

# Multi-annual Programming 2023-2025

## Work Programme 2023



Support is our Mission





# **EUAA Single Programming Document**

## **Multi-annual Programming N+1 – N+3 (2023-2025) Work Programme 2023**

Adopted by the Management Board on 27 September 2022

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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 2023-2025

The Single Programming Document (SPD) 2023-2025, including Work Programme 2023 and Budget 2023, was drafted based on the guidelines issued by the European Commission on 20 April 2020 [C (2020) 2297 final].

At the time of writing, the Agency was requesting new posts for additional tasks added to the EUAA Regulation during co-legislator negotiations (2023: 30 AD (2 AD 12, 14 AD 8, 4 AD7, 10 AD 5) and 7 AST (7 AST 3); 2024: 18 AD (4 AD 7, 14 AD 5) and 8 AST (8 AST 3) posts were requested).



## Foreword

The new Regulation (EU) 2021/2303 transforming EASO into the EU Agency for Asylum entered into force on 19 January 2022, representing an important milestone in the history of the Agency, for me, for the European Union (EU) and the Member States. The new mandate was put to its first real test in 2022 with the Russian invasion of Ukraine and its impact on the EU. Apart from the sheer scale of this challenge, some Member States were also still managing continued effects stemming from the developments in Afghanistan and the instrumentalization of migration by



Belarus, not to mention continued asylum pressure from other migratory routes. The need for support from the Agency increased exponentially once again, and I am proud that we have been able to respond effectively and efficiently, while being prepared for this challenging situation to continue into 2023 depending on developments in the Russian aggression against Ukraine. The potential ripple effect stemming from the Ukraine crisis could have an impact on other regions in the world, which might trigger further migration waves in 2023. The new mandate enables us to provide more and better support and to live up to the ever-growing needs and expectations, and reflects a commitment to the EU's values in the field of international protection and to working together to deliver on our responsibilities.

For the Agency, 2022 will be remembered as the transition year to the EUAA. Preparatory and groundwork in operationalising the mandate have well advanced in some areas. Nevertheless, 2023 will still represent a transition year for the Agency, especially in the areas of monitoring and establishing the function of Liaison Officers. Additionally, further steps in the area of fundamental rights will be taken to operationalise the complaints mechanism and to enhance the role of a truly independent Consultative Forum. The work on the EUAA Training Academy and related specialised training will advance further. Special focus will be placed on our support activities to ensure that the use of the new mandate is maximised to everyone's benefit.

The EUAA is committed to continue delivering, within its extended mandate, the required support, whether related to enhanced capacity to operationally support Member States subject to disproportionate pressure, reinforced operational and technical assistance, Country of Origin Information (COI) and country guidance to reach higher convergence in processing asylum applications, situational awareness to improve early warning and preparedness, practical cooperation meetings on asylum and reception contingency planning and crisis management, stepping-up coordination and support to resettlement efforts, or deploying a whole-of-route approach in providing specialised training and capacity building. It is, however, clear that the Agency requires sufficient human and financial resources to be able to deliver its new mandate. While fully acknowledging the challenges, I am looking ahead to 2023 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

ABAC	Accrual-based Accounting System of the European Commission
AD	Administrator
ADIG	Asylum Digital Innovation Group
AIP	Asylum Intervention Pool
AIU	Aliens and Immigration Unit (Ministry of Justice, Cyprus)
ARP	Asylum Reserve Pool
AST	Assistant / Asylum Support Team
AWAS	Agency for Welfare of Asylum Seekers (Malta)
CA	Contract Agent / Commitment Appropriations (finance context)
CAAR	Consolidated Annual Activity Report
CAS	Cypriot Asylum Service
CEAS	Common European Asylum System
CEPOL	European Union Agency for Law Enforcement Training
CF	Consultative Forum
COI	Country of Origin Information
CPD	Continuing Professional Development
CSO	Civil Society Organisation
DG HOME	Directorate-General for Migration and Home Affairs
DPIA	Data Protection Impact Assessment
EAC	European Asylum Curriculum
EAIPS	EUAA Asylum Intervention Pool System
EASO	European Asylum Support Office
ECA	European Court of Auditors
ECS	External Cooperation Strategy
ED	Executive Director
EEAS	European External Action Service
EMAS	Eco-Management and Audit Scheme
EPS	Early warning and Preparedness System
ESG	European Standards and Guidelines
ESQF	European Sectoral Qualifications Framework
EU	European Union
EU+	EU Member States and Schengen Associated 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
Eurojust	The European Union's Judicial Cooperation Unit
Europol	European Union Agency for Law Enforcement Cooperation
FRO	Fundamental Rights Officer
Frontex	European Border and Coast Guard Agency
FTE	Full-time equivalent
GAS	Greek Asylum Service





GDISC	General Directors of Immigration Services Conference
IAS	Internal Audit Service (European Commission)
ICMC	Internal control monitoring criteria
ICMPD	International Centre for Migration Policy Development
ICT	Information and communications technology
IDS	Information and Documentation System
IGC	Intergovernmental Consultations on Migration, Asylum and Refugees
IPA	Instrument for Pre-Accession Assistance
IPAC	International Protection Administration Court (Cyprus)
IOM	International Organization for Migration
JHA	Justice and Home Affairs
JRC	Joint Research Centre
KPI	Key Performance Indicator
LMS	e-Learning management system
LO	Liaison Officer
LTE	Learning Technology Ecosystem
MB	Management Board
MedCOI	Medical Country of Origin Information
MENA	Middle East and North Africa
MFF	Multiannual Financial Framework
NCP	National Contact Point
NGO	Non-Governmental Organisations
ODS	Operational Deployment System
OP	Operational Plan
PDO	pre-departure orientation
PMM	Presidency of Migration Management (Turkey)
RDPP	Regional Development and Protection Programme
RIS	Reception and Identification Service (Greece)
RSF	Resettlement Support Facility
SAU	Situational Awareness Unit
SEM	Agency for Welfare of Asylum Seekers (Spain)
SNE	Seconded National Expert
SOP	Standard Operating Procedure
SPD	Single Programming Document
SSUAM	Special Secretariat for Unaccompanied Minors (Greece)
SYSPER	Human Resource Management information system of the European Commission
TA	Temporary Agent
TFEU	Treaty on the Functioning of the European Union
UAM	Unaccompanied Minor
UNHCR	United Nations High Commissioner for Refugees
VR	Voluntary relocation
WA	Working Arrangement
WB	Western Balkans





# Mission Statement

## Mission

The mission of the European Union Agency for Asylum (EUAA) is to support the implementation of the Common European Asylum System (CEAS) and promote a harmonised European approach to international protection. The Agency thus acts as a crucial resource for Member States' asylum and reception authorities, providing the tools, expertise, resources and guidance needed to build resilient systems and practices based on EU standards.

## Vision

The Agency's vision is to achieve a robust, resilient and future-proof multinational asylum and reception system, in line with European values and international law.

## Objectives

The objective of the Union's policy on asylum is to develop and establish the CEAS, consistent with the values and humanitarian tradition of the EU and governed by the principle of solidarity and fair sharing of responsibility.

The objectives of the EUAA Regulation<sup>2</sup>, 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:

- Support – for Member States and stakeholders;
- Responsibility – towards those in need of protection, in line with the values the EU is founded upon;
- Expertise – in the rules and legal obligations which form the CEAS;
- Responsiveness – to the challenges and changing needs of Member States in properly managing asylum and reception services of Member States;
- Resilience – of a future-proof European area of international protection which is able to adapt without sacrificing respect for human rights and protection;
- Efficiency – through the responsible and effective use of public resources, both within the Agency as well as in Europe's implementation of the CEAS.

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<sup>2</sup> Regulation (EU) 2021/2303 of the European Parliament and of the Council on the European Union Agency for Asylum and repealing Regulation (EU) No 439/2012, OJ L 468, 30.12.2021, Volume 64.



## Legal mandate and tasks

The EUAA was set up on 19 January 2022 by Regulation 2021/2303 of the European Parliament and of the Council of 15 December 2021 on the European Union Agency for Asylum and repealing Regulation 439/2010<sup>3</sup>. Article 1 and 2 of the EUAA Regulation stipulate the Agency's mandate and tasks.

As a centre of expertise on the Common European Asylum System (CEAS), the Agency is to contribute to an efficient and uniform application of the Union law on asylum, in full respect of fundamental rights. To this end it supports Member States' activities, works towards enabling convergence in their assessment of applications for international protection and facilitates practical cooperation and information exchange.

According to the tasks in Article 2 of the EUAA Regulation, the Agency should support Member States in the field of asylum and reception and on the implementation of the CEAS. This shall be done by facilitating, coordinating and strengthening practical cooperation and information exchange among Member States, with support from Liaison Officers (LOs).

Information on relevant Third Countries, countries of origin and the safe country concept will be shared through reports, common analyses, guidance notes and the -European networks on third-country information.

The Agency should deliver effective operational and technical assistance to Member States, in particular those whose asylum systems are under disproportionate pressure. This should include the relocation/transfer of applicants/beneficiaries of international protection within the Union, the deployment of asylum support teams (ASTs) and experts from the asylum reserve pool to complement the asylum intervention pool. The acquisition and deployment of necessary technical equipment should facilitate this.

The Agency should develop operational standards, indicators, guidelines and best practices in regard to the implementation of all instruments of Union law on asylum.

The Agency should monitor the operational and technical application of the CEAS to enhance European asylum and reception systems.

The agency should train Member State officials and implement a European asylum curriculum to assist Member States when carrying out CEAS-related tasks and obligations under Regulation (EU) No 604/2013.

The Agency should provide resettlement and third country support, facilitated by LOs deployed to third countries, as well as engaging in communication activities in the relevant areas.

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).

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<sup>3</sup> Regulation (EU) 2021/2303 of the European Parliament and of the Council on the European Union Agency for Asylum and repealing Regulation (EU) No 439/2012, OJ L 468, 30.12.2021, Volume 64.





# 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. The Regulation transforming EASO into the EUAA entered into force on 19 January 2022. In this regard, 2022 was considered a transitional year for the Agency. Also 2023 will be considered a transitional year, which should see effective implementation of several of the new tasks introduced by the new mandate. In addition, it should be noted that the other legislative proposals under the New Pact on Migration and Asylum, are also likely to impact the Agency's work once they are adopted. However, given that discussions on those proposals are still subject to negotiation, they are not taken into account for the purposes of this document. In the meantime, the Agency is expected to continue supporting the implementation of the voluntary solidarity mechanism envisaged in the Declaration on the *'First step in the gradual implementation of the European Pact of Migration and Asylum: modus operandi of a voluntary solidarity mechanism'*<sup>4</sup>.

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 systems resulting from onward movements of persons in need of protection. 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 the Member States were confronted with increased numbers of Afghan asylum applications. Moreover, 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. The European Commission launched several initiatives, such as the solidarity platform for all sides to exchange information relating to the Ukraine crisis as well as the Safe Homes initiative to provide guidance on the provision of accommodation to those fleeing Ukraine. 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. Depending on how the situation in Ukraine develops, the Agency may still be expected to deliver support, in particular to address the challenges resulting from the Russian aggression against Ukraine, in 2023, both to Member States with high number of first arrivals and to third countries in the external dimension of the CEAS.

## Key planning assumptions for 2023

The SPD 2023-2025 is based on the following planning assumptions:

- Core business activities will most likely increase significantly due to the additional tasks, scope and volume of activities or remain at least at the same level as in 2022, in the absence of new migration crises. It is assumed that the impacts of the Russian aggression against Ukraine will continue to be felt and require Agency support also in

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<sup>4</sup> <https://presidence-francaise.consilium.europa.eu/en/news/first-step-in-the-gradual-implementation-of-the-european-pact-on-migration-and-asylum-modus-operandi-of-a-voluntary-solidarity-mechanism-1/>



2023, including participation in various Commission initiatives related to this crisis within the remit of the mandate of the Agency;

- The Agency's financial resources request for 2023 is aligned with the updated Multiannual Financial Framework (MFF) provisions, amounting at €177.1 million annual budget;
- The Agency will receive **new posts in 2023 and 2024** for additional tasks added to the EUAA Regulation during co-legislator negotiations.\*

\* At the time of writing, the Agency was requesting new posts for additional tasks added to the EUAA Regulation during co-legislator negotiations (2023: 30 AD (2 AD 12, 14 AD 8, 4 AD7, 10 AD 5) and 7 AST (7 AST3); 2024: 18 AD (4 AD7, 14 AD5) and 8 AST (8 AST 3) posts were requested).

### External and internal factors influencing multi-annual programming in 2023

- The **budget for 2023** is aligned with the updated MFF 2021-2027. Additional tasks will lead to needs assessments and consequent requests for additional budget and staff.

*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 provided to the Agency.*

- Insufficient **contingency funds** in the Agency budget to cover the financing of unforeseen requests for operational and technical support. The Agency needs to remain flexible to adapt quickly to unpredictable external factors continuing to influence migration. Budget and staffing availability is 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.*

- **Emerging crises** may limit the ability of the Agency to deliver its work programme in full.

*Mitigation: The Agency will continuously monitor the implementation of its activities, make the necessary adjustments and invest in innovative solutions to continue delivering 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 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.*

- **Member State experts** continue to be essential for operations and the Agency will continue to secure the maximum nominations possible, including for both the Asylum Intervention Pool (AIP) and the new Asylum Reserve Pool (ARP). The use of flexible complementary deployment mechanisms will be reviewed taking into account the scale, type and specifics of each operational context. This will enable operations to be scaled up and down quickly and will ensure business continuity. Longer-term deployments, better planning and delivery capabilities, new working tools and methods, and reduced administration will also improve efficiency.

*Mitigation: The Agency will continue to engage with the Member States via the National Contact Points (NCP), the Management Board (MB) and respective Ministers responsible for asylum in Member States to ensure sufficient nominations of experts for the AIP and the ARP. The Agency will review and decide on the use of complementary deployment mechanisms where necessary to meet the commitments of the Agency's operational support to Member States.*





## Section II. Multi-annual Programming (N+1 – N+3) (2023-2025)

### 1 Multi-annual Work Programme

#### 1.1 Operational Support

##### 1.1.1 Operational support to Member States

Multi-annual strategic objective: MA01	
Description of objective	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 reception systems and to implement their obligations under the CEAS.
Expected results	<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 and the prioritised 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>
Performance indicators (with data sources)	Targets
Percentage of annual implementation of operational plan (OP) measures for each operation (data source: progress reports).	Minimum 85% annual implementation of OP measures <sup>5</sup>
Percentage of operations planned and implemented applying the methodology of the Operational and Technical Assistance 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 by operations teams; percentage of annual consumption of budgetary appropriations (data source: 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.



<b>Multiannual strategic objective: MA02</b>	
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 deployment management framework and systems are optimised.</li> <li>• The Agency has developed, maintains and continuously enhances the required operational capacity, systems and tools to respond appropriately, in an effective and timely manner to requests for operational and technical assistance.</li> <li>• The Agency has designed and offers tailored modular support thereby effectively responding to situations of disproportionate pressure on Member States' asylum and/or reception systems or providing efficient support to implement their obligations under the CEAS.</li> <li>• A first response function for operational, technical and logistical support is established and further developed.</li> </ul>
Performance indicators (with data sources)	Targets
Percentage coverage of the deployment process through the Agency's Operational Deployment System (ODS) (data source: ODS). ARP integrated into ODS (data source: ODS).	ODS covers 100% of the deployment process by the end of 2023 ARP module developed, tested and implemented 100% in ODS by the end of 2023
Percentage of responses by the Agency to Member States' requests for support (data source: internal statistics/reports per event).	100% of agreed operational activities activated

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 used to 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 a high number of first arrivals will continue, depending on the operational situation and the concrete needs of those Member States.

The Agency will continue to strengthen its results-based approach to the programming and delivery of operational support, including through the implementation of multiannual OPs 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 as required to ensure sustainability of the provided support, and to support Member States in the implementation of their obligations under the CEAS. The Agency will further strengthen the link between its strategic and operational activities, building on the experience gained through the provision of operational support, and feeding back this experience into its strategic planning.





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. The Agency's support will thus be operationalised much faster, more flexibly and will further be tailored based on specific priority needs. To this end, the Agency will further develop and enhance its **operational preparedness, contingency planning and delivery capabilities**. This will better contribute to supporting an effective Agency capacity to respond 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 and further developed. The Agency will expand its capacity to provide operational and technical assistance through the **development of an operational asylum and reception catalogue** that will inform the design and implementation of **targeted modular interventions**, offering support activities with pre-defined scope, operational objectives, and intended results, which can be tailored further to the varied needs of Member States and operationalised within a short timeframe. 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.

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 on-going 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 both their asylum and reception systems. This will also include direct operational and technical support upon request from the host Member States and receiving Member States for ad hoc disembarkations/voluntary relocation (VR) exercises under the direct coordination of the European Commission and in cooperation with IOM and relevant stakeholders, and other 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**, and will aim to 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 the 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 actions further aim to support the adoption of a comprehensive and European approach to migration focusing on responsibility and solidarity, while maintaining high level of procedural guarantees in the Agency's work.

When agreeing OPs and the specific support measures with each Member State, **budgetary allocations** required for the implementation will be developed from the outset. Complementarity and the avoidance of duplication of funding will be paramount in 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).





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** and the Agency's evaluation framework. The Agency will fully implement its validated system for the programmatic and process monitoring and evaluation of operations as defined in the Manual, 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.

The Agency will **further develop and make use of a number of tools** to implement its operational activities. This includes the ODS, the Agency's 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 ASTs.

In addition, improved **coordination and consultation with stakeholders** in the requesting and, where relevant, participating 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 the United Nations High Commissioner for Refugees (UNHCR) and the 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 Resettlement Support Facility (RSF) like concepts and other projects related to Humanitarian Admission and Complementary Pathways 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 third country as appropriate





In the field of **Resettlement and Humanitarian Admission**, 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. This support will include operational support through RSF-like concept, capacity development for EU+ countries and support in relation to Community Sponsorship Programmes and Complementary Pathways to international protection.

In addition, in light of a potentially increased role in the referral process of cases for Resettlement, Humanitarian Admission or Complementary Pathways to international protection, the Agency will consider potential support actions in this area.

## 1.2 Asylum Knowledge

### 1.2.1 COI, MedCOI and Country Guidance

In the area of **country of origin information (COI)** the Agency will draw up and regularly update reports, query responses and other products on relevant third countries and thematic issues, following the principles and quality standards as established in its COI report methodology. In particular, the Agency will do this in support of COI specialist networks, Member States with an operational support plan, and in support of the development of common analysis and country guidance notes, and practical tools for asylum decision and policy makers in the Member States. 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 networks, 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.

The Agency will continue providing reliable **Medical COI (MedCOI)** to national migration and asylum authorities regarding the availability and accessibility of medical interventions in countries of origin, 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. Based on priorities identified jointly with Member States and in line with available resources, the Agency will strive to gradually extend the list of countries addressed in EUAA guidance notes and common analysis. The Agency will also 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.

Implementing the Roadmap for the convergence of asylum practices in the field of asylum (10634/22), presented by the French Presidency of the EU in 2022, the Agency will produce an annual analysis of asylum decision-practices and the origin of identified differences in protection rates, in particular with regard to countries of origin for which EUAA guidance notes have been developed. Starting in 2023 with a pilot study, an annual report on this



analysis and on the work towards convergence will be presented to the Management Board (MB) and to the Council.

The Agency will support Member States in applying safe country concepts as well as the European Commission in this context. It will do so by providing information and analysis relevant for the designation of safe countries of origin and safe third countries. The Agency aims to also engage in raising awareness and improving the use of its products, gauging the satisfaction of end users and gaining a better understanding of the impact of COI, MedCOI and Country Guidance activities.

<b>Multi-annual strategic objective: MA04</b>	
Description of objective	Broaden the use of the EUAA COI, MedCOI and Country Guidance products to increase their impact on EU+ countries' decision-making processes and to foster convergence.
Expected results	<ul style="list-style-type: none"> <li>• Cooperation on and production of COI, MedCOI and Country Guidance, with positive impact on efficiency, quality and convergence in EU+ decision-making processes.</li> <li>• Increased awareness and use of products through targeted outreach activities (launching events, briefings, brownbag lunches, videos, tutorials, presentations).</li> <li>• Evaluations of the use of respectively COI, MedCOI products and Country Guidance will allow to gauge the impact of the activities and allow for tailoring dedicated actions to further improve the use and relevance of activities.</li> </ul>
Performance indicators (with data sources)	Targets
Web portals on third country information and online country guidance resources, making available all COI, MedCOI, and country guidance products with optimal transparency and aiming at a steadily increasing relevance and use (data source: COI portal statistics tool, MedCOI portal statistics, webpage visits statistics).	+5% increase in number of visits annually across all platforms.
Overall participant satisfaction in meetings, workshops, and other types of activities, including within the context of COI, MedCOI and Country Guidance Networks (data source: satisfaction surveys).	80% overall participant satisfaction
Number of external evaluations performed and insights taken into account to further improve the relevance and use of COI, MedCOI and country guidance products (data source: evaluation reports).	1 external evaluation concerning COI, MedCOI and country guidance

## 1.2.2 Situational Awareness

To deliver a situational picture of asylum procedures and practices based on a diverse and balanced range of sources, the Agency will further develop and optimise its information platforms.

The **Information and Documentation System** will continue to provide 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** will be further consolidated as 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 facilitate and promote collaboration and exchange among Member States and other stakeholders with regard to information and analysis, the **Query System** will further promote information exchange between EU+ countries on topical issues, accompanied with analytical reports providing additional insights. To analyse information and provide relevant products to support evidence-based policy and informed decision-making, the **situational awareness analytical portfolio**, addressing information requests and proposing own analysis through situational overviews, analytical briefs, periodical updates, Early Warning Reports and other analytical products will be further strengthened.

The **data analysis and research portfolio** will continue contributing to situational awareness through three main areas of work, namely the **data hub**, the **research programme** on early warning and root causes, and **strategic analysis**. The collaboration with EU+ countries will be managed through the Early warning and Preparedness System (EPS)-Statistics and EPS-Analysis and Research Networks. The **Data Hub** designs, collects and manages core statistical unified information on the asylum and reception situation in EU+ countries, the Agency's operational support, root causes of migration, as well as information from the relevant Union institutions, agencies and international organisations. The **Research programme** cooperates with leading researchers and continues to develop a 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. **Strategic analysis** aims to combine multiple sources of information to comprehensively analyse and communicate the asylum situation in the EU+ to a wide range of external stakeholders. Wherever this is useful and possible, products and services of the analysis and research portfolio will be made publicly available.

**The Annual Report on the Situation of Asylum in the EU** (the Asylum Report) is established as the flagship product in the field and the reference source for an overview of developments in the functioning of the CEAS against a broader migration and fundamental rights background. The report will be accompanied by a number of additional outputs, targeting the specific needs of its wide audience.

<b>Multi-annual strategic objective: MA05</b>	
Description of objective	To consolidate, extend and further diversify the Agency's situational awareness portfolio on the implementation of the CEAS, of the asylum situation and the operational support provided, including by improving stakeholders' access to relevant data, information and analyses, and maintaining user satisfaction, and making analyses and services publicly available wherever useful and possible.
Expected results	<ul style="list-style-type: none"> <li>• Comprehensive information about the implementation of the CEAS gathered and made available to stakeholders via the IDS, which will be made public, the Query Portal and the public Case Law Database.</li> <li>• Up-to-date and relevant information on the asylum situation and the operational support provided by the Agency.</li> <li>• Collection and validation of data on the asylum situation, operational support provided by the Agency, and root causes of migration</li> <li>• Full analytical portfolio delivered including: the Asylum Report, Situational overviews and updates, strategic analysis of the asylum situation, operational analysis, periodic updates, reports on early warning report, and other analytical products.</li> <li>• Support to situational awareness products &amp; platforms overseen by DG HOME (EU Migration Preparedness and Crisis Management Network</li> </ul>



	<p>a.k.a. Blueprint Network) and the Council (Integrated Political Crisis Response mechanism – IPCR) and its weekly Integrated Situational Awareness and Analysis report.</p> <ul style="list-style-type: none"> <li>• Partner organisations such as non-governmental organisations (NGOs), academia, Justice and Home Affairs (JHA) Agencies, the Joint Research Centre (JRC) of the European Commission, UNHCR and IOM actively involved in exploring synergies, information exchanges and joint analyses.</li> <li>• Research program to build systems for early warning and forecasting, to conduct surveys among migrants seeking protection in the EU and thus add a complementary perspective to the analytical portfolio.</li> </ul>
Performance indicators (with data sources)	Targets
Number of analytical products produced annually in the Situational Awareness Unit (SAU) portfolio (data source: internal records, document management system).	180
Visits to Asylum Report webpage or associated data visualisation, and monthly Latest Asylum Trends including downloads of PDF (data source: web analytics).	25,000
Number of SAU outputs (out of IDS, Case Law Database, Query Portal, the Asylum Report and Annual Trends Analysis report) for which a 75% user satisfaction is achieved (data source: survey results).	5

### 1.2.3 Asylum Cooperation and Guidance

The Agency will continue its efforts to implement the CEAS throughout the different activities of **thematic networks**. To this end, the respective networks on **Asylum, Reception, Dublin, Exclusion, Vulnerable groups and Courts & Tribunals**, will exchange information, practical cooperation and best practices by organising thematic meetings, webinars, conferences and exchange programmes. The **development of operational standards, indicators, guidelines and best practises**, based on Member States' best practices, expert contributions of relevant civil society organisations (CSO) and the Agency's respective teams, will continue to form the solid basis of knowledge and experience to be promoted and implemented. The Agency will assist with the application of these practical guides and tools including technical support in the field of contingency planning in countries under particular pressure. Special effort will be made to develop and promote innovative IT solutions for asylum and reception systems across the EU+ countries by implementing the **Digital Innovation Strategy** and the **Strategy on Reception (2021)**.

The Agency will provide more comprehensive support to reception systems in and beyond the EU with particular focus on emergency support. 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 for 2021-2024**<sup>7</sup> and the Council Conclusions – **Boosting training of justice professionals**<sup>8</sup>, the Agency will further strengthen its cooperation with courts and tribunals with the purpose of supporting the overall enhancement of quality standards and harmonisation of decision-making and by increasingly relying on case-law analysis to evaluate the impact of the EUAA's work.

<sup>7</sup> [https://ec.europa.eu/info/sites/default/files/2\\_en\\_act\\_part1\\_v4\\_0.pdf](https://ec.europa.eu/info/sites/default/files/2_en_act_part1_v4_0.pdf)

<sup>8</sup> <https://data.consilium.europa.eu/doc/document/ST-6926-2021-INIT/en/pdf>



<b>Multi-annual strategic objective: MA06</b>	
Description of objective	Building on the results of an external evaluation (2022), the impact and use of the Agency's practical guides and tools is increased. Due attention to vulnerability and quality is mainstreamed across the Agency's activities. Digital innovation in asylum and reception is stimulated and initiated throughout the activities of the thematic networks to render processes more effective, efficient and of higher quality. Synergies between all stakeholders of the asylum and reception chain and CSOs are fully exploited respecting the independence of each of the parties.
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>• EU+ countries are better prepared to provide reception at all times to applicants for international protection according to EU standards.</li> <li>• Digital Innovation Strategy further promoted by enhanced IT solutions and innovation in asylum processes and reception systems</li> <li>• Increased convergence in quality standards in asylum, including Dublin, asylum processes, reception and of courts and tribunals.</li> <li>• Improved ability of EU+ countries to ensure quality and efficiency in the fields of reception, vulnerability, Dublin, asylum processes and appeal procedures by implementing guidance, practical tools and standards and indicators and through effective quality support as well as in the framework of the external dimension.</li> <li>• Increased understanding and analysis of the use of the EUAA's publications and reference documents in case-law.</li> </ul>
Performance indicators (with data sources)	Targets
Number of practical cooperation activities organised by the Agency's thematic networks (data sources: evaluation forms, meeting reports, calls for expression of interest, information platforms, progress reports).	At least 40 per year Minimum 80% overall satisfaction rate
Operational standards, indicators, guidance, best practices, practical tools developed or updated and published, including through the use of technology (data sources: network platforms, website, internal reports).	At least 20 deliverables published and/or technology-based tools developed
Number of outreach activities to promote and roll out operational standards, indicators, guidance, best practices and practical tools (e.g., workshops/webinars, videos, conferences, field visits, other relevant activities) (data sources: administrative records, activity reports).	At least 50 per year

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

As from 31 December 2023, the EUAA will monitor the operational and technical application of the CEAS 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 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 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 MB in 2024. Following a pilot in 2024, the programme's gradual roll-out from 2025 will ensure that

each Member State shall be monitored at least once in every five-year period. This new role for the Agency will significantly increase the workload, not only for the core team managing the programme, but also for other EUAA teams supporting the monitoring with content expertise.

<b>Multi-annual strategic objective: MA07</b>	
Description of objective	Contribute to the correct and effective implementation of asylum law and the standards of the CEAS by monitoring 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.</li> </ul>
Performance indicators (with data sources)	Targets
Monitoring methodology and monitoring programme adopted by the MB (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 on Migration and Asylum (data source: completed monitoring reports).	1 pilot monitoring exercise rolled out in 2024 Up to 5 monitoring exercise rolled out from 2025

### 1.3 Training and Professional Development

<b>Multi-annual strategic objective: MA08</b>	
Description of objective	Develop and provide training and capacity building support to asylum and reception officials, including in the national authorities of Member States subject to disproportionate pressure, through the European Asylum Curriculum (EAC), enabling them to acquire the relevant knowledge, skills, responsibility and autonomy to perform their duties and functions. Provide training support to experts who participate in ASTs in view of their deployment in host Member States for their participation in operational activities organised by the Agency.
Expected results	<ul style="list-style-type: none"> <li>• Strengthening of knowledge, skills, responsibility and autonomy of asylum and reception officials through the implementation of the EAC.</li> <li>• Keeping the EAC up to date with new developments, particularly in the context of the New Pact on Migration and Asylum.</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 Analysis Methodology, including the use of the European Sectoral Qualifications Framework (ESQF) 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>• Delivering targeted trainings and capacity building activities to Member States' national authorities subject to disproportionate pressure in the</li> </ul>



	<p>framework of operational support, including necessary training for ASTs relevant to their duties and functions.</p> <ul style="list-style-type: none"> <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 External Cooperation Strategy.</li> <li>• Ensuring compliance with applicable training quality requirements with a view to achieving qualification provider status.</li> </ul>
Performance indicators (with data sources)	Targets
Modules forming part of the EAC implemented in national administrations (data source: LMS).	One or more of EAC modules used to train national officials in 70% of EU+ countries
Training and capacity building activities implemented to support Member States national authorities subject to disproportionate pressure, including training of experts (data source: LMS).	Training activities are organised and supported in Member States subject to disproportionate pressure within the framework of OPs, and with minimum 70% overall participant satisfaction
Training and capacity building activities implemented in third countries (data source: LMS).	Number of training interventions to support specific needs of third countries, by the end of 2025: 25

The Agency is mandated to establish, develop and review training for its staff members, members of relevant national administrations and courts and tribunals, and national authorities responsible for asylum and reception matters in Member States. Such training shall be developed in close cooperation with Member States. To ensure high quality of its training activities, the Agency will continue to work towards achieving and maintaining full compliance of its training activities with European Standards and Guidelines (ESG) for Quality Assurance in the European Higher Education Area 2015. The Agency will continue to make the necessary preparations to achieve the status of an Asylum Academy with independent accreditation, providing accredited training modules and qualifications.

The Agency will continue to further develop the EAC as the main vehicle for building and supporting the development of knowledge, skills, responsibility and autonomy of asylum and reception officials working in national administrations, experts who participate in ASTs in advance or upon deployment.

In line with its Training and Learning Strategy, the Agency will continue to engage in guided discussions with the Training Quality Assurance Advisory Group, the Training NCPs, the Certification and Accreditation Working Group and Member States' working groups, to strengthen the ESQF for asylum and reception officials. The latter specifies what asylum and reception officials should know and be able to do 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 will 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, including by means of assessments. The Agency will continue to work closely with Member States to assess the training needs and develop and review training material in



collaboration with Member States, external experts, the FRO, the CF, UNHCR, and, where relevant, JHA Agencies, academic institutions and other relevant training networks and organisations.

The Agency will remain committed to strengthening its work with EU+ countries, particularly through its Training Quality Assurance Advisory Group, Training National Contact Points Network, Certification and Accreditation Working Group, Trainer's Network and other networks. The Agency will continue to consult national administrations to analyse training needs, and where required, to develop and implement general, thematic or ad hoc training activities, including the possibility of on-the-job training and coaching sessions for relevant audience. Through this approach, the Agency will further 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 EU+ countries through the train-the-trainer methodology. Implementation on a national level will continue to be supported through various measures. To be able to respond to the particular staff training needs of national administrations in a timely manner, 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 analysis followed by a national training plan.

The Agency will continue to design and implement training activities as part of OPs signed with Member States subject to disproportionate pressure. Training provided to members of ASTs will be tailored to their duties and functions in the operational activities organised by the Agency. The Agency, where feasible, will continue to provide tailored training support to national authorities in Member States subject to disproportionate pressure, based on need assessments, as well as, to support Member States' capacity building for instance, expanding national pools of trainers in the EAC. The Agency will furthermore continue to support capacity building for third countries in the context of Roadmaps or Projects, in line with the External Cooperation 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 (LTE) and progressively consolidate the integration of additional components to ensure consistent end-user experience across platforms and tools throughout the training cycle.

In parallel, it will provide strategic guidance, know-how, and support to its stakeholders towards the adoption of digital applications to support training, learning and formal assessment. Finally, the Agency will maintain and strengthen communication channels with other bodies and organisations 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: MA09</b>	
Description of objective	Reinforced governance and protection of fundamental rights' functions in the CEAS implementation, tailored communication and high level of cooperation and coordination with stakeholders.
Expected results	<ul style="list-style-type: none"> <li>Increased awareness of and respect for fundamental rights in all activities of the EUAA. Continued consultation with the Consultative Forum (CF).</li> <li>A high level of cooperation and coordination with stakeholders.</li> </ul>
Performance indicators (with data sources)	Targets
Implementation of the Fundamental Rights Strategy (data source: FRO progress reports).	100%

<b>Multi-annual strategic objective: MA10</b>	
Description of objective	Enhance the implementation of the external dimension of the CEAS by supporting third countries' capacity development in the field of international protection, in line with the External Cooperation Strategy (ECS).
Expected results	<ul style="list-style-type: none"> <li>Roadmaps for bilateral cooperation and regional cooperation projects are developed and implemented, allowing for capacity-development actions in support of third countries in the field of international protection and reception as well as to facilitate and encourage operational cooperation between EU+ countries and third countries.</li> <li>Other cooperation frameworks such as Working Arrangements (WAs) with third countries are developed, where appropriate.</li> <li>LOs are deployed to third countries, where possible and as appropriate.</li> </ul>
Performance indicators (with data sources)	Targets
Cooperation frameworks (Roadmaps, WAs, etc) for bilateral cooperation and regional cooperation projects in place, where appropriate (data source: Roadmaps, WAs, projects).	12 cooperation frameworks/projects

<b>Multi-annual strategic objective: MA11</b>	
Description of objective	Reinforce digitalisation and information management practices to support the continuous organisational change. Leverage technology by properly planning, integrating and securing our information.
Expected results	<ul style="list-style-type: none"> <li>A mobile and simplified digital office.</li> <li>A digital information-driven organisational change management.</li> <li>Reinforced structural planning for rational resource management.</li> </ul>
Performance indicators (with data sources)	Targets
Establish a cross-operational interviewing and video-conferencing scheduling standard, secured via always on encrypting technologies (data source: Microsoft dynamics).	70% of all users utilise the new access architecture
Continued development of the organisational data repository to support a data-driven decision-making practices for core business (data source: data warehouse).	2 new themes added per semester
Cooperate with the Asylum Digital Innovation Group (ADIG) on the Digital Innovation Strategy to discover	At least one evolutionary survey per year and at least one



what ICT capabilities exist in Member States (data source: surveys).	technical network meeting per year
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### Protection of fundamental rights

The role of the Fundamental Rights Officer (FRO) is to ensure the Agency's compliance with fundamental rights throughout its activities and to promote respect for fundamental rights. The FRO 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 Agency's activities. The sites where the Agency carries out its operational activities may be subject to visits by the FRO with the consent of the Member State concerned. In carrying out its duties, the FRO will cooperate with the CF and will be consulted on OPs, the evaluation of the Agency's operational and technical assistance, the code of conduct and the EAC.

### 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 through the Consultative Forum (CF), which provides a structured platform for the exchange of information and sharing of knowledge between the Agency and relevant civil society organisations. The Agency will also exchange information with civil society through participation in relevant civil society networks including activities of other Justice and Home Affairs (JHA) agencies' CF, channelling relevant information to the Agency.

Subject to the revised composition and the conditions for transmitting information to the CF, and with due regard to its working methods, the Forum's plenary meeting will continue to be organised supplemented by thematic/geographically-focused consultation group meetings. Likewise, the Agency will consult the Forum on key Agency documents and selected civil society organisations will remain involved in different thematic areas of the Agency's work, while having regard to the specific provisions contained in the EUAA Regulation in this regard. The EUAA Regulation envisages a broader role for the CF in terms of providing advice to the Management Board and Executive Director, and in terms of areas of consultation (e.g., consultation is foreseen on the Fundamental Rights Strategy, the code of conduct, the complaints mechanism and the EAC).

### Cooperation with EU stakeholders

As a decentralised EU Agency with its own governance structure, the EUAA acts within the policies and institutional framework of the EU. Strong cooperation exists with the European Commission in all Agency activities. The Agency will also continue to strengthen the relations and exchange of information with the Council of the European Union and the European Parliament, including with a view to contributing to evidence-based policy making and legislation. Continued engagement with Member States likewise remains essential, particularly Member States hosting operations. LOs will also be deployed to Member States and will also provide another means for strengthening relations. Proactive engagement with EU stakeholders will therefore continue at the technical, strategic and political level.

The Agency will continue to ensure close cooperation with other EU Agencies, in particular with JHA Agencies. The EUAA 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. During 2023, the Agency will chair the JHA Agencies Network.

An update of the EASO-Frontex (European Border and Coast Guard Agency) WA, to take into account the provisions of the EUAA Regulation is currently under development and is planned to be finalised in 2022 or early 2023. A WA with the European Union Agency for Law Enforcement Training (CEPOL) is also being worked on. A WA between the Agency and the Fundamental Rights Agency (FRA) is in place, as is a WA and Cooperation Plan for 2020-2022 between the Agency and the European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA). Updates of these WAs and Cooperation Plans will be taken forward as appropriate, having regard to the changes brought about by the EUAA Regulation. The Agency will also seek to establish a structured cooperation framework with the European Union Agency for Law Enforcement Cooperation (Europol).

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

According to the EUAA Regulation, experts from the Agency's staff are to be deployed as LOs in Member States. Each may cover up to four Member States which are geographically close to each other, and they would be appointed as needed and after the approval of the MB. LOs 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.

LOs 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. The preparations, recruitment and appointment of LOs to the Member States will proceed in 2023, in consultation with the MB, with a view to having all such LOs deployed over the 2023-2025 programming period.

### **Cooperation with Associated Countries**

The Agency will continue its cooperation with the Associated Countries on the basis of arrangements concluded between the EU and the respective countries. The Associated Countries are represented on the MB as observers. Moreover, their nationals may be engaged under contract by the Agency.

### **Cooperation with international organisations**

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. The Agency will continue to work closely with international organisations, implementing cooperation frameworks that are already in place and developing others as necessary (see Annex XII for further information on cooperation with International Organisations).



## **Support to Partner Third Countries**

The Agency supports the external dimension of the CEAS in agreement with the European Commission and within the framework of the EU external relations policy and the External Cooperation Strategy (ECS). 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 between the Agency and the European External Action Service (EEAS) signed on 13 September 2021. Consequently, the activities of the Agency in the external dimension are targeted to the priority areas that have been agreed with the Commission.

Currently, the priority regions according to the ECS are the Western Balkans, Turkey and the Middle East and North Africa region. Cooperation under roadmaps and/or projects are therefore planned with these regions, aiming to provide capacity development support and institutional support in the fields of international protection and reception. This said, the External Cooperation Strategy is currently being revised and should be finalised in early 2023. The revised strategy will then guide the Agency's work in this field for the subsequent years, subject to available resources. The Agency's external actions are coordinated with all relevant services of the European institutions to ensure they are aligned with other EU policies, in complementarity with other support to third countries and to avoid a dispersal of efforts and resources.

The Agency will facilitate and support operational cooperation between EU+ countries and third countries, within the framework of the Union's external relations policy, including with regard to the protection of fundamental rights, and in cooperation with the European Commission and the European External Action Service. This will be done in a coordinated manner, including through the Agency's Third Country Cooperation Network.

## **Liaison Officers to third countries**

The EUAA Regulation envisages the possibility for the deployment of LOs to third countries in addition to the possibility of concluding WAs with those countries. This could also further contribute to strengthening relations between the Agency and third countries. The Agency will deploy LOs to third countries where needed and as appropriate.

## **Communication**

The Agency ensures that its Communication Strategy is coherent, relevant and coordinated with the strategies and activities of the European Union. The Agency shall continue to increase the visibility of its 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 its achievements and the image of a bearer of positive change that adds value to Member States' efforts.

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 its 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 in providing better support and create engaging content through in-house video production, and design and printing services. 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 Commission's communication service, particularly for external communication relating to important policies of the Union or its overall image.

### **Governance activities**

On 19 January 2022, on proposal of the Executive Director of the Agency, the MB adopted a decision on the internal structures of the EUAA, including its organogram. The 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, 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 (2023-2025)

### 2.1 Overview of the past and current situation

#### Financial resources

The budgets for the years 2023-2025 are aligned with the MFF 2021-2027. The following table shows the expected evolution of the budget in the period of 2022 to 2025.

Expenditure evolution 2022-2025 in commitment appropriations (CA) (C1 funds):

Title	Expenditure type	2022 (€)	2023 <sup>9</sup> (€)	2024 (€)	2025 (€)
1	Staff expenditure	49,921,717	52,857,080	52,770,000	53,803,877
2	Infrastructure and operating expenditure	17,111,634	17,396,332	19,078,254	19,686,255
3	Operational expenditure	116,746,649	106,881,715	108,829,575	110,801,253
<b>Total foreseen expenditure</b>		<b>183,780,000<sup>10</sup></b>	<b>177,135,127<sup>11</sup></b>	<b>180,677,829<sup>12</sup></b>	<b>184,291,385<sup>13</sup></b>
<b>Total as per MFF</b>		<b>183,780,000</b>	<b>177,135,127</b>	<b>180,677,829</b>	<b>184,291,385</b>

Beside the EU subsidy, the Agency can cover its expenditure through AC contributions stemming from bilateral arrangements between the EU and Norway, Switzerland and Liechtenstein. These funds can be used to provide support to Member States in unforeseeable and urgent circumstances.

#### Human resources

At the request of the European Commission, the Agency has provided its staff plan for the period covered by the MFF 2021-2027.

The following table summarises the change in human resources in 2022-2025.

<sup>9</sup> The SPD 2023-2025 will be aligned with the Commission final budget 2023 once available.

<sup>10</sup> The budget for 2022 was increased by €380,000 as adopted by the budgetary authority on 24.11.2021 in response to the Agency's request for the new posts for 2022.

<sup>11</sup> At the moment of drafting the document, the Agency had yet not received confirmation from the European Commission of the updated future EUAA's MFF levels as a consequence of additional 5 Temporary Agent posts added by the Council and the European Parliament during the 2022 budgetary procedure. Once the Commission confirms the revised levels for the remaining MFF programming period (2023-2027), respective corporate and budgetary documents will be updated accordingly.

<sup>12</sup> *Ibid.*

<sup>13</sup> *Ibid.*



Staff	2021	2022	2023*	2024*	2025
Temporary agents (posts)	366	371	371*	371*	371
Contract agents (FTEs)	123	123	123	123	123
Seconded national experts (FTEs)	11	11	11	11	11
Growth compared to previous year (posts/positions)		+5	0	0	0
<b>Growth compared to previous year (%)</b>		<b>+1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Total statutory staff and SNEs</b>	<b>500</b>	<b>505<sup>13</sup></b>	<b>505*</b>	<b>505*</b>	<b>505</b>
Short-term operational contract agents (FTEs)	58 <sup>14</sup>	90 <sup>15</sup>	90	90	0
Growth compared to previous year (posts/positions)		+32	0	0	-90
Growth compared to previous year (%)		+55.2%	0%	0%	-100%
<b>TOTAL growth compared to previous year (%)</b>		<b>+6.6%</b>	<b>0%</b>	<b>0%</b>	<b>-15.1%</b>
<b>TOTAL staff</b>	<b>558</b>	<b>595</b>	<b>595</b>	<b>595</b>	<b>505</b>

\* At the time of writing, the Agency was requesting new posts for additional tasks added to the EUAA Regulation during co-legislator negotiations (2023: 30 AD (2 AD 12, 14 AD 8, 4 AD 7, 10 AD 5) and 7 AST (7 AST 3); 2024: 18 AD (4 AD 7, 14 AD 5) and 8 AST (8 AST 3) posts were requested).

## 2.1.1 Expenditure for 2021

The Agency's 2021 budget initially amounted to €142.1 million. With the first amendment, €9.5 million from the AC contributions, €585.9K IPA grant and €537.7K Member States' contributions were added (R0 funds) to reach a total of €152.74 million in commitment appropriations and payment appropriations.

Fund Source	CA budgeted (€) – EU subsidy and 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	142,114,334	137,383,861	96.67%	142,114,334	129,189,084	90.91%
R0 – AC contributions <sup>16</sup>	25,832,412	646,614	2.50%	25,832,412	306,645	1.19%
R0 – IPA grant	823,563	764,619	92.84%	823,563	573,838	69.68%
R0 – Member States direct contribution	1,289,470	1,008,715	78.23%	1,289,470	425,514	33.00%
<b>Total</b>	<b>170,059,779</b>	<b>139,803,809</b>	<b>82.21%</b>	<b>170,059,779</b>	<b>130,495,081</b>	<b>76.73%</b>

<sup>14</sup> 58 short-term operational Contract Agent posts (one year duration) assigned to Italy and Cyprus.

<sup>15</sup> 90 short-term operational Contract Agents posts (two year duration) assigned to different centres. These posts were given to the agency in 2022 to reinforce the capacity for support Member States, in relation to the Russian invasion of Ukraine.

<sup>16</sup> Received in 2021 and carried over from the previous year.



In 2021, the execution of the EU subsidy in CAs reached 96.67% and that of payment appropriations (PAs) reached 90.91%. The execution of the funds received from the AC was of €646,614 in commitment appropriations and €306,645 in payment appropriations. The executed credits concern funds carried over to cover for legal commitments signed in previous years. Funds received in 2021 were not used since there was no need to activate the contingency in 2021.

### 2.1.2 Staff population overview for 2021

On 31 December 2021, the staff headcount was 448 together with offered positions. The composition was 338 Temporary Agents, 104 Contract Agents [excluding 8 contract agents under the Instruments for Pre-Accession Assistance (IPA) and the Regional Development and Protection Programme for North Africa (RDPP NA)<sup>17</sup>, and excluding 58 short-term operational Contract Agents<sup>18</sup>], and 6 Seconded National Experts.

## 2.2 Outlook for the years N+1 - N+3 (2023-2025)

### 2.2.1 New tasks

A number of projects to phase in the new tasks and requirements of the EUAA regulation are currently established, with project activities extending into 2023 and beyond to ensure full compliance with the requirements of the regulation. New tasks include deploying LOs in Member States and third countries, the development of the Fundamental Rights function and the complaints mechanism and enhanced support to third countries.

Furthermore, the monitoring role to be performed in 2023 adds a new function to the Agency, the methodology for which will be developed in 2023. The roll-out of activities related to these new tasks is expected to require additional resources, as reflected in the work programme.

### 2.2.2 Growth of existing tasks

The new mandate also envisages the growth of existing tasks. For example, the task of drawing up Country Guidance, which is something that the Agency was tasked to do by Council Conclusions in 2016, 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. This may in turn require an amendment to the Work Programme 2023, including the objectives, outputs/actions and performance indicators.

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<sup>17</sup> Contract agents funded under the earmarked IPA and RDPP NA funded projects (Title 4).

<sup>18</sup> Contract agents (Title 1).





## 2.3 Resource programming for the years N+1 - N+3 (2023-2025)

### 2.3.1 Financial resources

#### Revenue

Based on the current level of operational activities, the Agency needs a total budget of €177.1 million for 2023. The contribution from the general budget of the EU has always represented by far the largest share of the Agency's budget and will continue to do so in 2023-2025. The said contribution will be proportionally complemented by the funds received from AC. The Agency may also manage resources stemming from (i) grants signed with other entities (such as the European Commission to continue existing projects or start new ones), and (ii) arrangements signed with the Member States (such as the regional pilot project with a focus on third countries in the Middle East and North Africa region).

#### Expenditure

The Agency will implement its activities in all areas outlined in this programming document. 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.). Another increase in administrative expenditure is due to the shift of all operational missions to the administrative budget (Title 1).

The evolution of the operational expenditure (Title 3) shows a steady increase of operational needs in the coming years. It is to be noted that the operational expenditure of EUAA is strictly dependent on the request for support from Member States, therefore the operational expenditure is characterised by a certain degree of volatility. To prepare for this, AC contributions are allocated as a reserve in Chapter 36 of the budget to promptly respond to unforeseeable requests for support from Member States by mobilising the necessary funds.

### 2.3.2 Human resources

At the time of writing, the Agency was requesting new posts for additional tasks added to the EUAA Regulation during co-legislator negotiations (2023: 30 AD (2 AD 12, 14 AD 8, 4 AD7, 10 AD 5) and 7 AST (7 AST3); 2024: 18 AD (4 AD7, 14 AD5) and 8 AST (8 AST 3) posts were requested).

## 2.4 Strategy for achieving efficiency gains

The Agency will continue to implement improvements to its systems and procedures to further increase efficiency. Simplifying processes, while ensuring compliance with the applicable rules and internal controls remains the key objective. In doing so, the Agency will ensure that:

- Repetitive and labour-intensive tasks are minimised, allowing for more time on tasks that have higher added value;
- Human error is avoided through the reduction of procedural steps, the automation of processes and the strengthening of process controls;



- A risk-based approach continues to be embedded across activities so that efforts are geared towards tasks that require enhanced control;
- Resources in administration are kept to a minimum compared to operations, without jeopardising the essential deliverables of the Agency.

By improving its quality management system and internal controls, and by re-engineering, optimising and automating key processes such as HR self-services, the Agency will enhance organisational performance and generate further efficiency gains. Automation and digitalisation will also be achieved through collaboration with partner institutions and stakeholders such as the Directorate-General for Human Resources and Security and the Directorate-General for Informatics.

## 2.5 Negative priorities/decrease of existing tasks

A reduction in legally required tasks during the period 2023 to 2025 is not foreseen. On the contrary, with the entry into force of the EUAA regulation, the Agency's tasks, scope and volume of activities will increase 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, any negative priorities along with potential efficiency gains will be identified and appropriately addressed. In this regard, and following the invasion of Ukraine in 2022, the Agency re-programmed its operations through re-prioritisation of activities to ensure timely and efficient operational response. Additionally, 90 Contract Agents were allocated to cover operational needs linked to the Ukraine crisis until 2024.

The possibility of the Ukraine crisis extending beyond 2023 cannot be discounted and is being planned for. The Agency also draws attention to its human resources needs due to the additional tasks added to the mandate (37 posts requested for 2023 and 26 posts for 2024). To account for potential gaps and in the absence of additional resources allocated for the new tasks the Agency will have to explore deprioritising activities and tasks.





# Section III. Annual Work Programme year N+1 (2023)

## 1 Executive Summary

The Work Programme 2023, which is an integral part of the Single Programming Document 2023-2025, is based on the EUAA Regulation. The need for increased support from the Agency linked to the Ukraine crisis and its potential ripple on other regions in the world, which might trigger further migration waves, is likely to continue also in 2023.

The Agency will continue strengthening its **operational and technical capability and first operational response and preparedness capacity**. A key area of continued priority will be the operational and technical assistance provided to Member States under disproportionate pressure on their asylum and reception systems, delivered in line with the agreed OPs. Specific operational support for the implementation of the CEAS across asylum and reception and operations in the hotspots will be maintained, including with the delivery of specific support for emergency operations and support for the implementation of the voluntary relocation (VR) process as per the Declaration<sup>19</sup> setting up a voluntary solidarity mechanism, signed on 22 June 2022. The Agency will continue to further review and enhance its operational delivery capacity, 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 and quality 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, IOM 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.

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 and strengthened, 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.

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<sup>19</sup> <https://presidence-francaise.consilium.europa.eu/en/news/first-step-in-the-gradual-implementation-of-the-european-pact-on-migration-and-asylum-modus-operandi-of-a-voluntary-solidarity-mechanism-1/> .



**Training and professional development** will be continuously provided to support capacity building, especially to national authorities in Member States subject to disproportionate pressure. Specialised thematic courses will be 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 European Asylum Curriculum. The Agency will be strengthening the design and infrastructure of the e-learning management system, serving as a single source of information.

**Cooperation with authorities of third countries** will continue with a view to promoting EU standards on asylum and reception and contributing to the EU-wide policy objectives to promote dialogue and cooperation with third countries, to work in partnership and jointly tackle common challenges.

The Agency will continue collaborating with **institutional stakeholders** and other actors in the field, also through the deployment of LOs. 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 flexibly in a timely and proactive manner to evolving circumstances, therefore aligning priorities with the changing circumstances. Moreover, emerging crises might limit the Agency's ability to carry out some planned activities in 2023. Changes to the Work Programme along with financial implications are therefore likely to occur.

### Planning priorities for 2023

**Operational support, resettlement and humanitarian admission, operational planning, monitoring and evaluation:** the Agency will develop flexible, needs and results-based approaches to providing operational support to Member States, including in emergencies and situations of disproportionate pressure on national asylum and reception systems. This will be achieved inter alia through collaborative partnerships, rigorous project and budget management and through the use of innovative tools and approaches, including the establishment of a technical First Response Unit and development of a catalogue of operational asylum and reception responses. . Monitoring and evaluation will remain central throughout to ensure progress tracking and continuous improvement. The Agency will continue to work in the field of Resettlement and Humanitarian Admission and will assist with the implementation of Complementary Pathways to International Protection.

**Asylum knowledge:** the Agency will produce high quality, timely and tailored asylum knowledge, information and outputs, improving situational awareness and early warning capabilities and responding to emerging needs (e.g. for COI etc). The Agency will increase trust and usage of its information/tools through wide dissemination and publicity, both internally and externally. The agency will implement its Strategy on Reception (2021), will further diversify knowledge activities for courts and tribunals and will consolidate a methodology for monitoring the operational and technical application of the CEAS.





**Training and professional development:** the Agency will provide quality training, capacity building activities and on-the-job/coaching activities to Member States, experts, operational staff and third countries, in line with European educational and vocational standards. This will include tailor made training support to those under disproportionate pressure. The Agency will enable asylum and reception officials to acquire the relevant knowledge and skills, including through the European Asylum curriculum, and the train-the-trainer methodology.

**Horizontal activities:** the Agency will continue to improve cross-cutting governance and management functions, such as quality assurance, business continuity, risk management, legal advice and planning and reporting. The Agency will improve internal communication to facilitate a better flow of information and knowledge sharing, as well as external communication to strengthen relations with stakeholders and achieve increased convergence in asylum policy. Information and Communication Technologies, tools and platforms will also be prioritised to support organisational change. Further work to fully operationalise the EUAA Regulation, in collaboration with the relevant stakeholders will also remain a priority across the agency. The Agency will continue supporting capacity development of third countries' asylum systems through defined and well managed strategies, as well as through cooperation with key stakeholders.

### **The Agency's Key Performance Indicator**

The overall Key Performance Indicator (KPI) 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 KPI 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 out 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 SMART objectives (specific, measurable, achievable, realistic, time-bound). 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

The Agency will continue the **provision of operational and technical assistance** to Member States for the management of their asylum and reception systems, and in particular those subject to disproportionate pressure. It will contribute to strengthening the efficient functioning of the asylum and reception systems of Member States and further support with the implementation of their obligations under the CEAS, as relevant.

The Agency will review its **operational support to Member States** based on continuous assessment and prioritisation of current and emerging needs and taking into account the trends in arrivals and migration routes, applying a validated project management methodology to implement the EU Asylum acquis in an efficient and effective manner. 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, and in **implementation of the agreed OPs**<sup>20</sup>. New operational interventions will be agreed upon approved request, following a validated needs assessment, design and planning methodology, in application of the Agency's Operational and Technical Assistance Manual.

The agency will fully embrace and continuously refine its **results-based approach to the delivery of operational support**. Annual prioritisation of activities will ensure the Agency's support remains adequate to changing circumstances. The continuous review of support will take into account the environment in which the Agency operated in previous years, 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. Results from continuous monitoring of activities, as well as the outcome of internal and external evaluations and lessons learnt, will be taken into consideration and embedded in the planning and implementation cycle with actionable feedback loops to enhance efficiency and effectiveness of operational support.

The Agency will ensure fidelity of its interventions through **continuous review and prioritisation of activities**, close coordination and consultations with the European Commission, as well consistent and continuous engagement with implementing partners and key stakeholders. Further, the Agency will adjust its support within the framework of its Strategy on Reception, which identifies reception related support central to the effective delivery of reception services within Member States.

The Agency will also expand its capacity to provide operational and technical assistance **through the development of an operational asylum and reception catalogue** that will inform the design and implementation of **targeted modular interventions**, offering support activities with pre-defined scope, operational objectives, and intended results, which can be tailored further to the varied needs of Member States and operationalised within a short timeframe.

Within this framework, operational and technical assistance will be provided through the deployment of ASTs<sup>21</sup> and migration management support teams<sup>22</sup>, where necessary through

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<sup>20</sup> Operational plans are published on the Agency's webpage, <https://easo.europa.eu/archive-of-operations>.

<sup>21</sup> Composed in accordance with the provisions of Article 19 of the EUAA Regulation.

<sup>22</sup> In accordance with Article 21 of the EUAA Regulation.





the design, development and delivery of institutional capacity building activities and other support actions.

Further to this, the Agency will provide and/or maintain the required support infrastructure such as acquisition and deployment of the necessary technical and other equipment for the ASTs, deployment of mobile offices and/or accommodation units, rental, fitting-out and maintenance of facilities, as well as the necessary services such as interpretation/cultural mediation, transportation and other logistics, security, administrative support, etc., to facilitate the implementation of the measures in the OPs and special project plans, taking into account support that is provided under other financial instruments, such as the Asylum, Migration and Integration Fund<sup>23</sup> and including Emergency Assistance, to ensure complementarity and avoid any duplications.

The Agency will cooperate with the relevant bodies in the provision of such support, devoting special attention to practical cooperation with other JHA Agencies within their respective mandates and other key stakeholders, as well as collaboration with main partners, such as UNHCR and IOM.

An overview of the operational support activities to be implemented in 2023 in the framework of agreed OPs, as well as other operational activities, is presented below. As the Agency aims to provide timely and flexible support to the identified and emerging needs of the supported Member States, the foreseen activities will be implemented in consideration of the changing circumstances on the ground, and subject to the availability of human and budgetary resources. In view of this, the budget for operations and the breakdown of resources allocated to each sub-activity are indicative. Budgets and human resources will be aligned with the annual planning of the specific OPs, the prioritised needs assessments, and the activities to be implemented, and will be managed within the overall available resources for operational and technical assistance. In case of further operational needs in specific areas or in the event of unforeseen emergencies, re-allocation of resources and/or contingency funding will be further utilised.

The main challenges for the Agency remain the continuously changing 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 European Commission and the relevant national authorities, the Agency will adjust its intervention providing appropriate support to address emerging priority needs, in line with the provisions of the EUAA Regulation and in application of the methodology prescribed in the Agency's Operational and Technical Assistance Manual.

## 2.1.1 Italy

### Overview of the activity

In 2023 the Agency will continue the implementation of support measures under the agreed multi-annual OP 2022-2024 for Italy. Operational support to Italy will be provided to the central and local offices of the asylum and reception authorities:

- the Department of Public Security (DPS), and selected local offices (border areas, main entry points) of the Immigration and Border Police;
- the National Asylum Commission, its COI and Quality Units and selected Territorial Commission;

<sup>23</sup> [Asylum, Migration and Integration Fund \(2021-2027\) \(europa.eu\)](https://europea.eu)





- the Department of Civil Liberties and Immigration, including its Dublin Unit;
- selected prefectures – also responsible for the monitoring of reception conditions;
- specialised sections on immigration, international protection and free movement of citizens in the EU within the Tribunals and the Supreme Court of Cassation, including the General Prosecutor's Office.

In line with the Plan and based on the recommendations deriving from the external evaluations, 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 at first instance;
- Support the harmonisation of national asylum and reception systems and procedures, including the refinement and implementation of quality monitoring mechanisms within the asylum and reception systems;
- Support the management / reduction of backlog at second instance, in view of a gradual phase out from direct support to backlog reduction at second instance by the end of 2023;
- Provide structural capacity building support to central and local authorities, including relevant reception and asylum actors, on the basis of a consolidation logic;
- Expand its support concerning information provision and identification of applicants with special needs to ensure access to the asylum and reception procedures;
- Support the implementation of the VR process;
- Support the implementation of the Temporary Protection Directive (TPD) as relevant.

Throughout the year, and in agreement with the Host Member State and the European Commission as relevant, the Agency will adjust its intervention, when necessary, to ensure the agreed support measures address appropriately the identified and emerging new priority needs.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 12,742,800<sup>24</sup></b> (3301 Operational Support - Italy)	<b>EUR 9,762,306</b> (3301 Operational Support - Italy)
<b>Human resources</b>	8 TA, 13 <sup>25</sup> CA & SNE	8 TA, 34 <sup>26</sup> CA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number of arrivals: An increasing trend of arrivals is expected in 2023</li> <li>• Reception: the increasing number of arrivals will put pressure on the reception system</li> <li>• Number of pending cases at second instance: as of December 2021, 68,961<sup>27</sup> pending cases were reported; it is assumed that the number of pending cases will stabilise, and a gradual decrease is expected between 2022 and 2024</li> </ul>	

An indicative breakdown of the allocated appropriations for operational support to Italy is provided below and will be aligned with the annual planning of the specific OP.

<b>Type of costs</b>	<b>Estimated expenditure (EUR)</b>
Deployment of Member States' experts	349,600
Experts on contract/external experts	10,420,310
Interpretation services	1,244,160

<sup>24</sup> In case of operational needs, R0 provisions can be further utilised for operational budgeting.

<sup>25</sup> Includes 7 short-term operational CA posts (costed under Title 1).

<sup>26</sup> Includes 7 short-term operational CA posts (costed under Title 1).

<sup>27</sup> Data from Ministry of Justice, Central Directorate for Statistics and Organisational Analysis (DOGPS, *Direzione Statistica ed Analisi Organizzativa*), latest update December 2021.



Other direct OP costs <sup>28</sup>	728,730
	<b>12,742,800</b>

**Objective 1**

Operational, technical and emergency support is provided effectively through implementation of the annual measures in the agreed OP and in line with the Agency's mandate to enable Italy to respond to particular pressure on its asylum and reception systems and to implement its obligations under the CEAS.

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

- MA01

**Main outputs/actions (2023)**

- Provision of support to the relevant asylum authorities to enhance their processing capacity of asylum procedures and implementation of quality monitoring mechanisms in line with the CEAS.
- Provision of support to central and local reception authorities in the implementation of an effective reception self-monitoring framework (allocation, conditions and services).
- Deployment of ASTs and/or Agency's staff to implement tasks as per the agreed SOPs for SAR disembarkation/ VR events.
- Deployment of ASTs and/or Agency's staff to support the implementation of tasks related to the cooperation mechanism/solidarity among EU Member States.
- Provision of support to the national authorities in implementing the TPD, including the deployment of ASTs and delivery of capacity building.
- Support with specific operational activities upon approved request, and subject to the availability of resources, justified by new emerging needs.

**Expected results (2023)**

- Improved capacity of the Italian authorities to efficiently implement, manage and monitor the asylum system.
- National reception monitoring framework supported by the Agency to ensure improved assessment of the quality and of the data collection and processing of the reception system.
- Improved coordination of post-SAR disembarkation activities for timely implementation of the VR process.
- Enhanced capacity of the national authorities to effectively implement the TPD, as relevant/applicable.
- Timely delivery of operational support for new emerging needs.

Indicators	Latest result ( <a href="#">CAAR 2021</a> )	Target 2023	Data source
Percentage of annual support measures implemented, including amendments, if applicable.	N/A	≥85%	Progress reports

**2.1.2 Greece****Overview of the activity**

In 2023 the Agency will continue the implementation of support measures under the agreed multi-annual OP 2022-2024 to Greece. The Agency will continue to provide operational support to Greece in the fields of asylum and reception, at central level and across the mainland and on the islands. The Agency will be present operationally on five Aegean

<sup>28</sup> Includes, *inter alia*, expenditure linked to training and capacity building activities, missions, buildings/facilities rental, purchase and maintenance, stationery and office supplies, medical supplements, translations, other services, supplies and works.

islands, as well as in Athens, Thessaloniki and over 30 second-line reception facility locations on the mainland. The Agency is also mindful of its responsibilities in respect of the EU-Turkey Statement and will retain the capacity to respond as necessary to emerging requests. Following a peak in asylum applications in Greece in 2019, a subsequent decrease in applications partly due to the COVID-19 pandemic ensued from March 2020. Subsequently, the Greek Asylum Service (GAS), supported by the Agency, reduced, and in some places cleared, its backlog of asylum applications. Subject to a continued trend of low numbers of arrivals throughout 2022 and 2023, the Agency will continue to reduce support to GAS, focusing primarily on institutional support to GAS personnel as well as targeted capacity-building. Ultimately, the objective will be to continue the timely, planned, phased handover of activities to GAS.

In parallel, the Agency increased its support to the Reception and Identification Service (RIS) supporting RIS in delivering on its expanded mandate. Support provided to the RIS and to the Special Secretariat for Unaccompanied Minors (SSUAM) to ensure these authorities have the capacity to deliver on their broader mandates. In terms of the RIS this support will be delivered within a defined results-based approach as developed in 2022 and will focus on the support for the continued assumption by the RIS of all its responsibilities in respect of reception in Greece. The primary areas of support will therefore include the definition and implementation of validated workflows in respect of information provision, vulnerability screening assessment and referral, site management, site design / site planning and the establishment of self-monitoring systems for monitoring reception conditions. In terms of the SSUAM, support will involve the continued implementation of the agreed SSUAM Project Plan defined in 2022 to support the implementation of the National Strategy on Unaccompanied Minors. The Agency will provide flexible surge support in case of increased needs, as regards both asylum and reception.

Finally, the Agency will support the national authorities in implementing the TPD where required and through re-assignment of internal resources and will provide support for the implementation of VR processes linked to the cooperation mechanism/solidarity among EU Member States, as relevant. The uncertainty over migration flows and the changing political and operational environment remain the main challenges to the work of the Agency in Greece. Throughout the year, the Agency will make required adjustments to its strategy to address decreasing or increasing needs in case of change in the circumstances on the ground, in agreement with the Greek authorities and the European Commission as relevant.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 36,477,700<sup>2</sup></b> (3301 Operational Support - Greece)	<b>EUR 46,386,254</b> (3301 Operational Support - Greece)
<b>Human resources</b>	12 TA, 7 CA & SNE	14 TA, 5 CA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Elimination of backlog and progressive decrease of support in 2023</li> <li>• Increased scope of activity in reception</li> <li>• Ad hoc support to relocation requests</li> </ul>	

An indicative breakdown of the allocated appropriations for operational support to Greece is provided below and will be aligned with the annual planning of the specific OP.

<b>Type of costs</b>	<b>Estimated expenditure (EUR)</b>
Deployment of experts	158,700
Experts on contract/temporary workers	27,700,000
Interpretation services	4,800,000



Other direct OP costs <sup>29</sup>	3,819,000
	<b>36,477,700</b>

**Objective 1**

Operational, technical and emergency support is provided effectively through implementation of the annual measures in the agreed OP and in line with the Agency's mandate to enable Greece to respond to particular pressure on its asylum and reception systems and to implement its obligations under the CEAS.

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

- MA01

**Main outputs/actions (2023)**

- Support to the National Asylum Authority to strategically plan and manage the asylum system by enhancing institutional support, training, capacity-building and coordination mechanisms, as well as through the provision of support in ensuring quality within the asylum procedure.
- Support to the Asylum Service for processing applications for international protection at first instance on the islands and mainland. Support will cover all stages of the application process with a phase-out being implemented on the assumption that migratory flows remain stable. Flexible surge support will be provided as necessary to respond to potential increase in arrivals from the First Response Unit as with all Member States.
- Support to the Dublin Unit to process outgoing requests according to the Dublin Regulation criteria and support to the Appeals Authority in issuing second instance decisions will continue.
- Relocation requests: the Agency's support in this area will continue, for the implementation of VR processes and the implementation of tasks related to the cooperation/solidarity mechanism.
- Support to the National Reception Authority to strategically plan and manage the reception system. This may consist of: facilitating internal and external coordination and communication mechanisms; support provided via the helpdesk; support in the implementation of the EUAA ARC<sup>30</sup> tool; contingency planning support; support in capacity-building as regards funding, procurement and logistics; support for referrals, transfers and the ESTIA programme ("ESTIA 2021: Accommodation Scheme for International Protection Applicants"); support to pre-integration activities; as well as other activities as relevant.
- Support in ensuring quality within the reception procedures through, inter alia: support to the RIS in establishing and rolling-out harmonised standards, SOPs and operational tools in the reception facilities; capacity building for staff and interpreters, including the development of training plans, also on thematic reception areas, and a roster (train the trainer); and the roll-out of a training plan on reception; establishment and roll-out of quality and training assessment methodologies and tools.
- Support to first-line reception management and coordination: Support in the areas of Child Protection/Unaccompanied Minors (UAMs), Vulnerability, Communication and Information Provision will continue, as will support for site management.
- Support to second-line reception facilities management: support for site management and vulnerability will continue across the long-term accommodation centres in the mainland, with additional activities planned according to the needs on the ground.

<sup>29</sup> Includes, *inter alia*, expenditure linked to training and capacity building activities, missions, security, buildings/facilities rental, purchase and maintenance, stationery and office supplies, medical supplements, translations, other services, supplies and works.

<sup>30</sup> Assessment of Reception Conditions (ARC), <https://arc.euaa.europa.eu/>.

- Targeted support for the operation of the five planned Multipurpose Reception and Identification Centres on the islands, under the coordination of the Task Force led by the European Commission.
- Support to the National Reception Authority and the SSUAM to implement the National Strategy on Unaccompanied Minors. Support will continue in facilitating the operation of the National Emergency Response Mechanism and enhancing the state's accommodation capacity for UAMs, including the management of a referral and placement system, the implementation of the Mentorship Programme and the establishment and operation of a Foster Care Scheme for UAMs.
- Provision of support to the Greek authorities to manage and implement relocation from Greece under the jointly agreed procedure and the coordination of the European Commission and other relevant actors.
- Support the national authorities in implementing the TPD, including on communication and information provision (CIP), registration, identification of needs, referral of cases and interpretation services.
- Support with specific operational activities upon approved request, and subject to the availability of resources, justified by new emerging needs.

#### Expected results (2023)

- Enhanced capacity of the Asylum Service to process applications for international protection.
- Enhanced capacity of the Asylum Service to process Dublin files.
- Enhanced capacity of the Appeals Authority to process second instance appeals.
- Enhanced capacity of the Quality and Training Unit of the Asylum Service.
- Enhanced capacity and coordination for VRs.
- Enhanced operational skills and technical knowledge of the Reception Authority to strategically plan and manage the national reception system.
- Strengthened capacity of the relevant national authorities to manage first- and second-line reception facilities.
- Strengthened capacity of the relevant national authorities to plan and manage support for UAMs and implement the National Strategy on UAM's.
- Strengthened capacity of the National Reception Authority to monitor reception conditions.
- Enhanced capacity of the national authorities to process registration for beneficiaries of temporary protection as well as to implement activities regarding temporary protection.
- Timely delivery of operational support for new emerging needs.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Percentage of annual support measures implemented, including amendments, if applicable.	N/A	≥85%	Progress reports

### 2.1.3 Cyprus

#### Overview of the activity

In 2023 the Agency will continue the implementation of support measures under the agreed multi-annual OP 2022-2024 to Cyprus. Within the context of constant migration flows in the Eastern Mediterranean, the Agency's operational support will be provided to the main national stakeholders:

- the Cypriot Asylum Service (CAS) in Nicosia at central level across asylum and reception services,



- within the reception centres (Pournara First Reception Centre – Examination Area and Safe Zone, Kofinou Reception and Accommodation Centre for Applicants of International Protection) and other centres upon approved request,
- in the Pournara registration area supporting the Aliens and Immigration Unit of the Ministry of Justice (AIU), and
- at the International Protection Administrative Court (IPAC) in Nicosia.

Over the past years the Agency's support has been elevated from micro/meso level to a macro level, adopting a more strategic approach in supporting the Cypriot asylum system to develop its internal capacity to absorb migratory flows while adhering to the CEAS standards. The objective of the Agency's operational support to Cyprus, within the framework of the multiannual planning, is to develop internal capacity of the national authorities to manage migratory flows in adherence to the CEAS standards in a sustainable manner. The goal of setting up the foundations, systems, structures, and quality framework for the Cypriot asylum system to become increasingly self-sustainable, allowing for a phased reduction of the Agency's direct operational support, underpins the OP. To achieve further synergies, the Agency will strengthen engagement with new stakeholders, for example the Ministry of Labour, Welfare and Social Insurance and the Ministry of Justice and will consolidate collaboration with the Ministry of Health.

This will involve the implementation of planned activities to strategically support CAS in planning, coordinating and managing the national asylum and reception services, in reducing the first and second instance backlogs and in supporting the Cypriot authorities in implementing the national Reception Strategy. More specifically, this will lead to the Agency's continuous presence at national and operational level, through needs-based support to the Aliens and Immigration Unit in relation to registration and access to the asylum procedure across the whole territory, while continuing support for these in Pournara. The Agency will also maintain deployment support for the processing of applications at first instance in coordination with CAS and as well as supporting regular activities assuring EU quality standards in asylum and reception. Moreover, building on previous interventions in support of IPAC, the Agency will support the consolidation of the Court's capacity and the backlog absorption of second instance cases.

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 national Reception Strategy in Cyprus, quality enhancement in line with the 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, case management and workflows at IPAC).

Additionally, the Agency will support the national authorities in implementing the TPD and will provide support for the implementation of VR processes related to the cooperation mechanism/solidarity among EU Member States, as relevant. Regional dynamics in the Eastern Mediterranean and renewed tensions in the Middle East might lead to increased migration flows and increased pressure on the asylum and reception systems in Cyprus. 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.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 12,133,850<sup>31</sup></b> (3301 Operational Support - Cyprus)	<b>EUR 5,354,631</b> (3301 Operational Support - Cyprus)
<b>Human resources</b>	6 TA, 10 <sup>32</sup> CA & SNE	6 TA, 26 <sup>33</sup> CA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>Increased pressure on the national asylum and reception systems</li> </ul>	

An indicative breakdown of the allocated appropriations for operational support to Cyprus is provided below and will be aligned with the annual planning of the specific OP.

<b>Type of costs</b>	<b>Estimated expenditure (EUR)</b>
Deployment of experts	1,248,000
Experts on contract/temporary workers	6,521,310
Interpretation services	3,766,540
Other direct OP costs <sup>34</sup>	598,000
	<b>12,133,850</b>

### **Objective 1**

Operational, technical, and emergency support is provided effectively through implementation of the annual measures in the agreed OP and in line with the Agency's mandate to enable Cyprus to respond to particular pressure on its asylum and reception systems and to implement its obligations under the CEAS.

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

- MA01

#### **Main outputs/actions (2023)**

Asylum support actions:

- Provide support to the full registration procedures according to the CEAS.
- Provide support to enhance the vulnerability assessment workflows and continue to ensure the link through all steps of the asylum procedure and with the reception support.
- Provide surge capacity for registration support across the national territory.
- Support CAS in first instance refugee status determination in multiple locations.
- Support case/file management, also through digitalisation, at CAS and IPAC.
- Support coherent and systematised data collection and reporting.
- Support in terms of quality of the procedure, integrated into the existing CAS system.
- Support IPAC in the preparation of appeals files, aligned to the increase of the number of judges at the Court and overall needs.
- Support the strengthening of quality review mechanisms throughout the asylum procedure.

Reception support actions:

- Support the implementation of an allocation system, as regards to inflow (intake procedure, individual assessment and referral, information provision) and outflow from the reception centres.

<sup>31</sup> In case of operational needs, R0 provisions can be further utilised for operational budgeting.

<sup>32</sup> Includes 7 short-term operational CA posts (costed under Title 1).

<sup>33</sup> Includes 7 short-term operational CA posts (costed under Title 1).

<sup>34</sup> Includes, *inter alia*, expenditure linked to training and capacity building activities, staff missions, security, buildings/facilities rental, purchase and maintenance, stationery and office supplies, medical supplements, translations, other services, supplies and works.



- Support on digitalisation of the reception system and its interaction with the other steps of the asylum procedures.
  - Support vulnerability-related activities and processes in reception.
- Emergency / ad hoc support:
- Support the national authorities in implementing the TPD, including on information provision, registration and assessments of eligibility criteria.
  - Support the implementation of the VR process.
  - Support new emerging needs and/or temporary relocation programmes, coordinated by the European Commission, in cooperation with other relevant actors.

#### Expected results (2023)

- Improved quality and access to procedure and registration of applicants for international protection.
- Reduced backlog at first and second instance.
- Improved quality standards at first and second instance determination.
- Strengthened Dublin procedure and Dublin capacities at CAS.
- Enhanced systematic data collection.
- Enhanced reception allocation system.
- Improved reception conditions in Pournara Safe Zone.
- Enhanced capacity of the national authorities to effectively implement the TPD and to manage the increased pressure on the overall protection system.
- Enhanced capacity of the national authorities to implement the VR process.
- Timely delivery of operational support for new emerging needs, based on approved request, and subject to availability of resources.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Percentage of annual support measures implemented, including amendments, if applicable.	N/A	≥85%	Progress reports

### 2.1.4 Malta

#### Overview of the activity

In 2023 the Agency will continue the implementation of support measures under the agreed multi-annual OP 2022-2024 to Malta. In its framework, the Agency will continue the provision of operational support to the International Protection Agency (IPA, formerly REFCOM) and to the Agency for Welfare of Asylum Seekers (AWAS). Building on the tailor-made assistance and technical expertise provided in the past years, notably on asylum and reception, the Agency will adapt its support in 2023 to the identified needs in agreement with the Maltese authorities and the European Commission. The support to the Maltese authorities in 2023 is expected to decrease in line with an anticipated reduction in backlogs in asylum processing in 2022, allowing the IPA to reinforce its processing capacity. The EUAA expects to continue its support in reception, following the planned ending in 2022 of the support to vulnerability assessment and social work. The Agency may further support three other areas: the reduction of backlog at first instance should there be an increase in arrivals; capacity building on quality assurance and COI workflows; and support in quality assurance in reception. Finally, the Agency will support the national authorities in implementing the TPD and will provide support for the implementation of VR processes related to the cooperation mechanism/solidarity among EU Member States, as relevant.

The support measures will be built on the following specific assumptions for the Malta context:



- the IPA and the AWAS are fully established with the required resources in place;
- the number of arrivals will remain low and similar as in 2021/2022;
- the backlog in registration and first instance pending cases has been reduced further in 2022.

In case of change in circumstances and in agreement with the Maltese authorities and the European Commission, the Agency will adjust its intervention providing appropriate support to address emerging needs.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 6,013,000<sup>35</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, 2 CA & SNE
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number of arrivals remains similar to 2021 and 2022</li> <li>• Number of pending cases at first instance reduced or eliminated</li> </ul>	

An indicative breakdown of the allocated appropriations for operational support to Malta is provided below and will be aligned with the annual planning of the specific OP.

<b>Type of costs</b>	<b>Estimated expenditure (EUR)</b>
Deployment of experts	712,250
Experts on contract/temporary workers	3,317,700
Interpretation services	1,621,150
Other direct OP costs <sup>36</sup>	361,900
	<b>6,013,000</b>

### **Objective 1**

Operational, technical, and emergency support is provided effectively through implementation of the annual measures in the agreed OP and in line with the Agency's mandate to enable Malta to respond to particular pressure on its asylum and reception systems and to implement its obligations under the CEAS.

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

- MA01

#### **Main outputs/actions (2023)**

Asylum support actions:

- Deployment of ASTs, including with regard to the processing of Dublin cases.
- Support provided to maintain high level quality standards in all procedural stages.

Reception support actions:

- Support to the national authorities to increase their capacity to provide reception services in line with the CEAS.
- Support to the national authorities to enhance their internal quality control mechanisms.

Emergency / ad hoc support:

- Support to the Maltese authorities and participating Member States in the management of ad hoc disembarkations/VR operations, under the coordination of the European Commission, and in cooperation with other relevant actors.

<sup>35</sup> In case of operational needs, RO provisions can be further utilised for operational budgeting.

<sup>36</sup> Includes, *inter alia*, expenditure linked to training and capacity building activities, staff missions, security, buildings/facilities rental, purchase and maintenance, stationery and office supplies, medical supplements, translations, other services, supplies and works.



<ul style="list-style-type: none"> <li>▪ Deployment of ASTs and/or Agency staff to implement the tasks as per the agreed SOPs for ad hoc disembarkation/VR events.</li> <li>▪ Support to the national authorities in implementing the TPD, including the deployment of ASTs to increase the national authorities' capacity to process applications for temporary protection.</li> <li>▪ 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.</li> </ul>			
<p><b>Expected results (2023)</b></p> <ul style="list-style-type: none"> <li>▪ Increased rate of processing applications for international protection.</li> <li>▪ Enhanced internal quality control mechanisms and strengthened national asylum system.</li> <li>▪ Increased capacity of the national reception authority in quality assurance and internal control mechanisms.</li> <li>▪ Enhanced capacity of the Maltese authorities to process applications for temporary protection.</li> <li>▪ Ad hoc disembarkation/VR operations delivered in support of the concerned Maltese authorities and participating Member States in a timely and coordinated manner.</li> <li>▪ Timely delivery of operational and technical support for emerging needs, upon approved request, and subject to the availability of resources.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Percentage of annual support measures implemented, including amendments, if applicable.	N/A	≥85%	Progress reports

## 2.1.5 Spain

<p><b>Overview of the activity</b></p> <p>Building on its first OP signed in 2020 and implemented in 2021, the multi-annual OP 2022-2023 for Spain further extends support to reception. Potential new areas for support may be identified for 2023. The support and specific activities for the multi-annual planning are built around the following assumptions:</p> <ul style="list-style-type: none"> <li>▪ A continuous and persistent trend in arrivals will continue to place additional pressure on the Spanish reception system;</li> <li>▪ The development, testing and implementation of the new model for reception will be a multi-annual undertaking;</li> <li>▪ The Agency has the ability to deploy sufficient number of personnel as part of ASTs and the Spanish authorities have the capacity to absorb the support and plan for sustainable long-term solutions;</li> <li>▪ Implementation of joint activities and best practices may be further expanded, developed and applied across the Spanish territory.</li> </ul> <p>The support for the development and implementation of a new model for reception to the main stakeholder, the Secretary of State for Migrations within the Ministry for Inclusion, Social Services and Migration (SEM) is expected to continue and expand in 2023. It will focus on further development and subsequent support with the implementation of the new national model including required organisational change management processes. Specific support in terms of deployment of ASTs will focus on supporting SEM to develop the internal capacity to</p>
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effectively implement its responsibilities under the agreed national model for reception in Spain.

Similarly, the Agency will continue providing operational and technical assistance to first arrival locations under pressure – including the Canary Islands and existing locations on the mainland – and to new reception centres whose identification/construction is foreseen in 2022. This is within the context of the SEM assuming more direct responsibility for the management of reception facilities across the territory. Thematic areas which, after additional needs assessment, will receive specific support are UAMs and other vulnerable categories. This will involve the development and implementation of validated workflows in regard to reception centres design; reception centres management; information provision within the reception system and vulnerability screening/assessment, and referral within the reception system. In 2022 the Agency has also started exploring with the Ministry of Social Rights, which has competencies in infancy policies, the possibilities of collaboration in the field of UAMs, who are under the responsibility of autonomous regions. Potential areas of support would be identified and could include training and technical assistance.

A specific training and professional development plan will also be implemented to ensure that SEM has the required training inputs to ensure effective implementation of the new model and the various validated workflows as described. It is expected that by 2023 support to the fulfilment of resettlement pledges can be provided outside the scope of the OP within a specific project plan.

Finally, the Agency will continue supporting the national authorities in implementing the TPD and will provide support for the implementation of VR processes related to the cooperation mechanism/solidarity among EU Member States, as relevant. Within this framework, through annual prioritisation, and in agreement with the Spanish authorities and the European Commission, the Agency will adjust its intervention, when necessary, to ensure the agreed support measures address appropriately the identified and emerging new priority needs.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 3,550,000<sup>37</sup></b> (3301 Operational Support - Spain)	<b>EUR 715,529</b> (3301 Operational Support - Spain)
<b>Human resources</b>	4 TA, 2 CA & SNE	4 TA, 1 CA & SNE
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number of arrivals (trends compared to previous years)</li> <li>• Pace of identification/construction of new reception centres in Spain</li> <li>• Capacity of reception centres in terms of staffing and service provision</li> </ul>	

An indicative breakdown of the allocated appropriations for operational support to Spain is provided below and will be aligned with the annual planning of the specific OP.

<b>Type of costs</b>	<b>Estimated expenditure (EUR)</b>
Deployment of experts	219,480
Experts on contract/temporary workers	2,975,930
Interpretation services	168,815
Other direct OP costs <sup>38</sup>	184,825
	<b>3,550,000</b>

<sup>37</sup> In case of operational needs, RO provisions can be further utilised for operational budgeting.

<sup>38</sup> Includes, *inter alia*, expenditure linked to training and capacity building activities, staff missions, security, buildings/facilities rental, purchase and maintenance, stationery and office supplies, medical supplements, translations, other services, supplies and works.



<p><b>Objective 1</b></p> <p>Operational, technical and emergency support is provided effectively through implementation of the annual measures in the agreed OP and in line with the Agency's mandate to enable Spain to respond to particular pressure on its reception system and emerging needs in the field of reception, and to implement its obligations under the CEAS.</p>			
<p><b>Link to the multi-annual objective(s)</b></p> <ul style="list-style-type: none"> <li>▪ MA01</li> </ul>			
<p><b>Main outputs/actions (2023)</b></p> <p>Reception support:</p> <ul style="list-style-type: none"> <li>▪ Support to Spain, following structured needs assessment, and upon approved request to further support and build capacity for national reception management, including through the deployment of ASTs.</li> <li>▪ Delivery and/or facilitation of reception-related professional development, training and capacity building activities.</li> <li>▪ Support for the development of relevant SOPs, working instructions and workflows in respect of vulnerability assessment and referrals within the reception system.</li> <li>▪ Deployment of ASTs 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.</li> <li>▪ Deployment of ASTs to reception centres under particular pressure to facilitate and support the effective design, site planning and management of reception services.</li> <li>▪ Support the national authorities to implement the TPD.</li> <li>▪ Support the implementation of VR tasks related to the cooperation mechanism/solidarity among EU Member States.</li> <li>▪ Support with specific operational activities upon approved request, and subject to the availability of resources, based on new emerging needs.</li> </ul>			
<p><b>Expected results (2023)</b></p> <ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Enhanced knowledge and skills of Spanish officials through the implementation of structured professional development, training and capacity building activities.</li> <li>▪ National reception-related workflows and mechanisms (e.g. data management, monitoring and evaluation) are enhanced, tested, validated, harmonised and implemented across the Spanish reception system.</li> <li>▪ Reception centres under particular pressure are supported to ensure adequate provision of reception services, including with infrastructure and equipment.</li> <li>▪ Vulnerability and information provision workflows are integrated within the management of reception centres under particular pressure.</li> <li>▪ The Centres for Reception, Attention and Derivation are supported to ensure reception site coordination for beneficiaries of Temporary Protection.</li> <li>▪ National authorities are supported to enhance the harmonisation of procedures, workflows and tools related to reception of beneficiaries of Temporary Protection.</li> <li>▪ Timely delivery of operational and technical support for emerging needs, upon approved request, and subject to the availability of resources.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Percentage of annual support measures implemented, including amendments, if applicable.	N/A	≥85%	Progress reports

## 2.1.6 First Operational Response and Other Operational Activities

### Overview of the activity

#### Response preparedness

The Agency aims to increasingly standardise its operational response, by:

- Developing an operational asylum and reception catalogue, enhancement of technical expertise, efficient administrative procedures and support functions;
- Analysis of the potential for links and partnerships with other EU agencies and institutions in the delivery of operational support;
- 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;
- Setting out an initial response plan to meet the needs of a new operation during the initial set-up and response period.

#### First operational response

The Agency provides comprehensive first response operational support to Member States in case of disproportionate pressure on asylum and reception systems and in view of supporting Member States to meet their obligations under the CEAS. Operational response will be based on an established and well-structured Preparedness and First Response Framework. Following a rapid needs assessment, first response will be delivered on the basis of an agreed OP or a specific project plan, and will be provided in an effective manner in the form of targeted measures to support Member States under particular pressure.

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

As of early 2021, there has been a surge in the requests from Member States for support from the Agency, due to disproportionate pressure 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, as of July 2022, operational and technical assistance based on short-term OPs is provided to Latvia, Belgium, Romania, the Netherlands and the Czech Republic concluding at the end of 2022 as well as to Lithuania until June 2023<sup>39</sup>, while further requests for support from other Member States are anticipated. Potential continuation of support to those Member States will be defined based on dedicated needs assessments and prioritisation processes in line with the provisions of the EUAA Regulation and the Agency's Operational and Technical Assistance Manual and plan design methodology. Similarly, the Agency is involved in the implementation of a voluntary transfer scheme from Moldova for beneficiaries of temporary protection, coordinated by the European Commission. Further potential involvement could be envisaged if the programme is expanded.

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 disproportionate pressure on their asylum and reception systems. Support will take the form of **targeted measures to Member States** with certain identified and specific needs related to the coherent and comprehensive implementation of the CEAS.

<sup>39</sup> Operational plans available on: <https://euaa.europa.eu/archive-of-operations>



	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 16,849,185<sup>40</sup></b> (3301 Operational Support)	<b>EUR 4,954,147</b> (3301 Operational Support)
<b>Human resources</b>	15 TA, 49 <sup>41</sup> CA & SNE	7 TA, 3 CA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number of (new) requests for operational and technical assistance</li> <li>• Number of ad-hoc requests for temporary interventions</li> </ul>	

**Objective 1**

Enhance the preparedness and contingency mechanisms.

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

- MA01

**Main outputs/actions (2023)**

- Finalise the operational asylum and reception catalogue as needed and employ it in the design and implementation of operational plans.
- Further review and update, where needed, the Agency's rapid response capabilities.
- Engage in continuous mapping of Member States practices on preparedness and contingency planning.

**Expected results (2023)**

- The asylum and reception operational catalogue is finalised and employed for the preparation and implementation of Ops' specific interventions and support measures.
- The Agency's response capabilities are maintained efficient and up to date.

<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
The operational asylum and reception catalogue has been finalised and endorsed by the Agency.	N/A	100%	Annual First Operational Response Unit reporting

**Objective 2**

Respond to rapid response needs as they arise upon approved request from Member States in an effective a manner.

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

- MA01

**Main outputs/actions (2023)**

- Deliver coordinated rapid response operations upon approved request.
- Deploy ASTs and/or Agency's staff, provide operational and technical support for rapid response or emergency needs upon approved request from Member States, in close coordination with the European Commission. Provide continued support for the provision of temporary protection and VR processes, as relevant.

**Expected results (2023)**

- The Agency responds to rapid response needs upon approved request in an effective, planned, structured and coordinated manner.

<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>

<sup>40</sup> Budget for operational support is indicative. In case of operational needs, R0 provisions/contingency funding can be further utilised for operational budgeting.

<sup>41</sup> Includes 46 short-term operational CA posts (costed under Title 1).

Percentage of rapid operational responses to Member States' requests.	100%	100% of approved requests responded to	Operational records and activity reports
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## 2.1.7 Resettlement and Humanitarian Admission

### Overview of the activity

In line with the European Commission Recommendation on legal pathways to protection in the EU<sup>42</sup>, the Agency aims to strengthen the EU's role in the area of Resettlement and Humanitarian Admission. This will be done in cooperation with the Commission, UNHCR, IOM, other implementing partners and relevant stakeholders. The objective will be to support EU+ countries in meeting the international protection needs of refugees in countries outside the EU, 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 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.

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. 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.

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>43</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.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 4,129,030</b> (BL 3203 External dimension - Resettlement)	<b>EUR 1,536,115</b> (BL 3203 External dimension - Resettlement)
<b>Human resources</b>	4 TA, 1 CA & SNE	4 TA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Delivery of at least 10 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</li> </ul>	

<sup>42</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.

<sup>43</sup> Article 35(2) of the EUAA Regulation.



	<p>Humanitarian Admission efforts including through the RSF-like concept</p> <ul style="list-style-type: none"> <li>• Relevant policy developments (e.g., New Pact on Migration and Asylum<sup>44</sup>, Recommendation on legal pathways to protection in the EU<sup>45</sup>, Union Resettlement Framework Regulation, Voluntary Humanitarian Admission Scheme)</li> </ul>
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### Objective 1

Facilitate planning, cooperation, coordination and implementation of measures and programmes in the area of Resettlement, Humanitarian Admission, Community Sponsorship and Complementary Pathways to international protection in the EU.

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

- MA03

#### Main outputs/actions (2023)

- Enhance 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.
- Cooperate with third countries and relevant stakeholders (including UNHCR and IOM) in the area of Resettlement and Humanitarian Admission, Community Sponsorship Programmes and Complementary Pathways to international protection.
- Manage and coordinate the Resettlement and Humanitarian Admission Network.
- Organise Resettlement training for EU+ Countries.
- Continue the development and management of tools related to Resettlement and Humanitarian Admission.
- Ensure that Resettlement and Humanitarian Admission related data is collected and shared in a timely manner with EU+ countries.
- Facilitate exchange and cooperation on Monitoring and Evaluation of Resettlement and Humanitarian Admission schemes Community Sponsorship Programmes and Complementary Pathways to international protection.
- Support, upon request, the planning and implementation of Resettlement and Humanitarian Admission, Community Sponsorship Programmes and Complementary Pathways to international protection through tailor-made support actions.

#### Expected results (2023)

- Enhanced technical cooperation among EU+ countries in the field of Resettlement and Humanitarian Admission, Community Sponsorship Programmes and Complementary Pathways to international protection including under the Union Resettlement Framework Regulation, if adopted.
- Increased cooperation with third countries and relevant stakeholders (including UNHCR and IOM) in the area of Resettlement and Humanitarian Admission, Community Sponsorship Programmes and Complementary Pathways to international protection to enable efficiency, effectiveness and complementarity.
- The Resettlement and Humanitarian Admission Network is managed and coordinated effectively.
- The Agency's Resettlement trainings and tools are used effectively and with added value for EU+ countries.

<sup>44</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>45</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.





- Resettlement and Humanitarian Admission related data is collected and shared between EU+ countries.
- Continue mapping and supporting EU+ countries' Monitoring and Evaluation systems in the field of Resettlement and Humanitarian Admission.
- When requested, tailor-made support actions for EU+ countries are developed and supported.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of meetings organised with relevant stakeholders aimed at enhancing cooperation in the field of Resettlement and Humanitarian Admission, Community Sponsorship Programmes and Complementary Pathways to international protection.	10	12	Operational/ administrative records; meeting reports
Number of participants in the Agency's Resettlement training sessions.	N/A	Min 20	Operational/ administrative records
Number of tools related to Resettlement and Humanitarian Admission under development, in place or updated.	5	7	Operational/ administrative records; surveys; reports; statistical data collection

## Objective 2

Sharing of infrastructure and logistical support towards EU+ countries in selected third countries is in place through RSF-like concepts, adapted to the context of the relevant third country.

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

- MA03

### Main outputs/actions (2023)

- 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 third countries.
- Strategic meetings held in coordination and cooperation with the European Commission and other relevant stakeholders, including UNHCR and IOM.

### Expected results (2023)

- 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, based on conclusion of related feasibility assessments.
- 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 2023	Data source
Number of selection missions and PDO missions implemented through RSF-like concepts.	N/A	30 selections missions and/or pre- departure orientation missions	Operational/ administrative records Periodical activity reports

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

### 2.2.1 Deployment and Performance Management

#### Overview of the activity

The **deployments of ASTs** will continue to be managed 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 continue strengthening the **framework for deployment management** to be able to provide rapid response, 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. Following further development of the deployment framework, the implementation of the **management arrangements** for the Agency's deployment mechanisms will be evaluated and further reviewed. This will be reinforced by **performance monitoring frameworks** to ensure result-based approach to the Agency's deployment systems.

Following the establishment of the **Asylum Reserve Pool (ARP)** to supplement the existing Asylum Intervention Pool (AIP) and in close cooperation with the NCPs, the Agency will review, and where necessary further enhance or adapt, the functioning of the AIP and the ARP and annual planning exercises for the nomination and deployment of Member State experts as well as the composition and use of complementary deployment mechanisms. 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**. It will therefore further develop the **Operational Deployment System (ODS)**, which replaces the Asylum Intervention Pool System (EAIPS) - the Agency's deployment management tool - to include the ARP and further improve integration with other systems in the Agency, deployment planning and management, performance management, as well as the effective monitoring and reporting of deployments in a coherent manner to ensure quality and coherence of deliverables in operational support. It will continue to support the access to information and guidance of deployed experts through the continuous update of Country Operations Platforms (COP) for countries where the Agency provides operational and technical assistance through the deployment of ASTs.

Furthermore, the Agency will continuously improve the performance, delivery and quality of its operational and technical assistance. Thus, the Agency will further refine its working methodologies as well as prepare, review and consolidate quality templates, tools, good practices and procedures. The Agency will facilitate the exchange of knowledge and information on procedures and quality, both across all operations and within the Agency. Further development, enhancement and promotion of operational tools and procedures will support the delivery of asylum and reception related workflows. These tools will build on the work concerning entry-exit systems, remote processing systems (including on pre-registration, registration and asylum interviews), scheduling and case management.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 1,576,553</b> (3301 Operational Support)	<b>EUR 441,774</b> (3301 Operational Support)
<b>Human resources</b>	2 TA, 8 <sup>46</sup> CA & SNE	2 TA, 3 CA
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>▪ Management of the ARP of 500 individuals</li> <li>▪ Management of the Call/Roster of Remunerated External Experts</li> <li>▪ Management of the AIP NCP Network, including regular meetings (at least 2), yearly planning cycles related to the OP and horizontal support to the deployment of Member State experts</li> <li>▪ Support to design or review phases of the OPs as concerns resource planning (≥4)</li> <li>▪ Number of modules of ODS updated (4)</li> <li>▪ Quality procedures and Agency's tools further developed and applied in country operations</li> </ul>	

### **Objective 1**

The deployment of experts to ASTs is managed in a solid and coherent framework, further reinforced and improved to ensure the Agency can provide efficient and effective operational and technical assistance.

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

- MA01, MA02

#### **Main outputs/actions (2023)**

- Manage the AIP and the ARP. Continue to collaborate with Member States to ensure quotas for nominations are met.
- Manage complementary deployment management systems, in particular the Call/Roster of Remunerated External Experts.
- Manage and further develop the ODS to introduce new functionalities that can further improve its efficiency.
- Manage and further develop the comprehensive performance monitoring framework for experts deployed to ASTs.
- Organise regular meetings with NCPs, including bilateral meetings, to maintain open channel of communication and discuss/coordinate deployment matters.
- Create, where necessary, update and maintain country-specific information for the Agency operations on Country Operations Platforms.

#### **Expected results (2023)**

- Enhanced capability of the Agency to scale up and down in a timely and flexible manner, ensuring rapid responses to operational needs.
- Improved functionality of practical tool (ODS) for the deployment of experts to ASTs.

<sup>46</sup> Includes 6 short-term operational CA posts (costed under Title 1).



<ul style="list-style-type: none"> <li>▪ Effective and sustainable deployment management and monitoring framework for the Agency's operations.</li> <li>▪ Continued and enhanced communication with the NCPs on deployment matters.</li> <li>▪ Country-specific information available and up to date for each operation to facilitate the deployment of experts to ASTs.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Degree of completion of ARP/annual nominations.	N/A	Min 80%	ARP
Degree of implementation of ODS upgrades/new functionalities.	100% (was EAIPS in 2021)	Min 80%	ODS project plan
Country-specific information for the Agency operations within the Country Operations Platforms are created and kept updated.	6	1 for each operation	Country Operations Platforms

<b>Objective 2</b> Enhance the quality and harmonisation of operational tools and procedures for operational delivery.			
<b>Link to the multi-annual objective(s)</b> <ul style="list-style-type: none"> <li>▪ MA01, MA02</li> </ul>			
<b>Main outputs/actions (2023)</b> <ul style="list-style-type: none"> <li>▪ Review working methodologies as well as prepare, review and consolidate quality templates, tools, good practices and procedures.</li> <li>▪ Facilitate the exchange of knowledge and information on procedures and quality, both across all operations and within the Agency and the application of Agency's tools in operations.</li> <li>▪ Further develop, enhance and promote operational tools and procedures to support the delivery of asylum and reception related workflows.</li> </ul>			
<b>Expected results (2023)</b> <ul style="list-style-type: none"> <li>▪ Improved quality, consistency and harmonisation of operational delivery.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of Agency tools applied / operational tools/procedures/workflows reviewed, developed or enhanced.	N/A	Min 2	Quality, Procedures and Tools workplan

## 2.2.2 Programming of Operations

<b>Overview of the activity</b> <p>The Agency's operations are based on sound programming, implementation and monitoring processes as described in the Agency's Operational and Technical Assistance Manual, which is composed of complementary User Guides. The Manual provides methodological guidance for results-based operations with defined entry, exit and sustainability strategies and enhances the planning, implementation, monitoring and evaluation cycle for operational interventions.</p> <p>With respect to programming of operations, systematic needs assessments inform the design, identification and formulation of the Agency's operational programmes and projects. A results-based approach underpins the operational planning of strategic</p>
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programmes and projects involving the development of results frameworks, implementation plans, monitoring plans, internal/external evaluations<sup>47</sup> and other project management tools. Programming will also ensure that programme and project design and planning is in line with the strategies set out at Agency level and the adopted operational methodology. The operational asylum and reception catalogue will be linked to the Agency's Operational and Technical Assistance Manual to ensure its effective integration into the overall operational programming methodology.

Monitoring and evaluation of operations enhances feedback mechanisms, which allow adaptive and reflective management responses. The Agency has adopted a dual approach: fidelity monitoring will be used to ensure effective adaptive monitoring and, in parallel, a blend of internal and external evaluations will be used to provide reflective evaluations. The results from the monitoring activities and the evaluation will feed back into the planning cycle and will inform decision making for the delivery of operational and technical support.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 202,892</b> (3301 Operational Support)	<b>EUR 13,700</b> (3301 Operational Support)
<b>Human resources</b>	6 TA, 6 <sup>48</sup> CA & SNE	3 TA, 3 CA & SNE
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number of OPs signed and implemented</li> <li>• Number of new requests for operational and technical assistance</li> </ul>	

### Objective 1

The Agency's operational and technical assistance is articulated within the framework of the Agency's strategic vision, built upon an assessment of needs and intervention logic, and implemented through a harmonised use of result-based planning and fidelity monitoring, in adherence to an adopted sound operations programming methodology.

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

- MA01, MA02

#### Main outputs/actions (2023)

- Provide strategic guidance and methodological support to needs assessment exercises, interventions design, planning and implementation across the Agency's operations, in accordance with the methodology of the Agency's Operational and Technical Assistance Manual.
- Support strategic planning and programming of the Agency's operational and technical assistance, including implementation modalities.
- Enhance the consistency in the use of project management tools and practices for needs assessment, design and planning of operations and provide capacity building as appropriate.
- Ensure the Agency adopts and implements validated monitoring tools for results and process monitoring in a coherent manner across all operations.
- Provide strategic guidance and direct support to the operations teams in the development and implementation of fidelity monitoring.
- Establish and make continuous use of actionable feedback loops through the fidelity monitoring approach and feedback effectively results from internal and external evaluations.

<sup>47</sup> Internal evaluations are carried out by the Agency's staff, whereas external evaluations are conducted by contracted external evaluators.

<sup>48</sup> Includes 4 short-term operational CA posts (costed under Title 1).



**Expected results (2023)**

- Further enhancement and harmonisation of operational programming and planning, linked to the Agency's strategic objectives.
- Further enhancement of the delivery of operational and technical assistance in a harmonised and sound results-based framework.
- Efficient monitoring of the Agency's operations allows for actionable feedback loops and facilitate the decision-making processes.
- The Agency's operations benefit from systematic and objective, internal or external, evaluations leading to management response and institutional learning.
- The Agency's operations are reflective on, and draw lessons from their relevance, efficiency, effectiveness, complementarity and added value.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Percentage of the Agency's operations designed on the basis of a needs assessment.	100% (8 needs assessments)	100%	Operations records/project documentation
Percentage of the Agency operations accompanied by a monitoring plan.	100% (7 monitoring plans)	100%	Operations records/project documentation

## 2.3 Training and Professional Development

### 2.3.1 Design and Development of the European Asylum Curriculum

**Overview of the activity**

The European Asylum Curriculum (EAC) 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 to form complete and comprehensive learning programmes for asylum and reception officials. Each module is designed to meet specific educational standards for asylum and reception officials derived from the European Sectoral Qualifications Framework (ESQF). The Curriculum reflects the learning needs of officials working in national administrations responsible for asylum and reception matters, other relevant national administrations, personnel deployed as part of the operational activities of the Agency, as well as the Agency's own staff, particularly those deployed in the field.

The Agency will continue to design and review learning outcomes based on the occupational standards required for a specific task (e.g. asylum case workers, reception officers, COI researchers, registration officers, Dublin officers, team leaders and managers in national authorities, resettlement officers, interpreters). The Curriculum will include entry requirements for each module as well as valid and reliable assessment strategies to assess, on a voluntary basis, the achievement of learning outcomes. 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 addition to the Reference Group members, the FRO and the CF will be involved in the development of training. Collaboration with other EU agencies will continue and be strengthened where relevant as well as the cooperation with international organizations and Academia within the same 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. The Agency will continue to utilise

insight from qualitative and quantitative analysis of learner behaviour and feedback to inform the design of the learning content and increase value for EUAA learners.

To ensure an effective and sustainable implementation of the EAC, the Agency will strengthen its training offer for trainers-for-trainers and for trainers for asylum and reception officials by developing separate and specific training courses for trainers. The Agency will strengthen the capacity of staff and Member States content experts/trainers in the application of the EUAA instructional design models and training delivery methodologies by designing and delivering cross-cutting training modules (courses for trainers) and other training activities.

The Agency will also develop Continuing Professional Development (CPD) by creating short courses serving to upskill and train trainers. During the development of these new courses, the Agency will engage with actors in the field of asylum who have specialised knowledge such as the CF and members of civil society. Finally, the Agency will continue to coordinate and respond to the need of EU+ countries to translate related training material into national languages to support the train-the-trainer approach.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 1,552,500</b> (3201 Training)	<b>EUR 926,070</b> (3201 Training)
<b>Human resources</b>	19 TA, 4 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 OPs requiring ad hoc / specific training development and material</li> <li>• Number of new and updated e-learning modules expected to be built in English</li> </ul>	

### **Objective 1**

Support asylum and reception officials to perform their duties and tasks by developing, reviewing and producing training and coaching modules, courses, CPD courses, and other training materials forming the EAC for learners and trainers, including the development and review of robust assessment of their learning outcomes.

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

- MA08

#### **Main outputs/actions (2023)**

- Expand and manage the training offer comprising the EAC based on identified training needs and in line with the quality guidelines and standards in the field of higher education and vocational training.
- Update cross-cutting training modules (courses for trainers) in line with users' feedbacks and with the quality guidelines and standards in the field of higher education and vocational training.
- Project and contract manage the development and review/maintenance (following the training cycle) of training and coaching modules, courses, CPDs and other training materials, comprising the EAC.
- Cooperate with UNHCR, CF, relevant EU agencies, academic institutions, networks and other stakeholders, including meetings with content experts.
- Translate training and coaching modules, courses, CPDs and other training materials, upon established needs or requests.
- Author online and manage the EAC e-learning content on the EUAA Learning Management System, in line with best practices on instructional methodology.

<ul style="list-style-type: none"> <li>▪ Update and translate the EUAA Training Catalogue.</li> <li>▪ Issue the Training Digest quarterly.</li> </ul>			
<b>Expected results (2023)</b> <ul style="list-style-type: none"> <li>▪ EAC designed and reviewed based on the identified training needs in line with the quality guidelines and standards in the field of higher education and vocational training.</li> <li>▪ EAC content developed and produced in line with best practice in instructional methodology.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of modules, courses, CPDs, and other training materials designed, reviewed, and produced in compliance with the quality guidelines and standards in the field of higher education and vocational training, to address identified training gaps, according to EUAA Training Plans.	8	4 training materials	Documentation and internal records
Overall satisfaction rate with the first session of newly developed and reviewed training materials.	87%	70% satisfaction rate	Evaluation questionnaire of the first session

<b>Objective 2</b>			
Support asylum and reception officials and authorities to perform their duties and tasks by developing, reviewing and producing training materials including deployment training for AST profiles, ad-hoc tailor made and/or specialised training used in the context of the Agency's operational activities, based on identified training needs and specific requests by relevant authorities.			
<b>Link to the multi-annual objective(s)</b> <ul style="list-style-type: none"> <li>▪ MA08</li> </ul>			
<b>Main outputs/actions (2023)</b> <ul style="list-style-type: none"> <li>▪ Plan the development and review of training material.</li> <li>▪ New training material designed, project and contract manage the development of training material, in line with operational needs and as required by relevant authorities.</li> <li>▪ Apply rapid authoring methodology for fast and efficient roll out of ad-hoc training material.</li> <li>▪ Translate training material according to requests and/or OP.</li> </ul>			
<b>Expected results (2023)</b> <ul style="list-style-type: none"> <li>▪ Development and review of deployment training for AST profiles based on identified training needs.</li> <li>▪ Development and review of ad-hoc tailor made and/or specialized training used in the context of EUAA's operational activities.</li> </ul>			
Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of new training materials developed, reviewed and produced in the context of operational activities.	N/A	3 training materials	Documentation and internal records
Overall satisfaction rate with the first session of newly developed training material.	N/A	70% satisfaction rate	Evaluation questionnaire of the first session



## 2.3.2 Delivery of the EUAA Training

### Overview of the activity

The Agency will continue to further strengthen its cooperation with EU+ countries national administrations, through planning, organisation, delivery and evaluation of EUAA learners' modules and trainers' courses. The Agency will continue to use various learning methods, including face-to-face, e-learning, blended, webinars, on-the-job training, on-the-job coaching. The Agency may use interpretation in delivery of training, to ensure effectiveness and sustainability. For a multiplier effect, the Agency will continue the implementation of its modules and courses for trainers.

The Agency will also continue to deliver the learners' curriculum for asylum and reception officials and provide support to Member States in the delivery of national training sessions 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 NCPs on a needs basis. The Agency will continue to actively respond and support the implementation of OPs. A specific annual training plan will be developed per OP. The Agency will also continue to deliver structured and formalised operational training to all experts involved in its operational activities, including Member State experts, its own staff, as well as other experts forming part of the ASTs.

The Agency will continue to support capacity building and training related activities in third countries falling within the scope of the ECS. For the purpose of planning and programming its training and professional development activities, the Agency will further cooperate with UNHCR, IOM and, where relevant, JHA Agencies and other training networks and organisations, including CSOs.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 497,500</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 OPs and requests from third countries</li> <li>• Expected increase in number of requested certified training sessions, including Recognition of Prior Learning</li> </ul>	

### Objective 1

Ensure the management and implementation of trainers and learners curricula, in line with established quality standards.

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

- MA08

#### Main outputs/actions (2023)

- EUAA Training Plans.
- Training and CPD for trainers and asylum and reception officials delivered, including RPLs and assessments.
- Training NCP meetings and Trainers Network meetings.
- Coordinate training delivery with Training NCPs and other relevant stakeholders within national administrations and beyond (international organisations, other EU Agencies).
- Organisation and delivery of the training sessions, CPDs and coaching under the EUAA Training Plans, including grading and verification of assessments.



- Maintaining the Trainers' Pool and deploying trainers for delivery of training sessions under the EUAA Training Plans.

**Expected results (2023)**

- Enhanced capacity of EU+ trainers in modules of the EAC.
- Strengthened knowledge and skills, responsibility and autonomy of asylum and reception officials of national authorities.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of participations to the trainers' courses and to the learners' modules.	4,687	4,000	LMS
Overall satisfaction rate of participants.	87%	80%	LMS

**Objective 2**

Ensure the planning, management and delivery of EUAA training and coaching in the framework of OPs.

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

- MA08

**Main outputs/actions (2023)**

- Training plans under OPs, based on training needs analysis.
- Organisation and delivery of training sessions, coaching, on the job training under OPs, including training for ASTs.

**Expected results (2023)**

- Various profiles of experts working under the framework of OPs receive the necessary training to perform their tasks.
- Targeted training and capacity building activities delivered to Member States' national authorities under particular pressure.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of participations in induction training, thematic training and on-the-job coaching.	2,098	1,000	Learning Management System
Percentage of satisfaction of trainees.	88%	80%	Evaluation questionnaire

**Objective 3**

Enhanced capacity building of national authorities in third countries through training, in particular in the framework of external dimension roadmaps.

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

- MA08

**Main outputs/actions (2023)**

- Organise and deliver training related activities for and with third countries.
- Ensure regular coordination with third countries and other stakeholders on training needs in External Dimension.

**Expected results (2023)**

- Targeted trainings and capacity building activities delivered to third country national authorities within the framework of a roadmap.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of third country participations in courses for trainers, learners and in national sessions.	114	100	Learning Management System

### 2.3.3 Implementation of the Training Quality Assurance Framework

#### Overview of the activity

The Agency will continue to prepare for the establishment of the EUAA Academy - a licenced and accredited qualification provider. As a training provider<sup>49</sup> for EU Member States, the EUAA is obliged by Article 8.4 of the EUAA Regulation to ensure that the training designed and delivered is of **high quality**. This overarching principle is pursued through various quality assurance measures, aimed to reassure EUAA stakeholders regarding the quality of EUAA training.

With the implementation of the Training and Learning Strategy, EU Member States have taken concrete steps towards the long-term vision of the EUAA Academy achieving licensing and accreditation, which will further ensure a common training system for officials working in asylum and reception. The Agency, together with Member States, developed a common European Sectoral Qualification Framework for Asylum and Reception Officials (ESQF)<sup>50</sup>, which identifies the duties and job-tasks of officials working in this sector, aligning these duties and tasks to occupational standards which translate to high level educational standards. The ESQF educational standards are directly aligned with the European Qualifications Framework levels 5 to 7<sup>51</sup>, and are points of reference for the intended learning outcomes to be achieved in the modules constituting the European asylum curriculum.

Following the adoption of its Training and Learning Strategy by the Management Board, the Agency has been tasked to establish itself as an accredited qualifications provider. This means that Member States will eventually be able to ascertain that their officials have acquired common learning through the assessment of learning outcomes, on a voluntary basis. Based on this, the EUAA will formally issue qualifications, understood as formal outcomes of an assessment and validation process, determining that an individual has achieved learning outcomes through the process of formal training or informal and non-formal learning. Thus, officials will be better prepared, with the same knowledge/theory base, to establish common practices and convergence in the implementation of the CEAS.

The long term vision is to obtain accreditation for the entire European asylum curriculum. To fully achieve this vision, initial steps must be planned and would include the preparation of a limited number of modules that are already tested and used to be submitted for accreditation. This experience will then allow the EUAA Academy to gradually function as an umbrella for any training activities leading to awarding of common, standardised and officially accredited qualifications<sup>52</sup> within the European asylum curriculum. The Agency ensures the high quality of the training process and outcomes through the implementation of its Training Quality Assurance Framework: the Agency will implement and monitor the requirements of the European standards and guidelines for quality assurance in the European Higher Education Area (ESG 2015) with a view to achieving and maintaining full compliance. In order to achieve this objective, the Agency will continue to adopt a more comprehensive approach to needs assessment, monitoring and evaluation, which, also, encompasses internal quality assurance. The Agency will engage in developing, continuous monitoring, periodic reviews and reporting of its training activities as well as training quality assurance of modules, programmes and qualifications such as Bachelor and Master. The Agency will ensure that training participants have the opportunity to provide feedback and

<sup>49</sup> Article 2.1 (d) of the EUAA Regulation.

<sup>50</sup> [Training Tools | European Union Agency for Asylum \(europa.eu\)](https://european-union.europa.eu/training-tools).

<sup>51</sup> Council Recommendation of 22 May 2017 on the European Qualifications Framework for lifelong learning and repealing the recommendation of the European Parliament and of the Council of 23 April 2008 on the establishment of the European Qualifications Framework for lifelong learning (2017/C 189/03).

<sup>52</sup> Council Recommendation of 16 June 2022 on a European approach to micro-credentials for lifelong learning and employability (2022/C 243/02).



submit complaints, including assessment appeals, through the appropriate functions. The Agency will continue to liaise and coordinate with external groups and panels involved in training quality assurance-related issues.

The Agency will strengthen its support to national administrations and trainers to ensure that the measures in the Training Quality Assurance Framework are implemented consistently. Through engagement with the Training Quality Assurance Advisory Group and the Certification and Accreditation Working Group, the Agency will promote the sharing of expertise and good practices in this regard. The Agency will continue monitoring the authenticity of the ESQF throughout the training cycle. The Agency will undertake comprehensive preparations for an external quality review to ensure that internal processes and procedures in the area of training are sound and fit for purpose. The Agency produces a Training Report providing a comprehensive annual update on EUAA training at national and EU level, highlighting current relevant thematic areas. The report will include quantitative and qualitative analysis of data.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 584,000</b> (3201 Training)	<b>EUR 602,525</b> (3201 Training)
<b>Human resources</b>	8 TA, 2 <sup>53</sup> CA & SNE	6 TA, 1 CA & SNE
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>▪ EU educational policies triggering needs for assuring quality by complying with training quality standards: review against the ESG on 10 training quality standards</li> <li>▪ Number of training needs analysis requested by Member States (7)</li> <li>▪ Number of training quality assurance, evaluation, feedback and tracking reports (8)</li> <li>▪ Number of requests for ad-hoc contributions on training data (25)</li> </ul>	

#### Objective 1

- Implement the EUAA Training Quality Assurance Framework and ESG 2015 with a view to undergo an external quality assurance procedure for an EUAA Academy.

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

- MA08

#### Main outputs/actions (2023)

- Self-assessment report for external quality assurance procedure, including the relevant documentation for a degree programme.
- Documentation necessary for the official procedure for licencing and accreditation of the EUAA Academy.
- Annual Training Quality Assurance Advisory Group Report.
- Quarterly quality assurance tracking reports.
- Annual Action Plan on quality assurance recommendations.
- Project and contract management for developments and enhancements of quality assurance processes and procedures.

#### Expected results (2023)

- A Training Quality Assurance Framework for EUAA training activities, including implementing policies and procedures, which covers the entire training cycle and which shall be submitted to an external quality assurance procedure.

<b>Indicators</b>	<b>Latest result</b> <b>(CAAR 2021)</b>	<b>Target</b> <b>2023</b>	<b>Data source</b>

<sup>53</sup> Includes 1 short-term operational CA post.

Timely response to complaints and appeals.	N/A	95% of the complaints and appeals responded to within the established time limit	Documentation and internal records
Percentage of recommendations in the Annual Action Plan addressed.	N/A	80%	Documentation and internal records

**Objective 2**

Analyse all training-related qualitative and quantitative data including the production of in-depth reports, develop and implement relevant research methodologies to conduct overarching needs analysis and evaluations.

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

- MA08

**Main outputs/actions (2023)**

- Annual Training Report.
- Quarterly feedback and tracking reports.
- Addressing ad hoc requests for information by internal and external stakeholders.
- Project and contract management for development of multi-annual and annual reports.

**Expected results (2023)**

- The training evaluation methodology implemented to effectively and efficiently report on quantitative and qualitative data.
- The training needs analysis methodology implemented to ensure fit-for-purpose training support.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Production of the Annual Training Report.	N/A	1	Report published on the EUAA website

### 2.3.4 Implementing a User-centred Learning Technology Ecosystem (LTE)

**Overview of the activity**

The Agency will continue supporting the users of EUAA Learning Technology Ecosystem (LTE), in line with EUAA Training and Learning Strategy and the Training Quality Assurance Framework. This will be accomplished by providing learners' registration services, online courses and modules, and horizontal Service Desk support.

Furthermore, the Agency will maintain and upgrade, the features of its LTE and progressively consolidate the integration of additional components to ensure consistency of the end-user experience across platforms and tools for training delivery. In parallel, the Agency will improve the capacity of the Training and Professional Development Centre in the use of digital applications to support training, learning and formal assessment. The Agency will strengthen channels of communication with other bodies and organisations in the field of innovative application of learning technologies and e-learning design for training and professional development, with the intention of exchanging practices and encouraging synergies where applicable.



	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 326,000</b> (3201 Training)	<b>EUR 524,919</b> (3201 Training)
<b>Human resources</b>	2 TA, 3 CA & SNE	2 TA, 4 CA & SNE
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>Number of helpdesk requests to be processed (4,000)</li> </ul>	

**Objective 1**

Enhance the implementation of EAC and the online experience by improving and expanding the LTE underpinning training and learning services, and by providing effective and efficient client relationship management throughout the training cycle.

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

- MA08

**Main outputs/actions (2023)**

- Support the gradual integration of learning technology components focusing on smooth data flows, coherent user experience, and business requirements from internal/external stakeholders.
- Finalise and deploy end-user interface for EUAA LTE to enable direct access to selected systems and tools.
- Manage customer relationship services and administration of helpdesk platforms for enrolment and delivery of modules and courses.
- Utilise insights from qualitative and quantitative analysis of user behaviour and feedback to inform the design of learning content and activities and increase course value for EUAA learners.

**Expected results (2023)**

- Consolidation of existing eLearning services, technologies, and client relationship management.

<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
New components added and integrated in the LTE.	N/A	3	LTE Report
Timely response to helpdesk requests.	99%	80% of the helpdesk requests responded to within 3 working days	Ticketing system

## 2.4 Asylum Knowledge

### 2.4.1 Country of Origin Information and Country Guidance

**Overview of the activity**

The Agency will draw up and regularly update **country of origin information (COI)** reports, query responses and other products on relevant third countries and thematic issues, based on desk research, expert interviews and possibly fact-finding missions. In 2023, the Agency will focus on the development and deployment of a new EUAA COI Portal, as a modern, functional, and user-friendly platform featuring COI content produced by the EUAA and EU+ countries on relevant third countries. In the framework of COI networks, the Agency will

continue enhancing practical cooperation on COI, seeking synergies and avoiding duplication of efforts, knowledge generation and capacity building. The Agency will reinforce operational COI support to Member States covered under OPs and will also continue its COI activities in third countries in the framework of the ECS. The Agency intends to involve relevant CSOs in selected activities and will continue to involve external experts as speakers and panel members.

The Agency will continue to provide reliable **medical country of origin information (MedCOI)**, relying 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, the MedCOI team will produce responses to individual requests from EU+ countries, general medical country reports, and maintain a database holding the information. This information is accessible to trained personnel in the EU+ countries' relevant administrations.

The Agency together with Member States will develop, review and update **country guidance** in order to support the work of asylum decision-makers and policy makers in the EU+ context and to support the efforts towards true convergence. In 2023, in accordance with identified priorities and in line with available resources, the Agency will endeavour to develop, jointly with Member States, guidance notes and common analysis on one new country of origin, while reviewing and updating three of the existing country guidance documents. The Agency will also continue to undertake outreach activities aimed at supporting the use of country guidance in national decision-making.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 2,514,000</b> (3101 Third Country Research)	<b>EUR 1,350,729</b> (3103 Country of Origin Information)
<b>Human resources</b>	32 TA, 9 <sup>54</sup> CA & SNE	30 TA, 7 CA & SNE
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number of ad hoc requests for COI (45)</li> <li>• Number of MedCOI individual requests by Member States (1,200)</li> <li>• Number of Member States with OP and number of roadmaps with third countries covering COI (8)</li> <li>• Number of horizontal tools/guidance requiring COI (2)</li> <li>• Number of networks to be managed and related events to be organised based on Member States' needs (14 networks and 35 events)</li> <li>• Number of Portals to be maintained and further developed (2 COI + MedCOI)</li> <li>• Number of additional EU+ countries to join the MedCOI service (2)</li> <li>• Number of fact-finding missions in third countries (1-2)</li> <li>• Number of countries for which the Agency and EU+ countries agree to develop or update country guidance (4)</li> </ul>	

### Objective 1

The Agency aims to enhance cooperation on COI and to produce and disseminate relevant COI products, in particular in relation to information needs stemming from country guidance development, EUAA operations and safe third country designation, in line with the COI Report Methodology.

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

- MA04

<sup>54</sup> Includes 1 short-term operational CA post.



<b>Main outputs/actions (2023)</b>			
<ul style="list-style-type: none"> <li>▪ Development and deployment of the new EUAA COI Portal.</li> <li>▪ Produce COI reports, query responses and other products to be published in the COI Portal, website and/or disseminated among the relevant networks or stakeholders.</li> <li>▪ The facilitation of COI Networks and organisation of events.</li> <li>▪ The support of Member States with an operational support plan.</li> </ul>			
<b>Expected results (2023)</b>			
<ul style="list-style-type: none"> <li>▪ Increased promotion and dissemination of EUAA COI products through the new EUAA COI Portal.</li> <li>▪ Further strengthening of cooperation among and engagement of EU+ countries through the COI specialist network activities, including COI production, specialists' meetings, knowledge and best practices' sharing.</li> <li>▪ Increased use of COI products in decision and policy-making, thus fostering greater convergence in the international protection procedure.</li> <li>▪ Continued support to existing and upcoming activities in MS under OPs, facilitating EU+ cooperation, and disseminating EUAA methodologies and overall best practices in the COI function and role in the procedure.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
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.
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).	17	25	Calendar, email invitations, meeting reports

<b>Objective 2</b>
Produce reliable and up to date MedCOI information both on-demand and internally determined and make it available to the EU+ countries and the public.
<b>Link to the multi-annual objective(s)</b>
<ul style="list-style-type: none"> <li>▪ MA04</li> </ul>
<b>Main outputs/actions (2023)</b>
<ul style="list-style-type: none"> <li>▪ MedCOI country reports.</li> <li>▪ Responses to accessibility and availability queries</li> <li>▪ Other topical and/or methodological products available through dedicated portals and publications.</li> </ul>
<b>Expected results (2023)</b>
<ul style="list-style-type: none"> <li>▪ Quality, efficiency and convergence in the decision and policy-making procedures in the EU+ countries are fostered through the production of standardised, reliable and up-to-date medical country of origin information.</li> </ul>



Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of country MedCOI reports.	2	5	Publication on COI or MedCOI Portal
Proportion of completed responses to MedCOI individual requests (the baseline number of requests expected is about 1,200 per year).	100%	90%	Statistics from MedCOI Database

**Objective 3**

Enhance convergence in EU+ decision-making practices through the development, review and update as needed, of common analyses and guidance notes, and through active promotion of their use by Member States

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

- MA04

**Main outputs/actions (2023)**

- Coordinate, plan and facilitate the country guidance processes by timely and effective organisation of the drafting of contributions, information exchange, meetings, consultations, and publication.
- Encourage the involvement of Member States in country guidance processes and promote their use of common analyses and guidance notes through increased dissemination efforts, including in relevant EUAA operations.
- Analyse asylum decision practices and the reasons behind identified differences, in particular with regard to countries of origin on which EUAA guidance notes have been developed and present a report of this study to the MB and the Council of the EU.

**Expected results (2023)**

- One new guidance note and common analysis is developed and three existing country guidance documents are reviewed and updated in accordance with identified priorities.
- First annual report on convergence is presented to the MB and the Council of the EU.

Indicators	Latest result (CAAR 2021)	Target 2023	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 and guidance notes presented to the MB for endorsement.	4	4	Draft notes sent to the MB for endorsement
Number of events and activities, such as dedicated launching events, trainings, workshops, conferences, and internal brown bag lunches, in which country guidance is presented to relevant stakeholders, including in the context of relevant EUAA operations.	15	10	Agendas, Country Guidance Staff missions
Number of convergence analysis reports.	N/A	1	MB agenda and minutes, report





## 2.4.2 Situational Awareness

### Overview of the activity

The EUAA Situational Awareness portfolio consists of:

- qualitative information gathering, exchange and analysis on national asylum and reception systems and related developments at national and EU level, and
- data exchange, strategic analysis and research in view of early warning and preparedness, covering the situation in the EU as well as relevant factors in countries of origin and transit.

The **Information and Analysis** manages diverse platforms to provide information and analysis. The Information and Documentation System (IDS) presents comprehensive and up-to-date information on the organisation of asylum and reception systems in EU+ countries. The Agency's Case Law Database is a public resource which captures the most relevant national and European jurisprudence related to asylum. In 2023, IDS is intended to become public and accessible to all audiences. The main objective is to further integrate IDS and the Case Law Database to have clear, comparative overviews of national practices. The Agency's Query System supports the direct exchange of information between EU+ countries on asylum-related topics, integrating different types of requests circulated within various thematic networks/groups of experts. In 2023, a new activity is to utilise the Query Portal to gather information on activities with third countries through dedicated queries. Situational overviews and analysis present the current state of play of topics related to the CEAS tailored to specific information needs and stakeholders' requests. In 2023, situational awareness outputs will be further developed with an emphasis on public dissemination.

The **Data Analysis and Research portfolio** contributes to situational awareness through three main areas of work. The collaboration with EU+ countries is managed through the Early warning and Preparedness System (EPS)-Statistics and EPS-Analysis and Research Networks.

The Data Hub designs, collects and manages core statistical unified information on the asylum and reception situation in EU+ countries, the Agency operational support, root causes of migration, as well as information from the relevant Union institutions, agencies, and international organisations. In 2023, the Data Hub will continue to ensure a rapid exchange of standardised data and to design, oversee and manage operational data collection (ODC) and related analysis.

The Research programme continues to develop a system for early warning and forecasting of mixed migration flows to and within the EU+ to support preparedness and contingency planning. In 2023, it will continue to develop capacity for forward-looking and scenario analysis, and to oversee a large-scale survey system to collect testimonies from applicants for and beneficiaries of international protection in the EU+. For the latter, it will explore ways to embed sensors for data collection (e.g. surveys) into EUAA operations.

Strategic analysis aims to combine multiple sources of information to comprehensively analyse and communicate the asylum situation in the EU+ to a wide range of external stakeholders. In 2023, situational awareness will be further developed to analyse increasingly complex and integrated data. Analytical work will also continue in cooperation with external partners and service providers on cross-cutting topics.

The **Asylum Report** provides a comprehensive, comparative analysis of developments in asylum at national and EU level. The information is collected throughout the year by the Agency's staff and through collaboration with several stakeholders. Additional outputs and outreach activities are organised to promote the use of the report in scientific, research and academic communities. In 2023, the Asylum Report will be further enriched with special



features and thematic sections, focusing on relevant topics in public debates. Outreach activities will be conducted to promote the use of situational awareness platforms and products by the public.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 1,095,000</b> (3101 Information and Analysis) (3102 Data analysis and research)	<b>EUR 619,333</b> (3101 Information and Documentation System and Annual Report) (3102 Data analysis and research)
<b>Human resources</b>	33 TA, 7 CA & SNE	29 TA, 6 CA & SNE
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number of qualitative databases to be maintained and further developed (4)</li> <li>• Annual Report stemming from the EUAA Regulation (1)</li> <li>• Number of analytical outputs stemming from needs expressed by MS or other stakeholders (31)</li> <li>• Urgent information requests received (100)</li> <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 regular analytical portfolio (23) of the Agency's Data Analysis &amp; Research</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 gather, update, validate and analyse qualitative information on the implementation of the CEAS and provide relevant products to support evidence-based policy and informed decision-making.

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

- MA05

#### **Main outputs/actions (2023)**

- IDS pages updated and validated in cooperation with EU+ countries and roll-out public launch.
- Strategic consultations with IDS Advisory Group maintained, including tailored information in view of further development and promotion of the IDS.
- Promotion among external and internal stakeholders of the functioning and maintenance of the database, case law methodologies and the latest case law in asylum.
- Preparation of thematic overviews and analytical products on case law.
- Operating the Query Portal and related activities for all participating EU+ countries and networks including exchange on methodologies with stakeholders maintaining query systems.
- Elaboration of situational overviews and analysis (in a variety of formats, both public and restricted) on current thematic issues of interest, analysing EU+ countries' policies and practices and relevant horizontal issues.
- Addressing ad hoc requests for information and analysis by internal and external stakeholders (including the Agency's operations and third countries).



- Cooperation with third countries and operational offices by providing outputs and analyses on relevant aspects of the CEAS for the purpose of capacity-building in partner countries and normative needs assessments.

#### Expected results (2023)

- IDS interface is made available to the general public.
- Comprehensive information about the implementation of the CEAS collected from all relevant sources, published in attractive and user-friendly manner and promoted in relevant fora.
- The Case Law Database and related analytical products are considered a consolidated point of reference on jurisprudence on asylum.
- Analytical query reports drafted according to a standardised methodology.
- Development of situational overviews, periodical bulletins and other analytical products addressing information needs of internal and external stakeholders.
- Visits are organised in countries where EUAA has operations, to strengthen synergies on qualitative information management.
- Activities related to the external dimension of the CEAS are carried out based on IAS involvement in roadmaps for cooperation between the EUAA and third countries.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Percentage of IDS thematic pages 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
Percentage of queries processed yearly in the Query Portal.	N/A	90%	Query Portal
Number of situational analysis/updates and other analytical products drafted, including Case Law Database thematic products published or referenced in the Agency's outputs.	67 (a combined result)	46	Records of drafted overviews

#### Objective 2

To lead information exchanges that quantify the asylum and reception situation in Member States and the operational support provided by the Agency, carry out research on migration drivers as well as early warning and forecasting of asylum-related migration, and produce a high-quality portfolio of analytical products.

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

- MA05

#### Main outputs/actions (2023)

- Datasets containing processed and standardised information on the asylum and reception situation in Member States, operational support provided by the Agency, and root causes of migration.
- Timely, validated and comparable data shared with all stakeholders via pivot tables, dashboards and other means.
- Reports on early warning and academic papers on research conducted, including joint outputs with EU+ countries and others.
- EU system for early warning and forecasting of asylum-related migration.

- Collection and analysis of testimonies directly from applicants.
- Analytical portfolio of regular strategic and operational products on the situation of asylum in the EU+.
- Collaborative reports with other sectors of the EUAA on cross-cutting topics.
- Joint analyses with EU+ countries, Frontex, Europol and others.
- Novel projects using cross-system data.
- Responses to ad hoc requests on stakeholders' analytical needs.

#### Expected results (2023)

- The Agency delivers meaningful data on situation awareness to its stakeholders.
- The Agency is able to produce an advanced analytical portfolio heavily underpinned by information managed and delivered by the Data Hub.
- The Agency, Member States and the Commission have a better understanding of migration drivers, can better anticipate asylum trends and plan suitable policies and operational responses.
- Data driven analyses are complemented with testimonies to produce more effective analyses and include the perspective of applicants for or beneficiaries of international protection.
- The Agency consolidates its role as a centre of expertise by publishing in academic journals.
- Attention of policy makers steered towards to pertinent questions in asylum-related migration.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Percentage of strategic (EPS and open sources) data processed within established timeframes.	N/A	100%	Analysis and monitoring
Number of activities covered by ODC.	N/A	25	Internal records and reporting
Number of analytical, research and related outputs.	N/A	130	Internal records and reports

#### Objective 3

The Agency produces 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 (2023)

- Produce an analytical annual report describing the implementation of the CEAS based on robust sources gathered from research and consultation of a wide range of stakeholders.
- Expert exchanges on experiences and methodologies with stakeholders publishing relevant reports at the EU level.
- Develop a web version of the Asylum Report, including a searchable database of key changes in legislation, policies and institutions, an executive summary and other accompanying resources.

#### Expected results (2023)

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

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
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Number of accompanying resources.	8 (previously outputs)	5	The Agency's website
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### 2.4.3 Asylum and Reception Cooperation and Guidance

#### Overview of the activity

The Agency will continue to stimulate **practical cooperation** and the exchange of best practices to support Member States through the work of **thematic networks on asylum processes, exclusion, Dublin, reception, vulnerability and courts and tribunals**, in cooperation with all relevant stakeholders.

**Practical cooperation meetings** will cater for both senior experts/practitioners discussing thematic issues and managers of asylum and reception administrations focusing on strategic and managerial issues and will be delivered in a range of formats. More in-depth cooperation between and capacity building of EU+ countries will be organised in the form of **exchange programmes** (on asylum processes, reception). **Judicial dialogue** is stimulated through activities specifically targeting members of courts and tribunals.

When it comes to **asylum processes**, particular focus will be placed on quality management, digitalisation of asylum processes and agility to adapt to evolving challenges. Specific **reception** themes will include detention and restricted mobility in the asylum context as well as alternatives to detention. In 2023 the Agency will further support reception systems in line with its **Strategy on Reception** (2021), 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 activities related to **vulnerability**<sup>55</sup> will focus on the steps in identifying vulnerability, assessing special needs and referring to the right service providers to address those needs. In addition, the Agency will continue to provide managers and staff with methods, tools and interventions to improve staff well-being. In 2023 the Agency will focus more on the effective use of the **Dublin III regulation** to increase the number of transfers, reduce delays to apply the legal clauses related to family reunification in view of faster and safer ways to unite children with their families. It will continue its cooperation with eu-LISA, Frontex and other agencies to ensure synergies and complementarity in making use of Eurodac and Dublin related technical solutions more efficiently for Member States, as well as improving the quality and security of the information exchanged.

The EUAA will continue to cooperate with its established pool of international protection judicial experts and work hand in hand with its **dedicated network of judges from national and European courts**, leading judicial associations and other key stakeholders. In particular, the EUAA will further support **transnational judicial dialogue** through capacity building activities, based on reference tools, notably judicial analyses, designed for international protection judges and other judicial professionals, with the aim to promote high quality and consistent decision-making processes. In 2023, the EUAA will increasingly rely on **case-law analysis** to better measure the impact of its work.

Furthermore, the Agency will continue to **develop and promote common operational standards and indicators, recommendations, identification of best practices and practical guides and tools in relation to asylum and reception** and will continue efforts to make

<sup>55</sup> The vulnerability portfolio includes activities related to 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.



these immediately relevant and valuable for the end user, including through the development of digital tools and by adapting tools to national contexts where needed. In 2023 the Agency will implement the recommendations of the external evaluation on the quality, usefulness and impact of the common operational standards and indicators, guidance and practical tools, which will be completed in 2022.

In line with the **Digital Innovation Strategy** it intends to adopt in 2022, the Agency will offer a platform for the exchange of good practices and work on development or adaptation and promotion of IT tools which can be made available to all Member States.

The Agency's practical tools, standards and indicators, guidance, and technical advice and expertise will continue to **support the implementation of operating plans and capacity building in the external dimension**.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 4,311,705</b> (3202 Asylum Cooperation and Guidance)	<b>EUR 3,080,613</b> (3202 Asylum Processes)
<b>Human resources</b>	37 TA, 10 CA & SNE	35 TA, 10 CA & SNE
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number of OPs and Roadmaps supported (12)</li> <li>• Number of networks to be managed (6) and related activities to be organised based on Member States' needs (22)</li> <li>• Number of projects (2)</li> <li>• Number of products/publications stemming from needs expressed by Member States or other stakeholders (22)</li> </ul>	

### **Objective 1**

The Agency aims to facilitate practical cooperation and exchange of best practices among Member States on:

- Asylum processes, quality management, digital innovation and selected aspects of the CEAS within the framework of the Agency's Asylum Processes Network;
- Exclusion processes in the framework of the Exclusion Network;
- Vulnerability, within the framework of the Vulnerability Expert Network;
- Implementation of the Dublin III Regulation, within the framework of the Network of Dublin Units;
- Reception, within the framework of the Network of Reception Authorities;
- All aspects of the CEAS relevant to courts and tribunals.

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

- MA06

### **Main outputs/actions (2023)**

- Organise annual NCP Meetings for all networks.
- Plan and implement a yearly programme of support activities including thematic meetings, workshops, webinars, conferences, exchange visits and technical assistance based on prioritised needs and with an increased contribution from national experts, including the EUAA Judicial Experts' Pool.
- Identified good practices and gaps, including through thematic queries and surveys.
- Share periodic updates with Network members, accompanied by outreach activities.
- Bilateral consultations, study visits and technical assistance measures and reports (Dublin, Reception).
- External stakeholders are involved in the preparation, implementation and follow-up of activities, where relevant.



**Expected results (2023)**

- Increased representation and engagement of all EU+ countries and key stakeholders within the networks.
- Best practices with regard to asylum processes, exclusion, vulnerability, Dublin procedures, reception and courts and tribunals are identified and promoted, and targeted recommendations provided.
- Identification of needs for common practical tools and guidance.
- Enhanced practical cooperation within EU+ by gathering, analysing and exchanging information to address vulnerability in line with the CEAS.
- Enhanced strategic cooperation through exchanging, sharing, presenting or reporting on experiences, practices and projects related to the implementation of the Dublin regulation.
- 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 this area.
- Enhancing cooperation with Eurojust in the fight against trafficking of human beings and the fight against impunity.
- Reinforced knowledge and analytic skills of the members of courts and tribunals in the field of international protection law.
- Consolidated Judicial Experts' Pool.
- Reinforced collaboration with key external partners through more substantial involvement in relevant activities.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of practical cooperation meetings of the Asylum Processes Network, the Exclusion Network, the Vulnerability Experts Network, the Network of Dublin Units, the Network of Reception Authorities, the Courts and Tribunals Network.	46 (a combined result)	46	Admin. records / quarterly
Number of exchange visits organised.	4	8	Admin. records / bi-annually
Number of judicial workshops/webinars and conferences organised.	16	16	Admin. records / quarterly
Number of periodic updates/newsletters/platforms of the Exclusion Network, Vulnerability Experts Network, Network of Dublin Units.	27 (a combined result)	18	Reports published on Network Platform

**Objective 2**

Develop, promote and facilitate the use of common practical guides and tools, guidance, operational standards and relevant indicators, judicial analyses, to support the correct and effective implementation of the CEAS.

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

- MA06

**Main outputs/actions (2023)**

- Development and publication of practical guides and tools, operational standards and indicators, through working groups and consultation of the network and other key stakeholders.
- Maintain high quality and up to date judicial tools adapted to language needs, with increased dissemination.



- Implement outreach activities, including newsletters, launching events, videos, field visits, workshops and translations of publications, to effectively reach end-users and support with the roll out of the developed guides and tools.
- Implement the recommendations of the external evaluation of the practical guides and tools.
- Support activities in applying standards, indicators and guidance.
- Contingency plans for reception developed, reviewed or adapted<sup>56</sup> and accompanied by contingency plan support activities (workshops and scenario testing).

#### **Expected results (2023)**

- Increased knowledge and technical skills of asylum and reception staff and management based on practical guides and tools, guidance, operational standards and indicators and collection of best practices, as well as on recent legal developments and jurisprudence.
- Increased awareness, use and impact of practical tools.
- Increased convergence in quality standards in asylum and reception.
- Greater consistency and convergence in the decision-making process, including at second instance.
- Innovation and IT solutions in asylum processes are supported and promoted.
- The quality and impact of operational standards and indicators, guidance and practical tools are improved following an external evaluation.
- Better management of reception inflows and out-flows in EU+ countries based on informed contingency planning at national level.

<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Number of practical guides and tools, operational standards and indicators, and publications related to courts and tribunals developed or updated and published.	25 (a combined result)	23	Products published on the website and/or Network platform
Number of innovation processes supported, promoted or developed.	2	2	Admin. records
Number of activities for support of Contingency Plans (workshops, scenario testing).	N/A	5	Workshop reports, admin. records

#### **Objective 3**

The Agency aims to provide technical advice and quality assurance support to measures within the Agency's OPs and in the context of capacity building under the ECS.

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

- MA01, MA02, MA03, MA06

#### **Main outputs/actions (2023)**

- Development and/or revision of relevant SOPs, working instructions, workflows and templates as well as through quality feedback reports and tailored guidance and tools.
- Support to set-up of and/or strengthening the quality assurance mechanisms with the national asylum authorities, including self-assessment and operationalisation of best practices.
- Implementation of operational support and capacity building activities such as workshops, on-the-job-coaching sessions, quality support missions, assessments and process improvement activities on asylum processes and quality management, reception, vulnerability and the work of courts and tribunals.

<sup>56</sup> The support to the development of these contingency plans depends on the outcome of the recast RCD and the role of the EUAA in this regard.



- Activities to strengthen capacities of countries under particular pressure and in the external dimension to address vulnerability in all aspects of the CEAS implementation, to manage reception workflows, and organise the work of courts and tribunals.
- Permanent support to the design and implementation of the operational measures related to thematic areas, including at second instance.

#### Expected results (2023)

- Improved quality of refugee status determination processes supported by the Agency (registration, information provision, conducting interviews, drafting opinions or evaluations, etc.).
- The quality assurance mechanisms are established and/or strengthened and supported in countries where the Agency has operations.
- Increased capacity and skills to identify, assess and respond to the needs of vulnerable persons.
- Increased capacity and skills to manage reception workflows in line with EU reception standards.
- Enhanced expertise of the judicial authorities and effective practical cooperation and exchange between members of courts and tribunals.
- Increased awareness and use of practical tools under OPs and in third countries under the framework of the ECS.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of guidance, tools, SOPs, workflows, templates and quality feedback reports on the core asylum processes developed, updated or reviewed.	45 (a combined result)	16	Tools and reports made available to operations by email and/or through information platforms
Number of operational support and capacity building activities implemented (asylum processes, vulnerability, Dublin, reception, courts and tribunals).	40 (a combined result)	42	Admin records

### 2.4.4 Monitoring the Operational and Technical Application of the CEAS

#### Overview of the activity

In line with its revised mandate, the EUAA will in 2023 continue developing a methodology for monitoring the operational and technical application of the CEAS in view of the gradual roll-out of 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; available staff 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; reception conditions, capacity, infrastructure, equipment and, to the extent possible, financial resources.

	2023 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 300,000</b> (3501 Monitoring of application of the CEAS)	<b>N/A</b>
<b>Human resources</b>	0 TA 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)**

- MA07

**Main outputs/actions (2023)**

- Working group meetings to agree on technical proposal.

**Expected results (2023)**

- Draft monitoring methodology produced.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of monitoring methodologies drafted.	N/A	1	Internal documentation

## 2.5 Protection of fundamental rights

**Overview of the activity**

The FRO will establish a Fundamental Rights Strategy and, once it is adopted, will ensure that it is implemented. The FRO will also set up a complaints mechanism to monitor and ensure the respect for fundamental rights in all the activities of the Agency and eventually administer it. The sites where the Agency carries out its operational activities may be subject to visits by the FRO, with the consent of the Member State concerned. In carrying out its duties, the FRO cooperates with the CF and is consulted on the OPs, the evaluation of the Agency's operational and technical assistance, the EUAA code of conduct and the EAC.

	2023 (planned)	2021 (actual)
<b>Financial resources</b>	<b>EUR 51,500</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>	<ul style="list-style-type: none"> <li>Number and nature of fundamental rights assessments performed (5)</li> <li>Number of visits to be organised (2)</li> </ul>	



<b>Objective 1</b>			
Ensure the full respect for fundamental rights in all of the Agency's activities.			
<b>Link to the multi-annual objective(s)</b>			
<ul style="list-style-type: none"> <li>▪ MA01-MA11</li> </ul>			
<b>Main outputs/actions (2023)</b>			
<ul style="list-style-type: none"> <li>▪ The FRO is appointed.</li> <li>▪ The Fundamental Rights Strategy is adopted.</li> <li>▪ The complaints mechanism is established.</li> </ul>			
<b>Expected results (2023)</b>			
<ul style="list-style-type: none"> <li>▪ Information sessions on the Fundamental Rights Strategy, including in the margin of EUAA activities, organised.</li> <li>▪ The complaints mechanism up and running.</li> </ul>			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Number of information sessions organised.	N/A	3	Session reports

## 2.6 Horizontal Activities

### 2.6.1 Consultative Forum and Civil Society

<b>Overview of the activity</b>
<p>Reinforced cooperation between the Agency and civil society will be pursued in the framework of the Consultative Forum (CF). Following the adoption of the decision of the MB in June 2022, on the composition of the CF and the conditions for transmitting information thereto, the CF will need to adopt its working methods. The Agency will continue to consult the forum on key documents, including the Fundamental Rights Strategy, the complaints mechanism, the code of conduct and the EAC.</p> <p>Select civil society organisations (CSOs) will continue to be invited to participate in various thematic areas. The CF meetings will continue, both the Plenary Meetings and smaller scale thematic/geographic-oriented consultation group meetings. The Agency also intends to continue organising information webinars and/or workshops to complement the exchange of information and pooling of knowledge. The Agency will actively participate in civil society networks in the field of asylum, at EU and national levels, identifying developments relevant for the Agency, reviewing and channelling inputs and providing contributions where appropriate. Furthermore, the Agency will contribute to the activities of the Consultative Fora of other JHA Agencies.</p>

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 160,000</b> (3401 Cooperation with civil society)	<b>EUR 78,547</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 (6)</li> </ul>	

<b>Objective 1</b>
Reinforce cooperation between the Agency and civil society.
<b>Link to the multi-annual objective(s)</b>
<ul style="list-style-type: none"> <li>▪ MA09</li> </ul>



**Main outputs/actions (2023)**

- Information exchange through CF meetings (annual plenary and thematic/geographic meetings) subject to the modalities and working methods to be agreed by the MB and CF in 2022.
- Consult relevant CSOs on key documents, such as the Work Programme, the Asylum Report, the Fundamental Rights Strategy, the code of conduct, the complaints mechanism and the EAC.
- Facilitate, where appropriate, involvement of relevant CSOs in different areas and related activities of the Agency's work.
- Contribute to the activities of the CF of other JHA Agencies.
- Participate in civil society networks at EU and national levels.

**Expected results (2023)**

- Continued and reinforced dialogue, consultation and cooperation with the CF.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of consultations held with CSOs.	9	6	Consultation calendar and progress on website
Number of areas (and related Agency activities) in which select CSOs were invited to participate.	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**

The Agency will continue strengthening relations with **stakeholders**, ensuring its activities are well-coordinated, consistent with relevant EU priorities, ensuring awareness of its work and informing policy and legislative development. Cooperation with the European Commission, the Council and Member States, the EP, the EEAS and other relevant stakeholders will continue at technical and high level. Cooperation with other EU agencies will continue through the EU Agencies' Network and the JHA Agencies Network as well as through WAs, Exchange of Letters and Cooperation Plans. During 2023, the EUAA will hold the Chairmanship of the JHA Agencies Network. The Agency will continue to strengthen horizontal cooperation and coordination with international organisations, including UNHCR, IOM, ICMPD, IGC, GDISC and the Council of Europe. The Agency will continue working on the deployment of LOs to Member States and third countries.

In the area of **communication**, the Agency will continue establishing and maintaining excellent long-standing press relations, ensuring plentiful interaction with the press. Regular, accurate press coverage of the Agency's activities is crucial to gain visibility, legitimacy and credibility. In 2023, the Agency will continue to pro-actively engage with the media regularly for press briefings, both at headquarters and in the field. Notably, this will be expanded to national capitals and Brussels. Direct engagement with citizens will also be reinforced. In addition, the Agency's internal communication plan for 2023 will continue to significantly improve through events, publications, and internal documents and tools.

The Agency will continue to strive for full compliance as well as effectiveness and efficiency of its **internal control system**, reinforced with the ex post control function. The Internal Audit Service (IAS) of the European Commission reviews and evaluates the Agency's risk-management, governance and internal-control processes. 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 Agency ensures that the 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 the European Commission representatives and other external stakeholders. The Agency will continue its actions in order to ensure compliance with the **Data Protection** Regulation. The Data Protection Regulation adopted in December 2018 reinforces the existing data protection principles and streamlines them across the Union, while at the same time removing some bureaucratic elements. Prior checks with the European Data Protection Supervisor are no longer required. Under the Data Protection Regulation, processing operations likely to result in a high risk to the rights and freedoms of natural persons 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. Groundwork will continue on the framework for the management of the Agency's organisational portfolio of **programmes, projects and business activities**.

On conclusion of an initial preparatory phase, the Agency expects to launch a project for the design and implementation of an **environmental management system** in line with the requirements of the EU's eco-management and audit scheme (EMAS). The system will be subjected to an internal audit prior to requesting an independent external verification and applying for EMAS registration. The Agency will continue to conduct its planned evaluations in line with the **evaluation framework** based on the European Commission's Better Regulation Guidelines and overseen by the internal **Evaluation Advisory Group**.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 240,000</b> (3402 Cooperation with Stakeholders)	<b>EUR 190,177</b> (3402 Cooperation with Stakeholders)
<b>Human resources</b>	N/A <sup>57</sup>	N/A <sup>58</sup>
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>• Number and nature of events requiring preparation or contribution (250)</li> <li>• Number of planned evaluations (≥8)</li> </ul>	

### **Objective 1**

Maintain good governance, communication and continued cooperation with stakeholders.

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

- MA09

<sup>57</sup> Staff allocation is part of 'Resources allocated to governance, administrative and other horizontal activities' (Title 1).

<sup>58</sup> *Ibid.*



**Main outputs/actions (2023)**

- Complete preparations for LOs to be deployed to the Member States and take forward recruitment/deployment, subject to availability of posts.
- Complete preparations for possible deployment of LOs to third countries, subject to posts allocated.
- Organise meetings of relevance to the Agency's activities with relevant European and international stakeholders, also in the margins of events and organise networking events as appropriate.
- Participate in relevant external meetings to present EUAA activities and contribute to debates whenever requested or invited.
- Implement existing WAs, cooperation plans, and exchange of letters with stakeholders and conclude further frameworks as appropriate, including also WAs with third countries as appropriate.
- 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.
- 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 international 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 IAS.
- 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.
- Design and implement an environmental management system.
- Support, coordinate and implement the optimal use of evaluations in the Agency.

**Expected results (2023)**

- 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.
- 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 2023 evaluation plan enhances the performance of the Agency, in line with its mandate.
- Improved management approaches with enhanced performance.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of meetings organised with key stakeholders.	188	150	Internal reporting

	(VIP meetings and meetings at strategic/horizontal level)		
Number of external meetings and/or events participated in.	190	150	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
Timely implementation of the Agency's Internal Control Self-Assessment (ICSA) Action Plan.	92%	90%	State of play of implementation of the ICSA Action Plan
Timely implementation of agreed risk responses in the Agency's Risk Register.	90%	90%	State of play of implementation of the Risk Register
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 KPI

In line with the European Commission Guidelines on KPIs for Directors of EU decentralised agencies<sup>59</sup>, the following KPI has been established for the Executive Director of the Agency.

<b>Objective 1</b> Effective implementation of the Work Programme with allocated human and financial resources.			
<b>Link to the multi-annual objective(s)</b> ▪ MA09			
<b>Main outputs/actions (2023)</b> ▪ Quarterly Work Programme implementation and governance reports delivered to the MB. ▪ Consolidated Annual Activity Report (CAAR) positively assessed and timely adopted by the MB.			
<b>Expected results (2023)</b> ▪ Achievement of prioritised results as specified in annual planning documents. ▪ Increased effectiveness of the internal control system.			
<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Implementation of planned activities (WP), utilisation of planned financial (budget) and human (Establishment Plan) resources (a combined average).	91%	≥80%	Quarterly monitoring reports

<sup>59</sup> <https://ec.europa.eu/transparency/regdoc/rep/10102/2015/EN/10102-2015-62-EN-F1-1.PDF>



### 2.6.3 Third Country Support

#### Overview of the activity

In line with the External Cooperation Strategy (ECS), and within the framework of EU external relations policy, the Agency will cooperate with the authorities of third countries. In particular, this will be done with a view to:

- Promoting Union standards on asylum and reception;
- Assisting third countries to access expertise and build the capacity of their asylum and reception systems;
- Implementing regional development and protection programmes and other actions.

The Agency will continue delivering capacity development support to key third countries' asylum and reception systems. In particular, the Agency will continue to provide support to the regions prioritised in the ECS. In view of the ongoing revision of the ECS, due to be completed in early 2023, the geographical priorities may be revised or expanded based on emerging EU priorities as well as EU+ countries' and/or third countries' needs, although delivery will remain subject to the availability of resources. Moreover, the Agency will facilitate operational cooperation between EU+ countries and third countries. This will be done in line with Team-Europe approach and with EU standards, including with regard to the protection of fundamental rights and within the framework of the Union's external relations policy. The context of the EU accession process will also be taken into account.

The support to third countries will be implemented through the Agency's own budget, including EU+ countries' earmarked contributions for project initiatives as well as through the implementation of European Commission funding, such as the Instrument for Pre-Accession Assistance (IPA) Programme – Phase III<sup>60</sup>, the Neighbourhood, Development and International Cooperation Instrument (NDICI) and in cooperation with relevant stakeholders, including EU+ countries and EU Delegations.

The Agency will also provide support in close cooperation with the framework of relevant Regional Development and Protection Programmes (RDPPs), as appropriate. Support to Third Countries will be framed by Cooperation Frameworks (Roadmaps, WAs etc) and/or in the context of projects.

The Agency's interventions to support third countries will be done in close cooperation with the European Commission, EEAS and respective EU Delegations/offices in third countries, EU+ countries, Frontex, UNHCR, ICMPD, IOM and other relevant actors on matters related to the external dimension. This includes coordination and management of the External Dimension Network of EU+ NCPs covering the Third Country Cooperation Network and its Working Groups for geographical priority regions.

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 1,574,500</b> (BL 3203 External dimension – LL Third Country Support) <sup>61</sup>	<b>EUR 597,198</b>

<sup>60</sup> For example, the IPA III funded project "Regional Support to Protection-Sensitive Migration Management systems in the Western Balkans and Turkey", phase III.

<sup>61</sup> In addition to the indicated C1 credits, kindly note that 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.



		(BL 3203 External dimension – LL Third Country Support) <sup>62</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 8 activities to facilitate and encourage cooperation among and between 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>• 10 third countries' national authorities in the Western Balkan (WB), Middle East and North African (MENA) region and Turkey expected to be in need of support from the Agency in view of pressure on their asylum and reception systems</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)**

- MA10

**Main outputs/actions (2023)**

- Manage and coordinate the Network on External Dimension and related working groups.

**Expected results (2023)**

- The Third Country Cooperation Network and related working groups are functioning effectively.
- Eased access to, and improved sharing of, existing relevant knowledge held in the Agency, EU+ countries and with other relevant stakeholders.
- Increased participation of EU+ countries in the Agency external dimension activities, including as part of Team Europe initiatives.

<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
Number of network activities implemented and delivered.	7 (9 included also Resettlement)	8	Operational/ administrative records Meeting reports
Number of knowledge management tools/techniques, including in support of the network, under development, in place or updated.	2 (4 included also Resettlement)	3	Operational/ administrative records and reports Business cases developed

**Objective 2**

Strengthen cooperation with Western Balkan (WB) administrations to improve knowledge and capacities to manage fluctuating migration movements and to develop the asylum and

<sup>62</sup> In addition to the indicated C1 funds, 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.

reception systems in a protection sensitive manner, including on matters concerning persons with special needs.

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

- MA10

**Main outputs/actions (2023)**

- Provide strategic capacity development to WB administrations.
- Facilitate and encourage operational cooperation between EU+ countries and WB administrations.
- Implement Roadmaps for cooperation with WB administrations (6).
- Implement the IPA funded project.
- Conduct/participate in technical and senior officials' meetings and consultations.
- Assist with the design of reception centres in relevant WB partner contexts based on EU Reception Standards.
- Contribute at technical level to the EU programming and policy dialogue with WB administrations, including Team Europe Initiatives.

**Expected results (2023)**

- Improved capacity of the WB asylum and reception competent authorities to respond to international protection obligations.
- WB asylum and reception systems and practices strengthened in line with the CEAS and EU practices.
- Improved skills, knowledge and capacity of asylum and reception officials in the WB region.
- EU programming and policy dialogue with respective WB partners supported at technical level, including Team Europe Initiatives.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of activities implemented under roadmaps / IPA-funded project.	52	40	Operational and administrative records; periodical activity reports and final project reports sent to the European Commission

**Objective 3**

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.

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

- MA10

**Main outputs/actions (2023)**

- Provide strategic capacity development to PMM.
- Facilitate and encourage operational cooperation between EU+ countries and PMM.
- Monitor, adjust, implement, and close/extend the Roadmap for Cooperation with PMM.
- Conduct/participate in technical and senior official's meetings and consultations.
- Contribute at technical level to the EU programming and policy dialogue with Turkey, including Team Europe Initiatives.

**Expected results (2023)**

- Improved capacity of PMM to promote and protect the rights of applicants for and beneficiaries of international protection in Turkey.



- Turkey asylum and reception system and practices strengthened in line with the CEAS and EU practices.
- Improved skills, knowledge and capacity of asylum and reception officials with the PMM and with PMM regional counterparts in the Provincial Directorates for Migration Management.
- EU programming and policy dialogue with Turkey supported at technical level.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of activities implemented as per the agreed Roadmap.	17	25	Periodical activity reports

#### Objective 4

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 enhance/develop the asylum and reception systems, including on matters concerning persons with special needs.

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

- MA10

#### Main outputs/actions (2023)

- Provide strategic capacity development to MENA countries.
- Facilitate and encourage operational cooperation between EU+ countries and MENA countries.
- Implement/develop Roadmaps for cooperation and/or specific projects with MENA countries (3).
- Implement a regional pilot project under the umbrella of the RDPP NA.
- Conduct/participate in technical and senior officials' meetings and consultations.
- Contribute at technical level to the EU programming and policy dialogue with MENA countries, including Team Europe Initiatives.

#### Expected results (2023)

- Improved access of national authorities in the MENA countries regional technical level exchanges on international protection matters.
- Knowledge of the CEAS and EU Member States asylum and reception systems and practices strengthened in MENA countries.
- Improved skills, knowledge and capacity of asylum and reception officials in the MENA countries.
- EU programming and policy dialogue with MENA countries supported at technical level.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
Number of support activities implemented as per cooperation documents.	9	12	Periodical activity reports

## 2.6.4 Information and Communication Technology

#### Overview of the activity

The Information and Communication Technology (ICT) activity in 2023 will continue to focus on the standardisation of information management, developing of insight into the CEAS IT capabilities and building the 'anywhere' workplace to ensure business continuity and adaptability in changing environments. The activities are geared to support continuous organisational change and to leverage technology by properly planning, integrating and securing our information and technology. The focus in 2023 will be on standardising the

Agency's collaboration platforms, setting up interviewing and videoconferencing scheduling, developing the organisational data repository and resolving the fragmented user experience of ICT applications. Understanding the ICT capabilities of Member States also remains a key objective.

	2023 (planned)	2021 (actual)
<b>Financial resources</b>	<b>N/A</b> (no Title 3 provisions)	<b>N/A</b> (no Title 3 provisions)
<b>Human resources</b>	N/A <sup>63</sup>	N/A <sup>64</sup>
<b>Estimates of quantifiable workload drivers</b>	<ul style="list-style-type: none"> <li>Regular portfolio deployments (minimum 2 per year)</li> <li>Alignment of investment appraisals with a minimum deviation threshold (tendency to 0 deviation)</li> <li>Number of the Agency's locations with standardised user access environment (at least 14)</li> </ul>	

### Objective 1

Deploy and evolve IT-driven solutions to enhance efficacy and efficiency of key asylum support areas.

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

- MA02, MA06, MA09

#### Main outputs/actions (2023)

- Fully operational Alternate Deployment Mechanism toolset with robust integration to the AIP system.
- Launch of Vulnerability Referral Tool with multilingual capability in interested Member States.
- Evolution of multilingual capabilities of the Asylum Reception Conditions Tool.
- Launch of Trainer and Content Experts Tool with robust integration to pertinent applications in Training Development & Implementation areas.
- Launch of Let's Speak Asylum Tool to support provision of asylum and reception related information.

#### Expected results (2023)

- Improved flexibility to manage operational deployment capacity for asylum interventions.
- Improved identification and referral of vulnerable asylum seekers for adequate humanitarian or medical attention/assistance.
- Improved capture of Asylum Reception Conditions information.
- Improved data on trainers and content experts in asylum thematic areas, with the possibility to engage them for training and content delivery.
- Enhanced provision of information to asylum seekers and the general public.

Indicators	Latest result (CAAR 2021)	Target 2023	Data source
User satisfaction with deployed information technology solutions.	N/A	≥75% satisfaction	User satisfaction survey

### Objective 2

Enable the automation of processes and improve efficiency in the workplace.

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

- MA01-MA11

#### Main outputs/actions (2023)

<sup>63</sup> Staff allocation is part of 'Resources allocated to governance, administrative and other horizontal activities' (Title 1).

<sup>64</sup> *Ibid.*



- Full integration of electronic signatures with the Paperless system.
- Launch of the Common Planning Monitoring and Reporting Tool for digitalising and efficiently conducting the SPD exercise.
- Evolution of reporting dashboards to provide better process insights.
- Migration of identified HR processes onto the European Commission's SYSPER tool.
- Evolve the Agency's public website to offer a modern, responsive, secure, and integrated user experience.
- Evolution of Stakeholder Contact Management tool to offer incremental features and functionality.
- Continued Intranet content relevance.
- Predictability in asset stock and inventory, including rapid reaction stock.
- Increase the practices of alignment and participation of business in the ongoing projects.
- Ensure at all times contractual coverage and continuity in acquisition of ICT equipment and services.

#### **Expected results (2023)**

- Improved efficiency of attesting/signing formal documents through Paperless workflows.
- Improved efficiency and effectiveness of the SPD exercise.
- Improved reporting insights to assist continuous improvement initiatives.
- Improved usage of and alignment with the Commission's toolset.
- Improved user experience and brand recall for the public website.
- Priority based mechanism of decision making when attributing allocation of resources to projects.
- Avoid any stock disruption by pro-actively managing stock buffers, including for rapid reaction situations.
- Ensure complete coverage of steering groups to the application portfolio.
- Improved user experience of the Intranet, resulting in improved access to and consumption of information within the organisation.

<b>Indicators</b>	<b>Latest result (CAAR 2021)</b>	<b>Target 2023</b>	<b>Data source</b>
100% coverage of standardised Wi-Fi settings across all geographical locations.	N/A	100%	Network monitoring tools

#### **Objective 3**

Improve the stakeholders experience and the 'anywhere' user coherent access to and management of information. Leverage technology towards achieving organisational mission.

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

- MA04, MA11

#### **Main outputs/actions (2023)**

- Standardisation of the corporate wi-fi user experience across all geographical locations.
- 100% coverage of the identity management solution across the application portfolio.
- Updating the network mesh to 'shortest path' access to the information requested.
- Address the fragmentation of user experience in accessing ICT application portfolio.
- Establish a zero-trust architecture towards managing security by fencing identity.
- Standardise technological hand-over to users.
- Map business architecture to identify optimisation opportunities.

#### **Expected results (2023)**

- Role-based access to corporate wireless network anywhere on organisational premises.
- System owners fully manage the permissions to their applications.

- Lesser dependency on headquarters network and shorter paths to information.
- Unification of user experience at login moment.
- Establish information asset landscape access profiles (defined role location, device, application, risk and exception).
- Establish regular hand-over of products governance for user support.
- Increase the reusability and modularity of the technical architecture.

Indicators	Latest result ( <a href="#">CAAR 2021</a> )	Target 2023	Data source
Achieve 100% technical architecture.	N/A	100%	Architecture portal



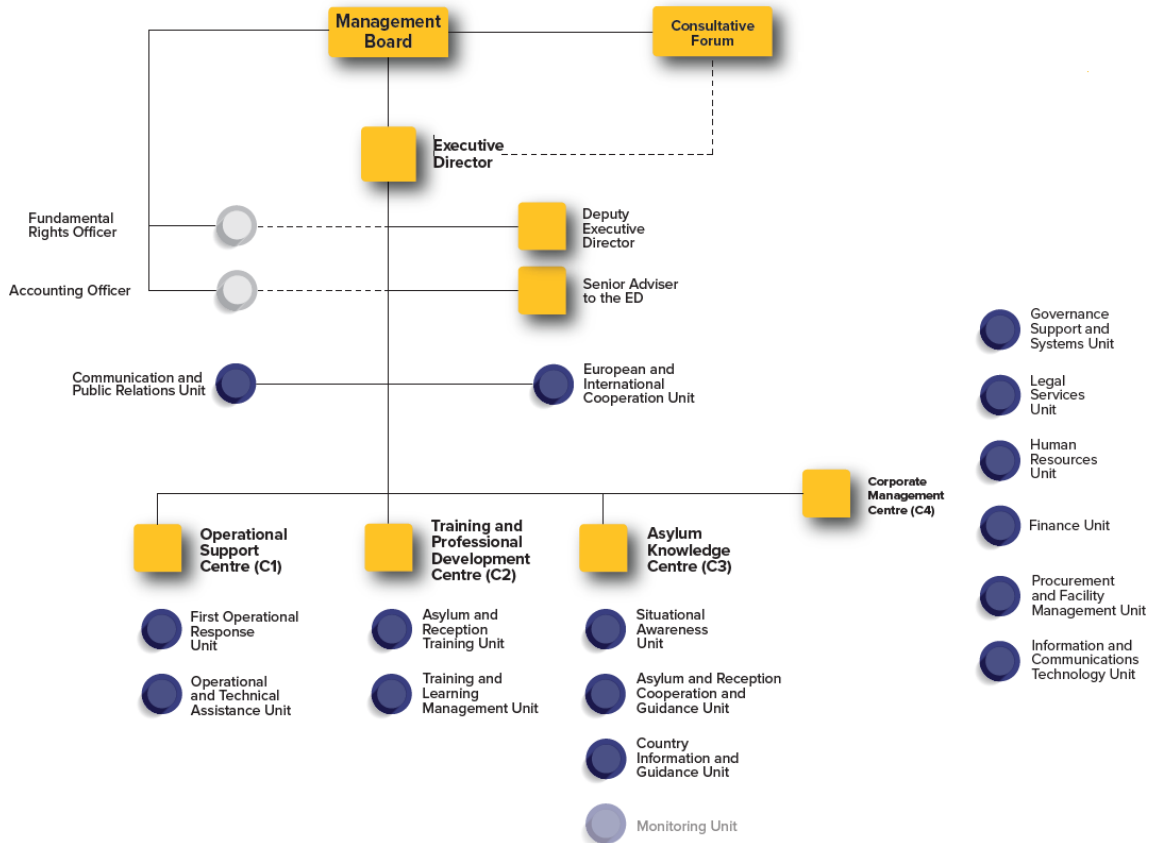
# Annexes

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# Annex I: Organisation Chart for Year N (2022), or if restructuring known Year N+1 (2023)



Allocation of statutory staff and SNEs per organisational entity, at year N (2022)<sup>1</sup>:

Centre	Unit	Sector	Total posts	Non-vacant posts <sup>2</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
	ED Executive Director		10	7
		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
	EICU European and International Cooperation Unit		21	19
		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
	OTAU Operational and Technical Assistance Unit		59	57
		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
	OSC Operational Support Centre (C1)		17	15
		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
	TLMU Training and Learning Management Unit		22	20
		TLTS Training and Learning Technologies Sector	5	4

<sup>1</sup> Based on the most recent organisational structure in effect as of 19.01.2022.

<sup>2</sup> Status as of 30 June 2022 (statutory staff and SNEs).

Centre	Unit	Sector	Total posts	Non-vacant posts <sup>2</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

Centre	Unit	Sector	Total posts	Non-vacant posts <sup>2</sup>
		IOS Infrastructure and Operations Sector	6	6
		PAS Projects and Applications Sector	13	11
		SDS Service Desk Sector	9	9
		LSU Legal Services Unit	10	7
		GLAS General Legal Affairs Sector	4	4
		LCS Litigation and Complaints Sector	4	3
		LSU Legal Services Unit	2	0
		PFMU Procurement and Facility Management Unit	29	27
		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>3</sup></b>	<b>456</b>

Centre	Total posts	Non-vacant posts <sup>4</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>3</sup> Excludes 90 short-term operational CA posts and 17 IPA/NA CA posts.

<sup>4</sup> Status as of 30.06.2022.

## Annex II: Resource Allocation per Activity N+1 – N+3 (2023-2025)

Activity	Year N (2022)			Year N+1 (2023)* <sup>5</sup>			Year N+2 (2024)*			Year N+3 (2025)		
	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>6</sup></b>	<b>51</b>	<b>83<sup>7</sup></b>	<b>€105,276,745</b>	<b>51</b>	<b>83<sup>8</sup></b>	<b>€91,895,565</b>	<b>59</b>	<b>97<sup>9</sup></b>	<b>€94,252,750</b>	<b>59</b>	<b>27</b>	<b>€94,769,445</b>
2.1.1 Operational and technical assistance <sup>10</sup>							45	81 <sup>11</sup>	€88,131,750	41	21	€88,269,345
2.1.1 Italy	8	13	€12,333,000	8	13	€12,742,800						
2.1.2 Greece	12	7	€39,350,000	12	7	€36,477,700						
2.1.3 Cyprus	6	10	€12,055,000	6	10	€12,133,850						
2.1.4 Malta	2	1	€6,093,630	2	1	€6,013,000						
2.1.5 Spain	4	2	€2,969,000	4	2	€3,550,000						
2.1.6 First operational response and other operational activities	15	49	29,925,337	15	49	€16,849,185						
2.1.7.2 Resettlement and humanitarian admission <sup>12,13</sup>	4	1	€2,550,778	4	1	€4,129,030						
2.1.2 Resettlement and humanitarian admission							4	1	€4,591,000	4	1	€5,050,100

<sup>5</sup> The SPD 2023-2025 will be aligned with the Commission final budget 2023 once available.

<sup>6</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 operational needs, RO provisions can be further utilised for operational budgeting.

<sup>7</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>8</sup> *Ibid.*

<sup>9</sup> This includes 70 short term Contract Agent posts (costed under Title 1)

<sup>10</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>11</sup> Includes 60 short-term operational CA posts (costed under Title 1).

<sup>12</sup> Renumbered to 2.1.7 from 2023 onwards.

<sup>13</sup> Renumbered to '2.1.2 Resettlement and humanitarian admission' from 2024 onwards.

Activity	Year N (2022)			Year N+1 (2023)* <sup>5</sup>			Year N+2 (2024)*			Year N+3 (2025)		
	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)
2.1.3 Preparedness, programming of operations, operational deployment and quality management <sup>14</sup>							10	15 <sup>15</sup>	€1,530,000	14	5	€1,450,000
<b>2.2 Operational support and tools, programming, monitoring and evaluation of operations</b>	<b>8</b>	<b>14<sup>16</sup></b>	<b>€1,150,230</b>	<b>8</b>	<b>14<sup>17</sup></b>	<b>€1,779,445</b>						
2.2.1 Deployment and performance management <sup>18</sup>	2	8	€1,053,230	2	8	€1,576,553						
2.2.2 Programming, monitoring and evaluation of operations	6	6	€97,000	6	6	€202,892						
<b>2.3 Training and professional development</b>	<b>46</b>	<b>9</b>	<b>€2,835,000</b>	<b>46</b>	<b>9</b>	<b>€2,960,000</b>	<b>46</b>	<b>9</b>	<b>€3,310,000</b>	<b>46</b>	<b>8</b>	<b>€3,475,500</b>
2.3.1 Development and consolidation of the training curriculum <sup>19</sup>	17	2	€1,016,280									
2.3.2 Implementation of the training curriculum <sup>20</sup>	17	0	€302,050									
2.3.3 Management of the Training Quality Assurance <sup>21</sup>	8	2 <sup>22</sup>	€666,770									
2.3.4 Learning experience and digital applications <sup>23</sup>	4	5	€849,900									
2.3.1 Design and development of the European Asylum Curriculum				19	4	€1,552,500	19	4	€1,660,000	19	4	€1,743,000

<sup>14</sup> Will replace '2.2 Operational support and tools, programming, monitoring and evaluation of operations' from 2024 onwards.

<sup>15</sup> Includes 10 short-term CA posts (costed under Title 1).

<sup>16</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>17</sup> *Ibid.*

<sup>18</sup> Was 'Operational support and operational tools' previously.

<sup>19</sup> Will be renamed to '2.3.1 Design and Development of the European Asylum Curriculum' from 2023 onwards.

<sup>20</sup> Will be renamed to '2.3.2 Delivery of the EUAA Training' from 2023 onwards.

<sup>21</sup> Will be renamed to '2.3.3 Implementation of the Training Quality Assurance Framework' from 2023 onwards.

<sup>22</sup> Includes 1 short-term operational CA post.

<sup>23</sup> Will be renamed to '2.3.4 Implementing a user-centred Learning Technology Ecosystem' from 2023 onwards.

Activity	Year N (2022)			Year N+1 (2023)* <sup>5</sup>			Year N+2 (2024)*			Year N+3 (2025)		
	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)
2.3.2 Delivery of the EUAA training				17	0	€497,500	17	0	€520,000	17	0	€546,000
2.3.3 Implementation of the Training Quality Assurance Framework				8	2 <sup>24</sup>	€584,000	8	2 <sup>25</sup>	€610,000	8	1	€640,500
2.3.4 Implementing a user-centred Learning Technology Ecosystem				2	3	€326,000	2	3	€520,000	2	3	€546,000
<b>2.4 Asylum knowledge</b>	<b>102</b>	<b>26</b>	<b>€6,175,474</b>	<b>102</b>	<b>26</b>	<b>€8,220,705</b>	<b>102</b>	<b>26</b>	<b>€9,081,875</b>	<b>102</b>	<b>25</b>	<b>€10,196,163</b>
2.4.1 Country of origin information and country guidance <sup>26</sup>				32	9 <sup>27</sup>	€2,514,000	32	8 <sup>28</sup>	€2,684,000	32	7	€2,774,000
2.4.1 Country of origin information	15.5	4	€512,700									
2.4.2 Medical country of origin information	10.5	3	€910,300									
2.4.3 Country guidance	6	2 <sup>29</sup>	€335,000									
2.4.2 Situational awareness <sup>30</sup>				33	7	€1,095,000	33	8	€1,155,000	33	8	€1,205,000
2.4.4 Information and analysis	13.5	3	€495,000									
2.4.5 Data analysis and research	19.5	4	€423,300									
2.4.3 Asylum and reception cooperation and guidance <sup>31</sup>				37	10	€4,311,705	37	10	€4,742,875	37	10	€5,717,163
2.4.6 Asylum processes and quality support to operations	20	4	€1,381,724									
2.4.7 Reception and vulnerability	11	3	€1,224,920									
2.4.8 Cooperation with members of courts and tribunals	6	3	€892,530									

<sup>24</sup> Includes 1 short-term operational CA post.

<sup>25</sup> *Ibid.*

<sup>26</sup> Will be renamed to '2.4.1 Country of origin information and country guidance' (2.4.1, 2.4.2, 2.4.3 merged) from 2023 onwards.

<sup>27</sup> Includes 1 short-term operational CA post.

<sup>28</sup> *Ibid.*

<sup>29</sup> Includes 1 short-term operational CA post.

<sup>30</sup> Will be renamed to '2.4.2 Situational Awareness' (2.4.4 and 2.4.5 merged) from 2023 onwards.

<sup>31</sup> Will be renamed to '2.4.3 Asylum cooperation and guidance' (2.4.6, 2.4.7 and 2.4.8 merged) from 2023 onwards.

Activity	Year N (2022)			Year N+1 (2023)* <sup>5</sup>			Year N+2 (2024)*			Year N+3 (2025)		
	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)
2.4.4 Monitoring the operational and technical application of the CEAS <sup>32</sup>	p.m.	p.m.	€0	0	p.m.	€300,000	0	p.m.	€500,000	0	p.m.	€500,000
<b>2.5 Protection of fundamental rights</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>3</b>	<b>0</b>	<b>€55,000</b>
<b>2.6 Horizontal activities</b>	<b>6</b>	<b>2</b>	<b>€1,309,200</b>	<b>6</b>	<b>2</b>	<b>€1,974,500</b>	<b>18</b>	<b>3</b>	<b>€2,131,950</b>	<b>18</b>	<b>3</b>	<b>€2,305,145</b>
2.6.1 EU and international cooperation <sup>33</sup>							18	3	€2,131,950	18	3	€2,305,145
2.6.1 Consultative Forum and civil society <sup>34</sup>	2	0	€110,000	2	0	€160,000						
2.6.2 Governance <sup>35</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>36</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>216</b>	<b>134</b>	<b>€116,746,649</b>	<b>216</b>	<b>134</b>	<b>€106,881,715</b>	<b>228</b>	<b>135</b>	<b>€108,829,575</b>	<b>228</b>	<b>63</b>	<b>€110,801,253</b>
Resources allocated to governance, administrative and other horizontal activities (Title 1, Title 2)	155	90	€67,033,351	155	90	€70,253,412	143	89	€71,848,254	143	71	€73,490,132
<b>TOTAL EU subsidy</b>	<b>371</b>	<b>224<sup>37</sup></b>	<b>€183,780,000</b>	<b>371</b>	<b>224<sup>38</sup></b>	<b>€177,135,127</b>	<b>371</b>	<b>224<sup>39</sup></b>	<b>€180,677,829</b>	<b>371</b>	<b>134</b>	<b>€184,291,385</b>
Ad hoc grants (external assigned revenue) <sup>40</sup>	-	17	€3,062,192	-	17	p.m.	-	17	p.m.	-	10	p.m.
<b>TOTAL</b>	<b>371</b>	<b>241<sup>41</sup></b>	<b>€186,842,192</b>	<b>371</b>	<b>241<sup>42</sup></b>	<b>€177,135,127</b>	<b>371</b>	<b>241<sup>43</sup></b>	<b>€180,677,829</b>	<b>371</b>	<b>144</b>	<b>€184,291,385</b>

<sup>32</sup> Renumbered from 2.4.9 to 2.4.4.

<sup>33</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>34</sup> Reported under '2.6.1 EU and international cooperation' from 2024 onwards.

<sup>35</sup> Staff allocation is part of 'Resources allocated to governance, administrative and other horizontal activities' (Title 1).

<sup>36</sup> *Ibid.*

<sup>37</sup> Includes 90 short-term operational CA posts (costed under Title 1).

<sup>38</sup> *Ibid.*

<sup>39</sup> *Ibid.*

<sup>40</sup> Included in Title 4 (IPA/MENA).

<sup>41</sup> Includes 90 short-term operational CA posts (costed under Title 1).

<sup>42</sup> *Ibid.*

<sup>43</sup> *Ibid.*



\* At the time of writing, the Agency was requesting new posts for additional tasks added to the EUAA Regulation during co-legislator negotiations (2023: 30 AD (2 AD 12, 14 AD 8, 4 AD 7, 10 AD 5) and 7 AST (7 AST 3); 2024: 18 AD (4 AD 7, 14 AD 5) and 8 AST (8 AST 3) posts are requested).

## Annex III: Financial Resources N+1 – N+3 (2023-2025)

This Annex includes estimates of revenues and expenditures for the years 2023, 2024 and 2025. 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 2023 annual budget across items of expenditures is provisional and may be subject to changes prior to its final adoption.

Art 53.8 of the Agency's 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 2023 shall constitute the budget of the Agency in accordance with the aforementioned Art. 53.8 of the Agency's Regulation and within the meaning of Title III of the Agency's Financial Regulation.

### Table 1: Revenue

#### General revenues

Revenues	Year N (2022)	Year N+1 (2023) <sup>*44</sup>
	Revenues estimated by the Agency (€)	Budget Forecast (€)
EU contribution	177,780,000	177,135,127
Other revenue	3,062,192	p.m.
<b>Total revenues</b>	<b>180,842,192</b>	<b>177,135,127</b>

<sup>44</sup> The SPD 2023-2025 will be aligned with the Commission final budget 2023 once available.

Revenues	General revenues						
	Executed Year N-1 (2021) (€)	Estimated by the Agency Year N (2022) (€)	Year N+1 (2023) <sup>*45</sup>		VAR Year N+1/N (2023/2022) (%) (€)	Envisaged Year N+2 (2024)* (€)	Envisaged Year N+3 (2025) (€)
			Agency request (€)	Budget forecast (€)			
<b>1. Revenue from fees and charges</b>	0	0	0	0		0	0
<b>2. EU contribution</b>	<b>142,114,334</b>	<b>177,780,000</b>	<b>177,135,127</b>	<b>177,135,127</b>	<b>102%</b>	<b>180,677,829</b>	<b>184,291,385</b>
- of which assigned revenues deriving from previous years' surpluses	4,303,620	18,118,795.60	p.m.	p.m.		p.m.	p.m.
<b>3. Third countries contribution</b> (incl. EEA/EFTA and candidate countries)	<b>3,124,122.20</b>	<b>p.m.</b>	<b>p.m.</b>	<b>p.m.</b>		<b>p.m.</b>	<b>p.m.</b>
- of which EEA/EFTA (excl. Switzerland)	3,124,122.20	p.m.	p.m.	p.m.		p.m.	p.m.
- of which candidate countries	0	0	0	0		0	0
<b>4. Other contributions</b>	<b>7,826,914.35<sup>46</sup></b>	<b>3,062,192</b>	<b>p.m.</b>	<b>p.m.</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	p.m.	p.m.		p.m.	p.m.
<i>Subsidy from the European Commission - DG HOME for the Emergency Assistance grant scheme – Asylum, Migration and Integration Fund (EMAS-AMIF)</i>							
<i>Member States contributions</i>	739,469.62	94,063	p.m.	p.m.		p.m.	p.m.
<b>5. Administrative operations</b>	<b>0</b>	<b>0</b>					
<i>Revenue accruing from investments or loans granted, bank and other interest</i>	0	0					
<b>TOTAL</b>	<b>153,065,370.55</b>	<b>180,842,192</b>	<b>177,135,127</b>	<b>177,135,127</b>	<b>102%</b>	<b>180,677,829</b>	<b>184,291,385</b>

\* At the time of writing, the Agency was requesting new posts for additional tasks added to the EUAA Regulation during co-legislator negotiations (2023: 30 AD (2 AD 12, 14 AD 8, 4 AD7, 10 AD 5) and 7 AST (7 AST3); 2024: 18 AD (4 AD7, 14 AD5) and 8 AST (8 AST 3) posts are requested).

<sup>45</sup> The SPD 2023-2025 will be aligned with the Commission final budget 2023 once available.

<sup>46</sup> Includes Swiss contribution amounting €6,381,413.90 typically classified under Chapter 3 - TC contributions.

### Additional EU funding: grant, contribution and service-level agreements

Revenues	Year N (2022)	Year N+1 (2023) <sup>47</sup>
	Revenues estimated 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 (2021) (€)	Estimated by the Agency Year N (2022) (€)	Year N+1 (2023) <sup>48</sup>		VAR Year N+1/N (2022/2022) (%) (€)	Envisaged Year N+2 (2024) (€)	Envisaged Year N+3 (2025) (€)
			Agency request (€)	Budget forecast (€)			
Additional EU funding stemming from grants (FFR Art. 7)	N/A <sup>49</sup>	p.m.	p.m.	p.m.		p.m.	p.m.
Additional EU funding stemming from Contribution Agreements (FFR Art. 7)	-						
Additional EU funding stemming from Service Level Agreements (FFR Art. 43.2)	-						
<b>TOTAL</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 (2022)		Year N+1 (2023) <sup>50</sup>	
	Commitment Appropriations (€)	Payment Appropriations (€)	Commitment Appropriations (€)	Payment Appropriations (€)
Title 1 - Staff expenditure	49,921,717	49,921,717	52,857,080	52,857,080
Title 2 - Infrastructure and operating expenditure	17,111,634	17,111,634	17,396,332	17,396,332
Title 3 - Operational expenditure	116,746,649	110,746,649	106,881,715	106,881,715
<b>Total expenditure</b>	<b>183,780,000</b>	<b>177,780,000</b>	<b>177,135,127</b>	<b>177,135,127</b>

<sup>47</sup> The SPD 2023-2025 will be aligned with the Commission final budget 2023 once available.

<sup>48</sup> *Ibid.*

<sup>49</sup> Grant agreement between the EUAA and DG NEAR is part of Revenue table presented above, under '4. Other contributions'.

<sup>50</sup> The SPD 2023-2025 will be aligned with the Commission final budget 2023 once available.

Expenditure	Commitment Appropriations						
	Executed Budget <sup>51</sup> Year N-1 (2021) (€)	Budget Year N (2022) (€)	Draft Budget Year N+1 (2023) <sup>51</sup>		VAR Year N+1/N (2023/2022) (%) (€)	Envisaged Year N+2 (2024)* (€)	Envisaged Year N+3 (2025) (€)
			Agency request (€)	Budget forecast (€)			
<b>Title 1 - Staff expenditure</b>	<b>40,896,519.47</b>	<b>49,921,717</b>	<b>52,857,080</b>		<b>106%</b>	<b>52,770,000</b>	<b>53,803,877</b>
11 Salaries & allowances	34,959,630.34	41,952,017	43,817,092		104%	43,710,000	44,579,332
<i>A01101 Temporary Agents</i>	<i>27,274,185.00</i>	<i>32,082,967</i>	<i>33,659,740</i>		<i>105%</i>	<i>34,000,000</i>	<i>34,680,000</i>
<i>A01102 Contract Agents</i>	<i>7,312,890.41</i>	<i>9,311,600</i>	<i>9,534,427</i>		<i>102%</i>	<i>9,000,000</i>	<i>9,175,132</i>
<i>A01103 Seconded National Experts</i>	<i>372,554.93</i>	<i>452,450</i>	<i>583,925</i>		<i>129%</i>	<i>600,000</i>	<i>612,000</i>
<i>A01104 Trainees</i>	<i>0</i>	<i>105,000</i>	<i>39,000</i>		<i>37%</i>	<i>110,000</i>	<i>112,200</i>
12 Expenditure relating to staff recruitment	168,244.37	250,000	224,845		90%	225,000	224,845
13 Mission expenses	150,500	2,130,000	1,632,000		77%	1,800,000	1,836,000
14 Socio-medical infrastructure	2,393,231.67	2,690,400	3,437,856		128%	3,655,000	3,728,100
<i>A01401 Restaurants and canteens</i>	<i>64,025.43</i>	<i>110,400</i>	<i>239,757</i>		<i>217%</i>	<i>200,000</i>	<i>204,000</i>
<i>A01402 Medical service</i>	<i>65,000</i>	<i>130,000</i>	<i>305,000</i>		<i>235%</i>	<i>300,000</i>	<i>306,000</i>
<i>A01403 Other social allowances</i>	<i>2,264,206.24</i>	<i>2,450,000</i>	<i>2,893,099</i>		<i>118%</i>	<i>3,155,000</i>	<i>3,218,100</i>
15 Training	687,607.44	1,034,000	1,194,287		116%	1,200,000	1,224,000
16 External services	2,535,477.48	1,845,300	2,541,000		138%	2,160,000	2,191,600
<i>A01601 Interim services</i>	<i>2,188,367.48</i>	<i>1,531,600</i>	<i>2,091,000</i>		<i>137%</i>	<i>1,700,000</i>	<i>1,734,000</i>
<i>A01602 Other external services</i>	<i>216,500.00</i>	<i>260,000</i>	<i>350,000</i>		<i>135%</i>	<i>380,000</i>	<i>387,600</i>
<i>A01603 Legal services related to HR</i>	<i>130,610.00</i>	<i>53,700</i>	<i>100,000</i>		<i>186%</i>	<i>80,000</i>	<i>70,000</i>
17 Receptions, events and representation	1,828.17	20,000	10,000		50%	20,000	20,000
<b>Title 2 - Infrastructure and operating expenditure</b>	<b>14,119,836.72</b>	<b>17,111,634</b>	<b>17,396,332</b>		<b>102%</b>	<b>19,078,254</b>	<b>19,686,255</b>
21 Rental of buildings and associated costs	6,073,338.68	7,246,840	8,505,120		117%	9,396,600	9,649,540
<i>A02101 Building rental, utilities, cleaning, maintenance and insurances</i>	<i>3,871,513.46</i>	<i>4,475,130</i>	<i>6,029,720</i>		<i>135%</i>	<i>6,135,000</i>	<i>6,257,700</i>
<i>A02102 Security and surveillance of the building</i>	<i>1,212,463.66</i>	<i>1,166,900</i>	<i>1,590,400</i>		<i>136%</i>	<i>1,769,600</i>	<i>1,870,000</i>
<i>A02103 Fitting out of premises</i>	<i>766,806.42</i>	<i>1,520,310</i>	<i>600,000</i>		<i>39%</i>	<i>1,000,000</i>	<i>1,020,000</i>
<i>A02104 Office equipment &amp; furniture</i>	<i>222,555.14</i>	<i>84,500</i>	<i>285,000</i>		<i>337%</i>	<i>492,000</i>	<i>501,840</i>
22 Information, communication technology and data processing	6,411,689.61	8,047,404	6,174,914		77%	7,061,379	7,445,862
<i>A02201 ICT Equipment</i>	<i>1,582,456.05</i>	<i>2,001,700</i>	<i>2,001,753</i>		<i>100%</i>	<i>2,101,840</i>	<i>2,227,951</i>
<i>A02202 ICT Maintenance</i>	<i>1,292,651.13</i>	<i>1,928,811</i>	<i>1,316,457</i>		<i>68%</i>	<i>1,960,000</i>	<i>2,038,400</i>
<i>A02203 ICT support services</i>	<i>2,939,585.61</i>	<i>3,498,989</i>	<i>2,105,550</i>		<i>60%</i>	<i>2,210,827</i>	<i>2,343,477</i>
<i>A02204 Telecomm. charges</i>	<i>596,996.82</i>	<i>617,904</i>	<i>751,154</i>		<i>122%</i>	<i>788,712</i>	<i>836,034</i>

<sup>51</sup> The SPD 2023-2025 will be aligned with the Commission final budget 2023 once available.

Expenditure	Commitment Appropriations						
	Executed Budget <sup>(1)</sup> Year N-1 (2021) (€)	Budget Year N (2022) (€)	Draft Budget Year N+1 (2023) <sup>*51</sup>		VAR Year N+1/N (2023/2022) (%) (€)	Envisaged Year N+2 (2024)* (€)	Envisaged Year N+3 (2025) (€)
			Agency request (€)	Budget forecast (€)			
23 Current administrative expenditure	1,634,808.43	1,817,390	2,716,298		149%	2,620,275	2,590,853
A02301 Stationery and office supplies	94,559.37	97,000	161,829		167%	252,840	257,896
A02302 Bank and other financial charges	2,500.00	10,500	10,000		95%	10,000	10,000
A02303 Legal expenses	84,485.01	42,450	80,000		188%	60,000	50,000
A02304 Administrative internal and external meetings	61,448.70	256,765	260,000		101%	260,000	260,000
A02305 Transportation and removal services	116,893.9	122,500	596,849		487%	280,000	285,600
A02306 Business Consultancy	310,264.00	310,050	525,730		170%	663,400	621,400
A02307 Administrative translations and interpretation	307,180	246,725	250,000		101%	250,000	250,000
A02308 Publication	18,290	80,000	120,000		150%	120,000	120,000
A02309 Communication	433,620.81	419,300	480,000		114%	480,000	480,000
A02310 Administrative support services from EU Institutions and Bodies	19,096.22	25,000	25,000		100%	30,000	35,000
A02311 Postage, correspondence and delivery charges	70,876.24	125,400	144,000		115%	148,000	150,960
A02312 Library and subscriptions expenditures	115,594.18	81,700	62,890		77%	66,035	69,997
<b>Title 3 - Operational expenditure</b>	<b>82,367,505.08</b>	<b>116,746,649</b>	<b>106,881,715</b>		<b>92%</b>	<b>108,829,575</b>	<b>110,801,253</b>
31 Information, Analysis and Knowledge Development	1,970,062.51	2,676,300	3,609,000		135%	3,839,000	3,979,000
B03101 Information and Analysis	322,465.63	495,000	545,000		110%	640,000	640,000
B03102 Data Analysis and Research	296,867.41	423,300	550,000		130%	515,000	565,000
B03103 Third Country Research	1,350,729.47	1,758,000	2,514,000		143%	2,684,000	2,774,000
32 Support for MS practical cooperation	7,570,736.23	10,018,352	12,975,235		130%	14,375,825	16,147,908
B03201 EUAA training	2,329,009.89	2,835,000	2,960,000		104%	3,310,000	3,475,500
B03202 Asylum Cooperation and Guidance	3,080,613.08	3,499,174	4,311,705		123%	4,742,875	5,717,163
B03203 External Dimension	2,161,113.26	3,684,178	5,703,530		155%	6,322,950	6,955,245
33 Operational support	72,557,982.01	103,876,197	89,545,980		86%	89,661,750	89,719,345
34 Cooperation with civil society and stakeholders	268,724.33	175,800	400,000		228%	400,000	400,000
B03401 Cooperation with Civil Society	78,546.91	110,000	160,000		145%	160,000	160,000
B03402 Cooperation with Stakeholders	190,177.42	65,800	240,000		365%	240,000	240,000
35 EUAA Monitoring of application of the CEAS	p.m.	0	300,000		N/A	500,000	500,000
36 Other Operational activities	p.m.	p.m.	p.m.		N/A	p.m.	p.m.
37 Protection of fundamental rights	-	0	51,500		N/A	53,000	55,000
<b>Title 4 - Participation in external projects (R0)</b>	<b>1,773,333.81</b>	<b>p.m.</b>	<b>p.m.</b>		<b>N/A</b>	<b>p.m.</b>	<b>p.m.</b>
EASO Third Country Support (R0)	1,008,715.02	p.m.	p.m.		N/A	p.m.	p.m.

Expenditure	Commitment Appropriations						
	Executed Budget <sup>[1]</sup> Year N-1 (2021) (€)	Budget Year N (2022) (€)	Draft Budget Year N+1 (2023) <sup>*51</sup>		VAR Year N+1/N (2023/2022) (%) (€)	Envisaged Year N+2 (2024)* (€)	Envisaged Year N+3 (2025) (€)
			Agency request (€)	Budget forecast (€)			
IPA (RO)	764,618.79	<i>p.m.</i>	<i>p.m.</i>		N/A	<i>p.m.</i>	<i>p.m.</i>
<b>TOTAL</b>	<b>139,157,195.08</b>	<b>183,780,000</b>	<b>177,135,127</b>		<b>96%</b>	<b>180,677,829</b>	<b>184,291,385</b>

<sup>[1]</sup> Including RO funds - earmarked external projects.

Expenditure	Payment Appropriations						
	Executed Budget <sup>[1]</sup> Year N-1 (2021) (€)	Budget Year N (2022) (€)	Draft Budget Year N+1 (2023) <sup>*52</sup>		VAR Year N+1/N (2023/2022) (%) (€)	Envisaged Year N+2 (2024)* (€)	Envisaged Year N+3 (2025) (€)
			Agency request (€)	Budget forecast (€)			
<b>Title 1 - Staff expenditure</b>	<b>39,361,650.51</b>	<b>49,921,717</b>	<b>52,857,080</b>		<b>106%</b>	<b>52,770,000</b>	<b>53,803,877</b>
11 Salaries & allowances	34,959,630.34	41,952,017	43,817,092		104%	43,710,000	44,579,332
A01101 Temporary Agents	27,274,185.00	32,082,967	33,659,740		105%	34,000,000	34,680,000
A01102 Contract Agents	7,312,890.41	9,311,600	9,534,427		102%	9,000,000	9,175,132
A01103 Seconded National Experts	372,554.93	452,450	583,925		129%	600,000	612,000
A01104 Trainees	0	105,000	39,000		37%	110,000	112,200
12 Expenditure relating to staff recruitment	107,144.37	250,000	224,845		90%	225,000	224,845
13 Mission expenses	125,483.70	2,130,000	1,632,000		77%	1,800,000	1,836,000
14 Socio-medical infrastructure	1,923,805.06	2,690,400	3,437,856		128%	3,655,000	3,728,100
A01401 Restaurants and canteens	24,512.09	110,400	239,757		217%	200,000	204,000
A01402 Medical service	28,163.01	130,000	305,000		235%	300,000	306,000
A01403 Other social allowances	1,871,129.96	2,450,000	2,893,099		118%	3,155,000	3,218,100
15 Training	411,592.07	1,034,000	1,194,287		116%	1,200,000	1,224,000
16 External services	1,832,166.80	1,845,300	2,541,000		138%	2,160,000	2,191,600
A01601 Interim services	1,625,365.03	1,531,600	2,091,000		137%	1,700,000	1,734,000
A01602 Other external services	145,263.02	260,000	350,000		135%	380,000	387,600
A01603 Legal services related to HR	61,538.75	53,700	100,000		186%	80,000	70,000
17 Receptions, events and representation	1,828.17	20,000	10,000		50%	20,000	20,000
<b>Title 2 - Infrastructure and operating expenditure</b>	<b>9,672,777.47</b>	<b>17,111,634</b>	<b>17,396,332</b>		<b>102%</b>	<b>19,078,254</b>	<b>19,686,255</b>
21 Rental of buildings and associated costs	4,862,341.69	7,246,840	8,505,120		117%	9,396,600	9,649,540
A02101 Building rental, utilities, cleaning, maintenance and insurances	3,366,492.24	4,475,130	6,029,720		131%	6,135,000	6,257,700

<sup>52</sup> The SPD 2023-2025 will be aligned with the Commission final budget 2023 once available.

Expenditure	Payment Appropriations						
	Executed Budget <sup>(1)</sup> Year N-1 (2021) (€)	Budget Year N (2022) (€)	Draft Budget Year N+1 (2023)* <sup>52</sup>		VAR Year N+1/N (2023/2022) (%) (€)	Envisaged Year N+2 (2024)* (€)	Envisaged Year N+3 (2025) (€)
			Agency request (€)	Budget forecast (€)			
A02102 Security and surveillance of the building	887,314.76	1,166,900	1,590,400		136%	1,769,600	1,870,000
A02103 Fitting out of premises	413,143.55	1,520,310	600,000		39%	1,000,000	1,020,000
A02104 Office equipment & furniture	195,391.14	84,500	285,000		337%	492,000	501,840
22 Information, communication technology and data processing	4,063,840.95	8,047,404	6,174,914		77%	7,061,379	7,445,862
A02201 ICT Equipment	1,165,287.46	2,001,700	2,001,753		100%	2,101,840	2,227,951
A02202 ICT Maintenance	1,195,944.97	1,928,811	1,316,457		68%	1,960,000	2,038,400
A02203 ICT support services	1,354,651.33	3,498,989	2,105,550		60%	2,210,827	2,343,477
A02204 Telecomm. charges	347,957.19	617,904	751,154		122%	788,712	836,034
23 Current administrative expenditure	746,594.83	1,817,390	2,716,298		149%	2,620,275	2,590,853
A02301 Stationery and office supplies	64,870.43	97,000	161,829		167%	252,840	257,896
A02302 Bank and other financial charges	1,811.86	10,500	10,000		95%	10,000	10,000
A02303 Legal expenses	16,526.67	42,450	80,000		188%	60,000	50,000
A02304 Administrative internal and external meetings	61,434.68	256,765	260,000		101%	260,000	260,000
A02305 Transportation and removal services	94,953.95	122,500	596,849		487%	280,000	285,600
A02306 Business Consultancy	37,500.00	310,050	525,730		170%	663,400	621,400
A02307 Administrative translations and interpretation	270,380.9	246,725	250,000		101%	250,000	250,000
A02308 Publication	0.00	80,000	120,000		150%	120,000	120,000
A02309 Communication	96,040.57	419,300	480,000		114%	480,000	480,000
A02310 Administrative support services from EU Institutions and Bodies	14,096.22	25,000	25,000		100%	30,000	35,000
A02311 Postage, correspondence and delivery charges	24,639.44	125,400	144,000		115%	148,000	150,960
A02312 Library and subscriptions expenditures	64,340.11	81,700	62,890		77%	66,035	69,997
<b>Title 3 - Operational expenditure</b>	<b>80,154,656.37</b>	<b>110,746,649</b>	<b>106,881,715</b>		<b>97%</b>	<b>108,829,575</b>	<b>110,801,253</b>
31 Information, Analysis and Knowledge Development	1,248,124.52	2,484,800	3,609,000		145%	3,839,000	3,979,000
B03101 Information and Analysis	254,642.23	346,000	545,000		158%	640,000	640,000
B03102 Data Analysis and Research	207,893.1	438,700	550,000		125%	515,000	565,000
B03103 Third Country Research	785,589.19	1,700,100	2,514,000		148%	2,684,000	2,774,000
32 Support for MS practical cooperation	6,738,517.09	10,202,552	12,975,235		127%	14,375,825	16,147,908
B03201 EASO training	2,253,130.95	2,800,400	2,960,000		109%	3,310,000	3,475,500
B03202 Asylum Cooperation and Guidance	2,645,011.11	3,583,300	4,311,705		120%	4,742,875	5,717,163
B03203 External Dimension	1,840,375.03	3,818,852	5,703,530		149%	6,322,950	6,955,245
33 Operational support	71,854,202.42	97,876,197	89,545,980		91%	89,661,750	89,719,345
34 Cooperation with civil society and stakeholders	313,812.34	183,100	400,000		218%	400,000	400,000
B03401 Cooperation with Civil Society	68,015.1	113,500	160,000		141%	160,000	160,000

Expenditure	Payment Appropriations						
	Executed Budget <sup>[1]</sup> Year N-1 (2021) (€)	Budget Year N (2022) (€)	Draft Budget Year N+1 (2023)* <sup>52</sup>		VAR Year N+1/N (2023/2022) (%) (€)	Envisaged Year N+2 (2024)* (€)	Envisaged Year N+3 (2025) (€)
			Agency request (€)	Budget forecast (€)			
<i>B03402 Cooperation with Stakeholders</i>	245,797.24	69,600	240,000		345%	240,000	240,000
35 EUAA Monitoring of application of the CEAS	p.m.	0	300,000		N/A	500,000	500,000
36 Other Operational activities	p.m.	p.m.	p.m.		N/A	p.m.	p.m.
37 Protection of fundamental rights	-	0	51,500		N/A	53,000	55,000
<b>Title 4 - Participation in external projects</b>	<b>999,351.59</b>	<b>p.m.</b>	<b>p.m.</b>		<b>N/A</b>	<b>p.m.</b>	<b>p.m.</b>
<i>B04101 EASO Third Country Support</i>	425,513.78	p.m.	p.m.		N/A	p.m.	p.m.
<i>B04102 IPA</i>	573,837.81	p.m.	p.m.		N/A	p.m.	p.m.
<b>TOTAL</b>	<b>130,188,436.94</b>	<b>177,780,000</b>	<b>177,135,127</b>		<b>100%</b>	<b>180,677,829</b>	<b>184,291,385</b>

<sup>[1]</sup> Including RO funds - earmarked external projects.

\* At the time of writing, the Agency was requesting new posts in for additional tasks added to the EUAA Regulation during co-legislator negotiations (2023: 30 AD (2 AD 12, 14 AD 8, 4 AD7, 10 AD 5) and 7 AST (7 AST 3); 2024: 18 AD (4 AD7, 14 AD 5) and 8 AST (8 AST 3) posts are requested).

**Table 3: Budget outturn and cancellation of appropriations N-4 – N-2 (2018-2020)**

Budget outturn	Year N-4 (2018) (€)	Year N-3 (2019) (€)	Year N-2 (2020) (€)
Revenue actually received (+)	97,733,009.88	102,820,563.74	131,061,209.06
Payments made (-)	-82,266,979.87	-90,853,248.71	-101,767,298.02
Carry-over of appropriations (-)	-14,802,701.12	-17,575,186.79	-23,762,557.37
Cancellation of appropriations carried over (+)	313,138.59	643,598.61	1,160,180.41
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	4,772,319.39	9,272,325.89	11,431,167.43
Exchange rate differences (+/-)	-3,205.79	-4,432.42	-3,905.91
Adjustment for negative balance from previous year (-)	0.00	0.00	0.00
<b>TOTAL</b>	<b>5,745,581.08</b>	<b>4,303,620.32</b>	<b>18,118,795.60</b>



## **Budget outturn**

In accordance with Agency's Regulation, 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 European Union;
- (b) Union funding in the form of delegation agreements or ad hoc grants in accordance with its financial rules referred to in Article 53 and with the provisions of the relevant instruments supporting the policies of the Union;
- (c) any voluntary financial contribution from the Member States;
- (d) any contribution from the associated countries;
- (c) charges for publications and any service provided by the Agency.

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

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

## **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 activities 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 activities 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 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 2020 to 2021 is €32.33 million in Commitment Appropriations and €6.73 million in Payment Appropriations. Out of the €32.33 million carried over in CA, €25.61 million correspond to T3 differentiated C1 appropriations corresponding to obligations duly contracted at the end of the financial year. Out of the total amount of €25,606,805.25 carried over to 2021, the amount of €771,754 was still carried over from 2019.

Commitment appropriations amounting €6.03 million were cancelled in 2020 (4.86% of the budgeted CA). Payment appropriations amounting €16.96 million were cancelled in 2020, which represents 13.67% of the budgeted (C1) PA.

## 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 (2021)			Year N (2022)	Year N+1 (2023)*	Year N+2 (2024)*	Year N+3 (2025)
	Authorised budget	Actually filled as of 31/12/N-1 (31.12.2021)	Occupancy rate %	Authorised staff	Envisaged Staff	Envisaged staff	Envisaged Staff
<b>Establishment Plan posts</b>							
Administrators (AD)	231	210	90.91%	236	236	236	236
Assistants (AST)	135	128	94.81%	135	135	135	150
Assistants/Secretaries (AST/SC)	0	0	0	0	0	0	0
<b>Total Establishment Plan posts</b>	<b>366</b>	<b>338</b>	<b>92.35%</b>	<b>371</b>	<b>371*</b>	<b>371*</b>	<b>371</b>

\* At the time of writing, the Agency was requesting new posts in for additional tasks added to the EUAA Regulation during co-legislator negotiations (2023: 30 AD (2 AD 12, 14 AD 8, 4 AD7, 10 AD 5) and 7 AST (7 AST 3); 2024: 18 AD (4 AD7, 14 AD 5) and 8 AST (8 AST 3) posts were requested).

Staff	FTE corresponding to the authorised budget	Executed FTE as of 31/12/N-1 (31.12.2021)	Execution rate %	Headcount <sup>53</sup> as of 31/12/N-1 (31.12.2021)	FTE corresponding to the authorised budget (2022)	Envisaged FTE (2023)*	Envisaged FTE (2024)*	Envisaged FTE (2025)
<b>External staff</b>								
Contract Agents (CA)	123	90.54	74%	104	123	123	123	123
Seconded National Experts (SNE)	11	6	55%	6	11	11	11	11
<b>Total CA and SNE</b>	<b>134</b>	<b>96.54</b>	<b>72%</b>	<b>110</b>	<b>134</b>	<b>134</b>	<b>134</b>	<b>134</b>
<b>Total TA, CA and SNE</b>	<b>500</b>	<b>434.54</b>	<b>87%</b>	<b>448</b>	<b>505</b>	<b>505*</b>	<b>505*</b>	<b>505</b>
<b>Other external staff</b>								
Short-term operational Contract Agents (CA)	58	33.87	58%	58	90	90	90	0
<b>Total other external staff</b>	<b>58</b>	<b>33.87</b>	<b>58%</b>	<b>58</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>0</b>
<b>TOTAL STAFF</b>	<b>58</b>	<b>468.41</b>	<b>84%</b>	<b>506</b>	<b>595</b>	<b>595*</b>	<b>595*</b>	<b>505</b>

<sup>53</sup> Including accepted and offered posts.

\* At the time of writing, the Agency was requesting new posts for additional tasks added to the EUAA Regulation during co-legislator negotiations (2023: 30 AD (2 AD 12, 14 AD 8, 4 AD 7, 10 AD 5) and 7 AST (7 AST 3); 2024: 18 AD (4 AD 7, 14 AD 5) and 8 AST (8 AST 3) posts are requested).

### B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Human Resources	Year N (2022)	Year N+1 (2023)	Year N+2 (2024)	Year N+3 (2025)
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
IPA/MENA Contract Agents (CA)	17	17	17	10
Seconded National Experts (SNE)	0	0	0	0
<b>TOTAL</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>10</b>

### C. Other Human Resources

#### \* Structural service providers<sup>54</sup>

	Actually in place as of 31/12/N-1 (31.12.2021)
Security (HQ)	18
IT	30
Other (specify)	-
Other (specify)	-
<b>TOTAL</b>	<b>48</b>

#### \* Interim workers

	Total FTEs in Year N- 1 (2021) <sup>55</sup>
<b>Number</b>	42

<sup>54</sup> Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the Commission, following general criteria should be fulfilled: 1) no individual contract with the Commission 2) on the Commission premises, usually with a PC and desk 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the added value of the Commission.

<sup>55</sup> Paid FTEs for the period of January to December 2021.

**Table 2: Multi-annual staff policy plan Year N+1, Year N+2, Year N+3 (2023-2025)**

Function group and grade	Year N-1 (2021)				Year N (2022)		Year N+1 (2023)*		Year N+2 (2024)*		Year N+3 (2025)	
	Authorised budget		Actually filled as of 31.12.2021		Authorised Budget		Envisaged		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	4	0	5	0	5	0	7	0	7
AD 11	0	3	0	1	0	3	0	3	0	3	0	4
AD 10	0	16	0	9	0	16	0	17	0	20	0	20
AD 9	0	22	0	19	0	23	0	23	0	35	0	42
AD 8	0	58	0	55	0	59	0	70	0	56	0	55
AD 7	0	70	0	70	0	68	0	68	0	65	0	70
AD 6	0	30	0	29	0	30	0	26	0	38	0	29
AD 5	0	23	0	22	0	28	0	20	0	8	0	5
<b>AD total</b>	<b>0</b>	<b>231</b>	<b>0</b>	<b>210</b>	<b>0</b>	<b>236</b>	<b>0</b>	<b>236</b>	<b>0</b>	<b>236</b>	<b>0</b>	<b>236</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	4	0	4	0	5	0	5	0	6
AST 5	0	18	0	18	0	29	0	30	0	32	0	37
AST 4	0	49	0	47	0	60	0	60	0	58	0	52
AST 3	0	55	0	50	0	34	0	33	0	33	0	33
AST 2	0	9	0	9	0	8	0	7	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>128</b>	<b>0</b>	<b>135</b>	<b>0</b>	<b>135</b>	<b>0</b>	<b>135</b>	<b>0</b>	<b>135</b>
AST/SC 6	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 5	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 4	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 3	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 2	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 1	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>338</b>	<b>0</b>	<b>371</b>	<b>0</b>	<b>371</b>	<b>0</b>	<b>371</b>	<b>0</b>	<b>371</b>
<b>GRAND TOTAL</b>	<b>366</b>		<b>338</b>		<b>371</b>		<b>371*</b>		<b>371*</b>		<b>371</b>	

\* At the time of writing, the Agency was requesting new posts for additional tasks added to the EUAA Regulation during co-legislator (2023: 30 AD (2 AD 12, 14 AD 8, 4 AD7, 10 AD 5) and 7 AST (7 AST 3); 2024: 18 AD (4 AD 7, 14 AD 5) and 8 AST (8 AST 3) posts are requested).

• External personnel

<b>Contract Agents</b>	<b>FTE corresponding to the authorised budget N-1 (2021)</b>	<b>Executed FTE as of 31/12/N-1 (31.12.2021)</b>	<b>Headcount<sup>56</sup> as of 31/12/N-1 (31.12.2021)</b>	<b>FTE corresponding to the authorised budget Year N (2022)</b>	<b>FTE corresponding to the authorised budget Year N+1 (2023)</b>	<b>FTE corresponding to the authorised budget Year N+2 (2024)</b>	<b>FTE corresponding to the authorised budget Year N+3 (2025)</b>
Function Group IV	64	48.54	53	64	64	64	64
Function Group III	43	30.53	39	43	43	43	43
Function Group II	16	11.47	12	16	16	16	16
Function Group I	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>123</b>	<b>90.54</b>	<b>104</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>

<b>Seconded National Experts</b>	<b>FTE corresponding to the authorised budget N-1 (2021)</b>	<b>Executed FTE as of 31/12/N-1 (31.12.2021)</b>	<b>Headcount as of 31/12/N-1 (31.12.2021)</b>	<b>FTE corresponding to the authorised budget Year N (2022)</b>	<b>FTE corresponding to the authorised budget Year N+1 (2023)</b>	<b>FTE corresponding to the authorised budget Year N+2 (2024)</b>	<b>FTE corresponding to the authorised budget Year N+3 (2025)</b>
<b>TOTAL</b>	11	6	6	11	11	11	11

<sup>56</sup> including accepted and offered posts.

**Table 3: Recruitment forecasts N+1 (2023) 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
			Function group/grade of recruitment internal (brackets) and external (single grade) foreseen for publication <sup>57**</sup>		Recruitment Function Group (I, II, III and IV)
	Due to foreseen retirement/mobility	New post requested due to additional tasks	Internal (brackets)	External (single grade)	
Heads of Sector/Unit/Centre (TA)		TBD		AD 8 – AD 12	
Officers (TA)		TBD		AD 5 – AD 8	
Assistants (TA)	1	TBD		AST 1 – AST 4	
Assistants/Officers (CA)					FG II – FG IV
Assistants/Officers (Title 4 CA)					FG III – FG IV
Assistants/Officers (short-term operational CA)					FG II – FG IV
Seconded National Experts					
<b>TOTAL</b>	<b>1<sup>58</sup></b>	<b>TBD</b>			

\*\* Additional vacancies may arise from fluctuation in staff turnover (estimated at maximum 10% level).

Number of inter-agency mobility Year N (2022) from and to the Agency: none.

\* At the time of writing, the Agency was requesting new posts for additional tasks added to the EUAA Regulation during co-legislator (2023: 30 AD (2 AD 12, 14 AD 8, 4 AD 7, 10 AD 5) and 7 AST (7 AST 3); 2024: 18 AD (4 AD 7, 14 AD 5) and 8 AST (8 AST 3) posts are requested).

<sup>57</sup> Indication of both is required.

<sup>58</sup> Potentially one retirement (one AST in 2023).

## 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						
	Year N-4 (2018)	Year N-3 (2019)	Year N-2 (2020)	Year N-1 (2021)	Year N (2022) <sup>59</sup>	Actual average over 5 years <sup>60</sup>	Average over 5 years (according to Decision C(2015)9563)
AD 5	2.28	2.36	2.56	2.50		2.43	2.8
AD 6	2.57	2.29	2.76	2.38		2.50	2.8
AD 7	3.16	2.53	2.89	2.10		2.67	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

<sup>59</sup> Reclassification exercise 2022 is currently in progress.

<sup>60</sup> The average is calculated over the period of 2018-2021, 2022 is currently in progress.

**Table 2: Reclassification of contract staff**

Function Group	Grade	Staff in activity at 1.01.Year N-2 (01.01.2020)	How many staff members were reclassified in Year N-1 (2021)	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	3	3	2.67	Between 5 and 7 years
	15	2	1	3.00	Between 4 and 6 years
	14	15	7	2.43	Between 3 and 5 years
	13	1	1	2.00	Between 3 and 5 years
CA III	12	-	-	-	-
	11	-	-	-	Between 6 and 10 years
	10	3	2	4.50	Between 5 and 7 years
	9	2	3	2.67	Between 4 and 6 years
	8	1	-	-	Between 3 and 5 years
CA II	6	-	-	-	Between 6 and 10 years
	5	5	2	2.00	Between 5 and 7 years
	4	1	1	2.00	Between 3 and 5 years
CA I	2	-	-	-	Between 6 and 10 years
	1	-	-	-	Between 3 and 5 years

## C. Gender representation

**Table 1: Data on 31/12/Year N-1 (31.12.2021)<sup>61</sup> / statutory staff (only officials, AT and AC)**

		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level (AD) (FG IV)	-	-	116	26.24%	36	8.14%	152	34.39%
	Assistant level (AST & AST/SC) (FG III & FG	-	-	88	19.91%	28	6.33%	116	26.24%
	<i>Total</i>	-	-	204	46.15%	64	14.48%	268	60.63%
Male	Administrator level (AD) (FG IV)	-	-	94	21.27%	17	3.85%	111	25.11%
	Assistant level (AST & AST/SC) (FG III & FG	-	-	40	9.05%	23	5.20%	63	14.25%
	<i>Total</i>	-	-	134	30.32%	40	9.05%	174	39.37%
<b>Grand total</b>		-	-	<b>338</b>	<b>76.47%</b>	<b>104</b>	<b>23.53%</b>	<b>442</b>	<b>100.00%</b>

**Table 2: Data regarding gender evolution over 5 years of the middle and senior management<sup>62</sup>**

	Year N-5 (2017)		Year N-1 (2021)	
	Number	%	Number	%
Female managers	1	11.1%	2	20%
Male managers	8	88.9%	8	80%

<sup>61</sup> Filled/accepted/offered TA and CA posts as of 31.12.2021, excluding SNE and other external staff under Annex IV Table 1.

<sup>62</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 (31.12.2021) - statutory staff only (officials, AT and AC)<sup>63</sup>**

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	5	1.90%	1	0.56%	6	1.36%
BE	20	7.60%	4	2.23%	24	5.43%
BG	6	2.28%	3	1.68%	9	2.04%
CH	2	0.76%	0	0.00%	2	0.45%
CY	2	0.76%	0	0.00%	2	0.45%
CZ	3	1.14%	2	1.12%	5	1.13%
DE	10	3.80%	1	0.56%	11	2.49%
EE	2	0.76%	1	0.56%	3	0.68%
EL	38	14.45%	30	16.76%	68	15.38%
ES	10	3.80%	9	5.03%	19	4.30%
FI	3	1.14%	1	0.56%	4	0.90%
FR	18	6.84%	6	3.35%	24	5.43%
HR	1	0.38%	5	2.79%	6	1.36%
HU	4	1.52%	3	1.68%	7	1.58%
IE	3	1.14%	2	1.12%	5	1.13%
IT	64	24.33%	48	26.82%	112	25.34%
LT	2	0.76%	4	2.23%	6	1.36%
LV	1	0.38%	2	1.12%	3	0.68%
MT	16	6.08%	21	11.73%	37	8.37%
NL	7	2.66%	2	1.12%	9	2.04%
PL	13	4.94%	8	4.47%	21	4.75%
PT	4	1.52%	8	4.47%	12	2.71%
RO	12	4.56%	10	5.59%	22	4.98%
SE	7	2.66%	1	0.56%	8	1.81%
SI	2	0.76%	2	1.12%	4	0.90%
SK	4	1.52%	4	2.23%	8	1.81%
UK	4	1.52%	1	0.56%	5	1.13%
<b>TOTAL</b>	<b>263</b>	<b>100.00%</b>	<b>179</b>	<b>100.00%</b>	<b>442</b>	<b>100.00%</b>

<sup>63</sup> Filled/accepted/offered TA and CA posts as of 31.12.2021, excluding SNE and other external staff under Annex IV Table 1.

**Table 2: Evolution over 5 years of the most represented nationality in the Agency**

Most represented nationality	Year N-5 (2017)		Year N-1 (2021) <sup>64</sup>	
	Number	%	Number	%
Italian	36	18.2%	112	25.34%

## E. Schooling

Agreement in place with the European School(s):				
	None			
Contribution agreements signed with the EC on type I European schools	Yes		No	x
Contribution agreements signed with the EC on type II European schools	Yes		No	x
Number of service contracts in place with international schools:	The Agency has in total 18 Service Level Agreements in place with schools which are either fully international or not primarily international in their character and are providing primary and secondary education. 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 European Union bodies where the European Schools are available and providing free of charge education.

In 2016 the Management Board 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.

<sup>64</sup> 112 out of 442.

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. Martin's 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 S.R.L.

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

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

In 2022, the Agency decided to launch an initiative with the aim of designing and implementing an environmental management system and achieving EMAS registration. EMAS, the EU Eco-Management and Audit Scheme, 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 was conducted, and a legal compliance check was completed to pave the way for the design and implementation of the environmental management system. The initial scope of the system will 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, and on staff involvement in the 'greening' initiatives.

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 Management Board will be updated on progress made as well as on identified opportunities and constraints.

## Annex VII: Building Policy – Year N (2022)

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, Headquarters in Malta (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 11.10.2027 (extendable)	Lease agreement (seat agreement)	N	-	Malta (in kind support of approx. €500,000)
2	Operational office in Rome (office)	Via IV Novembre, Rome, Italy Level 3	300 m <sup>2</sup>	-	300 m <sup>2</sup>	€116,883	Until 31.07.2023 (extendable)	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 (-)
5	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 (extendable)	Lease agreement	Y	9-months' notice	Cyprus (-)
6	Brussels Liaison Office	Conseil Central de l'Economie/ Centrale Raad voor het Bedrijfsleven	42 m <sup>2</sup>	-	42 m <sup>2</sup>	€9,318 (until 30.09.2022, then €4,905)	31.03.2023 (extendable)	Lease agreement	Y	1-month notice	Belgium (-)



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)	
		Avenue d'Auderghem 20, Brussels, Belgium				until 31.03.2023)					
7	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 (-)
8	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 (-)
<b>TOTAL</b>			<b>12,656 m<sup>2</sup></b>	<b>3,096 m<sup>2</sup></b>	<b>15,752 m<sup>2</sup></b>	<b>€2,554,030</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 has discussed with the host country authorities to move to a building of the Greek Asylum Services (GAS) close to the current building. The administrative arrangement with GAS was signed in July 2022; in line with the agreement, the EUAA will be hosted by GAS with no rental costs, against the Agency's one-off fitting-out expenditure. 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 for the period from 1 March 2016 to 30 September 2022. A new bridging contract with the same landlord and for the same premises was signed, for the period from 1 October 2022 until 31 March 2023, 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 2023

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 type
Use and impact of the EUAA’s country guidance documents and country of origin information products	Fulfilment of objectives 1, 2 and 3 under 2.4.1 Country of Origin Information and Country Guidance, in Work Programme 2023	Ex post	Q1 2023	External
Operational plan 2022-2023: Lithuania	Mandatory under EUAA Regulation	Ex post	Q1 2023	Internal
Replicability of the resettlement support facility-like concept	Fulfilment of objective 2 under 2.1.7 Resettlement and Humanitarian Admission, in Work Programme 2023	Ex post	Q1 2023	External

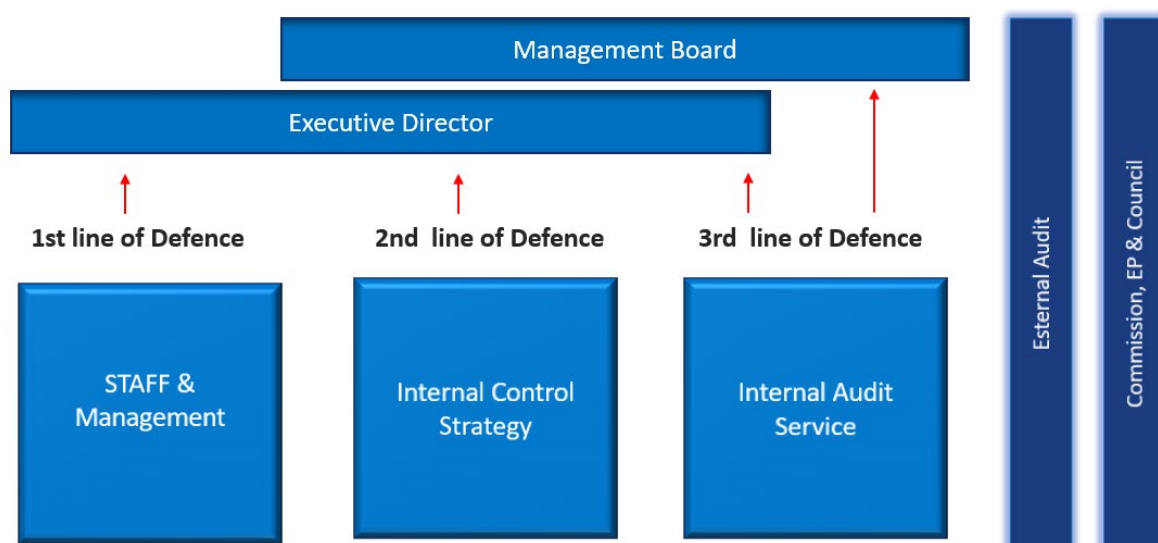
<b>Intervention title</b>	<b>Reasoned justification</b>	<b>Evaluation type</b>	<b>Evaluation start</b>	<b>Evaluation type</b>
Roadmap 2021-2024: Egypt	Fulfilment of objective 4 under 2.6.3 Third Country Support in Work Programme 2023	Ex post	Q1 2023	External
Operational plan 2022-2024: Cyprus	Three-year action	Mid-term	Q2 2023	External
Operational plan 2022-2024: Greece	Three-year action	Mid-term	Q2 2023	External
Operational plan 2022-2024: Italy	Three-year action	Mid-term	Q2 2023	External
Operational plan 2022-2024: Malta	Three-year action	Mid-term	Q2 2023	External
Operational plan 2022-2023: Spain	Mandatory ex post evaluation under EUAA Regulation	Ex post	Q3 2023	External
Roadmap 2022-2023: Turkey	Fulfilment of objective 3 under 2.6.3 Third Country Support, in Work Programme 2023	Ex post	Q4 2023	Internal
Roadmap 2022-2024: Kosovo	Fulfilment of objective 2 under 2.6.3 Third Country Support, in Work Programme 2023	Ex post	Q4 2023	External
Roadmap 2022-2023: Montenegro	Fulfilment of objective 2 under 2.6.3 Third Country Support, in Work Programme 2023	Ex post	Q4 2023	External

## 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>65</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 ED 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 ED 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 in the Executive Office, provides reasonable assurance to the ED that the Agency's internal control strategy is properly developed and designed, effective and efficient controls are in place, and operating as intended.

<sup>65</sup> EASO/MB/2018/159.

In the third line of defence, the Internal Audit Service (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.

#### **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 ED 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 Internal Control Self-Assessment (ICSA) are 46 internal control monitoring criteria indicators (ICMC)<sup>66</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 considering the fact 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>67</sup>, the ED 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 new arising 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.

#### **e) Policy for management and prevention of conflict of interests and Ethics Guidance**

The Agency adopted a policy which aims at setting out a number of principles, procedures and tools aimed at preventing, identifying and managing situations of conflict of interest.

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<sup>66</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>67</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	Counter-part	Short description		2022 (N)	2023 (N+1)	2024 (N+2)	2025 (N+3)
<b>Grant agreement</b>										
EU Regional Support to Protection-Sensitive Migration Management 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	EU Regional Support to Protection Sensitive Migration Management in the Western Balkans	<b>Amount</b>	€960,000	€1,500,000	€1,750,000	€1,750,000
						<b>Number of CAs</b>	10	10	10	10
						<b>Number of SNEs</b>	0	0	0	0
<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	<b>Amount</b>	€83,728	€83,728	€15,000 <sup>68</sup>	-
						<b>Number of CAs</b>	1	1	1	-
						<b>Number of SNEs</b>	0	0	0	-
Voluntary and earmarked contribution to the EUAA	03.09.2020	€550,000	36 months	Czechia	Regional pilot capacity building	<b>Amount</b>	€367,781	€367,781	€40,000 <sup>69</sup>	-
	16.12.2020	€551,216	3 months	Denmark		<b>Number of CAs</b>	6	6	6	-

<sup>68</sup> The Roadmap for Cooperation with Egypt ends on 31.01.2024.

<sup>69</sup> The Regional Pilot Project for North Africa and Niger ends on 15.02.2024, including the 3-month reporting period.



Regional Pilot Project for North Africa and Niger			reporting period		project for North Africa and Niger	<b>Number of SNEs</b>	0	0	0	-
<b>Total grants and voluntary financial contribution from Member States agreements</b>						<b>Amount</b>	<b>€1,411,509</b>	<b>€1,951,509</b>	<b>€1,805,000</b>	<b>€1,750,000</b>
						<b>Number of CAs</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>10</b>

**Service-level agreements**

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> Management Board adopted a revised [External Cooperation 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 is in line with the Agency's mandate and therefore has no set duration. However, a revision of the Strategy has been launched in 2022 in order to update it in view of the Agency's new mandate and the developments at EU and international level. On the basis of the new Strategy, expected to be completed in early 2023, the geographical priorities and scope of the Agency's capacity building support to third countries in particular may change, although delivery remains subject to availability of resources.

### **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 (signed in September 2021).

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. In this regard, the Agency cooperates with relevant international organisations both in the context of the external dimension as well as in the context of the Agency's work in support of the Member States.

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. 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).

The Agency will continue cooperating with international organisations having a mandate relevant to the Agency's work, including possible further cooperation arrangements or the updating of existing ones where necessary, also taking into account the changes brought about by the EUAA Regulation. In accordance with the procedure introduced by the EUAA Regulation, the Management Board shall decide on such agreements, which will be subject to the prior approval of the Commission and the Council and the European Parliament will be informed of such arrangements.