

# Multi-annual Programming 2022-2024

Work Programme 2022  
Revision 2



Support is our Mission





# Single Programming Document

## Multi-annual Programming N+1 – N+3 (2022-2024)

### Work Programme 2022 Revision 2

### Adopted by the Management Board on 13 September 2022

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The SPD 2022-2024 has been drafted in pursuance of FR 2018/1046, FFR No 2019/715<sup>1</sup>.

Luxembourg, Publications Office of the European Union, 2022.

PDF ISBN 978-92-9400-333-1 doi: 10.2847/221078 BZ-08-22-262-EN-N

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<sup>1</sup> Commission Delegated Regulation (EU) 2019/715 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council (OJ L 122, 10.5.2019, p. 1).





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### **Notes on the SPD 2022-2024 revision 2**

Revision 2 of the Single Programming Document (SPD) 2022-2024, including Work Programme 2022 and Budget 2022, was drafted based on the guidelines issued by the European Commission on 20 April 2020 [C (2020) 2297 final].

At the time of writing, discussions were still ongoing on the Agency's request for new posts in 2023 and 2024 for additional tasks added to the EUAA Regulation during co-legislator negotiations.



# Foreword



In 2021, EASO celebrated its 10-year anniversary since it became operational on 19 May 2011. This was a good point to look back at the Agency's progress, celebrate its successes and identify scope for improvement.

2022 is the year in which the Agency's new mandate materialised. The new Regulation (EU) 2021/2303 entered into force on 19 January 2022, which was an

important milestone for me and for the Agency, but also for the European Union (EU) as a whole and especially for the Member States. The new mandate enables us to overcome various challenges that developed due to the incongruence between a relatively old Regulation and a field which is constantly evolving. It enables us to provide more and better support and to live up to the ever-growing needs and expectations. Equally important, the new mandate reflects a commitment to the EU's values in the field of international protection and to working together to deliver on our responsibilities.

Needless to say, 2022 is a transition year. Although preparatory work started back in 2017, and was stepped up in 2021, evidently 2022 will see considerable time and effort dedicated to operationalising the new mandate, while ensuring that all our support activities are continued and enhanced. We will continue to build on the work the Agency has done so far, while maximising the use of the new mandate to everyone's benefit. It is clear that the Agency requires sufficient human and financial resources to be able to deliver its new mandate.

With the developments in Afghanistan, the instrumentalization of migration by Belarus and the Russian invasion of Ukraine in mind, as well as their wider impact on the respective regions and on the EU, expectations for the Agency are already high. The EUAA is committed to deliver, within its extended mandate the required support, whether it relates to reinforced operational and technical assistance; Country of Origin Information (COI) and country guidance to reach higher levels of convergence in processing asylum applications; situational awareness activities to improve early warning and preparedness; specialised training courses; practical cooperation meetings on topics such as contingency planning and crisis management in asylum and reception; enhanced capacity to operationally support Member States subject to disproportionate pressure; stepping-up coordination and support to resettlement efforts; or capacity building using a whole-of-route approach.

While fully acknowledging the challenges, I am also looking ahead to 2022 and to the implementation of the Agency's Work Programme, which I am convinced will serve to further reinforce the Agency as a key partner for the improved functioning of the Common European Asylum System (CEAS).

Nina Gregori  
Executive Director





# List of Acronyms

AD	Administrator
AIP	Asylum Intervention Pool
ARP	Asylum Reserve Pool
AST	Asylum Support Team ( <i>used in an operational context</i> )
AST	Assistant ( <i>used in a human resource context</i> )
CA	Commitment Appropriations ( <i>used in a financial context</i> )
CA	Contract Agent ( <i>used in a human resource context</i> )
CAAR	Consolidated Annual Activity Report
CEAS	Common European Asylum System
CF	Consultative Forum
COI	Country of Origin Information
CSO	Civil Society Organisation
DG HOME	Directorate-General for Migration and Home Affairs
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
EAIPS	EASO Asylum Intervention Pool System
EASO	European Asylum Support Office
ECA	European Court of Auditors
ED	Executive Director
EDD	Executive Director's Decision
EEAS	European External Action Service
EMN	European Migration Network
EP	European Parliament
EPS	Early Warning and Preparedness System
EU	European Union
EU+	EU Member States and Schengen Associate Countries
eu-LISA	European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
EUAA	European Union Agency for Asylum
Eurostat	Statistical Office of the European Union
FG	Function Group
FRA	European Union Agency for Fundamental Rights
Frontex	European Border and Coast Guard Agency



FTE	Full-time Equivalent
GDISC	General Directors' Immigration Service Conference
HR	Human Resources
IAS	Internal Audit Service
IC	Internal Control
ICC	Internal Control Coordinator
ICF	Internal Control Framework
IDS	Information and Documentation System
IGC	Intergovernmental Consultations on Migration, Asylum and Refugees
IOM	International Organization for Migration
IPA	Instrument for Pre-accession Assistance
ISAA	Integrated Situational Awareness and Analysis
JHA	Justice and Home Affairs
KPI	Key Performance Indicator
LIBE	Committee on Civil Liberties, Justice and Home Affairs, European Parliament
MB	Management Board
MedCOI	Medical Country of Origin Information
MENA	Middle East and North Africa
MS	Member State
NCP	National Contact Point
ODMS	Operational Deployment Management System
OP	Operating/Operational Plan
PA	Payment Appropriations
RDPP	Regional Development and Protection Programme
RSF	Resettlement Support Facility
SCIFA	Strategic Committee on Immigration, Frontiers and Asylum
SLA	Service Level Agreement
SNE	Seconded National Expert
SPD	Single Programming Document
StratNet	Strategic COI Network
TA	Temporary Agent
UNHCR	United Nations High Commissioner for Refugees
VEN	Vulnerability Expert Network
WP	Work Programme





# Mission Statement

## Mission

The mission of the European Union Agency for Asylum (EUAA) is to promote a harmonised European approach to international protection.

## Vision

The Agency's vision is to achieve convergence and timely responses on international protection across Europe and beyond.

## Objectives

The objective of the Union's policy on asylum is to develop and establish a Common European Asylum System (CEAS), consistent with the values and humanitarian tradition of the European Union and governed by the principle of solidarity and fair sharing of responsibility. The objectives of the EUAA Regulation, namely the need to facilitate the implementation and improve the functioning of the CEAS, are:

- To strengthen practical cooperation and information exchange among Member States on asylum-related matters;
- To promote Union law and operational standards to ensure a high degree of uniformity as regards asylum procedures, reception conditions and the assessment of protection needs across the Union;
- To monitor the operational and technical application of Union law and standards as regards asylum; and
- To provide increased operational and technical support to Member States for the management of the asylum and reception systems, in particular to Member States subject to disproportionate pressure on their asylum and reception systems.

## Values

The values of the Agency are:

- Solidarity
- Responsibility
- Expertise
- Responsiveness
- Respect

## Legal mandate and tasks

Regulation (EU) 2021/2303<sup>2</sup> setting up the EUAA builds on Regulation (EU) 439/2010<sup>3</sup>, which established the former European Asylum Support Office (EASO) on 19 May 2010. Article 1 of the new Regulation stipulates the Agency's mandate:

1. The European Union Agency for Asylum shall contribute to ensuring the efficient and uniform application of Union law on asylum in Member States in full respect of fundamental rights. The Agency shall 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. The Agency shall 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;

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<sup>2</sup> Regulation (EU) 2021/2303 of the European Parliament and of the Council of 15 December 2021 on the European Union Agency for Asylum and repealing Regulation (EU) No 439/2012, OJ L 468, 30.12.2021 p. 1.

<sup>3</sup> Regulation (EU) 439/2010 of the European Parliament and of the Council of 19 May 2010 establishing a European Asylum Support Office, OJ L 132, 29.5.2010, p. 11.



2. The Agency shall be a centre of expertise by virtue of its independence, the scientific and technical quality of the assistance it provides and the information it collects and disseminates, the transparency of its operating procedures and methods, its diligence in performing the duties assigned to it, and the information technology support needed to fulfil its mandate.

The tasks of the Agency set out in Article 2 include:

- Facilitate, coordinate and strengthen practical cooperation and information exchange among Member States on their asylum and reception systems;
- Gather and analyse information of a qualitative and quantitative nature on the situation of asylum and on the implementation of the CEAS;
- Support Member States when carrying out their tasks and obligations in the framework of the CEAS;
- Develop and maintain a European asylum curriculum for Member States and, where appropriate, establish, develop and review training to Member States' national authorities responsible for asylum and reception matters, courts and tribunals, and other relevant national administrations;
- Draw up and regularly update reports and other products providing for information on the situation in relevant third countries, including countries of origin, at the level of the Union;
- Set up and coordinate European networks on third country information;
- Organise activities and coordinate efforts among Member States to develop a common analysis of and guidance notes on the situation in countries of origin;
- Assist the European Commission in the assessment and designation of third countries as safe countries of origin and safe third countries at Union level;
- Provide effective operational and technical assistance to Member States with defined entry and exit strategies, in particular when they are subject to disproportionate pressure on their asylum and reception systems;
- Set up an asylum reserve pool to complement the asylum intervention pool;
- Set up and deploy asylum support teams;
- Acquire and deploy the necessary technical equipment for the asylum support teams and deploy the experts from the asylum reserve pool;
- Develop operational standards, indicators, guidelines and best practices in regard to the implementation of all instruments of Union law on asylum;
- Deploy Liaison Officers to Member States;
- Monitor the operational and technical application of the CEAS with a view to assisting Member States to enhance the efficiency of their asylum and reception systems;
- Support Member States in their cooperation with third countries in matters related to the external dimension of the CEAS, particularly in terms of resettlement and partner country support on asylum/reception including through the deployment of Liaison Officers to priority third countries;
- Engage in communication activities on the Agency's own initiative in the fields within its mandate and in accordance with the relevant communication and dissemination plans adopted by the Management Board (MB).

The Agency could also be tasked with certain functions under other proposals that are still subject to discussions between the co-legislators.

All actions under the Work Programme shall respect and be implemented in line with the rights and principles enshrined in the Charter of Fundamental Rights of the European Union, in particular Article 1 (human dignity), Article 8 (protection of personal data), Article 18 (right to asylum), Article 19 (protection in the event of removal, expulsion or extradition), Article 21 (non-discrimination) and Article 24 (rights of the child).





# Section I. General Context

## Policy context

Building a resilient CEAS continues to be a key policy priority in the EU and relies heavily on information exchange and situational awareness. In 2016, the European Commission issued seven legislative proposals revising the CEAS.

Negotiations on many of those proposals progressed significantly. On 23 September 2020, the European Commission presented the New Pact on Migration and Asylum, which recommended giving immediate priority to the adoption of a Regulation on a new EU Asylum Agency. The EUAA Regulation, entered into force on 19 January 2022, set the new mandate of the Agency. The other legislative proposals, once adopted, are also likely to have an impact on the Agency's work. However, given that discussions on those proposals are still subject to negotiation, they are not taken into account for the purposes of this document.

Work in the field of international protection is inherently influenced by significant changes in countries and regions of origin affecting protection environments, and pressures on national asylum and reception systems resulting from onward movements of persons in need of protection. In July 2021 the Belarusian regime started fomenting irregular crossings of third country nationals through the borders of neighbouring Lithuania, Latvia and Poland, triggering a humanitarian crisis. The rapid deterioration of the situation in Afghanistan, culminating in the Taliban takeover during the summer of 2021, posed challenges to countries neighbouring Afghanistan, transit countries en route to the EU, and eventually EU Member States confronted with increased numbers of Afghan asylum applications. Finally, the Russian invasion of Ukraine in February 2022 resulted in yet a different protection landscape in the EU and its neighbours. Millions have already fled Ukraine and a considerable proportion have arrived in the EU. The Council of the EU rapidly activated the 2001 Temporary Protection Directive, to ensure the necessary protection of those fleeing without stalling asylum systems<sup>4</sup>. The Agency has already been called on to provide support to address the challenges faced by both Member States, with high number of arrivals, and partner countries in the external dimension. It is expected that support in view of the impact of the invasion of Ukraine will continue to be required, depending also on how the situation in Ukraine develops.

## Key planning assumptions for 2022

The SPD 2022-2024 is based on the following main planning assumptions:

- The **new EUAA Regulation** has entered into force before or shortly after 1 January 2022 (2022 is planned as the **first full year** of the Agency under its new mandate);
- **Core business activities** will increase significantly to address emerging crises and needs, requiring increased involvement of the Agency in Member States and third countries, in addition to already pre-agreed activities and functionalities of the EUAA. The increased involvement will require additional human and financial resources, as well as an adjustment of the Agency's activities to respond to new emergencies.

In such a dynamic context, the Agency will maintain flexibility and review its capacity to respond in a timely and efficient manner to changing circumstances. Unforeseen events, such as the instrumentalization of migration by the Belarusian regime and the Taliban takeover in

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<sup>4</sup> See [Council Implementing Decision \(EU\) 2022/32](#) of 04.03.2022.



Afghanistan in 2021, or the crisis stemming from the Russian invasion in Ukraine, in 2022, will trigger increased engagement in several areas of the Agency's activities - such as increased operational support to Member States with high numbers of arrivals, reinforced capacity building, including specialised training interventions and contingency planning activities for Member States and partner countries, increased production and update of COI and country guidance, situational awareness activities to improve early warning and preparedness and practical cooperation meetings. As such, the Agency assumes that it will be able to adapt to new circumstances, and respond to new operational challenges, while ensuring smooth continuation of its core business activities.

\* At the time of writing, discussions were still ongoing on the Agency's request for new posts in 2023 and 2024 for additional tasks added to the EUAA Regulation during co-legislator negotiations.

### **External and internal factors influencing multi-annual programming in 2022**

- Member State experts continue to be essential for operations and the Agency will continue to secure the maximum nominations possible, including through the establishment and operationalisation of the Asylum Reserve Pool (ARP) and through annual bilateral negotiations between the Agency and Member States and associate countries. However, the scale and number of operations foreseen and the specifics of each operational context have impacted the ability of the Agency to quickly scale up and down operations as necessary, to ensure business continuity of its operations and improve efficiency through longer-term deployments, improved planning and delivery capabilities, new working tools and methods, and reduced administrative burden.

*Mitigation: the Agency will continue to engage further with the Member States via the National Contact Points, the Management Board and respective Ministers responsible for asylum in Member States to ensure sufficient numbers of experts are nominated to the ARP and made available for deployment through the current asylum intervention pool (AIP). The Agency will operationalise, as necessary, complementary deployment mechanisms to meet the commitments of the Agency's operational support to Member States.*

*The Agency has in the course of 2021 established an Agency Roster mechanism through the complementary deployment mechanism project which has been initiated with the first deployments foreseen for Spain, Italy, Cyprus and Lithuania in 2021. The mechanism is being progressively tested and implemented to provide the much-needed flexibility and capacity to address large scale deployment needs. Its functioning will be re-assessed to determine if it adequately meets the Agency's complementary deployment needs or if further actions may be required to strengthen the Agency's deployment capabilities.*

- The budget for 2022 was increased by €380,000 and five additional posts were allocated to the Agency, as adopted by the budgetary authority on 24 November 2021 in response to the Agency's request for new posts for 2022. The budget of the Agency was further increased by €12 million in commitment appropriations and €6 million in payment appropriations and an additional 90 short-term operational Contract Agent posts for a period of two years were assigned to the Agency to address the Ukraine crisis.

*Mitigation: the Agency will engage in discussions with the European Commission and with the budgetary authority to ensure that sufficient budget and staff in line with the Agency's needs-based assessment are duly given to the Agency.*





- Availability of contingency funds in the Agency budget to cover the financing of unforeseen urgent requests for operational and technical support. The Agency needs to remain flexible to timely adapt to unpredictable external factors continuing to influence migration. Budget and staffing availability is therefore an important precondition to ensure timely response.

*Mitigation: the Agency will continue to engage with the European Commission to identify options for funding situations requiring rapid operational intervention or major unforeseen operational expenditure, such as earmarking emergency reserve funds within the Agency's budget.*

- Unforeseen events or emerging crises may limit the ability of the Agency to perform some of its planned activities and the delivery of its work programme.

*Mitigation: the Agency has a business continuity plan and the appropriate governance structures in place, which will aid management and mitigation of external influences and emerging crises. Additionally, the Agency will continuously monitor the implementation of its activities, make the necessary adjustments, and invest in innovative solutions to continue delivering on its planned activities and programmes.*

*In the event of sudden unforeseen crises and operational emergencies, the Agency will review its response capabilities, identify priorities and re-allocate available resources with a view to maintain its core business activities non-disrupted by potential negative effects, while addressing the new challenges and response requirements. The Agency will explore the allocation of complementary resources, where feasible and necessary, in close coordination with the European Commission, and the operationalisation of contingency funding.*



# Section II. Multi-annual Programming (N+1 – N+3) (2022-2024)

## 1 Multi-annual Work Programme

### 1.1 Operational Support

#### 1.1.1 Operational support to Member States

<b>Multi-annual strategic objective: MA01</b>	
<b>Description of objective</b>	Effectively assess, prioritise, plan, implement, monitor and evaluate direct operational and technical assistance, including emergency support to Member States, based on approved budgets, clear entry, exit and sustainability strategies, in line with the Agency's mandate, thus enabling Member States to respond to disproportionate pressure on their asylum and/or reception systems and to implement their CEAS obligations.
<b>Expected results</b>	<ul style="list-style-type: none"> <li>- The Agency's operations are implemented as prescribed in the Agency's Regulation and the Agency's Operational and Technical Assistance Manual.</li> <li>- The Agency's operations are delivered within an effective project management framework, and contribute to improved coordination, enhanced capacity and capability of Member States to respond to pressure on their asylum and/or reception systems and to implement their obligations under the CEAS.</li> <li>- Annual operational budgets are set based on the available budgets of the Agency, the assessed prioritised Member States operational needs and regular in-depth consultation with the European Commission and the concerned Member States. Budgets are monitored and reviewed using a continuous and rigorous monthly financial monitoring framework.</li> </ul>
<b>Performance indicators (with data sources)</b>	<b>Targets</b>
Percentage of implementation of annual operational plan (OP) measures for each operation (data source: monitoring reports).	Minimum 85% implementation of OP measures on an annual basis by 2023 <sup>5</sup>
Percentage of operations planned and implemented applying the methodology of the Operations Manual (data source: internal records on annual planning, signed OPs).	100% on an annual basis, as relevant
Percentage implementation of monthly budget forecasting and monitoring system; percentage of annual consumption of budgetary appropriations (data source: OSC budget monitoring system, ABAC reports).	All operations (100%) apply a real time budget monitoring system Minimum 95% commitment appropriations consumed on an annual basis

<sup>5</sup> In line with the duration of a specific Operational Plan.



Multiannual strategic objective: MA02	
Description of objective	Develop and implement operational systems and tools to ensure flexibility (rapid response, scale up and scale down), effectiveness and efficiency of operational support and deployment management.
Expected results	<ul style="list-style-type: none"> <li>- The Agency's operational deployment management framework and systems are optimised.</li> <li>- The Agency has developed, maintains and continuously enhances the required operational capacity to respond appropriately, in an effective and timely manner to requests for operational and technical assistance.</li> <li>- Alternative deployment systems identified; complementary mechanisms developed and implemented.</li> </ul>
Performance indicators (with data sources)	Targets
Percentage coverage of the deployment process through the Operational Deployment Management System (ODMS) (data source: ODMS). ARP integrated into ODMS (data source: ODMS).	ODMS covers 100% of the operational deployment process by the end of 2023 ARP module developed, tested and implemented 100% in ODMS by the end of 2023
Degree of development and implementation of complementary deployment management systems (data source: internal statistics on the status of implementation of complementary deployment systems).	100% of the systems identified by the end of 2020 and implemented by the end of 2023
Percentage of timely responses by the Agency (data source: internal statistics/reports per event).	100% of new operational activities activated within the maximum statutory limits or best practices

The Agency will continue to **enhance its operational support** to EU Member States based on the prioritisation of current and emerging needs. Robust project management methodology will be applied to fully implement the EU Asylum *acquis* and to respond to particular pressure on EU Member States' asylum and/or reception systems, taking into account the trends in arrivals and migration routes. The support provided to Member States with high number of first arrivals will continue, depending on the operational situation and the concrete needs of those Member States. The Agency will further enhance its results-based approach to the programming and delivery of operational and technical assistance, including the development and implementation of multiannual operational plans where feasible and relevant. This will ensure more targeted, efficient, flexible and dynamic approaches to operational support whereby the Agency can rapidly scale up and scale down, build in entry, exit and sustainability strategies, and ensure effective monitoring and evaluation cycles, allowing for better measurement of the impact of operational interventions. Where the pressure on the asylum and reception systems has decreased, the Agency will implement planned exit strategies including a phased handing over of all or selected activities to the host Member State. Continued capacity building will remain a focus of the Agency's activities as required to ensure sustainability of the support provided, and to support Member States in the implementation of their obligations under the CEAS.

In this regard, the Agency will target its operational support to the specific emerging needs based on annual **strategic prioritisation** and pre-defined entry, exit and sustainability strategies for countries where the Agency implements agreed OPs, in the context of requests from EU Member States and continuous consultations with the European Commission. The Agency's activities will range from immediate support in a crisis situation to medium and longer-term operations and related capacity building activities for the receiving Member

States with regard to their asylum and / or reception systems. This will also include direct operational and technical support upon request for host Member States and receiving Member States for ad hoc disembarkations/voluntary relocation exercises under the direct coordination of the European Commission, and other first response / emergency response interventions, as needed. Early consultations with the European Commission to ensure complementarity with other Union support actions and funding mechanisms, will be ensured.

The Agency's support will be delivered on the basis of agreed **OPs** and **specific project plans**, comprising support measures in a range of operational areas such as:

- Supporting Member States to further develop the national systems for management of international protection and reception services;
- Deploying asylum support teams, as necessary, in close collaboration with the relevant national authorities, EU agencies and implementing partners;
- Supporting Member States with identification and registration of third-country nationals and examination of applications for international protection, at first instance and, where appropriate and in full respect of judicial independence, also at second instance;
- Supporting Member States in the provision of temporary protection (TPD);
- Facilitating the examination of applications for international protection or providing national authorities with the necessary assistance in the procedure for international protection;
- Facilitating Member States' technical cooperation in processing applications for international protection;
- Facilitating technology transfer 'as is' from one Member State to another, or making technological amendments to make a tool more suitable and tailored for a wider group of Member States;
- Supporting with the provision of information on the international protection procedure;
- Supporting with the implementation of the Dublin Regulation;
- Advising, coordinating and providing operational and technical assistance to build the capacity of concerned national authorities responsible for reception services;
- Advising, coordinating and providing operational and technical assistance for the setting up, management or provision of emergency, first-line and second-line reception facilities to the Member States;
- Supporting Member States to ensure that children's rights and child protection are safeguarded, in particular as regards unaccompanied minors;
- Supporting with the relocation or transfer of asylum seekers / beneficiaries of international protection within the EU including through implementation of both structured and ad hoc relocation programmes and projects;
- Providing interpretation services, administrative support, the necessary infrastructure and logistics, and technical equipment.

Such measures are in line with and contribute to the achievement of the wider policy objectives pursued by the EU's asylum policy, i.e. to offer appropriate status to any third-country national requiring international protection in one of the Member States and ensure compliance with the principle of non-refoulement, through the development and consistent implementation of a CEAS, including the proposals presented by the European Commission in September 2020 as part of the new Pact on Migration and Asylum<sup>6</sup>.

The Agency will establish a robust mechanism for **first operational response** in case of disproportionate pressure on the asylum and reception systems of Member States, migratory challenges and to support them in the implementation of their CEAS obligations. The

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<sup>6</sup> [https://ec.europa.eu/info/publications/migration-and-asylum-package-new-pact-migration-and-asylum-documents-adopted-23-september-2020\\_en](https://ec.europa.eu/info/publications/migration-and-asylum-package-new-pact-migration-and-asylum-documents-adopted-23-september-2020_en)





Agency's support will be operationalised much faster, more flexibly and will be further tailored based on specific priority needs. Similarly, the Agency will implement measures and specific activities to further develop and enhance its **operational preparedness**, and **contingency planning** and **delivery capabilities**, to better contribute to supporting an effective long-term response to current and future challenges of irregular migration and building resilient systems and practices based on EU standards..

A comprehensive system for response preparedness will be established. To better respond to the varied needs of Member States, both when addressing disproportionate pressure as well as when providing operational and technical assistance for the implementation of their obligations under CEAS, the Agency will develop, adopt and implement a **modular approach for operational support activities**, with clearly articulated phasing, triggering mechanisms, specific support inputs and actions and pre-defined operational results. Stand-by capacities and rapid and emergency response capabilities will be strengthened to address unforeseen operational events, including through the establishment of a first operational response hub providing operational, technical and logistical support. Mobile teams, including facilities, equipment and personnel will be deployed even more rapidly when required to address emergency situations or short-term interventions on the ground.

When agreeing OPs and the specific support measures with each Member State, **budgetary allocations** required for their implementation will be developed from the outset.

Complementarity and the avoidance of duplication of funding will be paramount in the determination of required budgets. Such budgets will be developed in close consultation with the European Commission and will be monitored on a continuous basis using a robust financial monitoring framework. Budgetary requirements will be reviewed, revised and updated in close consultation with the European Commission.

The Agency will continue to enhance the planning, needs assessment, design, implementation, monitoring and evaluation of operations through the consistent application of the processes validated as part of the Agency's **Operational and Technical Assistance Manual**. The Agency will fully implement its validated system for the programmatic and process monitoring and evaluation of operations as defined in the Operational and Technical Assistance Manual and the Agency's Evaluation Framework, allowing for regular review and improvement of operational performance. The monitoring and evaluation results, as well as the observations of the Agency's Fundamental Rights Officer (FRO), will feed back into the planning process to support better planning of operations.

Given the large-scale operational activities that the Agency implements on the ground in Member States with high numbers of first arrivals and the ad hoc disembarkation/voluntary relocation operations, coordinated by the European Commission, further **refinement of planning and contingency preparedness** will be necessary. Planning activities covering human and financial resources, procurement of services and goods, as well as the Agency's operational and logistical preparedness will be reviewed continuously, and relevant operational and contingency plan(s) prepared to ensure the Agency is ready to meet future increased or decreased operational needs.

The Agency will further develop and make use of a number of **specific operational tools** to implement its operational activities. This includes the ODMS, replacing the Asylum Intervention Pool System (EAIPS), the end-to-end electronic system for deployment and reimbursement of experts and other personnel. The Agency will also explore other horizontal operational and related technical solutions and innovative tools that will enhance operational support and joint processing carried out by asylum support teams (ASTs), a modular end-to-end operations suite of tools to support operations in the areas of asylum and reception and processing of resettlement and relocation applications.



In addition, improved **coordination and consultation with stakeholders** in the requesting Member State(s) will be pursued to enhance the efficiency, quality and speed at which support can be delivered. Whenever possible and appropriate, the Agency will aim to have a permanent presence in the Member State requesting support to allow for dedicated and continuous support, liaison and coordination. In Member States where United Nations High Commissioner for Refugees (UNHCR) and International Organization for Migration (IOM) are operational and have the capacity to contribute to the request for operational and technical assistance, the Agency will coordinate with UNHCR and IOM on the development and implementation of OPs, where appropriate, and upon agreement with the Member State concerned.

### 1.1.2 Resettlement and Humanitarian Admission

Multi-annual strategic objective: MA03	
Description of objective	Enhance the implementation of resettlement and humanitarian admission programmes by EU+ countries.
Expected results	<ul style="list-style-type: none"> <li>- Increased support to EU+ countries in the implementation of the European and national resettlement schemes, as well as in respect to Humanitarian Admission and Complementary Pathways to international protection.</li> <li>- The Agency provides stronger coordination and support to EU+ countries on resettlement, Humanitarian Admission and Complementary Pathways to international protection, within the wider framework of EU external relations policy.</li> </ul>
Performance indicators (with data sources)	Targets
Number of activities organised by the Agency, within the wider framework of the European Commission's policy, to enhance the coordination and cooperation among European and EU+ countries resettlement programmes and in view of expanding resettlement, Humanitarian Admission and Complementary Pathways to international protection (data source: monitoring reports).	10% increase on an annual basis
Number of Resettlement Support Facility (RSF) like concepts continued in Turkey and expanded and replicated where appropriate (data source: RSF project files).	1 RSF like concept is maintained in Turkey; 1 RSF like concept is replicated in another partner country as appropriate; minimum 80% overall stakeholder satisfaction as per mission feedback and evaluation(s) of the RSF like concepts

In the field of **Resettlement**, the Agency will coordinate and manage the Agency's Resettlement and Humanitarian Admission Network set up in 2020. The Agency will support EU+ countries in the implementation of the Union Resettlement Framework Regulation, when in place and upon the request of the EU+ countries concerned.. Specifically, the Agency, shall continue to implement and/or expand the RSF in Turkey. The Agency will continue to explore how RSF-like concepts can be further developed and replicated in other partner countries. The Agency will also support the European Commission and EU+ countries (based on the agreed Standard Operating Procedure (SOP)), if and when a political agreement is reached, to implement the Voluntary Humanitarian Admission Scheme in Turkey.



Resettlement is an area on which information is gathered and analysed and on which training has been developed. The Agency will continue to support wider coordination on Resettlement and Humanitarian Admission among EU+ countries within the framework set by the European Commission as well as the development and delivery of common information, training materials and tools to be used by EU+ countries engaging in Resettlement and Humanitarian Admission programmes. The Agency will continue to support planning and implementation of Community Sponsorship Programmes and Complementary Pathways to international protection, such as Family Reunification, with interested EU+ countries.<sup>7</sup>

## 1.2 Asylum Knowledge

### 1.2.1 Country of Origin Information, Medical Country of Origin Information and Country Guidance

Multi-annual strategic objective: MA04	
Description of objective	Enhance cooperation on and exchange of country of origin information (COI) between EU+ countries and provide Union level information on third countries, based on which the level of convergence can be improved through Common Analysis, Country Guidance Notes, Practical Tools, Operational COI Support and other activities.
Expected results	<ul style="list-style-type: none"> <li>- Making available high quality EU-level COI products in support of: 1. decision making and policy – development in relation to international protection processes; 2. development of country-specific guidance at EU level; and 3. operational support and external dimension activities.</li> <li>- Enhancing cooperation between EU+ countries in the field of COI, aiming to strengthen information exchange, build capacity and increase quality in accordance with common methodological standards, through a network approach.</li> <li>- Guarantee the availability to the EU+ countries of high quality medical country of origin information (MedCOI) both on availability and accessibility of medical interventions to support the decisions of the countries' authorities and policy makers in procedures relevant or related to asylum. Where possible increase the efficiency in the provision of such information and in its use.</li> <li>- Fostering convergence in the assessment of international protection needs and supporting high-quality decision-making by developing together with EU+ countries common analysis and guidance notes on main countries of origin.</li> </ul>
Performance indicators (with data sources)	Targets
Total number of pages of COI reports and other COI products on third countries produced and/or updated annually (data sources: COI Portal, operational COI pages, products shared by email to stakeholders).	2,500
Web portals on third country information, making available all COI products with optimal transparency and aiming at a steadily increasing relevance and use of the	+5% increase in number of visits annually

<sup>7</sup> Reference to the European Commission Recommendation of 23-09-2020 on legal pathways to protection in the EU: promoting resettlement, humanitarian admission and other complementary pathways C(2020) 6467; and building on the pilot project on Private Sponsorship Programmes undertaken in 2018 at the invitation of the Commission.

portals (data sources: COI portal statistics tool and MedCOI portal statistics).	
European networks on third country information (COI Networks) for the exchange of information, the mapping of national COI initiatives, the contribution to EU-level products, as well as a Union-level COI query system (data source: calendar, email, publications on COI Portal and online collaborative network spaces and/or queries Portal).	11 specialised networks running on key third countries or topics; 1 national COI Portal administrators network; and 1 COI strategic network, with 1 annual network meeting for each network, with minimum 80% overall participant satisfaction
Effectively responding to identified and agreed needs of the EU+ countries in medical COI information (data source: MedCOI database and COI portal).	Responses provided to more than 90% of received individual requests (10% buffer for pending requests at the end of the year) 4 MedCOI products on health care situation produced annually (a single product should be counted against an average of 100 pages, including introduction, bibliography, etc.)
Country Guidance documents produced as a result of fostering the exchange of information and the cooperation between Member States in jointly assessing the situation in main countries of origin (data source: website).	4 country guidance documents endorsed by the Management Board and made available on the website; these may include the development of new country guidance or the update of existing country guidance documents

In the area of COI, the Agency will support efficiency and quality in asylum decision and policy-making by aiming to support and strengthen the COI capacity in the Member States and at Union level. The Agency will draw up and regularly update reports, query responses and other products on relevant third countries and thematic issues such as security situation, socio-economic circumstances, targeting of profiles, including vulnerable or minority groups, etc. The Agency will do this following the principles and quality standards as established in its COI report methodology. The Agency will particularly do this in support of COI specialist networks, Member States with an operational support plan, and in support of the development of common analysis, country guidance notes, and practical tools for asylum decision and policy makers in the Member States. The Agency will also provide the European Commission with information relevant for the designation of safe countries of origin and safe third countries, upon request. The Agency will organise COI network meetings and other COI events, including country-specific or thematic seminars and conferences, methodological and skill development workshops. In such meetings and network collaboration, the agency will support and facilitate information exchange including an EU-level COI query system and a regular mapping of national COI needs and initiatives. For the sharing of information, the Agency will manage and maintain a web portal and online collaborative network spaces.

Regarding the MedCOI, the MedCOI project was originally established to improve access to such information for national migration and asylum authorities in Europe. Now this service is fully transferred to the Agency and the team in the MedCOI Sector is providing reliable information to national migration and asylum authorities in order to support accurate and fair decisions in international protection and other migration procedures. The service, also



provided through a portal, undergoes continuous quality control interventions and efficiency improvements. To assist Member States in the assessment of relevant applications for international protection and with a view to fostering convergence, the Agency will continue to develop together with Member States common analysis and guidance notes on specific countries of origin. The Agency will ensure that the common analysis and guidance notes are kept under regular review and updated as necessary and will endeavour to raise awareness and promote the country guidance documents through its outreach activities.

While the above-mentioned activities potentially cover all countries of origin or transit of asylum applicants, it is worth mentioning the particularly volatile situation in Afghanistan, which requires constant monitoring and regular updating beyond the standard approaches, thus resulting in increased pressure notably on the COI and Country Guidance teams. This situation is likely to continue also beyond 2022.

## 1.2.2 Situational Awareness

Multi-annual strategic objective: MA05 and MA06	
Description of objective	To provide real-time situational awareness through in depth analysis of the implementation of the CEAS, of the asylum situation and the operational support provided by the Agency.
Expected results	<ul style="list-style-type: none"> <li>- Comprehensive information about the implementation of the CEAS gathered and made available to stakeholders via IDS, Query Portal and Case Law Database.</li> <li>- Collection and validation of Early Warning and Preparedness (EPS) indicators, and Operational Data Collection (ODC).</li> <li>- Full analytical portfolio delivered including: the Agency's Asylum Report, Situational overviews and updates, Strategic Analysis of the asylum situation, Periodical updates, Early warning reports, and other analytical products.</li> <li>- Support to situational awareness products &amp; platforms overseen by DG Home (Blueprint) or the Council (IPCR).</li> <li>- Partner organisations such as Non-Governmental Organisations (NGOs), academia, Justice and Home Affairs (JHA) Agencies, Joint Research Centre (JRC), UNHCR &amp; IOM actively involved in exploring synergies, information exchanges and joint analyses.</li> <li>- Research programme to build systems for early warning and forecasting, to collect testimonies from arriving migrants, and possible publication of results in academic journals.</li> </ul>
Performance indicators (with data sources)	Targets
Number of analytical products produced annually in the portfolio (data source: internal records, document management system).	280
Visits to reports: Asylum Report webpage or associated data visualisation, or monthly Latest Asylum Trends including downloads of PDF (data source: web analytics).	25,000
Percentage of thematic pages maintained up to date (updated in the last 6 months) in IDS, reported bi-annually (data source: platforms records of updates).	75%
Number of IAS outputs (out of IDS, Case Law Database, Query Portal and the Asylum Report) for which a 75%	4

user satisfaction is achieved (data source: survey results).	
Number of academic papers ready for publication or published in international peer-reviewed journals (data source: internal sources).	3
Number of responses to online questionnaire interviews conducted under the Survey to Understand the Asylum related Migration (SAM) project (data source: SAM dashboards).	2,000

To deliver a situational picture of asylum procedures and practices based on a diverse and balanced range of sources the Agency further develops and optimises its information platforms.

The **Information and Documentation System** provides a single point of comprehensive information on the implementation of CEAS, covering the organisation of EU+ countries' asylum and reception systems, as well as an overview of the practical implementation of all key aspects of the CEAS for relevant stakeholders. **The Case Law database** provides a public resource of timely and accurate information in English on new asylum-related jurisprudence from national courts of EU+ countries and from European courts.

To analyse information and provide relevant products to support evidence-based policy and informed decision-making a **situational awareness analytical portfolio** is prepared and distributed, addressing information requests and proposing own analysis through situational overviews, analytical briefs, periodical updates, Early Warning Reports and other analytical products.

**The Agency's Asylum Report - Annual Report on the Situation of Asylum in the EU** is established as the flagship product in the field and the reference source for an overview of developments in the functioning in the CEAS against a broader migration and fundamental rights background. Its well-grounded and flexible methodology and format allow to adapt and present the new elements of CEAS and a most suitable manner, for example incorporating the needs arising from the Pact on Migration and Asylum as necessary. The report is accompanied by a number of additional outputs, targeting the specific needs of its wide target audience. Its year-long drafting process enables the Agency to explore and solidify cooperation with a broad range of asylum stakeholders, including relevant EU agencies, academia and civil society organisations.

To facilitate and promote collaboration and exchange among Member States and other stakeholders with regard to information and analysis the **Query System**, further promotes information exchange between EU+ countries on topical issues, accompanied with analytical reports providing additional insights. To standardise methodologies, enhance quality and promote best practices on information collection, exchange and analysis, analytical methodologies and approaches will be advanced through cooperation and exchange with partners and experts in the field to contribute to the accurate and comprehensive situational picture of asylum through joint outputs with other stakeholders.

To deliver early warning of any sudden arrivals of large numbers of third country nationals that may cause pressure on asylum and reception systems, but also enhance these systems' preparedness to cope with such pressures, the Agency's **Early Warning and Preparedness** system already includes data on all major aspects of the CEAS but it will be updated to reflect any new legislative framework. The latter will include data on the capacity of EU+ countries to register and process asylum applications and manage reception systems, including in the context of contingency planning, as well as decision making and processing times.



Moreover, **Operational Data Collection** will continue to quantify the evolving nature of operational support provided by the Agency including any mechanism for ad hoc disembarkations/relocations and will feed into more effective needs assessments, monitoring and evaluation frameworks as well as **Operational Briefs and Analyses**.

The **early warning and forecasting** system alerts of mixed migration flows arriving in the EU+. This area of work will be expanded by exploiting new sources of Open and Big Data and by employing more sophisticated and accurate predictive analytics, as well as developing indicators that would be useful for migration practitioners. The Research Programme will launch large scale **surveys of arriving migrants** in reception centres in selected operational areas where the Agency provides support with an experimental research design to develop expertise in conducting online surveys. Following the successful launch of this project, a system to conduct online surveys across the EU+ will be developed to collect testimonies from asylum applicants in different countries and understand their reasons for migrating and onward journeys.

**Strategic Analysis** will increasingly be performed in a cooperative sense with key partners, including other Agencies (e.g. **secondary movements** with Member States, the European Border and Coast Guard Agency (Frontex) and the EU Agency for Law Enforcement Cooperation (Europol)) and organisations such as IOM and UNHCR. To ensure that a long-term perspective also forms part of the asylum situation, Strategic Analysis will also cooperate with multiple external stakeholders in expanding in the area of **scenario development** to provide high level strategic decision makers with visibility over possible asylum situations in years to come. Open-source qualitative research on key drivers behind asylum-related migration and onward movement in countries of origin and transit will continue to be delivered through a contract for reports on migration drivers.

Worth noting is the increased pressure on the Situation Awareness Unit to support constant monitoring of quantitative and qualitative information and deliver analytical outputs in the context of crisis situations, such as the situation in Ukraine, as well as the activation of the TPD and its impact on national asylum and reception systems in the EU+.

### 1.2.3 Asylum and Reception Cooperation and Guidance

Multi-annual strategic objective: MA07	
Description of objective	Provide technical support on asylum and reception to EU+ countries with the aim of enhancing their capacities to implement the CEAS.
Expected results	<ul style="list-style-type: none"> <li>- Enhanced practical cooperation through gathering, analysing and exchanging information of the implementation of the CEAS.</li> <li>- Increased knowledge and technical skills of asylum and reception practitioners.</li> <li>- Enhanced IT solutions and innovation in asylum processes and reception systems promoted and supported throughout EU+ countries.</li> <li>- Strengthened capacity and skills of EU+ countries to identify, assess and respond to the needs of vulnerable persons in asylum. Increased convergence in quality standards in asylum, including Dublin, asylum processes, reception and of courts and tribunals.</li> <li>- Improved implementation of CEAS throughout the whole asylum chain.</li> <li>- Enhanced use and implementation of the Agency products among all Member States.</li> <li>- Improved asylum systems in countries under particular pressure by implementing guidance, practical tools and standards and indicators in the fields of reception, vulnerability, Dublin and asylum processes.</li> </ul>

	<ul style="list-style-type: none"> <li>- Effective quality support in operational activities in countries under particular pressure.</li> <li>- Enhanced judicial dialogue between members of courts and tribunals competent in the field of international protection.</li> <li>- Increased convergence in decision making by developing professional development materials and practical tools, and implementing a programme of professional development activities for members of courts and tribunals.</li> <li>- Effective expert support to operational activities aimed at reducing the judicial backlog and improving the processing of the cases as well as the quality of decisions.</li> <li>- Improved capacity and skills in partner countries in the external dimension through capacity-building, quality assurance, guidance, practical tools and standards and indicators in the fields of reception, vulnerability, and asylum processes.</li> </ul>
Performance indicators (with data sources)	Targets
Engagement of relevant stakeholders in practical cooperation activities organised by the Agency's thematic networks (i.e. Asylum Processes, Dublin, Reception, Exclusion and Vulnerability) (data sources: meeting evaluation forms, meeting reports, exchange activities evaluation forms, newsletters made available on respective network platforms, query answers made available on respective information platforms, Working Groups' progress reports).	At least 36 practical cooperation activities organised per year during the reference period, and with a minimum of 80% overall participant satisfaction
Operational standards, indicators, guidance, best practices and practical tools developed or updated to align with the new CEAS legislation, and published (data sources: Quality Matrix and thematic reports published on network platforms, operational standards, indicators, guidance and practical tools published on the website or network platforms).	At least 24 guidance documents developed/updated and published per year during the reference period
Publications and practical tools for members of courts and tribunals developed or updated and published (data sources: materials published on the website, products delivered by external contractors, Working Groups reports).	At least 4 sets of documents developed/updated, per year during the reference period
Engagement of members of courts and tribunals in judicial support activities organised by the Agency (data sources: calls for expression of interest, evaluation forms/reports, progress reports).	At least 350 members participating every year during the reference period, and with minimum 80% overall participant satisfaction

The Agency will continue to facilitate and support the activities of the Member States in the implementation of the CEAS throughout the activities of **thematic networks**.

The networks on **asylum processes, exclusion, reception, vulnerability, Dublin procedures and courts & tribunals** will exchange information and best practices while engaging in practical cooperation through thematic meetings, webinars, conferences and exchange programmes. Synergies between all stakeholders of the asylum and reception chain and civil society organisations (CSOs) will be identified and fully exploited.



The **development of operational standards, indicators and guidelines** (practical guides and tools), based on best practices in EU+ countries and contributions from EUAA and relevant civil society experts, will continue to form the solid basis of knowledge and experience to be promoted and implemented. The Agency will assist EU+ countries with the application of these practical guides and tools and will, in 2022, initiate an external evaluation on their use that will allow the Agency to further increase their impact in the following years. Special efforts will be made to develop and promote innovative digital solutions for asylum and reception systems across the EU+ countries by adopting and implementing an **innovation strategy**. Further efforts will be made to implement the [reception strategy](#) adopted in 2021 and also a **vulnerability strategy** will be developed.

The EUAA's mandate to support members of courts and tribunals will remain key in achieving convergence and timely responses. In line with the European Commission's Strategy on [European judicial training](#) and the Council Conclusions – Boosting training of justice professionals<sup>2</sup>, the Agency will further strengthen its cooperation with courts and tribunals. The cooperation will contribute to achieve a greater level of convergence in judicial decision-making. Moreover, the impact of the EUAA's work will be evaluated by analysing the references made to EUAA products in case-law.

#### 1.2.4 Monitoring of the operational and technical application of the CEAS (from 31 December 2023)

Multi-annual strategic objective: MA08	
Description of objective	Contribute to the correct and effective implementation of asylum law and the standards of the CEAS through monitoring of its operational and technical application.
Expected results	<ul style="list-style-type: none"> <li>- Possible shortcomings in asylum and reception systems of Member States are prevented or identified.</li> <li>- Recommendations on the efficiency of those systems as well as on the capacity and preparedness to manage situations of disproportionate pressure are made and followed up. <i>(Applicable from the date of the replacement of Regulation (EU) No 604/2013, unless that replacement occurs before 31 December 2023, in which case this shall apply from 31 December 2023).</i></li> </ul>
Performance indicators (with data sources)	Targets
Monitoring methodology and monitoring programme adopted by the Management Board (data source: MB documents).	1
Number of monitoring exercises, including the preparation of findings and recommendations, conducted with respect to the operational and technical application of the CEAS, including new elements that may result from agreement on the proposals contained in the new Pact (data source: completed monitoring reports).	Up to 3 monitoring exercises gradually rolled out in 2024.

In line with its revised mandate, as from 31 December 2023, the EUAA will monitor the operational and technical application of the CEAS in order to prevent or identify possible shortcomings in the asylum and reception systems of Member States and to assess their capacity and preparedness to manage situations of disproportionate pressure so as to enhance the efficiency of those systems. Whereas the Agency will start preparations for establishment of a monitoring methodology and programme, in consultation with the

European Commission, in the period 2022-2023, the adoption of the monitoring programme, indicating which Member States' asylum and reception systems shall be monitored in a particular year, shall only be presented for adoption by the Management Board in 2024, following which the programme can gradually be rolled out, ensuring that each Member State shall be monitored at least once in every five-year period.

### 1.3 Training and Professional Development

<b>Multi-annual strategic objective: MA09</b>	
<b>Description of objective</b>	Develop and provide training and capacity building development support to asylum and reception officials, including officials of the national authorities of Member States under pressure, through the European Asylum Curriculum enabling them to acquire the knowledge, skills, responsibility and autonomy to perform their duties. Provide training support to deployed experts in view of their deployment in Member States which signed an OP with the Agency.
<b>Expected results</b>	<ul style="list-style-type: none"> <li>- Strengthening of knowledge, skills, responsibility and autonomy of asylum and reception officials through the implementation of the European Asylum Curriculum.</li> <li>- Achieving full compliance of training activities with the standards and guidelines for quality assurance in the area of education and vocational training.</li> <li>- Keeping the European Asylum Curriculum abreast of new developments particularly in the context of the New Pact on Asylum and Migration.</li> <li>- Increasing capacity of national trainers in the area of asylum and reception in EU+ countries through the train-the-trainer methodology.</li> <li>- Implementing the EUAA Training Needs Assessment Methodology, including the use of the European Sectoral Qualifications Framework for asylum and reception officials to identify training needs and potential gaps.</li> <li>- Assessing the achievement of learning outcomes with the aim of leading to a qualification.</li> <li>- Verifying and ensuring that deployed experts in Member States that signed an OP with the Agency, receive the necessary training in view of their deployment, including training specific to operational and technical assistance by the Agency.</li> <li>- Delivering targeted trainings and capacity building activities to Member States national authorities subject to disproportionate pressure in the framework of emergency or special support.</li> <li>- Developing and delivering bespoke (ad hoc) training programmes targeting specific needs of asylum and reception national authorities when requested.</li> <li>- Implementing training and capacity building activities in third countries in the framework of the EUAA External Dimension.</li> </ul>
<b>Performance indicators (with data sources)</b>	<b>Targets</b>
Increased capacity of EU+ trainers in several modules of the European Asylum Curriculum (EAC) (data source: Learning Management System).	Number of participations in courses for trainers (1,200 participations by the end of 2024)
Various modules forming part of the EAC implemented in national administrations (data source: Learning Management System).	One or more of EAC modules used to train national officials in 70% of EU+ countries



Member States' experts, as well as other experts, receive training in view of their deployment (data source: Learning Management System).	Training sessions for experts organised, delivered and evaluated, with 70% overall participant satisfaction
Training and capacity building activities implemented to support Member States national authorities under particular pressures (data source: Learning Management System).	Training activities are organised and supported in Member States under particular pressure under the framework of Operational Plans, and with 70% overall participant satisfaction
Training and capacity building activities implemented in third countries (data source: Learning Management System).	Training activities are organised and supported under the framework of Roadmaps or other agreements: - number of training interventions to support specific needs of third countries, by the end of 2024: 25

The Agency is mandated to establish and develop training to its own staff members, members of relevant national administrations and courts and tribunals, and national services responsible for asylum and reception matters in the Member States. Such training shall be developed in close cooperation with Member States' asylum authorities. To ensure high quality of its training activities, the Agency will, throughout this programming period, continue to work towards achieving full compliance of its training activities with Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) 2015. The Agency will continue to make the necessary preparations of achieving its status of an Asylum Academy, offering accredited training modules. The Agency will continue to further develop the EAC as its main training curriculum for building and supporting the development of knowledge, skills, responsibility and autonomy of asylum and reception officials working in national administrations, experts to be deployed in asylum support teams and deployed experts and officials working in operations.

In line with Training and Learning Strategy, the Agency will continue to engage in guided discussions with Training National Contact Points and Member States' working groups, to strengthen the European Sectoral Qualifications Framework (ESQF) for asylum and reception officials. The ESQF will continue to provide guidance on what asylum, reception officials should know, and be able to do, in order to perform their duties and tasks, under a specified degree of responsibility and autonomy. This common framework will continue to serve as a guide when designing training and assist in identifying potential training needs and gaps. Additionally, the Agency will maintain focus on the learner and what the learner should know and able to do at the end of a learning sequence, and how this can be demonstrated.

To develop and upgrade its Curriculum, the Agency will continue to work closely with Member States to assess the training needs in the area of asylum and reception and develop training material in collaboration with Member States and external experts and, where appropriate, with the relevant JHA Agencies, academic institutions and other relevant training networks and organisations. The Agency will continue to collaborate closely with UNHCR, members of the academia and civil society when developing and upgrading training material.

The Agency will remain committed to strengthen its work with EU+ countries, particularly through its Training National Contact Points Network, Trainer's Network and other networks. In this regard, the Agency consults national administrations to analyse training needs, and

where required, develop and implement general, thematic or ad hoc training activities, including the possibility of on-the-job training and coaching sessions for the relevant targeted audience in the field of asylum and reception. Through this approach, the Agency will further adhere to methods that promote practical cooperation and facilitate the sharing of good practices among EU+ countries. Similar training activities could be foreseen for third countries.

The Agency will continue to increase the capacity of trainers in the area of asylum and reception in EU+ countries through the train-the-trainer methodology. Implementation on a national level will continue to be supported through various measures, including bespoke support. In order to be able to timely respond to particular needs which might emerge in national administrations when it comes to training staff, the Agency will continue to provide general, thematic and ad hoc support to EU+ countries when requested. This type of support will be based on an individual needs assessment followed by a national training plan.

The Agency will continue to design and implement training activities as part of the OPs signed with Member States subject to disproportionate pressure. Pre-deployment training will be provided to members of the asylum support teams, and as a tailored training focusing on specific tasks to be performed on the ground. The Agency will continue to invest in capacity building of national authorities in Member States subject to disproportionate pressure by providing tailor made training support based on the need assessment. The Agency will support the expansion of national pools of trainers, the delivery of national training sessions as well as the organisation of bespoke sessions tailored to particular circumstances as required.

The Agency will furthermore continue to implement capacity building activities with third countries that have signed an agreement with the Agency as part of the external dimension strategy. The Agency will continue supporting the end-users of its learning technologies through the administration of helpdesk platforms and the management of customer relationship services for enrolment in learning paths in national languages and training delivery. The Agency will continue improving the online training and learning experience by incorporating innovative technologies and instructional methods, based on ongoing monitoring and feedback.

Furthermore, the Agency will maintain, upgrade, and extend the features of its learning technology ecosystem and progressively consolidate the integration of additional components to ensure end-user experience consistency across platforms and tools throughout the training cycle. In parallel, it will provide strategic guidance, know-how, and support to its stakeholders toward the adoption of digital applications to support training, learning and formal assessment. Finally, the Agency will maintain and strengthen inter-institutional communication channels in the field of training and learning technologies to exchange best practice and encourage synergies where applicable.

## 1.4 Horizontal and Governance Activities

<b>Multi-annual strategic objective: MA10</b>	
Description of objective	Reinforced governance and protection of fundamental rights functions, through tailored communication and high level of cooperation and coordination with stakeholders, whilst supporting implementing relevant provisions of the EUAA Regulation.
Expected results	<ul style="list-style-type: none"> <li>- Reinforced governance with improved management system approach.</li> <li>- Appointed Liaison Officers in the Member States based on agreed priorities and in consultation with the Management Board.</li> </ul>



	<ul style="list-style-type: none"> <li>- Appointment of the Fundamental Rights Officer.</li> <li>- Continued consultation with the Consultative Forum and adjustment of its composition and modalities in line with the EUAA Regulation.</li> <li>- A high level of cooperation and coordination with stakeholders.</li> <li>- Implementation of the Communication Plan 2022.</li> </ul>
Performance indicators (with data sources)	Targets
Appointment of the Fundamental Rights Officer (data source: MB decision).	Q4 2022
Fundamental rights strategy adopted (data source: MB and ED decisions).	Q2 2023
Complaints mechanism established (data source: ED decision).	Q1 2023
Liaison Officers to Member States appointed (data source: MB Decision).	Q4 2023
Evaluations of interventions planned, performed and followed up in line with the Agency's agreed evaluation framework (data source: Evaluation Advisory Group).	100% of evaluation activities by 2023
Percentage of corrective actions to address internal control deficiencies (identified during the internal control self-assessment exercise) timely implemented <sup>8</sup> (data source: periodic monitoring reports).	90% quarterly

#### Multi-annual strategic objective: MA11

Description of objective	Enhance the implementation of the External Dimension of the CEAS by supporting partner countries' capacity development in the field of international protection and reception, including with the revision of the EUAA External Cooperation Strategy (ECS).
Expected results	<ul style="list-style-type: none"> <li>- Frameworks for cooperation (Roadmaps, Working Arrangements (WAs) etc as appropriate) are in place and specific projects - e.g. under the framework of the Regional Development and Protection Programme (RDPP) North Africa and the Instrument for Pre-Accession Assistance (IPA) for Western Balkan countries- are implemented, allowing for tailored capacity development actions in support of partner countries in the field of international protection.</li> <li>- WAs with partner countries developed, where appropriate. ECS is revised and updated.</li> </ul>
Performance indicators (with data sources)	Targets
Number of Roadmaps and projects in place and, where appropriate, WAs developed to cover foreseen capacity building (data source: Roadmaps, projects, WAs).	8 Roadmaps and projects are timely developed, implemented and extended as necessary.

#### Protection of fundamental rights

In line with its new mandate, the Agency's Management Board will appoint a Fundamental Rights Officer who is independent in the performance of his or her duties and reports directly to the MB. The role of the Fundamental Rights Officer is to ensure the Agency's compliance with fundamental rights in the course of its activities and promoting the respect of fundamental rights by the Agency. The Fundamental Rights Officer will establish and implement a Fundamental Rights Strategy and will also be responsible for implementing the complaints mechanism to monitor and ensure the respect for fundamental rights in all the

<sup>8</sup> MB Decision 60, Priority area 4, Indicator 4.1.

Agency's activities. The sites where the Agency carries out its operational activities may be subject to visits by the Fundamental Rights Officer with the consent of the Member State concerned. In carrying out their duties, the Fundamental Rights Officer cooperates with the Consultative Forum and is consulted on Operational and Technical Assistance Plans, the evaluation of the Agency's operational and technical assistance, the code of conduct and the European asylum curriculum.

### **Consultative Forum and cooperation with civil society**

The Agency will continue to engage with civil society in a constructive two-way dialogue. This is done primarily through the Consultative Forum, which provides a structured platform for the exchange of information and sharing of knowledge. The Agency will continue to promote the participation of selected civil society representatives in relevant meetings/activities and will also participate and contribute to civil society networks and activities of other JHA agencies' Consultative Forums, channelling relevant information to the Agency.

Under the EUAA Regulation, a MB Decision will, on a proposal from the Executive Director, be adopted setting out the composition of the Consultative Forum including thematic or geographic-focused consultation groups, and the modalities of transmission of information to the Consultative Forum. It also envisages that the Consultative Forum shall define its working methods after consulting the MB and the Executive Director. The EUAA Regulation envisages a broader role for the Consultative Forum in terms of providing advice to the Executive Director and the MB, and in terms of areas of consultation (e.g. consultation is foreseen on the Fundamental Rights Strategy, the code of conduct, complaints mechanism and the European Asylum Curriculum). The necessary steps to adjust the Consultative Forum to the EUAA Regulation will therefore need to be taken building on the preparatory work undertaken in 2021, in parallel with the continued engagement with civil society in this framework. The plenary and thematic/geographic meetings of the Consultative Forum will continue to be organised (as also maintained in the EUAA Regulation). Likewise, consultation with the Consultative Forum and the involvement of Civil Society in different work strands of the Agency will continue, while also having regard to the specific provisions contained in the EUAA Regulation in this regard.

### **Cooperation with EU Stakeholders**

As a decentralised EU Agency with its own governance structure, the Agency acts within the policies and institutional framework of the EU. Strong cooperation exists with the European Commission in all Agency activities. The European Commission is invited to give its opinion on specific documents to be adopted by the MB in line with the EUAA Regulation as well as the Agency's Financial Regulation, while certain tasks such as development of operational standards, indicators, guidance and best practices are carried out in close and continuous cooperation with the European Commission.

The Agency will also continue to strengthen the relations and exchange of information with the Council of the EU and the European Parliament, in particular, in view of the revision of the CEAS. The 2016 proposals that are still on the table, and the proposals tabled with the New Pact on Migration and Asylum, will have a direct impact on the activities and work of the Agency and conversely, the Agency's support will undoubtedly play a crucial role in assisting Member States to implement the new legislation. The Executive Director is also regularly invited to report to, or participate in discussions in, the European Parliament and the JHA Council. Continued engagement with Member States likewise remains essential, particularly Member States hosting operations. Liaison Officers to be deployed to Member States in accordance with the EUAA Regulation will also provide another means for strengthening relations. Proactive engagement with EU stakeholders will therefore continue at the technical,





strategic and political level, in order to ensure awareness of the Agency's activities and to continue providing support with information and data required for evidence-based policy-making and legislation.

The Agency will also continue to ensure close cooperation with other EU Agencies and in particular, JHA Agencies. The Agency is a member of both the EU Agencies' Network and the JHA Agencies' Network. The Agency will continue participating actively in the relevant activities organised in the context of these networks and will also continue to strengthen bilateral relations with the JHA agencies, including on the basis of existing working arrangements and cooperation plans, updating of those arrangements, or the negotiation of new ones. Considering the synergies between the mandates of the Agency and Frontex, the Agency has a dedicated Liaison Officer stationed at Frontex headquarters and a Working Arrangement as well as a Cooperation Plan for the years 2019-21. An update of the EASO-Frontex Working Arrangement, to take into account the provisions of the EUAA Regulation is under development. A Working Arrangement between the Agency and the Fundamental Rights Agency is also in place, as is a Working Arrangement and Cooperation Plan for 2020-2022 between the Agency and EU Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA). With the entry into force of the EUAA Regulation, existing cooperation frameworks will gradually be reviewed as needed, in order to align them with the Agency's new mandate. New cooperation frameworks will also be sought, such as with Europol and EU Agency for Law Enforcement Training (CEPOL). During 2022, the Agency will also prepare for its chairmanship of the JHA Agencies Network in 2023.

### **Liaison Officers in Member States**

According to the EUAA Regulation, experts from the Agency's staff are to be deployed as Liaison Officers in Member States. Each may cover up to four Member States which are geographically close to each other, they would be appointed as needed and after the approval of the MB. Liaison Officers act on behalf of the Agency and foster cooperation and dialogue between the Agency and the Member States' authorities responsible for asylum and immigration and other relevant services. Liaison Officers support the collection of information required by the Agency, contribute to promoting the application of the Union acquis relating to the implementation of the CEAS, including with regard to respect for fundamental rights, and assist the Member States, upon request, in preparing their contingency planning for measures to be taken to deal with possible disproportionate pressure on their asylum and reception system. They report regularly to the Executive Director on the situation in the Member State concerned and its capacity to manage its asylum and migration systems effectively. Preparatory work for the deployment of Liaison Officers to the Member States as envisaged in the EUAA Regulation is underway and will continue in 2022, in consultation with the MB, with a view to deploying such Liaison Officers as of 2023.

### **Cooperation with Associate Countries**

The Agency will continue its cooperation with the Associate Countries on the basis of the Arrangements concluded between the EU and the respective countries. Such WAs permit the Associate Countries to participate in the Agency's work and their entitlement to support from the Agency. The Associate Countries are represented on the MB as observers.

### **Cooperation with international stakeholders**

In fulfilling its tasks, the Agency acts in close cooperation with UNHCR and with other relevant international and intergovernmental organisations. With regard to UNHCR, the Agency



cooperates closely with and involves UNHCR in all areas covered by the Regulation. The UNHCR enjoys observer status in the MB and has a permanent liaison office to the Agency based in Malta. On the basis of the updated Working Arrangement signed in 2021, the Agency and UNHCR will continue the existing cooperation and explore further areas of cooperation. Regular coordination meetings and technical thematic meetings at the Agency's headquarters, operational meetings in the field, and senior management meetings will continue to promote cooperation and coordination of joint work in these fields as well as high level discussion on EU asylum policy.

On the basis of cooperation arrangements with the IOM in 2019, with the International Centre for Migration Policy Development (ICMPD) in 2020, and the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC) in 2021, the Agency will continue to strengthen cooperation and jointly implement activities with these International Organisations. Other International Organisations with whom the Agency will continue to cooperate closely include the Council of Europe, and the General Directors of Immigration Services Conference (GDISC). With the entry into force of the EUAA Regulation, existing Working Arrangements and other cooperation frameworks will be reviewed and updated where necessary in order to align them with the Agency's new mandate. The Agency will regularly exchange views, participate in meetings and conferences and will actively contribute to the work of international organisations to ensure complementarity and avoid duplication of work.

### **Support to partner countries**

The Agency will support the External Dimension of the CEAS in agreement with the European Commission and within the framework of the EU external relations policy and the Agency's External Cooperation Strategy (ECS). The ECS will be revised and updated to ensure its alignment with the EUAA Regulation and the evolving priorities of the EU in the External Dimension. In its cooperation with partner countries, the Agency takes into account the WA for cooperation on external actions signed with the European Commission on 11 January 2018, in accordance with the Common Approach on decentralised Agencies, and the WA signed with the European External Action Service (EEAS) on 13 September 2021. Accordingly, the Agency's external actions are coordinated with all relevant services of the European Institutions to ensure alignment with the EU external policies and complementarity with other actions to support partner countries, thus avoiding a dispersal of efforts and resources.

The Agency will facilitate and encourage operational cooperation between EU+ and partner countries, within the framework of the EU external relations policy, including with regard to the protection of fundamental rights, and in cooperation with relevant EU services. This will be done in a coordinated manner, including through the Agency's Third Country Cooperation Network. The Agency will continue to provide capacity building and institutional support to partner countries in the field of international protection and reception, as appropriate and in line with EU external relations priorities.

### **Liaison Officers to third countries**

The EUAA Regulation envisages the possibility to deploy Liaison Officers to third countries in addition to the possibility of concluding WAs with those countries. This could contribute to further strengthening relations between the Agency and partner countries. The Agency will deploy Liaison Officers to third countries where needed and as appropriate, in line with the applicable procedure.





## **Communication**

The Agency ensures that its updated Communication Strategy is coherent, relevant and coordinated with the strategies and activities of the EU and its institutions, in line with the Common Approach on Decentralised Agencies. It is aligned and coordinated with the respective communication services of the European Commission when external communication relates to major policies of the Union or its image as a whole. The Agency shall continue to increase 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 both internally and externally. It will continue to promote the achievements of the Agency, with one of the main challenges being to ensure that the Agency is portrayed as an operational Agency, which provides added value to Member States. At the same time, it must be ensured that the Agency's staff is also motivated by keeping them informed not only about what other Centres are doing, but also on what the Agency is doing externally and how external audiences perceive and react to its activities.

In order to reach this objective, the Agency will continue to implement communication campaigns and strive to communicate proactively via modern communication tools, based on its Communication Strategy (2020). The Agency will also place focus on mainstreaming public familiarity of the Agency's name and operations through more use of major international and European news networks and distribution services. The Agency will sustain the significant growth of the social media platforms as a primary tool for direct communication with citizens, sustained by the consistent use of professional-quality use of audio-visual media to deliver easily absorbable messaging. Furthermore, the Agency will continue ensuring professional quality in all its publications, and progressively shift to more modern, interactive publication tools. The Agency will continue to invest to provide better support and create engaging content through in-house video production, and design and printing services.

Moreover, the Agency will explore new cooperation opportunities with communication services of Member States' asylum authorities. The Agency will also contribute to the creation of an EU public sphere by engaging with the public, contributing to and stimulating discussion on EU asylum policy. The Agency's efforts will be aligned with the core objectives highlighted in the Agency's annual Communication Plan. The Agency's communications will continue placing particular emphasis on the situation of asylum in the EU+, the Agency's operations, and linkages with broader relevant geo-political developments. Wherever possible, the Agency will coordinate efforts with the European Commission's communication service, particularly for external communication relating to important policies of the Union or its image as a whole.

## **Governance activities**

On 19 January 2022, on proposal of the Executive Director of the Agency, Nina Gregori, the MB adopted a decision on the internal structures of the EUAA, including its organogram. The new organogram and the internal structure ensure that the Agency can address the mandate and strengthen governance through four separate centres of expertise (operational support centre; training and professional development centre; asylum knowledge centre and corporate management centre), two horizontal units (communications and public relations unit, European and international cooperation unit) and four horizontal functions (Fundamental Rights Officer, Deputy Executive Director, Senior Adviser to the Executive Director, Accounting Officer).



## 2 Human and Financial Resources – Outlook for Years N+1 – N+3 (2022-2024)

### 2.1 Overview of the past and current situation

#### Financial resources

The budgets for the years 2023-2024 are aligned with the adopted Multiannual Financial Framework 2021-2027. The 2022 budget has been increased by €380,000 as adopted by the budgetary authority on 24/11/2021 and further increased by €12 million in commitment appropriations and €6 million in payment appropriations.\*

\* The Agency's adopted budget increase becomes final upon a formal adoption decision by the Budgetary Authority.

The following table shows the expected evolution of the budget in the period 2021-2024.

#### EU subsidy budget evolution 2021-2024 (C1 funds in Commitment Appropriations)

Title	Expenditure type in commitment appropriations	2021 (€)	2022 (€)	2023* (€)	2024* (€)
1	Staff expenditure	41,192,625	49,921,717	52,857,080	52,770,000
2	Infrastructure and operating expenditure	15,637,935	17,111,634	17,396,332	19,078,254
3	Operational expenditure	85,283,774	116,746,649	106,881,715	108,829,575
<b>Total as per MFF</b>		<b>142,114,334</b>	<b>183,780,000</b>	<b>177,135,127</b>	<b>180,677,829</b>

\* At the time of writing, discussions were still ongoing on the Agency's request for new posts in 2023 and 2024 for additional tasks added to the EUAA Regulation during co-legislator negotiations.

Besides the EU subsidy, the Agency can rely on Associated Countries contributions stemming from bilateral arrangements between the EU and Norway, Switzerland and Liechtenstein that can be used as additional funds to provide support to Member States in unforeseeable and urgent circumstances.

#### Additional funding (R0 funds)

	2021 (€)	2022 (€)	2023 (€)	2024 (€)
AC contribution	9,505,536	p.m.	p.m.	p.m.
Ad-hoc grants	1,445,500	3,062,192	p.m.	p.m.

For the Agency to carry out its tasks effectively, the number of staff members has increased to 558 in 2021, including 58 short-term contract agents recruited for a duration of one year to cover immediate operational needs, which will expire in 2022. To address the Ukraine crisis



the Agency has been allocated additional 90 short-term contract agent posts in 2022 for a period of two years.

A major operational expense on Title 3 of the Agency's budget is the provision of experts for asylum support teams deployed in field operations in order to provide the required support to Member States facing asylum pressure. The resources engaged by the Agency include Member State experts and individual experts nominated by Member States, as well as interpreters, cultural mediators, temporary caseworkers and temporary support staff engaged from service providers by means of framework contracts.

## Human resources

The Agency has been allocated 90 short-term contract agent posts for a period of two years in 2022 to address the Ukraine crisis, whilst the one-year contracts for the 58 short-term contract agents employed in 2021 to cover for immediate short term needs are being phased out.

At the request of the European Commission, the Agency has provided its staff plan for the period to be covered by the Multiannual Financial Framework 2021-2027. The following table summarises the increase in human resources 2021-2024.

Staff	2020	2021	2022	2023*	2024*
Temporary Agents (posts)	366	366	371	408	434
Contract Agents (FTEs)	123	123	123	123	123
Seconded National Experts (FTEs)	11	11	11	11	11
<b>Total</b>	<b>500</b>	<b>500</b>	<b>505</b>	<b>542</b>	<b>568</b>
Growth compared to previous year (posts/positions)		0	+5	+37	+26
Growth compared to previous year (%)		0%	+1%	+7.3%	+4.8%
<hr/>					
Short-term operational Contract Agents (FTEs)		58 <sup>9</sup>	90 <sup>10</sup>	90	90
Growth compared to previous year (short-term operational CA posts/positions)		+58	+32	+0	+0
Total growth compared to previous year (%)		+11.6%	+6.6%	+6.2%	+4.1%

\* At the time of writing, discussions were still ongoing on the Agency's request for new posts in 2023 and 2024 for additional tasks added to the EUAA Regulation during co-legislator negotiations.

### 2.1.1 Expenditure for 2020

The Agency's budget 2020 initially amounted to €114.07million. With the first amendment, €10 million from EU contributions (C1 funds) and €6.36 million from the Associate Countries contributions (R0 funds) were added to reach a total of €130.4 million in commitment appropriations and payment appropriations. In September 2020 the Agency signed the

<sup>9</sup> 58 short-term operational Contract Agent posts assigned to Italy and Cyprus Operations. These posts expire fully by the end of 2022.

<sup>10</sup> 90 short-term operational Contract Agent posts assigned to the different centres. These posts were given to the agency in 2022 to reinforce the capacity for supporting member states, in relation to the Russian invasion of Ukraine.

agreement with the Czech Republic and received the agreed voluntary contribution of €550,000.

Fund Source	CA budgeted (€) – EU subsidy and other external projects	CA consumed (€) – EU subsidy and external projects	CA %	PA budgeted (€) – EU subsidy and external projects	PA consumed (€) – EU subsidy and external projects	PA %
C1 - EU general budget contribution	124,073,000.00	118,044,983.76	95.14%	124,073,000.00	100,386,429.93	80.91%
RO – IPA grant and	596,996.52	570,368.90	97.68%	596,996.52	479,464.45	80.31%
RO - MS direct contribution	550,000.00	550,000.00	100%	550,000.00	0.00	
<b>Total</b>	<b>125,219,996.52</b>	<b>119,165,352.66</b>	<b>95.16%</b>	<b>125,219,996.52</b>	<b>100,865,894.38</b>	<b>80.55%</b>

In 2020, the execution of the EU subsidy in commitment appropriations reached 95% and that of payment appropriations reached 81%. The execution of the IPA funds carried over from 2019 to 2020 was €570,368 in commitment appropriations and €479,464 in payment appropriations. The execution from Associate Countries was €2.16 million in commitment appropriations and €0.86 million in payment appropriations. The executed funds concern funds carried over from the previous year.

### 2.1.2 Staff population overview for 2020

On 31 December 2020, the staff headcount was 419 together with offered positions. Statutory staff (excluding the IPA project staff<sup>11</sup>) as well as Seconded National Experts were represented. The composition was 306 Temporary Agents, 105 Contract Agents, and 8 Seconded National Experts.

## 2.2 Outlook for the years N+1 - N+3 (2022-2024)

### 2.2.1 New tasks

The entry into force of the Agency's new mandate, the EUAA Regulation, will bring about various new tasks for the Agency. In particular, a new monitoring role is allocated to the Agency as further elaborated in the Work Programme. Considering the scope of this task, it is expected to have a considerable impact on the Agency's resources.

The new mandate also envisages the creation of an Asylum Reserve Pool, which the Agency will need to manage. While this builds to some extent on the Asylum Intervention Pool provided for in the EASO Regulation, there are some important differences that will need to be addressed. Several new tasks relating to fundamental rights are also introduced with the new mandate. These include the appointment of a Fundamental Rights Officer, who, as specified in the Regulation, must be given adequate resources and staff. A Complaints

<sup>11</sup> The staff funded under an earmarked IPA-funded project for Western Balkans and Turkey (Title 4).





Mechanism must also be established, which is to be handled by the Fundamental Rights Officer.

According to the new mandate, the Agency must also deploy Liaison Officers to the Member States. Such Liaison Officers may cover up to four Member States each, although this is to be decided by the MB on a proposal from the Executive Director.

The Agency's role in relation to the external dimension of asylum is also broadened with the new mandate, including with the possibility of deploying Liaison Officers to third countries. While this is not a task specifically imposed by the Regulation, considering the broad agreement at EU level, as also mentioned in the New Pact, on the need to step up engagement with partner countries, it is expected that the Agency will be called upon to enhance its work in this respect, bearing in mind the need to ensure the priority to support the Member States.

### 2.2.2 Growth of existing tasks

The new mandate also envisages the growth of existing tasks, or further builds on tasks already being carried out. One example is the task of drawing up Country Guidance, which is something that the Agency was tasked to do by means of Council Conclusions adopted in 2016, and which is now a specific task in the new mandate.

Training is further expanded in scope, while tools, guidance and operational standards will become reference points in the context of the abovementioned monitoring role. Should the legislative proposals presented with the New Pact on Migration and Asylum be adopted, they may also entail additional tasks for the Agency, which may in turn require an amendment to the Work Programme 2022, including the objectives, outputs/actions and performance indicators.

## 2.3 Resource programming for the years N+1 - N+3 (2022-2024)

### 2.3.1 Financial resources

#### Revenue

In the context of the Russian invasion of Ukraine, the Agency budget for 2022 was further increased by €12 million in commitment appropriations and €6 million in payment appropriations amounting to a total of €183.78 million and €177.78 million respectively. The European Commission contribution will be proportionally complemented by the funds received from Associate Countries: the Principality of Liechtenstein, the Kingdom of Norway and the Swiss Confederation.

In addition to that, the Agency received resources stemming from:

- i) the first instalment of the IPA III contribution agreement signed with the European Commission amounting to €2,97 million.
- ii) Voluntary contribution from Denmark under the umbrella of the RDPP NA amounting to €94,063.



## Expenditure

The Agency will implement its activities in all areas outlined in this programming document. Operational expenditures on Title 3 are expected to increase significantly in the coming years, as long as the asylum pressure on Member States persists. The increases in Title 1 and Title 2 will reflect the growth in human resources and the related increase in infrastructure and IT to accommodate all recruited staff (including office space, equipment, meeting rooms, etc.)

### 2.3.2 Human resources

The Ukraine crisis led to the allocation of an additional 90 short-term contract agents in 2022 for a period of two years. At the time of writing, discussions were still ongoing on the Agency's request for new posts in 2023 and 2024 for additional tasks added to the EUAA Regulation during co-legislator negotiations.

## 2.4 Strategy for achieving efficiency gains

In the coming years, the Agency 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, as well as strengthening of process controls;
- 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.

The Agency is developing and continuously improving its quality management system and the internal control processes, aiming at enhanced organisational performance and further efficiency gains. The Agency's work on internal processes and procedures, identifying improvement opportunities and applying process re-engineering and optimisation, will further enhance the effectiveness and efficiency of the Agency's administrative and operational activities.

The Agency will also invest further in the automation of several administrative processes (Human Resources, Procurement and Finance) and processes in operational areas (e.g. deployment of experts), where several initiatives have already been taken and will be further developed. The Agency will improve its business processes as it re-designs key processes for the implementation of the new mandate.





## 2.5 Negative priorities/decrease of existing tasks

A reduction in legally required tasks during the period 2022 to 2024 is not foreseen. On the contrary, with the entry into force of the EUAA regulation, the Agency's tasks, scope and volume of activities increased significantly. The Agency, in collaboration with the European Commission, will seek to identify tasks and activities that could potentially be postponed.

In the context of the recurrent need for more resources, negative priorities along with potential efficiency gains will be identified and appropriately addressed as necessary. In this regard, and following the events in Ukraine in 2022, the Agency re-programmed its operations through re-prioritisation of activities to ensure timely and efficient operational response. In particular, additional requests for Agency support for provision of temporary protection within existing operations were accommodated through re-deployment of resources (e.g. Italy, Greece, etc.). Specific support measures were further de-prioritised (e.g. provision of interpretation support to Greece). Increased needs of Member States driven by further pressure on their asylum and reception systems may however require revision and reinforcement of the operational deployments within the countries supported by the Agency. Furthermore, as a result of the increased operational support, the Agency will delay the assessment and development of new tools for implementation of its operations, while priority will be given to operational preparedness and first response capabilities.

Similarly, the Agency reviewed its data analysis and research portfolio and re-prioritised planned outputs to ensure that the increased need for situational awareness and additional requests received in the context of the EU Migration Preparedness and Crisis Management Network were addressed.

Moreover, the Agency reviewed its training plans, through reprioritisation of activities and design of specific learning interventions, to address the training needs of Member States under particular pressure in the context of the massive flow of people fleeing the invasion of Ukraine.



# Section III. Annual Work Programme Year N+1 (2022)

## 1 Executive Summary

The Work Programme 2022, which is an integral part of the Single Programming Document 2022-2024, is based on the EUAA Regulation as the first full year of the new mandate implementation.

The Agency will continue strengthening its **operational and technical capability as well as its first operational response and preparedness capacity**. A key area of continued priority will be the operational and technical assistance provided to Member States under particular pressure, delivered in line with agreed operational plans. Specific operational support for the implementation of the CEAS across asylum and reception and operations in hotspots / first arrival locations will be maintained, including with the delivery of specific support for emergency operations. The Agency will continue to further review and enhance its operational delivery capacity and planning and contingency capabilities to be able to deliver operational response in a timely and efficient manner. It will develop and implement operational support based on efficient functional project management frameworks and operational systems, including effective systems for deployment management. The Agency will implement its role as mandated by the EU institutions and in line with the legislative framework in place, as well as with the priorities further outlined in this Work Programme.

The Agency will contribute to strengthening the EU's role in **Resettlement and Humanitarian admission**, by offering support to EU+ countries in cooperation with the European Commission, UNHCR and other relevant stakeholders. The Agency will continue to support the implementation of training and the development of operational tools to be used by EU+ countries engaging in Resettlement and Humanitarian Admission programmes, and facilitate planning and implementation of Complementary Pathways to international protection. **Cooperation with authorities of partner countries** will continue and, where appropriate, be expanded, with a view to promoting EU standards on asylum and reception.

In the area of **asylum knowledge**, the Agency will continue to assist Member States and foster convergence in the assessment of applications for international protection, together with developing and consolidating the EU COI system and MedCOI activities. Comprehensive information on the implementation of the CEAS and related analysis will be made available to all stakeholders. Strategic data management will be maintained, including the predictive analytics using big data and machine learning. Asylum thematic cooperation will be promoted through professional networks of Member States' asylum and reception authorities, to exchange information and best practices, pool expertise, and develop specific tools and guidance. Judicial dialogue in the field of asylum and enhancement of professional development activities for members of courts and tribunals will be promoted.

**Training and professional development** will be continuously provided to support capacity building, especially to national authorities in Member States under particular pressure. Specialised thematic courses are available to Member State experts deployed by the Agency and also to its own staff. Further steps will be taken towards certification and accreditation of the training curriculum. The Agency will be strengthening the design and infrastructure of the e-learning management system, serving as a single source of information.





The Agency will continue collaborating with institutional stakeholders and other actors in the field and will advocate strong cooperation also among the JHA agencies. The Agency will further develop its positive relationship with **civil society** representatives in various areas of its work through targeted consultations, transparency and outreach activities. Tailored efforts will be taken to further reinforce **governance** and internal control aspects.

This programming document constitutes the framework financing decision for the implementation of planned activities. In the meaning of Article 72.3(b) of EASO Financial Regulation, the global budgetary envelope reserved for operational procurements corresponds to the maximum value of the Title 3 of the Agency's budget, as per Annex III of this Single Programming Document. 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, the Agency will have to continue to respond in a timely and proactive manner to evolving circumstances. Moreover, emerging crises might limit the Agency's ability to carry out some planned activities in 2022. On the other hand, expectations for the Agency to expand its asylum knowledge, operational and external dimension activities in response to the evolving situations in Ukraine and Afghanistan are likely to increase further in 2022. Changes to the Work Programme along with financial implications are therefore likely to occur.

## Planning priorities for 2022

### (I) Operational support, operational planning, monitoring and evaluation, Resettlement and Humanitarian Admission.

1. **Provide operational and technical assistance** to Member States under particular pressure on their asylum and reception systems and/or for the implementation of their obligations under the CEAS by applying proactive and tailor-made approaches, addressing the varied needs of Member States.
2. **Establish/maintain collaborative partnerships** with Member States for effective launch, continuation or conclusion of operations in a planned, timely and flexible way.
3. **Provide specific support** for temporary emergency operations, as required, including ad hoc disembarkations/voluntary relocation exercises, humanitarian corridors, humanitarian evacuations.
4. **Apply a rigorous project and budget management framework**, and a results-based approach as provided by the Agency's Operations Manual to all operational and capacity building support activities with clear entry, exit and sustainability strategies.
5. **Continue implementing a robust monitoring and evaluation** approach, through measuring the implementation of operations and related budgets in real time (fidelity monitoring) and ensuring that operations benefit from systematic and objective internal and external evaluations leading to management response and institutional learning.
6. **Increase the application of Agency tools** in the delivery of operational support including the Assessment of Reception Conditions (ARC) and vulnerability assessment tools
7. **Improve operational response capabilities**, ensuring organisational capacity and flexibility to scale up and scale down when required, including by further developing contingency planning capabilities.
8. **Develop, test and utilise innovation-based operational and deployment tools** to ensure the Agency has the capacity to respond to emerging operational needs in a timely, efficient and appropriate manner.
9. **Develop, test and mainstream remote processing functionalities in terms of asylum and reception workflows** to ensure that the Agency can operate in COVID-19 and post-COVID-19 environment.



**Provide assistance to EU+ countries efforts in the field of resettlement and humanitarian admission** by supporting EU+ countries resettlement programmes as well as further developing RSF concepts.

## (II) Asylum knowledge

1. Further improve the Agency's **responsiveness** to user needs by enhancing the **relevance, timeliness and quality** of asylum knowledge outputs and related support activities.
2. Assess and increase the use and **impact of asylum knowledge outputs** by performing targeted **evaluations** follow-up actions, including dedicated **outreach** initiatives.
3. Increase **transparency and publicity** of asylum knowledge outputs, where possible, to enhance public trust and ensure wider usage.
4. Better **integrate different asylum knowledge processes**, where relevant, through the identification of **thematic priorities** across sectors and units and the coordination of cross-cutting thematic activities involving both internal and external stakeholders.
5. Further improve the Agency's **situational awareness and early warning** capabilities by better integrating different data indicators and information sources (e.g., the Blueprint).
6. Enhance the Agency's ability to respond to emerging needs for **COI and country guidance** and within the framework of safe country designation.
7. Roll out the practical implementation of a new **strategy for reception** activities and support.
8. Further **diversify knowledge activities for members of courts and tribunals**.
9. Develop a framework for exchanges and possible development of practical tools in the area of **innovation and technology in asylum and reception** in the form of a cross-cutting Asylum Digital Innovation Strategy involving all relevant content areas within the Agency.
10. Consolidate a methodology for **monitoring the operational and technical application of the CEAS** in view of the gradual and pre-agreed roll-out of the EUAA's monitoring mechanism.

## (III) Training and professional development

1. **Develop and enhance training and capacity building activities** through the EAC.
2. **Enhance the quality assurance framework** for training activities in line with European educational and vocational standards.
3. **Enable asylum and reception officials to acquire the knowledge, skills, responsibility and autonomy** to perform their duties.
4. Increase the capacity of national trainers in the area of asylum and reception in EU+ countries through the train-the-trainer methodology.
5. **Provide training, including on-the job and coaching activities** to deployed experts, including the staff of the Agency deployed on the ground, prior to and during their deployment in Member States having signed an OP with the Agency.
6. Further **provide capacity building to national authorities in Member States** under particular pressure, by delivering tailor made training support based on need assessment.
7. **Provide capacity building to national authorities of partner countries**, by delivering training support based on need assessment.

## (IV) Horizontal activities

1. **Continue to build the Agency's governance, management systems and Internal Control Framework (ICF)**, with an emphasis on further improvement of horizontal functions such as legal, internal audit, evaluation of interventions, and quality, business continuity, environment, portfolio, risk, financial, document and records management, as well as full



implementation of all actions as required by audits of the European Court of Auditors (ECA) and the Internal Audit Services (IAS).

2. **Enhance internal communication and knowledge management** and strengthen and consolidate information flows within the agency to allow for better coordination and complementarity of different Agency activities.
3. **Enhance external communication** and strengthen relations and coordination with stakeholders, flow of information, convergence and coherence of policies and practices related to the Agency's mandate.
4. **Deliver comprehensive IT systems and solutions** to fulfil the Agency's mission effectively and efficiently.
5. **Continue capacity development efforts** in priority third countries in a planned, timely and flexible way, based on defined entry, exit and sustainability strategies, within a rigorous project and budget management framework, and with sufficient organisational capacity to scale up and scale down when required.
6. **Continue cooperation with EU+ countries**, the European Commission, and other relevant stakeholders **in view of capacity development** of partner countries' asylum and reception systems.

#### (V) Operationalisation of the EUAA Regulation

1. **Undertake the necessary measures to operationalise** the EUAA Regulation according to the agreed priorities and the EUAA transition plan, in collaboration with the MB and the European Commission, and in consultation with stakeholders, where required.

### The Agency's Key Performance Indicator

The overall Key Performance Indicator of the Agency represents the ability to conduct its core business and to meet specific objectives set out in the Annual Work Programme.

Consequently, the Agency'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:

- Tasks laid down in the EUAA Regulation, the recast EU asylum acquis and other related EU documents and the Agency's progress in implementing activities to fulfil these tasks;
- 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 activities in order to support implementation of the CEAS;
- 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 relevant partners.

The Annual Work Programme identifies a number of specific objectives which are structured according to SMART (specific, measurable, achievable, realistic, time-bound) principle. In order to measure the Agency's performance, RACER (relevant, accepted, credible, easy to monitor and robust) indicators are established for each such objective, together with annual targets, main outputs and expected results.

## 2 Activities

### 2.1 Operational and Technical Assistance

#### 2.1.1 Italy

##### Overview of the activity

The Agency's operational support to Italy is provided to the national and local offices of the asylum and reception authorities: the Department of Public Security (DPS), and selected local offices, according to peak flows, of the Immigration and Border Police; the National Asylum Commission, including its COI and Quality Units; the Department of Civil Liberties and Immigration, including its Dublin Unit; selected Prefectures - responsible for the management of reception centres in the respective provinces; the specialised sections of Italy's tribunals and the Supreme Court of Cassation, including the General Prosecutor's Office.

The Agency will continue to follow an *emergency* logic, in respect of the support to ad-hoc events such as disembarkations of SAR operations or to addressing eventual backlog, alongside a *consolidation* logic with regards to continued structural capacity building support. In the first half of 2022 arrivals further increased, particularly at sea borders. Additionally, as a consequence of the conflict started in Ukraine in February 2022, more than 137,000 third-country nationals (mostly women and minors)<sup>12</sup> fled Ukraine and reached Italy, adding further pressure to the asylum and reception systems. The Agency will therefore continuously review its operational support based on the identified and emerging needs of Italy within a validated planning and monitoring framework, 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 Italy's asylum and reception systems in an appropriate and sustainable manner. Furthermore, the continuous review of the support will take into account the environment in which the Agency operated in 2021 and will be operating in 2022, with particular regard to occupational health, safety and security circumstances, EU policies of solidarity on managing asylum-seekers arrivals and potential challenges and ensuing emergencies such as the one triggered by the COVID-19 outbreak and the conflict in Ukraine.

The Agency will implement its role as mandated by the EU institutions and in line with the legislative framework. Further the Agency will adjust its continued support to Italy within the framework of the Agency Reception Strategy, which identifies reception related support central to the effective delivery of reception services within Member States. In this context, the support measures agreed by the Agency and the Italian Authorities have been formalised with the signature of an OP, published on the Agency's website. The support to the Italian authorities in 2022 will therefore continue focusing on capacity building related to the national asylum and reception systems, including in terms of harmonised quality, self-monitoring, case management systems and Italy's contingency planning capacity. In accordance with the CEAS and based on its practical experience and established good practices, the Agency will provide support to relevant national asylum and reception related SOPs, working procedures and workflows, focussing on quality in the asylum and reception procedures. The Agency will also support the refinement and implementation of quality monitoring mechanisms, aimed at promoting quality and standardisation of asylum procedures, and in terms of reception standards and conditions.

<sup>12</sup> Ministry of the Interior, accessed on 22.06.2022, <https://www.interno.gov.it/it/notizie/crisi-ucraina-137385-i-profughi-giunti-finora-italia>, data as of 21.06.2022.



In parallel, the Agency will continue its support concerning the management and reduction of backlog of cases before the specialised sections of the tribunals and higher judicial authorities. Through the deployment of Second Instance Experts and the promotion of professional development activities in collaboration with the Agency Courts and Tribunals Sector, Italy operations will contribute to the management of the backlogs, maintaining quality standards of the decisions. Furthermore, the Agency will support the management of judicial backlogs of both the Court of Cassation and its General Prosecutor's Office by enhancing standardisation and uniformity of practices. Following the deployment of the Legal Officers by the Italian authorities in the first half of 2022, the Agency will set out a strategy that ensures a phasing out of direct support to backlog reduction at second instance. In addition, following the conflict in Ukraine and the adoption of the Council Implementing Decision (EU) 2022/382 of 4 March 2022, the Agency's support was extended to temporary protection through an amendment of the OP in May 2022.

In implementing the OP, the Agency will provide operational support by deploying asylum support teams (ASTs), promoting and delivering capacity building activities and may provide other support, upon agreement, including logistics (such as mobile offices, rental and setting-up of facilities, equipment) and related services (e.g., interpretation/cultural mediation, administrative support, transport). The Agency will cooperate with relevant bodies in the provision of such support, devoting special attention to practical cooperation with Frontex and other stakeholders. The Agency will also maintain its regular participation in the EU Regional Task Force as well as collaboration with main partners, such as UNHCR and IOM. The main challenges for the Agency remain the ever changing political and operational environment in which it has to plan and operate. On the basis of any change in the circumstances on the ground, and in agreement with the European Commission and the Italian authorities, the Agency will adjust its intervention providing appropriate support to address any emerging priority needs.

	2022 (planned)	2021 actual)
<b>Financial resources</b>	<b>EUR 12,333,000<sup>13</sup></b> (3301 Operational Support - Italy)	<b>EUR 9,762,306</b> (3301 Operational Support - Italy)
<b>Human resources</b>	8 TA, 13 <sup>14</sup> CA	8 TA, 34 CA <sup>15</sup>
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Continued high influx and number of arrivals:               <ul style="list-style-type: none"> <li>o Considering the increasing trend registered in 2020 and in 2021 (around 34,000 arrivals only by sea in the period January - August 2021) the assumption is that there will be increased numbers of arrivals and asylum applications overall in Italy also in 2022. As of 15 June 2022, there were more than 22,000 sea arrivals, a 22% increase compared to the same reporting period in 2021<sup>16</sup>;</li> <li>o Number of third country nationals fleeing Ukraine arriving in Italy reached a total of 137,000 (data as of 15 June 2022), resulting in additional workload for Immigration Offices in charge of conducting registrations for Temporary Protection.</li> </ul> </li> <li>• Number of pending cases at the tribunals: considering data available as of December 2021 ( 68,961 pending cases), a decrease</li> </ul>	

<sup>13</sup> In case of operational needs, RO provisions can be further utilised for operational budgeting.

<sup>14</sup> This includes 7 short-term operational Contract Agent posts.

<sup>15</sup> This includes 7 short-term operational Contract Agent posts.

<sup>16</sup> Data as of 15.06.2022 from the Cruscotto Statistico Giornaliero, available [here](#).

	<p>was already registered compared to 2020 data, also as a result of the support from the Agency.</p> <ul style="list-style-type: none"> <li>• Reception: the sustained increase in arrivals, including those from Ukraine, will continue to put pressure on the reception system.</li> </ul>
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An indicative breakdown of the above allocated appropriations for operational support to Italy is provided below.

Type of costs	Estimated expenditure (EUR)
Deployment of experts	213,650
Experts on contract/CDM/temporary workers	10,114,700
Interpretation services	1,374,100
Training costs (participants, venue and catering)	561,250
Other direct costs (security, buildings rental and maintenance, cleaning services, stationery and office supplies, medical supplements, translations, etc.)	69,300
	<b>12,333,000</b>

The financial resources for operational support are indicative. These will be aligned with the annual planning of the specific OP, the prioritised needs assessment and the activities to be implemented and will be managed within the overall appropriations allocated for operational support. Budget re-allocation and/or RO contingency provisions can be further utilised for operational budgeting to secure the additional budget requirements to the available appropriations.

### Objective 1

Alleviate the pressure on the national asylum system by increasing the capacity and quality in processing applications for international protection of administrative and judicial instances (appeal).

#### Link to the multi-annual objective(s)

- MA01

#### Main outputs/actions (2022)

- Deployment of asylum support teams to increase processing capacity of the relevant asylum authorities responsible for registration of international protection applications, as well as quality of registration procedures.
- Deployment of asylum support teams at entry points and borders to enhance asylum procedures (incl. Search & Rescue – (SAR) events).
- Deployment of asylum support teams at the National Asylum Commission and selected territorial commissions to improve harmonisation of asylum procedures at first instance.
- Deployment of asylum support teams and support to the coordination of professional development activities to relevant judicial authorities, i.e. specialised sections of the tribunals and the Court of Cassation and its General Prosecutor's Office to support the management of backlog.
- Provision and maintenance of infrastructure (such as mobile offices, rental, fit-out and maintenance of facilities, and equipment), as well as the necessary services (such as interpretation/cultural mediation services, transport services, administrative support, deployed resources and security, etc.), based on approved request, to facilitate the implementation of the measures in the OP.

#### Expected results (2022)

- Enhanced capacity of the relevant authorities to harmonise and standardise asylum procedures at the lodging phase.



- Enhanced operational skills and capacity of the relevant authorities to process registrations (including SAR events) of applications for international protection (including remote registrations).
- Increased capacity of the concerned Italian authorities to harmonise first instance asylum procedures at central and local level (e.g. NAC Quality and COI Unit).
- Enhanced asylum judicial backlog management.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
National registration and determination authorities supported by the Agency through the development and/or implementation of quality tools to improve the quality of procedures at local level.	73%	≥85% of output targets (OP 2022) achieved	Internal monitoring records, measure-based monthly reports, progress reports
Percentage of registrations for international protection supported by the Agency at border areas, entry points and locations under pressure.	N/A	≥85% of output target	Monitoring reports Progress reports
Percentage of files prepared by judicial authorities with the support of the Agency, including in support of the Court of Cassation.	20,535 (number of files)	≥85% of output target	Monitoring reports Progress reports
Percentage of COI researches supported at the specialised sections of the tribunals.	N/A	≥85% of output target	Monitoring reports Progress reports

## Objective 2

Strengthen the capacity and quality of the national reception system, including by mainstreaming a national reception self-monitoring framework.

### Link to the multi-annual objective(s)

- MA01

### Main outputs/actions (2022)

- Capacity building support to central authorities in reception management activities.
- Support to central and local reception authorities in the implementation of an effective reception self-monitoring framework and in the management of efficient reception allocation.
- Provision and maintenance of infrastructure (e.g., mobile offices, rental, fitting-out and maintenance of facilities, and equipment) and relevant services (e.g., interpretation/cultural mediation, transport services, administrative support, deployed resources and security), based on approved requests, to facilitate the implementation of the measures in the OP.

### Expected results (2022)

- Increased technical and operational capacity of the reception authorities.
- National reception monitoring framework supported by the Agency to ensure assessment of the quality and of the data collection and processing of the reception system.
- Enhanced operational skills and technical knowledge of reception authorities as a result of capacity building initiatives.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
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National reception monitoring framework supported by the Agency to ensure assessment of the quality of the reception system.	88%	≥85% of relevant output targets (OP 2022) achieved	Internal monitoring records Measure-based monthly reports Progress reports
Monitoring of migration flows supported by the Agency to ensure data management and reliability to enhance a correct allocation of applicants for international protection to reception centres.	N/A	≥85% of relevant output targets (OP 2022) achieved	Internal monitoring records Measure-based monthly reports Progress reports

**Objective 3**

Support Italian authorities and participating Member States in management of SAR disembarkations/voluntary relocation operations as relevant, under the coordination of the European Commission, as well as other unforeseen events/requests by Italian authorities justified by new emerging needs.

**Link to the multi-annual objective(s)**

- MA01

**Main outputs/actions (2022)**

- Deployment of asylum support teams and/or Agency's staff to implement tasks as per the agreed SOPs for SAR disembarkation/voluntary relocation (VR) events.
- Delivery of capacity building support to reception centres and relevant authorities to ensure effective information provision on voluntary relocation.
- Deployment of asylum support teams to strengthen the capacity of the Dublin Unit in processing of Dublin cases in the framework of Voluntary Relocation.
- Support with specific operational activities upon approved request, and subject to the availability of resources, justified by new emerging needs.

**Expected results (2022)**

- SAR disembarkation/voluntary relocation operations delivered, under the coordination of the European Commission, in support of the concerned Italian authorities (DCLI Dublin Unit, DPS, DCLI/Reception Office) and participating Member States in a timely, efficient and coordinated manner.
- Increased productivity of the DCLI Dublin Unit in the framework of Voluntary Relocation to process requests.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of SAR disembarkation/voluntary relocation events supported by the Agency.	100%	100% of all requested and agreed events	Internal monitoring reports on SAR events Progress reports

**Objective 4**

Support Italian authorities in implementing the Temporary Protection Directive (TPD).

**Link to the multi-annual objective(s)**

- MA01

**Main outputs/actions (2022)**

- Deployment of asylum support teams to key Immigration Offices to enhance processing capacity of the Italian authorities in implementing the TPD.

- Delivery of capacity building support to relevant authorities to ensure effective implementation of TPD.
- Based on the evolving situation and its impact on the national context, and conditional upon agreement between EUAA and the Italian authorities, the Agency may provide further support to enhance the capacity of the Italian asylum and reception system to implement the TPD.

#### Expected results (2022)

- Enhanced capacity of the Italian authorities to effectively implement the TPD.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of implementation of the support measure related to the TPD.	N/A	≥85%	Progress reports

## 2.1.2 Greece

### Overview of the activity

The Agency's operational support to Greece is provided in the fields of asylum and reception at central level, across the mainland and on the islands. The Agency is present operationally on five Aegean islands, as well as in Athens, Thessaloniki and all second-line reception facilities on the mainland. The support measures agreed by the Agency and the Greek Authorities have been formalised with the signature of an OP, published on the Agency's website. The OP captures the operational planning of the Agency over a three-year cycle, taking into consideration the evaluation results of the OPs from the previous years and with due consideration for the sustainability of the support provided.

In 2022, support to the Greek authorities will continue taking into account that: (i) support provided to the Greek Asylum Service (GAS) in the preceding period has already contributed to the significant reduction in the backlog of asylum applications and enhanced capacity of GAS; (ii) the Agency has increased the assistance provided to the Reception and Identification Service (RIS) as the latter is assuming in full its responsibilities in coordinating and managing the national reception system, and (iii) the Special Secretariat for the Protection of Unaccompanied Minors (SSPUAM) has taken over the responsibility for planning, implementation and supervision of the national strategy for unaccompanied children since 2020, while remaining a relatively new authority with limited resources. In addition, following the conflict in Ukraine started on 24 February 2022 and the adoption of the Council Implementing Decision (EU) 2022/382 of 4 March, the Agency's support was extended to the field of temporary protection based on an amendment of the OP signed in April 2022. Should the trend of low number of arrivals experienced during 2020 and in 2021 continue, the Agency will reduce direct operational asylum support in 2022 to gradually but progressively hand over to GAS. Flexible surge support in case of need will be maintained. The Agency will, on the other hand, increase its support to RIS and the SSPUAM within a defined results framework to support them in delivering on their respective mandates.

In implementing the OP, the Agency will provide operational support by deploying asylum support teams, promoting and implementing capacity-building activities. The Agency will also provide other support, upon approved request, to facilitate the implementation of the measures and the objectives of the OP, including logistics (such as mobile offices, rental and setting-up of facilities, equipment, etc.) and relevant services (such as interpretations/cultural mediation, support staff, transport, security, etc.). The Agency will cooperate with the relevant bodies in the provision of such support, devoting special attention to practical cooperation with Frontex and other stakeholders. The Agency will also maintain its regular participation in the EU Regional Task Force as well as collaboration with main partners, such as UNHCR and IOM. The main challenges for the Agency remain

the uncertainty over migration flows and the changing political and operational environment in which it plans and operates. Throughout the year, on the basis of any change in the country context, and in agreement with the Greek authorities and the European Commission, the Agency will adjust its intervention providing appropriate support to address emerging needs.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 39,350,000<sup>17</sup></b> (3301 Operational Support - Greece)	<b>EUR 46,386,254</b> (3301 Operational Support - Greece)
<b>Human resources</b>	12 TA, 7 CA	14 TA, 5 CA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- Continued decrease in the number of asylum applications and progressive backlog reduction (gradual stable decrease of backlog since 2020).</li> <li>- The ongoing relocation scheme of unaccompanied minors, vulnerable families and beneficiaries of international protection to participating Member States is expected to draw to a close in the course of 2022.</li> <li>- Substantial number of applicants in reception, including transition of registration activities from GAS to RIS.</li> <li>- Continued need for building the capacity of the newly established SSPUAM.</li> <li>- Additional support to be provided for the provision of temporary protection.</li> </ul>	

An indicative breakdown of the above allocated appropriations for operational support to Greece is provided below.

Type of costs	Estimated expenditure (EUR)
Deployment of experts	112,350
Interim workers (asylum and reception, office and field coordination, missions)	28,424,250
Interpretation services	8,486,000
Training costs (participants, venue and catering)	79,000
Other direct costs (security, buildings rental and maintenance, cleaning services, stationery and office supplies, medical supplements, etc.)	2,248,400
	<b>39,350,000</b>

The financial resources for operational support are indicative. These will be aligned with the annual planning of the specific OP, the prioritised needs assessment and the activities to be implemented and will be managed within the overall appropriations allocated for operational support. Budget re-allocation and/or RO contingency provisions can be further utilised for operational budgeting to secure the additional budget requirements to the available appropriations.

### Objective 1

Enhanced capacity of the Greek authorities in processing asylum applications in line with the CEAS.

<sup>17</sup> In case of operational needs, RO provisions can be further utilised for operational budgeting.

**Link to the multi-annual objective(s)**

- MA01

**Main outputs/actions (2022)**

- Support to Ministry of Migration and Asylum as well as Asylum Service headquarters (HQ) in strategic planning and coordination.
- Support to Asylum Service HQ in the set-up and roll-out of processes, SOPs and workflows, in view of establishing an integrated, harmonised approach to asylum processing.
- Support in strengthening the Asylum Service to enhance the quality of its procedures, including through maintaining close communication between HQ and the field on quality issues, implementing quality assessment tools and organising explanatory sessions and workshops.
- Support in strengthening the Asylum Service HQ on COI and Country Guidance, including through the delivery of information sessions and workshops.
- Support in strengthening the Asylum Service on training and coaching, including through facilitating the participation of national authorities' staff in EUAA Train-the-Trainer sessions, supporting and facilitating of national training and coaching sessions, translating EUAA modules.
- Support in strengthening the Legal Directorate of MoMA on processing legal matters regarding the procedures of granting international protection.
- Support in enhancing the Ministry of Migration and Asylum, as well as Asylum Service HQ on data management, analysis and reporting capabilities, including through support to DG IT of MoMA.
- Support in registering applicants for international protection, as well as in providing information and facilitating administrative procedures.
- Support in conducting interviews and drafting opinions.
- Support with the provision of interpreters for registrations, interviews, information provision and other activities of the Greek Asylum Service.
- Support in setting up asylum processing centres that will host EUAA/GAS joint operations.
- Support in coordination and harmonisation of relocation activities, including the design of tools, workflows and templates.
- Delivery of relevant, including tailor-made, trainings and guidance on relocation.
- Support in conducting relocation interviews and drafting assessments.
- Conducting quality reviews of relocation interviews.
- Matching of relocation requests with Member State pledges.
- Support to Member State missions, including conducting additional interviews, if requested.
- Support in processing Dublin outgoing requests and information requests.
- Support in enhancing the Dublin Unit's processing capacity for transfers.
- Support in the preparation of essays for the Appeals Committees, including COI research.
- Support in strengthening the Appeals Authority through professional development activities targeting judges and staff as well as COI briefings.
- Support in the preparation of files for the Appeals Committees.
- Support in enhancing the Appeals Authority data management, analysis and reporting.

**Expected results (2022)**

- Enhanced capacity for processing applications for international protection at first instance.
- Enhanced capacity of the Greek Authorities to manage and coordinate relocation from Greece to participating Member States.
- Enhanced capacity to process Dublin requests.
- Enhanced processing capacity of second instance decisions through the preparation of essays for the Appeals Committees.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of registrations of applications for international protection lodged with EUAA support.	10,989 <sup>18</sup>	40%	Monitoring reports Progress reports
Number of persons covered by an interview conducted with EUAA support.	20,663	14,820	Monitoring reports Progress reports
Number of persons covered by opinions delivered with EUAA support.	9,196	8,004	Monitoring reports Progress reports
Number of candidates successfully matched for relocation with EUAA support.	993	280	Monitoring reports Progress reports
Number of outgoing Dublin requests processed with EUAA support.	2,593	1,350	Monitoring reports Progress reports
Number of essays for the Appeals Committees prepared with EUAA support.	1,840	1,440	Monitoring reports Progress reports

**Objective 2**

Enhanced capacity of the Greek authorities in providing reception conditions in line with the CEAS.

**Link to the multi-annual objective(s)**

- MA01

**Main outputs/actions (2022)**

- Deployment of asylum support teams to support the Ministry of Migration and Asylum, as well as the Reception and Identification. Service in governance and strategic planning, including through the development and implementation of a national reception strategy and contingency plan, a joint coordination mechanism between HQ and field on thematic areas of EUAA support, as well as the establishment of a self-monitoring mechanism and tools for enhanced coordination, planning and monitoring of funding and procurement.
- Support to the Reception and Identification Service in quality and procedures, including through capacity building, development and delivery of training, as well as through the development and roll-out of SOPs, guidance and operational tools.
- Deployment of asylum support teams to support the Reception and Identification Service in developing a comprehensive Information Management (IM) system, an operational framework on communication and information provision, as well as a case management system, aiming to ensure identification of needs, referral and follow up.
- Support in site management.
- Support in the roll-out of a comprehensive IM system for the population of residents in reception centres.
- Support in communication and information provision (CIP).

<sup>18</sup> Operational Factsheet – Greece – 2019; *idem* for other indicators.



- Support in vulnerability identification, assessment and referrals, including in child protection and unaccompanied children (UAC) administrative procedures and reception
- Support in the set-up and roll-out of a case management system in the reception system, which aims to ensure identification of needs, referral and follow up for residents.
- After the transfer of the task from GAS to RIS is concluded in each relevant location, support in the registration of applicants.
- Support to MoMA on the development and implementation of a national pre-integration strategy, including coordination of projects and communication activities related to early community engagement and skills development of applicants residing in reception centres.
- Provision of interpretation services to RIS.

#### Expected results (2022)

- Enhanced operational skills and technical knowledge of the relevant national authorities to strategically plan and manage the national reception system.
- Strengthened capacity of the relevant national authorities to efficiently manage first- and second-line reception facilities.
- Strengthened capacity of the relevant national authorities to enhance and monitor reception conditions in line with the CEAS.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of beneficiaries targeted with Information Provision conducted with EUAA support.	2,338	90,500	Monitoring reports Progress reports
Number of individual assessments conducted with EUAA support.	7,719	8,525	Monitoring reports Progress reports
Number of referrals made with EUAA support.	4,854	8,780	Monitoring reports Progress reports

### Objective 3

Enhanced capacity of the Greek authorities in providing protection to unaccompanied children.

#### Link to the multi-annual objective(s)

- MA01

#### Main outputs/actions (2022)

- Support in external coordination and cooperation with key authorities, including the establishment of coordination networks.
- Enhancement of data collection and data management mechanisms on UAC & UAC accommodation facilities and modalities.
- Support in the development of, and communication on, the guardianship scheme, including SOPs for professional guardians, and in the implementation of the interim scheme of authorised representation for unaccompanied children.
- Support in the development and mainstreaming of an operational framework for best interest assessment and best interest determination.
- Establishment of a framework for the prevention of violence, exploitation and abuse of unaccompanied minors, as well as referral and response mechanisms for minors who are victims of violence, exploitation and abuse.
- Support in planning and funding, including the development of planning and needs tracking tools and mechanisms.
- Management of the National Emergency Response Mechanism, including the operation of a Tracing and Referral mechanism and the operation of emergency accommodation facilities.

- Support in the management of a referral and placement system for UAC accommodation.
- Support in the implementation of family tracing procedures and guidelines.
- Support in the coordination of relocation schemes for UAC.
- Support in the implementation and expansion of the Mentorship Programme.
- Support in professional development through the development of training plans, the creation of a trainers' roster, the design of delivery of trainings, coaching and joint thematic workshops, including with other authorities, organisation of exchange visits with other Member States.
- Support in assessment/monitoring of reception and accommodation conditions for UAC.
- Support in the operational framework and implementation of the Supported Independent Living scheme.

#### Expected results (2022)

- Strengthened capacity of the relevant national authorities to plan and manage support for unaccompanied children and implement the National Strategy for UAMs.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of implementation of activities related to support for the protection of UAC.	100%	TBD	Monitoring reports Progress reports

#### Objective 4

Enhanced capacity of the Greek authorities to effectively implement the Temporary Protection Directive.

#### Link to the multi-annual objective(s)

- MA01

#### Main outputs/actions (2022)

- Support in registering beneficiaries of temporary protection, including vulnerable persons, as well as in providing information and facilitating administrative procedures.
- Support in communication and information provision (CIP).
- Support in identification of needs, referral and follow up for beneficiaries of temporary protection, in particular vulnerable persons.
- Support for continuous coordination with SSPUAM regarding UACs, including rapid referral of cases requiring urgent action.
- Support with the provision of interpretation services.

#### Expected results (2022)

- Enhanced capacity of the relevant national authorities to process registration for beneficiaries of temporary protection.
- Enhanced capacity of the relevant national authorities to implement activities regarding temporary protection.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of temporary protection beneficiaries registered with EUAA support.	N/A	50%	Monitoring overviews Progress reports



## 2.1.3 Cyprus

### Overview of the activity

Within the context of constant migration flows in the Eastern Mediterranean, the Agency's operational support to Cyprus is provided to the national and local offices of the asylum and reception authorities: in the Cypriot Asylum Service (CAS) in Nicosia at central level across asylum and reception services, within the reception centres of Pournara (first line) and Kofinou (second line); in the Pournara registration area supporting the Aliens and Immigration Unit of the Ministry of Justice (AIU) and, further, at the International Protection Administrative Court (IPAC) in Nicosia. The Agency will continuously review its operational support based on the identified and emerging needs of Cyprus within a validated planning and monitoring framework, 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. Furthermore, the continuous review of the support will take into account the environment in which the Agency operated in 2020 and will be operating in 2021 and 2022, with particular regard to occupational health, safety and security circumstances, EU policies of solidarity on managing asylum-seekers arrivals, potential threats and ensuing emergencies such as the one recently triggered by the COVID-19 outbreak. The Agency will implement its role as mandated by the EU institutions and in line with the legislative framework in place, aiming to transition to an exit phase in the following years, contingent upon decrease of the migratory pressure, in close collaboration with the Cypriot authorities. Further, the Agency will adjust its continued support to Cyprus within the framework of the Agency Reception Strategy, which identifies reception related support central to the effective delivery of reception services within Member States.

In 2022 the Agency's operational support to Cyprus will focus on the consolidation and further expansion of support to CAS achieved in 2021. This will involve the progressive implementation of planned activities to strategically support CAS in planning, coordinating and managing the national asylum and reception systems and services; in further reducing the first instance backlog and supporting the Cypriot authorities in implementing the national reception strategy. More specifically, this translates into the continuous presence of the Agency's deployed personnel to CAS at national and operational level across the asylum and reception systems; through continued needs-based support to the AIU in relation to registration and access to the asylum procedure across the whole territory, while continuing support for these processes in Pournara; maintained deployment support for the processing of applications at first instance in coordination with CAS and regular activities assuring EU quality standards in asylum and reception. Moreover, building on the 2020 pilot project and consequent increased intervention in support of IPAC, the consolidation of the Court's structure and the final backlog absorption of second instance cases will continue to be areas of the Agency's support to Cyprus.

In accordance with the CEAS and based on its practical experience and established good practices, the Agency will provide support in amending relevant national asylum and reception related SOPs, working procedures and workflows. The Agency also foresees to continue with the structural capacity building of asylum and reception actors in Cyprus on key issues: continued support in the implementation of the reception model and strategy in Cyprus, quality enhancement in line with CEAS standards in registration and access to procedure (strengthening AIU involvement in vulnerability and information provision), in first instance (well defined roles and responsibilities in CAS in relation to quality support, COI and Dublin procedure among others) and second instance (effective procedural rules and workflows at IPAC). The Agency will also support the establishment of national self-assessment mechanisms, aimed at promoting quality of asylum procedures in the

registration phase and in terms of reception conditions standards. The [Agency](#) will also continue within the framework of the European Commission Action Plan on Migration and deliver on its responsibilities in this regard. As regional dynamics in the Eastern Mediterranean and tensions in the Middle East might lead to increased migration flows and increased pressure on the asylum and reception systems in Cyprus, when needed, the Agency will also provide support to emergency and temporary relocation programmes coordinated by the European Commission. The specific requests and needs that emerged in Cyprus in 2020 as a direct or indirect result of the significant impact of COVID-19 represent additional drivers for enhanced digitalization and swifter file management, initiated in 2021 both for CAS and IPAC.

In addition, following the conflict in Ukraine started on 24 February 2022 and the adoption of the Council Implementing Decision (EU) 2022/382 of 4 March, the Agency's support was extended to the field of temporary protection based on an amendment of the OP signed in June 2022. In implementing the OP, the Agency will provide operational support by deploying asylum support teams, promoting and implementing capacity building activities and may provide other support, upon approved request, including logistics (such as mobile offices, rental and setting-up of facilities, equipment, etc.) as well as related services (such as interpretation/cultural mediation, support staff, security, transport, etc.). The Agency will cooperate with the relevant bodies in the provision of such support, devoting special attention to practical cooperation with EU partners (e.g. the European Commission, Frontex among others) and other stakeholders such as UNHCR and IOM. The main challenges for the Agency remain the unstable political and operational environment in which it has to plan and operate. Throughout the year, on the basis of any change in the circumstances on the ground, and in agreement with the Cypriot authorities and the European Commission, the Agency will adjust its intervention providing appropriate support to address emerging needs.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 12,055,000<sup>19</sup></b> (3301 Operational Support - Cyprus)	<b>EUR 5,354,631</b> (3301 Operational Support - Cyprus)
<b>Human resources</b>	6 TA, 10 <sup>20</sup> CA	6 TA, 26 CA <sup>21</sup>
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- Sustained number of applications for international protection (irregular entries)</li> <li>- Percentage of monthly increase/decrease in first instance and second instance backlogs</li> <li>- Implementation of workflows/SOPs in IPAC</li> <li>- Support to provision of temporary protection</li> </ul>	

An indicative breakdown of the above allocated appropriations for operational support to Cyprus is provided below.

Type of costs	Estimated expenditure (EUR)
Deployment of experts	955,400
Experts on contract/CDM	4,229,520
Interim staff	674,200
Interpretation services	3,566,900
Training costs (participants, venue and catering)	52,890

<sup>19</sup> In case of operational needs, RO provisions can be further utilised for operational budgeting.

<sup>20</sup> This includes 7 short-term operational Contract Agent posts.

<sup>21</sup> This includes 7 short-term operational Contract Agent posts.



Other direct costs (containers, security, buildings rental and maintenance, cleaning services, stationery and office supplies, medical supplements, etc.)	2,571,090
	<b>12,055,000</b>

The financial resources for operational support are indicative. These will be aligned with the annual planning of the specific OP, the prioritised needs assessment and the activities to be implemented and will be managed within the overall appropriations allocated for operational support. Budget re-allocation and/or R0 contingency provisions can be further utilised for operational budgeting to secure the additional budget requirements to the available appropriations.

### Objective 1

Provide support to the Cypriot Asylum Service and the International Protection Administrative Court to ensure proper access to the asylum procedure and registration, to process applications for international protection in line with CEAS standards, and to reduce the backlogs at first and at second instances.

#### Link to the multi-annual objective(s)

- MA01

#### Main outputs/actions (2022)

- Deployment of asylum support teams to the AIU for registration of international protection applications to enhance processing capacity and quality of registration procedures.
- Deployment of asylum support teams to support the reduction of backlog and to build capacity of the Cypriot Asylum Service, in relation to processing applications for international protection, quality assurance, COI research and its query system, as well as the capacity of processing of outgoing Dublin cases.
- Support, including through deployments, to relevant Cypriot authorities such as the Social Welfare System, to enhance their capacity to provide adequate protection to vulnerable persons.
- Deployment of asylum support teams and capacity building activities to the International Protection Administrative Court to support the absorption of backlog, to share consolidated best practices, harmonised SOPs and workflows and improve quality of COI researches.
- Provision and maintenance of infrastructure (such as mobile offices, rental, fitting-out and maintenance of facilities, and equipment), as well as the necessary services (such as interpreters, interpretation/cultural mediation, transport services, administrative support and expert staff and security, etc.), based on approved request, to facilitate the implementation of the measures in the OP.

#### Expected results (2022)

- Overall increased rate of face-to-face registrations of applicants for international protection, including vulnerability screening, Dublin questionnaire and information provision of the asylum procedure.
- Reduced first instance applications' backlog (applications pending for more than 6 months ) in comparison to the beginning of the year.
- Increased capacity of the concerned Cypriot authorities in respect of COI, including the further development of the COI Unit.
- Improved functioning of structured mechanisms and SOPs in relation to the Dublin case management and quality assurance in CAS.

- Improved procedures for processing applications for international protection, Reduction of the second instance applications' backlog in comparison to the beginning of the year and an effective and efficient structure and workflow in place.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of recommendations finalised with support from the Agency.	N/A	2,034	Monitoring reports Progress reports
Percentage of residents assessed by vulnerability personnel deployed by the Agency in Pournara.	1,462 assessments	≥45%	Monitoring reports Progress reports
Number of second instance files (unique) prepared with support from the Agency.	639	700	Monitoring reports Progress reports
Number of Dublin cases processed with support from the Agency.	N/A	220	Monitoring reports Progress reports

## Objective 2

Provide support to the Cypriot reception authorities to strengthen the national reception system, also through the improved operational coordination of central management and first- and second-line reception structures.

### Link to the multi-annual objective(s)

- MA01

### Main outputs/actions (2022)

- Deployment of asylum support teams to Agency and CAS offices in Nicosia, to Pournara first reception and Kofinou reception centres to enhance national capacities to manage the reception system and to integrate existing good practices (vulnerability, referrals, social work and information provision).
- Delivery of support to the upgrade of reception conditions in Kofinou reception centre.
- Provision and maintenance of infrastructure (such as mobile offices, rental, fitting-out and maintenance of facilities, equipment, etc.), as well as related services (such as interpreters, interpretation/cultural mediation, transport services, support and expert staff, security, etc.), based on approved request, to facilitate the implementation of the measures in the OP.

### Expected results (2022)

- Consolidated and improved reception support and social work activities in Pournara and Kofinou reception centres with a continued focus on quality (vulnerability, referrals and information provision) and capacity building.
- Strengthened capacity of CAS to monitor reception conditions and apply EU standards;
- Established operational data collection and management mechanism.
- Well-functioning coordination and management mechanisms established among relevant stakeholders, under the lead of CAS.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Implementation of the upgrade of Kofinou infrastructure.	100%	100%	Monitoring reports Progress reports
% of EUAA-assigned residents reached each month by EUAA social workers in EUAA supported centres.	90%	90%	Monitoring reports Progress reports

**Objective 3**

Support the Cypriot authorities and participating Member States in the management of voluntary relocation operations as well as other unforeseen events/requests by the Cypriot authorities justified by new emerging needs.

**Link to the multi-annual objective(s)**

- MA01

**Main outputs/actions (2022)**

- Deployment of asylum support teams and/or Agency staff to implement the tasks as per the agreed SOPs for voluntary relocation events.
- Support to the Member States participating in the relocation exercises through selection/ matching and subsequent support (mission support, interpretation, remote selection support, conducting selections on behalf of Member States as appropriate).
- Support with specific operational activities upon approved request, and subject to the availability of resources, justified by new emerging needs.

**Expected results (2022)**

- Enhanced capacity of concerned Cypriot authorities and participating Member States in voluntary relocation operations, through delivery of the Agency's timely and coordinated support.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of emergency and temporary specific operational events managed with support of the Agency.	N/A	100% of all requested and agreed events	Activity/progress reports

**Objective 4**

Support the Cypriot authorities in implementing the TPD.

**Link to the multi-annual objective(s)**

- MA01

**Main outputs/actions (2022)**

- Support information provision, temporary protection registration and the assessments of eligibility criteria both in-person and online. In-person support for registrations will take place in AIU offices in districts where CAS is also present (Nicosia, Larnaca, Limassol and Paphos).

**Expected results (2022)**

- Enhanced capacity of the Cypriot national authorities to effectively implement the Temporary Protection Directive.
- Increased capacity of the Cypriot authorities to manage the increased pressure on the overall protection system, ensuring that the processing of TPD registrations does not result in increased backlogs for the regular procedure.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of implementation of the support measure related to the TPD.	N/A	≥85%	Progress reports

## 2.1.4 Malta

### Overview of the activity

The Agency's operational support to Malta is being provided since July 2019 to the national asylum authorities and since January 2020 to the reception authorities. Support provided by the Agency in 2019 involved tailor-made assistance and technical expertise - in line with the needs indicated by the Maltese authorities - up to the end of 2019 focussing exclusively on three asylum related measures. The Agency's support in 2020 further built on the asylum-related measures and extended to coordination and management support and capacity building to the Agency for Welfare of Asylum Seekers (AWAS) and direct operational support in specific reception measures on vulnerability assessment and referral and age assessment.

Building on the support provided in the past years, the Agency will tailor its support in 2022-2024 to the identified needs in agreement with the Maltese authorities and the European Commission. The Agency will continuously review its operational support based on the identified and emerging needs of Malta within a validated planning and monitoring framework, 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. Furthermore, the continuous review of the support will take into account the environment in which the Agency operated in 2020 and 2021, with particular regard to occupational health, safety and security circumstances, EU policies of solidarity on managing asylum-seekers arrivals, potential threats and ensuing emergencies such as the one triggered by the COVID-19 outbreak. The Agency will implement its role as mandated by the EU institutions and in line with the legislative framework in place, aiming to transition to an exit phase in the following two years, contingent upon decrease of the migratory pressure and increased capacity of the National Authorities.. Further, the Agency will adjust its continued support to Malta within the framework of the Agency Reception Strategy, which identifies reception related support central to the effective delivery of reception services within Member States.

The support to the Maltese authorities in 2022 is expected to continue at similar levels as in 2021. Within this assumption, and while addressing COVID-19 specific issues, the Agency expects to further support the reduction of backlog at first instance, capacity building on quality assurance and COI workflows. The wider reception support will entail support in terms of vulnerability, social work and quality assurance in reception. The Agency will continue to support development of content-relevant information provision materials both for the Asylum and Reception authorities. It is anticipated that the support for reception will come to a planned end at the end of 2022 while support for IPA will continue. The support measures will be built on the following specific assumptions for the Malta context:

- International Protection Agency (IPA) and the Agency for Welfare of Asylum Seekers (AWAS) are fully established;
- Number of arrivals will remain at a similar level as in 2021;
- Backlog in registration and first instance pending cases has been reduced in 2021.

In addition, following the conflict in Ukraine started on 24 February 2022 and the adoption of the Council Implementing Decision (EU) 2022/382 of 4 March, the Agency's support was extended to the field of temporary protection based on an amendment of the OP signed in April 2022. In implementing the OP 2022-2024, the Agency will provide operational support by deploying asylum support teams, promoting capacity building activities and may provide other support, upon approved request, including logistics (such as mobile offices, rental and setting-up of facilities, equipment, etc.) as well as relevant services (such as interpretations/cultural mediation, administrative support, transport, security, etc.) to

facilitate the implementation of the measures in the OP. The main challenges for the Agency remain the changing political, legislative and operational environment in which it has to plan and operate. Throughout the year, on the basis of any change in the circumstances on the ground, and in agreement with the Maltese authorities and the European Commission, the Agency will adjust its intervention providing appropriate support to address emerging needs. Should circumstances require, the Agency remains ready to support the Maltese authorities in support of potential appeals at second instance. This support is not currently foreseen, although the Agency may engage with the relevant authorities to conduct an assessment of the framework of current second instance systems.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 6,093,630<sup>22</sup></b> (3301 Operational Support - Malta)	<b>EUR 4,929,642</b> (3301 Operational Support - Malta)
<b>Human resources</b>	2 TA, 1 CA	3 TA, 1 SNE
<b>Estimates of quantifiable workload drivers</b>	- Number of asylum applications - Number of pending cases at first instance * <i>Expected at similar levels as in 2020 and 2021</i>	

An indicative breakdown of the above allocated appropriations for operational support to Malta is provided below.

Type of costs	Estimated expenditure (EUR)
Deployment of experts	515,360
Interim workers (asylum and reception, office and field coordination, missions)	3,201,200
Interpretation services	1,778,820
Other direct costs (training, stationery and office supplies, ICT, translations, building rental and maintenance, etc.)	598,250
	<b>6,093,630</b>

The financial resources for operational support are indicative. These will be aligned with the annual planning of the specific OP, the prioritised needs assessment and the activities to be implemented and will be managed within the overall appropriations allocated for operational support. Budget re-allocation and/or R0 contingency provisions can be further utilised for operational budgeting to secure the additional budget requirements to the available appropriations.

### Objective 1

Improved access to asylum procedure in Malta and increased capacity to manage the asylum backlog at first instance determination.

#### Link to the multi-annual objective(s)

- MA01

#### Main outputs/actions (2022)

- Deployment of asylum support teams to reduce the backlog in the processing of applications for international protection at first instance.
- Deployment of asylum support teams to strengthen the processing capacity of the Dublin Unit.

<sup>22</sup> In case of operational needs, R0 provisions can be further utilised for operational budgeting.

<ul style="list-style-type: none"> <li>Provision and maintenance of infrastructure (e.g., mobile offices, rental, fit-out and maintenance of facilities, and equipment), and relevant services (e.g., interpretation/cultural mediation, transport services, support staff, security), based on approved requests, to facilitate the implementation of the measures in the OP.</li> </ul>			
<b>Expected results (2022)</b> <ul style="list-style-type: none"> <li>Increased rate of processing applications for international protection.</li> <li>Strengthened capacity of the Dublin Unit.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of implementation of the relevant measure of the operational plan.	96%	>85%	Monitoring reports

<b>Objective 2</b> Provide operational support to the Maltese authorities to strengthen the national reception system.			
<b>Link to the multi-annual objective(s)</b> <ul style="list-style-type: none"> <li>MA01</li> </ul>			
<b>Main outputs/actions (2022)</b> <ul style="list-style-type: none"> <li>Deployment of asylum support teams to increase the national authorities' capacity for vulnerability assessment.</li> <li>Deployment of asylum support teams to increase the national authorities' capacity on social work in the reception context.</li> <li>Deployment of asylum support teams to increase the national authorities' capacity on quality assurance in the reception context.</li> <li>Provision and maintenance of infrastructure (e.g., mobile offices, rental, fitting-out and maintenance of facilities, equipment), and relevant services (e.g., interpretation/cultural mediation, transport services, support staff, security), based on approved requests, to facilitate the implementation of the measures in the OP.</li> </ul>			
<b>Expected results (2022)</b> <ul style="list-style-type: none"> <li>Increased capacity of the national reception authority to perform vulnerability assessments in a timely manner.</li> <li>Increased capacity of the national reception authority on social work in the reception context.</li> <li>Increased capacity of the national reception authority on quality assurance in the reception context.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of implementation of the relevant measure of the operational plan.	91%	>85%	Monitoring reports

<b>Objective 3</b> Support the Maltese authorities and participating Member States in the management of ad hoc disembarkations/voluntary relocation operations, as relevant, under the coordination of the European Commission, as well as other unforeseen events/requests by the Maltese authorities justified by new emerging needs.			
<b>Link to the multi-annual objective(s)</b> <ul style="list-style-type: none"> <li>MA01</li> </ul>			
<b>Main outputs/actions (2022)</b> <ul style="list-style-type: none"> <li>Deployment of asylum support teams and/or Agency staff to implement the tasks as per the agreed SOPs for ad hoc disembarkation/voluntary relocation events.</li> </ul>			



- Support to the Member States participating in the relocation exercises through selection/ matching and subsequent support (mission support, interpretation, remote selection support, conducting selections on behalf of Member States as appropriate).
- Support with specific operational activities upon approved request, and subject to the availability of resources, justified by new emerging needs.

**Expected results (2022)**

- Enhanced capacity of concerned Maltese authorities and participating Member States in ad hoc disembarkation/voluntary relocation operations, through delivery of the Agency's timely and coordinated support.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of emergency and temporary specific operational events managed with support from the Agency.	N/A	100% of all requested and agreed events	Activity/progress reports

**Objective 4**

Support the Maltese authorities in implementing the Temporary Protection Directive.

**Link to the multi-annual objective(s)**

- MA01

**Main outputs/actions (2022)**

- Deployment of asylum support teams to increase the national authorities' capacity to process applications for Temporary Protection.

**Expected results (2022)**

- Enhanced capacity of the authorities for processing applications for temporary protection.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of implementation of the support measure related to the TPD.	N/A	≥85%	Progress reports

**2.1.5 Spain****Overview of the activity**

In the summer of 2020, in response to an initial request from the State Secretary for Migrations, the Agency and the Spanish authorities discussed further collaboration and potential support to Spain in the area of reception. In the course of subsequent technical meetings throughout the second half of 2020, a Joint Rapid Needs Assessment (JRNA) for identification of possible areas of support was agreed and conducted. The following assessments were performed, and potential areas of support identified and analysed during the joint exercise:

- Assessment of potential support in the design, development and subsequent implementation of a new national model of reception system for international protection.
- Assessment of the needs related to the first area for the deployment of experts to support the central reception authorities in terms of planning, project management and identified technical functions at central level.
- Assessment of the need for actions in support of emergency reception facilities with a specific focus on the Canary Islands.
- Assessment of the need for training and capacity building for different categories of personnel in the Spanish national reception system.
- Possible participation in the Agency's RSF Project.

The outcome of the assessment resulted in the agreement and signature of an OP, to be implemented in the period from December 2020 until December 2021. The OP focused on five main measures and outputs:

- Facilitated support to the Spanish authorities in the transition towards a new model for reception;
- Enhanced structural processes in support of the Spanish reception system;
- Strengthened capacity within the Spanish reception system through professional development, tools and materials;
- Support to the Spanish authorities in the management of reception services in locations under particular pressure (ref. Canary Islands);
- Inception of support for Spanish authorities to facilitate the fulfilment of their resettlement pledges.

On the basis of the early results from the implementation of the 2021 OP, as well as on any change in the circumstances and needs on the ground, and in application of the methodology prescribed in the Agency's Operations & Technical Assistance Manual, further extension of support to reception, as well as identification of potential new areas of concern, will be considered. The results may provide the basis for extension of the Agency's support throughout 2022 and beyond. Further, the Agency will adjust its support to Spain within the framework of the Agency Reception Strategy, which identifies reception related support central to the effective delivery of reception services within Member States.

The planning of 2022 support and activities is built around the following assumptions:

- A continuous and persistent trend in arrivals will continue to place additional pressure on the Spanish reception system;
- Continued commitment and engagement of the Spanish reception authorities to articulate, develop and improve the reception model and the implementation of the organisational change required to enhance the Spanish reception system with Agency support;
- Implementation of joint activities and best practices in reception-related workflows will be validated, further expanded, developed and mainstreamed across the territory.

The support measures agreed by the Agency and the Spanish Authorities have been formalised with the signature of an OP, published on the Agency's website. A multi-annual planning approach to capture the operational support of the Agency over a two year cycle, as well as the results of the implementation of 2021 activities, formulated the basis for the planning of continued operational support in 2022-2023. In addition, following the conflict in Ukraine started on 24 February 2022 and the adoption of the Council Implementing Decision (EU) 2022/382 of 04.03.2022, the Agency's support was extended to the field of temporary protection based on an amendment of the OP signed in April 2022. In implementing a new operational plan, the Agency may provide operational support by deploying ASTs, promoting and delivering capacity building activities and may provide other support, upon approved request, including logistics (such as mobile offices, rental and setting-up of facilities, equipment, etc.) as well as relevant services (such as interpretations/cultural mediation, administrative support, transport, security, etc.) to facilitate the implementation of the measures in the operational plan. Throughout the year, on the basis of any change in the circumstances on the ground, and in agreement with the Spanish authorities, the Agency will adjust its intervention providing appropriate support to address emerging needs.



	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 2,969,000<sup>23</sup></b> (3301 Operational Support - Spain)	<b>715,529<sup>24</sup></b> (3301 Operational Support – Spain)
<b>Human resources</b>	4 TA, 2 CA & SNE	4 TA, 1 CA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- Implementation of new reception model</li> <li>- Continued high influx and number of arrivals to reception centres in late 2021 and 2022</li> </ul>	

An indicative breakdown of the above allocated appropriations for operational support to Spain is provided below.

Type of costs	Estimated expenditure (EUR)
Deployment of experts and temporary workers	2,448,670
Interpretation services	65,100
Other direct costs (training, stationery and office supplies, ICT, translations, facility/infrastructure costs, etc.)	455,230
	<b>2,969,000</b>

The financial resources for operational support are indicative. These will be aligned with the annual planning of the specific OP, the prioritised needs assessment and the activities to be implemented and will be managed within the overall appropriations allocated for operational support. Budget re-allocation and/or R0 contingency provisions can be further utilised for operational budgeting to secure the additional budget requirements to the available appropriations.

### Objective 1

Support to the Spanish authorities in the transition towards a new national reception model (based on the agreement on the design and implementation of the new model in 2021) and the provision of required structural supports (including personnel) in the implementation of the new model for reception to enhance structural management of the Spanish reception system, including strengthened capacity within the Spanish reception system through relevant professional development, training and related tools.

- MA01

#### Main outputs/actions (2022)

- Articulation, validation and testing of a new national reception model for Spain.
- Support to Spain, following structured needs assessment and upon approved request, to further build capacity for national reception management.
- Deployment of asylum support teams to specific reception-related support activities and/or new areas, as relevant.
- Delivery and/or facilitation of reception-related professional development, training and capacity building activities.
- Support for the development of relevant SOPs, working instructions and workflows in respect of vulnerability assessment and referrals within the reception system.

<sup>23</sup> In case of operational needs, R0 provisions can be further utilised for operational budgeting.

<sup>24</sup> Operational support to Spain is provided as of 2021.

**Expected results (2022)**

- Improved national reception management through the implementation of the identified measures to alleviate pressure on reception and/or build operational capacity to manage increased migration flows.
- Enhanced knowledge and skills of Spanish officials through the implementation of structured professional development, training and capacity building activities.
- National vulnerability workflows are enhanced, tested, validated, harmonised and implemented across the Spanish reception system.
- National information provision workflows are enhanced, tested, validated, harmonised and implemented across the Spanish reception system.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of implementation of the relevant measures of the OP.	96%	>85%	Progress reports

**Objective 2**

Support the Spanish authorities in the management of reception services under pressure.

**Link to the multi-annual objective(s)**

- MA01

**Main outputs/actions (2022)**

- Deployment of asylum support teams to reception centres under particular pressure to facilitate the effective provision of reception services, including the integration of required information provision and vulnerability screening, assessment and referral workflows within the centres.
- Deployment of asylum support teams to reception centres under particular pressure to facilitate and support the effective design, site planning and management of reception services.
- Provision and maintenance of infrastructure (e.g., mobile offices, rental, fitting-out and maintenance of facilities, equipment), and relevant services (e.g., interpretation/cultural mediation, transport services, support staff, security), based on approved requests, to facilitate the implementation of the measures in the OP.

**Expected results (2022)**

- Reception centres under particular pressure are supported to ensure adequate provision of reception facilities.
- Vulnerability and information provision workflows are integrated within the management of reception centres under particular pressure.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of implementation of the relevant measures of the OP.	82%	>85%	Progress reports

**Objective 3**

Support the Spanish authorities in the management of unforeseen events, justified by new emerging needs.

**Link to the multi-annual objective(s)**

- MA01

**Main outputs/actions (2022)**

- Support with specific operational activities upon approved request, and subject to the availability of resources, based on new emerging needs.
- Timely delivered operational and technical support for emerging needs, upon approved request, and subject to the availability of resources.

<b>Expected results (2022)</b>			
<ul style="list-style-type: none"> <li>Increased capacity of Spanish authorities in the management of unforeseen events, justified by new emerging needs.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of emergency and temporary specific operational events managed with support from the Agency.	N/A	100% of all requested and agreed events	Activity/progress reports

<b>Objective 4</b>			
Support the Spanish National Reception Authorities to implement the TPD.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>MA01</li> </ul>			
<b>Main outputs/actions (2022)</b>			
<ul style="list-style-type: none"> <li>Deployment of asylum support teams to increase the national authorities' capacity on reception site coordination for the beneficiaries of temporary protection in the Centres for Reception, Attention and Derivation (CREADE).</li> <li>Deployment of asylum support teams to increase the national authorities' capacity on the harmonisation of procedures, workflows and tools related to reception of beneficiaries of Temporary Protection.</li> </ul>			
<b>Expected results (2022)</b>			
<ul style="list-style-type: none"> <li>CREADEs are supported to ensure reception site coordination for beneficiaries of Temporary Protection.</li> <li>National reception authorities are supported to enhance the harmonisation of procedures, workflows and tools related to reception of beneficiaries of temporary protection.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of implementation of the support measure related to the TPD.	N/A	≥85%	Progress reports

## 2.1.6 First operational response and other operational activities

<b>Overview of the activity</b>
<p><b>Preparedness and first operational response</b></p> <p>The EUAA aims to increasingly standardise its emergency response, by developing a catalogue of services, efficient administrative procedures and support functions. This will ultimately lead to harmonised practices on preparedness and contingency planning across Member States. First operational response work will focus on:</p> <ol style="list-style-type: none"> <li>Establishment of a technical expertise Unit and development of a First Operational Response Guidance catalogue on asylum and reception responses;</li> <li>Analysis of the potential for links and partnerships with other EU Agencies and institutions in the delivery of operational support;</li> <li>Engagement with Member States over their internal preparedness and contingency planning mechanisms with regards to situations of disproportionate pressure or emergency in an effort to establish and/or enhance longer-term synchronised and complementary frameworks and mechanisms;</li> <li>Setting out an initial response plan (blueprint) to meet the needs of a new operation during the initial set-up and response period.</li> </ol>

Beyond the operational and technical assistance delivered through operational plans based on a multi-annual cycle, the Agency provides comprehensive first response operational support to Member States in case of migratory emergency or disproportionate pressure on asylum and reception systems. Operational response is based on an established and well-structured Preparedness and First Response Framework. Following a rapid needs assessment, first response is provided in a timely and efficient manner in the form of targeted measures to support Member States under particular pressure, including through the deployment of asylum support teams (e.g., asylum and reception experts), the provision of interpretation and other services, material support and assets to enhance Member States' capacity to respond to immediate needs in compliance with CEAS standards. As a result, the EUAA operations benefit from increasingly standardised approaches and efficient administrative procedures and support functions in the swift assessment of needs and the establishment of interventions in response to emergencies.

### **Support to Member States requests and other operational activities**

As of early 2021, a surge in requests from Member States for support from the EUAA has been observed, due to disproportionate pressure exerted on their asylum and/or reception systems. This trend has been exacerbated in 2022 by the invasion of Ukraine launched by Russian armed forces, which resulted in mass influx of displaced persons from Ukraine. In this context, provision of operational support was agreed with Lithuania, Latvia and Belgium in the second half of 2021 as well as with Romania, the Netherlands and the Czech Republic in 2022. Furthermore, requests for support have been received and consultations are ongoing with other Member States (e.g., Bulgaria). In addition, the Agency is involved in the implementation of the voluntary transfer scheme from Moldova for beneficiaries of international protection, in coordination with the Commission. Further potential involvement could be envisaged if the programme is expanded. The operational and technical assistance provided to address the latest requests<sup>25</sup> includes:

#### **(1) Lithuania**

Since mid-2021, irregular migration flows from Belarus to Lithuania increased sharply. The new migration trend has resulted in a significant increase in the number of asylum applications and has impacted the capacity of the asylum system, with reported challenges in processing applications for international protection. Similar challenges were reported with regards to limited reception capacity and the provision of reception services. In June 2021, Lithuania requested the support of the Agency to carry out relevant asylum and reception related procedures and to prevent the increase of backlog of asylum cases. Following a rapid needs assessment, an OP was signed in July 2021. In September 2021, the OP was extended until 30 June 2022. Based on the results from the implementation of the 2021-2022 OP and the needs on the ground as indicated by the national authorities (Ministry of Interior and Ministry of Social Security and Labour), further extension of support was agreed in June 2022. The support aims to enhance the capacity of the Lithuanian authorities in managing reception centres and to contribute to an improvement of the reception system. The specific measures envisage the deployment of asylum support teams and the provision of interpretation and other services, where needed, to support the Lithuanian authorities with communication, information provision and vulnerability. They also include provision of reception-related training and support in strengthening workflows and procedures and improvement of operational tools; provision of reception-related training. The support provided by the Agency also aims to enhance the capacity of the Ministry of Social Security and Labour to strategically conceptualise and design the new Reception Agency of Lithuania, including the institutional structure and processes.

<sup>25</sup> Agreed operational plans are available on the Agency's website, <https://euaa.europa.eu/archive-of-operations>.

**(2) Latvia**

In the course of 2021, Latvia experienced a sharp increase in irregular migration flows under a new migration route from Belarus, which resulted in a significant increase in the number of asylum applications. In this context, the EUAA and Latvia signed an OP in September 2021. The Agency's response has been oriented at supporting the Office of Citizenship and Migration Affairs in the implementation of asylum and reception procedures. With the provision of interpretation and training support, the EUAA aims to improve effectiveness and efficiency in processing asylum applications and the provision of reception services to applicants for international protection. The support measures have been further extended until the end of December 2022 as per the OP signed in March 2022.

**(3) Belgium**

In the course of 2021, the number of applications for international protection submitted in Belgium increased sharply, peaking in September 2021. The high rate of asylum applications exerted heightened pressure on the national reception system, with an occupancy rate of up to 96% in September 2021. With demand outweighing the supply of available reception places, the Belgian reception system has been stretched to its limits during 2021. In this context, following a request for support, the Agency signed an operational plan with the Belgian authorities in December 2021, for the provision of operational and technical assistance in the area of reception. The support agreed is twofold: it incorporates both a first response measure to enhance the capacity of Belgian authorities to address emergency reception needs and a medium-term response measure to increase capacity to provide reception conditions in line with the CEAS standards. In the framework of the first response measure, the Agency focuses mainly on provision of material support to the Belgian authorities for temporarily expanding and improving the reception capacity of already existing facilities, support to the management of the facilities and interpretation services. As regards the medium-term response, the Agency will focus on providing material support for the establishment of a modular emergency reception centre and assisting Belgian authorities in the management of this facility. The provision of training and interpretation services is also part of the Agency's medium-term response. Following the invasion of Ukraine by the Russian armed forces February 2022 and the adoption of the Council Implementing Decision (EU) 2022/382 of 4 March, the Agency's support was extended to the field of temporary protection with an amendment of the OP, in May 2022.

**(4) Romania**

Romania's asylum system has sustained increased pressure over the last years, with consecutive year-on-year increases in the number of new applications lodged. As a result, the influx of displaced persons was already an element of concern for the Romanian authorities, even before the crisis in Ukraine. In the aftermath of the invasion of Ukraine, the pressure on the asylum and reception systems increased significantly, as the country is one of the main entry points for those seeking temporary protection in the EU. In this context and following a request for support, the Agency signed an OP with the Romanian Authorities in March 2022, which will last until the end of 2022. The plan includes the provision of operational and technical assistance in the area of temporary protection and first-line reception, focusing mainly on support for registering beneficiaries of temporary protection, communication and information provision, training/coaching in the framework of the TPD, as well as interpretation services. Within the framework of the plan, the Agency's support will focus on the development of terms of reference for contracting specialised (private) services for the reception of applicants for international protection, to enhance the capacity of the Romanian authorities to manage first-line reception. Furthermore, the Agency will consider providing support for the effective implementation of the voluntary

transfer scheme from Romania to other Member States of displaced people falling under temporary protection, once activated.

#### **(5) The Netherlands**

In 2021 the Netherlands experienced a sharp increase in reception centre occupancy, following the relaxation of COVID-related travel restrictions which had previously prevented asylum applicants and/or family members of beneficiaries of protection from traveling to the Netherlands. The sharp increase in applications for international protection exerted heightened pressure on the national reception system, increasing the occupancy in reception centres in the period between June and December 2021. In light of these developments, the Dutch authorities sought to expand the reception capacity of the Central Agency of the Reception of Asylum Seekers and started exploring alternative solutions, including an increase in the use and enhancement in the quality of temporary emergency facilities. In this context and following a request for support, the Agency signed an OP with the Netherlands in May 2022. The plan includes the provision of operational and technical assistance in the field of reception combining immediate support for the provision of temporary reception facilities and the introduction of a framework for enhanced, medium-term operational collaboration in the field of reception. The Agency will also focus on operational collaboration with the authorities of the Netherlands in view of developing blueprints and technical specifications for the establishment of modular temporary reception centres, exchanging expertise regarding reception-related training and exploring the feasibility of setting up a logistical hub for first operational response.

#### **(6) Czech Republic**

The Czech Republic (Czechia) has been one of the main countries receiving displaced persons fleeing the war in Ukraine. This exerted pressure on the country's registration and reception capacities. The initial state reception capacity was fully exhausted, while regional reception capacities were at their limits. In this context and following a request for support, the Agency signed an OP with the Czech Republic in June 2022. The EUAA supports in the provision of accommodation for beneficiaries of temporary protection, the implementation of procedures and activities regarding temporary protection and the training and professional development in the context of the implementation of the TPD.

#### **(7) Moldova**

Since the Russian invasion of Ukraine, Moldova has been receiving a high number of displaced persons from Ukraine. As of the end of March 2022, over 300,000 persons have crossed the border with Moldova. While approximately 200,000 of them have already left the country, the remaining 100,000 are still in Moldova. As reported by the Bureau for Migration and Asylum, 96% of the people staying in Moldova find private accommodation or are hosted by family members residing in the country, as well as by Moldovan citizens. Approximately 4,000 persons are hosted in facilities provided by municipalities or in the transit hub of the international exhibition centre MoldExpo. Following consultations with the European Commission, the Agency proceeded with a fact-finding mission in the country. On the basis of the operational situation and the main findings of the mission, in May 2022 the Agency started supporting information provision workflows in the context of the EU transfer programme, deploying personnel and interpreters to Chisinau. The Agency is working in close contact with Member States, the European Commission, EEAS, other EU agencies and international organisations in the implementation of activities. The Agency may increase deployments depending on the development of needs.

#### **(8) Other operational activities**

In addition to the above operational activities, and contingent upon the availability of resources, the Agency will **further expand 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. Support will take the form of **targeted measures to Member States** under particular pressure with certain identified and specific needs related to the coherent and comprehensive implementation of the CEAS.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 29,925,337<sup>26</sup></b> (3301 Operational Support)	<b>EUR 4,954,147</b> (3301 Operational Support)
<b>Human resources</b>	15 TA, 49 <sup>27</sup> CA	7 TA, 3 CA
<b>Estimates of quantifiable workload drivers</b>	- Number of (new) requests for support: upon need and as per the established procedure in the Agency's Regulation and the Agency's Operations Manual	

Indicative breakdown of the budget allocated for operational support activities:

Country of operation	Indicative budget (EUR)
Lithuania	4,156,000
Latvia	416,300
Belgium <sup>28</sup>	3,534,500
Romania	3,324,250
The Netherlands	5,037,760
Czech Republic	5,811,000
Moldova	289,025
Other operational activities (incl. Bulgaria <sup>29</sup> )	7,356,502
<b>Total</b>	<b>29,925,337</b>

### Objective 1

Respond to rapid response needs as they arise upon approved request from Member States in a timely, efficient, planned, structured and coordinated operational manner.

#### Link to the multi-annual objective(s)

- MA01

#### Main outputs/actions (2022)

- Delivery of timely, efficient, coordinated, rapid response operations upon approved request to Member States.
- Deployment of asylum support teams and/or Agency's staff, to provide operational and technical support for rapid response needs upon approved request of Member States, in close coordination with the European Commission.

#### Expected results (2022)

- Enhanced capacity of the Agency to respond to rapid response needs upon request in a timely, efficient, planned, structured and coordinated operational manner.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of operational responses.	100%	100% of approved requests	Operational records and activity reports

<sup>26</sup> In case of operational needs, R0 provisions can be further utilised for Operational budgeting.

<sup>27</sup> This includes 46 short-term operational Contract Agent posts.

<sup>28</sup> Excludes costing for additional material support under measure BE-REC 2.2. Subject to its activation, the agency will review, and where possible, re-allocate funds to implement agreed actions.

<sup>29</sup> At the time of revision of this document, the Agency has received a request for support from Bulgaria. The estimated budget is based on preliminary assessment of the needs, and is subject to change based on a potential agreed operational plan.

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<b>Objective 2</b>			
Development of preparedness and contingency mechanisms by the Agency.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>MA01</li> </ul>			
<b>Main outputs/actions (2022)</b>			
<ul style="list-style-type: none"> <li>Launch of development of first-response catalogue.</li> <li>Development of internal and internal stand by capacity and mobile teams.</li> <li>Development of mobilisation procedures for the internal roster.</li> </ul>			
<b>Expected results (2022)</b>			
<ul style="list-style-type: none"> <li>Increased capacity of the Agency to develop and maintain internal stand-by human resources to ensure timely and rapid responses to operational needs.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2022</b>	<b>Data source</b>
Status of completion of the Agency's first-response catalogue (concept note and first working draft).	N/A	50%	Annual FORU reporting First-Response Catalogue

## 2.1.7 Resettlement and Humanitarian Admission

<b>Overview of the activity</b>
<p>In line with the European Commission Recommendation on legal pathways to protection in the EU<sup>30</sup>, the Agency aims to strengthen the EU's role in the area of Resettlement and Humanitarian Admission, in cooperation with the Commission, UNHCR, IOM, other implementing partners and relevant stakeholders, with a view to supporting EU+ countries in meeting the international protection needs of refugees in countries outside the EU and showing solidarity with their host countries. The Agency will, in close cooperation with the European Commission, further develop and enhance the central coordination of EU-wide and EU+ countries' Resettlement and Humanitarian Admission programmes. Additionally, the Agency will support, upon request, the planning and implementation of EU+ countries' Resettlement and Humanitarian Admission programmes through tailor-made support actions.</p> <p>Through the Resettlement and Humanitarian Admission Network launched in 2020, the Agency will facilitate cooperation, coordination and use of capacity development tools in the area of Resettlement and Humanitarian Admission through dedicated meetings, the organisation of Resettlement trainings, the availability and development of operational tools and the collection of relevant data shared via the Network. Stakeholder management remains essential in the Resettlement and Humanitarian Admission work of the Agency with participation in relevant fora, as well as through bilateral consultations with UNHCR and IOM. At the request and based on the needs of EU+ countries, the Agency will coordinate technical cooperation and facilitate the sharing of infrastructure and logistical support, including through the implementation, continuation and/or replication of RSF like concepts. Within this framework, the Agency will facilitate coordination, effectiveness and efficiency of EU+ countries' resettlement efforts by further developing resettlement-related support in Turkey. This shall be extended to other countries at the request and based on thorough analysis of the expressed needs of EU+ countries.</p>

<sup>30</sup> Commission Recommendation of 23.09.2020 on legal pathways to protection in the EU: promoting resettlement, humanitarian admission and other complementary pathways, C(2020) 6467.



The Agency will participate in the implementation of international agreements concluded by the European Union with countries outside the EU in the area of resettlement, such as the Voluntary Humanitarian Admission Scheme, if applicable, subject to prior approval of the Commission and after consultation with the MB<sup>31</sup>. The Agency will continue to support the planning and implementation of Community Sponsorship Programmes and Complementary Pathways to international protection with interested EU+ countries through continued engagement with EU+ countries and other relevant stakeholders. The Agency will also consider Monitoring and Evaluation (M&E) of Resettlement and Humanitarian Admission programmes to support EU+ countries in the sustainable set-up and implementation of such programmes. Should the proposal for a Regulation establishing a Union Resettlement Framework be adopted, this will also be an important development strengthening the role of the Agency.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 2,550,778</b> (BL 3203 External dimension – Resettlement)	<b>EUR 1,536,115</b> (BL 3203 External dimension – Resettlement)
<b>Human resources</b>	4 TA, 1 SNE	4 TA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- Delivery of at least 14 activities aimed at enhancing technical cooperation among EU+ countries on specific topics of interest in the area of Resettlement and Humanitarian Admission, Community Sponsorship Programmes and Complementary Pathways to international protection</li> <li>- 10 EU+ countries expected to be in need of support to facilitate coordination, effectiveness and efficiency of Resettlement and Humanitarian Admission efforts including through the RSF like concept</li> <li>- Relevant policy developments (e.g., Pact on Migration and Asylum<sup>32</sup>, Recommendation on legal pathways to protection in the EU<sup>33</sup>, Union Resettlement Framework Regulation, Voluntary Humanitarian Admission Scheme)</li> </ul>	

### Objective 1

Facilitate cooperation, coordination and use of capacity development tools in the area of Resettlement and Humanitarian Admission, including support to the implementation of the Union Resettlement Framework Regulation should this be adopted.

#### Link to the multi-annual objective(s)

- MA03

#### Main outputs/actions (2022)

- Manage and coordinate the Resettlement and Humanitarian Admission Network.
- Cooperate with partner third countries and relevant stakeholders (including UNHCR and IOM) in the area of Resettlement and Humanitarian Admission.
- Organise Resettlement trainings for EU+ countries.
- Continue the development and management of tools related to Resettlement and Humanitarian Admission.

<sup>31</sup> Article 35(2) of the EUAA Regulation.

<sup>32</sup> Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and The Committee Of The Regions on a New Pact on Migration and Asylum, COM/2020/609.

<sup>33</sup> Commission Recommendation of 23.09.2020 on legal pathways to protection in the EU: Promoting resettlement, humanitarian admission and other complementary pathways, C(2020) 6467.

- Continue mapping and supporting EU+ countries' M&E systems in the field of Resettlement and Humanitarian Admission.
- Continue collecting Resettlement and Humanitarian Admission related data and sharing timely between EU+ countries.

#### Expected results (2022)

- Enhanced technical cooperation among EU+ countries in the field of Resettlement and Humanitarian Admission, including under the Union Resettlement Framework Regulation, if adopted.
- Effectively managed and coordinated Resettlement and Humanitarian Admission Network.
- Increased cooperation with partner third countries and relevant stakeholders (including UNHCR and IOM) in the area of Resettlement and Humanitarian Admission to enable efficiency, effectiveness and complementarity. The Agency's Resettlement trainings and tools are used effectively and with added value for EU+ countries.
- Enhanced exchange and cooperation on M&E of Resettlement and Humanitarian Admission schemes.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of meetings organised with relevant stakeholders aimed at enhancing cooperation in the field of Resettlement and Humanitarian Admission (including under the Union Resettlement Framework Regulation, if adopted).	10	10	Operational/ administrative records Meeting reports
Level of satisfaction of EU+ countries involved in the above activities/meetings.	84%	80%	Operational/ Administrative records Satisfaction surveys
Number of participants in the Agency's Resettlement trainings.	29	Min 20	Operational/ administrative records
Level of satisfaction of the participants involved in the Agency's Resettlement trainings.	85%	80%	Operational/ administrative records Satisfaction surveys
Number of tools related to Resettlement and Humanitarian Admission operations under development, in place or updated.	5	5	Operational/ administrative records Statistics
Number of activities aimed at sharing data on Resettlement and Humanitarian Admission.	N/A	2	Operational/ administrative records Statistics

#### Objective 2

Sharing of infrastructure and logistical support towards EU+ countries in selected partner countries is in place.

#### Link to the multi-annual objective(s)

- MA03



**Main outputs/actions (2022)**

- Implement the sharing of infrastructure and logistical support (selection missions and pre-departure orientation (PDO) missions) towards EU+ countries in Turkey through the continuation of the RSF.
- Implement the sharing of infrastructure and logistical support (selection missions and PDO missions) towards EU+ countries in other partner countries.
- Hold strategic meetings in coordination and cooperation with the European Commission and other relevant stakeholders, including UNHCR and IOM.
- Continuation of the RSF including provision of logistical support (selection missions and PDO missions) in Turkey.
- Implementation of an RSF like concept with logistical support provided to EU+ countries (selection mission and PDO missions) in further locations in third countries, based on conclusion of feasibility assessment.
- Provision of selected support services to the Emergency Transit Mechanisms (ETM), based on conclusion of related feasibility assessments.

**Expected results (2022)**

- Coordination and cooperation with relevant stakeholders (including UNHCR and IOM) is further enhanced.
- Cooperation between EU+ countries in resettlement operations is stimulated.
- EU+ countries are better supported in fulfilling their resettlement pledges.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of EU+ countries using the RSF like concept for selection missions and PDO missions in Turkey (and beyond, if appropriate).	6	7	Operational/ administrative records
Number of selection missions and PDO missions implemented through RSF like concepts.	16	15 selections missions 6 pre- departure orientation missions	Operational/ administrative records Periodical activity reports

**Objective 3**

Support interested EU+ countries in the planning and implementation of Community Sponsorship Programmes and Complementary Pathways to international protection in the EU.

**Link to the multi-annual objective(s)**

- MA03

**Main outputs/actions (2022)**

- Enhance technical cooperation among EU+ countries in the area of Community Sponsorship Programmes and Complementary Pathways to international protection.
- Cooperate and coordinate with the European Commission and other relevant stakeholders in the area of Community Sponsorship Programmes and Complementary Pathways to international protection.
- Facilitate exchange and cooperation on M&E of Community Sponsorship Programmes and Complementary Pathways to international protection.
- Support, upon request, the planning and implementation of Community Sponsorship Programmes and Complementary Pathways to international protection through tailor-made support actions.

<b>Expected results (2022)</b>			
<ul style="list-style-type: none"> <li>▪ Enhanced technical cooperation among EU+ countries in the field of Community Sponsorship Programmes and Complementary Pathways to international protection including under the Union Resettlement Framework Regulation if adopted.</li> <li>▪ Increased cooperation with relevant stakeholders in the area of Community Sponsorship Programmes and Complementary Pathways to international protection to enable efficiency, effectiveness and complementarity.</li> <li>▪ Enhanced development of tailor-made support actions for EU+ countries.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2022</b>	<b>Data source</b>
Number of meetings organised with relevant stakeholders aimed at enhancing cooperation in the field of Community Sponsorship Programmes and Complementary Pathways to international protection.	6	4	Operational/ administrative records Meeting reports
Level of satisfaction of EU+ countries involved in the above activities/meetings.	90%	80%	Operational/ administrative records Satisfaction surveys

## 2.2 Operational support and tools, programming, monitoring and evaluation of operations

### 2.2.1 Deployment and performance management

#### Overview of the activity

The Agency will continue work on strengthening the **framework for deployment management** to be able to provide rapid response and flexibly scale up and scale down support to Member States, in particular in situations of disproportionate pressure on their asylum and reception systems. The Agency will therefore continue to enhance the tools to support its deployment needs in terms of the processes necessary to provide flexible, dynamic and professional deployment management to ensure effective operational and technical assistance to Member States.

Management arrangements for the **deployments of the ASTs** will be established. The deployments will be ensured through the different complementary deployment mechanisms, workflows and systems, including the yearly planning cycles concerning Member State experts for the OPs and the Roster of remunerated external experts. The Agency will initiate the **establishment of the ARP** in close cooperation with the National Contact Points (NCPs) and embed the deployment processes required within the existent ODMS system. The Agency will, in parallel, implement the identified and agreed **complementary deployment systems**, initiated in 2020, to ensure rapid response, flexibility to scale up and down in a timely manner and ensure these are managed within the Agency's deployment systems. The Agency will **maintain 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 related to their deployment.

The Agency will make use of and **further develop or refine tools to implement its operational activities**. The Agency will therefore continue to develop required tools to support the deployment needs of the Agency in terms of the processes necessary for the



Agency to provide flexible, dynamic and professional deployment management to ensure effective operational support to Member States under particular pressure. The Agency will therefore further develop as necessary its **ODMS** to replace the Asylum Intervention Pool System (EAIPS) - its deployment management tool to include deployment planning, deployment sourcing, deployment management, and performance management, as well as the effective monitoring/reporting of deployments in a coherent manner to ensure the quality and coherence of deliverables in operational support. The modular Operations Toolkit will be further enhanced through the development of operational tools to support the Agency in the delivery of asylum and reception related workflows or to enhance capacity in different operational areas. This will also involve the continued development of operational tools that can assist Member States in the performance of specific tasks and functions within asylum and reception processes, including in respect of entry-exit systems, remote processing systems (including on pre-registration, registration and asylum interviews); scheduling and case management tools – which can be subsequently assessed for their wider mainstreaming within the Operational Support Centre and more widely as Agency tools.

The Agency also aims to **continually improve the delivery of operational support**. It will further refine its working methodologies, continuously reviewing and enhancing the quality of its operational support and underlying procedures, tools and working methods. In implementing the abovementioned activities, the Agency will build on its expertise in all areas of intervention and cooperate with other relevant JHA agencies, as appropriate.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 1,053,230</b> (3301 Operational Support)	<b>EUR 441,774</b> (3301 Operational Support)
<b>Human resources</b>	2 TA, 8 <sup>34</sup> CA & SNE	2 TA, 3 CA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• 4 new modules of ODMS related to support implementation of ADM and ARP: <ul style="list-style-type: none"> <li>- Deployment planning and sourcing</li> <li>- Deployment management</li> <li>- Performance management</li> <li>- Deployment monitoring and reporting</li> </ul> </li> <li>• Bi-annual NCP meetings (at least 2) for coordination matters</li> <li>• Bilateral engagement with Member States to ensure effective deployment planning</li> </ul>	

### Objective 1

The deployment and coordination of experts to asylum support teams is further enhanced and improved, flexible deployment mechanisms are established and implemented.

#### Link to the multi-annual objective(s)

- MA01, MA02, MA03

#### Main outputs/actions (2022)

- Further develop the ODMS to introduce required functionalities, as necessary.
- Further develop, implement and support the management of complementary deployment management (CDM) systems.
- Initiate the establishment of the ARP.
- Collaborate with Member States to ensure quotas for nominations are met.
- Organise regular meetings with NCPs, including bilateral meetings, to maintain open channel of communication and discuss deployment matters.

<sup>34</sup> Includes 6 short-term operational Contract Agent posts.

- Create, where necessary, update and maintain country-specific information for the Agency operations on Country Operations Platforms and knowledge management systems for the External Dimension.
- Regular communication with NCPs maintained via the ODMS and dedicated NCP meetings.

#### Expected results (2022)

- Enhanced capability of the Agency and Member States for deployment to asylum support teams.
- Enhanced ability for rapid response, ability to scale up and down in a timely and flexible manner.
- Improved practical tool (ODMS) for the deployment of experts and other personnel to provide operational support.
- Improved monitoring and reporting of the deployment and reimbursement of deployed experts.
- Improved availability of country-specific information for each operation in Member States and in External Dimension to facilitate personnel involved through deployments.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
ODMS new functionalities fully completed.	100%	100%	Project documentation
Establishment of ARP initiated (case study developed and agreed).	N/A	100%	Project documentation
Status of implementation of CDM system(s).	N/A	100%	Project documentation
Number of practical cooperation meetings organised, incl. meetings with the NCP network in the EU+ countries.	2	At least 2	Meetings Documentation
Country-specific information for the Agency operations created within the Country Operations Platforms.	6	1 for each operation	Country Operations Platforms
Percentage of experts having access to the Country Operations Platforms.	100%	100%	Country Operations Platforms

## 2.2.2 Programming, monitoring and evaluation of operations

### Overview of the activity

Based on sound programming, the EUAA's operations follow structured needs assessment, planning, design, monitoring and evaluation processes, as described in the Agency's Operations Manual and in the Agency's evaluation framework. The Operations Manual provides methodological guidance for results-based operations and enhancement in planning, design and monitoring approaches. With respect to **planning of operations**, thorough needs assessments inform the design, identification and formulation of the Agency's programmes and projects. A results-based approach underpins the operational planning of strategic programmes and projects (e.g. operational plans and specific projects) involving the development of results frameworks, implementation plans, monitoring plans, training, recruitment, budget and procurement plans, as well as building on the results from internal/external evaluations<sup>35</sup>. The results-based planning approach also ensures that

<sup>35</sup> Internal evaluations are carried out by the Agency's staff, whereas external evaluations are conducted by a contracted external evaluation team.



programme and project planning and design is in line with the strategies set out at Agency level.

**Monitoring and evaluation of operations** enhances feedback mechanisms, which allow adaptive and reflective management responses. The Agency has adopted a dual approach: fidelity monitoring is used to ensure effective adaptive monitoring of results and processes and inform evidence-based decision making and, in parallel, a blend of internal and external evaluations are used to provide reflective evaluations and inform future operational activities. Upon entry into force of the EUAA Regulation, OPs signed by the EUAA will be evaluated within the mandatory 60-day period following their closure and in line with the Agency's evaluation framework. Observations of the Fundamental Rights Officer will be provided to the MB once the position has been filled.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 97,000</b> (3301 Operational Support)	<b>EUR 13,700</b> (3301 Operational Support)
<b>Human resources</b>	6 TA, 6 <sup>36</sup> CA	3 TA, 2 CA, 1 SNE
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- 10+ ongoing OPs in place with Member States, in different implementation stages (including requests in 2022)</li> <li>- 5+ new requests for operational support in 2022</li> </ul>	

### Objective 1

The Agency's operations, defined as programmes and projects, are articulated within the framework of the Agency's strategic vision and built upon an assessment of needs, an intervention logic and a harmonised use of the result-based planning approach, in adherence to the adopted Project Management methodology.

#### Link to the multi-annual objective(s)

- MA01, MA03

#### Main outputs/actions (2022)

- Provide methodological and technical support to needs assessment exercises, interventions design, planning and implementation across the Agency's operations.
- Expand the project management tools for needs assessment, design and planning of operations and provide capacity building as appropriate.

#### Expected results (2022)

- The Agency's operations in Member States and specific projects are designed within the framework of the Agency's strategic vision, based on needs assessment and results-based planning.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of the Agency's operations based on a needs assessment.	N/A	100%	Operation/project documentation
Percentage of the Agency's operations accompanied by a full project description, results framework and implementation plan, as relevant.	N/A	100%	Operation/project documentation

### Objective 2

A Fidelity Monitoring approach, using Results and Process Indicators and framing the process of measuring the implementation of the Agency's operations, is in place and

<sup>36</sup> This includes 4 short-term operational Contract Agent posts.

enables adaptive feedback <i>in real time</i> to Centre for Operations Management Teams, ensuring fidelity to programmes and plans and facilitating required changes.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>MA01, MA03</li> </ul>			
<b>Main outputs/actions (2022)</b>			
<ul style="list-style-type: none"> <li>Provide strategic guidance and direct support to the operations teams in the development and implementation of fidelity monitoring.</li> <li>Expand harmonised and validated monitoring tools for results and process monitoring and provide capacity building as appropriate.</li> <li>Establish and make continuous use of actionable feedback loops through a fidelity monitoring approach.</li> </ul>			
<b>Expected results (2022)</b>			
<ul style="list-style-type: none"> <li>The Agency's operations rely on actionable feedback loops through a fidelity monitoring approach.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of the Agency operations accompanied by a monitoring plan.	N/A	100%	Operation/project documentation (monitoring plans)

<b>Objective 3</b>			
The Agency's operations benefit from systematic and objective, internal or external, evaluations leading to management response and institutional learning.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>MA01, MA03</li> </ul>			
<b>Main outputs/actions (2022)</b>			
<ul style="list-style-type: none"> <li>Provide strategic guidance and direct support to reflective evaluations across the Agency's operations.</li> <li>Expand relevant project management tools for evaluation and provide capacity building around evaluation, as appropriate.</li> </ul>			
<b>Expected results (2022)</b>			
<ul style="list-style-type: none"> <li>The Agency's operations are reflective on, and draw lessons from their relevance, efficiency, effectiveness, complementarity and added value.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of the Agency's operations for which an interim/ex post evaluation has been conducted (external or internal), where relevant.	N/A	100%	Evaluation reports

## 2.3 Training and professional development

### 2.3.1 Development and consolidation of the Training Curriculum

<b>Overview of the activity</b>
The Training Curriculum is one of the Agency's main practical tools contributing to the effective and harmonised implementation of the CEAS. It covers the entire field of international protection and is composed of a significant number of modules forming potential distinct blocks of learning to form complete and comprehensive learning programmes for asylum and reception officials. Each learning block, or module, is designed



to meet specific educational standards for asylum and reception officials derived from the ESQF. The Curriculum reflects the learning needs of officials working in national administrations responsible for asylum and reception matters, personnel deployed as part of OPs as well as the Agency's own staff, particularly those deployed in the field. Adhering to a learner centred approach, the development and review (updates and upgrades) of all training material is based on the established training needs required for a specific task and informed by the methodology adopted, particularly through the implementation of the ESQF for Asylum and Reception Officials. In its work on new developments, updates or upgrades, the Agency will continue to focus on the restructuring process to align the existing curriculum with the ESQF and comply with standards and guidelines of quality assurance in the area of education and vocational training. During this process the Agency will also take the necessary measures to avoid potential overlaps in its training programmes.

The Agency will continue to design and review learning outcomes based on the occupational standards required for a specific task, and specifically designed to target officials with different profiles in the field of asylum and reception, in particular asylum case workers, reception officers, COI researchers, registration officers, Dublin officers, team leaders and managers in national authorities, resettlement officers as well as interpreters working in the field of asylum. The Agency will also design entry requirements for each module, design valid and reliable assessment strategies to assess the achievement of learning outcomes. In addition, the Agency will implement a policy for recognition of prior learning and its assessment in accordance with quality standards in the area of education and vocational training. In turn, this will be guaranteed through the certificate of achieved learning, that the intended learning outcomes have been achieved, i.e. the learner has the necessary learning to perform the prescribed task as reflected in the ESQF for Asylum and Reception officials.

The Agency will continue to work closely with Member States and external experts and, where appropriate, cooperate with the relevant JHA Agencies, training entities and academic institutions. The Agency will also continue to engage with the Training Reference Group in reviewing the content of the modules in their capacity of subject matter experts, to review and to fully ensure that the Curriculum is in line with the CEAS and other legal developments in this area. The design of the Curriculum will continue to be based on a comprehensive blended learning methodology that utilises a range of learning methods including eLearning and face-to-face training sessions, encouraging peer learning and supported work-based learning to provide rich learning environments to promote learner engagement. To ensure an effective and sustainable implementation of its Curriculum for asylum and reception officials, the Agency will strengthen its training offer for trainers-for-trainers and for trainers for asylum and reception officials. The Agency will develop separate and specific training courses for trainers, complementing and corresponding training modules for asylum and reception officials. These courses will aim to deepen the trainers' knowledge in the relevant field of expertise, strengthen their facilitation skills in the context of adult learning, as well as equip them with new skills to act as assessors in the certified sessions. These courses will ensure that trainers have a higher level of knowledge to deliver a session in line with European standards in education and vocational training.

Supporting a life-long learning approach, and adopting a train-the-trainer methodology to better reach its mandated audience, i.e., asylum and reception officials, the Agency, will be also developing Continuing Professional Development, to create short courses serving to upskill and train trainers-for-trainers and trainers for asylum and reception officials. During the process of development of these new courses, the Agency would foresee to engage with actors who have specialised knowledge in the field of asylum and reception such as the Consultative Forum and members of Academia. Recognising that Member States have

specific training and capacity building needs, due to pressure from fluctuation in migration, their organisational remit, size and range of other internal and external factors, the Agency aims to strengthen, in the context of OPs as well as Roadmaps (as part of the External Action Strategy), its tailor-made, bespoke support to national asylum and reception administrations. A more flexible training system will provide the possibility for Member States assistance to create tailor made training pathways for their officials to build programmes directly related to their professional learning needs. When required, the Agency will design specific learning interventions to meet urgent operational needs: in particular, in the context of ongoing developments in relation to the invasion of Ukraine, the Agency will stand ready to design tailored training material to address related Members States' needs. Finally, the Agency will continue to coordinate and respond to the need of EU+ countries to translate related training material into the national languages to support the train-the-trainer approach and ensure effective implementation of its Curriculum.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 1,016,280</b> (3201 Training)	<b>EUR 926,070</b> (3201 Training)
<b>Human resources</b>	17 TA, 2 CA & SNE	16 TA, 2 CA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- EU policy or legislative developments triggering needs for review of the training material</li> <li>- Expected increase in the number of operational plans requiring ad hoc/specific training development and material</li> </ul>	

### Objective 1

Support asylum and reception officials' development of their knowledge, skills, responsibility and autonomy to perform their duties, by designing and developing training and coaching modules based on identified training needs and in compliance with standards and guidelines of quality assurance in the area of education and vocational training. Review training material in compliance with standards and guidelines of quality assurance by restructuring existing training material, refining learning outcomes, develop entry requirements and assessment strategies.

#### Link to the multi-annual objective(s)

- MA09

#### Main outputs/actions (2022)

- Module syllabi developed.
- Annual Module Development and Upgrade Plan prepared.
- New modules designed and developed in compliance with the quality guidelines and standards in the field of higher education and vocational training to address identified training gaps.
- Modules reviewed to comply with the quality guidelines and standards in the field of higher education and vocational training to address identified training gaps.
- Training newsletters drafted.
- Training Catalogue drafted.
- Translated language module versions available in Learning Management System (LMS).

#### Expected results (2022)

- Enhanced development of the European Asylum Curriculum in compliance with identified training needs.
- Strengthened curriculum to support asylum and reception officials in consolidating their content related knowledge following a learner-centred approach.
- Improved identification of modules to comply with the standards and guidelines for quality assurance in the area of education and vocational training, addressing

assessment methods, identification of pre-requisites, entry requirements and accurate workload estimations, including the alignment of the modules and their intended learning outcomes to the respective level in the ESQF.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of modules designed, developed and reviewed in compliance with the quality guidelines and standards in the field of higher education and vocational training, to address identified training gaps.	8	7 modules	Documentation and internal records
Percentage satisfaction with the first session of newly developed and reviewed modules.	87%	70% satisfaction rate	Evaluation questionnaires of first sessions

## Objective 2

Design and develop training and coaching modules and supporting material for trainers and coaches based on identified training needs in compliance with standards and guidelines of quality assurance in the area of education and vocational training. Ensure continuing professional development for asylum and reception officials following previous professional training, based on intended learning outcomes to support learners and trainers to maintain and enhance their knowledge, skills and professional practice, including fostering a community of practitioners by developing training.

### Link to the multi-annual objective(s)

- MA09

### Main outputs/actions (2022)

- Templates for Trainers Courses developed.
- New courses for trainers designed to comply with the quality guidelines and standards in the field of higher education and vocational training.
- Continuing Professional Development (CPD) material developed, including a CPD on TPD.
- Deployment of Member States' trainers (content experts) to design training material.
- Translated language module versions available in LMS.

### Expected results (2022)

- Strengthened development of curriculum for trainers-for-trainers and for trainers for asylum and reception officials, with improved consolidation of content related knowledge and training following a learner-centred approach.
- Enhanced promotion of approach to life-long learning through CPD Courses.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of new courses and CPDs for trainers designed in line with the quality guidelines and standards in the field of higher education and vocational training, to address identified training gaps.	N/A	4 newly developed courses and CPDs	Documentation and internal records
Percentage satisfaction with the first session of newly developed courses and CPDs for trainers.	N/A	70% satisfaction rate	Evaluation questionnaires of first sessions

**Objective 3**

Design and develop tailored training and coaching activities for Member States benefitting from operational support and for third countries benefitting from support under the framework of roadmaps.

**Link to the multi-annual objective(s)**

- MA09

**Main outputs/actions (2022)**

- Tailor-made training material designed in the context of Operations and Roadmaps.
- Ad hoc training material delivered on TPD in response to the context of people fleeing the invasion of Ukraine.

**Expected results (2022)**

- Strengthened knowledge, skills, responsibility and autonomy of the learners through tailored training material in the context of OPs and Roadmaps.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of tailor-made training material designed.	N/A	2 newly developed training material	Documentation and internal records
Percentage satisfaction with the first session.	N/A	70% satisfaction rate	Evaluation questionnaire of the pilot session

### 2.3.2 Implementation of the Training Curriculum

**Overview of the activity**

The Agency will continue to further strengthen its relationship with EU+ countries national administrations, through planning, organisation, delivery and evaluation of trainer courses and assistance provided to Member States with regard to their national training programmes. The Agency will also continue to actively respond and support the implementation of training related activities within the framework of OPs with the respective Member States. Furthermore, the Agency will continue to support capacity building and training related activities in the third countries falling within the scope of the EUAA External Dimension. In implementing its Curriculum, the Agency will continue to use blended learning methods, including e-Learning, face-to-face sessions, webinars, on-the-job training, on-the-job coaching and vocational mobility programmes. The Training Platform will remain one of the main tools of the training delivery and the Agency will continue to administer and manage the LMS. As for the new features provided in training, following the developments of the previous year, trainees will have the possibility to undertake assessment in more modules in order to certify the successful achievement of learning outcomes. The Agency will provide required auxiliary support related to the organisation of training sessions, such as interpretation services required for a training session, venue and equipment, etc.

**(i) Courses for trainers**

The Agency will continue to implement its train-the-trainer methodology to support the sustainability of learning and capacity building in the area of asylum and reception through the multiplier effect, a system which continues to prove efficient and cost effective for EU-wide training. The Agency will continue the implementation of trainers' courses with the aim to equip trainers with the necessary knowledge, skills, responsibility and autonomy to deliver the training programmes of the Curriculum to reception and asylum officials in their respective national administrations. The Agency will coordinate the implementation of the Curriculum through the selection of trainers for learners and trainers for trainers from the

Trainers Pool. In-house trainers will also be involved in delivery of the trainers' courses. Apart from the trainers' courses, the Agency will also provide the trainers with the opportunities to follow CPD activities to further expand and solidify their knowledge, skills and competences as trainers in their specific area of expertise. The possibilities for specialised coaching as well as vocational exchange programmes will also be explored. Furthermore, The Agency will continue to provide support to trainers through its Trainers' Network.

**(ii) Training Sessions for asylum and reception officials, including national training sessions**

The Agency will continue to provide support to Member States in the delivery of national training programmes in the Curriculum. To manage flexible learning pathways and ensure that programmes are consistent and relevant to training needs, the Agency will work closely with the relevant Training National Contact Points to define their national training programmes. The Country Desk Coordinators will be supporting individual Member States, upon request, with the planning, organisation, delivery and/or evaluation of the national training programmes. The trainers for learners, who will deliver training sessions nationally, will be able to receive guidance from the respective Focal Points assigned to each training module. Delivery of national certified training session, where the learners would be assessed on the achievement of the learning outcomes, will remain voluntary and at the discretion of the EU+ countries. The Agency will also explore possibilities to provide Member States with support with on-the-job coaching. The Agency might use interpretation for the delivery of training in order to ensure effectiveness and sustainability.

**(iii) Operational Training in the framework of Operational Plans as well as other type of ad hoc support**

The Agency will coordinate and implement training and capacity building activities as part of its OPs with Member States subject to disproportionate pressure. A specific Training Plan will be developed per annual OP signed by the Agency and the concerned Member States. This plan, based on a training needs analysis, will guide training delivery with regard to target groups, delivery method, topics to be addressed as well as training sustainability and continuity. The Training Plan will be focusing on the training needs of deployed experts as well as the representatives of the national authorities in order to ensure sustainability of the training intervention. The Agency will continue to deliver structured and formalised operational induction training to all experts involved in the Agency's operational activities, including Member States experts, its own staff members, as well as other experts forming part of the Asylum Support Teams. Moreover, the Agency will continue to provide operational thematic training based on the experts' profiles and tasks undertaken on the ground. Furthermore, the Agency will closely cooperate with the Member State national asylum and reception authorities in order to efficiently respond to their training needs and support the establishment of a sustainable training programme for all relevant officials. The Agency will continue delivering on-the-job training and coaching to targeted audiences in order to further assist in the transfer of knowledge and skills into the responsibility and autonomy of their day-to-day job. The Agency will also consider the need to use interpretation for the delivery in order to ensure effectiveness and sustainability. In the context of ongoing developments in relation to Afghanistan as well as Ukraine, the Agency will stand ready to support Member States in the identification of potential training needs and address these needs through tailored/ad hoc training activities.

**(iv) Enhance Capacity Building Activities in Third Countries**

The Agency will continue to coordinate and implement training activities as part of agreements with third countries. In this regard, training proposals will be developed for cooperation with third countries based on geographical priority regions. The proposals will

be based on needs analyses tailor made to the operational context. The Agency will consider the need to use interpretation for the delivery in order to ensure effectiveness and sustainability.

**(v) Training its staff on asylum and international protection**

The Agency will continue to use its Curriculum internally to enhance the professional development of its staff, notably on the key aspects of the CEAS. The Agency will support the training of its own staff on international protection-related matters, using its Curriculum within the scope of an annual staff training programme.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 302,050</b> (3201 Training)	<b>EUR 275,496</b> (3201 Training)
<b>Human resources</b>	17 TA	16 TA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- Expected increase in the number of operational plans and requests from third countries</li> <li>- Number of certified training sessions expected to be implemented (15)</li> </ul>	

**Objective 1**

Management and implementation of courses designed for trainers delivered in compliance with the established quality standards.

**Link to the multi-annual objective(s)**

- MA09

**Main outputs/actions (2022)**

- Implementation of Annual Training Plan (courses for trainers).
- Deployment of trainers for the delivery of courses for trainers.
- Delivery of courses for trainers, including RPLs and assessments.
- Organisation of bi-annual National Contact Points' meetings.
- Organisation of Trainers' Network meetings.

**Expected results (2022)**

- Increased capacity of EU+ certified trainers in modules of the European Asylum Curriculum.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of participations to the trainer's courses.	678	430	LMS
Overall satisfaction rate of participants trained as trainers.	87%	80%	LMS

**Objective 2**

Management and implementation of modules for asylum and reception officials delivered in compliance with the established quality standards.

**Link to the multi-annual objective(s)**

- MA09

**Main outputs/actions (2022)**

- Implementation of National Training Plans for modules for asylum and reception officials.
- Implementation of Annual Training Plan (modules for asylum and reception officials).
- Delivery of modules for asylum and reception officials.
- Deployment of trainers for the delivery of modules for asylum and reception officials organised by the Agency.
- Delivery of support to Member States in implementation of certified sessions.

<b>Expected results (2022)</b>			
<ul style="list-style-type: none"> <li>Strengthened knowledge and skills, responsibility and autonomy of asylum and reception officials of national authorities.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of EU+ countries making use of one or more modules within the Training Curriculum in their national context.	72%	70%	LMS
Number of participations in training sessions for asylum and reception officials implemented in EU+ national administrations.	4,009	3,000	LMS

<b>Objective 3</b>			
Planning, management and delivery of Operational Training in the framework of Operational Plans.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>MA09</li> </ul>			
<b>Main outputs/actions (2022)</b>			
<ul style="list-style-type: none"> <li>Implementation of Operational Training Plans.</li> <li>Organisation of operational training sessions.</li> <li>Delivery of on-the-job coaching and on-the-job training sessions.</li> </ul>			
<b>Expected results (2022)</b>			
<ul style="list-style-type: none"> <li>Increased capacity of various experts' profiles working under the framework of OPs, through tailored training.</li> <li>Enhanced capacity of Member States' national authorities subject to disproportionate pressure, through targeted training and capacity building activities.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of participations in induction training, thematic training and in on-the-job training/coaching.	2,098	3,500	LMS
Percentage of satisfaction of experts.	88%	80%	Evaluation questionnaire

<b>Objective 4</b>			
Enhanced capacity building of national authorities in third countries.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>MA09</li> </ul>			
<b>Main outputs/actions (2022)</b>			
<ul style="list-style-type: none"> <li>Drafting of training proposals for third countries.</li> <li>Delivery of training and capacity building interventions in third countries.</li> </ul>			
<b>Expected results (2022)</b>			
<ul style="list-style-type: none"> <li>Enhanced capacity of third countries' national authorities within the framework of a roadmap and/or other type of cooperation established with the Agency, through targeted training and capacity building activities.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Training interventions to support specific needs of third countries.	19 interventions	10 interventions	LMS

Number of third country participations in courses for trainers and in national sessions.	114	100	LMS
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**Objective 5**

Enhanced capacity of the Agency's staff on asylum and reception.

**Link to the multi-annual objective(s)**

- MA09

**Main outputs/actions (2022)**

- Implementation of Training Plan for staff members.
- Delivery of the Agency's staff training sessions.

**Expected results (2022)**

- Increased capacity of the Agency's staff, through targeted training activities.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of staff participations in staff training sessions.	125	120	LMS

**2.3.3 Management of the Training Quality Assurance****Overview of the activity**

The Agency ensures that training is delivered to consistently high-level standards through coordinated activities across the training cycle. This will be done through the management of quality assurance and enhancement. In order to achieve this objective, the Agency will continue to adopt a more comprehensive approach to evaluation which also encompasses internal quality assurance. Through the management of its Training Governance System the Agency will align to, implement and monitor the requirements of the quality standards established in the area of education and vocational training for full compliance. The Agency will thus engage in periodic reviews and reporting of training standards in modules and programmes. The Agency will ensure that training participants have the possibility to forward complaints about any issue related to delivery of training through an appropriate mechanism and structure. The Agency will continue to ensure liaison and coordination of training governance related issues and will continue to organise meetings and work with external groups and panels involved in training standards activities.

The Agency will strengthen the support offered to trainers to ensure that the measures in the Training Governance System are implemented consistently. The support will include training in the assessment of modules and the enhancement of Trainer networks to share expertise and good practice. The Agency will undertake comprehensive preparations for a quality review body to ensure consistency in the quality level of the Agency's training sessions as well as detect potential faults or systematic errors. As far as training needs on asylum and reception in the different countries are concerned, in a constant effort to provide relevant and fit for purpose training, the Agency will contribute by conducting individualised training needs analysis tailored to analyse the needs of a country, in particular in the framework of the preparations for a new annual OP or Roadmap.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 666,770</b> (3201 Training)	<b>EUR 602,525</b> (3201 Training)
<b>Human resources</b>	8 TA, 2 <sup>37</sup> CA & SNE	6 TA, 1 CA

<sup>37</sup> Including 1 short-term operational Contract Agent post.



<b>Estimates of quantifiable workload drivers</b>	- EU Educational Policies triggering needs for reporting on compliance with training quality standards: review on a set of 10 training quality standards
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<b>Objective 1</b>			
Ensuring quality assurance and good governance of the training activities.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>▪ MA09</li> </ul>			
<b>Main outputs/actions (2022)</b>			
<ul style="list-style-type: none"> <li>▪ Review of Guidelines and Standards on training governance system.</li> <li>▪ Evaluation of training delivery.</li> <li>▪ Delivery of External Evaluator reports.</li> <li>▪ Establishment of Learners' Complaints and Appeals Committee.</li> <li>▪ Drafting of Annual Action Plan for quality enhancement.</li> <li>▪ Implementation of the Transition Plan into the Training Quality Assurance Framework.</li> <li>▪ Organisation of Certification and Accreditation Working Group meetings.</li> <li>▪ Organisation of Training Quality Assurance Advisory Group meetings.</li> <li>▪ Drafting of Annual Training Report.</li> <li>▪ Drafting of Quarterly Training Monitoring Reports.</li> </ul>			
<b>Expected results (2022)</b>			
<ul style="list-style-type: none"> <li>▪ Improved compliance with European standards and guidelines for Quality Assurance in the area of education and vocational training for the Agency training activities.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2022</b>	<b>Data source</b>
Timely response to complaints.	N/A	95% of the complaints timely responded to	Documentation and internal records
Timely response to appeals.	N/A	95% of the appeals timely responded to	Documentation and internal records

### 2.3.4 Learning experience and digital applications

<b>Overview of the activity</b>
<p>The Agency will continue to support all LMS users on a daily basis, through the provision of services such as the user registration process, making online courses available to users in national languages and helpdesk services. The Agency will maintain and expand the functional characteristics of the Learning Technologies ecosystem to ensure effective development and implementation of the European Asylum Curriculum. The Agency will focus on developing capacity in the use of mature technological applications in training to support the learning and assessment methods of the Training and Professional Development Centre. Furthermore, it will provide business input for the design of a central learning portal providing access to all training applications in use to ensure consistency in the end-user experience used for training delivery and in line with the Training Quality Assurance Framework. The Agency will strengthen inter-institutional channels of communication in the field of eLearning and innovative application of ICT for training and professional development, with the intention of exchanging practices between Agencies and encouraging synergies where applicable.</p>

	2022 (planned)	2021 (actual) <sup>38</sup>
<b>Financial resources</b>	<b>EUR 849,900</b> (3201 Training)	<b>EUR 524,919</b> (3201 Training)
<b>Human resources</b>	4 TA, 5 CA & SNE	2 TA, 4 CA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- Number of helpdesk requests expected to be processed (8,000)</li> <li>- Number of new and updated e-learning modules expected to be built in English (15)</li> </ul>	

**Objective 1**

Enhance the implementation of the training activities of the Training and Professional Development Centre by providing innovative users centred eLearning environment and tools.

**Link to the multi-annual objective(s)**

- MA09

**Main outputs/actions (2022)**

- Design, build and maintain the online modules and courses material on LMS in line with the principles of Training Quality Assurance Framework (TQAF).
- Establish and roll out technical solution for carrying out Training and Professional Development Centre summative assessment.
- Conduct market research and identify Learning Technologies (including both mature and disruptive technologies) for the development, management, and delivery of the European Asylum Curriculum.

**Expected results (2022)**

- Further improved provision of e-learning services and products, in line with up-to-date technologies and within Training Quality Assurance Framework.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Online Modules built and made available for first session and adjusted for post-pilot phase in the LMS, according to the Training Plans.	N/A	90%	Training Plan, other internal documents

**Objective 2**

Provide efficient client relationship management to all users throughout the entire training cycle in accordance with the Training Quality Assurance Framework.

**Link to the multi-annual objective(s)**

- MA09

**Main outputs/actions (2022)**

- Administer the Learning Management System and Helpdesk services.
- Manage and administer Integrated Training online tools.
- Provide the ICT Unit with business owner inputs for the integration of training applications.
- Provide technical training on updates of the e-learning platform and tools to relevant stakeholders.

**Expected results (2022)**

- Improved reliability and efficiency in client relationship management services to relevant stakeholders.

<sup>38</sup> In 2021, activity 'Management of EASO training governance system' was composed of 'Management of the Training Quality Assurance' and 'Learning experience and digital applications'.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Timely response to helpdesk requests.	99% of the helpdesk requests responded to within 3 working days	80% of the helpdesk requests responded to within 3 working days	Request monitoring system (ticketing)
User satisfaction rate of LMS.	87%	80% satisfaction rate	LMS

## 2.4 Asylum Knowledge

### 2.4.1 Country of Origin Information (COI)

#### Overview of the activity

Acting as an independent and impartial centre of expertise and aiming to support EU+ countries' efficiency, quality and convergence in asylum decisions and policy making, the Agency will draw up and regularly update reports, query responses and other products on relevant third countries and thematic issues, such as security situation, socio-economic circumstances, targeting of profiles, including vulnerable or minority groups, etc., in line with the principles and quality standards as established in its COI report methodology. The Agency will particularly do this in support of:

- European networks on third country information (COI Networks); EU+ countries with an operational support plan and partner countries in the external dimension;
- The development of Country Guidance and Practical Tools for asylum decision and policy makers in the Member States;
- Member States in applying safe country concepts and the Commission in the context of its tasks regarding the safe country concepts, by providing information and analysis.

In the framework of COI networks, the Agency will support enhancing cooperation on country of origin information, seeking synergies and avoiding duplication of efforts, knowledge generation and capacity building in specialised COI research and analysis. In practice, this can be improved by regularly mapping national and EU-level needs for COI, by effectively sharing national production plans on an online collaborative network space, increasing mutual involvement in peer review and the joint production of national and EU-level COI products and by running an EU-level COI query system. The Agency will continue organising network meetings and other COI events, including country-specific or thematic seminars and conferences, methodological and skill development workshops. The Agency will further 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. For the sharing of information, the Agency will maintain and further develop a web portal and online collaborative network spaces.

The Agency will reinforce COI support to its operations by providing relevant COI products (e.g. query responses, factsheets), delivering country-specific or thematic briefings, methodological training, workshops or other capacity building activities in collaboration with other EU+ countries. The Agency will also continue its COI activities in partner countries in the external dimension. The Agency 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 the COI production. While the above-mentioned activities potentially cover all countries of origin or transit of asylum applicants, it is worth particularly highlighting the volatile situation in Afghanistan, which requires constant monitoring of the situation and producing regularly updated COI outputs, beyond the standard approaches, thus resulting in increased pressure on the COI team.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 512,700</b> (3101 Third Country Research)	<b>EUR 365,054</b> (3103 Country of Origin Information)
<b>Human resources</b>	15.5 AD, 4 CA & SNE	14.5 TA, 4 CA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- Number of ad hoc requests for COI production from Member States (3)</li> <li>- Number of Country Guidance requiring COI production (4 processes)</li> <li>- Number of Member States with operational plan and number of roadmaps with third countries covering COI (9)</li> <li>- Number of horizontal tools/guidance requiring COI (est. 2)</li> <li>- Number of Commission requests for third country research (1)</li> <li>- Number of COI networks to be managed and related events to be organised based on Member States' needs (12 networks and 25 events)</li> <li>- COI portal to be maintained and further developed (1)</li> </ul>	

### Objective 1

The Agency aims to draw up and regularly update COI reports, COI queries and other products, in line with the COI Report Methodology and based on a wide variety of sources, including interviews with specialised and expert sources. Such products will be published in the COI portal, website and/or disseminated among the relevant networks or stakeholders.

#### Link to the multi-annual objective(s)

- MA04

#### Main outputs/actions (2022)

- Produce COI reports, query responses and other products.

#### Expected results (2022)

- Increased efficiency, quality and convergence in the decision and policy-making procedures related to International Protection, through supporting COI Specialist Networks, Member States with operational support plans, partner countries in the external dimension and the development of Country Guidance and Practical Tools.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Total number of pages of COI reports, query responses and other products produced/ updated (including introductions, bibliographies, etc.).	2,836	2,500	Publication on COI Portal, website and internal dissemination in operations, COI networks, etc.
Number of Fact-Finding Missions (FFMs) conducted in view of reaching out to relevant specialised and expert sources in the field.	1	1	Missions to third countries by COI staff
Increase in number of COI portal visits.	21,684	5% increase	COI Portal statistics tool



		(equal to 22,768)	
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## Objective 2

The Agency aims to enhance cooperation, information exchange, capacity building, knowledge generation and quality in COI work by way of supporting EU+ countries' COI networks and organising relevant events.

### Link to the multi-annual objective(s)

- MA04

### Main outputs/actions (2022)

- Facilitation of COI Networks for exchange of information, mapping of national COI needs and initiatives, contribution to EU-level products as well as to a EU-level COI query system.
- Facilitation of 10 specialised networks on key third countries or topics, and of 1 COI strategic network.
- Supporting Member States with operational support plan by way of relevant COI workshops, briefings or training sessions.

### Expected results (2022)

- Further convergence in decision practice stimulated through informing relevant stakeholders and users.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of COI networks facilitated, including: - 1 meeting for each network; - Bi-annual survey of national COI needs and production plans, for each COI specialist network on an online collaborative network space.	17	11	Calendar, email invitations, surveys, meeting reports and evaluation forms filled in by participants (averages), online collaborative spaces
Total number of COI-related workshops, meetings and conferences organised (including country-specific events, network meetings, skill development and methodological workshops, and events organised in the framework of operational support).	22	25	Calendar, email invitations, meeting reports
Minimum 80% overall participant satisfaction in meetings.	85%	80%	Evaluation forms filled in by participants (averages)

## 2.4.2 Medical Country of Origin Information (MedCOI)

### Overview of the activity

The MedCOI project was originally established to improve access to MedCOI for national migration and asylum authorities in Europe. Now this service is fully transferred to the Agency and the team in the MedCOI Sector provides reliable information to national migration and asylum authorities in the EU+ countries in order to support accurate and fair decisions in international protection and other migration procedures. The MedCOI service relies on worldwide networks of medical experts that provide up to date information on the availability and accessibility of medical interventions in the countries of origin of asylum

seekers. Based on this information, combined with desk research, the MedCOI team produces responses to individual requests from EU+ countries, general medical country reports, and maintains a database holding the information. This information is accessible to trained personnel in the EU+ countries' relevant administrations. The MedCOI services undergo quality assurance controls such as validations, audits, and peer reviews. Medical advisors and research experts are involved in the process of guaranteeing the quality and medical accuracy of the information; and to give guidance to the users.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 910,300</b> (3103 Country of Origin Information)	<b>EUR 550,175</b> (3103 Country of Origin Information)
<b>Human resources</b>	10.5 TA, 3 CA & SNE	10 TA, 1 CA, 1 SNE
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- Number of Individual requests by Member States (expected 1,200)</li> <li>- Requests for information reports on health care situation in third countries (est. 400 pages)</li> <li>- MedCOI portal to be maintained and further developed (1)</li> <li>- Number of Member States that join the MedCOI service (3)</li> <li>- Number of events (2) and training requests (3)</li> </ul>	

### Objective 1

Produce and collate relevant high quality medical country of origin information and ensure its availability to trained users in EU+ countries.

#### Link to the multi-annual objective(s)

- MA04

#### Main outputs/actions (2022)

- Provide responses to MedCOI requests for availability and accessibility of medical interventions for individual cases.
- Produce outputs on the situation of the health care provision and needs in countries of origin.
- Maintain and upgrade a MedCOI Portal and database, for the management of the individual request workflows, and for efficient access to MedCOI information by the EU+ countries.

#### Expected results (2022)

- Improved qualitative (factual and evidence based) decision- and policy-making in international protection or related fields, through the Agency's support to making such information on medical interventions and the situation of the health care provision and needs in relevant countries of origin or third countries available.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Proportion of responses to individual requests (the baseline number of requests expected is approximately 1,200 per year).	100%	90%	Statistics from MedCOI database
User satisfaction level (proportion of answers with 4 points or above).	N/A	80%	Likert scale surveys with five options' answers
Number of reports/outputs produced/updated (a single output should be composed by an average of 100 pages, including introduction, bibliography, etc.).	2	4	Publication on the COI Portal, website and/or dissemination among MedCOI users

Number of fact-finding missions (FFMs) conducted.	N/A	1	Missions by COI staff to third countries
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## Objective 2

Increasing the efficiency in the provision and use of MedCOI information, in support of EU+ countries decision and policy makers in procedures relevant or related to international protection.

### Link to the multi-annual objective(s)

- MA04

### Main outputs/actions (2022)

- The Agency aims to guarantee efficient access to information and qualitative use by end-users by way of providing training and briefings:
  - on the framework in which the information is collected, provided and used;
  - on medical knowledge and understanding;
  - on the products, and portal to manage workflows.

### Expected results (2022)

- Improved understanding and capabilities of the users in the use of MedCOI information.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Proportion of database users (searching and launching requests) certified by successful training (Training Modules on MedCOI).	100%	100%	Training and database user statistics
Organise user events (i.e. MedCOI StratNet), in which briefings are given.	1	1	Agenda, calendar, invitations
Production of short online (video) tutorials on the use of the MedCOI database and information.	N/A	2	MedCOI database

## 2.4.3 Country Guidance

### Overview of the activity

The Agency will continue to foster convergence and support the joint assessment of the situation in main countries of origin through its country guidance activities. In particular, the Agency will continue to ensure that relevant and up-to-date country guidance is made available in accordance with identified priorities to support the work of decision-makers and policy makers in the EU+ context. For these purposes, the Agency will continue to coordinate, support and develop the network of senior-level policy officials from EU Member States, Switzerland and Norway. The Agency will organise country-specific meetings in the context of particular developments or updates of country guidance, as well as general and strategic meetings, with the aim to enhance cooperation in this area. The efficient work of the Network will be further supported via written consultations and exchange of relevant information facilitated by the Agency. Drafting teams of selected national experts will be set up for each development and update of country guidance. Their work will be coordinated and supported by the Agency, including through the organisation of physical or virtual meetings.

The Agency will also continue to involve the European Commission and UNHCR in the country guidance development, review and update, by inviting them to provide relevant input to written consultations and during Country Guidance Network meetings.

The guidance notes produced via this process will be submitted for endorsement by the MB by the Executive Director after consulting the European Commission.

The Agency will continue to undertake outreach activities aimed at raising awareness regarding country guidance and at supporting its use in national practice. During the year, the Agency will invest in further understanding and evaluating of the use of country guidance documents by different stakeholders. It will collect information regarding the use of the common analysis and guidance notes by determining authorities at the first instance as well as by courts and tribunals. The Agency will analyse this information in relation to its overall aim of supporting the implementation of the CEAS and fostering convergence in decisions on international protection. In addition, it is worth particularly highlighting the volatile situation in Afghanistan, which requires regular updating of the Country Guidance on Afghanistan beyond the standard approaches, thus resulting in increased pressure on the Country Guidance team.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 335,000</b> (3103 Third Country Research)	<b>EUR 435,500</b> (3103 Country of Origin Information)
<b>Human resources</b>	6 TA, 2 <sup>39</sup> CA & SNE	5 TA, 1 CA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- Number of countries on which the Agency and EU+ countries have agreed to develop or update country guidance (4)</li> <li>- Number of operational plans and roadmaps under which country guidance outreach activities can be foreseen (3)</li> <li>- Invitations to present country guidance at events organised by the Agency or by external stakeholders (3)</li> <li>- Initiatives to evaluate the use of country guidance (3)</li> </ul>	

### Objective 1

Enhance convergence in EU+ decision-making practices through the development, reviewing and updating, as needed, of common analyses and guidance notes as a result of coordinated efforts among Member States.

#### Link to the multi-annual objective(s)

- MA04

#### Main outputs/actions (2022)

- Foster Member States cooperation in jointly assessing the situation in main countries of origin by coordinating and facilitating the development, review and update of common analysis and guidance notes in the framework of the Country Guidance Network.
- Facilitate the exchange of information among Member States, relevant to the purposes of the development of common analysis and guidance.

#### Expected results (2022)

- Improved levels of convergence in decision-making on international protection, through development common analysis and guidance notes on main countries of origin together with Member States.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of country guidance processes, including country guidance development, review and/or update, which are finalised at the level of the Country Guidance Network	4	4	Draft notes sent to MB for endorsement

<sup>39</sup> Including 1 short-term operational Contract Agent post.



and guidance notes presented to the MB for endorsement.			
Number of Network meetings organised.	9	8	Calendar, agendas, invitations
Level of satisfaction among participants with the network meetings.	93%	80%	Evaluation forms filled in after meetings (averages)
Numbers of surveys to the Network launched and processed in the framework of the development, review or update of country guidance.	9	3	Survey reports

### Objective 2

Actively disseminate, explain and promote the guidance notes in the Agency's operations, other activities and with external stakeholders.

#### Link to the multi-annual objective(s)

- MA04

#### Main outputs/actions (2022)

- Participate in relevant events for the promotion of the guidance notes.

#### Expected results (2022)

- Stimulated convergence in decision practice, through increased delivery of information to relevant stakeholders and users.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Organise or participate in a number of events, and activities, such as trainings, conferences, brown bag lunches, workshops, giving presentations and briefings on country guidance notes in the Agency or externally.	15	10	Agendas, CG Staff missions, participation in activities

### Objective 3

Develop an understanding of the use of country guidance published by the Agency at the EU+ level.

#### Link to the multi-annual objective(s)

- MA04

#### Main outputs/actions (2022)

- Collect information on the use and impact of country guidance published by the Agency in national practice in first (administrative) instance.
- Collect information on the use country guidance and other products in national jurisprudence, and the jurisprudence of the Court of Justice of the European Union (CJEU) and the European Court of Human Rights (ECtHR).
- Prepare and launch an evaluation on the use of country guidance in view of its overall aim of supporting the implementation of the CEAS and fostering convergence in decisions on international protection.

#### Expected results (2022)

- Improved understand of current use of country guidance documents by national determining authorities and appeal bodies, as well as by the CJEU and ECtHR, and by other stakeholders.
- Increased effectiveness in information exchange on the use of other products in jurisprudence in relevant processes, as well as in the Case Law Database.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Implementation of a study on the use of the Agency's products in jurisprudence.	1	1	Project documentation
Number of surveys to the Country Guidance Network on the use of country guidance documents published by the Agency.	1	1	Survey report
Number of surveys to other stakeholders on the use of country guidance documents published by the Agency.	1	1	Survey report

## 2.4.4 Information and Analysis

### Overview of the activity

The Information and Analysis portfolio includes information management in the Information and Documentation System (IDS) and the Case Law Database, the Query System, the development of situational awareness output on CEAS, and the Agency's flagship report, the Asylum Report – Annual Report on the Situation of Asylum in the European Union.

#### Information management in the IDS and Case Law Database

The IDS presents comprehensive and up-to-date information on the organisation of asylum and reception systems in EU+ countries. It captures developments in policies, practices, legislation and jurisprudence to present and an overview of the practical functioning of all key aspects of CEAS. The information is updated daily and a detailed list of sources from all stakeholders is included. With a growing number of authorised users, the database is an important tool used by national authorities and the European Commission to consult verified information and understand the evolution of national systems. Information in the IDS is highly useful when preparing EU overviews on laws, policies and practices in order to compare and contrast national context. To this end IDS serves as a factual and legal database on national, EU and international asylum instruments. The EUAA Case Law Database is a public resource which provides summaries and links to national and European jurisprudence relevant to asylum. And the platform has a search function and presents an overview of national appeal systems. In 2021, the main objective is to make the system even more responsive to requests by EU+ by using baseline information from the IDS, including comprehensive country profiles.

#### Management of the Agency's Query System

The EUAA **Query System**, promotes the exchange of information between EU+ countries based on asylum-related topics. The responses to queries are summarised in analytical reports with additional background information included by the Agency. The automated EASO Query Portal was launched in 2020 to optimise user experience and the management of the Query System. The portal integrates different types of queries circulated through various channels (within various thematic networks/groups of experts). The Query Portal therefore serves as an entry point for asylum experts in EU+ countries to propose a query or to consult the repository of previous queries disseminated by the Agency, including each reply submitted by EU+ countries and summary reports drafted by the Agency. This portal also aims to be a common point of reference for the Agency's staff, in particular for staff working on various types of queries. It helps to better coordinate and manage queries that are launched by the Agency.

### Development of situational awareness outputs on CEAS

Situational overviews are necessary to capture the rapid changes in legislation and policies related to asylum. These products present the state of play of current issues of interest and thematic areas of CEAS. The output is delivered in various formats and the content is tailored to specific information needs, including within the context of the implementation of the Temporary Protection Directive regarding persons displaced from Ukraine. The analyses are based on solid methodologies and serve as a channel of cooperation with other stakeholders in the field promoting synergies and the exchange of knowledge. In 2022 situational awareness outputs will be further developed with an emphasis on public dissemination.

### The Asylum Report – Annual Report on the situation of asylum in the EU

The Asylum Report provides a comprehensive, comparative analysis of developments in asylum, with the aim of improving the quality, consistency and effectiveness of CEAS. The information is collected throughout the year by the Agency's staff and through collaboration with several stakeholders, including international organisations, EMN, civil society organisations, other EU institutions, academia and research institutes. Following the launch, additional outreach activities are organised to promote the use of the Asylum Report in scientific research and academic work. This builds on links and mutual exchange on ongoing research established with academic and research initiatives so far. In 2022, the Asylum Report will be further enriched with special features and topical sections, focusing on current topics in public debates. Related output will be developed to accompany the report, such as searchable databases and visual material.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 495,000</b> (3101 Information and Analysis)	<b>EUR 322,465</b> (3101 Information and Documentation System and Annual Report)
<b>Human resources</b>	13.5 TA, 3 CA & SNE	12 TA, 3 CA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- Number of databases to be maintained and further developed (4)</li> <li>- Annual Report stemming from EUAA Regulation (1)</li> <li>- Number of analytical outputs stemming from needs expressed by Member States or other stakeholders (31)</li> <li>- Number of urgent information requests received (11)</li> </ul>	

### Objective 1

Fully operational Information and Documentation System (IDS) including the public interface.

Link to the multi-annual objective(s)

- MA05

#### Main outputs/actions (2022)

- Conceptualisation of a public version of the IDS.
- Identification of business requirements for an IDS interface available to the general public.
- Updating and validation of IDS pages in cooperation with EU+ countries.
- Further standardisation of sources, updates and legislative references.
- Implementation of user management (creation of new user accounts, further optimisation of user experience, facilitated interaction of users, etc.).
- Maintenance of strategic consultations with IDS Advisory Group.
- Organisation of tailored information activities with EU+ countries in view of further development and promotion of the IDS.

- Continued cooperation with Frontex (ECRet) on IDS resources related to return.
- Completion of user survey and analysis of responses.

**Expected results (2022)**

- Improved availability of comprehensive information about the implementation of the CEAS originating from all relevant sources in real time.
- Improved accessibility for EU+ countries to information of interest and improved addressing of communicated information needs.
- Enhanced availability of information, through publication of attractive and user-friendly materials and promotion in relevant fora.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage share of thematic pages in IDS maintained up to date (updated in the last six months).	N/A	75%	Monthly overview of updated thematic pages, via platform user analytics, communication bulletins informing countries about updates in thematic sessions
EU+ countries' satisfaction with the IDS.	92%	75% satisfaction	One user survey (indicators for surveys - number of respondents, results of qualitative analysis of user satisfaction and experience)

**Objective 2**

Ensure management of the Case Law Database.

Link to the multi-annual objective(s)

- MA05

**Main outputs/actions (2022)**

- Coordination of contributions and case registrations.
- Presentation of the Case Law database to external stakeholders (including in meetings and workshops) and establishing cooperation.
- Maintenance of expert exchanges of experiences and methodologies with stakeholders on EU-level case law resources.
- Preparation of thematic overviews and other outputs for referencing.

**Expected results (2022)**

- The Case Law Database fully rolled out to key external stakeholders.
- The Case Law Database operational as a consolidated point of reference on jurisprudence on asylum.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of external stakeholders introduced to the Case Law database (authorities/organisations/academia).	61	20 stakeholders introduced	External stakeholder communication



The Case Law database and thematic extracts referenced in outputs.	24	20	Thematic extracts from the Case Law database and references to the Case Law database and links included in outputs Internal records
Users' satisfaction with the Case Law Database.	74%	75% satisfaction	One user survey (indicators for surveys - number of respondents, results of qualitative analysis of user satisfaction and experience)

### Objective 3

Provision of timely, accurate and reliable situational overviews and analysis on key areas and aspects of CEAS.

#### Link to the multi-annual objective(s)

- MA05

#### Main outputs/actions (2022)

- Elaboration of situational overviews (in a variety of formats) on current thematic issues of interest in CEAS analysing EU+ countries' policies and practices and relevant horizontal issues.
- Drafting of periodical bulletins and summaries of recent developments in asylum policies and practices.
- Launch of publicly available analytical products on current thematic issues of interest in CEAS, including for the general public.
- Maintenance of expert exchange on experiences and methodologies with stakeholders providing asylum-related analytical products.
- Delivery of joint initiatives in information exchange and analytical products with partners (FRA, EMN, IGC, Frontex, GDISC and other relevant stakeholders).
- Addressing of ad hoc requests for situational updated, information and analysis by internal and external stakeholders.
- Cooperation with the external dimension and operational activities by providing outputs and analyses on relevant aspects of CEAS for the purpose of capacity-building in partner countries and normative needs assessments.

#### Expected results (2022)

- Further developed situational overviews, periodical bulletins and other analytical products.
- Effectively addressed information needs of internal and external stakeholders.
- Advanced analytical methodologies and approaches through cooperation and exchange.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of situational analysis /updates and other analytical products drafted.	41	26	Records of drafted overviews

Number of joint initiatives in information exchange and analytical products.	2	5	Records of prepared products
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**Objective 4**

Ensure the effective management of the query system and analytical query reports.

Link to the multi-annual objective(s)

- MA05

**Main outputs/actions (2022)**

- Developing of analytical query reports.
- Operating the Query Portal for all participating EU+ countries and networks.
- Standardising of processes in query launching, information compilation and reports.
- Maintenance of exchange of information within the Query Cluster with other stakeholders for query systems on migration (including EMN, GDISC and IGC).
- Launching of joint queries.
- Provision of support to Query Portal users.

**Expected results (2022)**

- Fully operational query platform for all functionalities.
- Enhanced cooperation with EMN, GDISC and IGC in the framework of Query Cluster.
- Enhanced compliance of analytical query reports with standardised methodology.
- Increased user satisfaction with the Query Portal.

Indicators	Latest result ( <a href="#">CAAR 2021</a> )	Target 2022	Data source
Number of Query reports drafted.	N/A	25	Outputs made available on the Query Portal
Users' satisfaction with Query Portal.	98%	≥75% satisfaction	One user survey (indicators for surveys – number of respondents, results of qualitative analysis of user satisfaction and experience)

**Objective 5**

Produce a high quality Asylum Report serving as a flagship product of the Agency and a reference document for the CEAS.

Link to the multi-annual objective(s)

- MA05

**Main outputs/actions (2022)**

- Produce an analytical annual report describing the implementation of the CEAS based on robust sources gathered from a wide range of stakeholders.
- Consult relevant expert stakeholders in the field for targeted contribution to the Asylum Report.
- Organise expert exchanges of experiences and methodologies with stakeholders publishing relevant reports at the EU level.
- Publish the annual report in an attractive and user-friendly format and promote it in relevant fora via thematic workshops.



- Develop of related outputs accompanying the Asylum Report, including searchable databases of key changes in legislation, policies and institutional structures.

#### Expected results (2022)

- Improved engagement of relevant stakeholders and intended audience in the production and use of the Asylum Report, through contributions to the report drafting and increased use once published.
- Asylum Report established and maintained as the 'go to' document on CEAS.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Volume of consultations of the Asylum Report.	15,189	15,000	Website
Level of satisfaction of users/readers with the content of Asylum Report.	81%	75%	Survey
Types of outputs accompanying Asylum Report developed and made available.	8	5	Website

## 2.4.5 Data Analysis and Research

### Overview of the activity

#### Data Hub

The Data Hub designs, collects and manages core statistical information including:

- Harmonised EPS data shared by EU+ countries on the asylum and reception situation, and the processing of applications, as well as registrations under the Temporary Protection Directive;
- Operational data collection (ODC) by Country Operations Unit so as to quantify the operational support provided by the Agency;
- Big data on conflict and disruptive events in countries of origin and transit (e.g. GDELT, ACLED);
- Data on Eurodac hits shared by DG Home;
- Data on irregular migration shared by EBCGA.

Under the **EPS Statistics Network**, all EU+ countries exchange with each other and with standardised statistical data on the asylum situation and processing of applications. The EPS data exchange will be further developed in 2022 to address new information requirements of the Agency, such as near to real time situational awareness for the EU Migration Preparedness and Crisis Management Network (**MISAA report**), integrated data generated by the Interoperability Regulations, and in preparation for the future monitoring function. The Data Hub also designs, oversees and manages **operational data collection (ODC)** to quantify i) operational support provided by the Agency and ii) provide additional granularity of the asylum situation in host Member States. In 2022 the ODC will be developed to reflect new Operational measures and OPs. Operational data will be analysed by the Data Hub for the purposes of planning, needs assessments, monitoring and evaluation coordinated by the Programming, Monitoring and Evaluation Sector and also for Operational dashboards, Analyses, Factsheets and Briefs.

#### Research Programme on Early Warning and Root Causes

The Research programme cooperates with leading researchers and has built a novel system for early warning and forecasting of mixed migration flows to and within the EU+ designed to support Member State and European preparedness and contingency planning. In 2022, the project will continue to deliver Early Warning Reports to core stakeholders such as the EU Migration Preparedness and Crisis Management Network. The Research Programme publishes literature reviews, new methodologies and analytical techniques in international scientific journals. The Research programme will oversee a **large-scale survey project (SAM)**,

to ask migrants in the EU+ and in Operational Areas about push and pull factors, routes taken, secondary movements and final destinations. With reduced possibilities to visit reception centres and conduct face to face surveys, asylum seekers will be asked to participate in the survey via their mobile phones. No personal data will be processed by the Agency. The SAM project will be tailored in particular to address persons displaced from Ukraine, whereas also other nationalities can be envisaged in the future

### Strategic Analysis

Strategic analysis at the Agency is an outward-facing activity, which aims to combine multiple sources of information managed by the Data Hub and associated pilot projects in order to comprehensively analyse and communicate the asylum situation and the processing of applications in Member States to a wide range of external stakeholders. In 2022 the Strategic analysis team will further develop weekly situational awareness, including reports to the EU Migration Preparedness and Crisis Management Network (**Annual report, MISAA report**), and will manage novel projects to analyse increasingly complex and integrated data. In cooperation with EU+ countries, the Strategic Analysis team will continue to analyse cross-cutting topics such as **secondary movements** and the relationship between asylum and both regular (visa, visa-free) and irregular migration (illegal crossing of EU external borders). In cooperation with a broad range of stakeholders, the Strategic analysis team will also continue to develop the methodology for developing **scenarios** so that a longer-term perspective of the asylum situation can be taken into account and will manage a procurement for open source research on migration drivers in countries of origin and transit. Finally, the rapidly unfolding situation in Afghanistan and the unprecedented refugee crisis in Ukraine has heightened the workload of the Agency's data analysis and research sector in view of enhanced early warning and preparedness, including in the context of the EU Migration Preparedness and Crisis Management Network.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 423,300</b> (3102 Data analysis and research)	<b>EUR 296,867</b> (3102 Data analysis and research)
<b>Human resources</b>	19.5 TA, 4 CA & SNE	17 TA, 2 CA, 1 SNE
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- Number of OPs requiring operational data collection and analysis (11)</li> <li>- Number of EPS indicators on which data needs to be collected and analysed (21)</li> <li>- Number of data sources managed (21)</li> <li>- Number of products composing DARS regular analytical portfolio (23)</li> <li>- Number of requests for ad-hoc contributions on data, analysis or early warning and forecasting (100, expected to increase)</li> </ul>	

### Objective 1

To lead information exchanges that quantify the asylum and reception situation and processing of applications in Member States.

#### Link to the multi-annual objective(s)

- MA06

#### Main outputs/actions (2022)

- Data sets containing processed and standardised information on the asylum situation and processing of applications in Member States.



- Increased emphasis on longitudinal and cross-system data in line with Interoperability, and weekly data for the EU Migration Preparedness and Crisis Management Network.
- Timely, validated and comparable information shared by the data hub to all stakeholders via pivot tables, dashboards and other means.
- Responses to ad hoc requests for charts/tables, data overviews and PPTs.

#### Expected results (2022)

- For the purpose of situational awareness, the Agency is able to deliver meaningful weekly data to the EU Migration Preparedness and Crisis Management Network.
- The Agency is able to produce an advanced analytical portfolio heavily underpinned by information managed and delivered by the Data Hub.
- The Agency is able to publish ground-breaking research based on information managed and delivered by the Data Hub.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Percentage of indicators that are shared by all EPS Network Members.	83%	80%	Analysis and monitoring of compliance
Number of advisory group meetings held, potentially in online formats.	2	2	Internal records and reporting
Number of contributions to the ISAA report (1 contribution = WOSA, charts, tables & situation reports).	52	50	Internal records and reporting, registration numbers
Number of ad hoc requests for data overviews/PPTs from Units (COI, ACGU) and core external stakeholders (DG Home F2, GSC, PEC).	128	100	Internal records and reporting, registration numbers

#### Objective 2

To lead and ensure effective and efficient management of the Agency's Operational Data Collection and analysis.

#### Link to the multi-annual objective(s)

- MA06

#### Main outputs/actions (2022)

- Electronic products that enable the Operational Support Centre (C1) to have a single view on the results indicators and the support provided by the Agency. Operational Briefs for high level meetings.
- Operational Analyses and Factsheets for practitioners.
- Operational Briefs for high level decision makers.
- Contribution to operational needs assessments.
- Support to planning, monitoring and evaluation of Operations.

#### Expected results (2022)

- The Agency is able to communicate to external stakeholders the degree of its operational support.
- The Agency is able to fully understand and adapt to the operational environment in host Member States.
- The Agency is able to perform effective needs assessments, and monitor and evaluate the operational support it provides.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of activities covered by Operational Data Collections.	N/A	35	Internal records and reporting
Number of contributions to Operational needs assessments.	5	9	Internal records and reporting
Number of Operational Factsheets.	16	24	Internal records and reporting
Number of Operational Analyses.	4	4	Internal records and reporting
Number of Operational Briefs.	4	4	Internal records and reporting

### Objective 3

To timely deliver accurate and reliable research on (i) migration drivers and early warning/forecasting (ii) testimonies collected directly from applicants.

#### Link to the multi-annual objective(s)

- MA06

#### Main outputs/actions (2022)

- Early Warning Reports.
- Development of joint analysis on early warning and forecasting.
- project to host and analyse online surveys.
- Published academic papers.

#### Expected results (2022)

- The Agency, Member States and Commission able to understand migration drivers, anticipate arrivals/applicants and plan suitable policy and operational responses.
- Data driven analyses are complemented with testimonies to produce more effective analyses and provide a better understanding of the asylum situation.
- The Agency consolidates its role as a centre of expertise by publishing in academic journals.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of locations in which SAM project surveys are conducted.	N/A	3	Internal records
Number of outputs based on surveys and early warning and forecasting	6	10	Internal records and reporting
Number of Advisory Group meetings.	N/A	2	Internal records and reporting
Number of academic papers ready for publication or published.	4	3	Internal records

### Objective 4

Produce high quality strategic analysis products for a wide range of external stakeholders.

#### Link to the multi-annual objective(s)

- MA06

#### Main outputs/actions (2022)

- Analytical portfolio (Analytical Brief, , ATAR, Latest Asylum Trends public webpage).
- Quarterly Reports on Dublin and Reception.
- Common Analyses with EU+ countries.
- Joint analyses with Frontex, Europol and others.
- Pilot projects using cross-system data.

- Asylum chapters for the ISAA report.
- Analytical inputs to MISAA reports.
- Responses to ad hoc requests.
- Country Intelligence Reports.

#### Expected results (2022)

- The Agency, Member States and Commission furnished with detailed understanding of the asylum situation resulting in evidence informed policy at the EU and national levels.
- Well-informed public discourse on the topic of asylum.
- Data driven analyses are complemented with independent open source information on the situation in countries of origin/transit and provide a better understanding of the asylum situation.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of times the Agency's products are disseminated at high-level meetings (JHA, SCIFA, HLWG, MB).	39	20	Internal records, reports
Number of high-level strategic products (ATAR, STAR, AB, Public brief).	N/A	20	Internal records, reports
Number of reports on migration drivers produced.	21	16	Internal records, reports
Number of monthly hits to the Public LAT webpage.	25,462	16,000	Internal records
Number of Advisory Groups / Pilot projects.	2	1	Internal records
Number of Asylum chapters in the ISAA report.	46	24	Internal records, reports

## 2.4.6 Asylum processes and quality support to operations

### Overview of the activity

In accordance with its overall aim of supporting Member States in achieving common standards and high-quality asylum processes within the CEAS, the Agency will **further continue and enhance its practical cooperation activities** with a view to improve and harmonize the implementation of asylum processes and support Member States when carrying out their tasks and obligations in the framework of the CEAS. To effectively support practical cooperation between the Agency and Member States on all activities relevant to the work on asylum processes, the Agency will continue to facilitate the work of the **Asylum Processes Network** in cooperation with the European Commission, relevant EU Agencies, UNHCR and relevant civil society organisations and members of the academia.

In 2022 practical cooperation activities will continue to cover specific topics in relation to the implementation of the CEAS identified by the Asylum Processes Network. During thematic meetings Member States' experts will discuss best practices and current challenges in procedure and qualification processes and share information and expertise. Dedicated meetings related to the overall management of asylum processes, including topics such as contingency planning and crisis management, will be organised for members of the senior management. Particular focus will be placed on border procedures, scalability of processes, initial stages of the procedure (and link with first line reception), the link between asylum and integration and return and the interaction with appeal procedures. This will be complemented with shorter online meetings to discuss urgent practical challenges, such as the implementation of the TPD for displaced persons from Ukraine. Furthermore, based on needs and best practices identified during annual network meetings and thematic meetings, the Agency will continue to develop common operational standards and

indicators, guidance, collections of best practices and practical tools in relation to asylum processes. The Agency's operational standards and indicators provide a practical perspective on key provisions of the common legal instruments and thus help Member States assess whether the practical set up and functioning of national asylum procedures are corresponding with the provisions of the CEAS.

The Agency's guidelines and practical tools are further meant to translate the requirements of the common legal instruments into user-friendly practical instruments which can be used by officials and relevant stakeholders across the EU and beyond in their daily work to build on best practices or to serve as benchmarks for the improvement of already existing national tools. The exact topics of the practical guides and tools to be developed and of the thematic meetings to be organised, will be determined through a needs assessment with the members of the Asylum Processes Network. The Agency will in particular support information provision to displaced persons from Ukraine through the development of general and Member State-specific information products. It will also invest in innovation and IT solutions within asylum processes by serving as a platform for the exchange of good practices and developing and promoting IT tools which can be made available to all Member States. The Agency will also actively promote and support the application of operational standards and indicators, guidance and practical tools in national administrations. In 2022 the Agency plans to conduct an external evaluation on the quality, usefulness and impact of the common operational standards and indicators, guidance and practical tools. Furthermore, the Agency will continue its support to quality management mechanisms at EU and national levels. The Agency will consider all relevant sources of information during this process and may, where necessary, consult relevant stakeholders, such as competent international organisations, particularly UNHCR, Fundamental Rights Agency, Frontex, academia and civil society. Synergies will be maintained with the work of the Contact Committees organised by the European Commission.

In 2022, the Agency will continue to enhance the activities of the **Exclusion Network** and reinforce the cooperation, information-sharing and exchange of best practices on exclusion-related issues between the participating EU+ countries. The Agency will further strengthen its cooperation with the European Genocide Network and the International Criminal Court and other relevant international stakeholders. Moreover, the Agency will further promote common standards and practices by developing operational standards, indicators, guidance, best practices and practical tools in relation to exclusion considerations.

The Agency will facilitate the **Network of Dublin authorities** that supports Member States in the application of the Dublin III Regulation and the allocation of adequate resources to increase the number of transfers, reduce associated delays and foster the consistent application of the legal clauses related to family reunification and the broader and more regular use of the discretionary clauses to help relieve the pressure on the Member States at the external borders. To meet these goals the Network realises a diverse set of activities, including exchange of information, good practices and expertise, collection of data, development and promotion of tools, guidance and recommendations, conduct of thematic meetings and exchange visits, provision of technical advice. The Agency promotes awareness about the EUAA tools and stimulates their implementation by Member State through field visits, bilateral calls and implementation support workshops for the Network and for individual countries or clusters of Member States. The Agency will continue its cooperation with eu-LISA, Frontex and other Agencies to ensure synergies and complementarity in making the use of Eurodac and Dublin-related technical solutions more efficient for Member States, as well as in improving the quality and security of the information exchanged. The EUAA, through its activities on capacity building and support to operations, will involve the Dublin Network in capacity building and quality assurance support. Where



indicated in operational plans, the Agency will strengthen Dublin Units by providing technical support to improve their Dublin processes and make them more efficient. The EUAA will continue providing quality support to Operations with the aim of increasing the quality of the work of both the asylum support teams and national staff in the activities supported under the Agency's OPs and strengthening the existing quality assurance mechanisms of the national asylum administrations and/or contributing to its set-up whenever requested.

This **quality support** aims at ensuring consistency of the work carried out under the Agency's operations with the Agency's operational standards and indicators, guidance and tools developed to support the implementation of the Common European Asylum System. The tools and guidance frame the quality activities established by the Agency in support of the different OPs and in the context of capacity building in partner countries in the external dimension. Quality support to operations also includes the development of quality indicators, standard operating procedures, templates, guidance, information and ad hoc practical tools for the asylum support teams. Information sessions, workshops, on-the-job coaching and self-assessments of standards and indicators' methodologies are activities that will be carried out to support the implementation of the OPs and in the context of capacity building under the External Dimension Strategy. Further support is provided to the yearly-based needs assessments' exercises conducted by Country Operations to formulate new operational plans.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 1,381,724</b> (3202 Asylum Cooperation and Guidance)	<b>EUR 992,743</b> (3202 Asylum processes)
<b>Human resources</b>	20 TA, 4 CA & SNE	16 TA, 3 CA, 1 SNE
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- Number of OPs in Member States and Roadmaps in partner countries supported (12)</li> <li>- Number of networks to be managed (2) and related activities to be organised based on Member States' needs (10)</li> <li>- Number of Projects (2)</li> <li>- Number of products/publications stemming from needs expressed by Member States or other stakeholders (8)</li> </ul>	

### **(i) Asylum Processes Network**

#### **Objective 1**

Facilitate practical cooperation and exchange of best practices among Member States on asylum processes, quality management and selected aspects of the CEAS within the framework of the Agency's Asylum Processes Network.

#### **Link to the multi-annual objective(s)**

- MA07

#### **Main outputs/actions (2022)**

The objective will be achieved by way of network and thematic meetings as well as exchange visits on targeted aspects of the asylum process and the implementation of the TPD to help identify and address challenges and enhance EU + capacities to implementing CEAS:

- Organise an Annual Asylum Processes Network National Contact Point Meeting;
- Organise thematic meetings of the Asylum Processes Network, including one in the field of innovation or in the field of quality management. The thematic meetings can also take

<p>the form of targeted online meetings to respond to an urgent development, such as the war in Ukraine;</p> <ul style="list-style-type: none"> <li>Organise exchange visits among interested Member States in the field of quality management, process improvement and innovation.</li> </ul>			
<p><b>Expected results (2022)</b></p> <ul style="list-style-type: none"> <li>Enhanced practical cooperation through exchanging information and discussing challenges and best practices on asylum processes within CEAS.</li> <li>Identified needs for the development of common practical tools and guidance.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of practical cooperation meetings of the Asylum Processes Network.	6	4	Admin. records / quarterly
Level of satisfaction with Asylum Processes Network meetings.	91%	80%	Meeting evaluation forms
Number of exchange visits organised.	2	4	Admin. records / bi-annually

### Objective 2

Collect, update and analyse information about Member State's practices and policies on asylum processes and selected aspects of the CEAS to help identify related needs and best practices and thus contribute to the multi-annual objective of enhancing EU+ countries capacities to implement CEAS.

#### Link to the multi-annual objective(s)

- MA07

#### Main outputs/actions (2022)

The objective will be achieved by compilation and/or update of Quality Matrix and/or thematic reports on the practical implementation of the CEAS to help identify needs and best practices and thus enhance EU+ countries capacities to implement CEAS:

- Based on the results of the thematic meetings of the Asylum Processes Network, the Agency will publish as well targeted practical recommendations on topics related to asylum processes.

#### Expected results (2022)

- Enhanced practical cooperation and benchmarking through gathering, analysing and exchanging information on asylum processes within CEAS.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of reports published.	7	3	Reports published on the Network Platform

### Objective 3

Support EU+ countries with the practical implementation of the CEAS through the development and promotion of common practical guides and tools, guidance, operational standards and indicators and collection of best practices and the promotion of innovation in asylum processes.

#### Link to the multi-annual objective(s)

- MA07

#### Main outputs/actions (2022)

The objective will be achieved by way of development and publication of practical tools through expert working groups to help address identified challenges and promote common solutions in the implementation of CEAS across the EU:

- Development and publication of 3 practical tools;
- Organise Working Group Meetings for the development of practical tools. Some working group meetings, such as those aimed at reviewing the comments of the reference group, can be held online;
- Implement outreach activities, such as newsletters, launching events, videos, translations and field visits, to promote and roll out of the developed products;
- Support activities on innovation of asylum processes and practical tools;
- Develop information provision products for displaced persons from Ukraine.

#### **Expected results (2022)**

- Increased knowledge and technical skills of asylum case officers, front line staff, support staff and management in the implementation of the CEAS.
- Improvement of national asylum processes based on commonly agreed practical guides and tools, guidance, operational standards and indicators and collection of best practices.
- Increased awareness and use of practical tools related to asylum processes in Member States.
- Increased convergence in quality standards for asylum processes.
- Innovation and IT solutions in asylum processes are supported and promoted.
- The quality and impact of the Agency's operational standards and indicators, guidance and practical tools are assessed through an external evaluation.

<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2022</b>	<b>Data source</b>
Number of practical guides and tools, operational standards, indicators, guidance, collected best practices developed or updated and published.	4	3	Products published on the website and/or Network Platform
Number of innovation processes supported, promoted or developed.	2	2	Admin. records
Number of outreach activities to promote and roll out operational standards, indicators, guidance, best practices and practical tools.	6	6	Admin. records
Conclusion of an external evaluation of operational standards and indicators, guidance and practical tools.	N/A	1	Evaluation report

#### **(ii) Exclusion Network**

##### **Objective 1**

Facilitate practical cooperation and exchange of best practice among EU+ countries on the Exclusion processes in the framework of the Exclusion Network.

##### **Link to the multi-annual objective(s)**

- MA07

##### **Main outputs/actions (2022)**

The objective will be achieved by way of network and thematic meetings as well as periodic newsletter sharing to help identify and address challenges and enhance EU+ capacities in implementing CEAS in the area of Exclusion:

- Organise an Annual Exclusion Network National Contact Point Meeting;
- Organise a thematic meeting(s) of the Exclusion Network;
- Share periodic newsletters with the Network members on the latest developments of exclusion related issues.

<b>Expected results (2022)</b>			
<ul style="list-style-type: none"> <li>▪ Enhanced practical cooperation through exchanging information and discussing challenges and best practices on exclusion processes within CEAS.</li> <li>▪ Increased convergence in identification of needs for common practical tools and guidance.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2022</b>	<b>Data source</b>
Number of practical cooperation meetings of the Exclusion Network.	2	2	Meeting reports available on the Network Platform
Level of satisfaction with the Exclusion Network meetings.	93%	80%	Meeting evaluation forms
Number of periodic newsletters shared with members of the Exclusion Network.	4	4	Newsletters available on the Network Platform

<b>Objective 2</b>			
Support EU+ countries with the practical implementation of exclusion related provisions of the CEAS through the development and promotion of practical guides and tools, operational standards and indicators, guidance and the collection of best practices.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>▪ MA07</li> </ul>			
<b>Main outputs/actions (2022)</b>			
The objective will be achieved by way of development and roll out of practical tools through expert working groups to help address identified challenges and promote common solutions in the implementation of CEAS in the area of Exclusion:			
<ul style="list-style-type: none"> <li>▪ Develop, update and publish operational standards, indicators, guidance, collection of best practices and practical tools in relation to exclusion;</li> <li>▪ Organise Working Group meetings for the development of operational standards and indicators, guidance and practical tools. Some of the working group meetings may be held online;</li> <li>▪ Organise/develop outreach activities/products to promote and roll out operational standards, indicators, guidance, best practices and practical tools in relation to exclusion.</li> </ul>			
<b>Expected results (2022)</b>			
<ul style="list-style-type: none"> <li>▪ Increased knowledge and technical skills of asylum case officers for the identification and assessment of potential exclusion cases.</li> <li>▪ Improvement of asylum processes related to exclusion based on commonly agreed practical tools, guidance, operational standards and indicators and collection of best practices.</li> <li>▪ Increased convergence in quality standards for the identification and assessment of exclusion cases.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2022</b>	<b>Data source</b>
Number of operational standards, indicators, guidance, collection of best practices and practical tools in relation to exclusion developed or updated and published.	2	2	Tools made available on the Network Platform or on the Operations' Platforms
Number of outreach activities and/or products developed to promote and roll	3	2	Admin. records

out operational standards, indicators, guidance, best practices and practical tools in relation to exclusion.			
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### **(iii) Network of Dublin Units**

#### **Objective 1**

Promote practical cooperation and networking among EU+ countries in the area of Dublin in support of the implementation of the Dublin III Regulation through the management of its network activities.

#### **Link to the multi-annual objective(s)**

- MA07

#### **Main outputs/actions (2022)**

The objective will be achieved by way of network and thematic meetings, exchange program activities, as well as quarterly reports and an online platform to help identify and address challenges and enhance EU+ capacities to implement CEAS with respect to Dublin:

- Network meetings organised (2 Steering Group meetings; 2 Thematic expert meetings, 2 Thematic video conferences);
- Exchange programmes conducted;
- Thematic queries and surveys conducted;
- 4 quarterly reports on the implementation of the Dublin regulation and 4 online events, presenting the highlights of the report;
- Maintaining an online platform for the Network of Dublin Units.

#### **Expected results (2022)**

- Enhanced practical cooperation through collecting, analysing and exchanging information on the challenges and good practices in the implementation of Dublin.
- Enhanced strategic cooperation through exchanging, sharing, presenting or reporting on experiences, practices and projects related to the implementation of the Dublin regulation.
- Increased convergence in quality standards vis-à-vis implementation of the Dublin Regulation.

<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2022</b>	<b>Data source</b>
Number of Network Meetings (Steering Group Meetings, Thematic expert meetings, thematic video conferences).	7	6	Admin. records
Level of satisfaction with Network Meetings.	93%	80%	Meeting evaluation forms after each event
Number of exchange programs.	1	2	Admin. records
Level of satisfaction with exchange programs.	100%	80%	Admin. records
Number of quarterly reports shared with members of NDU.	4	4	Admin. records

#### **Objective 2**

Develop common operational standards and indicators, practical tools, Network recommendations, guidance and collect best practices to contribute to the promotion of correct and effective implementation of the Dublin Regulation throughout the EU.

#### **Link to the multi-annual objective(s)**

- MA07

**Main outputs/actions (2022)**

The objective will be achieved by development and publication of practical tools through founding working groups to help address challenges and promote common solutions in the implementation of CEAS across the EU:

- 2 practical tools developed and published;
- Working Groups established.

**Expected results (2022)**

- EU+ countries' capacity and skills to implement the Dublin Regulation is strengthened.
- Increased convergence in quality standards vis-à-vis the implementation of the Dublin Regulation.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of operational standards, indicators, guidance, Network recommendations, best practices and practical tools in relation to the Dublin Regulation developed, updated or published.	7	2	Mission reports Meeting reports Developed products

**Objective 3**

Support EU+ countries in the implementation of the Dublin III Regulation, addressing challenges and applying good practices through promotion, technical advice and the use of practical tools and guidance as well as encourage their active participation in the activities of the Network.

**Link to the multi-annual objective(s)**

- MA07

**Main outputs/actions (2022)**

The objective will be achieved by activities to promote the use of practical tools as well as by providing advice, (rapid) assessments, consultancy, coaching and counselling on the basis of needs identified through continued assessment of Member States' self-reporting by means of the Dublin quarterly report and other relevant (public) sources:

- Promotional and dissemination activities implemented (e.g. workshops / webinars, videos, contribution to conferences; other relevant activities);
- Support activities in applying standards, indicators and guidance such as workshops, conferences (bilateral or regional);
- Translations of practical tools;
- Bi-lateral consultations/ study visits;
- Technical assistance measures;
- Technical assistance reports.

**Expected results (2022)**

- Increased awareness and use of Dublin related practical tools and guidance.
- Increased participation in the activities of the Network.
- Strengthened capacity and skills of EU+ countries' in implementation of the Dublin regulation.
- Increased convergence in implementation of the Dublin regulation.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of activities to promote and disseminate operational standards, indicators, guidance, best practices and practical tools, such as field visits, (video) conferences, etc.	8	6	Admin. records





#### **(iv) Quality support to operations**

<b>Objective 1</b>			
Support to relevant operational measures related to asylum processes, exclusion and Dublin and quality assurance of the core asylum processes defined in OPs through quality review and the development of guidance and tools.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>▪ MA01, MA02, MA07</li> </ul>			
<b>Main outputs/actions (2022)</b>			
<ul style="list-style-type: none"> <li>▪ Quality support to the implementation of both the registration procedures and the examination procedures is provided through revision of relevant SOPs, working instructions, workflows and templates as well as through quality feedback reports and tailored guidance.</li> <li>▪ Support to set-up of and/or strengthen quality assurance mechanisms with the national asylum authorities.</li> </ul>			
<b>Expected results (2022)</b>			
<ul style="list-style-type: none"> <li>▪ Quality activities and/or measures related to the core asylum processes are described in the OPs.</li> <li>▪ The quality of the deliverables of the asylum support teams engaged in conducting registrations is improved.</li> <li>▪ The quality of the deliverables of the asylum support teams engaged in conducting interviews and drafting opinions or evaluations in the support of the refugee status determination is improved.</li> <li>▪ The quality assurance mechanisms in countries where the Agency has operations are established and/or strengthened and supported.</li> </ul>			
<b>Indicators</b>	<b>Latest result (<a href="#">CAAR 2021</a>)</b>	<b>Target 2022</b>	<b>Data source</b>
Number of guidance, tools and quality feedback reports on the core asylum processes developed, updated and reviewed.	45	12	Tools and reports made available to operations by email and/or through information platforms

<b>Objective 2</b>			
Enhance professional know-how and skills on core asylum processes, exclusion and Dublin by means of information sessions, thematic workshops, on-the-job coaching and assessments supporting the implementation of the Operational Plans in Member States and capacity building under the External Dimension Strategy.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>▪ MA03, MA07</li> </ul>			
<b>Main outputs/actions (2022)</b>			
<ul style="list-style-type: none"> <li>▪ The objective will be achieved by way of implementation of workshops, on-the-job-coaching sessions, assessments and process improvement activities on asylum processes and quality management in order to enhance capacities of Member States under particular pressure to implement CEAS.</li> </ul>			
<b>Expected results (2022)</b>			
<ul style="list-style-type: none"> <li>▪ Increased awareness and use of practical tools related to asylum processes.</li> <li>▪ Increased knowledge and technical skills of asylum case officers, front line staff, support staff and management in the implementation of the CEAS.</li> </ul>			



Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of asylum processes related activities implemented.	10	16	Admin. records

### 2.4.7 Reception and vulnerability

#### Overview of the activity

The Agency's network approach and the facilitation of two practical thematic cooperation networks serve to promote convergence in the application of CEAS in the areas of reception and vulnerability, by way of practical cooperation and information exchange among EU+ countries, identification of EU+ countries' needs to be addressed during the year and pooling of expertise for the development of practical tools, guidance and standards and indicators based on common and good practices across the EU+, including within the context of the implementation of the TPD for displaced persons from Ukraine. In 2022 the Agency will continue to foster exchange of information, know-how and best practices in the areas of reception and vulnerability by facilitating greater involvement of EU+ countries in Network cooperation.

The Agency will facilitate the **network of reception authorities** to support EU+ countries in the correct and effective implementation of the process flow in reception, including reception conditions in the framework of CEAS. To meet this goal the network generates a diverse set of activities which include exchange of information, good practices and expertise, collection of data, development, promotion and support to the implementation of tools and guidance and the provision of technical advice. Practical cooperation and capacity building among peers is promoted through exchange visits and thematic workshops for reception practitioners on specific reception themes, including detention and restricted mobility in the asylum context. Targeted meetings for senior managers and executive directors of reception authorities serve the exchange of views on strategic and managerial issues in the area of reception. The Agency further supports reception systems in line with its Strategy on Reception, following a building block approach that focuses on different aspects such as managing an overall reception system and running a reception facility, ensuring ongoing processes along the three reception phases of arrival, stay and exit and supporting contingency planning. The Agency will strengthen the network of NCPs to expand their engagement as active promoters of operational standards, indicators, guidance, best practices and practical tools to ensure increased awareness about and implementation of products among all Member States. To the same aim the Agency will facilitate the adaptation of tools to the national contexts of EU+ countries where needed. The Agency uses its practical tools, standards and indicators and guidance, including its Strategy on reception, to support the implementation of operational plans and in the external dimension.

Furthermore, the Agency addresses issues related to **vulnerable persons**, 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, persons living with disabilities, with mental health concerns, elderly persons, single parents, etc. It does so in the context of both the regular asylum and reception systems and of the implementation of the TPD for displaced persons from Ukraine. In addition, the Agency supports asylum and reception authorities by providing managers and staff working in this field with methods, tools and interventions to improve staff wellbeing. This will create a safe and healthy work setting for all staff, which as a consequence positively impacts on the applicants as well. The Agency facilitates the Vulnerability Experts network to encourage practical cooperation and information sharing among EU+ countries



and other relevant experts on issues relating to vulnerable persons and to foster convergence in line with EU standards related to the identification, assessment and support afforded to vulnerable persons in national asylum and reception systems. To meet this goal the Network generates diverse sets of activities to include exchange of information, good practices and expertise, collection of data, development of tools and guidance and support for their implementation. The Agency will continue to streamline aspects related to vulnerable persons in all its activities to encourage policy coherence, such as in the context of operations, training and other asylum support activities. This also includes further strengthening support as it relates to staff wellbeing. The Agency will also continue its cooperation with the European Commission and other EU institutions, bodies and agencies, such as CEPOL, Europol, Fundamental Rights Agency, Frontex, EU Agency for Criminal Justice Cooperation (Eurojust), European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) as well as UNHCR, United Nations Internal Children's Emergency Fund (UNICEF), IOM, the Council of Europe, Red Cross EU Office and the European Guardianship Network (EGN) with regard to vulnerable persons. In doing so, it will consider the general work on child protection and the protection of the rights of the child developed, inter alia, by the European Commission Strategy on the rights of the child. It will also take an active part in the cooperation between the European Commission and the JHA Agencies in actions aimed at the eradication of trafficking in human beings. The Agency will continue reaching out to other agencies as well as civil society as deemed necessary looking at new emerging trends as it relates to special needs of applicants for international protection. To this end, the activities of the Vulnerability Experts Network (VEN) will be streamlined with those of the Consultative Forum wherever possible. The Agency will enhance its support by strengthened cooperation between thematic networks, cross-cutting areas to support Member States in the implementation of CEAS in the areas of reception, the Dublin Regulation and vulnerability.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 1,224,920</b> [3202 Asylum Cooperation and Guidance (local line ATC)]	<b>EUR 1,238,630</b> (3202 Asylum Processes)
<b>Human resources</b>	11 TA, 3 CA & SNE	14 TA, 3 CA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- Number of OPs in Member States and Roadmaps in partner countries supported (12)</li> <li>- Number of networks to be managed (3) and related activities to be organised based on Member States' needs (6)</li> <li>- Number of Projects (2)</li> <li>- Number of products/ publications stemming from needs expressed by Member States or other stakeholders (8)</li> </ul>	

### **(i) Vulnerability Experts Network**

#### **Objective 1**

Promote practical cooperation and networking among EU+ countries in dealing with vulnerable persons.

#### **Link to the multi-annual objective(s)**

- MA07

#### **Main outputs/actions (2022)**

The objective will be achieved by way of utilising various relevant networks and organising thematic meetings to help identify and address challenges and enhance EU+ capacities in responding to vulnerability in all aspects of the CEAS implementation:

- Coordination of the VEN;

- Organisation of a mid-term VEN meeting, Advisory group meeting, Steering Group meeting and annual conference;
- Organise thematic meetings;
- Thematic meetings evaluation forms;
- Consultations with EU+ countries and other relevant actors;
- Collaboration with European Commission and other EU Agencies.

#### Expected results (2022)

- Enhanced practical cooperation within EU+ by gathering, analysing and exchanging information to address vulnerability in line with the CEAS.
- Increased convergence in practices and quality standards vis-à-vis vulnerability in asylum including Dublin, asylum processes, reception and courts and tribunals.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of Network and Thematic meetings.	8	9	Admin. records
Level of satisfaction with Network meetings.	86%	80%	Meetings evaluation forms after each event
Number of Periodic Updates shared with VEN network.	4	2	Admin. records

#### Objective 2

Develop common operational standards and indicators, practical tools, guidance and collect good practices on vulnerability.

#### Link to the multi-annual objective(s):

- MA07

#### Main outputs/actions (2022)

The objective will be achieved by the development and publication of practical tools. To help address identified challenges and promote common solutions in the area of vulnerability along the CEAS, across the EU, expert working groups could support in the development of these tools:

- Development, update and publication of 4 practical tools.

#### Expected results (2022)

- Increased knowledge and technical skills and efficiency of asylum reception authorities and practitioners working on vulnerability issues.
- Strengthened capacity and skills of EU+ and partner countries' to identify, assess and respond to the needs of vulnerable persons.
- Increased convergence in quality standards vis-à-vis vulnerability in asylum, including Dublin, asylum processes, reception and of courts and tribunals.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of operational standards, indicators, guidance, collected best practices and practical tools in relation to vulnerable persons developed, updated or published.	7	8	Admin. records

#### Objective 3

Mainstreaming the use of the Agency's tools on vulnerability in EU+ countries.

#### Link to the multi-annual objective(s)

- MA07



**Main outputs/actions (2022)**

The objective will be achieved by conducting promotional, dissemination and application support activities to achieve EU wide awareness on tools and to promote their use to enhance Member States capacities to address vulnerability in all aspects of CEAS implementation:

- 20 promotional and dissemination activities implemented (e.g. workshops/ webinars, videos, contribution to conferences; other relevant activities);
- Support activities in applying standards, indicators and guidance;
- Translations of practical tools.

**Expected results (2022)**

- Increased awareness and use of vulnerability related practical tools in EU+.
- Enhanced capacities of EU+ countries to identify, assess and respond to the needs of vulnerable persons.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of activities to promote and disseminate operational standards, indicators, guidance, best practices and practical tools, such as field visits, (video) conferences, etc.	25	20	Admin. records
Number of support activities in the implementation of Standards, Indicators, Guidance, Recommendations, such as workshops, participation in projects, coaching, etc.	N/A	4	Admin. records

**Objective 4**

Supporting the Operations in Member States and capacity building in partner countries in the external dimension to address vulnerability in asylum processes and reception.

**Link to the multi-annual objective(s)**

- MA07

**Main outputs/actions (2022)**

The objective will be achieved by way of activities in support to operations and external dimension to strengthen capacities of countries under particular pressure address vulnerability in all aspects of CEAS implementation. Such activities include, depending on requests, expert support in tailored tool development, presentation of tools, missions for assessment of needs, discussion meetings, capacity building on focus areas.

**Expected results (2022)**

- Strengthened capacity and skills of EU countries under particular pressure and of partner countries' to identify, assess and respond to the needs of vulnerable persons.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of activities implemented to support operations.	13	10	Admin. records

**(iii) Network of Reception Authorities****Objective 1**

Coordinate the Network of Reception Authorities to support practical cooperation and exchange of good practice between EU+ countries on reception.

**Link to the multi-annual objective(s)**

- MA07

**Main outputs/actions (2022)**

The objective will be achieved by way of network and thematic meetings as well as an exchange programme for reception officials, strategic discussion meetings for senior managers and directors of reception authorities, and periodic updates to help identify and address challenges and enhance EU + capacities to implement CEAS with respect to reception:

- Network Meetings organised (NCP, Thematic, Strategic Discussion meetings);
- Exchange activities organised;
- Quarterly periodic updates shared with members of NRA;
- Reception Network Newsletters shared with members of NRA and relevant stakeholders.

**Expected results (2022)**

- Enhanced strategic cooperation among EU+ Reception Authorities, based on exchange of views by senior managers and directors of reception authorities to help address challenges in the area of reception.
- Enhanced practical cooperation among EU+ countries through gathering, analysing and exchanging information on good practices and challenges in the implementation of the reception process flow.
- Increased knowledge and technical skills of asylum officials and practitioners for better implementation of the reception process flow.
- Increased convergence in quality standards in reception.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of Network meetings (NCP, Thematic meetings, Strategic Discussion meetings).	4	6	Admin. records
Level of Satisfaction with the Network meetings.	90%	80%	Meeting evaluation forms after each event
Number of exchange activities organised.	1	2	Admin. records
Level of satisfaction with exchange activities.	85%	80%	Admin. records
Number of quarterly updates.	4	2	Admin. records
Number of Reception Network Newsletters.	2	2	Admin. records

**Objective 2**

Develop common operational standards and indicators, practical tools, guidance, collection of good practices and contingency plans on reception.

**Link to the multi-annual objective(s)**

- MA07

**Main outputs/actions (2022)**

The objective will be achieved by way of development of practical tools through expert working groups meetings to help address challenges and promote common solutions in the implementation of CEAS in the area of reception:

- Development or update and publication of 3 practical tools;
- Working Groups established;
- Contingency plans developed, reviewed, or adapted;<sup>40</sup>
- Contingency plans support activities (workshops and scenario testing).

<sup>40</sup> The support to the development of these contingency plans depend on the outcome of the recast RCD and the role of the EUAA in this regard.



**Expected results (2022)**

- Increased knowledge and technical skills of asylum officials and practitioners for better implementation of the reception process flow.
- Increased convergence in quality standards in reception.
- Improved management of reception inflows and out-flows in EU+ countries based on informed contingency planning at national level.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of operational standards, indicators, guidance, best practices and practical tools in relation to reception developed, updated or published.	2	5	Admin. records
Number of support activities for support of Contingency Plans (CP) (workshops, scenario testing).	N/A	5	Workshop reports Admin. records

**Objective 3**

Promote and facilitate the implementation of the Agency's practical tools and guidance, including the provision of technical advice on legislative, organisational and structural matters in relation to reception and its legal framework.

**Link to the multi-annual objective(s)**

- MA07

**Main outputs/actions (2022)**

The objective will be achieved by the conduct of targeted promotional, dissemination and implementation support activities tailored to respective national contexts to achieve EU wide use of the Agency's tools and thus help enhance Member States capacities to implement CEAS in the area of reception:

- Promotional and dissemination activities (e.g., promotional newsletters, videos, promotional field visits, other relevant activities);
- Translations of practical tools;
- Support activities in applying standards, indicators and guidance;
- Bilateral consultations / study visits;
- Technical assistance measures;
- Technical assistance reports.

**Expected results (2022)**

- Increased awareness and use among Member States of the reception related the Agency's practical tools.
- Increased knowledge and technical skills of reception officials and practitioners for better implementation of the reception process flow, including reception conditions.
- Increased convergence in the implementation of the reception process flow, including reception conditions.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of activities to promote and disseminate operational standards, indicators, guidance, best practices and practical tools, such as field visits, (video) conferences, etc.	9	6	Admin. records
Number of support activities in the application of Standards, Indicators, Guidance, Recommendations, such as	N/A	6	Admin. records

workshops, participation in projects, coaching, etc.			
Number of technical assistance measures provided, including technical assistance reports.	N/A	5	Admin. records

**Objective 4**

To enhance capacities for the implementation of CEAS in Member States under particular pressure, provide timely and effective support to operations to strengthen reception systems in those countries.

**Link to the multi-annual objective(s)**

- MA07

**Main outputs/actions (2022)**

- The objective will be achieved by the implementation of quality activities in support to operations to enhance the capacity of countries under particular pressure implement CEAS in the area of reception. Such activities include, depending on requests, expert support in tailored tool development, presentation of EUAA tools, missions for assessment of needs, discussion meetings, capacity building on focus areas.

**Expected results (2022)**

- Enhanced reception systems of Member States under particular pressure and in partner countries in the external dimension.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of activities related to support to operations.	29	8	Admin. records

## 2.4.8 Cooperation with members of courts and tribunals

**Overview of the activity**

Building on its mandate to establish and develop training activities in international protection law for EU+ members of courts and tribunals, the EUAA is supporting a Network comprising courts and tribunals of EU+ countries, the CJEU and the ECtHR, judicial associations, including the Association of European Administrative Judges (AEAJ) and the International Association of Refugee and Migration Judges (IARMJ) as well as other key actors including UNHCR, Fundamental Rights Agency, ERA and the European Judicial Training Network (EJTN). In line with the methodology agreed to by the members of this Network, the Agency supports the establishment and enhancement of the Professional Development Series (PDS) that includes judicial analyses, judicial practical guides and judicial trainers' guidance notes. In addition, the Agency will continue to implement a programme of judicial support activities (workshops, webinars, conferences, study visits, peer-to-peer assistance) in full respect of the independence of national courts and tribunals, both at the national and European levels in different languages. To that end, the consolidation of a Judicial Experts Pool will be pursued to guarantee its stability, diversity and the high level of expertise of its members, all of whom are specialised judges in international protection law.

The Agency will also, where necessary, initiate, implement and 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, also in line with the Agency's External Action Strategy. The Agency will keep facilitating judicial dialogue in the field of international protection and ensuring when requested expert support, to national courts and tribunals, with a focus on specific measures implemented in

the framework of the Operational and Technical Assistance Plans. The Agency will aim at maintaining the complete representation and engagement of all EU+ countries within the EUAA Courts and Tribunals Network. Emphasis will continue to be put on ensuring the widest possible outreach of all EUAA materials designed for members of courts and tribunals. The diverse forms of judicial organisation that are prevailing in the EU+ countries undoubtedly represent a challenge. However, the Agency can count on a robust network of contact points in each EU+ country. The implementation of the activities will contribute to the continuous development of the expertise of judicial professionals working in the field of international protection, fostering a more consistent implementation of the CEAS as well as supporting the management of judicial backlog.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 892,530</b> (3202 Asylum Cooperation and Guidance)	<b>EUR 849,240</b> (3202 Asylum processes)
<b>Human resources</b>	6 TA, 3 CA & SNE	5 TA, 3 CA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- Number of networks to be managed (1) and related activities to be organised based on needs identified through the network (6)</li> <li>- Number of publications/ products stemming from needs expressed by the Network (6)</li> <li>- Number of OPs in Member States and Roadmaps in partner countries supported (5)</li> </ul>	

### Objective 1

Considering the evolving nature of the CEAS and of the jurisprudence, ensure the relevance and quality of the Professional Development Series (PDS) as reference material for the members of the courts and tribunals. The focus will be put on (1) the need to ensure its continuous updating and (2) the development of practical tools designed to support judicial professionals in the performance of their tasks.

#### Link to the multi-annual objective(s)

- MA07

#### Main outputs/actions (2022)

- The development/update/upgrade of the Professional Development Series, in line with the latest legal developments and jurisprudence and the needs defined together with the EUAA Courts and Tribunals Network, is implemented.
- The Professional Development Series is further disseminated among members of courts and tribunals.

#### Expected results (2022)

- Enhanced knowledge of the CEAS and on recent legal developments and jurisprudence, contributing to the capacity for members of courts and tribunals toward a consistent and effective implementation.
- Enhanced exchange of good practices aimed at supporting their work at national level, with a focus on the management of judicial backlog.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of publications (PDS) reviewed, updated or developed.	3	4	Admin. records

**Objective 2**

Organise capacity building activities specifically designed for members of courts and tribunals and sustain the development of the EUAA Judicial Experts' Pool.

**Link to the multi-annual objective(s)**

- MA07

**Main outputs/actions (2022)**

- A programme of support activities for members of courts and tribunals: (online) workshops, webinars, conferences in Malta (EUAA HQ) and in other EU+ countries is designed and implemented.
- The use of innovative tools to foster the multiplier effect of the activities conducted for the members of courts and tribunals is effective.
- The exchange of expertise and knowledge in the field of international protection among members of courts and tribunals is effective.
- The cooperation with the following stakeholders is ensured:
  - the judicial associations specialised in the field of international protection;
  - the national judicial training bodies;
  - the Court of Justice of the European Union and the European Court of Human Rights.

**Expected results (2022)**

- Reinforced knowledge and analytic skills of the members of courts and tribunals, allowing a more harmonised implementation of the CEAS in the different EU+ countries.
- Consolidated Judicial Experts' Pool.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of judicial support activities.	16	16	Admin. records
Number of participants.	458	350	Admin. records
Average satisfaction rate of participants.	94%	80%	Admin. records
Number of meetings of the EUAA Courts and Tribunals Network.	2	2	Admin. records
Number of newsletters shared with the members of the EUAA Courts and Tribunals Network.	2	2	Admin. records

**Objective 3**

Increase capacity and expertise in the CEAS implementation by the judicial authorities in the framework of the measures related to courts and tribunals in the Operational and Technical Assistance Plans or other enhanced assistance measures supporting appeal procedures in the Member States, and in the context of capacity building in partner countries in the external dimension.

**Link to the multi-annual objective(s)**

- MA07

**Main outputs/actions (2022)**

- Delivery of tailored capacity building activities for members of courts and tribunals in countries under Operational and Technical Assistance Plans and in partner countries in the External Dimension.

**Expected results (2022)**

- Increased effectiveness in capacity building, practical cooperation and exchange of expertise between members of courts and tribunals.



Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of activities performed in support to specific measures.	10	10	Meeting agendas Mission reports Administrative records
Number of participants.	N/A	200	Registration/internal records

## 2.4.9 Monitoring the operational and technical application of the CEAS

### Overview of the activity

In line with its revised mandate, the EUAA will in 2022 start preparing the development of a methodology for monitoring the operational and technical application of the CEAS in view of the gradual roll-out of EUAA's monitoring mechanism as from 31 December 2023. The main objective of the monitoring mechanism is to prevent or identify possible shortcomings in the asylum and reception systems of Member States and to assess their capacity and preparedness to manage situations of disproportionate pressure so as to enhance the efficiency of those systems. To this end the monitoring will be carried out with respect to all aspects of the CEAS, in particular: the Dublin system, procedures for international protection, the application of criteria for assessing the need for protection and the type of protection granted, including as regards the respect of fundamental rights, child protection safeguards and the specific needs of persons in a vulnerable situation; staff available and capacity in terms of translation and interpretation as well as the capacity to handle and manage asylum cases efficiently, including the handling of appeals, without prejudice to the judicial independence and with full respect to the organisation of the judiciary of each Member State; the reception conditions, capacity, infrastructure, equipment and, to the extent possible, financial resources.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 0</b> (3501 Monitoring of application of the CEAS)	<b>N/A</b>
<b>Human resources</b>	TBC For the initial stages: multi-disciplinary project team to be sourced on part-time and needs-basis from ongoing activities within the asylum knowledge area, to maximise use of existing expertise and know-how	N/A
<b>Estimates of quantifiable workload drivers</b>	N/A	

### Objective 1

Prepare a methodology for monitoring the operational and technical application of the CEAS in view of the gradual roll-out of EUAA's monitoring mechanism.

#### Link to the multi-annual objective(s)

- MA08

#### Main outputs/actions (2022)

- Internal project team to be established.

- Internal concept note to be agreed in view of working group discussions including Member States in 2023.

**Expected results (2022)**

- Internal concept for monitoring activity finalised, ahead of consultations with Member States in 2023

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of concept notes drafted.	N/A	1	Internal documentation

## 2.5 Protection of Fundamental Rights

### Overview of the activity

In line with the EUAA Regulation, the Agency must adopt a fundamental rights strategy on a proposal from the Fundamental Rights Officer. It must also set up a complaints mechanism to monitor and ensure the respect for fundamental rights in all the activities of the Agency, which is to be implemented by the Fundamental Rights Officer. The appointment of the Fundamental Rights Officer is therefore a precondition for the adoption of the strategy and the setting up of the complaints mechanism, and his or her input will be required in the preparatory work for both deliverables. Moreover, the Consultative Forum will also need to be consulted during this preparatory work. During 2022, the Agency's work in this area will therefore consist primarily in carrying out preparatory activities, including the required consultations with internal and external stakeholders.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 0</b> (3701 - Protection of fundamental rights)	<b>N/A</b>
<b>Human resources</b>	3 TA	N/A
<b>Estimates of quantifiable workload drivers</b>	- Number of internal and external consultations in preparation of the establishment of the complaints mechanism (10)	

### Objective 1

Ensure the full respect for fundamental rights in all of the Agency's activities.

#### Link to the multi-annual objective(s)

- MA01-MA11

#### Main outputs/actions (2022)

- Selection and recruitment process for the Fundamental Rights Officer is completed.
- Concept Note on the complaints mechanism prepared.
- Preparatory internal and external consultations in relation to the establishment of the complaints mechanism are completed.

#### Expected results (2022)

- The Agency's stakeholders are involved in the setting up of the complaints mechanism.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of internal and external consultations held in preparation of the establishment of the complaints mechanism.	N/A	10	Minutes of meetings





## 2.6 Horizontal Activities

### 2.6.1 Consultative Forum and Civil Society

#### Overview of the activity

With a view of reinforcing cooperation between the Agency and civil society, the Agency will continue to implement the Consultative Forum (CF) activities, including CF meetings and electronic consultations on key Agency documents. Select civil society organisations will also continue to be invited to participate directly in various thematic areas of the Agency's work. The CF meetings will increase in number and type. Forum members will exchange information with the Agency in the context of the annual Plenary Meeting, complemented by smaller scale thematic/geographic-oriented consultation meetings. Where relevant, civil society organisations (CSOs) will be consulted in the preparation of these and participation by operational NGOs as well as refugee and diaspora-led organisations will be prioritised. In addition, information webinars and/or workshops will be organised as complementary channel for the exchange of information and pooling of knowledge. The quality and effectiveness of electronic consultations on key Agency documents will continue to be improved with feedback to responding organisations, as appropriate. The Agency will further 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, the Agency will contribute to the activities of the Consultative Fora of other JHA Agencies.

The new EUAA Regulation foresees several changes to the CF as regards its role, composition, type of activities and areas of consultation. Work on the revision of the Forum will be taken forward as a matter of priority. Under the EUAA, the Forum's work may increasingly focus on fundamental rights related to asylum with consultations foreseen on e.g. the Fundamental Rights Strategy and the complaints mechanism. The Forum will accordingly ensure cooperation with the Fundamental Rights Officer once appointed.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 110,000</b> (3401 Cooperation with civil society)	<b>EUR 268,724<sup>41</sup></b> (3401 Cooperation with civil society)
<b>Human resources</b>	2 TA	2 TA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- Number and nature of consultations required</li> <li>- Number of meetings to be organised</li> </ul>	

#### Objective 1

Reinforce cooperation between the Agency and civil society, including the revision of the Consultative Forum's composition and working methods.

#### Link to the multi-annual objective(s)

- MA10

#### Main outputs/actions (2022)

- Steer the revision of the Consultative Forum's composition for decision by the MB and support the CF in establishing its working methods.
- Organise and implement CF meetings (Annual Plenary and thematic/geographic meetings).
- Consult relevant CSOs on key Agency documents, such as the Work Programme, the Annual Report on the Situation of Asylum in the EU, and the Annual General Report.

<sup>41</sup> Included the budget for the activity '2.5.2 Governance Activities'.



<ul style="list-style-type: none"> <li>▪ Facilitate, where appropriate, involvement of relevant CSOs in different areas and related activities of the Agency's work (e.g., training, COI, asylum processes, vulnerable persons, Annual Report on the Situation of Asylum, resettlement and complementary pathways).</li> <li>▪ Contribute to the activities of the CF of other JHA Agencies.</li> <li>▪ 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.</li> </ul>			
<b>Expected results (2022)</b>			
<ul style="list-style-type: none"> <li>▪ The set-up of the CF is brought into line with the new provisions of the EUAA Regulation.</li> <li>▪ Continued and reinforced dialogue, consultation and cooperation with the CF.</li> </ul>			
Indicators	Latest result ( <a href="#">CAAR 2021</a> )	Target 2022	Data source
Finalisation of work for the decision of the MB on the composition of the CF and the modalities of transmission of information thereto.	N/A	100%	Submission to the MB
Number of consultations (meetings/written) held with CSOs.	9	9	Consultation calendar Progress on website/meeting reports
Number and examples of areas (and related Agency activities) in which select CSOs were invited to participate (e.g. activities related to training, COI, asylum processes, vulnerable persons).	7	6	Internal reports
Number of activities of other JHA Agencies' Consultative Fora in which the Agency participated or contributed to.	15	4	Meeting reports

## 2.6.2 Governance

Overview of the activity
<p>The Agency will continue strengthening its relations with <b>stakeholders</b>, ensuring its activities are consistent with relevant priorities at EU level, ensuring awareness of its work, and informing policy development and legislation. Continued cooperation with stakeholders will also ensure coordination and coherence of related activities. Cooperation will be taken forward with the European Commission, the Council of the EU and Member States, the European Parliament, the EEAS and other relevant stakeholders both at a technical and at high-level. The horizontal cooperation with other EU agencies will also continue, both through the EU Agencies' Network and the JHA agencies Network, as well as through bilateral collaboration on the basis of WAs, Exchange of Letters and Cooperation Plans. In the context of the JHA Agencies Network, the Agency will carry out preparatory work for its chairmanship of the Network in 2023. The Agency will also continue to strengthen horizontal cooperation and ensure coordination of activities with international organisations, also on the basis of Working Arrangements or Exchange of Letters. These include UNHCR, IOM, ICMPD, IGC and GDISC. Apart from ensuring the implementation of WAs, Cooperation Plans and Exchange of Letters with the abovementioned stakeholders, with the entry into force of the EUAA, the review of such frameworks will be taken forward, in order to reflect the new mandate where necessary. The Agency will also take forward the preparations for the deployment of Liaison Officers</p>



to the Member States, as required by the EUAA Regulation. Preparatory work is underway and will continue with a view to the submission of a proposal by the Executive Director to the MB for approval, and the subsequent recruitment of the Liaison Officers. Preparations for the possibility to deploy Liaison officers to third countries subject to a prior opinion of the Commission and approval by the MB will also be taken forward.

In the area of **communication**, the Agency will continue establishing and maintaining excellent long-standing press relations, ensuring plentiful interaction with the press. This will be particularly relevant in light of the transformation, and enhanced mandate of the EUAA. Regular, accurate press coverage of the Agency's activities is crucial in order to gain visibility, legitimacy and credibility. In 2022, the Agency will continue to pro-actively approach and invite the media regularly for press briefings, both at headquarters and in the field, and will also step-up media activities in Member States and Brussels. Continuing from 2021, the EUAA will finalise a physical branding exercise at its various premises in order to improve the visibility of the Agency, notably within the framework of the new EUAA corporate identity. This will be particularly true in its operational areas and offices, including in reception centres and locations. In addition, the Agency's Internal Communication Plan for 2022 will continue taking into account the changes the Agency is going through and informing staff members about them accordingly. Internal communication will continue to significantly improve through events, publications, and internal documents and tools.

The **Internal Control Framework**, which was adopted in 2018 in accordance with the minimum standards adopted by the European Commission, is designed to provide reasonable assurance regarding the achievement of (i) effectiveness, efficiency and economy of operations (ii) reliability of reporting (iii) safeguarding of assets and information (iv) prevention, detection, correction and follow-up of fraud and irregularities and (v) adequate management of risks relating to the legality and regularity of the underlying transactions. The Agency strives for full compliance with the internal control principles and performs regular assessments to measure the effectiveness and further improve the efficiency of its internal control system. The implementation of internal control framework is reinforced with the ex-post controls function. Ex post controls are providing additional level of assurance for the reliability and integrity of operational and financial information and further evaluate the economy and efficiency of the use of resources. The ex-post control function will contribute to the overall effectiveness of the internal control framework by conducting self-assessments and annual reviews, as prioritised in annual ex post controls programme. In order to meet the expectation from the Internal Control Framework on risk management, the Agency has developed a procedure on risk management, in order to identify, assess and respond to potential issues that could affect the execution of the Agency's activities and the achievement of its objectives. The risk identification exercise is performed by a combination of bottom-up and top-down approaches. The risk management exercise is performed in a comprehensive and thorough way and is integrated in the culture and conduct of all activities. The risk assessment is being followed up at regular intervals throughout the year and updated, to appropriately reflect the changes within the organisation and the implementation of the different actions. The IAS of the European Commission reviews and evaluates risk-management, governance and internal-control processes at the Agency, to provide objective assurance and consulting services designed to add value and improve the Agency's activities. Based on the results of an in-depth risk assessment carried out by the IAS the following prospective audit topics were identified for 2022 -24 outlook:

- Multi-entity audit on the coordination and working arrangements with EU; decentralised agencies in DG HOME (other than Frontex);
- Needs and feasibility assessment in operational planning;
- Data Management (including both IT and non-IT elements);

- HR Management (reserve topic).

The strategic internal audit plan may be adapted based on the re-assessment of the risks to be implemented annually. The Agency will continue to work on implementing actions to address the previous audit findings, monitor and report on the implementation of recommendations within the agreed deadlines and collaborate with the Service to ensure that the audits provide added value for the Agency. As concerns **legal affairs**, the Agency has re-established its legal function with the aim to ensure that implementation of the Work Programme is in compliance with the applicable legal framework. Legal advice is provided on matters related to contracts and procurement, staff, corporate governance, intellectual property rights and inter-institutional matters, and in particular in relation to operational support. These also include handling public access to document requests, dealing with complaints submitted to the European Ombudsman, representing the Agency before the Court of Justice of the European Union, and liaising with European Commission representatives and other external stakeholders. The Agency will continue its actions in order to ensure compliance with the **Data Protection** Regulation. The new Data Protection Regulation adopted in December 2018 reinforces the existing privacy principles and streamlines them across the Union, while at the same time does away with some bureaucratic elements. Prior checks with the European Data Protection Supervisor are no longer required. Under the new Data Protection Regulation, processes with a higher degree of risk for individuals' privacy have to undergo a Data Protection Impact Assessment (DPIA).

The Agency will further enhance its **corporate planning, monitoring and reporting** capabilities, including forecasting, prioritisation and contingency planning exercises. The Agency will continue to further develop and implement management approaches to **quality, business continuity** and **corporate security**, and initiate a formal approach to **environmental management** building on the Agency's green initiatives. Development and implementation of the management approaches will ensure alignment with the Internal Control Framework. A new framework for the management of the Agency's **programme and project portfolio** will be rolled out. The Agency will further improve document and record management, while working on the process redesign and optimisation, further enhancing the organisational performance.

The Agency is reinforcing its commitment towards organisational performance by promoting, coordinating and implementing **evaluations** of Agency interventions. The evaluation topics are planned based on criteria in the Agency's **evaluation framework** and recommendations made by the internal **Evaluation Advisory Group**. An approach to randomised controlled trials, a gold standard of evaluations, will be piloted under the guidance of the Evaluation Advisory Group to provide the Agency with evidence-based recommendations for improvement in key activity areas.

	2022 (planned)	2021 (actual)
Financial resources	<b>EUR 65,800</b> (3402 Cooperation with Stakeholders)	<b>N/A</b> <sup>42</sup>
Human resources	N/A <sup>43</sup>	N/A <sup>44</sup>

<sup>42</sup> Included in the budget for activity '2.5.1 Consultative Forum and Civil Society'.

<sup>43</sup> Staff allocation is part of 'Resources allocated to governance, administrative and other horizontal activities' (Title 1).

<sup>44</sup> *Ibid.*



### Estimates of quantifiable workload drivers

- Number and nature of events requiring preparation or contribution (250)
- Decision on number of Liaison Officers (LOs) to be deployed and consequently the work related to such deployment (number of LOs to be decided with minimum of 7)

### Objective 1

Reinforced governance whilst supporting implementing relevant provisions of the EUAA Regulation.

#### Link to the multi-annual objective(s)

- MA10

#### Main outputs/actions (2022)

- Propose and organise meetings of relevance to the Agency's activities with relevant European and international stakeholders, also in the margins of events.
- Organise networking events or receptions to forge contacts with existing stakeholders, build new contacts, and raise awareness of the Agency's operational work and activities and any developments within the Agency.
- Participate in relevant external meetings to present EUAA activities and contributions whenever requested or invited.
- Ensure implementation of working arrangements and other cooperation frameworks with stakeholders, and take forward reviews/updates or new arrangements where needed.
- Organise press interviews with national and EU or Brussels-based journalists, as well as strategic press interviews to coincide with specific events and developments.
- Organise press visits with particular focus on the Agency operational activities.
- Issue press releases to coincide with major events, publications, developments, etc.
- Implement the EUAA branding exercise, including on physical premises (HQ, liaison offices and operational premises).
- Modernise communication outputs using digital tools (newsletters, publication distribution, press material, etc.).
- Decentralise press activities in main operational areas in order to generate greater and tailored impact (notably in Greece and Brussels).
- Further improve level of implementation of the Agency's Internal Control Framework.
- Monitor and report on the risks identified during the Agency's annual risk identification and assessment exercise, as well as the risks identified by the European Court of Auditors and the Internal Audit Service of the European Commission.
- Provide continuously high-quality legal advice and assurance.
- Manage judicial and quasi-judicial proceedings, including legal representation in court proceedings.
- Assess the Agency processes that require a data protection impact assessment.
- Enhance corporate planning and reporting aligned with regulatory requirements to meet stakeholder expectations.
- Support, coordinate and implement the optimal use of evaluations in the Agency.
- Coordinate and provide support for implementation of management approaches to quality, business continuity, corporate security, and environment and sustainability.
- Initiate management of the Agency's programme and project portfolio in line with the agreed framework.

#### Expected results (2022)

- The Agency enjoys a high level of coordination and cooperation with stakeholders in areas of its mandate, duplication is avoided, and the Agency enjoys higher visibility and credibility.

- The Agency is a recognised and trusted counterpart in the field and contributes to discussions relevant to its mandate.
- The Agency is the *de facto* reference in media reporting on Asylum in the EU.
- All EUAA premises and physical assets are appropriately re-branded, projecting the Agency as an easily identifiable operational actor.
- Improved governance systems and overall reputation.
- Efficient processes and reduced administrative burdens, while ensuring increased availability of reliable information on decision making, corporate performance and level of compliance.
- The implementation of the 2022 Evaluation Plan enhances the performance of the Agency, in line with its mandate.
- Improved management approaches with enhanced synergies and efficiency gains.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of meetings held with key stakeholders.	76	150	Internal reporting
Number of external meetings and/or events participated in.	190	200	Internal reporting
Number of networking/information events organised for stakeholders.	5	3	Internal reporting
Percentage of change in monthly average social media reach.	+35%	+10% compared to 2021	Social media analytics
Reach of mentions of the Agency in Press.	18.1 billion	13 billion	Meltwater analytical tool
Management awareness of the new Internal Control Framework (% of managers attending internal control training).	87%	85%	Course attendance records
Timely implementation of agreed risk responses in the Agency's Risk Register.	90%	90%	State of play of implementation
Percentage of completed evaluations on the number of planned evaluations to be completed.	100%	90%	Evaluation Advisory Group

### 2.6.2.1 Executive Director's KPIs

In line with the Commission Guidelines on key performance indicators (KPI) for Directors of EU decentralised agencies<sup>45</sup>, the following objective, indicator and target has been established for the Executive Director of the Agency.

#### Objective 1

Effective implementation of the Work Programme with allocated human and financial resources.

#### Link to the multi-annual objective(s)

- MA10

#### Main outputs/actions (2022)

- Quarterly Work Programme implementation and governance reports delivered to the MB.
- Consolidated Annual Activity Report positively assessed and timely adopted by the MB.

<sup>45</sup> <https://ec.europa.eu/transparency/regdoc/rep/10102/2015/EN/10102-2015-62-EN-F1-1.PDF>

**Expected results (2022)**

- Achievement of prioritised results as specified in annual planning documents.
- Increased effectiveness of the internal control system.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Implementation of planned activities (WP), utilisation of planned financial (Budget) and human (Establishment Plan) resources (a combined average).	91%	≥80%	Quarterly monitoring reports

### 2.6.3 Third Country Support

#### Overview of the activity

In line with the External Cooperation Strategy (ECS), which will be revised and updated in light of the adoption of the EUAA Regulation, and within the framework of EU external relations policy, the Agency will cooperate with the authorities of partner countries, in particular with a view to promoting Union standards on international protection and reception and assisting them as regards expertise and capacity development for their own international protection and reception systems. The Agency will, as appropriate, foster renewed partnerships with partner countries, according to the situation and needs of each partner country. The Agency will continue delivering capacity development support to partner countries' asylum and reception systems, defined and based on a project management approach. Moreover, the Agency will facilitate and encourage operational cooperation between EU+ countries and partner countries, within the framework of the Union's external relations policy, including with regard to the protection of fundamental rights, in consultation with the European Commission and in cooperation with the EEAS. This may involve specific support for EU+ countries in developing bilateral programmes related to asylum and reception in partner countries. The Agency will continue to provide support to Turkey, the Western Balkans (WB) and the Middle East and North Africa (MENA) Region. The revision of the ECS may expand the geographical scope of the Agency's support in the External Dimension by including newly emerging priority regions, for subsequent years, although delivery will be subject to availability of resources.

The support to partner countries will be implemented through the Agency's own budget, EU+ countries' earmarked contributions for project initiatives and the European Commission's funding such as the Instrument for Pre-Accession Assistance (IPA) Programme.<sup>46</sup> The Agency will also provide support in close cooperation with, and, as appropriate, under the framework of relevant Regional Development and Protection Programmes (RDPPs). Support to partner countries will be based on the Agency's validated needs assessment methodology and on the Agency's capacity to respond. Where appropriate, activities will be outlined in Roadmap documents agreed between the Agency and a given partner country or institution, aimed at improving the protection-sensitive operational response to mixed migratory movements and at strengthening the asylum and reception systems. The Agency's interventions to support partner countries will be delivered in close cooperation with the European Commission, EEAS and respective EU Delegations/offices in partner countries, EU+ countries, Frontex, UNHCR, IOM and other relevant actors. This includes coordination and management of the Third Country Cooperation Network and its Working Groups.

<sup>46</sup> For example, the IPA III funded project "Regional Support to Protection-Sensitive Migration Management systems in the Western Balkans and Turkey", phase III.

	2022 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 1,133,400</b> (BL 3203 External dimension - Third Country Support) <sup>47</sup>	<b>EUR 597,198</b> (BL 3203 External dimension - Third Country Support) <sup>48</sup>
<b>Human resources</b>	4 TA, 2 CA & SNE	4 TA, 2 CA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>- Delivery of a dedicated Network and Working Groups per geographical priority with at least 6 activities to facilitate and encourage cooperation among EU+ countries and third countries, in the External Dimension of the CEAS</li> <li>- EUAA regulation expands the Agency's role in the External Dimension of the CEAS</li> <li>- 8 partner countries' national authorities expected to be in need of support from the Agency</li> <li>- EU policy developments with increased focus on the External Dimension of the CEAS, including the New Pact on Migration and Asylum</li> </ul>	

### Objective 1

Manage and further develop practical cooperation among EU+ countries on activities pertaining to the Agency's External Dimension mandate.

#### Link to the multi-annual objective(s)

- MA11

#### Main outputs/actions (2022)

- Manage and coordinate the Third Country Cooperation Network through meetings and consultations, as well as other Network activities agreed between the members of the Network.
- Maintain and coordinate specialised Working Groups, through meetings and consultations, as well as other activities agreed between the Working Group members.

#### Expected results (2022)

- The Third Country Cooperation Network is functioning effectively.
- The relevant Working Groups are functioning effectively.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of Network's meetings organised.	7	6	Operational/ administrative records Meeting reports
Specialised Working Groups in place and active.	3	3	Operational/ administrative records Meeting reports

<sup>47</sup> In addition to C1 credits, the Agency relies on the following R0 resources for the implementation of Third Country Support activities and coverage of additional human resources:

- 4101 Czech Republic and Denmark voluntary and earmarked contributions to the Regional Pilot Project in support of North Africa/RDPP NA;
- 4101 Denmark voluntary and earmarked contributions to the Cooperation Roadmap with Egypt;
- 4102 EU regional support to protection-sensitive migration management systems in the Western Balkans - PHASE III signed on 24 June 2022.

<sup>48</sup> In addition to C1 credits, the Agency relied on the following R0 resources for the implementation of Third Country Support activities and coverage of additional human resources:

- 4102 IPA II programme: Regional Support to protection-sensitive migration management systems in the Western Balkans and Turkey, phase I and phase II.



**Objective 2**

Continue the development/use of specific Knowledge Management tools and techniques, for enhancing cooperation and coordination between EU+ countries.

**Link to the multi-annual objective(s)**

- MA11

**Main outputs/actions (2022)**

- Continue the development and management of knowledge management tools and techniques.
- Pilot knowledge management tools in relation to, and in support of, activities pertaining to the Agency's External Dimension mandate.

**Expected results (2022)**

- Eased access to, and improved sharing of, existing relevant knowledge held in the Agency, EU+ countries and with other relevant stakeholders.
- More effective peer-to-peer exchanges created.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of knowledge management tools/techniques, including in support of the Third Country Cooperation Network, under development, in place or updated.	2	3	Operational/ administrative records, reports; business cases developed

**Objective 3**

Strengthen cooperation with WB national administrations to improve knowledge and capacities to manage fluctuating migration movements and to develop the asylum and reception systems in a protection sensitive manner, including on matters concerning persons with special needs, in line with EU standards and in the context of the EU accession process, by delivering capacity development and facilitating and encouraging operational cooperation with EU+ countries.

**Link to the multi-annual objective(s)**

- MA11

**Main outputs/actions (2022)**

- Provide strategic capacity development to WB administration and facilitate and encourage operational cooperation between EU+ countries and WB administrations within the framework of jointly developed Roadmaps and/or under the framework of anticipated IPA funded project(s)<sup>49</sup> building on lessons learned from the Agency's previous engagement.
- Implement Roadmaps in the WB through sustainable support to institutions active in the fields of asylum and reception, in cooperation with relevant stakeholders and with direct access to the WB administrations.
- Implement IPA funded project, enhancing regional cooperation in the WB and convergence with EU standards and best practices in relation with asylum and reception.
- Participate in strategic meetings such as National/Regional Steering Committee meetings related to anticipated IPA funded project(s) implementation, consultation on the enlargement package, including at country level, and with relevant stakeholders, including EU+ countries, European Commission/EU Delegations or offices, Frontex, UNHCR, IOM, etc.

<sup>49</sup> Multiannual Financial Framework 2021-2027: IPA III Regulation Proposal - COM(2018)465.

- Assist with the design of reception centres in relevant WB partner context based on EU Reception Standards.
- Contribute at technical level to the EU policy dialogue with WB administrations.

#### Expected results (2022)

- The Agency's support to WB national administrations is delivered, including within the framework of the IPA project.
- Agreed Roadmaps between the Agency and WB partners are under implementation with sustainable and direct support to institutions active in the fields of asylum and reception.
- Reporting on anticipated IPA funded project(s) is completed by the Agency, demonstrating the achievement of the planned results as per project work plan(s), including in view of project budget consumption.
- Improved skills, capacity and knowledge developed by the WB national administrations in the field of asylum and reception.
- WB national asylum and reception systems and practices are further in line with EU legislation and best practices, in light of the EU accession process.
- Technical support provided based on EU Reception standards to inform the design process of reception centres in WB partners.
- Regional cooperation in the field of asylum at WB level is enhanced.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of Roadmaps in place and implemented.	5	6 Roadmaps under implementation 4 Roadmap mid-term reviews initiated	Roadmaps in place Mid-term reviews Periodical activity reports National/Regional Steering Committee meeting reports
Number of activities implemented under Roadmaps / externally funded project.	52	35	Operational and administrative records Periodical activity reports and final project reports sent to the EC

#### Objective 4

Strengthen cooperation with the Presidency of Migration Management (PMM) of the Turkish Ministry of Interior to improve knowledge and capacities to manage fluctuating migration movements and to develop the asylum and reception systems, including on matters concerning persons with special needs, by delivering capacity development and facilitating and encouraging operational cooperation with EU+ countries.

#### Link to the multi-annual objective(s)

- MA11

#### Main outputs/actions (2022)

- Provide strategic capacity development to PMM and facilitate and encourage operational cooperation between EU+ countries and PMM/Turkey within the framework of a jointly developed Roadmap, building on lessons learned from the Agency's previous engagement.
- Implement the Roadmap through sustainable support to institutions active in the fields of asylum and reception, in cooperation with relevant stakeholders and with direct access to the PMM/Turkey administrations.



- Participate in relevant coordination meetings, including at country level, with relevant stakeholders, including EU+ countries, European Commission/EU Delegation in Ankara, Frontex, UNHCR, IOM, ICMPD, etc.
- Contribute at technical level to the EU policy dialogue with Turkey.

#### Expected results (2022)

- Agency support to Turkey is delivered within the framework of the jointly developed Agency-PMM cooperation Roadmap.
- The agreed Roadmap is under implementation with sustainable and direct support to institutions active in the fields of asylum and reception.
- Improved capacity of the Government of Turkey to meet regional and international obligations in the field of international protection.
- Strengthened cooperation and relations with relevant stakeholders.
- EU policy dialogue with Turkey supported at technical level.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of Roadmaps in place and implemented.	1 the Agency-DGMM Cooperation Roadmap (24 months, September 2019 - August 2021)	1 new Roadmap under implementation	Mid-term and final reviews Monthly monitoring reports Periodical activity reports Senior official meeting reports

#### Objective 5

Strengthen cooperation with Middle East and North African (MENA) countries (including countries under the umbrella of the RDPP NA) to improve knowledge and capacities to manage fluctuating migration movements and to develop their asylum and reception systems, including on matters concerning persons with special needs, by delivering capacity development and facilitating and encouraging operational cooperation with EU+ countries.

#### Link to the multi-annual objective(s)

- MA11

#### Main outputs/actions (2021)

- Provide strategic capacity development to MENA countries and facilitate and encourage operational cooperation between EU+ countries MENA countries within the framework of jointly developed cooperation documents (Roadmaps and/or specific projects) or as contribution to other stakeholders' programmes/projects (e.g., in Jordan).
- Implement Roadmaps and/or specific projects through sustainable support to institutions active in the fields of asylum and reception, in cooperation with relevant stakeholders and with direct access to the MENA administrations.
- Implement a regional pilot project under the umbrella of the RDPP NA, contributing to enhancing EU involvement in the implementation of international protection actions in the North Africa region.
- Contribute to, *inter alia*, the Migration Dialogues, Mobility Partnerships and the Partnership Framework Approach in strategically targeted partner countries as well as at regional level, including through participation in strategic meetings, in coordination and cooperation with EU+ countries, the European Commission/EU Delegations, Frontex, UNHCR, IOM, ICMPD, and with relevant regional actors (as appropriate), etc.

**Expected results (2022)**

- The Agency support to MENA Region countries is delivered, including within the framework of Roadmaps/projects as appropriate.
- Agreed Roadmaps/projects are under implementation with sustainable and direct support to institutions active in the fields of asylum and reception.
- Enhanced EU involvement in the implementation of international protection actions in the North Africa region.
- Improved skills, capacity and knowledge developed by the national authorities in the MENA countries in the field of asylum and reception.
- Cooperation and relations with key stakeholders are enhanced.

Indicators	Latest result (CAAR 2021)	Target 2022	Data source
Number of Roadmaps/projects, as appropriate, under development/ established/implemented.	3	3	Agreed roadmaps/ projects under development or in place Periodical activity reports Senior official meeting reports
Number of support activities implemented as per cooperation documents.	9	8	Periodical activity reports

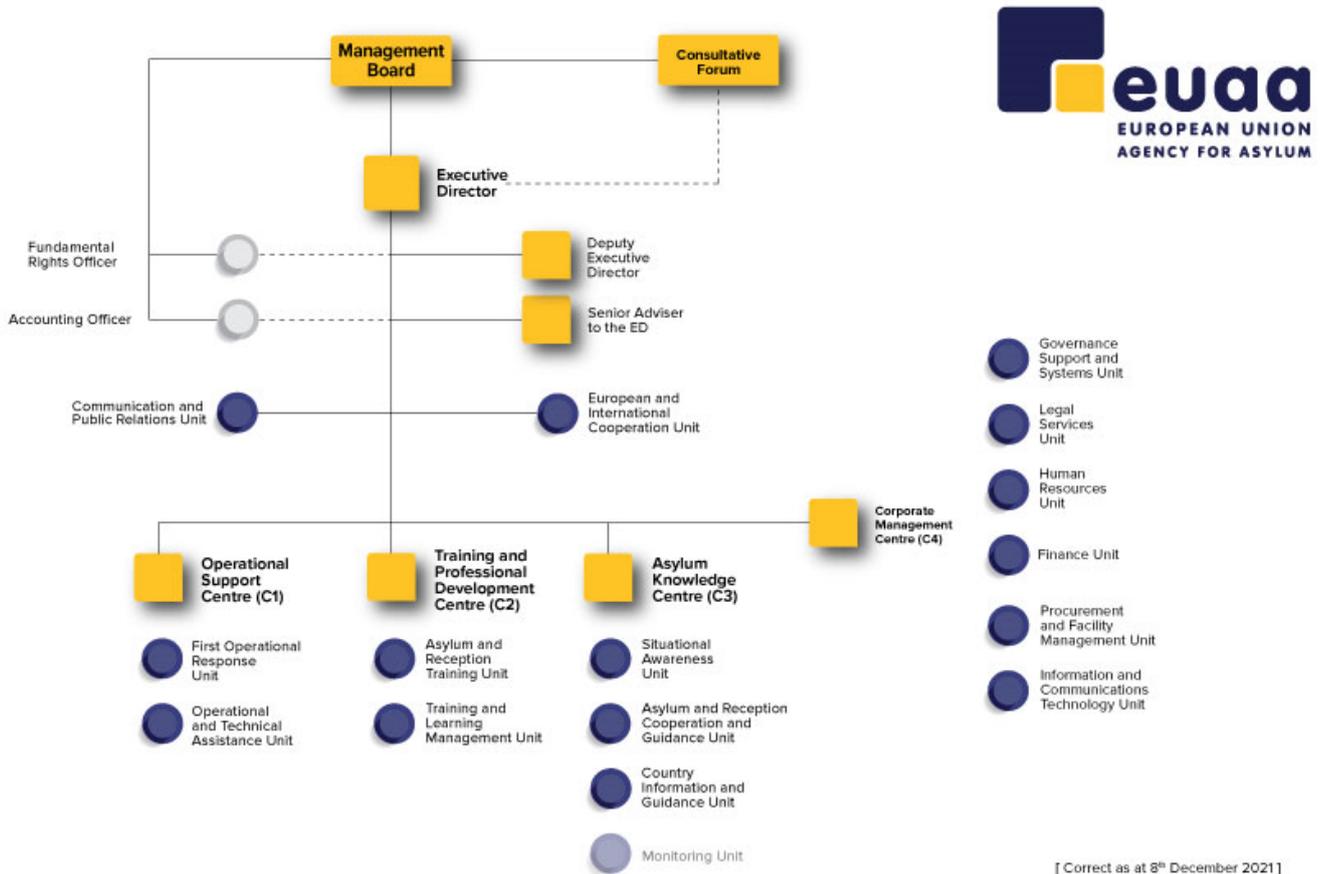


## Annexes

- Annex I Organisation Chart
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- Annex VI Environment Management
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# Annex I: Organisation chart for year N (2021), or if restructuring known year N+1 (2022)



Occupancy per organisational entity: statutory staff and SNEs:

Centre	Unit	Sector	Total posts	Non-vacant posts <sup>1</sup>
<b>ED Executive Director</b>			<b>50</b>	<b>42</b>
	CPRU Communication and Public Relations Unit		19	16
	CPRU Communication and Public Relations Unit		2	1
	PCS Press and Communication Sector		12	11
	EPS Events and Protocol Sector		5	4
<b>ED Executive Director</b>			<b>10</b>	<b>7</b>
	ACCO Accountant		3	3
	ED Executive Director		4	3
	DED Deputy Executive Director		1	0
	FMO Fundamental Rights Officer		1	0
	SAED Senior Adviser to the ED		1	1
<b>EICU European and International Cooperation Unit</b>			<b>21</b>	<b>19</b>
	EICU European and International Cooperation Unit		1	0
	EUAS EU Affairs Sector		7	7
	EULO EU Institutions Liaison Office		1	1
	FLO Frontex Liaison Office		1	1
	ICS International Cooperation Sector		11	10
<b>OSC Operational Support Centre (C1)</b>			<b>86</b>	<b>81</b>
	FORU First Operational Response Unit		10	9
	FORU First Operational Response Unit		2	1
	FRS First Response Sector		5	5
	PDS Preparedness Sector		3	3
<b>OTAU Operational and Technical Assistance Unit</b>			<b>59</b>	<b>57</b>
	CYPO Cyprus Office		9	9
	EUOS EU Operations Sector		11	11
	GRCO Greece Office		19	18
	ITAO Italy Office		14	14
	OTAU Operational and Technical Assistance Unit		1	1
	ORAS Operational Resettlement and Humanitarian Admission Sector		5	4
<b>OSC Operational Support Centre (C1)</b>			<b>17</b>	<b>15</b>
	OSC Operational Support Centre (C1)		5	4
	ODMS Operational Deployment Management Sector		2	2
	OPS Operational Programming Sector		9	8
	QPTS Operational Quality Procedures and Tools Sector		1	1
<b>TPDC Training and Professional Development Centre (C2)</b>			<b>54</b>	<b>50</b>
	ARTU Asylum and Reception Training Unit		18	18
	ARTU Asylum and Reception Training Unit		2	2
	TDDS Training Design and Development Sector		12	12
	TLMS Training and Learning Methods Sector		4	4
<b>TLMU Training and Learning Management Unit</b>			<b>22</b>	<b>20</b>
	TLTS Training and Learning Technologies Sector		5	4

<sup>1</sup> Status as of 30 June 2022 (statutory staff and SNEs).

Centre	Unit	Sector	Total posts	Non-vacant posts <sup>1</sup>
		TPPS Training Planning and Programming Sector	16	16
		TLMU Training and Learning Management Unit	1	0
		TPDC Training and Professional Development Centre (C2)	14	12
		QAAS Quality Assurance and Accreditation Sector	4	4
		TLRS Training and Learning Research and Analysis Sector	5	4
		TPDC Training and Professional Development Centre (C2)	5	4
<b>AKC Asylum Knowledge Centre (C3)</b>			<b>127</b>	<b>121</b>
		ARCU Asylum and Reception Cooperation and Guidance Unit	42	41
		APS Asylum Processes Sector	19	19
		ARCU Asylum and Reception Cooperation and Guidance Unit	3	3
		CTS Courts and Tribunals Sector	7	7
		RVS Reception and Vulnerability Sector	13	12
		AKC Asylum Knowledge Centre (C3)	10	10
		AKC Asylum Knowledge Centre (C3)	10	10
		SAU Situational Awareness Unit	38	35
		SAU Situational Awareness Unit	1	1
		DARS Data Analysis and Research Sector	22	20
		IAS Information and Analysis Sector	15	14
		CIGU Country Information and Guidance Unit	37	35
		CGS Country Guidance Sector	6	6
		COIS Country of Origin Information Sector	17	16
		CIGU Country Information and Guidance Unit	1	1
		MedCOI Medical Country of Origin Information Sector	13	12
<b>CMS Corporate Management Centre (C4)</b>			<b>188</b>	<b>162</b>
		CMS Corporate Management Centre (C4)	25	14
		CMS Corporate Management Centre (C4)	11	9
		Experts	8	0
		ICRS Internal Control and Risk Management Sector	6	5
		FINU Finance Unit	29	27
		FBS Finance and Budget Sector	22	21
		FINU Finance Unit	2	2
		HFSS Horizontal Financial Services Sector	5	4
		GSSU Governance Support and Systems Unit	26	23
		CPRS Corporate Planning, Monitoring and Reporting Sector	8	7
		GSSU Governance Support and Systems Unit	1	1
		QMES Quality Management and Evaluation Sector	10	8
		SCRS Security Sector	7	7
		HRU Human Resources Unit	31	29
		HRU Human Resources Unit	3	3
		PES Payroll and Entitlements Sector	13	11
		RCDS Recruitment, Career and Development Sector	15	15
		ICTU ICT Unit	38	35
		ICTU ICT Unit	10	9
		IOS Infrastructure and Operations Sector	6	6

Centre	Unit	Sector	Total posts	Non-vacant posts <sup>1</sup>
		PAS Projects and Applications Sector	13	11
		SDS Service Desk Sector	9	9
		<b>LSU Legal Services Unit</b>	<b>10</b>	<b>7</b>
		GLAS General Legal Affairs Sector	4	4
		LCS Litigation and Complaints Sector	4	3
		LSU Legal Services Unit	2	0
		<b>PFMU Procurement and Facility Management Unit</b>	<b>29</b>	<b>27</b>
		PFMU Procurement and Facility Management Unit	1	0
		FMS Facility Management Sector	13	12
		PRS Procurement Sector	15	15
		<b>Total</b>	<b>505<sup>2</sup></b>	<b>456</b>

Occupancy per organisational entity: short-term operational Contract Agents:

Centre	Total posts	Non-vacant posts <sup>3</sup>
ED Executive Director	0	0
OSC Operational Support Centre (C1)	70	44
TPDC Training and Professional Development Centre (C2)	1	0
AKC Asylum Knowledge Centre (C3)	1	0
CMS Corporate Management Centre (C4)	18	15
<b>Total</b>	<b>90</b>	<b>59</b>

<sup>2</sup> Excludes 90 short-term operational CA posts and 17 IPA/NA CA posts.

<sup>3</sup> Status as of 30.06.2022.

## Annex II: Resource allocation per activity N+1 – N+3 (2022-2024)

Activity	Year N (2021)			Year N+1 (2022)			Year N+2 (2023)*			Year N+3 (2024)*		
	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)
<b>2.1 Operational support<sup>4</sup></b>	<b>59</b>	<b>81<sup>5</sup></b>	<b>€75,563,994</b>	<b>51</b>	<b>83<sup>6</sup></b>	<b>€105,276,745</b>	<b>51</b>	<b>83<sup>7</sup></b>	<b>€91,895,565</b>	<b>73</b>	<b>97<sup>8</sup></b>	<b>€94,252,750</b>
2.1.1 Operational and technical assistance <sup>9</sup>										53	81 <sup>10</sup>	€88,131,750
2.1.1.1 Italy	11	34	€9,860,500	8	13	€12,333,000	8	13	€12,742,800			
2.1.2 Greece	16	10	€46,646,184	12	7	€39,350,000	12	7	€36,477,700			
2.1.3 Cyprus	6	30	€5,491,570	6	10	€12,055,000	6	10	€12,133,850			
2.1.4 Malta	3	1	€5,263,740	2	1	€6,093,630	2	1	€6,013,000			
2.1.5 Spain	3	2	€900,000	4	2	€2,969,000	4	2	€3,550,000			
2.1.6 First operational response and other operational activities	7	0	€5,121,000	15	49	€29,925,337	15	49	€16,849,185			
2.1.7 External dimension	13	4	€2,281,000									
<i>2.1.7.1 Networks and external relations<sup>11</sup></i>	4	0	€108,000									

<sup>4</sup> The breakdown of resources for the sub-activities under '2.1 Operational support' is indicative. Budgets will be aligned with annual planning of specific Operational Plans, prioritised needs assessments and activities to be implemented, and will be managed within the overall available budget. In case of further operational needs in specific areas, re-allocation of resources and/or R0 provisions/contingency funding will be further utilised for operational budgeting.

<sup>5</sup> Includes 56 short-term operational Contract Agent (CA) posts (costed under Title 1) assigned to '2.1 Operational support' activities.

<sup>6</sup> Includes 60 short-term operational CA posts (costed under Title 1) allocated as follows: 7 CA posts to '2.1.1. Italy', 7 CA posts to '2.1.3 Cyprus', 46 CA posts to '2.1.6 First Operational response and other operational activities'.

<sup>7</sup> *Ibid.*

<sup>8</sup> This includes 70 short term Contract Agent posts (costed under Title 1)

<sup>9</sup> '2.1.1 Italy', '2.1.2 Greece', '2.1.3 Cyprus', '2.1.4 Malta', '2.1.5 Spain' and '2.1.6 First operational response and other operational activities' will be reported as '2.1.1 Operational and technical assistance' from 2024 onwards.

<sup>10</sup> Includes 60 short-term operational CA posts (costed under Title 1)

<sup>11</sup> Activities re-allocated under '2.1.7 Resettlement and Humanitarian Admission' and '2.6.3 Third country support' from 2023 onwards.

Activity	Year N (2021)			Year N+1 (2022)			Year N+2 (2023)*			Year N+3 (2024)*		
	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)
2.1.7 Resettlement and Humanitarian Admission <sup>12, 13, 14</sup>	4	1	€1,610,000	4	1	€2,550,778	4	1	€4,129,030			
2.1.7.3 Third country support <sup>15</sup>	5	3	€563,000									
2.1.2 Resettlement and humanitarian admission										6	1	€4,591,000
2.1.3 Preparedness, programming of operations, operational deployment and quality management <sup>16</sup>										14	15 <sup>17</sup>	€1,530,000
<b>2.2 Operational support and tools, programming, monitoring and evaluation of operations<sup>18</sup></b>	<b>6</b>	<b>6</b>	<b>€746,270</b>	<b>8</b>	<b>14<sup>19</sup></b>	<b>€1,150,230</b>	<b>12</b>	<b>14<sup>20</sup></b>	<b>€1,779,445</b>			
2.2.1 Operational support and operational tools <sup>21</sup>	3	2	€667,470									
2.2.1 Deployment and performance management <sup>22</sup>				2	8	€1,053,230	5	8	€1,576,553			
2.2.2 Programming, monitoring and evaluation of operations	3	4	€78,800	6	6	€97,000	7	6	€202,892			

<sup>12</sup> Renumbered to 2.1.7 for 2023.

<sup>13</sup> Separate activity and renumbered to 2.1.3 from 2024 onwards.

<sup>14</sup> Renumbered to '2.1.2 Resettlement and humanitarian admission' from 2024 onwards.

<sup>15</sup> Renumbered to '2.6.3 Third country support' from 2023 onwards.

<sup>16</sup> Will replace '2.2 Operational support and tools, programming, monitoring and evaluation of operations' from 2024 onwards.

<sup>17</sup> Includes 10 short-term CA posts (costed under Title 1).

<sup>18</sup> Will be replaced by '2.1.3 Preparedness, programming of operations, operational deployment and quality management' from 2024 onwards.

<sup>19</sup> Includes 10 short-term operational CA posts (costed under Title 1) allocated as follows: 6 CA posts to '2.2.1 Deployment and performance management' and 4 CA posts to '2.2.2 Programming, monitoring and evaluation of operations'.

<sup>20</sup> *Ibid.*

<sup>21</sup> Will be '2.2.1 Deployment and performance management' from 2023 onwards.

<sup>22</sup> Was '2.2.1 Operational support and operational tools' until 2021.

Activity	Year N (2021)			Year N+1 (2022)			Year N+2 (2023)*			Year N+3 (2024)*		
	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)
<b>2.3 Training and professional development</b>	<b>44</b>	<b>8</b>	<b>€2,400,000</b>	<b>46</b>	<b>9</b>	<b>€2,835,000</b>	<b>50</b>	<b>9</b>	<b>€2,960,000</b>	<b>54</b>	<b>9</b>	<b>€3,310,000</b>
2.3.1 Development and consolidation of the Training Curriculum <sup>23</sup>	17	3	€830,000	17	2	€1,016,280						
2.3.2 Implementation of the Training Curriculum <sup>24</sup>	17	0	€265,000	17	0	€302,050						
2.3.3 Management of the Training Quality Assurance <sup>25</sup>	8	1	€1,305,000	8	2 <sup>26</sup>	€666,770						
2.3.4 Learning experience and digital applications <sup>27</sup>	2	4		4	5	€849,900						
2.3.1 Design and Development of the European Asylum Curriculum <sup>28</sup>							21	4	€1,552,500	22	4	€1,660,000
2.3.2 Delivery of the EUAA Training <sup>29</sup>							19	0	€497,500	20	0	€520,000
2.3.3 Implementation of the Training <sup>30</sup> Quality Assurance Framework							8	2 <sup>31</sup>	€584,000	9	2 <sup>32</sup>	€610,000
2.3.4 Implementing a user-centred Learning Technology Ecosystem <sup>33</sup>							2	3	€326,000	3	3	€520,000

<sup>23</sup> Renamed to '2.3.1 Design and Development of the European Asylum Curriculum' from 2023 onwards.

<sup>24</sup> Renamed to '2.3.2 Delivery of the EUAA Training' from 2023 onwards.

<sup>25</sup> Renamed to '2.3.3 Implementation of the Training Quality Assurance Framework' from 2023 onwards.

<sup>26</sup> Includes 1 short-term operational CA post.

<sup>27</sup> Renamed to '2.3.4 Implementing a user-centred Learning Technology Ecosystem' from 2023 onwards.

<sup>28</sup> Was '2.3.1 Development and consolidation of the Training Curriculum' until 2022.

<sup>29</sup> Was '2.3.2 Implementation of the Training Curriculum' until 2022.

<sup>30</sup> Was '2.3.3 Management of the Training Quality Assurance' until 2022.

<sup>31</sup> Includes 1 short-term operational CA post.

<sup>32</sup> *Ibid.*

<sup>33</sup> Was '2.3.4 Learning experience and digital applications' until 2022.

Activity	Year N (2021)			Year N+1 (2022)			Year N+2 (2023)*			Year N+3 (2024)*		
	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)
<b>2.4 Asylum knowledge</b>	<b>104</b>	<b>25</b>	<b>€6,131,210</b>	<b>102</b>	<b>26</b>	<b>€6,175,474</b>	<b>112</b>	<b>26</b>	<b>€8,220,705</b>	<b>122</b>	<b>26</b>	<b>€9,081,875</b>
2.4.1 Country of Origin Information and Country Guidance <sup>34</sup>							37	8 <sup>35</sup>	€2,514,000	38	8 <sup>36</sup>	€2,684,000
2.4.1 Country of Origin Information <sup>37</sup>	14.5	4	€368,130	15.5	4	€512,700						
2.4.2 Medical Country of Origin Information <sup>38</sup>	10.5	2	€653,000	10.5	3	€910,300						
2.4.3 Country Guidance <sup>39</sup>	6	1	€435,500	6	2 <sup>40</sup>	€335,000						
2.4.2 Situational Awareness <sup>41</sup>							34	8	€1,095,000	34	8	€1,155,000
2.4.4 Information and Analysis <sup>42</sup>	13.5	4	€477,000	13.5	3	€495,000						
2.4.5 Data Analysis and Research <sup>43</sup>	20.5	4	€494,680	19.5	4	€423,300						
2.4.3 Asylum and Reception Cooperation and Guidance <sup>44</sup>							38	10	€4,311,705	38	10	€4,742,875
2.4.6 Asylum processes and quality support to operations <sup>45</sup>	18	4	€1,128,281	20	4	€1,381,724						
2.4.7 Reception and Vulnerability <sup>46</sup>	14	3	€1,526,888	11	3	€1,224,920						

<sup>34</sup> Will be '2.4.1 Country of Origin Information and Country Guidance' (2.4.1, 2.4.2 and 2.4.3 merged) from 2023 onwards.

<sup>35</sup> Includes 1 short-term operational CA post.

<sup>36</sup> Includes 1 short-term operational CA post.

<sup>37</sup> Will be '2.4.1 Country of Origin Information and Country Guidance' (2.4.1, 2.4.2 and 2.4.3 merged) from 2023 onwards.

<sup>38</sup> *Ibid.*

<sup>39</sup> *Ibid.*

<sup>40</sup> Includes 1 short-term operational CA post.

<sup>41</sup> Will be '2.4.2 Situational Awareness' (2.4.4 and 2.4.5 merged, and renumbered to 2.4.2) from 2023 onwards.

<sup>42</sup> *Ibid.*

<sup>43</sup> *Ibid.*

<sup>44</sup> Will be '2.4.3 Asylum and Reception Cooperation and Guidance' (2.4.6, 2.4.7 and 2.4.8 merged, and renumbered to 2.4.3) from 2023 onwards.

<sup>45</sup> *Ibid.*

<sup>46</sup> *Ibid.*

Activity	Year N (2021)			Year N+1 (2022)			Year N+2 (2023)*			Year N+3 (2024)*		
	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)
2.4.8 Cooperation with members of courts and tribunals <sup>47</sup>	7	3	€1,047,731	6	3	€892,530						
2.4.4 Monitoring the operational and technical application of the CEAS <sup>48</sup>							3	p.m.	€300,000	12	p.m.	€500,000
<b>2.5 Protection of Fundamental Rights</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>3</b>	<b>0</b>	<b>€0</b>	<b>3</b>	<b>0</b>	<b>€51,500</b>	<b>3</b>	<b>0</b>	<b>€53,000</b>
<b>2.6 Horizontal Activities</b>	<b>2</b>	<b>0</b>	<b>€442,300</b>	<b>6</b>	<b>2</b>	<b>€1,309,200</b>	<b>8</b>	<b>2</b>	<b>€1,974,500</b>	<b>33</b>	<b>3</b>	<b>€2,131,950</b>
2.6.1 EU and international cooperation <sup>49</sup>										33	3	€2,131,950
2.6.1 Consultative Forum and Civil Society <sup>50</sup>	2	0	€130,000	2	0	€110,000	4	0	€160,000			
2.6.2 Governance <sup>51</sup>	N/A	N/A	€312,300 <sup>52</sup>	N/A	N/A	€65,800	N/A	N/A	€240,000			
2.6.3 Third country support				4	2	€1,133,400	4	2	€1,574,500			
2.6.4 Information and Communication Technology <sup>53</sup>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>TOTAL operational (Title 3)</b>	<b>215</b>	<b>120</b>	<b>€85,283,774</b>	<b>216</b>	<b>134</b>	<b>€116,746,649</b>	<b>236</b>	<b>134</b>	<b>€106,881,715</b>	<b>285</b>	<b>135</b>	<b>€108,829,575</b>
Resources allocated to governance, administrative and other horizontal activities (Title 1, Title 2)	151	72	€56,830,560	155	90	€67,033,351	172	90	€70,253,412	149	89	€71,848,254
<b>TOTAL EU subsidy</b>	<b>366</b>	<b>192<sup>54</sup></b>	<b>€142,114,334</b>	<b>371</b>	<b>224<sup>55</sup></b>	<b>€183,780,000</b>	<b>408</b>	<b>224<sup>56</sup></b>	<b>€177,135,127</b>	<b>434</b>	<b>224</b>	<b>€180,677,829</b>

<sup>47</sup> Will be '2.4.3 Asylum and Reception Cooperation and Guidance' (2.4.6, 2.4.7 and 2.4.8 merged, and renumbered to 2.4.3) from 2023 onwards.

<sup>48</sup> Renumbered from 2.4.9 to 2.4.4 from 2023 onwards.

<sup>49</sup> Includes '2.6.1 Consultative Forum and Civil Society', '2.6.2 Governance' and '2.6.3 Third Country support' from 2024 onwards.

<sup>50</sup> Reported under '2.6.1 EU and international cooperation' from 2024 onwards.

<sup>51</sup> Staff allocation is part of 'Resources allocated to governance, administrative and other horizontal activities' (Title 1).

<sup>52</sup> Foreseen primarily for stakeholder events of operational nature.

<sup>53</sup> Staff allocation is part of 'Resources allocated to governance, administrative and other horizontal activities' (Title 1).

<sup>54</sup> Includes 90 short-term operational CA posts (costed under Title 1).

<sup>55</sup> Includes 58 short-term operational CA posts (costed under Title 1).

<sup>56</sup> *Ibid.*

Activity	Year N (2021)			Year N+1 (2022)			Year N+2 (2023)*			Year N+3 (2024)*		
	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)	TA	CA & SNE (FTE)	Budget Allocated (C1)
Ad hoc grants (external assigned revenue) <sup>57</sup>	-	10	€1,445,500	-	17	€3,062,192	-	17	p.m.	-	17	p.m.
<b>TOTAL (EU subsidy + external assigned revenue)</b>	<b>366</b>	<b>202<sup>58</sup></b>	<b>€143,559,834</b>	<b>371</b>	<b>241<sup>59</sup></b>	<b>€186,842,192</b>	<b>408</b>	<b>241<sup>60</sup></b>	<b>€177,135,127</b>	<b>434</b>	<b>241<sup>61</sup></b>	<b>€180,677,829</b>

\* At the time of writing, discussions were still ongoing on the Agency's request for new posts in 2023 and 2024 for additional tasks added to the EUAA Regulation during co-legislator negotiations.

<sup>57</sup> Included in Title 4 (IPA/MENA).

<sup>58</sup> Includes 58 short-term operational CA posts (costed under Title 1).

<sup>59</sup> Includes 90 short-term operational CA posts (costed under Title 1).

<sup>60</sup> *Ibid.*

<sup>61</sup> *Ibid.*

## Annex III: Financial resources N+1 – N+3 (2022-2024)

This Annex includes estimates of revenues and expenditures for the years 2022, 2023 and 2024. The revenue and expenditure items below correspond to the official budget structure of the Agency, as adopted by the Management Board. The allocation of the overall 2022 annual budget across items of expenditures is provisional and may be subject to changes prior to its final adoption.

Art 53.8 of the EUAA Regulation stipulates that the Agency's budget shall be adopted by the Management Board. It shall become final following final adoption of the general budget of the European Union. Where necessary, it shall be adjusted accordingly. Once this Single Programming Document and in particular Annex III are officially adopted, the estimates for the year 2022 shall constitute the budget of the Agency in accordance with the aforementioned Art. 53.8 of the EUAA Founding Regulation and within the meaning of Title III of the EASO Financial Regulation.

### Table 1: Revenue

#### General revenues

Revenues	Year N (2021)	Year N+1 (2022)*
	Revenues estimated by the Agency (€)	Budget forecast (€)
EU contribution	142,114,334	177,780,000
Other revenue	10,951,036	3,062,192
<b>Total revenues</b>	<b>153,065,370</b>	<b>180,842,192</b>

\* The Agency's adopted budget increase (€12 million in commitment appropriations and €6 million in payment appropriations) becomes final upon a formal adoption decision by the Budgetary Authority.

Revenues	General revenues						
	Executed Year N-1 (2020) (€)	Executed by the Agency Year N (2021) (€)	Year N+1 (2022)		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
<b>1. Revenue from fees and charges</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2. EU contribution</b>	<b>124,073,000</b>	<b>142,114,334</b>	<b>177,780,000</b>		<b>125%</b>	<b>177,135,127</b>	<b>180,677,829</b>
- of which assigned revenues deriving from previous years' surpluses	5,745,581.08	4,303,620	p.m.		-	p.m.	p.m.
<b>3. Third countries contribution</b> (incl. EEA/EFTA and candidate countries)	<b>6,363,611.49</b>	<b>9,505,536.10</b>	<b>p.m.</b>		<b>-</b>	<b>p.m.</b>	<b>p.m.</b>
- of which EEA/EFTA (excl. Switzerland)	2,332,493.08	3,124,122.20	p.m.		-	p.m.	p.m.
- of which candidate countries	-	0	0		-	0	0
<b>4. Other contributions</b>	<b>550,000.00</b>	<b>1,445,500.45</b>	<b>3,062,192</b>		<b>213%</b>	<b>p.m.</b>	<b>p.m.</b>
<i>Subsidy from the European Commission - DG NEAR for the European Neighbourhood and Partnership Instrument (ENPI)</i>	-	-	-		-	-	-
<i>Subsidy from the European Commission - DG NEAR for the Pillar Assessed Organizations</i>	-	706,030.83	2,968,129		420%	p.m.	p.m.
<i>Subsidy from the European Commission - DG HOME for the Emergency Assistance - AMIF funds (EMAS-AMIF)</i>	-	-	-		-	-	-
<i>Member States contributions</i>	550,000.00	739,469.62	94,063		13%	p.m.	p.m.
<b>5. Administrative operations</b>	<b>74,597.57</b>	<b>0</b>	<b>0</b>		<b>-</b>	<b>-</b>	<b>-</b>
<i>Revenue accruing from investments or loans granted, bank and other interest</i>	74,597.57	0	0		-	-	-
<b>TOTAL</b>	<b>131,061,209.06</b>	<b>153,065,370.55</b>	<b>180,842,192</b>		<b>118%</b>	<b>177,135,127</b>	<b>180,677,829</b>

\* At the time of writing, discussions were still ongoing on the Agency's request for new posts in 2023 and 2024 for additional tasks added to the EUAA Regulation during co-legislator negotiations.

**Additional EU funding: grant, contribution and service-level agreements**

Revenues	Year N (2021)	Year N+1 (2022)
	Revenues received by the Agency (€)	Budget Forecast (€)
<b>Total revenues</b>	p.m.	p.m.

Revenues	Additional EU funding: grant, contribution and service-level agreements						
	Executed Year N-1 (2020) (€)	Executed by the Agency Year N (2021) (€)	Year N+1 (2022)		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023) (€)	Envisaged Year N+3 (2024) (€)
			Agency request (€)	Budget forecast (€)			
Additional EU funding stemming from grants (FFR Art. 7)	p.m.	p.m.	p.m.	p.m.		p.m.	p.m.
Additional EU funding stemming from Contribution Agreements (FFR Art. 7)			p.m.	p.m.			
Additional EU funding stemming from Service Level Agreements (FFR Art. 43.2)			p.m.	p.m.			
<b>TOTAL</b>	<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>

**Table 2: Expenditure**

Expenditure	Year N (2021)		Year N+1 (2022)	
	Commitment Appropriations (€)	Payment Appropriations (€)	Commitment Appropriations (€)	Payment Appropriations (€)
Title 1 - Staff expenditure	41,192,625	41,192,625	49,921,717	49,921,717
Title 2 - Infrastructure and operating expenditure	15,637,935	15,637,935	17,111,634	17,111,634
Title 3 - Operational expenditure <sup>62</sup>	94,789,310	94,789,310	116,746,649	110,746,649
Title 4 – Other external projects (RO)	1,440,500	1,440,500	3,062,192	3,062,192
<b>Total expenditure</b>	<b>153,065,370</b>	<b>153,065,370</b>	<b>186,842,192</b>	<b>180,842,192</b>

<sup>62</sup> In 2021 includes €9,505,536 – Associate Countries' contribution (RO funds).

Expenditure	Commitment Appropriations						
	Executed Budget <sup>63</sup> Year N-1 (2020) (€)	Executed Budget Year N (2021) (€)	Budget Year N+1 (2022)		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
<b>Title 1 Staff expenditure</b>	<b>31,068,444.16</b>	<b>40,963,358</b>	<b>49,921,717</b>		<b>122%</b>	<b>52,857,080</b>	<b>52,770,000</b>
11 Salaries & allowances	26,024,910.00	35,026,469	41,952,017		120%	43,817,092	43,710,000
<i>A01101 Temporary Agents</i>	<i>21,700,348.54</i>	<i>27,341,024</i>	<i>32,082,967</i>		<i>118%</i>	<i>33,659,740</i>	<i>34,000,000</i>
<i>A01102 Contract Agents</i>	<i>3,812,077.66</i>	<i>7,312,890</i>	<i>9,311,600</i>		<i>127%</i>	<i>9,534,427</i>	<i>9,000,000</i>
<i>A01103 Seconded National Experts</i>	<i>512,483.80</i>	<i>372,555</i>	<i>452,450</i>		<i>121%</i>	<i>583,925</i>	<i>600,000</i>
<i>A01104 Trainees</i>	<i>-</i>	<i>0</i>	<i>105,000</i>		<i>N/A</i>	<i>39,000</i>	<i>110,000</i>
12 Expenditure relating to staff recruitment	214,029.58	168,244	250,000		149%	224,845	225,000
13 Mission expenses	109,612.93	150,500	2,130,000		1,415%	1,632,000	1,800,000
14 Socio-medical infrastructure	1,608,597.22	2,393,232	2,690,400		112%	3,437,856	3,655,000
<i>A01401 Restaurants and canteens</i>	<i>62,724.42</i>	<i>64,025</i>	<i>110,400</i>		<i>172%</i>	<i>239,757</i>	<i>200,000</i>
<i>A01402 Medical service</i>	<i>50,000.00</i>	<i>65,000</i>	<i>130,000</i>		<i>200%</i>	<i>305,000</i>	<i>300,000</i>
<i>A01403 Other social allowances</i>	<i>1,495,872.80</i>	<i>2,264,206</i>	<i>2,450,000</i>		<i>108%</i>	<i>2,893,099</i>	<i>3,155,000</i>
15 Training	645,974.49	687,607	1,034,000		150%	1,194,287	1,200,000
16 External services	2,459,934.84	2,535,477	1,845,300		73%	2,541,000	2,160,000
<i>A01601 Interim services</i>	<i>2,296,756.62</i>	<i>2,188,367</i>	<i>1,531,600</i>		<i>70%</i>	<i>2,091,000</i>	<i>1,700,000</i>
<i>A01602 Other external services</i>	<i>146,228.22</i>	<i>216,500</i>	<i>260,000</i>		<i>120%</i>	<i>350,000</i>	<i>380,000</i>
<i>A01603 Legal services related to HR</i>	<i>16,950.00</i>	<i>130,610</i>	<i>53,700</i>		<i>41%</i>	<i>100,000</i>	<i>80,000</i>
17 Receptions, events and representation	5,385.10	1,828	20,000		1,094%	10,000	20,000
<b>Title 2 Infrastructure and operating expenditure</b>	<b>13,442,931.63</b>	<b>14,119,837</b>	<b>17,111,634</b>		<b>121%</b>	<b>17,396,332</b>	<b>19,078,254</b>
21 Rental of buildings and associated costs	5,742,237.22	6,073,339	7,246,840		119%	8,505,120	9,396,600
<i>A02101 Building rental, utilities, cleaning, maintenance and insurances</i>	<i>3,635,884.28</i>	<i>3,871,514</i>	<i>4,475,130</i>		<i>116%</i>	<i>6,029,720</i>	<i>6,135,000</i>
<i>A02102 Security and surveillance of the building</i>	<i>856,020.64</i>	<i>1,212,464</i>	<i>1,166,900</i>		<i>96%</i>	<i>1,590,400</i>	<i>1,769,600</i>
<i>A02103 Fitting out of premises</i>	<i>957,784.92</i>	<i>766,806</i>	<i>1,520,310</i>		<i>198%</i>	<i>600,000</i>	<i>1,000,000</i>

<sup>63</sup> Including RO funds - earmarked external projects.

Expenditure	Commitment Appropriations						
	Executed Budget <sup>64</sup> Year N-1 (2020) (€)	Executed Budget Year N (2021) (€)	Budget Year N+1 (2022)		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget fo-recast (€)			
A02104 Office equipment & furniture	292,547.38	222,555	84,500		38%	285,000	492,000
22 Information, communication technology and data processing	6,151,845.10	6,527,284	8,129,104		125%	6,174,914	7,061,379
A02201 ICT Equipment	2,042,765.97	1,582,456	2,001,700		126%	2,001,753	2,101,840
A02202 ICT Maintenance	694,224.33	1,292,651	1,928,811		149%	1,316,457	1,960,000
A02203 ICT support services	2,746,600.96	2,939,586	3,498,989		119%	2,105,550	2,210,827
A02204 Telecomm. charges	622,316.02	596,997	617,904		104%	751,154	788,712
A02205 Record management expenditure <sup>65</sup>	45,937.82	115,594	81,700		71%	N/A	N/A
23 Current administrative expenditure	1,548,849.31	1,519,214	1,735,690		114%	2,716,298	2,620,275
A02301 Stationery and office supplies	137,284.75	94,559	97,000		103%	161,829	252,840
A02302 Bank and other financial charges	4,500.00	2,500	10,500		420%	10,000	10,000
A02303 Legal expenses	91,635.00	84,485	42,450		50%	80,000	60,000
A02304 Administrative internal and external meetings	41,804.43	61,449	256,765		418%	260,000	260,000
A02305 Transportation and removal services	44,918.32	116,894	122,500		105%	596,849	280,000
A02306 Business Consultancy	79,980.00	310,264	310,050		100%	525,730	663,400
A02307 Administrative translations and interpretation	715,000.00	307,180	246,725		80%	250,000	250,000
A02308 Publication	77,517.20	18,290	80,000		437%	120,000	120,000
A02309 Communication	297,987.45	433,621	419,300		97%	480,000	480,000
A02310 Administrative support services from EU Institutions and Bodies	12,491.88	19,096	25,000		131%	25,000	30,000
A02311 Postage, correspondence and delivery charges	45,730.28	70,876	125,400		177%	144,000	148,000
A02312 Library and Subscriptions expenditures	N/A	N/A	N/A		N/A	62,890	66,035

<sup>64</sup> Including R0 funds - earmarked external projects.

<sup>65</sup> 'A02205 Record management expenditure' renamed to 'A02312 Library and subscriptions expenditure' from 2023 onwards.

Expenditure	Commitment Appropriations						
	Executed Budget <sup>66</sup> Year N-1 (2020) (€)	Executed Budget Year N (2021) (€)	Budget Year N+1 (2022)		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
<b>Title 3 Operational expenditure</b>	<b>73,533,607.97</b>	<b>82,381,005</b>	<b>116,746,649</b>		<b>142%</b>	<b>106,881,715</b>	<b>108,829,575</b>
31 Information, Analysis and Knowledge Development	1,316,529.24	1,970,062	2,676,300		136%	3,609,000	3,839,000
<i>B03101 Information and Analysis</i>	178,913.68	322,466	495,000		154%	545,000	640,000
<i>B03102 Data Analysis and Research</i>	203,631.93	296,867	423,300		143%	550,000	515,000
<i>B03103 Third Country Research</i>	933,983.63	1,350,729	1,758,000		130%	2,514,000	2,684,000
32 Support for MS practical cooperation	4,442,422.65	7,584,236	10,018,352		132%	12,975,235	14,375,825
<i>B03201 EASO training</i>	1,846,453.20	2,329,010	2,835,000		122%	2,960,000	3,310,000
<i>B03202 Asylum Cooperation and Guidance</i>	1,468,381.27	3,080,613	3,499,174		114%	4,311,705	4,742,875
<i>B03203 External Dimension</i>	1,127,588.18	2,174,613	3,684,178		169%	5,703,530	6,322,950
33 Operational support	67,556,144.87	72,557,982	103,876,197		143%	89,545,980	89,661,750
34 Cooperation with civil society and stakeholders	218,511.21	268,724	175,800		65%	400,000	400,000
<i>B03401 Cooperation with Civil Society</i>	15,849.99	78,547	110,000		140%	160,000	160,000
<i>B03402 Cooperation with Stakeholders</i>	202,661.22	190,177	65,800		35%	240,000	240,000
35 EUAA Monitoring of application of the CEAS	-	p.m.	0		-	300,000	500,000
36 Other Operational activities <sup>67</sup>	-	-	p.m.		-	p.m.	p.m.
37 Protection of fundamental rights	-	-	0		-	51,500	53,000
<b>Title 4 - Participation in external projects (R0)</b>	<b>1,120,368.90</b>	<b>1,773,334</b>	<b>3,062,192</b>		<b>173%</b>	<b>p.m.</b>	<b>p.m.</b>
<i>EASO Third Country Support</i>	550,000	1,008,715	94,063		9%	p.m.	p.m.
<i>IPA</i>	570,368.90	764,619	2,968,129		388%	p.m.	p.m.
<b>TOTAL</b>	<b>119,165,352.66</b>	<b>139,237,534</b>	<b>186,842,192</b>		<b>134%</b>	<b>177,135,127</b>	<b>180,677,829</b>

<sup>66</sup> Including R0 funds - earmarked external projects.

<sup>67</sup> These represent R0 credits and are not displayed in this table.

\* At the time of writing, discussions were still ongoing on the Agency's request for new posts in 2023 and 2024 for additional tasks added to the EUAA Regulation during co-legislator negotiations.

Expenditure	Payment Appropriations						
	Executed Budget <sup>68</sup> Year N-1 (2020) (€)	Executed Budget Year N (2021) (€)	Budget Year N+1 (2022)		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
<b>Title 1 - Staff expenditure</b>	<b>29,881,136.19</b>	<b>39,361,650</b>	<b>49,921,717</b>		<b>127%</b>	<b>52,857,080</b>	<b>52,770,000</b>
11 Salaries & allowances	26,024,910.00	34,959,630	41,952,017		120%	43,817,092	43,710,000
<i>A01101 Temporary Agents</i>	<i>21,700,348.54</i>	<i>27,274,185</i>	<i>32,082,967</i>		<i>118%</i>	<i>33,659,740</i>	<i>34,000,000</i>
<i>A01102 Contract Agents</i>	<i>3,812,077.66</i>	<i>7,312,890</i>	<i>9,311,600</i>		<i>127%</i>	<i>9,534,427</i>	<i>9,000,000</i>
<i>A01103 Seconded National Experts</i>	<i>512,483.80</i>	<i>372,555</i>	<i>452,450</i>		<i>121%</i>	<i>583,925</i>	<i>600,000</i>
<i>A01104 Trainees</i>	-	0	105,000		N/A	39,000	110,000
12 Expenditure relating to staff recruitment	160,483.80	107,144	250,000		233%	224,845	225,000
13 Mission expenses	86,612.93	125,484	2,130,000		1,697%	1,632,000	1,800,000
14 Socio-medical infrastructure	1,502,630.30	1,923,805	2,690,400		140%	3,437,856	3,655,000
<i>A01401 Restaurants and canteens</i>	<i>31,402.03</i>	<i>24,512</i>	<i>110,400</i>		<i>450%</i>	<i>239,757</i>	<i>200,000</i>
<i>A01402 Medical service</i>	<i>35,186.63</i>	<i>28,163</i>	<i>130,000</i>		<i>462%</i>	<i>305,000</i>	<i>300,000</i>
<i>A01403 Other social allowances</i>	<i>1,436,041.64</i>	<i>1,871,130</i>	<i>2,450,000</i>		<i>131%</i>	<i>2,893,099</i>	<i>3,155,000</i>
15 Training	297,226.55	411,592	1,034,000		251%	1,194,287	1,200,000
16 External services	1,803,887.73	1,832,167	1,845,300		101%	2,541,000	2,160,000
<i>A01601 Interim services</i>	<i>1,698,474.51</i>	<i>1,625,365</i>	<i>1,531,600</i>		<i>94%</i>	<i>2,091,000</i>	<i>1,700,000</i>
<i>A01602 Other external services</i>	<i>96,228.22</i>	<i>145,263</i>	<i>260,000</i>		<i>179%</i>	<i>350,000</i>	<i>380,000</i>
<i>A01603 Legal services related to HR</i>	<i>9,185.00</i>	<i>60,539</i>	<i>53,700</i>		<i>89%</i>	<i>100,000</i>	<i>80,000</i>
17 Receptions, events and representation	5,385.10	1,828	20,000		1094%	10,000	20,000
<b>Title 2 - Infrastructure and operating expenditure</b>	<b>7,903,171.55</b>	<b>9,672,778</b>	<b>17,111,634</b>		<b>177%</b>	<b>17,396,332</b>	<b>19,078,254</b>
21 Rental of buildings and associated costs	4,059,213.38	4,862,342	7,246,840		149%	8,505,120	9,396,600
<i>A02101 Building rental, utilities, cleaning, maintenance and insurances</i>	<i>2,794,146.96</i>	<i>3,366,492</i>	<i>4,475,130</i>		<i>133%</i>	<i>6,029,720</i>	<i>6,135,000</i>

<sup>68</sup> Including R0 funds - earmarked external projects.

Expenditure	Payment Appropriations						
	Executed Budget <sup>68</sup> Year N-1 (2020) (€)	Executed Budget Year N (2021) (€)	Budget Year N+1 (2022)		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
A02102 Security and surveillance of the building	764,699.80	887,315	1,166,900		132%	1,590,400	1,769,600
A02103 Fitting out of premises	438,575.78	413,144	1,520,310		368%	600,000	1,000,000
A02104 Office equipment & furniture	61,790.84	195,391	84,500		43%	285,000	492,000
22 Information, communication technology and data processing	2,715,341.78	4,128,181	8,129,104		197%	6,174,914	7,061,379
A02201 ICT Equipment	993,395.36	1,165,288	2,001,700		172%	2,001,753	2,101,840
A02202 ICT Maintenance	557,183.08	1,195,945	1,928,811		161%	1,316,457	1,960,000
A02203 ICT support services	814,414.82	1,354,651	3,498,989		258%	2,105,550	2,210,827
A02204 Telecomm. charges	336,993.93	347,957	617,904		178%	751,154	788,712
A02205 Record management expenditure <sup>69</sup>	13,354.59	64,340	81,700		127%	N/A	N/A
23 Current administrative expenditure	1,128,616.39	682,255	1,735,690		254%	2,716,298	2,620,275
A02301 Stationery and office supplies	119,485.18	64,870	97,000		150%	161,829	252,840
A02302 Bank and other financial charges	725.50	1,812	10,500		579%	10,000	10,000
A02303 Legal expenses	39,518.75	16,527	42,450		257%	80,000	60,000
A02304 Administrative internal and external meetings	41,178.51	61,435	256,765		418%	260,000	260,000
A02305 Transportation and removal services	34,709.39	94,954	122,500		129%	596,849	280,000
A02306 Business Consultancy	13,500.00	37,500	310,050		827%	525,730	663,400
A02307 Administrative translations and interpretation	696,211.00	270,381	246,725		91%	250,000	250,000
A02308 Publication	37,200.46	0	80,000		N/A	120,000	120,000
A02309 Communication	112,883.07	96,041	419,300		437%	480,000	480,000
A02310 Administrative support services from EU Institutions and Bodies	12,491.88	14,096	25,000		177%	25,000	30,000
A02311 Postage, correspondence and delivery charges	20,712.65	24,639	125,400		509%	144,000	148,000

<sup>69</sup> 'A02205 Record management expenditure' renamed to 'A02312 Library and subscriptions expenditure' from 2023 onwards.

Expenditure	Payment Appropriations						
	Executed Budget <sup>68</sup> Year N-1 (2020) (€)	Executed Budget Year N (2021) (€)	Budget Year N+1 (2022)		VAR Year N+1/N (2022/2021) (%) (€)	Envisaged Year N+2 (2023)* (€)	Envisaged Year N+3 (2024)* (€)
			Agency request (€)	Budget forecast (€)			
<i>A02312 Library and Subscriptions expenditures</i>	N/A	N/A	N/A		N/A	62,890	66,035
<b>Title 3 - Operational expenditure</b>	<b>62,602,122.17</b>	<b>80,154,656</b>	<b>110,746,649</b>		<b>138%</b>	<b>106,881,715</b>	<b>108,829,575</b>
31 Information, Analysis and Knowledge Development	1,312,173.90	1,248,125	2,484,800		199%	3,609,000	3,839,000
<i>B03101 Information and Analysis</i>	<i>188,584.60</i>	<i>254,642</i>	<i>346,000</i>		<i>136%</i>	<i>545,000</i>	<i>640,000</i>
<i>B03102 Data Analysis and Research</i>	<i>282,576.87</i>	<i>207,893</i>	<i>438,700</i>		<i>211%</i>	<i>550,000</i>	<i>515,000</i>
<i>B03103 Third Country Research</i>	<i>841,012.43</i>	<i>785,589</i>	<i>1,700,100</i>		<i>216%</i>	<i>2,514,000</i>	<i>2,684,000</i>
32 Support for MS practical cooperation	4,289,287.73	6,738,517	10,202,552		151%	12,975,235	14,375,825
<i>B03201 EASO training</i>	<i>1,577,140.57</i>	<i>2,253,131</i>	<i>2,800,400</i>		<i>124%</i>	<i>2,960,000</i>	<i>3,310,000</i>
<i>B03202 Asylum Cooperation and Guidance</i>	<i>1,688,684.78</i>	<i>2,645,011</i>	<i>3,583,300</i>		<i>135%</i>	<i>4,311,705</i>	<i>4,742,875</i>
<i>B03203 External Dimension</i>	<i>1,023,462.38</i>	<i>1,840,375</i>	<i>3,818,852</i>		<i>208%</i>	<i>5,703,530</i>	<i>6,322,950</i>
33 Operational support	56,901,845.42	71,845,202	97,876,197		136%	89,545,980	89,661,750
34 Cooperation with civil society and stakeholders	98,815.12	313,812	183,100		58%	400,000	400,000
<i>B03401 Cooperation with Civil Society</i>	<i>14,749.99</i>	<i>68,015</i>	<i>113,500</i>		<i>167%</i>	<i>160,000</i>	<i>160,000</i>
<i>B03402 Cooperation with Stakeholders</i>	<i>84,065.13</i>	<i>245,797</i>	<i>69,600</i>		<i>28%</i>	<i>240,000</i>	<i>240,000</i>
35 EUAA Monitoring of application of the CEAS	-	p.m.	0			300,000	500,000
36 Other Operational activities	-	0	p.m.			p.m.	p.m.
37 Protection of fundamental rights	-	-	0			51,500	53,000
<b>Title 4 - Participation in external projects</b>	<b>479,464.45</b>	<b>999,352</b>	<b>3,062,192</b>		<b>306%</b>	<b>p.m.</b>	<b>p.m.</b>
<i>B04101 EASO Third Country Support</i>	<i>-</i>	<i>425,514</i>	<i>94,063</i>		<i>22%</i>	<i>p.m.</i>	<i>p.m.</i>
<i>B04102 IPA</i>	<i>479,464.45</i>	<i>573,838</i>	<i>2,968,129</i>		<i>517%</i>	<i>p.m.</i>	<i>p.m.</i>
<b>TOTAL</b>	<b>100,865,894.36</b>	<b>130,188,436</b>	<b>180,842,192</b>		<b>139%</b>	<b>177,135,127</b>	<b>180,677,829</b>

\* At the time of writing, discussions were still ongoing on the Agency's request for new posts in 2023 and 2024 for additional tasks added to the EUAA Regulation during co-legislator negotiations.

**Table 3: Budget outturn and cancellation of appropriations N-4 – N-2 (2017-2019)**

<b>Budget outturn</b>	<b>Year N-4 (2017) (€)</b>	<b>Year N-3 (2018) (€)</b>	<b>Year N-2 (2019) (€)</b>
Revenue actually received (+)	79,642,732.37	97,733,009.88	102,820,563.74
Payments made (-)	-72,809,815.36	-82,266,979.87	-90,853,248.71
Carry-over of appropriations (-)	-8,484,750.87	-14,802,701.12	-17,575,186.79
Cancellation of appropriations carried over (+)	341,189.03	313,138.59	643,598.61
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	3,965,310.60	4,772,319.39	9,272,325.89
Exchange rate differences (+/-)	-1,508.97	-3,205.79	-4,432.42
Adjustment for negative balance from previous year (-)	0.00	0.00	0.00
<b>TOTAL</b>	<b>2,653,156.80</b>	<b>5,745,581.08</b>	<b>4,303,620.32</b>

**Budget outturn**

In accordance with the EUAA regulation Art.52, the revenue and resources of the Agency shall consist, in particular, of:

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

The expenditure of the Agency shall cover staff remuneration, administrative and infrastructure expenses, and operating expenditure (Art 52.2). It 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



### **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 on the basis of the payments made by the Accounting Officer by 31 December of that year, at the latest. The Agency 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 expenditure for the goods/services delivered during the year and not yet paid at the end of the year (several invoices and debit notes from contractors and EU institutions/agencies were pending to be received) or for goods/services to be delivered during the following year as per contract conditions.

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 the Agency, etc.
- Title 4: Operational expenditure for specific projects (ENP countries participating in the work of the Agency) such as translations, staff travel costs, organisation of events, reimbursement of participants/experts to meetings organised by the Agency, 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.

The total amount of appropriations carried over from 2019 to 2020 is €23.28 million in Commitment Appropriations and €6.14 million in Payment Appropriations. Out of the €23.28 million carried over in Commitment Appropriations, €17.14 correspond to T3 differentiated C1 appropriations corresponding to obligations duly contracted at the end of the financial year. Out of the total amount of €17,143,871.66 carried over to 2020, the amount of €747,063.63 was still carried over from 2018. The main cancellation of Commitment Appropriations amounting to €1.7 in Title 1 were related to delays in recruitment. In addition, €1.3M in Title 3 were not carried forward to 2020 since payments due were lower than expected.





## Annex IV: Human Resources – Quantitative

**Table 1: Staff population and its evolution; overview of all categories of staff**

### A. Statutory staff and SNE

Staff	Year N-1 (2020)			Year N (2021)	Year N+1 (2022)	Year N+2 (2023)*	Year N+3 (2024)*
	Authorised budget	Actually filled as of 31/12/N-1 (31.12.2020)	Occupancy rate %	Authorised staff	Authorised staff	Envisaged staff	Envisaged staff
<b>Establishment Plan posts</b>							
Administrators (AD)	231	184	79.7%	231	236	266	284
Assistants (AST)	135	122	90.4%	135	135	142	150
Assistants/ Secretaries	0	-	-	0	0	0	0
<b>Total Establishment Plan posts</b>	<b>366</b>	<b>306</b>	<b>83.6%</b>	<b>366</b>	<b>371</b>	<b>408*</b>	<b>434*</b>

\* At the time of writing, discussions were still ongoing on the Agency's request for new posts in 2023 and 2024 for additional tasks added to the EUAA Regulation during co-legislator negotiations.

Staff	FTE corresponding to the authorised budget	Executed FTE as of 31/12/N-1 (31.12.2020)	Execution rate %	Headcount as of 31/12/N-1 (31.12.2020)	Authorised FTE (2021)	Authorised FTE (2022)	Envisaged FTE (2023)*	Envisaged FTE (2024)*
<b>External staff</b>								
Contract Agents	123	60.93	49.5%	105	123	123	123*	123*
Seconded National Experts (SNE)	11	7.38	67.1%	8	11	11	11*	11*
<b>Total staff (TA, CA, SNE)</b>	<b>500</b>	<b>374.31</b>	<b>74.9%</b>	<b>419</b>	<b>500</b>	<b>505</b>	<b>542*</b>	<b>568*</b>



Staff	FTE corresponding to the authorised budget	Executed FTE as of 31/12/N-1 (31.12.2020)	Execution rate %	Headcount as of 31/12/N-1 (31.12.2020)	Authorised FTE (2021)	Authorised FTE (2022)	Envisaged FTE (2023)*	Envisaged FTE (2024)*
<b>Other external staff</b>								
Short Term Contract Agents (1-year contracts)	0	0	0.0%	2	58	0	0	0
Short-term Contract Agents (2-year contracts)	0	0	0.0%	0	0	90	90	90
<b>Grand Total</b>	<b>500</b>	<b>374.31</b>	<b>74.9%</b>	<b>421</b>	<b>558</b>	<b>595</b>	<b>632</b>	<b>658</b>

\*At the time of writing, discussions were still ongoing on the Agency's request for new posts in 2023 and 2024 for additional tasks added to the draft EUAA Regulation during co-legislator negotiations.

#### **B. Additional external staff expected to be financed from grant, contribution or service-level agreements**

Human Resources	Year N (2021)	Year N+1 (2022)	Year N+2 (2023)	Year N+3 (2024)
	Authorised FTE	Authorised FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	10	17	17	17
Seconded National Experts (SNE)	0	0	0	0
<b>TOTAL</b>	<b>10</b>	<b>17</b>	<b>17</b>	<b>17</b>



### C. Other Human Resources

- **Structural service providers<sup>70</sup>**

	Actually in place as of 31/12/N-1 (31.12.2020)
Security	18
IT	27
Other (specify) .....	-
Other (specify) .....	-
<b>TOTAL</b>	<b>45</b>

- **Interim workers**

	Total FTEs in Year N-1 (2020)
<b>NUMBER</b>	<b>56.23</b>

<sup>70</sup> Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the European Commission, following general criteria should be fulfilled: 1) no individual contract with the European Commission 2) on the European Commission premises, usually with a PC and desk 3) administratively followed by the European Commission (badge, etc.) and 4) contributing to the added value of the European Commission.

**Table 2: Multi-annual staff policy plan Year N+1, Year N+2, Year N+3 (2022-2024)**

Function group and grade	Year N-1 (2020)				Year N (2021)		Year N+1 (2022)		Year N+2 (2023)*		Year N+3 (2024)*	
	Authorised Budget		Actually filled as of 31/12		Authorised budget		Authorised budget		Envisaged		Envisaged	
	Permanent posts (PP)	Temporary posts (TP)	PP	TP	PP	TP	PP	TP	PP	TP	PP	TP
AD 16	0	0	0	0	0	0	0	0	0	0	0	0
AD 15	0	1	0	1	0	1	0	1	0	1	0	1
AD 14	0	0	0	0	0	0	0	0	0	0	0	0
AD 13	0	3	0	0	0	3	0	3	0	3	0	3
AD 12	0	5	0	3	0	5	0	5	0	7	0	9
AD 11	0	3	0	3	0	3	0	3	0	3	0	3
AD 10	0	16	0	5	0	16	0	16	0	17	0	21
AD 9	0	22	0	17	0	22	0	23	0	23	0	34
AD 8	0	58	0	45	0	58	0	59	0	84	0	70
AD 7	0	70	0	62	0	70	0	68	0	72	0	73
AD 6	0	30	0	25	0	30	0	30	0	26	0	38
AD 5	0	23	0	23	0	23	0	28	0	30	0	32
<b>AD total</b>	<b>0</b>	<b>231</b>	<b>0</b>	<b>184</b>	<b>0</b>	<b>231</b>	<b>0</b>	<b>236</b>	<b>0</b>	<b>266*</b>	<b>0</b>	<b>284*</b>
AST 11	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
AST 9	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
AST 7	0	0	0	0	0	0	0	0	0	0	0	0
AST 6	0	4	0	3	0	4	0	4	0	5	0	5
AST 5	0	18	0	16	0	18	0	29	0	30	0	32
AST 4	0	49	0	44	0	49	0	60	0	60	0	58
AST 3	0	55	0	50	0	55	0	34	0	40	0	48
AST 2	0	9	0	9	0	9	0	8	0	7	0	7
AST 1	0	0	0	0	0	0	0	0	0	0	0	0
<b>AST total</b>	<b>0</b>	<b>135</b>	<b>0</b>	<b>122</b>	<b>0</b>	<b>135</b>	<b>0</b>	<b>135</b>	<b>0</b>	<b>142*</b>	<b>0</b>	<b>150*</b>
AST/SC	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC	0	0	0	0	0	0	0	0	0	0	0	0
<b>AST/SC total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>0</b>	<b>366</b>	<b>0</b>	<b>306</b>	<b>0</b>	<b>366</b>	<b>0</b>	<b>371</b>	<b>0</b>	<b>408</b>	<b>0</b>	<b>434</b>
<b>GRAND TOTAL</b>	<b>366</b>		<b>306</b>		<b>366</b>		<b>371</b>		<b>408*</b>		<b>434*</b>	

\* At the time of writing, discussions were still ongoing on the Agency's request for new posts in 2023 and 2024 for additional tasks added to the EUAA Regulation during co-legislator negotiations.



- **External personnel**

Contract Agents	FTE corresponding to the authorised budget N-1 (2020)	Executed FTE as of 31/12/N-1 (31.12.2020)	Headcount as of 31/12/N-1 (31.12.2020)	FTE corresponding to the authorised budget Year N (2021)	FTE corresponding to the authorised budget Year N+1 (2022)	FTE corresponding to the authorised budget Year N+2 (2023)*	FTE corresponding to the authorised budget Year N+3 (2024)*
Function Group IV	64	34.02	52	64	64	64	64
Function Group III	43	14.78	38	43	43	43	43
Function Group II	16	12.13	15	16	16	16	16
Function Group I	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>123</b>	<b>60.93</b>	<b>105</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>

\* At the time of writing, discussions were still ongoing on the Agency's request for new posts in 2023 and 2024 for additional tasks added to the EUAA Regulation during co-legislator negotiations.

Seconded National Experts	FTE corresponding to the authorised budget N-1 (2020)	Executed FTE as of 31/12/N-1 (31.12.2020)	Headcount as of 31/12/N-1 (31.12.2020)	FTE corresponding to the authorised budget Year N (2021)	FTE corresponding to the authorised budget Year N+1 (2022)	FTE corresponding to the authorised budget Year N+2 (2023)*	FTE corresponding to the authorised budget Year N+3 (2024)*
<b>TOTAL</b>	11	7.38	8	11	11	11*	11*

\* At the time of writing, discussions were still ongoing on the Agency's request for new posts in 2023 and 2024 for additional tasks added to the EUAA Regulation during co-legislator negotiations.



IPA/NA Contract Agents	FTE corresponding to the authorised budget N-1 (2020)	Executed FTE as of 31/12/N-1 (31.12.2020)	Headcount as of 31/12/N-1 (31.12.2020)	FTE corresponding to the authorised budget Year N (2021)	FTE corresponding to the authorised budget Year N+1 (2022)	FTE corresponding to the authorised budget Year N+2 (2023)	FTE corresponding to the authorised budget Year N+3 (2024)
Function Group IV	7	2.42	5	6	11	11	11
Function Group III	2	1	1	3	6	6	6
Function Group II	1	0.96	1	1	0	0	0
Function Group I	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>10</b>	<b>4.38</b>	<b>7</b>	<b>10</b>	<b>17</b>	<b>17</b>	<b>17</b>

Short-term operational Contract Agents	FTE corresponding to the authorised budget N-1 (2020)	Executed FTE as of 31/12/N-1 (31.12.2020)	Headcount as of 31/12/N-1 (31.12.2020)	FTE corresponding to the authorised budget Year N (2021)	FTE corresponding to the authorised budget Year N+1 (2022)	FTE corresponding to the authorised budget Year N+2 (2023)	FTE corresponding to the authorised budget Year N+3 (2024)
Function Group IV	0	0	0	46	62	62	62
Function Group III	0	0	2	12	23	23	23
Function Group II	0	0	0	0	5	5	5
Function Group I	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>58</b>	<b>90</b>	<b>90</b>	<b>90</b>



**Table 3: Recruitment forecasts N+1 (2022) following retirement/mobility or new requested posts (information on the entry level for each type of posts: indicative table)\***

Job title in the Agency	Type of contract (official, TA or CA)		TA/Official		CA Recruitment Function Group (I, II, III and IV)
			Function group/grade of recruitment internal (brackets) and external (single grade) foreseen for publication <sup>71</sup>		
	Due to foreseen retirement/mobility**	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Heads of Sector/Unit/Centre (TA)	TA (20)	-	-	AD 8 - AD 12	-
Officers (TA)	TA (9)	TA (5)	-	AD 5 - AD 7	-
Assistants (TA)	TA (5)	-	-	AST 1 - AST 4	-
Assistants/Officers (CA)	CA (10)	-	-	-	FG II - FG IV
Assistants/Officers (Title 4 CA)	CA (IPA/MENA) (10)	CA (IPA/MENA) (7)	-	-	FG III - FG IV
Assistants/Officers (short-term operational CA)	-	CA (s-t op) (90)	-	-	FG II - FG IV
Seconded National Experts	1	-	-	-	-
<b>TOTAL</b>	<b>55** posts:</b> • 34 TA • 10 CA • 10 IPA/MENA CA • 1 SNE	<b>102 posts:</b> • 5 TA • 7 IPA/MENA CA • 90 s-t op CA	-	-	-

Number of inter-agency mobility Year N (2021) from and to the Agency: ....0.....

\*\* Additional vacancies may arise from fluctuation in staff turnover (estimated at maximum 10% level).

<sup>71</sup> Indication of both is required.



## Annex V: Human Resources – Qualitative

### A. Recruitment policy

#### Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	x		
Engagement of TA	Model Decision C(2015)1509	x		
Middle management	Model decision C(2018)2542	x		
Type of posts	Model Decision C(2018)8800	x		

### B. Appraisal and reclassification/promotions

#### Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Reclassification of TA	Model Decision C(2015)9560	x		
Reclassification of CA	Model Decision C(2015)9561	x		

**Table 1: Reclassification of TA/Promotion of Officials**

Grades	Average seniority in the grade among reclassified staff						Average over 5 years (according to Decision C(2015)9563)
	Year N-4 (2017)	Year N-3 (2018)	Year N-2 (2019)	Year N-1 (2020)	Year N (2021)	Actual average over 5 years	
AD 5	2.05	2.28	2.36	2.56	2.50	2.35	2.8
AD 6	2.00	2.57	2.29	2.76	2.38	2.40	2.8
AD 7	2.74	3.16	2.53	2.89	2.10	2.68	2.8
AD 8		2.47	2.00	2.25	3.23	2.49	3
AD 9		6.05			4.00	5.03	4
AD 10		4.00	3.59	4.00		3.86	4
AD 11					2.00	2.00	4
AD 12							6.7
AD 13							6.7
AST 1					2.00	2.00	3
AST 2				2.08		2.08	3
AST 3		3.34	2.28	2.80	2.30	2.68	3
AST 4		2.00		2.23	2.15	2.13	3
AST 5					2.79	2.79	4
AST 6							4
AST 7							4
AST 8							4
AST 9							
AST 10 (Senior Assistant)							5
AST/SC 1							4
AST/SC 2							5
AST/SC 3							5.9
AST/SC 4							6.7
AST/SC 5							8.3

**Table 2: Reclassification of Contract staff**

Function Group	Grade	Staff in activity at 1.01.Year N-2 (01.01.2019)	How many staff members were reclassified in Year N-1 (2020)	Average number of years in grade of reclassified staff members	Average over 5 years (according to Decision C(2015)9563)
CA IV	17				Between 6 and 10 years
	16	1			Between 5 and 7 years
	15	7 <sup>72</sup>			Between 4 and 6 years
	14	13 <sup>73</sup>	3	2.43	Between 3 and 5 years
	13	3	2	2.69	Between 3 and 5 years
CA III	12	1			
	11				Between 6 and 10 years
	10	7			Between 5 and 7 years
	9	19	1	2.71	Between 4 and 6 years
	8	9	3 <sup>74</sup>	2.51	Between 3 and 5 years
CA II	6				Between 6 and 10 years
	5	1			Between 5 and 7 years
	4				Between 3 and 5 years
CA I	2				Between 6 and 10 years
	1				Between 3 and 5 years

<sup>72</sup> One CA post was reclassified to grade 15 on 01.01.2019.

<sup>73</sup> *Ibid.*

<sup>74</sup> One CA post was not reclassified due to change of contract before reclassification was due.



## C. Gender representation

**Table 1: Data on 31/12/Year N-1 (31.12.2020) /statutory staff (only officials, AT and AC)**

		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	-	-	101	24.57%	33	8.03%	134	32.60%
	Assistant level (AST & AST/SC)	-	-	83	20.19%	30	7.30%	113	27.49%
	Total	-	-	184	44.77%	63	15.33%	247	60.10%
Male	Administrator level	-	-	83	20.19%	19	4.62%	102	24.82%
	Assistant level (AST & AST/SC)	-	-	39	9.49%	23	5.60%	62	15.09%
	Total	-	-	122	29.68%	42	10.22%	164	39.90%
<b>Grand Total</b>		-	-	<b>306</b>	<b>74.45%</b>	<b>105</b>	<b>25.55%</b>	<b>411</b>	<b>100.00%</b>

**Table 2: Data regarding gender evolution over 5 years of the Middle and Senior management<sup>75</sup>**

	Year N-5 (2016)		Year N-1 (2020)	
	Number	%	Number	%
Female Managers	2	28.57%	2	22.22%
Male Managers	5	71.43%	7	77.78%

<sup>75</sup> Staff who is defined as middle manager by the applicable General Implementing provisions on middle management.

## D. Geographical balance

Explanatory figures to highlight nationalities of staff (split per Administrator/CA FG IV and Assistant/CA FG I, II, III).

**Table 1: Data on 31/12/year N-1 (31.12.2020) - statutory staff only (officials, AT and AC)**

Nationality	AD + CA FG IV		AST/SC - AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
AT	3	1.27%	1	0.57%	4	0.97%
BE	18	7.63%	3	1.71%	21	5.11%
BG	5	2.12%	4	2.29%	9	2.19%
CH	3	1.27%	0	0.00%	3	0.73%
CY	2	0.85%	0	0.00%	2	0.49%
CZ	3	1.27%	2	1.14%	5	1.22%
DE	9	3.81%	2	1.14%	11	2.68%
EE	2	0.85%	1	0.57%	3	0.73%
EL	36	15.25%	24	13.71%	60	14.60%
ES	9	3.81%	9	5.14%	18	4.38%
FI	3	1.27%	1	0.57%	4	0.97%
FR	15	6.36%	7	4.00%	22	5.35%
HR	0	0.00%	4	2.29%	4	0.97%
HU	4	1.69%	4	2.29%	8	1.95%
IE	3	1.27%	1	0.57%	4	0.97%
IT	49	20.76%	47	26.86%	96	23.36%
LT	2	0.85%	3	1.71%	5	1.22%
LV	2	0.85%	2	1.14%	4	0.97%
MT	15	6.36%	22	12.57%	37	9.00%
NL	9	3.81%	2	1.14%	11	2.68%
NO	1	0.42%	0	0.00%	1	0.24%
PL	12	5.08%	11	6.29%	23	5.60%
PT	4	1.69%	7	4.00%	11	2.68%
RO	11	4.66%	10	5.71%	21	5.11%
SE	7	2.97%	0	0.00%	7	1.70%
SI	2	0.85%	3	1.71%	5	1.22%
SK	4	1.69%	4	2.29%	8	1.95%
UK	3	1.27%	1	0.57%	4	0.97%
<b>TOTAL</b>	<b>236</b>	<b>100.00%</b>	<b>175</b>	<b>100.00%</b>	<b>411</b>	<b>100.00%</b>



**Table 2: Evolution over 5 years of the most represented nationality in the Agency**

Most represented nationality	Year N-5 (2016)		Year N-1 (2020)	
	Number	%	Number	%
Italian	24	19.20%	96	23.36

**E. Schooling**

Agreement in place with the European School(s):	None			
Contribution agreements signed with the EC on type I European schools	Yes		No	<b>x</b>
Contribution agreements signed with the EC on type II European schools	Yes		No	<b>x</b>
Number of service contracts in place with international schools:	The Agency has in total 18 Service Level Agreements in place with schools, providing primary and secondary education, which are either fully international or not primarily international in their character.  Per location: Malta – 7 Italy – 1 Cyprus – 3 Spain – 1 Greece – 4 Poland – 2			
Description of any other solutions or actions in place:				

In Malta and other places of the Agency’s work assignment, such as Italy, Cyprus, Spain, Greece and Poland, there is absence of European Schools as well as of the accredited European Schools of type I and II. The exception to the above is Brussels, Belgium, where the education in the European School is available. However, due to limited number of staff operating there, no need for the schooling services was identified for time being.

The Agency strives to attract, engage and retain the staff of the highest standards, recruited on the broadest possible geographical basis in all its work locations. In order to fulfil the aforesaid, the Agency took the necessary measure of social nature allowing it to compensate for the unequal working conditions to which the staff of the Agency is subjected to, compared with other staff working for the EU bodies where the European Schools are available and providing free of charge education. In 2016, the MB, adopted two decisions which regulate specifically the payment of the education cost in the pre-primary educational establishments and schools offering primary and secondary education. These two decisions are fostering a non-fees education paying approach, for all Agency staff and their dependent children, in all affected locations. This approach is fully respecting the geographical balance among the Agency’s staff members and their dependent children. The Agency’s staff members, serving in all geographical locations, and regardless their nationality, are free to choose both, the pre-primary or primary and secondary educational establishments, which suits the best to their children needs. The Agency’s administration undertakes all legal steps in establishing the Service Level Agreement with chosen school, if the said is not in place yet. The Agency is fully covering all eligible education costs.



The Agency has the following Service Level Agreements in place:

Malta – pre-primary:

1. Quality School International
2. St Edwards College
3. Verdala International school
4. Active Learning - Starting Blocks
5. Casa Maria Montessori
6. Chiswick House School
7. Flutterby Childcare Centre
8. First Steps
9. Jolly Jumpers
10. Kaell's
11. Kid's Haven
12. Little Einsteins
13. Littleminds Learning Centre
14. Magic Kingdom
15. Mickeys Child Educare Centre
16. My Poppins & Co
17. Newark Kindergarten
18. Niki's Nursery
19. Noddys Kindergarten
20. Peekaboo
21. Pepprina - Vista Coop
22. SamSam Childcare Centre
23. Stepping Stones
24. Tiny Toes
25. Wiggles n' Wiggles
26. Pyramid Childcare Centre

Malta – primary and secondary:

1. Chiswick House School / St. Martins College
2. Newark School
3. Quality School International
4. St Catherine's High School
5. St Edwards College
6. St Michael School
7. Verdala International School

Italy – pre-primary:

1. Il Giardino Segret
2. Anna Micheli Bilingual School
3. Menic International SRL - Le Maisonnette Nomentano
4. Pinko e Pallino SRL
5. Scuola Materna Silvia
6. Southlands SRL
7. The Giving Tree - Frasi Formazione
8. MOF 2007 SRL - La Maisonnette Eur

9. Nido InsideOut SRL

10. I Marmocchi 2 SRL

11. MEI 2.0 SRL (Service Level Agreement in progress)

Italy – primary and secondary:

1. Marymount International School
2. MEI 2.0 S.r.L – Multilingual Education Institute (Service Level Agreement in progress)

Cyprus – pre-primary:

1. EFCN – French Cypriot School
2. English Nursery
3. Little Stars Montessori Nursery
4. The children Montessori Training Centre Cyprus

Cyprus – primary and secondary:

1. American International School of Cyprus
2. EFCN – French Cypriot School
3. Pascal Private English School (Service Level Agreement in progress)

Greece – pre-primary:

1. Dorothy Snot
2. Ecole Maternelle Experimentale d'Orientation Francaise
3. Platon
4. Flopsy Bunnies Playgroup
5. 345 British Nursery Preschool and Kindergarten
6. Mary Poppins

Greece – primary and secondary:

1. American Community School of Athens
2. Arsakeio
3. Platon
4. Pinewood International School

Poland – primary and secondary:

1. Akademeia High School
2. British International School

Spain – primary and secondary:

1. American School of Madrid

Belgium – pre-primary:

1. Jardin d'Eden



## Annex VI: Environment Management

Earlier in 2022, the Agency decided to launch an initiative with the aim of designing and implementing an environmental management system and achieving EU Eco-Management and Audit Scheme (EMAS) registration. EMAS, is a management instrument developed by the European Commission for the evaluation, reporting, and improvement of an organisation's environmental performance.

The Agency has set itself objectives towards achieving environmental protection and sustainable development. In particular, the EUAA's management is demonstrating leadership and commitment by agreeing to:

- Proceed with the steps leading to EMAS registration;
- Ensure the resources needed for EMAS implementation;
- Ensure that the environmental objectives are compatible with the EUAA's strategy;
- Ensure that EMAS achieves its intended outcomes;
- Take accountability for the effectiveness of EMAS;
- Support other management roles to demonstrate their leadership in their areas of responsibility;
- Ensure appropriate internal communication of the benefits of EMAS;
- Promote continual environmental improvement in the longer term.

In line with the EMAS requirements, an environmental review and a legal compliance check will be conducted to pave the way for the design and implementation of the environmental management system. The initial scope of the system is expected to cover the Agency's headquarters in Malta.

Initiatives aimed at improving the Agency's environmental management performance will be assessed for their feasibility. They are expected to be based on similar approaches being taken by the European Commission and other EU agencies. These could include:

- Reducing carbon dioxide and other greenhouse gas emissions;
- Managing waste;
- Reducing consumption of paper and printing consumables;
- Reducing energy use;
- Moving towards green public procurement;
- Promoting biodiversity;
- Offsetting the carbon footprint.

Moreover, the Agency will continue to focus on internal capacity and knowledge-building to strengthen its ability to achieve the set objectives. The improvement plan will be phased in over a number of years and will take into account local constraints, such as geographic limitations (Malta being an archipelago with no land connections to the European mainland and on the southernmost border of the EU), as well as other constraints such as the headquarters buildings' age and potential for upgrades. The cost element will have to be factored in, as substantial investment could be required to achieve effective improvement. The MB will be updated on progress made as well as on identified opportunities and constraints.



## Annex VII: Building Policy – Year N (2021)

No.	Building name and type	Location	Surface area (in m <sup>2</sup> )			Rental contract					Host country (grant or support)
			Office space	Non-office	Total	Rent (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1	Transport Malta Building (office)	Winemakers Wharf, Valletta Harbour, Malta	9,208 m <sup>2</sup>	3,082 m <sup>2</sup>	12,290 m <sup>2</sup>	€2,104,699	Until 05.02.2028 (extendable)	Lease Agreement (Seat Agreement)	N	N/A	Malta (in kind support of approx. €500,000)
2	Office in Rome (office)	Via IV Novembre (level 3), Rome, Italy	300 m <sup>2</sup>	-	300 m <sup>2</sup>	€116,883	Until 31.07.2023	Lease Agreement	N	-	Italy (-)
3	Operational office in Athens (office)	Keranis Building, 5 <sup>th</sup> Floor, Thivon 198, Ag. Ioannis Rentis 182 33, Athens, Greece	1,108 m <sup>2</sup>	-	1,108 m <sup>2</sup>	€0 (rent-free)	Until 31.12.2025 (extendable)	Administrative Arrangement	Y	No termination by the host country during the initial term; the Agency can terminate at any time without compensation or penalty with (12-months' notice)	Greece (support)
4	Pagani Building (operational offices)	Mytilini, Lesvos, Greece	600 m <sup>2</sup>	-	600 m <sup>2</sup>	€48,000 (excludes 3.5% stamp duty)	31.03.2023	Lease Agreement	Y	6-months' notice	Greece (-)



No.	Building name and type	Location	Surface area (in m <sup>2</sup> )			Rental contract					Host country (grant or support)
			Office space	Non-office	Total	Rent (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
5	Office in Nicosia (office)	70 Archbishop Makarios III Avenue, Afemia House, Nicosia, Cyprus	267 m <sup>2</sup>	-	267 m <sup>2</sup>	€42,000	Until 17.07.2022 (extendable)	Lease Agreement	Y	1-month notice	Cyprus (-)
6	Cyfield Building (operational office)	10 Strovolos Avenue, 2011 Strovolos, Nicosia, Cyprus	1,371 m <sup>2</sup>	-	1,371 m <sup>2</sup>	€252,000	23.05.2028	Lease Agreement	Y	9-months' notice	Cyprus (-)
7	Brussels Liaison Office (office)	Conseil Central de l'Economie/ Centrale Raad voor het Bedrijfsleven Avenue d'Auderghem 20, Brussels, Belgium	42 m <sup>2</sup>	-	42 m <sup>2</sup>	€9,318	30.09.2022 (extendable)	Lease Agreement	Y	3-months' notice	Belgium (-)
8	EU Delegation to Turkey (office)	Ugur Mumcu Cadessi 88 – Kat 5, 06700, Gaziosmanpasa, Ankara, Turkey	14 m <sup>2</sup>	8 m <sup>2</sup>	22 m <sup>2</sup>	€15,808	indefinite	Administrative Arrangement	Y	3-months' notice	Turkey (-)
9	EU Delegation to Serbia (office)	Vladimira Popovica 40, 11070, New Belgrade, Serbia	13 m <sup>2</sup>	6 m <sup>2</sup>	19 m <sup>2</sup>	€7,322	indefinite	Administrative Arrangement	Y	3-months' notice	Serbia (N-)
<b>TOTAL</b>			<b>12,923 m<sup>2</sup></b>	<b>3,096 m<sup>2</sup></b>	<b>16,019 m<sup>2</sup></b>	<b>€2,596,030</b>					



## Building projects in planning phase

### Malta

The EUAA's need for office space and meeting space has significantly changed. Due to additional responsibilities and tasks as well as an increase in staff, the current premises in Malta are too small to entirely support the Agency in the execution of its mandate. Therefore, it is expected to procure additional office space which shall host some of the EUAA's staff and meeting and training facilities. The premises are expected to have a surface area within the range of approximately 2,200 and 2,700 sqm, envisaged accommodation of 140 workstations as well as training facilities envisaging concurrent accommodation of 80-120 delegates. At the same time, the Agency will not continue with the refurbishment project of the current headquarters in Malta (i.e. modification and upgrading of available space, relocation of the lobby and reception area, as well as creation of adjacent training room spaces, as the main activities will not be initiated/implemented).

### Italy

The intention of the EUAA is to procure a new office space in Rome which satisfies the needs of the Agency. The procurement procedure is expected to be launched in Q3 2022.

### Greece

In view of the upcoming expiration of the lease agreement for the EUAA's operational sub-office on the Greek island of Lesbos at the Pagani Building in Mytilini, the Agency is discussing with the host country authorities to move to a building of the Greek Asylum Services (GAS) close to the current building. An administrative arrangement is underway and its conclusion is expected in July 2022. It is expected that the EUAA will be hosted by GAS with no rental costs, against the Agency's one-off fitting-out expenditure. If an agreement is reached with the Greek authorities to be hosted on their premises in Lesbos, it is expected the EUAA will move to new premises as soon as possible and at the latest by 31 January 2023.

### Belgium

In view of the increase in the tasks of the Agency and the increasing need for coordination with the EU institutions, the Agency decided in 2016 to open a liaison office in Brussels, Belgium. The liaison office is located in the same building on 20 avenue d'Auderghem in Brussels (Schuman area) where the liaison offices of other EU Agencies, including Frontex, eu-LISA and Eurofound, are housed. The building belongs to the Belgian Conseil Central de l'Economie (CCE). The office space was leased on 1 March 2016 for a period of one year, automatically renewable for a period of one year with a maximum of two automatic renewals, until 31 December 2018. In 2018, the EUAA Agency signed a new agreement for the same office space for a maximum of 15 months. This was extended until 31 March 2021. Another extension for the lease was done until 30 June 2021, which was further extended until 30 September 2022, pending finalisation of the ongoing joint procurement procedure for the rental of new premises. Four JHA agencies (Frontex, eu-LISA, CEPOL and EUAA) have agreed to establish a common office space in Brussels. The joint procurement is expected to be concluded in late 2022 or early 2023.



### **Co-location in the EU Delegation in Egypt**

The EUAA is providing capacity-building support to Egypt under a roadmap endorsed by the Egyptian Ministry of Foreign Affairs on 26 January 2021 via an exchange of letters. In addition, in 2021 the Agency launched a Regional Pilot Project for North Africa and Niger, under the umbrella of the EU's Regional Development and Protection Programme. Bilateral support to Niger is also being prepared. In this context, office space in the region is required in order to facilitate effective implementation of the Agency's assistance. An Administrative Arrangement is therefore under negotiation with the EEAS for co-location in the EU Delegation in Cairo (Nile City Towers, North Tower, 2005c Corniche El Nil, 10th floor, Ramlet Boulaq, Cairo, 11221, Egypt). It foresees the rental of office space as well as related facilities and services made available for the use of the EUAA's staff by the EU Delegation. The Administrative Arrangement is expected to be concluded in the second half of 2022.

### **Building projects submitted to the European Parliament and the Council**

N/A



## Annex VIII: Privileges and Immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
	<p>Privileges available to statutory staff and external staff members include exemption from national taxes on salaries, wages and emoluments. This extends to all those who receive a retirement, invalidity or survivor's pension paid by the Agency.</p> <p>Staff members also enjoy immunity from jurisdiction as regards acts carried out by them in their official capacity and exemption from immigration restrictions and formalities for the registration of foreigners including their spouses and dependent family members.</p> <p>In addition, Value Added Tax (VAT) Reimbursement on eligible local and overseas purchases, importation of owned vehicles VAT Free, free annual road tax, VAT Free and Registration Tax Free purchases of new vehicles and, the right to export their used and owned personal and household effects and vehicles on completion of their duties at the Agency, are other privileges available to the staff members following their engagement with the Agency in Malta.</p>	<p>Day care is not available under the current Seat Agreement.</p>



## Annex IX: Evaluations

### Evaluation approach

Requirements for conducting evaluations are laid down in the Agency's Founding and Financial Regulations, and form part of the Internal Control Framework.

As provided in the Agency's Financial Regulation (Article 29), any programmes and activities that entail significant spending shall be subject to ex ante and retrospective evaluations.

Evaluations are prospective and reflective feedback mechanisms that promote:

- Transparency and accountability;
- More relevant, efficient and effective implementation;
- Change management and institutional knowledge building;
- Quality results and processes, good practices and lessons learned;
- Coherence, complementarity and added value.

The dedicated Agency-wide Evaluation Advisory Group, established by the Executive Director in 2021, promotes harmonisation of evaluations within the Agency and facilitates multi-annual evaluation planning and reporting, synergies and collaboration.

Evaluations are conducted in line with the European Commission's Better Regulation Guidelines as implemented in the Agency's evaluation framework that establishes the criteria for identification of interventions subject to evaluation and lays down the common approach to be followed, thus assuring unbiased evaluations and the required quality assurance.

### Evaluation plan for 2022

Note: ex post evaluations of operational plans are subject to confirmation and depend on the decision made to extend a plan for another period, to terminate the support provided once a plan ends, or to continue providing support under a new plan. An ex post evaluation will be conducted in the second and third scenarios.

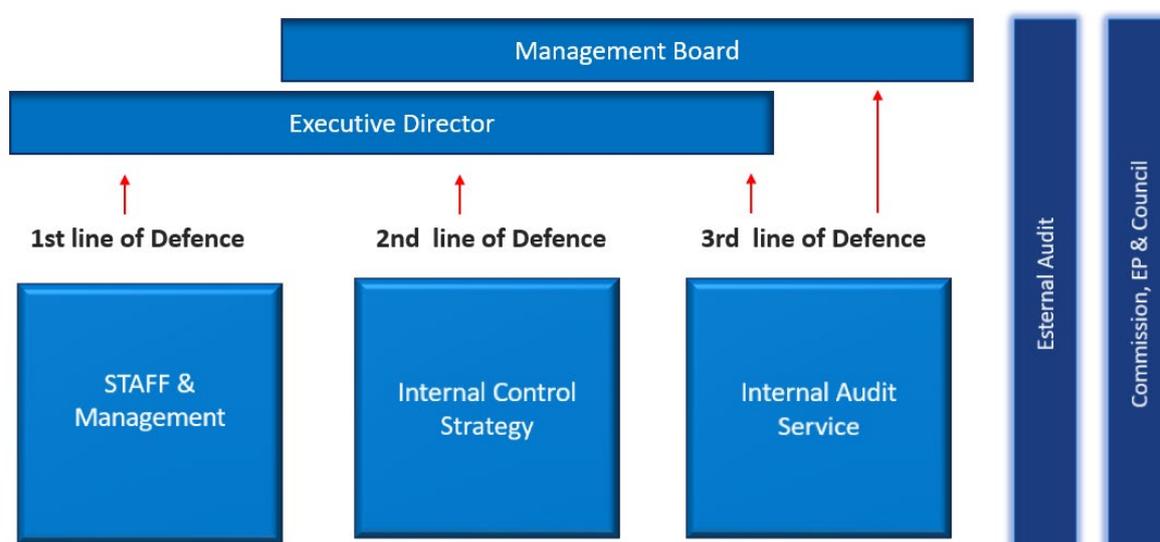
Intervention Title	Reasoned justification	Evaluation type	Evaluation start	Evaluation resource
Use of practical guides and tools	Work programme 2022	Ex post	2022 Q1	External
Randomised controlled trial: remote versus face-to-face interviews for first instance asylum applications	Feasibility and design of randomised controlled trial	Ex ante	2022 Q2	External
EASO cooperation with the Migration, Asylum, Refugees Regional Initiative (MARRI) 2017-2022	Objective 3 under the Work Programme 2022, 2.6.3 Third country support; foreseen in EASO MARRI pilot project terms	Ex post	2022 Q2	External
MB and Preparatory Group (PG)	MB commitment in management response to PG evaluation 2020	Ex post	2022 Q2	External

Intervention Title	Reasoned justification	Evaluation type	Evaluation start	Evaluation resource
Roadmap for cooperation 2020-2022 – Albania	Objective 3 under the Work Programme 2022, 2.6.3 Third country support / Foreseen in Roadmap terms agreed with national counterpart	Ex post	2022 Q2	External
Roadmap for cooperation 2020-2022 – Bosnia and Herzegovina	Objective 3 under the Work Programme 2022, 2.6.3 Third country support / Foreseen in Roadmap terms agreed with national counterpart	Ex post	2022 Q2	External
Roadmap for cooperation 2020-2022 – North Macedonia	Objective 3 under the Work Programme 2022, 2.6.3 Third country support / Foreseen in Roadmap terms agreed with national counterpart	Ex post	2022 Q2	External
Roadmap for cooperation 2020-2022 – Serbia	Objective 3 under the Work Programme 2022, 2.6.3 Third country support / Foreseen in Roadmap terms agreed with national counterpart	Ex post	2022 Q2	External
Framework for roadmaps – horizontal report	Objective 3 under the Work Programme 2022, 2.6.3 Third country support / Foreseen in Roadmap terms agreed with national counterpart	Ex post	2022 Q2	External
Operating plan 2021-2022 - Latvia	Mandatory under EUAA Regulation	Ex post	2022 Q2	Internal
Operating plan 2021-2022 – Lithuania	Mandatory under EUAA Regulation	Ex post	2022 Q2	Internal
Operating plan 2022 - Belgium	Mandatory under EUAA Regulation	Ex post	2022 Q4	Internal
Operational plan 2022 - Czechia	Mandatory under EUAA Regulation	Ex post	2022 Q4	Internal
Operational plan 2022 – Latvia	Mandatory under EUAA Regulation	Ex post	2022 Q4	Internal
Operational plan 2022 – The Netherlands	Mandatory under EUAA Regulation	Ex post	2022 Q4	Internal
Operational plan 2022 - Romania	Mandatory under EUAA Regulation	Ex post	2022 Q4	Internal

## Annex X: Strategy for the Organisational Management and Internal Control Systems

### a) How internal control systems are organised and designed to deliver set objectives

The strategy for the organisational management of the Agency's internal control systems is documented in Decision No 42 of the MB<sup>76</sup> of 21 December 2018. The Agency's Internal Control strategy constitutes the second line of defence of its Corporate Governance model. Within this model, the Internal Control Strategy is designed and implemented to provide reasonable assurance to both the Executive Director and the MB on the achievement of the set objectives:



The MB is the governing and planning body of the Agency, which aims to ensure that the organisation performs effectively its duties. The Executive Director is independent in the performance of his/her tasks and is the legal representative. She/he is accountable to the MB for her/his activities and has the overall responsibility for the day-to-day administration of the Agency and for implementing the decisions of the MB and the budget as Authorising Officer (AO). She/he also has powers conferred on the appointing authority by the Staff Regulations. The Executive Director is supported in her/his role and responsibilities on this first line of defence by the staff and managers.

As the **first** line of defence, the staff and management own and manage risks. They also are responsible for implementing corrective actions to address process and control deficiencies. Within the **second** line of defence, the Internal Control Coordinator (ICC), with the support of the Internal Control and Risk Management Sector, provides reasonable assurance to the Executive Director that the Agency's internal control strategy is properly designed, in place, and operating as intended. In the **third** line of defence, the IAS provides comprehensive assurance based on the highest level of independence and objectivity on the effectiveness of the internal control strategy, including the manner in which the first and second lines of defence achieve risk management and control objectives.

<sup>76</sup> EASO/MB/2018/159.



## b) Best international practices and the Internal Control Framework of the Commission

The strategy consists of five internal control components, which are built on 17 principles. It is based on the COSO 2013 Internal Control-Integrated Framework and the Internal Control laid down by the Commission for its own services. The Executive Director is fully responsible for the effective and efficient implementation of the internal control strategy by establishing various controls, checks and supervisory arrangements aimed at ensuring sound financial management, compliance with the regulatory framework, as well as highlighting control breakdown, inadequate processes and unexpected events of the first line of defence.

The primary source of information for this ICSA are 46 **internal control monitoring criteria indicators (ICMC)**<sup>77</sup> adopted by the Management for each financial year. The secondary source of information is mainly based on ex-post controls on the efficiency and effectiveness of the Agency's internal control systems. The implementation of the corrective actions is documented in the Register of Deficiencies and Corrective Action Plan. It is to be noted that the internal control self-assessment is a continuous exercise, the Register of Deficiencies and Corrective action plan will be updated as soon as new ex post controls or control bodies recommendations or observations are issued, together with the agreed corrective actions. Therefore, the number of total corrective actions will increase compared to the current reporting period.

## c) Risk management

Based on its risk management manual<sup>78</sup>, the Executive Director annually implements a risk assessment exercise in order to better identify, assess and respond to potential issues that could affect the execution of the organisation's activities and the achievement of its objectives. To address these risks and identify arising new ones, the Management is regularly monitoring the central risk register.

## d) Anti-fraud strategy

The anti-fraud strategy forms a part of the Agency's risk management process. However, given the importance and complexity of the issue, fraud is addressed in a dedicated, comprehensive and specific fraud risk management process. The process runs in parallel to the annual risk management exercise, although it is closely linked to it and is also based on the COSO fraud risk management methodology. Therefore, despite being part of the internal control system, the fraud risk management process is considered as a separate, additional tool to further strengthen the internal control systems. The anti-fraud objectives, priority measures and control activities and the anti-fraud strategy are available at <https://euaa.europa.eu/about-us/governance-and-internal-control>.

## e) Policy on the management and prevention of conflict of interests

This policy sets out the principles, procedures and tools aimed at preventing, identifying and managing situations of conflict of interest. Adopted in November 2013, the policy is currently being reviewed to take into account, amongst others, changes introduced by the EUAA Regulation. The updated policy is expected to be adopted by the MB by the end of 2022 or the beginning of 2023. \\\

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<sup>77</sup> The ICMC are the indicators of performance and compliance with Internal Control Principles defined by the Management for a given period of time. For each indicator, the Management defines the baseline value at the beginning of the period as well as the expected target to be achieved at the end of the period under assessment. The internal control monitoring criteria results for 2021 are available on the Agency's [website](#).

<sup>78</sup> EASO/ED/2019/254 of 24.09.2019 on the Risk Management Manual.



## Annex XI: Plan for grant, contribution or service-level agreements

	General information					Financial and HR impact				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N (2021)	N+1 (2022)	N+2 (2023)	N+3 (2024)
EU Regional Support to Protection-sensitive Migration Management Systems in the Western Balkans – Phase II	20.12.2018	€1,475,500	24 months + 6 months no-cost extension	DG NEAR	Protection-sensitive Migration Management in the Western Balkans	Amount	€573,837	-	-	-
						Number of CAs	5	-	-	-
						Number of SNEs	0	-	-	-
EU Regional Support to Protection-sensitive Migration Management Systems in the Western Balkans – Phase III	24.06.2022 (continuation of existing agreement)	€6,000,000 (for 2022-2025 +1/2 months of salaries in 2026 for the reporting period)	47 months	DG NEAR	Protection-sensitive Migration Management in the Western Balkans	Amount	-	€960,000	€1,500,000	€1,750,000
						Number of CAs	-	10	10	10
						Number of SNEs	-	0	0	0

	General information					Financial and HR impact				
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		N (2021)	N+1 (2022)	N+2 (2023)	N+3 (2024)
<b>Voluntary financial contributions from Member States</b>										
Voluntary and earmarked contributions to the Roadmap for cooperation with Egypt	18.12.2020	€282,316	36 months	Denmark	Roadmap of Cooperation between the EUAA and Egypt	Amount	€99,860	€83,728	€83,728	€15,000 <sup>79</sup>
						Number of CAs	0	1	1	1
						Number of SNEs	0	0	0	0
Voluntary and earmarked contribution to the EUAA Regional Pilot Project for North Africa and Niger	03.09.2020 16.12.2020	€550,000 €551,216	36 months + 3 months reporting period	Czechia Denmark	Regional pilot capacity building project for North Africa and Niger	Amount	€325,654	€367,781	€367,781	€40,000 <sup>80</sup>
						Number of CAs	5	6	6	6
						Number of SNEs	0	0	0	0
<b>Total</b>						<b>Amount</b>	<b>€999,351</b>	<b>€1,411,509</b>	<b>€1,951,509</b>	<b>€1,805,000</b>
						<b>Number of CAs</b>	<b>10</b>	<b>17</b>	<b>17</b>	<b>17</b>

<sup>79</sup> The Roadmap for Cooperation with Egypt ends on 31.01.2024.

<sup>80</sup> The Regional Pilot Project for North Africa and Niger ends on 15.02.2024, including the 3-month reporting period.



<b>Service-level agreements</b>										
Technical assistance for the Agency building and logistics	26.05.2010	N/A	N/A	OIB	Technical assistance to support the Agency's building and logistics	-	-	-	-	-
Staff selection services	18.06.2010	N/A	N/A	EPSO	Staff selection service support	-	-	-	-	-
Translation services	18.08.2010	N/A	N/A	Translation Centre	Translation of documents	-	-	-	-	-
Pre-recruitment medical examination	29.09.2010	N/A	N/A	PMO	Pre-recruitment medical examination	-	-	-	-	-
Training courses	04.02.2011	N/A	N/A	DG HR	Provision of training courses	-	-	-	-	-
Badges and parking stickers production	28.03.2011	N/A	N/A	DG HR	Provision of badges and parking stickers	-	-	-	-	-
ABAC System	12.07.2011	N/A	N/A	DG BUDG	Financial system of the EC	-	-	-	-	-
Organisation of courses	11.02.2011	N/A	N/A	European Administrative School	Offer and organisation of courses	-	-	-	-	-
Accommodation of secretariat in Agency offices Brussels for the coordination of the EU Agencies Network	18.07.2013	N/A	N/A	EASA	Contribution to the costs for the provision of office spaces in Brussels for the Network of the Agencies	-	-	-	-	-
Testa infrastructure	30.09.2014	N/A	N/A	DG IT	Testa infrastructure	-	-	-	-	-
Entitlements for employees	01.01.2015	N/A	N/A	PMO	Pay masters office services regarding entitlements of employees	-	-	-	-	-

## Annex XII: Strategy for Cooperation with Third Countries and/or International Organisations

### Cooperation with Third Countries

In February 2019, the 31<sup>st</sup> MB adopted the [External Cooperation Strategy](#), which replaced the 2013 [External Action Strategy](#). The External Cooperation Strategy defines the approach and general framework within which the Agency develops its work related to the external dimension of the CEAS. It provides strategic direction for the Agency's external actions and sets priorities and focus for the planning of future activities, detailing the type of support the Agency can provide as well as the geographical priorities. The Strategy applies to both pillars of the Agency's External Dimension: Resettlement and Third Country support. In line to this, the external action strategic objectives are defined as follows:

- Contributing to establishing and/or strengthening asylum and reception systems as well as protection sensitive migration management in third countries in order to better protect asylum seekers and refugees;
- Facilitating EU+ countries' efforts in providing access to the EU for persons in need of international protection with focus on resettlement and other legal pathways to international protection;
- Facilitating the exchange of information and experiences related to the external dimension of the CEAS between EU+ countries.

The Strategy includes the following triggers for its revision:

- New legislative and policy instruments impacting the work of the Agency are adopted;
- Significant changes in the international migration and asylum context impact EU+ countries' and EU external priorities;
- Significant changes in the situation of third countries impact the current Agency's external action.

Following the adoption of the EUAA Regulation and significant changes in the EU external priorities, in 2022 the Agency started to revise the Strategy. Consultations are being organised within the Agency, with EU+ countries, the European Commission, thematic and regional experts, as well as other relevant stakeholders.

### Cooperation with International Organisations

The Agency's cooperation with EU bodies on external action is laid down in cooperation frameworks, such as the Working Arrangement with DG HOME (signed January 2018), and the Working Arrangement with the European External Action Service. In relation to cooperation with international organisations, the Agency's mandate provides cooperation with international organisations, and in particular with UNHCR, which is also a non-voting member of the Agency's MB.

Cooperation frameworks are drawn up between the Agency and those international organisations with which closer cooperation is required based on their activities, in the form of Working Arrangements, or in some cases, Exchange of Letters. A Working Arrangement with UNHCR was updated in 2021, whereas a Working Arrangement with IOM was concluded in 2019. An exchange of letters setting out a cooperation framework with ICMPD was concluded in 2020 while an updated exchange of letters was also signed with IGC in 2021. The Agency will continue cooperating with international organisations having a mandate relevant to the Agency's work, including with the establishment of further cooperation arrangements or the updating of existing ones where necessary, also taking into account the new mandate of the Agency.