

# Multi-annual Programming 2023-2025

## Work Programme 2023 Summary

Support is our Mission





# EUAA Single Programming Document

## Multi-annual Programming 2023-2025 Work Programme 2023

### Summary

For the full version in English, please consult the SPD 2023-2025 as adopted by the Management Board on 27 September 2022 and amended on 19 December 2022 and published on the Agency's website (see QR code) <https://euaa.europa.eu/about-us/governance-and-internal-control>.



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## 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, 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, while being prepared for this challenging situation to potentially continue into 2023. The 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 ever-growing needs and expectations, and reflects a commitment to the EU's values in the field of international protection.



For the Agency, 2022 will be remembered as the transition year to the EUAA. Preparations and groundwork in operationalising the mandate have advanced well in some areas. Nevertheless, this transition will continue into 2023, 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 launch the complaints mechanism and to enhance the role of the Consultative Forum. The work on the EUAA Training Academy and related specialised training will advance further. A 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 its enhanced capacity to 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, increased coordination and support to resettlement efforts, or the deployment of 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



# 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 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'*.

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. Eventually 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 2023, including participation in various Commission initiatives related to this crisis within the remit of the mandate of the Agency;
- The **budget for 2023** has been increased by €3,000,000, as adopted by the budgetary authority on 23 November 2022, amounting therefore at €180.1 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.





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

- The **budget for 2023** has been increased by €3,000,000, as adopted by the budgetary authority on 23 November 2022. 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 a 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 and priorities, ensuring core business activities, 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** are 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 Member States via 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 2023-2025

### 1 Multi-annual Work Programme

#### 1.1 Operational Support

##### 1.1.1 Operational support to Member States

<b>Multi-annual strategic objective: MA01</b>	
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.
<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.

##### 1.1.2 Resettlement and Humanitarian Admission

<b>Multi-annual strategic objective: MA03</b>	
Description of objective	Enhance the implementation of resettlement and humanitarian admission programmes by EU+ countries.

#### 1.2 Asylum Knowledge

##### 1.2.1 COI, Medical COI (MedCOI) and Country Guidance

<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.

##### 1.2.2 Situational Awareness

<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.

##### 1.2.3 Asylum Cooperation and Guidance

<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





	<p>throughout the activities of the thematic networks to render processes more effective, efficient and of higher quality.</p> <p>Synergies between all stakeholders of the asylum and reception chain and CSOs are fully exploited respecting the independence of each of the parties.</p>
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### 1.2.4 Monitoring of the operational and technical application of the CEAS

<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.

## 1.3 Training and Professional Development

<b>Multi-annual strategic objective: MA08</b>	
Description of objective	<p>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.</p> <p>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.</p>

## 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.
<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).
<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.



## Section III. Annual Work Programme 2023

### 1 Executive Summary

The need for increased support from the Agency linked to the Ukraine crisis and its potential effect on other regions in the world, which might trigger further migration waves, is likely to continue 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 operational plans (OP). Specific operational support for the implementation of the CEAS across asylum and reception and operations in the hotspots will be maintained. The Agency will continue to review and enhance its operational delivery capacity, planning and contingency capabilities. It will develop and implement operational support based on efficient functional project management frameworks and operational systems. 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, the United Nations High Commissioner for Refugees (UNHCR), the International Organization for Migration (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.

**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 EAC. The Agency will strengthen 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 Liaison Officers (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.





## 2 Activities

### 2.1 Operational and Technical Assistance

#### 2.1.1 Italy

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 12,742,800</b> (3301 Operational Support - Italy)	<b>EUR 9,762,306</b> (3301 Operational Support - Italy)
<b>Human resources</b>	8 TA, 13 CA & SNE	8 TA, 34 CA
<b>Overview of the activity</b>		
<p>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. In line with the OP and based on the recommendations deriving from the external evaluations, the Agency will continue to:</p> <ul style="list-style-type: none"> <li>- Follow an emergency logic, in respect of ad-hoc events such as disembarkations of search and rescue (SAR) operations or of eventual backlog at first instance;</li> <li>- 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;</li> <li>- 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;</li> <li>- Provide structural capacity building support to central and local authorities, including relevant reception and asylum actors, on the basis of a consolidation logic;</li> <li>- Expand its support concerning information provision and identification of applicants with special needs to ensure access to the asylum and reception procedures;</li> <li>- Support the implementation of the Voluntary Relocation (VR) process;</li> <li>- Support the implementation of the Temporary Protection Directive (TPD).</li> </ul>		

#### 2.1.2 Greece

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 36,477,700</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>Overview of the activity</b>		
<p>The uncertainty over migration flows and the changing political and operational environment remain the main challenges to the work of the Agency in Greece. 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 islands, as well as in Athens, Thessaloniki and in over 30 second-line reception facility locations on the mainland. The Agency is also mindful of its responsibilities in respect of the EU-Türkiye Statement and will retain the capacity to respond as necessary to emerging requests. Subject to a continued trend of low numbers of arrivals throughout 2022 and 2023, the Agency will continue to reduce support to the Greek Asylum Service (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 the GAS. In parallel, the Agency increased its support to the Reception and Identification Service (RIS) assisting it in delivering on its expanded mandate. The Agency will provide flexible surge support in case</p>		



of increased needs, as regards both asylum and reception. 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.

### 2.1.3 Cyprus

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 12,133,850</b> (3301 Operational Support - Cyprus)	<b>EUR 5,354,631</b> (3301 Operational Support - Cyprus)
<b>Human resources</b>	6 TA, 10 CA & SNE	6 TA, 26 CA
<b>Overview of the activity</b>		
<p>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. This will involve the implementation of planned activities to strategically support the Cypriot Asylum Service (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. 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. Building on previous interventions to assist the International Protection Administrative Court (IPAC) in Nicosia, the Agency will support the consolidation of the court's capacity and the backlog absorption of second instance cases. 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, in first instance and second instance. 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.</p>		

### 2.1.4 Malta

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 6,013,000</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>Overview of the activity</b>		
<p>The Agency will continue the implementation of support measures under the agreed multi-annual OP 2022-2024 to Malta. The support to the Maltese authorities is expected to decrease in line with an anticipated reduction in backlogs in asylum processing in 2022, allowing the International Protection Agency (IPA) to reinforce its processing capacity. The Agency expects to continue its support in reception, upon completion of 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; situation on quality assurance and COI workflows; and support in quality assurance in reception. 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.</p>		





## 2.1.5 Spain

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 3,550,000</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>Overview of the activity</b>		
<p>The multi-annual OP 2022-2023 for Spain further extends support to reception and potential new areas for support might be identified. 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. 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 the SEM to develop the internal capacity to effectively implement its responsibilities under the agreed national model for reception in Spain. The Agency will continue providing operational and technical assistance to first arrival locations under pressure and to potential new reception centres. Thematic areas will receive specific support are unaccompanied minors UAMs and other vulnerable categories. The Agency had started exploring with the Ministry of Social Rights the possibilities of collaboration in the field of UAMs 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 the 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. 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.</p>		

## 2.1.6 First Operational Response and Other Operational Activities

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<b>Financial resources</b>	<b>EUR 16,849,185</b> (3301 Operational Support)	<b>EUR 4,954,147</b> (3301 Operational Support)
<b>Human resources</b>	15 TA, 49 CA & SNE	7 TA, 3 CA
<b>Overview of the activity</b>		
<p><b>Response preparedness</b></p> <p>The Agency aims to increasingly standardise its operational response, by continuing to:</p> <ul style="list-style-type: none"> <li>- develop an operational asylum and reception catalogue, enhance technical expertise, and provide efficient administrative procedures and support functions;</li> <li>- analyse the potential for links and partnerships with other EU agencies and institutions in the delivery of operational support;</li> <li>- engage with Member States over their internal preparedness and contingency planning mechanisms with regards to situations of disproportionate pressure or emergency, to establish and/or enhance longer-term synchronised and complementary frameworks and mechanisms;</li> <li>- set out an initial response plan to meet the needs of a new operation during the initial set-up and response period.</li> </ul> <p><b>First operational response</b></p> <p>The Agency's operational response will be based on an established and well-structured Preparedness and First Response Framework. Following a rapid needs assessment, a first</p>		



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 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, 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.

## **2.1.7 Resettlement and Humanitarian Admission**

	<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

### **Overview of the activity**

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. 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. 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. The Agency will participate in the implementation of international agreements concluded with countries outside the EU in the area of resettlement, subject to prior approval of the Commission and after consultation with the MB. The Agency will continue to support the planning and implementation of Community Sponsorship Programmes and Complementary Pathways to international protection with interested EU+ countries.

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

### **2.2.1 Deployment and Performance 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 CA & SNE	2 TA, 3 CA



**Overview of the activity**

The deployment of ASTs will continue to be managed through the 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 provide rapid response, flexibly scale up and down support to Member States, particularly in situations of disproportionate pressure. The Agency will therefore continue to enhance the tools to support its deployment needs. Following further development of the deployment framework, the implementation of the management arrangements of the Agency's deployment mechanisms will be evaluated and further reviewed. The Agency will revise, and where necessary further enhance or adapt their functioning as well as the annual planning exercises for the nomination and deployment of Member State experts and the composition and use of complementary deployment mechanisms. The Agency will use and further develop or refine tools to implement its operational activities. It will continue to support deployed experts' access to information and guidance through continuous updates to the Country Operations Platforms. The Agency will continuously improve the performance, delivery and quality of its operational and technical assistance. The Agency will facilitate the exchange of knowledge and information on procedures and quality.

**2.2.2 Programming of Operations**

	<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 CA & SNE	3 TA, 3 CA & SNE

**Overview of the activity**

The Agency's operations are based on sound programming, implementation and monitoring processes. Programming will ensure that programme and project design and planning are 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. 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.

**2.3 Training and Professional Development****2.3.1 Design and Development of the EAC**

	<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

**Overview of the activity**

The 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 Agency will continue to design and review learning outcomes based on the occupational standards required for a specific task, including assessment strategies to assess, on a voluntary basis,

the achievement of learning outcomes. The Agency will continue to utilise insight from qualitative and quantitative analysis of learner feedback to inform the design of the learning content and increase value for learners. In addition to the Reference Group members, the Fundamental Rights Officer and the Consultative Forum 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 organisations and academia. The Agency will strengthen learning opportunities for and upskill trainers-for-trainers and trainers for asylum and reception officials, by developing specific training courses as well as short courses. The Agency will translate training material into national languages to support the train-the-trainer approach.

### 2.3.2 Delivery of the EUAA Training

	<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

#### Overview of the activity

The Agency will continue to 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. To sustain 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. The Agency will also continue to deliver structured and formalised operational training to all experts involved in its operational activities. 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 various stakeholders.

### 2.3.3 Implementation of the Training Quality Assurance Framework

	<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 CA & SNE	6 TA, 1 CA & SNE

#### 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 for the Member States, the Agency ensures that the training designed and delivered is of high quality. This overarching principle is pursued through various quality assurance measures, aimed to reassure stakeholders on the quality of training. With the implementation of the Training and Learning Strategy, 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 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 which lead to formally recognised



qualifications. The Agency will ensure that training participants can provide feedback and submit complaints, including assessment appeals. 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 and will undertake comprehensive preparations for an external quality review. The Agency will continue to produce a Training Report providing a comprehensive annual update on EUAA training at national and EU level.

### 2.3.4 Implementing a User-centred Learning Technology Ecosystem

	<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>Overview of the activity</b>		
<p>The Agency will continue supporting the users of its 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. 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. 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 innovative application of learning technologies and e-learning design for training and professional development, with the intention of exchanging practices and encouraging synergies.</p>		

## 2.4 Asylum Knowledge

### 2.4.1 Country of Origin Information and Country Guidance

	<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 CA & SNE	30 TA, 7 CA & SNE
<b>Overview of the activity</b>		
<p>The Agency will draw up and regularly update 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. The Agency will focus on the development and deployment of a new COI Portal. In the framework of COI networks, the Agency will continue enhancing practical cooperation on COI, 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 will continue to provide reliable 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. The Agency together with Member</p>		

States will develop, review and update country guidance to support the work of asylum decision-makers and policy makers in the EU+ and to support the efforts towards true convergence. The Agency will also continue to undertake outreach activities aimed at supporting the use of country guidance in national decision-making.

## 2.4.2 Situational Awareness

	<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

### Overview of the activity

The Agency 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. The IDS is intended to become public and accessible to all audiences. 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. Situational overviews and analysis present the current state of play of topics related to the CEAS tailored to specific information needs and stakeholders' requests. 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 Early Warning and Preparedness System networks. The EUAA Data Hub will continue to ensure a rapid exchange of standardised data and to design, oversee and manage operational data collection and related analysis. The Agency 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. 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+. 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.

The Asylum Report provides a comprehensive, comparative analysis of developments in asylum at national and EU level. It 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.

## 2.4.3 Asylum and Reception Cooperation and Guidance

	<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

### Overview of the activity

The Agency will continue to stimulate practical cooperation through thematic networks on asylum processes, exclusion, Dublin, reception, vulnerability and courts and tribunals. More



in-depth cooperation between and capacity building of EU+ countries will be organised in the form of exchange programmes. Judicial dialogue is stimulated through activities specifically targeting members of courts and tribunals. The Agency will further support reception systems in line with its Strategy on Reception. The Agency will continue to provide managers and staff in EU+ countries with methods, tools and interventions to improve staff well-being. The Agency will focus on the effective use of the Dublin III regulation and will continue its cooperation with EU agencies to ensure more efficient use of Eurodac and Dublin-related technical solutions. The Agency will continue to cooperate with its established pool of judicial experts and with judges. The Agency will further support transnational judicial dialogue through capacity building activities. The Agency will increasingly rely on case-law analysis to better measure the impact of its work. The Agency will continue to develop and promote common operational standards, indicators, guidelines and best practices in relation to asylum and reception. The Agency will implement the recommendations of the external evaluation on the quality, usefulness and impact of its practical guides and tools. In line with the Digital Innovation Strategy, the Agency will offer a platform for the exchange of good practices and work on development, adaptation and promotion of IT tools. The Agency's practical tools, standards and indicators, guidance, and technical advice and expertise will continue to support the implementation of OPs and capacity building in the external dimension.

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

	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	N/A
<b>Overview of the activity</b>		
The Agency will continue its preparations for the gradual roll-out of its new monitoring function (starting with a pilot in 2024), by developing a methodology for monitoring the operational and technical application of the CEAS and drafting a monitoring programme, to be adopted by the EUAA Management Board after 31 December 2023. These preparations will initially be carried out by an internal project team and will include consultations of the main stakeholders in the monitoring mechanism.		

## 2.5 Protection of fundamental rights

	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>Overview of the activity</b>		
The Fundamental Rights Officer (FRO) will establish a Fundamental Rights Strategy and, once adopted, will ensure that it is implemented. The FRO will also set up and eventually administer a complaints mechanism to monitor and ensure the respect for fundamental rights in all the activities of the Agency. The sites of 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 is consulted on the OPs, in evaluation of the Agency's operational and technical assistance, the EUAA code of conduct and the EAC.		

## 2.6 Horizontal Activities

### 2.6.1 Consultative Forum and Civil Society

	<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>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. Selected CSOs will continue to be invited to participate in various thematic areas. The Agency will continue to organise 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 and contribute to the activities of the CFs of other JHA Agencies.</p>		

### 2.6.2 Governance

	<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	N/A
<b>Overview of the activity</b>		
<p>The Agency will continue strengthening relations with stakeholders, ensuring its activities are well-coordinated, consistent with relevant EU priorities, raising awareness of its work and informing policy and legislative development. Cooperation with stakeholders will continue at technical and high level. Cooperation with other EU agencies will continue through various networks and Working Arrangements, Exchange of Letters and Cooperation Plans. The Agency will hold the Chairmanship of the Justice and Home Affairs Agencies Network in 2023. The Agency will continue to strengthen horizontal cooperation and coordination with international organisations. The Agency will continue working on the deployment of Liaison Officers to Member States and possible deployment to third countries.</p> <p>The Agency will continue establishing and maintaining excellent long-standing press relations, ensuring extensive interaction with the press. The Agency will continue to engage with the media regularly for press briefings, including in capital cities and Brussels. Direct engagement with citizens will also be reinforced. The Agency's internal communication plan for 2023 will continue to significantly improve through events, publications, and internal documents and tools.</p> <p>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 of the European Commission reviews and evaluates the Agency's risk-management, governance and internal control processes.</p> <p>The Agency ensures that the implementation of the Work Programme is compliant with the applicable legal framework. Legal advice is provided on various administrative matters and in relation to operational support. These also include handling public access to document</p>		



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. 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.

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. The Agency will continue to conduct its planned evaluations in line with the evaluation framework.

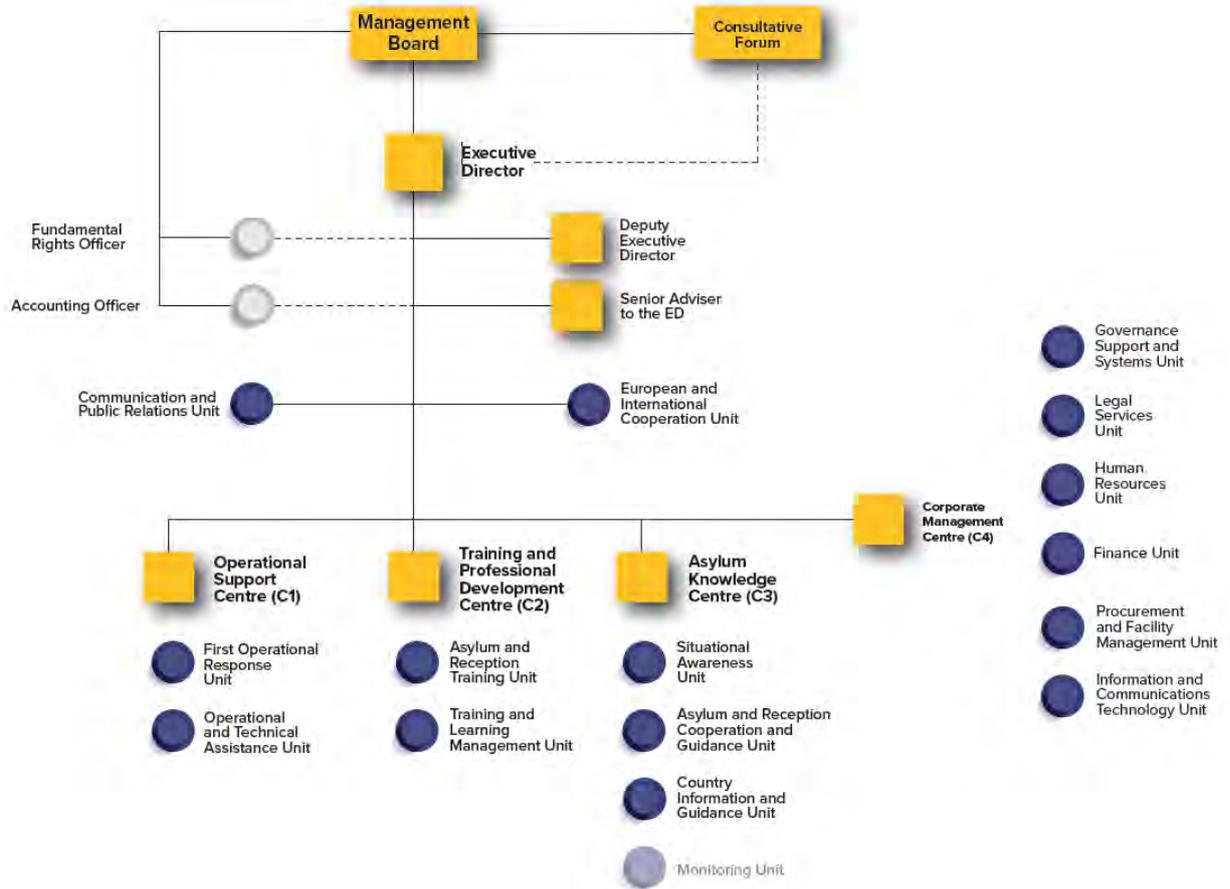
### 2.6.3 Third Country Support

	<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)	<b>EUR 597,198</b> (BL 3203 External dimension – LL Third Country Support)
<b>Human resources</b>	4 TA, 2 CA & SNE	4 TA, 2 CA
<b>Overview of the activity</b>		
In line with the ECS and within the framework of EU external relations policy, the Agency will cooperate with the authorities of third countries to (i) promote Union standards on asylum and reception, (ii) assist third countries to access expertise and strengthen their asylum and reception systems, (iii) implement regional development and protection-sensitive migration programmes, and other actions. The Agency will continue delivering capacity development support to key third countries and facilitate operational cooperation between EU+ countries and third countries, also by taking into account the EU accession process. Support to third countries will be implemented including through EU+ countries' earmarked contributions for project initiatives and European Commission funding. The Agency will provide support in close cooperation with the framework of relevant regional initiatives. The Agency's interventions to support third countries will be done in close cooperation with various stakeholders. Support is also coordinated through the Third Country Cooperation Network and its Working Groups for Western Balkan, Türkiye and Middle East and North Africa region.		

### 2.6.4 Information and Communication Technology

	<b>2023 (planned)</b>	<b>2021 (actual)</b>
<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	N/A
<b>Overview of the activity</b>		
The Agency will continue to focus on the standardisation of information management, developing 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 will be on standardising 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.		

# Annex I Organisation Chart



## Annex II Resource Allocation per Activity

Activity	Year 2023		
	TA	CA & SNE	Budget allocated (C1)
<b>2.1 Operational support</b>	<b>51</b>	<b>83</b>	<b>€91,895,565</b>
2.1.1 Italy	8	13	€12,742,800
2.1.2 Greece	12	7	€36,477,700
2.1.3 Cyprus	6	10	€12,133,850
2.1.4 Malta	2	1	€6,013,000
2.1.5 Spain	4	2	€3,550,000
2.1.6 First operational response and other operational activities	15	49	€16,849,185
2.1.7 Resettlement and humanitarian admission	4	1	€4,129,030
<b>2.2 Operational support and tools, programming, monitoring and evaluation of operations</b>	<b>8</b>	<b>14</b>	<b>€1,779,445</b>
2.2.1 Deployment and performance management	2	8	€1,576,553
2.2.2 Programming, monitoring and evaluation of operations	6	6	€202,892
<b>2.3 Training and professional development</b>	<b>46</b>	<b>9</b>	<b>€2,960,000</b>
2.3.1 Design and development of the European Asylum Curriculum	19	4	€1,552,500
2.3.2 Delivery of the EUAA training	17	0	€497,500
2.3.3 Implementation of the Training Quality Assurance Framework	8	2	€584,000
2.3.4 Implementing a user-centred Learning Technology Ecosystem	2	3	€326,000
<b>2.4 Asylum knowledge</b>	<b>102</b>	<b>26</b>	<b>€8,220,705</b>
2.4.1 Country of origin information and country guidance	32	9	€2,514,000
2.4.2 Situational awareness	33	7	€1,095,000
2.4.3 Asylum and reception cooperation and guidance	37	10	€4,311,705
2.4.4 Monitoring the operational and technical application of the CEAS	0	p.m.	€300,000
<b>2.5 Protection of fundamental rights</b>	<b>3</b>	<b>0</b>	<b>€51,500</b>
<b>2.6 Horizontal activities</b>	<b>6</b>	<b>2</b>	<b>€1,974,500</b>
2.6.1 Consultative Forum and civil society	2	0	€160,000
2.6.2 Governance	N/A	N/A	€240,000
2.6.3 Third country support	4	2	€1,574,500
2.6.4 Information and communication technology	N/A	N/A	N/A
<b>TOTAL operational (Title 3)</b>	<b>216</b>	<b>134</b>	<b>€106,881,715</b>
Resources allocated to governance, administrative and other horizontal activities (Title 1, Title 2)	155	90	€73,253,412
<b>TOTAL EU subsidy</b>	<b>371</b>	<b>224</b>	<b>€180,135,127</b>
Ad hoc grants (external assigned revenue)	-	17	p.m.
<b>TOTAL</b>	<b>371</b>	<b>241</b>	<b>€180,135,127</b>

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