EUR 8 500 per annum	Office on Avenue d'Auderghem, Brussels consisting of office spaces.	

Mobile and fixed office space (non-administrative appropriations)

EASO has put in place 105 mobile offices (containers) in Italy and in Greece. These containers normally serve as workstations and service areas for EASO staff in the hotspots and EASO deployed experts and interpreters who register asylum seekers and conduct interviews in the hotspots.

In June 2017, EASO signed a lease for office space on the island of Lesbos to improve the working conditions of staff and experts in the hotspots and to provide much-needed additional space. Similarly, EASO plans to sign a lease for office space on the island of Chios in the second half of 2017.

Office space has also been leased in Nicosia, as of April 2017, to be used as working space for experts deployed by EASO in Cyprus. The lease agreement expires in January 2018.

Building projects in planning phase

Headquarters in Malta

The principal building project in the planning phase relates to the EASO headquarters extension in Valletta Harbour, Malta.

In view of the expanding role of the Agency and increase in staff, EASO's building strategy is to acquire additional office space within its current location in close collaboration with transport Malta and the government of Malta, which are the co-owners of the building. This means that EASO will continue to abide by the provisions of the headquarters agreement and the current lease agreement.

The number of EASO staff has increased significantly and is expected to continue to increase in the coming years. The number of staff is expected to increase year on year in line with the Legislative Financial Statement in the Commission proposal for the new EUAA regulation. The headcount should reach 500 by 2020. Nevertheless, the current capacity in Blocks A and C will not accommodate all of the 500 staff, as well as the corresponding growing need for space to accommodate meetings, mandatory training and administrative requirements.

In this context, in May 2016, EASO submitted a request to the Council and the European Parliament to extend its office space by acquiring Block B in the same office complex. Following the approvals of the Council of Ministers and the European Parliament in July 2016, EASO moved ahead to start taking over all of Transport Malta's complex located in Xatt l-Għassara tal-Għeneb in Valletta Harbour.

Block B consists of 5 308 m² of internal space and 869 m² of external space. In addition a further 84 parking slots within the complex will become available. It is anticipated that the current owners, transport Malta, will vacate the entire complex in phases, with parts of Block B handed over by the fourth quarter of 2017 and the rest of the complex by early 2018. There is a delay of around 6 months on the original deadlines as Transport Malta requires more time to complete works on its new offices prior to relocating its staff.

EASO operational office in Italy

The EASO operational office in Rome was acquired in May 2016 for a period of 6 years. The EASO operating plan signed with Italy in December 2016 sets the framework for EASO's support to Italy until December 2017. In response to the migration situation, under the operating plan, EASO expanded its presence in four new permanent locations for registration (in Trapani and Milan, since January 2017, and in Monza and Torino, since April 2017). All teams for information provision have become mobile in the province of their deployment, providing follow-up with potential relocation and Dublin family reunification cases in the accommodation centres. In addition, deployment of other mobile teams are under consideration to cover disembarkations in the ports of Reggio Calabria, Vibo Valentia, Salerno and Corigliano Calabro.

In addition, since the beginning of April 2017, Member State experts are deployed to the EASO operational office in Rome provide a helpdesk service. The helpdesk is a centralised reference point for asylum support teams deployed by EASO on the ground under the direct coordination of EASO staff. A hotline for information on the relocation scheme and on the rules on family reunification/dependency within the Dublin procedure for asylum applicants is being set up, thus covering the locations where EASO is not physically present.

In order to maintain efficiency of the above operations, EASO needs to provide sufficient working space for the growing number of staff and experts to operate from the Rome operational office. Therefore, EASO is preparing to rent additional office space in the same premises as the Rome office to provide the necessary additional workstations. It is envisaged that around 300 m² will be leased as additional office. The lease extension is expected to be signed in the second half of 2017.

Annex VI: Privileges and immunities

The Seat Agreement between the government of Malta and EASO was signed in 2011.

The agreement describes the privileges and immunities that the Agency's statutory staff benefit from. The main advantages are VAT-exempted purchases, the details of which are available in the document published in the following link:

<https://www.easo.europa.eu/sites/default/files/EASO%20SEAT%20AGREEMENT%20EN%20and%20MT.pdf>

Annex VII: Evaluations

Article 46 of the former EASO regulation stated that EASO had to commission an independent external evaluation of its achievements. Following the adoption of the terms of reference of the management board and the applicable procurement procedure, EY (ex-Ernst & Young) was mandated by EASO to conduct the independent external evaluation of EASO's activities covering the period from February 2011 to June 2014. The EASO management board nominated a steering group consisting of two management board members and two EASO staff members. By decision of the steering group, the temporal scope was extended to cover the entire period since the Agency began operations. All activities implemented by EASO were covered, across all the Member States of the European Union (MS). The evaluation was conducted between October 2014 and July 2015.

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

The evaluators conducted group interviews with EASO staff, the members of the EASO management board, and EU stakeholders. Moreover, online surveys targeting national stakeholders, EASO expert and trainers pools, members of courts and tribunals were completed. Case studies in the six selected Member States (Germany, Greece, France, Italy, Poland and Sweden) were carried out in order to analyse EASO's mission in relation to related national needs and situations and to collect more information on EASO activities, added-value, and impact at national level.

A kick-off meeting on the evaluation took place in Malta on 20 October 2014, followed by various technical meetings and a steering group meeting on 2 December. The evaluators also observed 1 December 2014, March 2015 and June 2015 management board meetings and the consultative forum plenary. The final evaluation report was presented to the steering group in December 2015. The external evaluators presented the findings and recommendations to the EASO management board in January 2016. At that meeting, EASO agreed to develop an action plan based on the recommendations and to report on the state of play of implementation to the management board at its next meetings. The first version of the action plan was presented to the EASO management board in June 2016.

Implementation of the action plan is underway. A number of actions have been completed and it is expected that other actions will be addressed in the coming years as an outcome of the new EUAA regulation.

Annex VIII: Risks

In line with the internal control standards adopted by the management board in 2012 and particularly with reference to internal control standard number 6, EASO successfully designed and ran for the first time its risk management process in 2016.

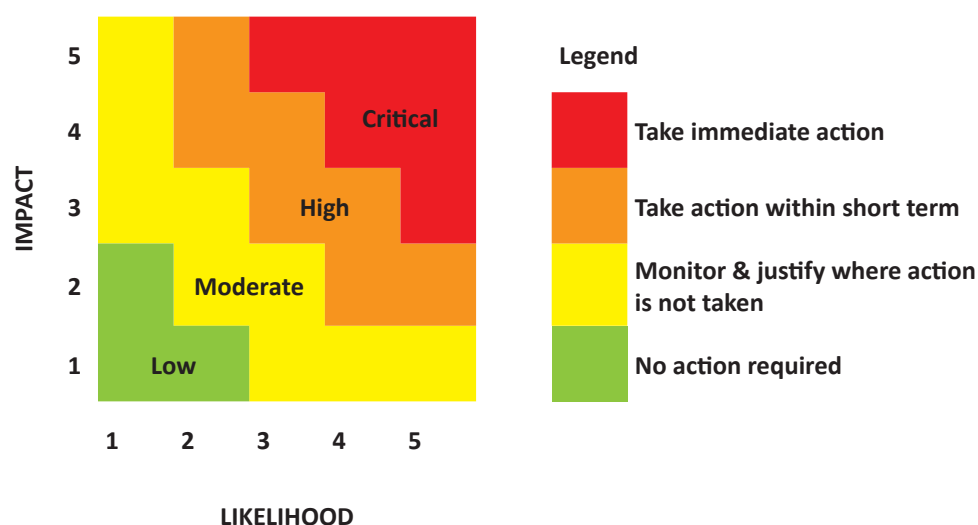
Since then the Agency has been running its risk management process as outlined in its Risk Management Procedure by carrying out annual risk identification and risk assessment exercises and by maintaining, monitoring and reporting regularly on its risk registers.

A corporate risk register, building on the Agency's risk register, was developed for corporate monitoring and reporting of risks.

The benefits of having set up an integrated and effective risk management system are:

- To ensure that EASO achieves its objectives and delivers value to its stakeholder;
- To support effective and efficient use of resources;
- To increase reliability of reporting;
- To improve compliance with applicable laws and regulations;
- To reduce operational surprises by *ex ante* identification of potential events and establishment of responses;
- To better identify opportunities to be seized.

In view of the fact that risk management is still a new activity in the organisation, the risk appetite was identified as shown in the graphic below in a prudent way; this might be changed as the Agency becomes more accustomed to managing its risks.



Annex IX: Procurement plan for 2018

Administrative notice

Economic operators interested in being invited to participate in the negotiated procedures may express their interest by writing to CONTRACTS@easo.europa.eu before the planned launch date indicated in the table below.

This notification is made in accordance with Article 124 of the Rules of Application ⁽⁴⁵⁾ of the EU financial regulation that provides for appropriate *ex ante* publicity on the internet of contracts with a value up to EUR 135 000.

Note

The estimated values for services and supplies for the hotspots are purely indicative and will be adjusted according to needs as they arise.

No	Title of activity	Contract subject	Estimated value (EUR)	Type of purchase	Type of contract	Planned launch date	Type of procedure
1	3. Operational support	Rental of facilities in EU MS and third countries	140 000	Service	Framework contract	16.7.2018	Negotiated procedure
2	3. Operational support	Interim services in other EU countries and/or external dimension	11 740 000	Service	Framework contract	29.6.2018	Open call for tender
3	3. Operational support	Construction and installation works	620 000	Works	Direct contract	31.7.2018	Negotiated procedure
4	3. Operational support	Transport services	680 000	Service	Framework contract	29.6.2018	Open call for tender
5	3. Operational support	Interpreters/cultural mediators (short-term)	50 000	Service	Framework contract	31.7.2018	Negotiated procedure
6	3.2. Operational support — Greece	Insurance of movable property and third-party liability	80 000	Service	Direct contract	2.4.2018	Negotiated procedure
7	3.2. Operational support — Greece	Catering services	72 000	Service	Framework contract	1.5.2018	Negotiated procedure
8	3.2. Operational support — Greece	Water delivery in Greece	65 000	Supply	Framework contract	30.3.2018	Negotiated procedure

⁽⁴⁵⁾ Commission delegated Regulation (EU) No 1268/2012 of 29/10/2012 on the rules of application of Regulation (EU, Euratom) No 966/2012 of the Council on the financial rules applicable to the general budget of the Union (OJ L362 of 31/12/2012).

No	Title of activity	Contract subject	Estimated value (EUR)	Type of purchase	Type of contract	Planned launch date	Type of procedure
9	3.2. Operational support — Greece	Medical/healthcare services in Greece	54 000	Service	Framework contract	28.2.2018	Negotiated procedure
10	3.2. Operational support — Greece	Office equipment in Greece	42 000	Supply	Framework contract	31.1.2018	Negotiated procedure
11	3.2. Operational support — Greece	Courier services	42 000	Service	Framework contract	31.5.2018	Negotiated procedure
12	3.2. Operational support — Greece	Small appliances in Greece	30 000	Supply	Framework contract	31.1.2018	Negotiated procedure
13	3.2. Operational support — Greece	Print services — Greece	13 200	Service	Framework contract	15.5.2018	Negotiated procedure
14	3.3. Other EU Member States	Office furniture and equipment	100 000	Supply	Framework contract	30.6.2018	Negotiated procedure
15	3.4.2. Resettlement	Pilot project: interview premises in third country	180 000	Service	Direct contract	13.7.2018	Open call for tender
16	3.4.2. Resettlement	Pilot project: equipment in third country	80 000	Supply	Framework contract	29.6.2018	Negotiated procedure
17	3.4.2. Resettlement	Pilot project: transport services	100 000	Service	Framework contract	29.6.2018	Negotiated procedure
18	3.4.2. Resettlement	Pilot project: accommodation services	160 000	Service	Framework contract	29.6.2018	Open call for tender
19	3.4.2. Resettlement	Pilot project: interim support	120 000	Service	Framework contract	29.6.2018	Negotiated procedure
20	3.4.2. Resettlement	Pilot project: rental of premises in a third country	60 000	Service	Direct contract	30.3.2018	Negotiated procedure
21	3.4.2. Resettlement	Pilot project: security services for EASO in a third country	100 000	Service	Framework contract	29.6.2018	Negotiated procedure
22	4.1. Support activities and tools for operations 4.3. Monitoring and evaluation of operations	Consultancy services (on needs assessment, contingency planning, operational support, development of methodology for monitoring and evaluation of operations, etc.)	135 000	Service	Framework contract	29.6.2018	Negotiated procedure

No	Title of activity	Contract subject	Estimated value (EUR)	Type of purchase	Type of contract	Planned launch date	Type of procedure
23	5.1. Country of origin information (COI)	Peer review of COI products	130 000	Service	Framework contract	15.2.2018	Open call for tender
24	5.1. Country of origin information	Drafting of COI products	130 000	Service	Framework contract	15.2.2018	Open call for tender
25	5.2. Early warning and preparedness	Scenario analysis	50 000	Service	Direct contract	22.1.2018	Negotiated procedure
26	5.2. Early warning and preparedness	Enhancing capability in strategic analysis	35 000	Service	Direct contract	5.2.2018	Negotiated procedure
27	5.2. Early warning and preparedness	Enhancing capability in qualitative analysis techniques and tools	35 000	Service	Direct contract	4.6.2018	Negotiated procedure
28	5.2. Early warning and preparedness	EPS consultancy	50 000	Service	Direct contract	1.6.2018	Negotiated procedure
29	5.3. Information and Documentation System (IDS)	IDS — Visualisation and infographics	100 000	Service	Framework contract	30.3.2018	Open call for tender
30	5.3. Information and Documentation System	IDS — Mobile application for IDS Platform	45 000	Service	Direct contract	30.3.2018	Open call for tender
31	5.6. Research programme on early warning and understanding root causes	Pilot survey of asylum seekers	300 000	Service	Direct contract	2.2.2018	Open call for tender
32	6.1. Training	Development of an EASO master's programme	300 000	Service	Framework contract	15.5.2018	Open call for tender
33	6.1. Training	Development of a tool to identify training needs	150 000	Service	Framework contract	15.5.2018	Open call for tender
34	6.1. Training	Tender accreditation and certification international sectoral qualification	180 000	Service	Framework contract	1.9.2018	Open call for tender
35	6.1. Training	Review of EASO modules with members of academia	60 000	Service	Framework contract	15.10.2018	Negotiated procedure
36	6.1. Training	Review of EASO training modules by members of civil society	60 000	Service	Framework contract	15.10.2018	Negotiated procedure
37	6.2. Asylum processes	IT service tools	25 000	Service	Direct contract	3.9.2018	Negotiated procedure

Annex X: Organisational chart

EASO's internal governance and administrative structure comprises a management board and an executive director.

The management board is the governing and planning body of the Agency. Its key functions include the appointment of the executive director, the adoption of the single programming documents, work programmes and annual reports of EASO, as well as the budget. Furthermore, the management board has the overall responsibility for ensuring that EASO performs its duties effectively. The EASO management board is composed of one member from each Member State (except Denmark), two members from the European Commission and one non-voting member of the United Nations High Commissioner for Refugees (UNHCR). All members are appointed based on their experience, professional responsibility and high degree of expertise in the field of asylum. Denmark is invited to attend as an observer at all meetings of the management board and other relevant meetings. In 2014, the agreement for the participation of Norway in EASO entered into force, whereas the agreement with Switzerland and Liechtenstein entered into force in 2016. According to these arrangements, the associated countries are entitled to participate in all EASO activities, including their participation as observers in the management board.

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 single programming document and the decisions of the management board.

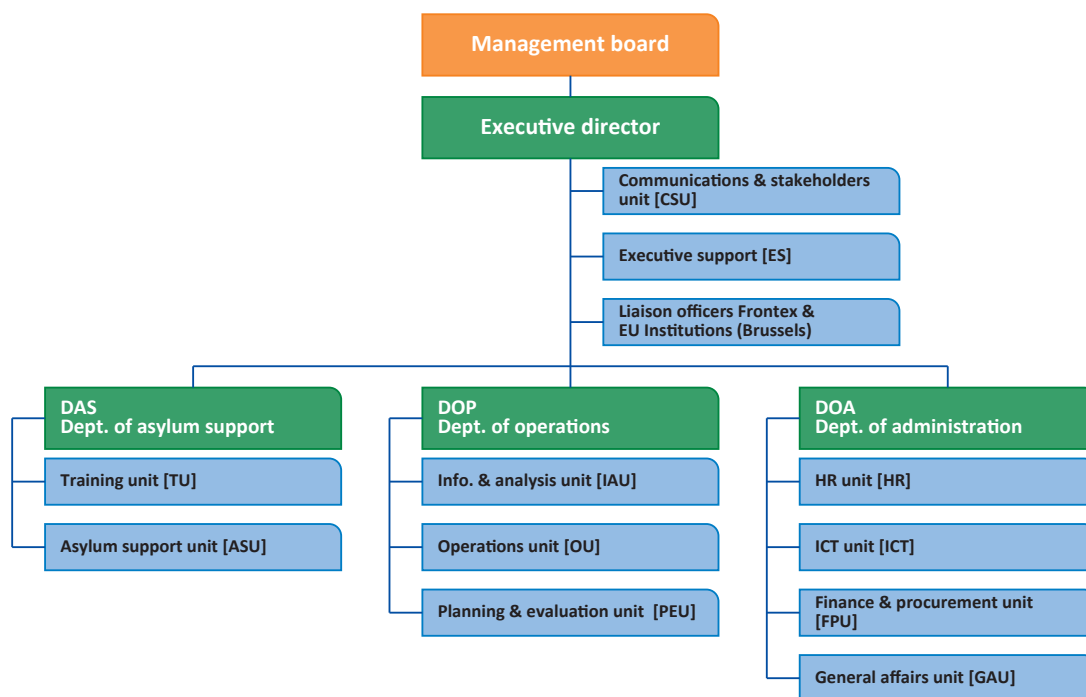
With the significant increase in tasks attributed to the Agency in early 2016, EASO experienced challenges to its response capacity, particularly in field operations in front-line Member States. Consequently, the Agency's resources were repeatedly increased, both in terms of financial appropriations and staff. In order to absorb and manage these resources in an effective way, it became necessary to streamline the internal organisational structure taking into account the new additional tasks to be assigned under the proposed EUAA regulation. The management board adopted the new organisational structure of the Agency, as proposed by the executive director, on 12 May 2016.

The executive director, in exercising the responsibilities laid down in Article 31 of the EASO regulation, is supported by the executive support office, the liaison officers to the EU institutions and to Frontex, and the communications and stakeholders unit.

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

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

The department of administration provides support systems and services to the core areas of work.



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