# Consolidated Annual Activity Report 2022

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EUROPEAN UNION
AGENCY FOR ASYLUM

# Consolidated Annual Activity Report (CAAR) of the European Union Agency for Asylum

## Adopted by the Management Board on 27 June 2023

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# List of abbreviations

| Term | Definition |
| --- | --- |
| AD | Administrator |
| AO | Authorising officer |
| AOD | Authorising officer by delegation |
| AOSD | Authorising officer by sub-delegation |
| ARP | Asylum reserve pool |
| AST | Assistant |
| AWAS | Agency for the Welfare of Asylum Seekers (Malta) |
| CA | Commitment appropriations |
| CAAR | Consolidated annual activity report |
| CDM | Complementary deployment management |
| CEAS | Common European Asylum System |
| CEPOL | European Union Agency for Law Enforcement Training |
| CF | EUAA's Consultative Forum |
| CG | Country guidance |
| COI | Country of origin information |
| CPD | Continuing professional development |
| CREADE | Reception, Attention and Referral Centre (Spain) |
| CSO | Civil society organisation |
| DG BUDG | Commission's Directorate General for Budget |
| DG NEAR | European Commission's Directorate General for Neighbourhood and Enlargement Negotiations |
| Dublin III regulation | Regulation (EU) No 604/2013 of the European Parliament and of the Council of 26 June 2013 establishing the criteria and mechanisms for determining the Member State responsible for examining an application for international protection lodged in one of the Member States by a third-country national or a stateless person (recast) |
| DubliNet | Secure electronic network of transmission channels between the national authorities dealing with asylum applications |
| EAC | European asylum curriculum |
| EASO | European Asylum Support Office |
| ECA | European Court of Auditors |
| EMAS | Commission's Eco-Management and Audit Scheme |
| EMCDDA | European Monitoring Centre for Drugs and Drug Addiction |
| EU | European Union |
| EUAA | European Union Agency for Asylum |
| EUAA regulation | Regulation (EU) 2021/2303 of the European Parliament and of the Council of 15 December 2021 on the European Union Agency for Asylum and repealing Regulation (EU) No 439/2010 |
| Europol | European Union Agency for Law Enforcement Cooperation |
| EU+ countries | Member States of the European Union plus Iceland, Liechtenstein, Norway and Switzerland |

| Term | Definition |
| --- | --- |
| **eu-LISA** | European Union Agency for the Operational Management of Large Scale IT Systems in the Area of Freedom, Security and Justice |
| **FFR** | Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and the Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council |
| **FG** | Function group |
| **Frontex** | European Border and Coast Guard Agency |
| **HR** | Human resources |
| **IC** | Internal control |
| **ICF** | Internal control framework |
| **ICSA** | Internal control self-assessment |
| **ICT** | Information and communication technology |
| **IDS** | EUAA's information and documentation system |
| **IOM** | International Organization for Migration |
| **IPAC** | International Protection Administrative Court (Cyprus) |
| **KPI** | Key performance indicator |
| **LMS** | EUAA's learning management system |
| **MB** | Management Board of the EUAA |
| **Member States** | Member States of the European Union |
| **MENA** | Middle East and North Africa |
| **NCP** | National contact points |
| **NA** | Not applicable |
| **No** | Number |
| **ODS** | EUAA's operational deployment system |
| **OLAF** | European Anti-fraud Office |
| **OP** | Operational plan |
| **PMM** | Presidency for Migration Management (Türkiye) |
| **RSF** | Resettlement Support Facility (Türkiye) |
| **SAM** | Survey of arriving migrants |
| **SAR** | Search and rescue |
| **SES** | Staff engagement survey |
| **SNE** | Seconded national expert |
| **SOGIESC** | Sexual orientation, gender identity and expression and sex characteristics |
| **SPD** | Single programming document |
| **SSPUAM** | Special Secretariat for the protection of Unaccompanied Minors (Greece) |
| **Sysper** | Human resources management information system of the Commission |
| **TA** | Temporary agent |
| **TPD** | Council Directive 2001/55/EC of 20 July 2001 on minimum standards for giving temporary protection in the event of a mass influx of displaced persons and on measures promoting a balance of efforts between Member States in receiving such persons and bearing the consequences thereof |
| **UNHCR** | United Nations High Commissioner for Refugees |
| **VEN** | Vulnerability Experts Network |
| **WP** | Work programme |

# Management Board's analysis and assessment

The Management Board (MB), having regard to:

-   Regulation (EU) 2021/2303 of the European Parliament and of the Council of 15 December 2021 on the European Union Agency for Asylum and repealing Regulation (EU) No 439/2010 (hereinafter 'the EUAA regulation');
-   MB decisions No 95, 96 and 97 of 19 January 2022 on the Rules of Procedure of the Management Board, on the transition to the European Union Agency for Asylum and on establishing the Agency's internal structures, respectively;
-   MB Decision No 58 of 14 August 2019 on the European Asylum Support Office (EASO) Financial Regulation, and in particular Article 48 thereof;
-   the Communication from the Commission of 20 April 2020 on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the Single Programming Document and the Consolidated Annual Activity Report C(2020) 2297 final);
-   MB Decision No 42 of 21 December 2018 on the Internal Control Framework (ICF) and in particular Articles 2.1, 3.6. and 5.1 thereof;
-   the European Union Agency for Asylum's (EUAA) Work Programme 2022 Revision 2, adopted by the MB on 13 September 2022 and to the EUAA's CAAR 2022 presented to the MB on 27 June 2023;

has analysed the CAAR 2022 and makes the following observations.

**Commends the Agency**

-   for the successful transition from EASO to the EUAA upon entry into force of the EUAA regulation, on 19 January 2022. In particular, the MB welcomes the steps taken to implement key new functions of the Agency's mandate against a backdrop of unprecedented operational activity following the humanitarian crisis in Ukraine;
-   for having swiftly responded, with the provision of appropriate operational, technical and capacity building support measures, to the extraordinary needs of Member States whose asylum and reception systems were under pressure as a consequence of the Russian invasion of Ukraine;
-   for the achievement of the objective of effectively implementing the annual work programme with the allocated human and financial resources, with a result of 86 % (see 'Executive Director's KPI', part I of this report);
-   for fully or nearly achieving 77 % of its 87 annual objectives. The MB welcomes the Agency's constant efforts to improve the relevance and reduce the number of its performance indicators;
-   for the establishment of its operational presence in six additional Member States, which brought the operational plans implemented in 2022 to a total number of 14;

- for the first ever deployment of personnel to a non-EU country, Moldova, following a request made by the Commission;
- for the successful roll out and use of the externally remunerated experts in operations as a complementary deployment mechanism;
- for the continued development of the European asylum curriculum (EAC) based on learners' needs and highlights the importance of the Agency's training in promoting convergence;
- for the increased production of high-quality strategic analyses, including early warning, forecasting and understanding of root causes of migration to support the planning of appropriate policy and operational responses;
- for the award of EUR 6 million under phase III of the instrument for pre-accession assistance (IPA) for the implementation of the project 'Protection-sensitive migration management in the Western Balkans'.

**Notes**

- that the continuation of the EUAA transition programme ensures close follow-up on the aspects of the new mandate that have not been put into effect yet;
- that the Agency will draw lessons learnt from the management of the complex emergency in Ukraine, which could improve preparedness for future crisis situations;
- the finalisation of the EUAA asylum and reception operational response catalogue, which will give Member States a comprehensive overview of the type of support that the Agency can offer;
- the continuous enhancement of country-of-origin information (COI), medical country of origin information (MedCOI), country guidance and other EUAA analytical products;
- the expansion of the EUAA judicial experts' pool and the high participation of members of courts and tribunals in the relevant support activities;
- the constant engagement of the Agency in the external dimension of the Common European Asylum System (CEAS) and commends the preparatory work that led to the adoption of the EUAA external cooperation strategy, in March 2023;
- the ongoing implementation of roadmaps and projects in the Western Balkans, Türkiye, Egypt and North Africa, including the preparatory work that led to the adoption of a roadmap with Niger, in February 2023;
- the reconstitution of the Consultative Forum, in June 2022, with a new set of rules regarding its composition and the conditions for transmitting information thereto;
- the Agency's effort to constantly improve its governance and internal control (IC) system and the realisation of its first financial ex-post controls report, presented to the MB in November 2022;
- that the European Court of Auditors (ECA) did not identify any new observations leading to irregular payments in its last report issued in October 2022 for the financial year 2021;
- that no critical deficiencies were identified in 2022. In areas where major deficiencies were found, the Agency immediately identified corrective actions that allowed to decrease the severity of these deficiencies to either moderate or minor;
- that the Agency should put further controls in place to timely implement corrective actions;

- that, while the Agency successfully implemented the annual work programme with the allocated human and financial resources, it did not reach the 95 % implementation target set in its governance monitoring indicator 1.1[1];
- the recommendations ensuing from the external evaluation of the functioning of the MB and the Preparatory Group and intends to engage in discussions on the establishment of an Executive Board, as provided for in the EUAA regulation;
- that the EU budgetary authority has granted the EUAA budget discharge for the financial year 2021.

The MB expresses its appreciation to the Executive Director and her staff for their commitment and achievements in 2022.

Based on the above observations, the MB requests that the CAAR 2022 be forwarded to the Court of Auditors, the Commission, the European Parliament and the Council.

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[1] MB Decision No 71 of 18 March 2021 on EASO Governance Monitoring Indicators and Quarterly Reporting.

# Executive Summary

**The Agency in brief**

On 19 January 2022, with the entry into force of Regulation (EU) 2021/2303, EASO was transformed into the EUAA.

The EUAA (or the Agency, henceforth) supports Member States in applying the package of European Union (EU) laws that govern asylum, international protection and reception conditions, known as the CEAS.

The Agency is also mandated to improve the functioning of the CEAS and assists Member States by providing:

1. **operational support** through the deployment of its personnel, in particular when national asylum and reception systems are subject to disproportionate pressure;
2. **capacity building** to national asylum and reception officials and instructors, through the development and delivery of a training curriculum covering specialised fields of EU asylum and reception law;
3. **technical support** through the collection, analysis and dissemination of a great variety of asylum-related data and the development of operational standards, indicators, guidelines and best practices related to the implementation of the EU law on asylum.

The EUAA is managed by an Executive Director, accountable to a MB composed of one representative of each Member State and two representatives of the Commission. The MB includes a representative of the United Nations High Commissioner for Refugees (UNHCR) as a non-voting member and observers from the associated countries.[2]

**The year 2022 in brief**

The reporting year was marked by Russia's unprovoked armed invasion of Ukraine, initiated on 24 February, which caused the largest humanitarian crisis in Europe since the end of the Second World War.

On 4 March the Council activated the temporary protection directive (TPD), which enabled Member States to provide quick and effective protection to people fleeing the war in Ukraine, instead of applying the lengthier asylum procedure. This exceptional measure was taken for the first time in over 20 years since the adoption of the directive. It was based on the consideration that the mass influx of displaced persons from Ukraine would put at risk the efficiency of the asylum system and would have a negative impact on the persons seeking protection.

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[2] Liechtenstein, Norway and Switzerland.

The Council mandated the EUAA, along with the European Border and Coast Guard Agency (Frontex) and the European Union Agency for Law Enforcement Cooperation (Europol), to provide operational support to Member States requesting assistance in coping with the situation, including as regards the implementation of the TPD. By the end of 2022, almost 4 million persons benefited from temporary protection, according to Eurostat.

On 22 June, 18 EU Member States and Liechtenstein, Norway and Switzerland signed a declaration defining the *modus operandi* of a voluntary solidarity mechanism to support Mediterranean Member States of first entry under migratory pressure. The declaration, which acknowledged the intensification of migration challenges as a result of the Russian aggression against Ukraine, marked a significant progress within the framework of the Commission's New Pact on Migration and Asylum, together with the adoption by the Council, on the same day, of negotiating mandates on the Eurodac and screening regulations.

Overall, EU+ countries[3] received 996,000 asylum applications in 2022[4], the highest number since the refugee crisis of 2015-2016. Conditions in many countries of origin remained precarious or even deteriorated, while the EU continued to be an attractive destination. Migratory pressure at the EU external border increased, particularly along the Western Balkan and Central Mediterranean routes[5].

Syria and Afghanistan continued to be the main countries of origin, accounting together for more than a quarter (270,000) of all applications lodged in 2022. Türkiye, with 58,000 applications, was the third country of origin, followed by Venezuela (51,000 applications) and Colombia (43,000 applications).

In 2022, 42,000 asylum applications were lodged in the EU+ countries by unaccompanied minors. This represented an increase of three-fifths from the previous year and the greatest number since 2016.[6] Almost half of the applications were submitted by Afghans who, together with Syrians, accounted for over two thirds of all applications lodged by unaccompanied minors in EU+ countries.

EU+ asylum authorities issued some 646,000 decisions at first instance in 2022, increasing by a fifth from the previous year.[7] However, the number of applications increased at a faster pace, resulting in 636,000 cases awaiting a first instance decision at the end of 2022, the highest number since early 2017.[8] Therefore, despite a decrease in the caseload at second and higher instances, nearly 899,000 asylum applications were awaiting a decision at all instances at the end of 2022, i.e. almost one-fifth more than a year earlier.[9]

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[3] EU+ countries include the 27 European Union's Member states plus Iceland, Liechtenstein, Norway and Switzerland.
[4] Based on Eurostat as of 13 April 2023. Annual data for Iceland are estimated using the sum of monthly data.
[5] According to Frontex as of 13 January 2023.
[6] Based on Eurostat as of 13 April 2023. Data for Iceland were missing.
[7] Based on Eurostat as of 13 April 2023.
[8] Based on the EUAA's early warning and preparedness system data, which are preliminary.
[9] Based on Eurostat as of 13 April 2023.

**Key achievements of the year**

The reporting year was hardly comparable to any other year since the Agency's establishment, as EASO, in 2010. The Russian invasion of Ukraine changed the world, let alone Europe, with consequences whose magnitude and ramifications are still difficult to define in full.

Against this exceptional backdrop, the Agency went through an internal reorganisation. This was necessary to deliver on the enhanced mandate resulting from the entry into force of the EUAA regulation. The EUAA transition programme coordinated a number of changes stemming from the new regulation, delivering nine projects responsible for establishing new tasks and functions.

In 2022 the Agency scaled up its operational and technical assistance. An asylum reserve pool was established for the purposes of deploying asylum support teams and included, by the end of December, more than 300 experts from 21 Member States.

In May, for the first time in its history, the Agency deployed personnel to a non-EU country, Moldova. Following a request made by the Commission, the EUAA supported a voluntary transfer programme assisting persons fleeing the war in Ukraine to relocate in Europe and apply for temporary protection. During the reporting year the Agency implemented operational plans in 14 Member States, thus expanding its operations to six additional EU countries[10], upon request of the relevant national authorities. In addition to providing support with asylum and reception, the EUAA assisted Member States in the implementation of the TPD.

In 2022 the Agency supported some 48,300 registrations for international protection in Cyprus, Greece, Italy and Malta and more than 49,000 registrations for temporary protection in Cyprus, Greece, Italy, Malta and Romania. The EUAA continued to assist Cyprus, Greece and Malta in first-instance status determination, conducting around 19,700 interviews and drafting around 8,000 concluding remarks.

The EUAA continued expanding the EAC and delivering training to national administrations and personnel deployed within the framework of operational plans. The Agency recorded almost 9,000 participations in its training courses, of which 160 from third country officials. In addition, the Agency's train-the-trainer sessions had close to 600 participations.

The EUAA promoted practical cooperation among EU+ countries on asylum matters through a wide range of activities and products realised within the framework of its thematic networks.

Almost 3,000 pages of COI products were created and more than 1,000 individual medical requests were addressed and made available online on the restricted MedCOI web portal. The Agency also published a new country guidance on Somalia and updated its country guidance on Afghanistan and Iraq. The Agency increased the production of situational analyses, also as a

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[10] In 2022 the Agency started operations in Austria, Bulgaria, Czechia, the Netherlands, Romania and Slovenia, while operational and technical assistance was already being provided to Belgium, Cyprus, Greece, Italy, Latvia, Lithuania, Malta and Spain.

consequence of the war in Ukraine and the launch of new country operations, and continued developing, disseminating and promoting operational standards, indicators, guidelines and best practices.

In 2022 an unprecedented number of 576 members of courts and tribunals participated in the EUAA's judicial support activities on specialised international protection topics. All activities were organised with the active support of the EUAA judicial experts' pool, which grew by one third, totalling 99 members in 2022.

The EUAA Consultative Forum was reconstituted in June 2022 with a new set of rules deriving from the EUAA regulation. Following a call for expressions of interest by civil society and other relevant organisations, by the end of December the newly established forum counted more than 100 members.

The EUAA continued to be strongly engaged in the external dimension of the CEAS. The Resettlement Support Facility (RSF) in Istanbul supported 2,585 persons through 13 selection and 3 pre-departure missions from 6 EU+ countries. Moreover, in 2022 the RSF facilitated for the first time medical assessments of refugees on behalf of a EU+ country (Switzerland). The EUAA also confirmed its capacity building support to the Turkish Presidency for Migration Management.

The Agency assisted Western Balkan countries through the provision of institutional capacity building, training and on-the-job coaching on core asylum procedures in Albania, Bosnia and Herzegovina, Kosovo[11], Montenegro, North Macedonia and Serbia. The implementation of the EUAA-Egypt roadmap continued and support activities involving Niger and all North African countries were organised with a view to establishing a practitioners' network.

The reorganisation that followed the entry into force of the new mandate was sustained by the IC system. The EUAA improved its ability to identify, prioritise and manage risks stemming from an increase of operational activities, financial and human resources (HR).

Continuing the positive trend from previous years, in 2022 the Agency further reduced the percentage of late payments, as well as the number and the value ratio of exceptions and non-compliances versus its total budget. Of the 15 outstanding ECA observations identified in previous years, 10 were closed, 4 were internally assessed as completed and the remaining observation will be implemented shortly.

The Agency finalised the first financial *ex post* control exercise. It was concluded that the extent, benefits, level of efficiency of strategies for *ex post* controls are cost effective. This supports the decision taken by EUAA MB in February 2021 at 38th MB meeting to prioritise an internal *ex post* controls capability over an internal audit capability and the creation of an IC and compliance unit with the reorganisation of 2023.

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[11] This designation is without prejudice to positions on status and is in line with the United Nation's Security Council Resolution 1244 on the situation relating to Kosovo and the International Court of Justice's advisory opinion on Kosovo's declaration of independence.

# Part I. Policy achievements of the year

The annual work programme of the Agency, as detailed in the Single Programming Document (SPD) 2022-2024 adopted by the MB on 13 September 2022, identified 87 annual objectives in six activity areas.

This section summarises the achievements per objective and the progress against performance indicators.[12]

Annual objectives have been categorised as 'fully achieved', 'nearly achieved', 'partially achieved', 'not achieved' or 'not applicable' (NA) based on the status of their respective indicators. The following criteria have been applied:

- objectives fully achieved: all their indicators' targets were exceeded or achieved;
- objectives nearly achieved: all their indicators' targets were exceeded, achieved or nearly achieved;
- objectives partially achieved: one or more of their indicators' targets were in delay;
- objectives not achieved: more than 50 % of their indicators' targets were in delay;
- objectives NA: more than 50 % of their indicators were not measurable.

The categorisation of all 87 annual objectives is visualised in Chart 1.

Table 1 provides an overview of their status, broken down by activity area.

Chart 1: Categorisation of annual objectives*.
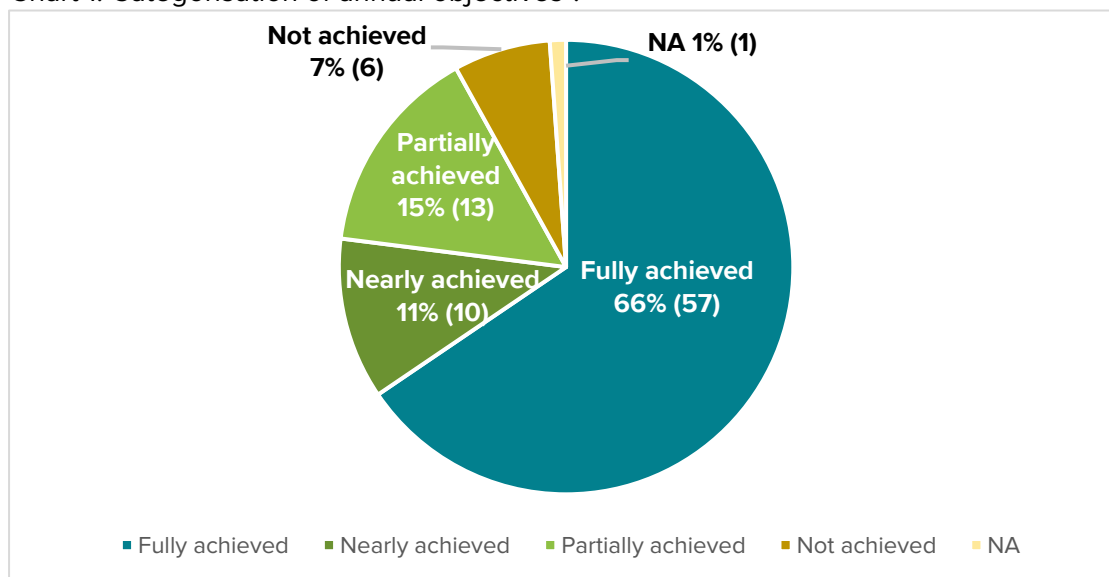


*Figures are rounded to the next number.

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[12] See Annex 1 for details on the criteria used for the categorisation of annual targets.

Table 1.: Status of annual objectives broken down by activity area.

| Status of annual objectives by activity area | | | | | | |
|---|---|---|---|---|---|---|
| Activity area | Fully achieved | Nearly achieved | Partially achieved | Not achieved | NA | Total |
| 2.1 Operational Support | 14 | 4 | 4 | 3 | 0 | 25 |
| 2.2 Operational Support and Tools, Programming, Monitoring and Evaluation of Operations | 3 | 0 | 1 | 0 | 0 | 4 |
| 2.3 Training and Professional Development | 10 | 0 | 0 | 0 | 1 | 11 |
| 2.4 Asylum Knowledge | 25 | 4 | 8 | 1 | | 38 |
| 2.5 Protection of Fundamental Rights | 0 | 0 | 0 | 1 | 0 | 1 |
| 2.6 Horizontal Activities | 5 | 2 | 0 | 1 | | 8 |
| Total | 57 | 10 | 13 | 6 | 1 | 87 |

Six annual objectives were not achieved due to operational constraints, change of priorities ensuing from the war in Ukraine and increased workload related to the entry into force of the new mandate. Further information on the annual objectives, the reasons for their achievement (or lack thereof) and the status of their respective indicators are provided below.

# Operational and technical assistance (SPD 2.1)

## Italy (SPD 2.1.1)

**Objective 1.** Alleviate the pressure on the national asylum system by increasing the capacity and quality in processing applications for international protection of administrative and judicial instances (appeal).

The Agency **fully achieved** this objective by supporting national determination and registration authorities through the implementation of several activities, including:

- delivering 8 national training sessions that reached 84 % of the Italian Immigration Offices (88 out of 105);
- supporting the lodging of 8,987 applications for international protection in locations under particular pressure, including under the voluntary solidarity mechanism;
- addressing 100 % of queries coming from the immigration offices on both national and Dublin procedures;
- cooperating with the Italian national asylum commission on: a) the organisation of 3 country briefings (Afghanistan, Türkiye and Tunisia) and b) the development of 6 tools for the harmonisation of the asylum procedure at first instance;
- at second instance, preparing 10,109 files and supporting almost 5,000 COI research activities.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| National registration and determination authorities supported by the Agency through the development and/or implementation of quality tools to improve the quality of procedures at local level. | Internal monitoring records Measure-based monthly reports Progress reports | ≥85 % of output targets (OP[13] 2022) achieved | 89 % | Exceeded |
| Percentage of registrations for international protection supported by the Agency at border areas, entry points and locations under pressure. | Monitoring reports Progress reports | ≥85 % of output target | 184 % | Exceeded |
| Percentage of files prepared by judicial authorities with the support of the Agency, including in support of the Court of Cassation. | Monitoring reports Progress reports | ≥85 % of output target | 95 % | Exceeded |
| Percentage of COI researches supported at the specialised sections of the tribunals. | Monitoring reports Progress reports | ≥85 % of output target | 124 % | Exceeded |

| **Objective 2.** Strengthen the capacity and quality of the national reception system, including by mainstreaming a national reception self-monitoring framework. | | | | |
|---|---|---|---|---|
| This objective was **partially achieved** due to a change of priorities of the national authorities, which postponed the activities concerning the integration/harmonisation of existing monitoring tools on tracking vulnerabilities. In any case, the Italian national platform for monitoring reception conditions was officially launched based on the methodology of the EUAA asylum reception conditions tool. The Agency supported the development of methodological guidelines and cooperated in carrying out six capacity building activities on the monitoring methodology and the use of the platform. Additionally, the EUAA assisted national authorities in conducting more than 100 monitoring visits to the reception centres and contributed to enhancing the correct allocation of applicants for international protection to reception centres by delivering workshops to local authorities on the workflows and the use of tools for data management. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| National reception monitoring framework supported by the Agency to ensure assessment of the quality of the reception system. | Internal monitoring records Measure-based monthly reports Progress reports | ≥85 % of relevant output targets (OP 2022) achieved | 79 % | Nearly achieved |
| Monitoring of migration flows supported by the Agency to | Internal monitoring | ≥85 % of relevant output | 67 % | In delay |

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[13] Operational plan.

| ensure data management and reliability to enhance a correct allocation of applicants for international protection to reception centres. | records Measure-based monthly reports Progress reports | targets (OP 2022) achieved | | |
|---|---|---|---|---|

**Objective 3.** Support Italian authorities and participating Member States in management of SAR[14] disembarkations/voluntary relocation operations as relevant, under the coordination of the European Commission, as well as other unforeseen events/requests by Italian authorities justified by new emerging needs.

The objective was **fully achieved**. The Agency assisted Italian authorities in the management of disembarkations and voluntary relocation operations. Moreover, the EUAA supported the implementation of all the activities under the voluntary solidarity mechanism, including the establishment of four relocation hubs in Bari, Crotone, Messina and Monastir.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Percentage of SAR disembarkation/voluntary relocation events supported by the Agency. | Internal monitoring reports on SAR events Progress reports | 100 % of all requested and agreed events | 100 % | Achieved |

**Objective 4.** Support Italian authorities in implementing the Temporary Protection Directive (TPD).

The objective was **fully achieved**. The Agency successfully supported Italian authorities in implementing the TPD by developing several tools on the access to temporary protection, assisting in the submission of 1,862 applications for temporary protection permits of stay and providing information to 4,321 people. Furthermore, all 105 Italian immigration offices were reached by an *ad hoc* webinar on temporary protection, jointly delivered by the EUAA and the Department of Public Security.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Percentage of implementation of the support measure related to the TPD. | Progress reports | ≥85 % | 100 % | Exceeded |

### Greece (SPD 2.1.2)

**Objective 1.** Enhanced capacity of the Greek authorities in processing asylum applications in line with the CEAS.

The Agency **partially achieved** this objective thanks to its continued support to the Ministry for Migration and Asylum, the Greek Asylum Service and the Appeals Authority, in particular in the areas of governance, strategic planning, training and capacity-building.
In 2022, 18,161 registrations and 16,639 interviews were conducted with the assistance of the EUAA, which also supported the drafting of 5,071 opinions. Additionally, the EUAA contributed to the processing of 1,317 Dublin outgoing requests, supported the preparation of 1,310 essays for second instance processing and continued relocation activities throughout the year, on the

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[14] Search and rescue.

basis of pledges received by Member States. The lower number of EUAA opinions is related to the fact that the Agency did not draft opinions on admissibility, nor for a large share of safe country of origin cases.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Percentage of registrations of applications for international protection lodged with EUAA support. | Monitoring reports, Progress reports | 40 % | 56 % | Exceeded |
| Number of persons covered by an interview conducted with EUAA support. | Monitoring reports, Progress reports | 14,820 | 16,639 | Exceeded |
| Number of persons covered by opinions delivered with EUAA support. | Monitoring reports, Progress reports | 8,004 | 5,071 | In delay |
| Number of candidates successfully matched for relocation with EUAA support. | Monitoring reports, Progress reports | 280 | 252 | Nearly achieved |
| Number of outgoing Dublin requests processed with EUAA support. | Monitoring reports, Progress reports | 1,350 | 1,317 | Nearly achieved |
| Number of essays for the Appeals Committees prepared with EUAA support. | Monitoring reports, Progress reports | 1,440 | 1,310 | Nearly achieved |

**Objective 2.** Enhanced capacity of the Greek authorities in providing reception conditions in line with the CEAS.

The objective was **nearly achieved**. The Agency increased support to the Greek reception authorities, with a view to facilitating the handover of activities to the Reception and Identification Service. The EUAA implemented an information management project that established a robust mechanism for collecting data on the population of the reception facilities in all first and second-line reception sites across the country. Additionally, the Agency rolled out a case management project which provided residents with solid case management services (assessments, referrals, etc.) and contributed to overachieve the annual target of referrals made. Support was also provided at the strategic level, where the EUAA contributed to the development of the national reception operating plan, due for endorsement in 2023, and delivered training to enhance the capacities of national authorities and ensure long-term sustainability.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of beneficiaries targeted with Information Provision conducted with EUAA support. | Monitoring reports, Progress reports | 90,500 | 93,254 | Exceeded |
| Number of individual assessments conducted with EUAA support. | Monitoring reports, Progress reports | 8,525 | 8,504 | Nearly achieved |
| Number of referrals made with EUAA support. | Monitoring reports, Progress reports | 8,780 | 18,598 | Exceeded |

**Objective 3.** Enhanced capacity of the Greek authorities in providing protection to unaccompanied children.

The EUAA continued providing institutional support to the Special Secretariat for the protection of Unaccompanied Minors (SSPUAM) towards the fulfilment of its mandate and in view of establishing long-term capacity. The Agency supported, *inter alia*, the development of the relevant legal, regulatory and administrative framework, as well as the roll-out of the mentoring scheme, which benefited 526 unaccompanied minors by the end of 2022. The objective **was not achieved** due to delays in the roll-out of the training plan for the SSPUAM, which will be nonetheless continued throughout 2023.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Percentage of implementation of activities related to support for the protection of UAC[15]. | Monitoring reports, Progress reports | 100 % | 72 % | In delay |

**Objective 4.** Enhanced capacity of the Greek authorities to effectively implement the Temporary Protection Directive.

The Agency **fully achieved** this objective by supporting Greek authorities in the registration of beneficiaries of temporary protection and in the provision of relevant information.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Percentage of temporary protection beneficiaries registered with EUAA support. | Monitoring overviews Progress reports | 50 % | 55 % | Exceeded |

## Cyprus (SPD 2.1.3)

**Objective 1.** Provide support to the Cypriot Asylum Service and the International Protection Administrative Court to ensure proper access to the asylum procedure and registration, to process applications for international protection in line with CEAS standards, and to reduce the backlogs at first and at second instances.

The Agency **partially achieved** this objective. The EUAA provided support to the Cypriot Asylum Service on first instance determination by examining cases and drafting recommendations. The lower number of recommendations produced is related to:

1. the reduced number of case experts deployed, compared to the initial plan;
2. the negative impact of staff turnover, which affected the productivity of the first instance team;
3. the space available for conducting interviews which, starting from June 2022, was limited to only two locations (Pournara and Strovolos).

The EUAA also supported the International Protection Administrative Court (IPAC) through the deployment of second instance experts tasked with case research and court assistance. Since both the number of judges and the number of EUAA support personnel deployed to IPAC increased in the beginning of 2022, the number of cases being processed was higher and the demand of case experts increased significantly.

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[15] Unaccompanied children.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of recommendations finalised with support from the Agency. | Monitoring reports, Progress reports | 2,034 | 1,287 | In delay |
| Percentage of residents assessed by vulnerability personnel deployed by the Agency in Pournara. | Monitoring reports, Progress reports | ≥45 % | 46 % | Exceeded |
| Number of second instance files (unique) prepared with support from the Agency | Monitoring reports, Progress reports | 700 | 1,454 | Exceeded |
| Number of Dublin cases processed with support from the Agency. | Monitoring reports, Progress reports | 220 | 927 | Exceeded |

**Objective 2.** Provide support to the Cypriot reception authorities to strengthen the national reception system, also through the improved operational coordination of central management and first- and second-line reception structures.

The Agency **did not achieve** this objective due to two main reasons:

- the lack of engagement of the social welfare services, which hindered the Agency's ability to become fully involved in the activities for all residents, including minors;
- the low number of residents in the reception centre and the delays in the delivery of material support (containers).

The Agency implemented several activities in support of the Cypriot reception authorities. Direct support was provided in the reception location of Kofinou, including through the upgrade of the centre's infrastructure. The EUAA also cooperated with Cypriot authorities in the newly operationalised Pournara safe zone, where the Agency provided support in completing a self-assessment of the reception conditions according to the EUAA assessment of reception conditions tool. Moreover, two vulnerability experts and one information provision expert were deployed to support the Cypriot Asylum Service in the day-to-day reception operations.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Implementation of the upgrade of Kofinou infrastructure. | Monitoring reports, Progress reports | 100 % | 50 % | In delay |
| % of EUAA-assigned residents reached each month by EUAA social workers in EUAA supported centres. | Monitoring reports, Progress reports | 90 % | 49 % | In delay |

**Objective 3.** Support the Cypriot authorities and participating Member States in the management of voluntary relocation operations as well as other unforeseen events/requests by the Cypriot authorities justified by new emerging needs.

This objective was **fully achieved**. Following the solidarity declaration of 22 June 2022, the Agency started supporting the operationalisation of the relocation mechanism in August. The EUAA organised relocation workflows, selected potential candidates, supported the Cypriot Asylum Service in matching candidates with pledging Member States and proposed redistribution lists to participating Member States. As of December 2022, a total of 10 redistribution lists was prepared with the EUAA support, while a first transfer of 48 candidates

was organised and completed by the International Organization for Migration (IOM). Concerning the response to unforeseen events, the Agency amended the operational plan with Cyprus in June 2022 to include a new support measure on the implementation of the TPD, based on a formal request from Cypriot authorities.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Percentage of emergency and temporary specific operational events managed with support of the Agency. | Activity/progress reports | 100% of all requested and agreed events | 100 % | Achieved |

| **Objective 4.** Support the Cypriot authorities in implementing the TPD. |
|---|
| The objective was **fully achieved.** The EUAA has been supporting Cypriot authorities in implementing the TPD since June 2022, in particular by realising in-person registrations and reducing the backlog of files to be digitalised. The indicator's target was exceeded because, following the stabilisation of the number of new registrations, the EUAA personnel had the possibility to manage the incoming registrations more effectively and invest more time in the digitalisation of files. |

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Percentage of implementation of the support measure related to the TPD. | Progress reports | ≥85 % | 145 % | Exceeded |

## Malta (SPD 2.1.4)

| **Objective 1.** Improved access to asylum procedure in Malta and increased capacity to manage the asylum backlog at first instance determination. |
|---|
| This objective was **nearly achieved**. The implemented activities contributed to increase the rate of processed applications and significantly decrease the backlog at first instance level, which stood at 1,757 cases by the end of 2022, compared to 3,265 recorded at the end of the previous year. In 2022, 876 registrations were made, 961 interviews conducted, 931 assessment reports submitted to the Maltese authorities and 1,562 files fully digitised with the support of the EUAA. Additionally, the Agency supported 430 second level quality checks, delivered 5 COI briefings and organised 16 training modules. |

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Percentage of implementation of the relevant measure of the operational plan. | Monitoring reports | >85 % | 84 % | Nearly achieved |

| **Objective 2.** Provide operational support to the Maltese authorities to strengthen the national reception system. |
|---|
| This objective was **fully achieved**. The implemented activities contributed to increase the capacity of the national reception authorities to carry out vulnerability assessments, social work, quality assurance in the reception context and to develop information provision contents. |

In 2022 the EUAA concluded, quality reviewed and submitted with recommendations to the Maltese reception authorities 291 vulnerability assessments. While providing support to 99 % of adult and 90 % of unaccompanied minor cases assigned to its teams, the Agency continued training and/or shadowing national authorities, in view of the handover of vulnerability-related activities to the Maltese Agency for the Welfare of Asylum Seekers (AWAS). The EUAA also drafted a proposal for a quality assurance framework, created a case management tool for social workers and developed written and video information materials on asylum and reception in Malta. Finally, the EUAA fostered communication and contributed to improve workflows between AWAS and the International Protection Agency.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Percentage of implementation of the relevant measure of the operational plan. | Monitoring reports | >85 % | 90 % | Exceeded |

**Objective 3.** Support the Maltese authorities and participating Member States in the management of ad hoc disembarkations/voluntary relocation operations, as relevant, under the coordination of the European Commission, as well as other unforeseen events/requests by the Maltese authorities justified by new emerging needs.

This objective was **fully achieved**. Following the solidarity declaration of 22 June 2022, the EUAA started supporting the voluntary solidarity mechanism in several stages of the process. The operationalisation of the relocation mechanism was initiated in Malta in September 2022 and the EUAA provided support by identifying relocation candidates, providing information, collecting consents, matching applicants and preparing redistribution lists to be submitted to pledging Members States. In 2022 the Agency supported the interviews/registrations of 106 candidates and the match of 88 of them.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Percentage of emergency and temporary specific operational events managed with support from the Agency. | Activity/progress reports | 100 % of all requested and agreed events | 100 % | Achieved |

**Objective 4.** Support the Maltese authorities in implementing the Temporary Protection Directive.

The Agency **fully achieved** this objective by supporting all 1,264 temporary protection applications assigned to it. The EUAA also assisted in the provision of information on temporary protection and the assessment of eligibility criteria and provided support in the dissemination of two campaigns: 1) survey of arriving migrants for displaced people from Ukraine; 2) Commission's awareness raising campaign against trafficking in human beings and targeting people fleeing Ukraine.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Percentage of implementation of the support measure related to the TPD. | Progress reports | ≥85 % | 100 % | Exceeded |

## Spain (SPD 2.1.5)

**Objective 1.** Support to the Spanish authorities in the transition towards a new national reception model (based on the agreement on the design and implementation of the new model in 2021) and the provision of required structural supports (including personnel) in the implementation of the new model for reception to enhance structural management of the Spanish reception system, including strengthened capacity within the Spanish reception system through relevant professional development, training and related tools.

The Agency **nearly achieved** this objective by providing technical advice to the Spanish authorities in the design of a new reception model. The Agency identified monitoring and evaluation needs in order to facilitate the organisational change management; provided the State Reception Network with tools and good practices on the design and construction of centres from other Member States; supported data management through the deployment of an external expert and contributed to strengthen the capacities of the Sub-Directorate General of Economic Management and European Funds through the support of two external experts in European funding mechanisms. Some activities suffered delays due to changes in the national authorities' priorities, the crisis in Ukraine and the high turnover of personnel of the State Secretary for Migration.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Percentage of implementation of the relevant measures of the OP. | Progress reports | >85 % | 77 % | Nearly achieved |

**Objective 2.** Support the Spanish authorities in the management of reception services under pressure.

This objective was **nearly achieved**. The Agency deployed interpreters, conducted a needs assessment focused on human resources and psychosocial intervention, piloted new profiles and new workflows/tools in the areas of social work, medical/health support and coordination and supported the assessment of reception conditions in ten centres, following the methodology of the EUAA asylum reception conditions tool. Moreover, the Agency mapped sea arrivals based on the analysis of disembarkation sites in Canary Islands and Andalusia, developed and adjusted guides for relocation and established a monitoring and evaluation process on resettlement. Some activities were slightly delayed due to the priority given by national authorities to the response to the crisis in Ukraine and the related work on the implementation of the TPD.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Percentage of implementation of the relevant measures of the OP. | Progress reports | >85 % | 78 % | Nearly achieved |

**Objective 3.** Support the Spanish authorities in the management of unforeseen events, justified by new emerging needs.

The Agency **fully achieved** this objective. Following the Russian invasion of Ukraine and a formal request from the Spanish authorities, in May 2022 the Agency amended the operational plan with Spain to include a new measure aimed at providing support related to the implementation of the TPD.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Percentage of emergency and temporary specific operational events managed with support from the Agency. | Activity/progress reports | 100 % of all requested and agreed events | 100 % | Achieved |

| **Objective 4.** Support the Spanish National Reception Authorities to implement the TPD | | | | |
|---|---|---|---|---|
| The Agency **fully achieved** this objective. Several activities were implemented with the aim of strengthening the reception capacity of the Reception, Attention and Referral Centres (CREADE) and harmonising procedures, workflows and tools related to temporary protection processes. The Agency deployed information provision experts and interpreters and supported applicants for temporary protection at the CREADEs information points in Alicante, Barcelona, Madrid and Málaga; developed and regularly updated information documents and leaflets and established a hotline for information on temporary protection in Ukrainian. The EUAA also elaborated action protocols for each CREADE and conducted sessions on their implementation. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Percentage of implementation of the support measure related to the TPD. | Progress reports | ≥85 % | 92 % | Exceeded |

## First operational response and other operational activities (SPD 2.1.6)

| **Objective 1.** Respond to rapid response needs as they arise upon approved request from Member States in a timely, efficient, planned, structured and coordinated operational manner. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved**, since the Agency effectively responded to all requests received from Member States. In 2022 the EUAA signed new operational plans with Austria, Bulgaria, Belgium, Czechia, the Netherlands, Romania and Slovenia. Following the effective implementation of these plans in 2022, amendments for the continuation and expansion of activities in 2023 were signed with Belgium, Bulgaria and the Netherlands. An extension of the existing operational plan was signed with Czechia, while a new operational plan for Romania was agreed for 2023. The support focused mainly on the Member States' reception and asylum systems and the provision of temporary protection through the deployment of personnel and the provision of training and material support.<br>Additionally, the Agency supported the voluntary solidarity mechanism for relocation and assisted in the implementation of the voluntary transfer scheme in Moldova. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Percentage of operational responses. | Operational records and activity reports | 100 % of approved requests responded to | 100 % | Achieved |

| Objective 2. Development of preparedness and contingency mechanisms by the Agency. | | | | |
|---|---|---|---|---|
| The objective was fully achieved since an asylum and reception operational response catalogue was developed and presented to the MB in November 2022. The catalogue will be operationalised in 2023. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Status of completion of the Agency's first-response catalogue (concept note and first working draft). | Annual FORU[16] reporting First-Response Catalogue | 50 % | 100 % | Exceeded |

## Resettlement and Humanitarian Admission (SPD 2.1.7)

| Objective 1. Facilitate cooperation, coordination and use of capacity development tools in the area of Resettlement and Humanitarian Admission, including support to the implementation of the Union Resettlement Framework Regulation should this be adopted. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved**. The Agency continued the management and coordination of the Resettlement and Humanitarian Admission Network through the organisation of 2 steering group meetings, 3 thematic meetings and several meetings of the Expert Platform on Safe Pathways for Afghans. The activities enabled a continuous mapping of resettlement and humanitarian admission programmes in the EU and fostered exchange of data and information. Furthermore, the EUAA delivered 2 training and released 14 operational tools on resettlement. The level of satisfaction of EU+ countries could not be measured, as the participation in the relevant evaluation surveys was too low to be representative. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of meetings organised with relevant stakeholders aimed at enhancing cooperation in the field of Resettlement and Humanitarian Admission (including under the Union Resettlement Framework Regulation, if adopted). | Operational/administrative records Meeting reports | 10 | 14 | Exceeded |
| Level of satisfaction of EU+ countries involved in the above activities/meetings. | Operational/administrative records Satisfaction surveys | 80 % | NA | NA |
| Number of participants in the Agency's Resettlement trainings. | Operational/administrative records | Min. 20 | 49 | Exceeded |
| Level of satisfaction of the participants involved in the Agency's Resettlement trainings. | Operational/administrative records Satisfaction surveys | 80 % | 85 % | Exceeded |
| Number of tools related to Resettlement and Humanitarian Admission operations under development, in place or updated. | Operational/administrative records Statistics | 5 | 14 | Exceeded |

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[16] First Operational Response Unit.

| Number of activities aimed at sharing data on Resettlement and Humanitarian Admission. | Operational/administrative records Statistics | 2 | 2 | Achieved |
|---|---|---|---|---|

| **Objective 2.** Sharing of infrastructure and logistical support towards EU+ countries in selected partner countries is in place. | | | | |
|---|---|---|---|---|
| The Agency **partially achieved** this objective. Even if the RSF in Istanbul is well established and running, the number of EU+ countries' resettlement and pre-departure missions supported was lower than expected. Due to the pressure on reception systems related also to the Ukraine crisis, some EU+ countries stopped their resettlement programmes, which negatively affected the RSF support activities. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of EU+ countries using the RSF like concept for selection missions and PDO[17] missions in Turkey (and beyond, if appropriate). | Operational/administrative records | 7 | 6 | Nearly achieved |
| Number of selection missions and PDO missions implemented through RSF like concepts. | Operational/administrative records Periodical activity reports | **15 selections missions** 6 predeparture orientation missions | 12 | Nearly achieved |
| Number of selection missions and PDO missions implemented through RSF like concepts. | Operational/administrative records Periodical activity reports | 15 selections missions **6 predeparture orientation missions** | 3 | In delay |

| **Objective 3.** Support interested EU+ countries in the planning and implementation of Community Sponsorship Programmes and Complementary Pathways to international protection in the EU. | | | | |
|---|---|---|---|---|
| The Agency **did not achieve** this objective. The EUAA working group on community sponsorship is well established and organised two activities aimed at enhancing the cooperation among EU+ countries in the field of community sponsorship programmes. However, the other two planned activities could not be implemented due to the pressure exerted by the war in Ukraine on the Member States' reception systems. The level of satisfaction of EU+ countries could not be measured, as the participation in the relevant evaluation surveys was too low to be representative. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of meetings organised with relevant stakeholders aimed at enhancing cooperation in the field of Community Sponsorship Programmes | Operational/ administrative records Meeting reports | 4 | 2 | In delay |

[17] Pre-departure missions.

| | | | | |
|---|---|---|---|---|
| and Complementary Pathways to international protection. | | | | |
| Level of satisfaction of EU+ countries involved in the above activities/meetings. | Operational/administrative records Satisfaction surveys | 80 % | NA | NA |

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

## Deployment and performance management (SPD 2.2.1)

| Objective 1. The deployment and coordination of experts to asylum support teams is further enhanced and improved, flexible deployment mechanisms are established and implemented. |
|---|
| The objective was **partially achieved**. In 2022, the MB adopted a decision on the profiles of experts to be included in the asylum reserve pool, while an Executive Director's decision set the rules governing the management of the pool and established the mechanism for the selection of experts to be assigned to the asylum support teams in operational support activities coordinated by the Agency. The EUAA integrated additional functionalities, related to the selection and deployment of remunerated external experts and the implementation of the asylum reserve pool, in its operational deployment system (ODS). This activity was nevertheless delayed, due to the deferral of the EUAA framework contract for information and communications technology (ICT) related services. Finally, the Agency kept an open and regular channel of communication with the national contact points, both via ODS and dedicated meetings. Country-specific information on the Agency's operations were updated and maintained on the country operations platforms. |

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| ODMS[18] new functionalities fully completed. | Project documentation | 100 % | 35 % | In delay |
| Establishment of ARP[19] initiated (case study developed and agreed). | Project documentation | 100 % | 100 % | Achieved |
| Status of implementation of CDM[20] system(s) | Project documentation | 100 % | 100 % | Achieved |

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[18] The abbreviation was wrongly spelled in the SPD 2022-2024 and should read ODS.
[19] Asylum reserve pool.
[20] Complementary deployment management.

| Number of practical cooperation meetings organised, incl. meetings with the NCP[21] network in the EU+ countries. | Meetings documentation | At least 2 | 2 | Achieved |
|---|---|---|---|---|
| Country-specific information for the Agency operations created within the Country Operations Platforms. | Country Operations Platforms | 1 for each operation (on a total of 8 considered) | 7 | Nearly achieved |
| Percentage of experts having access to the Country Operations Platforms. | Country Operations Platforms | 100 % | 97 % | Nearly achieved |

## Programming, monitoring and evaluation of operations (SPD 2.2.2)

| **Objective 1.** The Agency's operations, defined as programmes and projects, are articulated within the framework of the Agency's strategic vision and built upon an assessment of needs, an intervention logic and a harmonised use of the result-based planning approach, in adherence to the adopted Project Management methodology. | | | | |
|---|---|---|---|---|
| The Agency **fully achieved** this objective. All operational plans were built based on a needs assessment process and designed following a results-based project management methodology, as described in the Agency's operations manual. The harmonisation of these processes across the Agency's operations was promoted and strengthened. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Percentage of the Agency's operations based on a needs assessment. | Operation/project documentation | 100 % | 100 % | Achieved |
| Percentage of the Agency's operations accompanied by a full project description, results framework and implementation plan, as relevant. | Operation/project documentation | 100 % | 100 % | Achieved |

| **Objective 2.** A Fidelity Monitoring approach, using Results and Process Indicators and framing the process of measuring the implementation of the Agency's operations, is in place and enables adaptive feedback in real time to Centre for Operations Management Teams, ensuring fidelity to programmes and plans and facilitating required changes. | | | | |
|---|---|---|---|---|
| This objective was **fully achieved**. In line with the Agency's operations manual, a fidelity monitoring approach was applied to all operational plans through the articulation of monitoring plans and the use of harmonised monitoring and reporting tools. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |

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[21] National contact points.

| Percentage of the Agency operations accompanied by a monitoring plan. | Operation/project documentation (monitoring plans) | 100 % | 100 % | Achieved |
|---|---|---|---|---|

| **Objective 3.** The Agency's operations benefit from systematic and objective, internal or external, evaluations leading to management response and institutional learning. | | | | |
|---|---|---|---|---|
| The Agency **fully achieved** this objective, since the evaluations of seven operating plans (Cyprus, Greece, Italy, Latvia, Lithuania, Malta and Spain) were performed as planned. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Percentage of the Agency's operations for which an interim/ex post evaluation has been conducted (external or internal), where relevant. | Evaluation reports | 100 % | 100 % | Achieved |

# Training and professional development (SPD 2.3)

## Development and consolidation of the Training Curriculum (SPD 2.3.1)

| **Objective 1.** Support asylum and reception officials' development of their knowledge, skills, responsibility and autonomy to perform their duties, by designing and developing training and coaching modules based on identified training needs and in compliance with standards and guidelines of quality assurance in the area of education and vocational training. Review training material in compliance with standards and guidelines of quality assurance by restructuring existing training material, refining learning outcomes, develop entry requirements and assessment strategies. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved**. The development and restructuring of modules were based on the learning needs of officials working in national administrations, of the personnel deployed within the framework of operational plans and of the Agency's own staff. In the reporting year seven modules were developed/restructured: 1) communication for asylum and reception practitioners; 2) introduction to vulnerability; 3) introduction to ethical and professional standards; 4) working with an interpreter; 5) introduction to coaching; 6) applicants with diverse sexual orientation, gender identity and expression and sex characteristics (SOGIESC) and 7) orientation course for learners. Adhering to a learner centred approach, the development and restructuring of the above-mentioned training material was carried out complying with standards and guidelines of quality assurance in the area of education and vocational training. Very high satisfaction rates were registered in occasion of the first sessions. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of modules designed, developed and reviewed in compliance with the quality guidelines and standards in the field of | Documentation and internal records | 7 modules | 7 | Achieved |

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| | | | | |
|---|---|---|---|---|
| higher education and vocational training, to address identified training gaps. | | | | |
| Percentage satisfaction with the first session of newly developed and reviewed modules. | Evaluation questionnaires of first sessions | 70 % satisfaction rate | 97 % | Exceeded |

**Objective 2.** Design and develop training and coaching modules and supporting material for trainers and coaches based on identified training needs in compliance with standards and guidelines of quality assurance in the area of education and vocational training. Ensure continuing professional development for asylum and reception officials following previous professional training, based on intended learning outcomes to support learners and trainers to maintain and enhance their knowledge, skills and professional practice, including fostering a community of practitioners by developing training.

The objective was **fully achieved**. Material for trainers of trainers and trainers of asylum and reception officials was developed according to a life-long learning approach and adopting a train-the-trainer methodology. Six modules and continuing professional developments (CPD) were developed in 2022: 1) CPD Afghanistan inclusion; 2) CPD Afghanistan exclusion; 3) TPD in the context of the war in Ukraine; 4) rumours management; 5) information and communication needs assessment and 6) communication in emergencies. In line with a learner centred approach, the development of the mentioned training material was conducted complying with standards and guidelines of quality assurance in the area of education and vocational training. Very high satisfaction rates were registered in occasion of the first sessions.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of new courses and CPDs for trainers designed in line with the quality guidelines and standards in the field of higher education and vocational training, to address identified training gaps. | Documentation and internal records | 4 newly developed courses and CPDs | 6 | Exceeded |
| Percentage satisfaction with the first session of newly developed courses and CPDs for trainers. | Evaluation questionnaires of first sessions | 70 % satisfaction rate | 93 % | Exceeded |

| Objective 3. Design and develop tailored training and coaching activities for Member States benefitting from operational support and for third countries benefitting from support under the framework of roadmaps. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved**. Specific training and capacity building needs were addressed by timely developing two new bespoke training to support national asylum and reception authorities at a time of particular migratory pressure: 1) introduction to coaching for managers in reception and 2) info provision webinar. Very high satisfaction rates were recorded in the first session of the training 'introduction to coaching'. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of tailor-made training material designed. | Documentation and internal records | 2 newly developed training material | 2 | Achieved |
| Percentage satisfaction with the first session. | Evaluation questionnaires of the pilot session | 70 % satisfaction rate | 91 % | Exceeded |

## Implementation of the Training Curriculum (SPD 2.3.2)

| Objective 1. Management and implementation of courses designed for trainers delivered in compliance with the established quality standards. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved**. The EUAA training plan 2022 included a series of 'train the trainers' sessions on EAC modules, as well as sessions on new modules targeting trainers, such as 'becoming an EUAA trainer', 'becoming an EUAA assessor', 'asylum core' and 'introduction to coaching'. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of participations to the trainer's courses. | LMS[22] | 430 | 597 | Exceeded |
| Overall satisfaction rate of participants trained as trainers. | LMS | 80 % | 96 % | Exceeded |

| Objective 2. Management and implementation of modules for asylum and reception officials delivered in compliance with the established quality standards. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved**. Both targets on the number of participations in training sessions and on the percentage of EU+ countries that make use of the EAC were met and exceeded. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Percentage of EU+ countries making use of one or more modules within the Training | LMS | 70 % | 76 % | Exceeded |

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[22] Learning management system.

| Curriculum in their national context. | | | | Exceeded |
|---|---|---|---|---|
| Number of participations in training sessions for asylum and reception officials implemented in EU+ national administrations. | LMS | 3,000 | 4,166 | Exceeded |

**Objective 3.** Planning, management and delivery of Operational Training in the framework of Operational Plans.

This objective was **fully achieved**. During 2022 there was a substantial increase in the number of the Agency's operational plans, which reached the number of 14. The Agency organised and delivered training and coaching sessions targeting the needs of the asylum support teams and of the national asylum and reception officials. Induction, thematic and on-job-coaching sessions, delivered by in house trainers, obtained a consistently high satisfaction rate.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of participations in induction training, thematic training and in on-the-job training/coaching. | LMS | 3,500 | 4,637 | Exceeded |
| Percentage of satisfaction of experts. | Evaluation questionnaire | 80 % | 96 % | Exceeded |

**Objective 4.** Enhanced capacity building of national authorities in third countries.

The objective was **fully achieved**. The EUAA continued enhancing capacity building of third countries' authorities by:

a) facilitating the enrolment of national asylum and reception officials in 'train the trainers' sessions, under the EUAA training plan 2022;
b) organising training sessions at national/regional level to address specific identified needs, as it was the case for Western Balkan countries.

Overall, third countries national asylum and reception officials attended a significant number of EUAA training sessions, with the total number of participations exceeding the pre-defined annual target.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Training interventions to support specific needs of third countries. | LMS | 10 interventions | 13 | Exceeded |
| Number of third country participations in courses for trainers and in national sessions. | LMS | 100 | 160 | Exceeded |

| Objective 5. Enhanced capacity of Agency's staff on asylum and reception. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved**. A dedicated training plan was developed for the Agency's staff and specific modules were delivered to accommodate particular requests. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of staff participations in staff training sessions. | LMS | 120 | 205 | Exceeded |

## Management of the Training Quality Assurance (SPD 2.3.3)

| Objective 1. Ensuring quality assurance and good governance of the training activities. | | | | |
|---|---|---|---|---|
| Timely response to training complaints and appeals is central to ensure quality assurance and good governance of the training activities. In the absence of training complaints or appeals, the achievement of this objective was **not measurable**. The guiding document in the area of quality assurance and good governance of the training activities is the revised 'training and learning strategy', adopted by the MB in March 2022. The quality assurance of the training activities is underpinned by the guidelines and standards on the training governance system, of which the 'training quality assurance framework', adopted by the Executive Director in April 2022, constitutes the backbone. Quality assurance is at the centre of the EUAA Academy programme, aiming at full compliance with European quality assurance standards in the area of higher education and a condition for the accreditation of the EUAA Academy as a higher education institution. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Timely response to complaints | Documentation and internal records | 95 % of complaints timely responded to | NA | NA |
| Timely response to appeals | Documentation and internal records | 95 % of appeals timely responded to | NA | NA |

## Learning experience and digital applications (SPD 2.3.4)

| Objective 1. Enhance the implementation of the training activities of the Training and Professional Development Centre by providing innovative users centred eLearning environment and tools. |
|---|
| The objective was **fully achieved**. The Agency implemented a new instructional design prototype for the EAC, based on the application of neuroscience in adult training. The process of production of training materials (following design and development) was streamlined and standard operating procedures and other resources were created and applied to ensure that the EAC is produced and maintained according to set quality standards. The new and upgraded modules of the EAC obtained very high satisfaction rates. The Agency also realised a set of tools for internal and external experts drafting EAC content according to the new instructional design prototype. Moreover, the EUAA launched a new module on coaching as a |

tool for professional development and created a new resource called 'orientation for learners', which introduces the users of its learning management system (LMS) to the e-learning environment and explains the stages of the learning journey through a typical EAC module.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Online Modules built and made available for first session and adjusted for post-pilot phase in the LMS, according to the Training Plans. | Training Plan, other internal documents | 90 % | 100 % | Exceeded |

**Objective 2.** Provide efficient client relationship management to all users throughout the entire training cycle in accordance with the Training Quality Assurance Framework.

The main end-users of the EUAA's LMS are national contact points requesting training sessions, trainers and trainees. The efficiency and efficacy of the relationship with the clients are measured in terms of:

a) responsiveness to session requests and help-desk tickets;
b) quality of the LMS user experience intended as satisfaction with the interactions on the platform.

The objective was **fully achieved** and both targets were exceeded. This was possible due to a series of improvements, such as:

- in-house redesign and adaptation of the LMS interface (homepage + courses) to match the EUAA identity;
- design and implementation of a new technology for the feedback forms to simplify administration and data collection;
- in-house re-design of the attendance tracking tool to improve its usability by trainers;
- setup of automated modules, entirely self-paced, which do not require tutors/trainers;
- launch of the EUAA Academy 2023 projects (learning portal and online assessment).

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Timely response to helpdesk requests. | Request monitoring system (ticketing) | 80 % of helpdesk Requests responded to within 3 working days | 99 % | Exceeded |
| User satisfaction rate of LMS. | LMS | 80 % satisfaction rate | 97 % | Exceeded |

# Asylum Knowledge (SPD 2.4)

## Country of Origin Information – COI – (SPD 2.4.1)

**Objective 1.** The Agency aims to draw up and regularly update COI reports, COI queries and other products, in line with the COI Report Methodology and based on a wide variety of sources, including interviews with specialised and expert sources. Such products will be published in the COI portal, website and/or disseminated among the relevant networks or stakeholders.

The objective was **partially achieved**. The number of published pages, including COI reports and queries, increased compared to the previous year, as a result of the fruitful cooperation with Member States, and the EUAA website and the COI portal were used to widely disseminate all products. The fact-finding mission originally planned for 2022 was postponed to 2023, to give priority to the development of a COI guide on interviewing sources. Main achievements of the year include:

- production and publication of 15 reports developed in close collaboration with Member States;
- consistent and timely provision of relevant COI information, with particular attention to the monitoring of the situation in Afghanistan and Ukraine;
- higher number of visitors to the COI portal, compared to 2021;
- development of a COI guide on interviewing sources.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Total number of pages of COI reports, query responses and other products produced/ updated (including introductions, bibliographies, etc.). | Publication on COI Portal, website and internal dissemination in operations, COI networks, etc. | 2,500 | 2,995 | Exceeded |
| Number of Fact-Finding Missions (FFMs) conducted in view of reaching out to relevant specialised and expert sources in the field. | Missions to third countries by COI staff | 1 | 0 | In delay |
| Increase in number of COI portal visits. | COI Portal statistics tool | 5 % increase (equal to 22,768) | 17 % increase (26,549) | Exceeded |

**Objective 2.** The Agency aims to enhance cooperation, information exchange, capacity building, knowledge generation and quality in COI work by way of supporting EU+ countries' COI networks and organising relevant events.

The objective was **fully achieved**, thanks to the Agency's continued support to EU+ countries' COI networks, which facilitated information exchange, built capacities, generated knowledge and ultimately improved the quality of COI work.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| **Number of COI networks facilitated, including:**<br>**- 1 meeting for each network;**<br>- Bi-annual survey of national COI needs and production plans, for each COI specialist network on an online collaborative network space. | Calendar, email invitations, surveys, meeting reports and evaluation forms filled in by participants (averages), online collaborative spaces | 11 | 17 | Exceeded |
| **Number of COI networks facilitated, including:**<br>- 1 meeting for each network;<br>**- Bi-annual survey of national COI needs and production plans, for each COI specialist network on an online collaborative network space.** | Calendar, email invitations, surveys, meeting reports and evaluation forms filled in by participants (averages), online collaborative spaces | 2 | 2 | Achieved |
| 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). | Calendar, email invitations, meeting reports | 25 | 30 | Exceeded |
| Minimum 80 % overall participant satisfaction in meetings. | Evaluation forms filled in by participants (averages) | 80 % | 87 % | Exceeded |

## Medical Country of Origin Information – MedCOI – (SPD 2.4.2)

| **Objective 1.** Produce and collate relevant high quality medical country of origin information and ensure its availability to trained users in EU+ countries. | | | | |
|---|---|---|---|---|
| The objective was **partially achieved**. In 2022, out of 1,095 individual requests, 1,036 responses were published on the restricted MedCOI web portal, i.e. 95 % of the requests received. The publication of reports suffered delays due to the redefinitions of the terms of reference and of the agreement with the external contractor. Additionally, due to COVID 19 restrictions, no fact-finding missions were conducted in 2022. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Proportion of responses to individual requests (the baseline number of requests | Statistics from MedCOI database | 90 % | 95 % | Exceeded |

| | | | | |
|---|---|---|---|---|
| expected is approximately 1,200 per year). | | | | |
| User satisfaction level (Proportion of answers with 4 points or above). | Likert scale surveys with five options answers | 80 % | 96 % | Exceeded |
| Number of reports/outputs produced/updated (A single output should be composed by an average of 100 pages, including introduction, bibliography, etc.). | Publication on the COI Portal, website and/or dissemination among MedCOI users | 4 | 2 | In delay |
| Number of fact-finding missions (FFMs) conducted. | Missions by COI staff to third countries | 1 | 0 | In delay |

| | |
|---|---|
| **Objective 2.** Increasing the efficiency in the provision and use of MedCOI information, in support of EU+ countries decision and policy makers in procedures relevant or related to international protection. ||
| This objective was **partially achieved**. Only well-trained users can properly utilise the information in the MedCOI database and having 100 % of database users certified by appropriate training enhanced the provision of information to EU+ countries. The organisation of a MedCOI event and of an exchange of experiences contributed to increase awareness on the use of the MedCOI database and to improve its use by the EU+ countries. The production of video tutorials, deferred because of delays in the related framework contract, will be finalised internally in 2023. ||

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Proportion of database users (searching and launching requests) certified by successful training (Training Modules on MedCOI). | Training and database user statistics | 100 % | 100 % | Achieved |
| Organise user events (i.e. MedCOI StratNet), in which briefings are given. | Agenda, calendar, invitations | 1 | 2 | Exceeded |
| Production of short online (video) tutorials on the use of the MedCOI database and information. | MedCOI database | 2 | 0 | In delay |

## Country guidance (SPD 2.4.3)

| |
|---|
| **Objective 1.** Enhance convergence in EU+ decision-making practices through the development, reviewing and updating, as needed, of common analyses and guidance notes as a result of coordinated efforts among Member States |
| The objective was **partially achieved**. The EUAA published a new country guidance on Somalia (June 2022) and two updates on Afghanistan (April 2022) and Iraq (June 2022). The |

| guidance notes of these publications were translated in multiple languages, for a total of 39 language versions, to raise awareness and support their use in different national contexts. Two additional update processes, on Afghanistan and Syria, were successfully completed by the dedicated Country Guidance Network. Their publication was postponed to 2023. | | | | |
|---|---|---|---|---|
| **Indicator** | **Data source** | **Target 2022** | **Result** | **Status** |
| 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. | Draft notes sent to MB for endorsement | 4 | 3 | In delay |
| Number of Network meetings organised. | Calendar, agendas, invitations | 8 | 12 | Exceeded |
| Level of satisfaction among participants with the network meetings. | Evaluation forms filled in after meetings (averages) | 80 % | 92 % | Exceeded |
| Numbers of surveys to the Network launched and processed in the framework of the development, review or update of country guidance. | Survey reports | 3 | 5 | Exceeded |

| **Objective 2.** Actively disseminate, explain and promote the guidance notes in the Agency's operations, other activities and with external stakeholders. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved**. In line with its new mandate, the EUAA reinforced its work on country guidance and increased its outreach activities. In 2022 numerous events targeting a wide range of stakeholders including policymakers, caseworkers, members of courts and tribunals and other asylum practitioners were organised or attended upon invitation. The publication of each new country guidance document is accompanied by a launching event that, along with the workshops for asylum caseworkers explaining the use of the documents in practice, represents the cornerstone of the Agency's outreach efforts. Finally, a series of news items, social media posts and articles for the EUAA newsletter was published throughout 2022. | | | | |
| **Indicator** | **Data source** | **Target 2022** | **Result** | **Status** |
| Organise or participate in a number of events, and activities, such as trainings, conferences, brown bag lunches, workshops, giving presentations and briefings on country guidance notes in the Agency or externally. | Agendas, CG[23] Staff missions, participation in activities | 10 | 21 | Exceeded |

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[23] Country guidance.

| Objective 3. Develop an understanding of the use of country guidance published by the Agency at the EU+ level. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved**. In 2022 the EUAA conducted a pilot study on the references to EUAA products in the jurisprudence of national appeal bodies in 27 Member States, plus Norway and Switzerland, in the period 2019-2020. The research identified a total of 3,890 appeal body decisions containing references to country guidance documents, which made them the second most commonly used and referenced EUAA product across EU+ countries' appeal bodies, after the Agency's COI reports. Additionally, in order to collect feedback on the quality and impact of country guidance products on a regular and rolling basis, the Agency made available on its website feedback forms for each of the current country guidance documents. The EUAA also launched a pilot study on convergence, the use of country guidance documents and the national decision practices related to various countries of origin. The study will be finalised in 2023 and is expected to offer a better insight into convergence and the reasons for the remaining variations in recognition rates within the EU. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Implementation of a study on the use of the Agency's products in jurisprudence. | Project documentation | 1 | 1 | Achieved |
| Number of surveys to the Country Guidance Network on the use of country guidance documents published by the Agency. | Survey report | 1 | 1 | Achieved |
| Number of surveys to other stakeholders on the use of country guidance documents published by the Agency. | Survey report | 1 | 5 | Exceeded |

## Information and analysis (SPD 2.4.4)

| Objective 1. Fully operational Information and Documentation System (IDS) including the public interface. | | | | |
|---|---|---|---|---|
| The objective was **nearly achieved**. In view of launching a public IDS, the Agency conducted a number of preparatory activities, such as consultations with civil society organisations and Member States. Due to delays in the establishment of an ICT framework contract, a series of planned technical improvements could not be undertaken, so it was decided not to conduct the user satisfaction survey. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Percentage share of thematic pages in IDS maintained up to date (updated in the last six months). | Monthly overview of updated thematic pages, via platform user analytics, communication bulletins informing countries about | 75 % | 72 % | Nearly achieved |

| | updates in thematic sessions | | | |
|---|---|---|---|---|
| EU+ countries' satisfaction with the IDS. | One user survey (indicators for surveys – number of respondents, results of qualitative analysis of user satisfaction and experience) | 75 % satisfaction | NA | NA |

**Objective 2.** Ensure management of the Case Law Database.

The objective was **fully achieved**. The importance of the EUAA case law database increased in 2022, as indicated by the external and internal information requests on EU jurisprudence. The number of planned outputs was exceeded, and several induction sessions were given to various stakeholders as a result of an increase in requests. Due to delays in the establishment of an ICT framework contract, a series of planned technical improvements could not be undertaken, so it was decided not to conduct the user satisfaction survey.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of external stakeholders introduced to the Case Law database (authorities/organisations/ academia). | External stakeholder communication | 20 stakeholders introduced | 69 | Exceeded |
| The Case Law database and thematic extracts referenced in outputs. | Thematic extracts from the Case Law database and references to the Case Law database and links included in outputs Internal records | 20 | 26 | Exceeded |
| Users' satisfaction with the Case Law Database. | One user survey (indicators for surveys – number of respondents, results of qualitative analysis of user satisfaction and experience) | 75 % satisfaction | NA | NA |

**Objective 3.** Provision of timely, accurate and reliable situational overviews and analysis on key areas and aspects of CEAS.

The objective was **partially achieved**. The war in Ukraine and the launch in 2022 of new EUAA operations contributed to increase the information needs, which led to exceeding the target for analytical products. The delay in the number of joint initiatives is due to the recent

establishment of a cooperation channel with the Intergovernmental Consultations on Migration, Asylum and Refugees, requiring some time to be fully operationalised.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of situational analysis/updates and other analytical products drafted. | Records of drafted overviews | 26 | 37 | Exceeded |
| Number of joint initiatives in information exchange and analytical products. | Records of prepared products | 5 | 1 | In delay |

**Objective 4.** Ensure the effective management of the query system and analytical query reports.

The objective was **nearly achieved**. The query system remained the go to tool for EU+ countries to exchange information on policies and practices on asylum and reception. In 2022, over 50 queries were successfully launched through the portal and the Agency managed to draft 22 query reports, which contributed to clearing the backlog from 2021. Due to delays in the establishment of an ICT framework contract, a series of planned technical improvements could not be undertaken, so it was decided not to conduct the user satisfaction survey.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of Query reports drafted. | Outputs made available on the Query Portal | 25 | 22 | Nearly achieved |
| Users' satisfaction with Query Portal. | One user survey (indicators for surveys – number of respondents, results of qualitative analysis of user satisfaction and experience) | ≥75 % satisfaction | NA | NA |

**Objective 5.** Produce a high-quality Asylum Report serving as a flagship product of the Agency and a reference document for the CEAS.

The objective was **fully achieved**. The Asylum Report was drafted on time and officially launched at a dedicated event. The results of the survey, despite the relatively small number of respondents, confirmed the Asylum Report as one of the most important products on asylum and reception. A series of additional resources (executive summary, database on legislative, policy and institutional developments, thematic fact sheets) broadened the audience of the publication and made it more accessible to a less informed audience. Due to a technical issue on the EUAA website's privacy settings, the number of consultations of the Asylum Report could not be tracked.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Volume of consultations of the Asylum Report. | Website | 15,000 | NA | NA |

| Level of satisfaction of users/readers with the content of Asylum Report. | Survey | 75 % | 81 % | Exceeded |
| --- | --- | --- | --- | --- |
| Types of outputs accompanying Asylum Report developed and made available. | Website | 5 | 5 | Achieved |

## Data analysis and research (SPD 2.4.5)

| **Objective 1.** To lead information exchanges that quantify the asylum and reception situation and processing of applications in Member States. | | | | |
| --- | --- | --- | --- | --- |
| The objective was **fully achieved**, since the EUAA continued in 2022 to foster an effective exchange of standardised set of indicators quantifying the asylum and reception situation in EU+ countries. All targets related to this objective were met or exceeded and the completeness of data exchanged with EU+ countries slightly increased, compared to last year. Advisory group meetings led to the first exchange of harmonised data on human resources of asylum authorities in EU+ countries and the Agency consistently delivered its weekly contribution to the integrated situational awareness and analysis reports of the Integrated Political Crisis Response. Additionally, the Agency swiftly set up and implemented a regular exchange of information and reporting on registrations for temporary protection with all EU+ countries. Finally, the EUAA MB endorsed in November 2022 a set of guiding principles paving the way for a broader dissemination of the EUAA provisional data. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Percentage of indicators that are shared by all EPS Network Members. | Analysis and monitoring of compliance | 80 % | 84 % | Exceeded |
| Number of advisory group meetings held, potentially in online formats. | Internal records and reporting | 2 | 2 | Achieved |
| Number of contributions to the ISAA report (1 contribution = WOSA, charts, tables & situation reports). | Internal records and reporting, registration numbers | 50 | 51 | Exceeded |
| Number of ad hoc requests for data overviews/PPTs from Units (COI, ACGU) and core external stakeholders (DG Home F2, GSC, PEC[24]). | Internal records and reporting, registration numbers | 100 | 307 | Exceeded |

| **Objective 2.** To lead and ensure effective and efficient management of the Agency's Operational Data Collection and analysis. |
| --- |
| The objective was **fully achieved**. Against a background of increasing migratory pressure, 2022 was marked by a substantial increase of EUAA operational activities, which had a knock- |

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[24] ACGU: Asylum Cooperation and Guidance Unit; DG Home F2: European Commission's Directorate General for Migration and Home Affairs, Innovation and Security Research Unit; GSC: General Secretariat of the Council: PEC: President of the European Council Cabinet; WOSA: weekly overview of the situation of the asylum in the EU+.

on effect on the indicators linked to this objective. The Agency managed to keep up with the swift expansion of operations and to meet or exceed all targets. New operational data collections were established to follow the operational support delivered by the Agency and more requests for operational analyses were made to support the planning, monitoring and evaluation cycle of the EUAA operations.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of activities covered by Operational Data Collections. | Internal records and reporting | 35 | 44 | Exceeded |
| Number of contributions to Operational needs assessments. | Internal records and reporting | 9 | 17 | Exceeded |
| Number of Operational Factsheets. | Internal records and reporting | 24 | 26 | Exceeded |
| Number of Operational Analyses. | Internal records and reporting | 4 | 4 | Achieved |
| Number of Operational Briefs. | Internal records and reporting | 4 | 4 | Achieved |

**Objective 3.** To timely deliver accurate and reliable research on (i) migration drivers and early warning/forecasting (ii) testimonies collected directly from applicants.

The objective was **fully achieved** thanks to the continuation, in 2022, of the work on early warning and forecasting and the understanding of root causes for migration to support the planning of suitable policy and operational responses. All targets were met or exceeded: the rapidly launched survey of arriving migrants collected responses from across all EU+ countries, early warning reports were released each quarter, research papers submitted and the meetings with EU+ countries supported the production of joint analyses on early warning and forecasting. Main achievements of 2022 include the realisation of a joint report with the Organization for Economic Co-operation and Development and the IOM on profiles, experiences and aspirations of the persons forcefully displaced from and within Ukraine and the publication in the science journal *Nature* of the peer reviewed article 'Forecasting asylum-related migration flows with machine learning and data at scale'.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of locations in which SAM[25] project surveys are conducted. | Internal records | 3 | 29 | Exceeded |
| Number of outputs based on surveys and early warning and forecasting | Internal records and reporting | 10 | 11 | Exceeded |
| Number of Advisory Group meetings. | Internal records and reporting | 2 | 7 | Exceeded |
| Number of academic papers ready for publication or published. | Internal records | 3 | 3 | Achieved |

[25] Survey of arriving migrants.

| **Objective 4.** Produce high quality strategic analysis products for a wide range of external stakeholders. | | | | |
|---|---|---|---|---|
| The objective was **partially achieved**. With various challenges affecting asylum-related migration to the EU, mounting pressure on EU+ asylum systems, as well as increased activity of the migration preparedness and crisis blueprint network, strategic analyses remained in high demand throughout 2022. Accordingly, the analytical portfolio was reprioritised to meet the needs of EU+ countries and certain targets could not be fully met, while outputs exceeded expectations in other cases. The EUAA continued to consistently and timely provide bespoke analyses relevant to EU+ countries and the activities of the migration preparedness and crisis blueprint network, on top of the substantial EUAA core analytical activities. Additionally, the Agency conducted a strategic foresight exercise resulting in a scenario analysis on the future of international protection by 2032. Due to a technical issue on the EUAA website's privacy settings, the number of accesses to the Agency's products could not be tracked. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of times the Agency's products are disseminated at high-level meetings (JHA, SCIFA, HLWG, MB). | Internal records, reports | 20 | 23 | Exceeded |
| Number of high-level strategic products (ATAR, STAR, AB, Public brief). | Internal records, reports | 20 | 19 | Nearly achieved |
| Number of reports on migration drivers produced. | Internal records, reports | 16 | 15 | Nearly achieved |
| Number of monthly hits to the Public LAT webpage. | Internal records | 16,000 | NA | NA |
| Number of Advisory Groups / Pilot projects | Internal records | 1 | 0 | In delay |
| Number of Asylum chapters in the ISAA[26] report. | Internal records, reports | 24 | 10 | In delay |

## Asylum processes and quality support to operations (SPD 2.4.6)

### Asylum Processes Network

| **Objective 1.** Facilitate practical cooperation and exchange of best practices among Member States on asylum processes, quality management and selected aspects of the CEAS within the framework of the Agency's Asylum Processes Network. |
|---|
| The objective was **fully achieved**. The meetings of the Asylum Processes Network and the topics of the exchange visits reflected the thematic priorities and needs identified by Member States, as demonstrated by the high participation and satisfaction rates. The exchange visits and thematic meetings allowed participants to discuss specific aspects and common challenges related to the practical implementation of the CEAS (assessing claims based on political opinion, drafting decisions, organising and conducting personal interviews, among |

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[26] AB: analytical briefs; ATAR: annual trend analysis report; HLWG: High-level Working Group on Asylum and Migration; ISAA: integrated situational awareness and analysis; JHA: Justice and Home Affairs; LAT: latest asylum trends; SCIFA: Strategic Committee on Immigration, Frontiers and Asylum; STAR: Semi-annual trend analysis report.

others) and exchange good practices that could be applied in other national contexts. Moreover, two dedicated meetings were organised to timely address the needs arisen from the first activation of the TPD for persons fleeing the war in Ukraine. The meetings offered the opportunity to discuss the implementation of the directive, its implications on the asylum procedure and the experience and practises in the various EU+ countries.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of practical cooperation meetings of the Asylum Processes Network. | Admin. Records / quarterly | 4 | 6 | Exceeded |
| Level of satisfaction with Asylum Processes Network meetings. | Meeting evaluation forms | 80 % | 92 % | Exceeded |
| Number of exchange visits organised. | Admin. Records/ bi-annually | 4 | 4 | Achieved |

**Objective 2.** Collect, update and analyse information about Member State's practices and policies on asylum processes and selected aspects of the CEAS to help identify related needs and best practices and thus contribute to the multi-annual objective of enhancing EU+ countries capacities to implement CEAS.

The objective was **not achieved.** The production of thematic reports had to be deprioritised to meet the EU+ countries' need of receiving guidance on the implementation of the TPD. Nonetheless, the EUAA managed to realise a quality matrix synthesis report accessible for the first time to the wide public (not restricted). The report offers an insight in the practices of 23 EU+ countries' asylum administrations at an aggregated level, presenting overall trends in relation to key aspects of the core processes of the asylum procedure: personal interview, evidence assessment and qualification. It also allows to identify points of convergence or variations among EU+ countries in the implementation of the common framework for the asylum procedure. Moreover, the Agency finalised a quality matrix report on quality management, which completes the analysis on quality management practices in the EU, conducted in 2021 following the identification of this topic as a priority for the Asylum Processes Network countries. Based on this report, a practical guide on quality management will be published in 2023.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of reports published. | Reports published on the Network Platform | 3 | 2 | In delay |

**Objective 3.** Support EU+ countries with the practical implementation of the CEAS through the development and promotion of common practical guides and tools, guidance, operational standards and indicators and collection of best practices and the promotion of innovation in asylum processes.

The objective was **partially achieved**. New practical tools for case officers examining claims based on religion or political opinion were published and *ad hoc* material were developed to provide information to persons displaced by the war in Ukraine. The Agency further disseminated guidance on the cessation of international protection and the examination of subsequent applications through launch events conducted at the beginning of 2022,

immediately after the publication of the related guides. The concept of quality in the asylum procedure and its importance was also promoted through an animation. Additionally, the EUAA organised a thematic meeting that fostered innovation in asylum procedures through the discussion on the use of open-source intelligence. This initiative responded to the pressing need of Member State administrations to exchange know-how and good practices on the application of new technologies. Finally, the Agency conducted a feasibility study that delved into language assessment as a tool to determine the country of origin of applicants. The planned external evaluation was delayed and will be finalised in 2023.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of practical guides and tools, operational standards, indicators, guidance, collected best practices developed or updated and published. | Products published on the website and/or Network Platform | 3 | 6 | Exceeded |
| Number of innovation processes supported, promoted or developed. | Admin. Records | 2 | 3 | Exceeded |
| Number of outreach activities to promote and roll out operational standards, indicators, guidance, best practices and practical tools. | Admin. Records | 6 | 10 | Exceeded |
| Conclusion of an external evaluation of operational standards and indicators, guidance and practical tools. | Evaluation report | 1 | 0 | In delay |

### Exclusion Network

| Objective 1. Facilitate practical cooperation and exchange of best practice among EU+ countries on the Exclusion processes in the framework of the Exclusion Network. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved**. The meetings of the Exclusion Network reflected the priorities and needs identified by member countries. Afghanistan (as a top country of origin in EU+) and the implications of the current conflict in Ukraine, specifically in the context of the first activation of the TPD, were at the core of the practical exchanges. A thematic meeting on common challenges and good practices on interviewing exclusion cases was also organised and relevant information on exclusion cases, processes, national tools, legislative and organisational changes was regularly shared in the network. Finally, the network organised discussions on particular topics of common interest, involving experts from relevant institutions and organisations such as the Commission, the UNHCR, the Genocide Network Secretariat, judges, COI experts, academia and other professionals. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of practical cooperation meetings of the Exclusion Network. | Meeting reports available on the Network Platform | 2 | 3 | Exceeded |
| Level of satisfaction with the Exclusion Network meetings. | Meeting evaluation forms | 80 % | 95 % | Exceeded |
| Number of periodic newsletters shared with members of the Exclusion Network. | Newsletters available on the Network Platform | 4 | 4 | Achieved |

**Objective 2.** Support EU+ countries with the practical implementation of exclusion related provisions of the CEAS through the development and promotion of practical guides and tools, operational standards and indicators, guidance and the collection of best practices.

The objective was **fully achieved**. New practical tools were published to better equip registration officers, screeners and case officers in applying the relevant provisions of the CEAS during the process of detection and examination of potential exclusion cases from Afghanistan and Somalia. Moreover, guidance on the implementation of exclusion-related provisions of the CEAS applied to potential exclusion cases from Syria and serious (non-political) crimes was further disseminated among end users from EU+ countries at the beginning of 2022, immediately after the publication of the related tools.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of operational standards, indicators, guidance, collection of best practices and practical tools in relation to exclusion developed or updated and published. | Tools made available on the Network Platform or on the Operations' Platforms | 2 | 2 | Achieved |
| Number of outreach activities and/or products developed to promote and roll out operational standards, indicators, guidance, best practices and practical tools in relation to exclusion. | Admin. Records | 2 | 2 | Achieved |

### Network of Dublin Units

**Objective 1.** Promote practical cooperation and networking among EU+ countries in the area of Dublin in support of the implementation of the Dublin III Regulation through the management of its network activities.

The objective was **fully achieved**, as indicated by the high attendance of stakeholders and Member States' authorities in the meetings. In 2022 the Network of Dublin Units addressed topics such as family reunification, Dublin transfers or security on DubliNet, the secure electronic network of transmission channels between the national authorities dealing with asylum applications. The network also organised two exchange visits, in Germany and Cyprus, on case management systems at Dublin units.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of Network Meetings (Steering Group Meetings, Thematic expert meetings, thematic video conferences). | Admin. Records | 6 | 6 | Achieved |
| Level of satisfaction with Network Meetings. | Meeting evaluation forms after each event | 80 % | 95 % | Exceeded |
| Number of exchange programs. | Admin. Records | 2 | 2 | Achieved |
| Level of satisfaction with exchange programs. | Admin. Records | 80 % | 98 % | Exceeded |

| Number of quarterly reports shared with members of NDU[27] | Admin. Records | 4 | 4 | Achieved |
|---|---|---|---|---|

| **Objective 2.** Develop common operational standards and indicators, practical tools, Network recommendations, guidance and collect best practices to contribute to the promotion of correct and effective implementation of the Dublin Regulation throughout the EU. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved** through the development of two tools. The first is a poster on family unity, which ensures consistency in the provision of information to applicants on the possibility to reunite with family members according to the Dublin procedure. The second tool is an online planner that supports Member States in the effective implementation of Dublin transfers through the provision of information on procedures and on opening hours and closure dates for border crossing points. These data can be edited and consulted on the EUAA website's Dublin platform, accessible to national authorities. The Agency also started drafting recommendations on Dublin transfers and on family reunification in Dublin cases, which further support the correct implementation of the relevant provisions of the CEAS. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of operational standards, indicators, guidance, Network recommendations, best practices and practical tools in relation to the Dublin Regulation developed, updated or published. | Mission reports Meeting reports Developed products | 2 | 2 | Achieved |

| **Objective 3.** Support EU+ countries in the implementation of the Dublin III Regulation, addressing challenges and applying good practices through promotion, technical advice and the use of practical tools and guidance as well as encourage their active participation in the activities of the Network. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved**. Member States were informed about the latest developments in the area of the Dublin III regulation. Efforts were made to increase the participation of Cyprus in the Network of Dublin Units' activities and an outreach visit to Germany contributed to receiving direct feedback on the activities of the network and understanding the needs of the German Dublin Unit. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of activities to promote and disseminate operational standards, indicators, guidance, best practices and practical tools, such as field visits, (video) conferences, etc. | Admin. Records | 6 | 8 | Exceeded |

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[27] Network of Dublin Units.

**Quality support to operations**

| **Objective 1.** Support to relevant operational measures related to asylum processes, exclusion and Dublin and quality assurance of the core asylum processes defined in OPs through quality review and the development of guidance and tools. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved**.  Quality assurance activities were conducted on core asylum processes (personal interview and examination of the claim) in operations in Cyprus, Greece, Italy and Malta. This included review of interview and decisions templates and checklists, standard operating procedures, national guidance, monitoring tools and individual asylum cases. The Agency provided quality feedback reports and guidance on specific aspects of the procedure, such as manifestly unfounded claims, nationality assessment, decision drafting and subsequent applications. Feedback was also provided on the set up of a quality assurance system in the asylum administrations of Italy and Malta. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of guidance, tools and quality feedback reports on the core asylum processes developed, updated and reviewed. | Tools and reports made available to operations by email and/or through information platforms | 12 | 14 | Exceeded |

| **Objective 2.** Enhance professional know-how and skills on core asylum processes, exclusion and Dublin by means of information sessions, thematic workshops, on-the-job coaching and assessments supporting the implementation of the Operational Plans in Member States and capacity building under the External Dimension Strategy. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved**. A variety of capacity building activities, particularly workshops, on-the-job coaching and support to drafting national guidance, were conducted based on the common guidance provided by the EUAA practical guides and tools. These activities increased the knowledge and skills of both EUAA and national determining authorities' staff, in EU+ and partner countries, on registration and examination of asylum applications, and improved national asylum processes through the support to the development of national documents. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of asylum processes related activities implemented | Admin. Records | 16 | 25 | Exceeded |

## Reception and vulnerability (SPD 2.4.7)

**Vulnerability Experts Network**

| **Objective 1.** Promote practical cooperation and networking among EU+ countries in dealing with vulnerable persons. |
|---|
| The objective was **nearly achieved** through the activities of the Vulnerability Experts Network and the organisation of thematic meetings involving a wide circle of professionals. The main thematic areas of cooperation in 2022 were mental health of children and women during high influxes, gender-based violence, victims of torture, human trafficking and critical incident management in asylum and reception. Practical cooperation extended also to the new |

| priorities derived from the outbreak of war in Ukraine, in February 2022. Two periodic updates on the latest developments regarding identification and assessment of vulnerable persons and response to their needs were shared with the network. | | | | |
|---|---|---|---|---|
| Indicator | Data source | Target 2022 | Result | Status |
| Number of Network and Thematic meetings. | Admin. Records | 9 | 8 | Nearly achieved |
| Level of satisfaction with Network meetings. | Meetings evaluation forms after each event | 80 % | 84 % | Exceeded |
| Number of Periodic Updates shared with VEN[28] network. | Admin. Records | 2 | 2 | Achieved |

| **Objective 2.** Develop common operational standards and indicators, practical tools, guidance and collect good practices on vulnerability. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved** thanks to the publication of 6 and the development of 2 practical guidance and tools covering the key topics identified by the Vulnerability Experts Network and in particular: age assessment; special needs and vulnerability assessment; screening of special needs and vulnerabilities; country information on support frameworks for people fleeing Ukraine; critical incident management; support to guardians on temporary protection; mental health of applicants and SOGIESC. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of operational standards, indicators, guidance, collected best practices and practical tools in relation to vulnerable persons developed, updated or published. | Admin. Records | 8 | 8 | Achieved |

| **Objective 3.** Mainstreaming the use of the Agency's tools on vulnerability in EU+ countries. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved** through a number of activities that contributed to disseminate and promote the EUAA's vulnerability-related guidance and tools among national administrations and other relevant actors. In 2022 the Agency established closer contacts with the relevant national authorities on the field, to popularise the EUAA guides and effectively respond to the requests for support in the implementation of standards, indicators, guidance and recommendations. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of activities to promote and disseminate operational standards, indicators, guidance, best practices and practical tools, such as field visits, (video) conferences, etc. | Admin. Records | 20 | 20 | Achieved |
| Number of support activities in the implementation of Standards, | Admin. Records | 4 | 4 | Achieved |

[28] Vulnerability Experts Network.

| Indicators, Guidance, Recommendations, such as workshops, participation in projects, coaching, etc. | | | | |
|---|---|---|---|---|

| **Objective 4.** Supporting the Operations in Member States and capacity building in partner countries in the external dimension to address vulnerability in asylum processes and reception. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved** thanks to the implementation of 17 activities in support to EUAA operations, including tailored training, workshops, presentations and support in the realisation of needs assessments, in the development of operational plans and in the implementation of information and awareness raising activities. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of activities implemented to support operations. | Admin. Records | 10 | 17 | Exceeded |

### Network of Reception Authorities

| **Objective 1.** Coordinate the Network of Reception Authorities to support practical cooperation and exchange of good practice between EU+ countries on reception. | | | | |
|---|---|---|---|---|
| The objective was almost **partially achieved** through the initiatives of the Network of Reception Authorities. Due to the reprioritisation of activities that followed the crisis in Ukraine, only one exchange activity for relevant Member State experts could be organised in 2022. It took place in Finland and focused on the topic of applicants' mental health. The main thematic areas of cooperation coordinated by the EUAA included private accommodation and contingency in reception during high influxes and unaccompanied children in reception. Two quarterly updates and one bi-annual report in reception were shared with the network. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of Network meetings (NCP, Thematic meetings, Strategic Discussion meetings). | Admin. Records | 6 | 6 | Achieved |
| Level of satisfaction with the Network meetings. | Meetings Evaluation forms after each event | 80 % | 94 % | Exceeded |
| Number of exchange activities organised. | Admin. Records | 2 | 1 | In delay |
| Level of satisfaction with exchange activities. | Admin. Records | 80 % | 96 % | Exceeded |
| Number of quarterly updates. | Admin. Records | 2 | 2 | Achieved |
| Number of Reception Network Newsletters. | Admin. Records | 2 | 1 | In delay |

| **Objective 2.** Develop common operational standards and indicators, practical tools, guidance, collection of good practices and contingency plans on reception. |
|---|
| The objective was **fully achieved**. The tools developed cover key topics identified by the Network of Reception Authorities, such as provision of emergency placement in private |

accommodation, temporary protection rights and obligations, self-identification of vulnerabilities for beneficiaries of temporary protection in the context of reception, design and management of modular reception centres, information provision materials for applicants in the context of reception.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of operational standards, indicators, guidance, best practices and practical tools in relation to reception developed, updated or published. | Admin. Records | 5 | 6 | Exceeded |
| Number of support activities for support of Contingency Plans (CP) (workshops, scenario testing). | Workshop reports Admin. Records | 5 | 5 | Achieved |

**Objective 3.** Promote and facilitate the implementation of the Agency's practical tools and guidance, including the provision of technical advice on legislative, organisational and structural matters in relation to reception and its legal framework.

The objective was **fully achieved** through the realisation of a series of promotion and support activities. A particular focus was put on the implementation of the assessment of reception conditions tool and of the practical recommendations on private housing and reception conditions in general.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of activities to promote and disseminate operational standards, indicators, guidance, best practices and practical tools, such as field visits, (video) conferences, etc. | Admin. Records | 6 | 10 | Exceeded |
| Number of support activities in the application of Standards, Indicators, Guidance, Recommendations, such as workshops, participation in projects, coaching, etc. | Admin. Records | 6 | 7 | Exceeded |
| Number of technical assistance measures provided, including technical assistance reports. | Admin. Records | 5 | 5 | Achieved |

**Objective 4.** To enhance capacities for the implementation of CEAS in Member States under particular pressure, provide timely and effective support to operations to strengthen reception systems in those countries.

The objective was **fully achieved** thanks to the implementation of 18 activities, in support to EUAA operations, including tailored training, workshops, presentations and support in the realisation of needs assessments, in the development of operational plans and in the implementation of information and awareness raising activities. The Agency also supported the operationalisation of a safe zone in Cyprus and the development of relevant standard operating procedures.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of activities related to support to operations. | Admin. Records | 8 | 18 | Exceeded |

## Cooperation with members of courts and tribunals (SPD 2.4.8)

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

The objective was **fully achieved** through the update of four judicial publications (formerly known as professional development series) in the area of qualification for international protection. Two judicial analyses on qualification for international protection and article 15c of the qualification directive were updated and compiled into a single publication, which provides a comprehensive account of both refugee status and subsidiary protection and presents a high-quality reference tool for the day-to-day work of international protection judges. This analysis takes stock of the latest developments in the implementation of the CEAS and of the most recent jurisprudence from European and national courts and tribunals. It is accompanied by two updated judicial trainer's guidance notes that include new training material in the respective fields. The updated guidance notes will ensure that professional development of international protection judges is taking account of all the recent developments in legislation and case law.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of publications (PDS) reviewed, updated or developed. | Admin. Records | 4 | 4 | Achieved |

**Objective 2.** Organise capacity building activities specifically designed for members of courts and tribunals and sustain the development of the EUAA Judicial Experts' Pool.

The objective was **nearly achieved** through a combination of workshops, regional conferences and online activities for which the overall satisfaction rate exceeded 95 %. A series of nine workshops, in English, advanced the knowledge of participating members of courts and tribunals in all substantial and procedural aspects of international protection. Three different regional conferences in French, German and Greek brought together judges speaking their respective languages and coming from neighbouring countries of the EU to discuss challenges faced in the implementation of the CEAS in their regions. Lastly, online activities contributed to address specialised topics in international protection and provide support to the unprecedented number of 576 members of courts and tribunals by the end of 2022. All activities were realised through the active involvement of members of the EUAA judicial experts' pool, which in 2022 grew by 1/3, counting 34 new members in addition to the 65 existing ones. One of the initially planned 16 judicial support activities was cancelled to prioritise the organisation of an additional operational activity, i.e. a workshop on evidence and credibility assessment for Greek judges (see below, objective 3).

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of judicial support activities. | Admin. Records | 16 | 15 | Nearly achieved |

| Number of participants. | Admin. Records | 350 | 576 | Exceeded |
|---|---|---|---|---|
| Average satisfaction rate of participants. | Admin. Records | 80 % | 95 % | Exceeded |
| Number of meetings of the EUAA Courts and Tribunals Network. | Admin. Records | 2 | 2 | Achieved |
| Number of newsletters shared with the members of the EUAA Courts and Tribunals Network. | Admin. Records | 2 | 2 | Achieved |

**Objective 3.** Increase capacity and expertise in the CEAS implementation by the judicial authorities in the framework of the measures related to courts and tribunals in the Operational and Technical Assistance Plans or other enhanced assistance measures supporting appeal procedures in the Member States, and in the context of capacity building in partner countries in the external dimension.

The objective was **fully achieved**. In 2022 the Agency stepped up its efforts in advancing capacity building of judges and court personnel engaged in decision making in international protection cases in Cyprus, Greece and Italy, in the framework of operational plans and beyond. A memorandum of understanding was signed with the Italian Judicial Training Body, with the aim of strengthening the cooperation between the two organisations and systematising capacity building activities in international protection. Additionally, 287 newly deployed research officers in Cypriot and Italian courts received tailored training when taking up their duties, including on international protection principles. Finally, four dedicated workshops were organised in Greece to enhance the expertise of judges and court personnel in the fields of a) qualification for international protection; b) evidence and credibility assessment; c) exclusion and identification; d) assessment of vulnerability in the context of international protection.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of activities performed in support to specific measures. | Meeting agendas Mission reports Administrative records | 10 | 12 | Exceeded |
| Number of participants. | Registration/internal records | 200 | 513 | Exceeded |

## Monitoring the operational and technical application of the CEAS (SPD 2.4.9)

**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.

The objective was **fully achieved** through the adoption by the EUAA management of an extensive business case. A monitoring project team for the implementation and a monitoring project board for managerial and strategic oversight were also established.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of concept notes drafted. | Internal documentation | 1 | 1 | Achieved |

# Protection of fundamental rights (SPD 2.5)

| Objective 1. Ensure the full respect for fundamental rights in all of the Agency's activities. | | | | |
|---|---|---|---|---|
| This objective was **not achieved**, because 2022 was dedicated to preparatory activities necessary for the appointment of a Fundamental Rights Officer. The Agency started work on the establishment of a complaints mechanism, a central element for ensuring full respect of fundamental rights across its activities. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of internal and external consultations held in preparation of the establishment of the complaints mechanism. | Minutes of meetings | 10 | 6 | In delay |

# Horizontal activities (SPD 2.6)

## Consultative Forum and Civil Society (SPD 2.6.1)

| Objective 1. Reinforce cooperation between the Agency and civil society, including the revision of the Consultative Forum's composition and working methods. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved**. The EUAA Consultative Forum was re-constituted in June 2022, with a new set of rules regarding its composition and the conditions for transmitting information thereto. The Agency subsequently launched a call for expressions of interest from civil society organisations and bodies to become members. Whilst this call remains open indefinitely, by the end of the reporting year 101 organisations were already part of the newly established forum, whose first plenary meeting took place on 10 November 2022 in Malta. In 2022 the Consultative Forum organised four meetings and seven online consultations. Additionally, selected civil society organisations were invited to take part in different activities in thematic areas such as training, COI, resettlement and humanitarian admission, external dimension, developments of tools and guidance, reception, operations etc. Finally, the Agency participated in various activities of the consultative I of other justice and home affairs agencies. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Finalisation of work for the decision of the MB on the composition of the CF[29] and the modalities of transmission of information thereto | Submission to the MB | 100 % | 100 % | Achieved |
| Number of consultations (meetings/written) held with CSOs[30] | Consultation calendar | 9 | 11 | Exceeded |

---

[29] Consultative Forum.
[30] Civil society organisations.

| | Progress on website/ meeting reports | | | Achieved |
|---|---|---|---|---|
| Number and examples of areas (and related Agency activities) in which select CSOs were invited to participate (e.g. activities related to training, COI, asylum processes, vulnerable persons). | Internal reports | 6 | 6 | Achieved |
| Number of activities of other JHA Agencies' Consultative I in which the Agency participated or contributed to. | Meeting reports | 4 | 7 | Exceeded |

## Governance (SPD 2.6.2)

| **Objective 1.** Reinforced governance whilst supporting implementing relevant provisions of the EUAA Regulation. | | | | |
|---|---|---|---|---|
| The objective was **nearly achieved**, with most of the targets met or exceeded. In 2022 the Agency increased its visibility and credibility, as shown by the communication and external relations indicators. The active participation in a growing number of high-level external meetings is indicative of the trust built with all the EUAA stakeholders. Some IC training sessions had to be postponed due to lack of human resources. The reprioritisation of work in the area of technical and operational assistance caused a slight delay in the implementation of the agreed risk responses. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of meetings held with key stakeholders. | Internal reporting | 150 | 164 | Exceeded |
| Number of external meetings and/or events participated in. | Internal reporting | 200 | 233 | Exceeded |
| Number of networking/information events organised for stakeholders. | Internal reporting | 3 | 3 | Achieved |
| Percentage of change in monthly average social media reach. | Social media analytics | +10 % compared to 2021 (1,886,554 social media reach in 2021) | +161 % (4,927,910) | Exceeded |
| Reach of mentions of the Agency in Press. | Meltwater analytical tool | 13 billion | 14.75 billion | Exceeded |
| Management awareness of the new Internal Control Framework (% of managers attending internal control training). | Course attendance records | 85 % | 72 % | Nearly achieved |

| | | | | |
|---|---|---|---|---|
| Timely implementation of agreed risk responses in the Agency's Risk Register. | State of play of implementation | 90 % | 80 % | Nearly achieved |
| Percentage of completed evaluations on the number of planned evaluations to be completed. | Evaluation Advisory Group | 90 % | 100 % | Exceeded |

## Executive Director's KPIs (SPD 2.6.2.1)

| Objective 1. Effective implementation of the Work Programme with allocated human and financial resources. | | | | |
|---|---|---|---|---|
| The objective was **fully achieved**, as showed by the relevant indicator. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Implementation of planned activities (WP), utilisation of planned financial (Budget) and human (Establishment Plan) resources (a combined average). | Quarterly monitoring reports | ≥80 % | 86 % | Exceeded |

## Third Country Support (SPD 2.6.3)

| Objective 1. Manage and further develop practical cooperation among EU+ countries on activities pertaining to the Agency's External Dimension mandate. | | | | |
|---|---|---|---|---|
| The objective was **nearly achieved.** The Agency organised 1 thematic meeting of the Third Country Cooperation Network meeting, 2 meetings of the working group on cooperation with Western Balkans, 1 meeting of the working group on cooperation with Türkiye and 1 meeting of the working group on cooperation with the Middle East and North Africa region. An additional meeting, originally planned for December 2022, was postponed to 2023. The thematic meeting provided a fundamental contribution to the drafting of the new EUAA external cooperation strategy, where the Third Country Cooperation Network is acknowledged as the primary channel to enhance coordination among EU+ countries, partner third countries and relevant organisations on third country support. | | | | |
| Indicator | Data source | Target 2022 | Result | Status |
| Number of Network's meetings organised. | Operational/ administrative records Meeting reports | 6 | 5 | Nearly achieved |
| Specialised Working Groups in place and active | Operational/ administrative records Meeting reports | 3 | 3 | Achieved |

**Objective 2.** Continue the development/use of specific Knowledge Management tools and techniques, for enhancing cooperation and coordination between EU+ countries.

This objective was **fully achieved** through the operation of the third country support platform (a virtual space that facilitates cooperation and exchange of information among the members of the Third Country Cooperation Network), the overviews of the asylum and reception systems of various partner third countries and the completion of the pilot phase of the projects database. EU+ countries have contributed to the development of the projects database, which will serve as a tool for continuous mapping of asylum and reception-related projects being planned or implemented by relevant stakeholders in partner third countries. This will enhance coordination in the Third Country Cooperation Network, whilst avoiding duplication of efforts and pursuing complementarity in external actions.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of knowledge management tools/ techniques, including in support of the Third Country Cooperation Network, under development, in place or updated. | Operational/administrative records, reports business case developed | 3 | 3 | Achieved |

**Objective 3.** Strengthen cooperation with WB national administrations to improve knowledge and capacities to manage fluctuating migration movements and to develop the asylum and reception systems in a protection sensitive manner, including on matters concerning persons with special needs, in line with EU standards and in the context of the EU accession process, by delivering capacity development and facilitating and encouraging operational cooperation with EU+ countries.

The EUAA **fully achieved** this objective. In 2022 every single asylum case officer from the Western Balkans administrations benefitted from at least one EUAA support activity, with eight EU Member States engaged in providing such support. Regional training on interviewing techniques and interviewing vulnerable persons, coupled with on-the-job-coaching on core asylum procedures in Albania, Kosovo, North Macedonia and Montenegro, contributed to increased quality of asylum decisions. In Albania and Bosnia Herzegovina, the EUAA provided train-the-trainers modules and supported the revision of the asylum legislation, while in Serbia it reinforced the national COI unit. The Agency responded to the needs triggered by Russia's war of aggression through structured information exchanges on temporary protection and support to response and contingency plans in Montenegro. Albania and Serbia extended their roadmaps until December 2023, while Bosnia and Herzegovina and North Macedonia agreed to develop new ones. These actions were funded by a contribution agreement concluded with the DG NEAR[31] in June 2022.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of Roadmaps in place and implemented. | Roadmaps in place Mid-term reviews Periodical activity reports National/Regional Steering Committee meeting reports | **6 Roadmaps under implementation** 4 Roadmap mid- | 6 | Achieved |

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[31] European Commission's Directorate General for Neighbourhood and Enlargement Negotiations.

| | | term reviews initiated | | Achieved |
|---|---|---|---|---|
| Number of Roadmaps in place and implemented. | Roadmaps in place Mid-term reviews Periodical activity reports National/Regional Steering Committee meeting reports | 6 Roadmaps under implementation **4 Roadmap mid-term reviews initiated** | 4 | Achieved |
| Number of activities implemented under Roadmaps / externally funded project. | Operational and administrative records Periodical activity reports and final project reports sent to the EC | 35 | 59 | Exceeded |

**Objective 4.** Strengthen cooperation with the Presidency of Migration Management (PMM) of the Turkish Ministry of Interior to improve knowledge and capacities to manage fluctuating migration movements and to develop the asylum and reception systems, including on matters concerning persons with special needs, by delivering capacity development and facilitating and encouraging operational cooperation with EU+ countries.

This objective was **fully achieved**. With the adoption of the 2022-2023 roadmap for cooperation, the EUAA entered into its fourth consecutive partnership with the Presidency for Migration Management (PMM), the Turkish competent authority on asylum and reception. Throughout 2022, a number of participating EU+ countries worked closely with the EUAA, under the auspices of the roadmap, to build the PMM's institutional capacity and by extension promote positive outcomes for refugees in Türkiye. The focus was on persons with special needs and interventions to ensure that the PMM is better placed to manage fluctuating migration movements (for example triaging of applicants according to the complexity of the case). In a study visit to the Netherlands, PMM officials exchanged best practices related to screening and matching systems, which might strengthen Türkiye's capacities in the referral of applicants to a province.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of Roadmaps in place and implemented. | Mid-term and final reviews Monthly monitoring reports Periodical activity reports Senior official meeting reports | 1 new Roadmap under implementation | 1 | Achieved |

**Objective 5.** Strengthen cooperation with Middle East and North African (MENA) countries (including countries under the umbrella of the RDPP NA) to improve knowledge and capacities to manage fluctuating migration movements and to develop their asylum and reception systems, including on matters concerning persons with special needs, by delivering capacity development and facilitating and encouraging operational cooperation with EU+ countries.

The EUAA **did not achieve** this objective. There were some delays in the approval of the EUAA-Niger roadmap, which was postponed to 2023. Moreover, some support activities were

postponed due to COVID 19 restrictions and lack of human resources. Notwithstanding, the Agency continued the implementation of the EUAA-Egypt roadmap and contributed to the drafting of Egypt asylum law by, *inter alia*, providing answers to specific queries submitted to EUAA networks. At the regional level, the EUAA successfully delivered four activities involving Niger and all North African countries, thereby laying the basis for a practitioners' network including relevant stakeholders such as the UNHCR and the IOM. The activities focused on vulnerable groups and gave the opportunity to discuss on respective systems, needs and interests for the joint design of future regional activities. Eight EU Member States engaged with the EUAA in the delivery of expertise within the framework of the above bilateral and regional activities. These actions were co-funded by the EUAA and EU Member States' voluntary contributions.

| Indicator | Data source | Target 2022 | Result | Status |
|---|---|---|---|---|
| Number of Roadmaps/projects, as appropriate, under development/established/implemented. | Agreed roadmaps/projects under development or in place Periodical activity reports Senior official meeting reports | 3 | 2 | In delay |
| Number of support activities implemented as per cooperation documents. | Periodical activity reports | 8 | 6 | In delay |

# Part II. (a) Management

## 2.1 Management Board

Pursuant to Article 41.1 of the EUAA regulation, the MB gives general orientation for the Agency's activities and ensures that the Agency performs its tasks.

The MB held four ordinary meetings in 2022: in March, June, September and November. In addition, an extraordinary meeting was convened on 19 January, the day of the entry into force of the EUAA regulation, to adopt decisions on the new rules of procedure of the MB, on the transition to the EUAA, on the EUAA internal structures and on the delegation of appointing authority powers to the Executive Director.

In 2022 the MB adopted other items geared to operationalise key aspects of the EUAA regulation, such as a decision on the profiles of experts to be included in the asylum reserve pool and the profiles and the overall number of experts made available to asylum support teams, a decision on the establishment and composition of the new Consultative Forum and a decision enabling the Agency to launch the recruitment process of a Fundamental Rights Officer. Other significant items included the adoption of a revised training and learning strategy, the adoption of practical guides on political opinion and on interviewing applicants with religion-based asylum claims and the adoption of country guidance notes and common analyses on Afghanistan, Iraq and Somalia.

The MB was regularly informed on the state of play of the Agency's IC system and the implementation of corrective actions. In 2022, it discussed the following significant risk and control issues.

- State of play of the IAS fact-finding mission, organised following anonymous allegations of significant control issues at the EUAA, and actions taken by the Agency's management in this regard. The IAS found no irregularity and recommended to mitigate any risk of non-compliance with the staff regulations of officials and the conditions of employment of other servants[32] on ad-interim appointments, by seeking advice from the Commission. In its letter dated 16 February 2023, the IAS acknowledged that the Agency had addressed the conclusions of the fact-finding mission in a detailed and comprehensive manner, covering the reported topics of a potential non-compliance and potential IC weaknesses.
- Follow-up on the implementation of two outstanding IAS recommendations regarding the need for a HR strategy and guidance on administrative inquiries and disciplinary procedures. The guidance was approved on 17 April 2023 and the HR strategy is currently under development.

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[32] Regulation No 31 (EEC), 11 (EAC), laying down the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Economic Community and the European Atomic Energy Community.

- Follow-up on 15 outstanding ECA observations from previous years. Of these, 10 were closed in 2022, 4 were internally assessed as completed and the remaining one will be implemented shortly.
- Results of the first financial *ex post* controls report, including 44 observations (control issues) and 122 corrective actions agreed by the Agency.
- Critical risks such as the new tasks and functions that were added during the negotiations on the new mandate and for which no posts were included in the legislative financial statement attached to the 2016 Commission's proposal for a regulation on the EUAA.
- New framework for prevention and management of conflicts of interest of MB members, conflicts of interest connected to membership of organisations and competent bodies of the Consultative Forum and on the ethical guidance applicable to the MB.

A Preparatory Group continued to assist in preparing MB meetings and facilitating decision making. It met ahead of each ordinary MB meeting, namely in February, May, August and October 2022.

## 2.2 Major developments

The Russian invasion of Ukraine forced millions of people to flee the war and seek international protection, placing a considerable strain on Member States' migration management systems. The Agency quickly reshaped its work programme and reviewed its priorities to support Member States in coping with the emergency, particularly in the application of the TPD.

In April 2022, the Commission granted the Agency additional resources to respond to the crisis. The EUAA was granted 90 short-term contract agent posts for a period of two years and additional EUR 12 million for costs related to the provision of operational and technical assistance.

In response to Member States' requests for support with the implementation of the TPD, the Agency amended existing operational plans and signed new ones. It developed and delivered new training modules on temporary protection, enhanced Member States' situational awareness of the impact of war on their asylum and reception systems and released a variety of communication products aimed at providing tailored information to potential beneficiaries of temporary protection. Finally, the Agency participated in the implementation of a voluntary transfer scheme from Moldova for beneficiaries of temporary protection.

The dramatic events in Ukraine occurred shortly after the entry into force, on 19 January 2022, of Regulation (EU) 2021/2303, by which the EUAA replaced and succeeded EASO. The newly established agency received a broader mandate, which required significant organisational change including, *inter alia*:

1. the introduction of a Deputy Executive Director's post;
2. the appointment of a Fundamental Rights Officer;
3. the creation of an asylum reserve pool comprised of 500 Member State experts;

4.   the establishment of a mechanism to monitor the Member States' operational and technical application of the CEAS as of December 2023;
5.   the introduction of liaison officers in Member States and the possibility of deploying liaison officers to third countries;
6.   enhancements to the existing Consultative Forum.

To implement these new tasks and functions, the Agency delivered nine dedicated projects as part of the EUAA transition programme. Initially launched in May 2021 to prepare for the new mandate, the programme continued throughout 2022, achieving important milestones. By the end of 2022 the Agency had laid the groundwork for appointing the Fundamental Rights Officer, had consulted Member States on the deployment of liaison officers, had made key changes to the Consultative Forum and had started to form its new asylum reserve pool in collaboration with Member States. Some projects will extend into 2023 and beyond to ensure the appointment of the Deputy Executive Director, the deployment of liaison officers and the establishment of the monitoring mechanism.

## 2.3 Budgetary and financial management

### 2.3.1 Information transmitted currently in the report on the budgetary and financial management (Article 103 FFR)

The EUAA estimates of revenues and expenditures (budget) for the year 2022 was originally adopted by the MB, as part of the  SPD 2022-2024, on 25 October 2021. Following the adoption of the general budget of the EU for the financial year 2022 on 24 November 2021, the MB adopted, on 20 December 2021, revision 1 of the SPD 2022-2024, which increased the budget of the Agency by EUR 380,000, bringing it to EUR 171.78 million.

Subsequently, the MB adopted two budget amendments in 2022.

On 13 September 2022, budget amendment No 1 was adopted via written procedure by the MB to incorporate the following elements:

-   An additional EU subsidy of EUR 12 million in commitment appropriations (CA) and EUR 6 million in payment appropriations (PA) to address the increased needs that followed the Russian invasion of Ukraine;
-   The second instalment of Denmark's voluntary contribution for the implementation of the roadmap for cooperation with Egypt of DKK 700,000, equivalent to EUR 94,063;
-   The first pre-financing of a contribution agreement signed with the Commission within the framework of the IPA phase III, amounting to EUR 2,968,129.

On 29 November 2022, the MB adopted the budget amendment No 2 to reduce PA by EUR 12 million, due to unforeseen delays in the implementation of some operational plans, in the deployment of experts and in the invoicing of interpretation services.

As a result, the final amended budget for 2022 amounted to EUR 168,842,192.

Table 2: Summary of amending budgets adopted by the MB

| Budget amendment | Date of adoption | Description | Impact on CA (€) | Impact on PA (€) |
|---|---|---|---|---|
| 1 | 13/09/2022 | Incorporate the additional contribution from the Commission: EUR 12 million in CA and EUR 6 million in PA. | + 12,000,000 | + 6,000,000 |
| 2 | 29/11/2022 | Incorporate the reduction of not needed PA for an amount of EUR 12 million. | 0 | - 12,000,000 |

**Income in 2022**

The main source of income in 2022 was the EU contribution.

External assigned revenue in 2022 consisted of contributions from:

- associated countries, namely Norway, Switzerland and Liechtenstein;
- a grant agreement and a contribution agreement signed with the Commission;
- direct voluntary contributions from Member States for the EUAA regional pilot project for North Africa and Niger and for the roadmap for cooperation with Egypt.

Table 3: Income appropriations per fund source (excluding carried-over amounts) (figures rounded to next full number).

| Fund source | Description | Amended budget (€) | Revenue established (€) | Revenue received (€) | Remaining balance (€) |
|---|---|---|---|---|---|
| IC1 | EU contribution (Commission subsidy – titles 1, 2 and 3) | 165,780,000 | 165,780,000 | 165,780,000 | 0 |
| IR1 | Associated country contributions | p.m.[33] | 9,434,861 | 5,913,984[34] | 3,520,877[35] |
| IR1 | Other contributions | 3,062,192 | 2,925,875 | 2,925,875[36] | 0 |
| IC4 | Other income/recovery of expenses/interest income | p.m. | 159,640 | 159,640 | 0 |
| Total Income | | 168,842,192 | 178,300,376 | 174,779,499 | 3,520,877 |

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[33] P.m. stands for *pro memoria* and indicates that an amount may be assigned to the budget, even if it is not clear what that amount would be, or if it would exist at all.

[34] The amounts cashed in December 2022 related to associated countries' contribution in title 3 were not budgeted, only a *pro-memoria* token was included, allowing for income to be received at a later stage.

[35] Contribution from Norway of EUR 3,520,877 was cashed only in January 2023.

[36] The unspent amount of EUR 136,317 in title 4, related to the grant contract IPA II 2018/404-218, was returned to DG NEAR in October 2022.

## Expenditure in 2022

**Overall budget execution (all fund sources)**

In 2022 the Agency implemented 96 % of CA, thus exceeding its relevant governance monitoring indicator's target of 95 %. For PA an execution of 90 % was reached in line with the corresponding target.

The following tables show the overall CA and PA budget execution in 2022, broken down by budget title and fund sources. The latter are categorised as follows:

- C1: funds from the EU general budget;
- C4: amounts recovered in 2022;
- C5: amounts recovered in previous year;
- C8: automatic carry-overs from previous year or years;
- R0: external assigned revenue.

Table 4: Budget execution of CA per budget title and fund source (figures rounded to the next full number)

| Budget Title | Fund Source | CA budgeted (€) | CA implemented (€) | CA % |
|---|---|---|---|---|
| Title 1 -Staff expenditure | C1 | 49,921,717 | 48,648,950 | 97 % |
| | C4 | 104,471 | 0 | 0 % |
| | C5 | 27,481 | 27,481 | 100 % |
| | C8 | 1,536,168 | 1,024,133 | 67 % |
| Total Title 1 | | 51,589,837 | 49,700,564 | 96 % |
| Title 2 – Infrastructure and operating expenditure | C1 | 17,111,634 | 15,339,115 | 90 % |
| | C4 | 43,194 | 0 | 0 % |
| | C5 | 21,245 | 21,245 | 100 % |
| | C8 | 4,447,059 | 3,908,704 | 88 % |
| | R0 | 6,039 | 0 | 0 % |
| Total Title 2 | | 21,629,171 | 19,269,064 | 89 % |
| Title 3 – Operational expenditure | C1 | 116,746,649 | 112,870,670 | 97 % |
| | C4 | 7,902 | 0 | 0 % |
| | C5 | 5,792 | 5,792 | 100 % |
| | C8 | 25,733,104 | 21,957,356 | 85 % |
| | R0 | 31,433,712 | 1,688,103 | 5 % |
| Total Title 3 | | 173,927,159 | 136,521,921 | 78 % |
| Title 4 – Other external projects | R0 | 4,039,556 | 3,924,723 | 97 % |
| Total Title 4 | | 4,039,556 | 3,924,723 | 97 % |
| Total CA | | 251,185,723 | 209,416,272 | 83 % |

Table 5: Budget execution of PA per budget title and fund source (figures rounded to the next full number)

| Budget Title | Fund Source | PA budgeted (€) | PA implemented (€) | PA % |
|---|---|---|---|---|
| Title 1 -Staff expenditure | C1 | 49,921,717 | 47,619,918 | 95 % |
| | C4 | 104,471 | 0 | 0 % |
| | C5 | 27,481 | 27,481 | 100 % |
| | C8 | 1,536,168 | 1,024,133 | 67 % |
| Total Title 1 | | 51,589,837 | 48,671,532 | 94 % |
| Title 2 – Infrastructure and operating expenditure | C1 | 17,111,634 | 10,574,325 | 62 % |
| | C4 | 43,194 | 0 | 0 % |
| | C5 | 21,245 | 21,245 | 100 % |
| | C8 | 4,447,059 | 3,908,704 | 88 % |
| | R0 | 6,039 | 0 | 0 % |
| Total Title 2 | | 21,629,171 | 14,504,274 | 67 % |
| Title 3 – Operational expenditure | C1 | 98,746,649 | 90,264,223 | 91 % |
| | C4 | 7,902 | 0 | 0 % |
| | C5 | 5,792 | 5,792 | 100 % |
| | C8 | 0 | 0 | 0 % |
| | R0 | 31,433,712 | 746 | 0 % |
| Total Title 3 | | 130,194,055 | 90,270,761 | 69 % |
| Title 4 – Other external projects | R0 | 4,039,556 | 801,160 | 20 % |
| Total Title 4 | | 4,039,556 | 801,160 | 20 % |
| Total PA | | 207,452,619 | 154,247,727 | 74 % |

**Budget execution of EU contribution (EU subsidy)**

The EU subsidy received by the EUAA increased from EUR 142.11 million in CA and PA in 2021, to EUR 183.78 million in CA and EUR 165.78 million in PA in 2022 (respectively + EUR 41.67 million and + EUR 23.67 million).

Table 6: Summary of EU subsidy's execution (figures rounded to next full number)

| Budget title | CA budgeted (€) | CA executed (€) | CA % | PA budgeted (€) | PA executed (€) | PA % |
|---|---|---|---|---|---|---|
| Title 1 | 49,921,717 | 48,648,950 | 97% | 49,921,717 | 47,619,918 | 95 % |
| Title 2 | 17,111,634 | 15,339,115 | 90% | 17,111,634 | 10,574,325 | 62 % |
| Title 3 | 116,746,649 | 112,870,670 | 97% | 98,746,649 | 90,264,223 | 91 % |
| Total | 183,780,000 | 176,858,735 | 96% | 165,780,000 | 148,458,466 | 90 % |

**Execution of external assigned revenues – R0 credits**

External assigned revenues (R0 credits) allocated in titles 2 and 3 comprised contributions from associated countries received in 2022 and carried over from 2021 to 2022. Those in title 4 included instalments of the grant and contribution agreements within the framework of IPA phase II and phase III, respectively, and voluntary contributions received from Denmark and Czechia in 2022 and/or carried over from 2021.

Table 7: Execution of R0 credits in 2022 figures rounded to next full number

| Budget Title | CA budgeted (€) | CA executed (€) | CA % | PA budgeted (€) | PA executed (€) | PA % |
|---|---|---|---|---|---|---|
| Title 2 | 6,039 | 0 | 0 % | 6,039 | 0 | 0 % |
| Title 3 | 31,433,712 | 1,688,103 | 5 % | 31,433,712 | 746 | 0 % |
| Title 4 | 4,039,556 | 3,924,723 | 97 % | 4,039,556 | 801,160 | 20 % |
| Total | 35,479,307 | 5,612,826 | 16 % | 35,479,307 | 801,906 | 2 % |

**C1 credit commitments for actions extending for more than one financial year**

Article 6.5 of the EASO financial regulation provides that 'commitment appropriations must cover the total cost of the legal commitments entered into during the financial year'.

**Non-differentiated C1 appropriations carried-over (C8) from 2022 to 2023**

Non-differentiated C1 appropriations (title 1 and title 2) referring to obligations duly contracted by the end of the financial year and not paid are carried over automatically to the following financial year, together with the corresponding PA.

A total of EUR 5,793,822 has been carried over from 2022 to 2023 in title 1 and 2.

Table 8: Non-differentiated C1 appropriations carried over (C8) from 2022 to 2023

| Budget Title | CA (C1) carried over (€) | PA (C1) carried over (€) |
|---|---|---|
| Title 1 | 1,029,032 | 1,029,032 |
| Title 2 | 4,764,790 | 4,764,790 |
| Total | 5,793,822 | 5,793,822 |

**Differentiated C1 appropriations carried-over (C8) from 2022 to 2023**

Differentiated C1 appropriations (title 3) corresponding to obligations duly contracted at the end of the financial year and not paid are carried over automatically to the following financial year and become C8 appropriations, without the corresponding PA. A total amount of EUR 44,563,803 was

carried over from 2022 to 2023 in title 3, out of which the amount of EUR 377,568 corresponds to a carry-over from 2021 to cover payments for ongoing multi-annual contracts / legal obligations.

Table 9: Differentiated C1 appropriations carried over (C8) from 2022 to 2023

| Budget title | CA (C1) carried over (€) | PA (C1) carried over (€) |
|---|---|---|
| Title 3 | 44,563,803 | - |

**Overview of non-differentiated and differentiated C1 appropriations carried-over (C8) from 2022 to 2023**

The main components of the automatic carry-overs were staff training, schooling and temporary workers expenses, in title 1; building and ICT related expenses, in title 2; expenditures related to temporary workers, deployed experts, containers, interpretations, translations and various consultancy services, in title 3.

**<u>Budget transfers</u>**

In 2022, the Executive Director approved six transfers of appropriations, of which four within budget titles (from one chapter to another and from one item to another) and 2 between titles (both within the limit of 10 % of the appropriations for the financial year shown on the line from which the transfer was made). The MB was informed of all the transfers, in accordance with Article 26.4 of the EASO financial regulation.

Annex II details the appropriation transfers decided by the Executive Director.

**<u>Interest on late payments and payments performances</u>**

Most payments need to be processed within 30 calendar days (legal time limit) from the receipt of invoice. Late payments may generate late interest to be paid to the recipient. In 2022 the Agency paid late payment interest of EUR 1,276.

In 2022, a total of 6,602 payments were executed, out of which 175 were late. This corresponds to a late payment rate of 2.65 %, (2021: 3.53 %). The excellent result confirms the positive trend initiated in September 2019, and it is well below the desired threshold of 5 %.

Chart 2: Payments performance evolution between 2018 and 2022
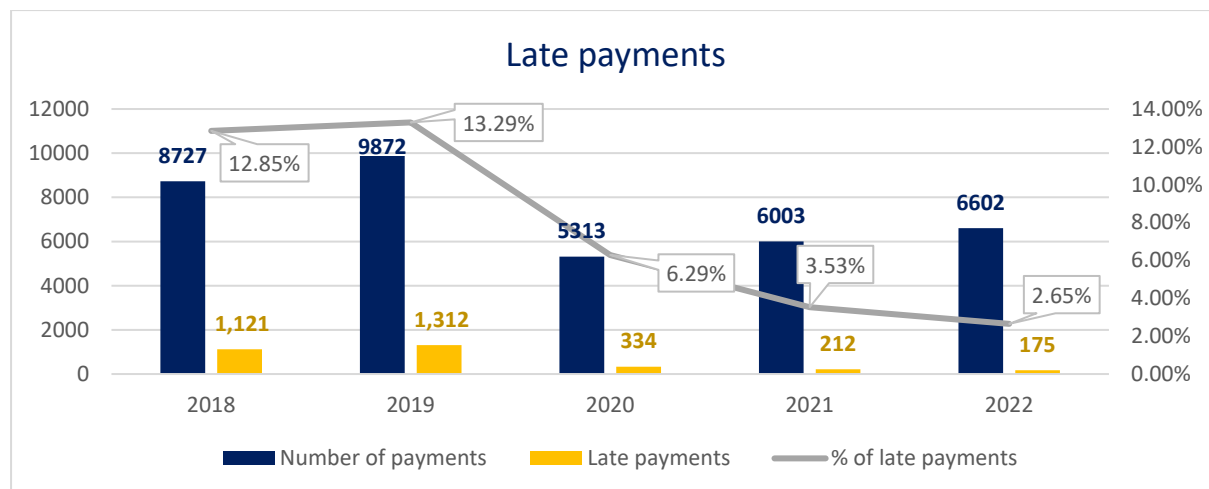


**Percentage of procurement procedure types used**

The share of the different types of procurements launched in 2022 is shown in Table 10.

Table 10: Overview of procurement procedures in 2022

| Type of procedure | Number | Percentage |
|---|---|---|
| Open call | 15 | 19 % |
| Negotiated with minimum five competitors | 10 | 13 % |
| Negotiated with minimum three competitors | 8 | 10 % |
| Negotiated with minimum one candidate | 39 | 51 % |
| Competitive with negotiation (Point 12 of FR Annex I) | 0 | 0 % |
| Negotiated without prior publication of a contract notice (Point 11 of FR Annex I) | 5 | 7 % |
| Total | 77 | 100 % |

## 2.3.2 Summary of Annex VI

The Agency's activities in the external dimension of the CEAS are underpinned by several contribution and grant agreements financed by the Commission and by voluntary financial contributions from two Member States. Contract agents engaged through these allocations complement efforts of the EUAA staff.

Detail of the financial and human resources impact is provided in the annex. The latter also lists service level agreements in place between the EUAA and EU bodies and institutions.

## 2.3.3 Control results

### 2.3.3.1 Overview of all budget implemented

In 2022, 91 % of all payments underwent an ex-ante verification.[37] These represent 99 % of PA executed in 2022 (EUR 148,458,466).

### 2.3.3.2 Indicators of the five internal control objectives as per Article 30.2 FFR[38]

The Agency designed its ICF on the basis of the COSO[39] 2013 Internal Control - Integrated Framework with the ultimate goal to provide reasonable assurance to the Executive Director that the five general IC objectives as per Article 30.2 of the FFR are achieved through the implementation of five IC components, 17 principles and additional detailed characteristics.

The framework includes specific indicators measuring the functioning of IC framework and the achievement of the IC objectives. These are results of the management of exceptions and non-compliance events, IC monitoring criteria, IC self -assessment exercises, financial *ex ante* and *ex post* controls, audit reports and a risk management.

**(a) Results of the management of exceptions and non-compliance events.**

These events cover deviations from procedures and require individual follow-up. Deviations that are approved before an action is taken (*ex ante*), are called 'exceptions.' If they are detected after an action is taken (*ex post*), they are defined as 'non-compliances'. Both events can be due to errors, flaws, IC weaknesses or red flags of fraud. Therefore, the Agency's control activities provide reasonable assurance that: (i) all instances of control override or deviations are documented in exception (*ex ante*) or non-compliance (*ex post*) reports; (ii) all instances of control override or *ex ante* deviations are approved by the Executive Director; iii) approved events are recorded in the register of exceptions and non-compliances and (iv) agreed corrective actions are implemented in a timely manner.

Monthly reports on the number of exceptions and non-compliances are issued together with an assessment per typology and a trend analysis compared to previous years. The implementation of corrective actions is monitored quarterly.

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[37] There is no financial verification in case of micro-payments.
[38] Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and the Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council (FFR). Pursuant to article 30.2 FFR, the five internal control objectives are: 'a) effectiveness, efficiency and economy of operations; b) reliability of reporting; c) safeguarding of assets and information; d) prevention, detection, correction and follow-up of fraud and irregularities; e) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned'.
[39] Committee of Sponsoring Organisations of the Treadway Commission.

In 2022, a total of 19 exception and 6 non-compliance events were recorded and approved by the Executive Director, for an amount of EUR 284,149.56, which constitutes 0.18 % of the Agency's PA executed during the year[40]. This is well below the materiality threshold of 2 % and represents an improvement compared to 2021, when 23 exceptions and 2 non-compliances were registered. The positive trend, started in 2018, is shown in Chart 3.

Chart 3: Financial impact of exception and non-compliance events in the Agency 2017-2022
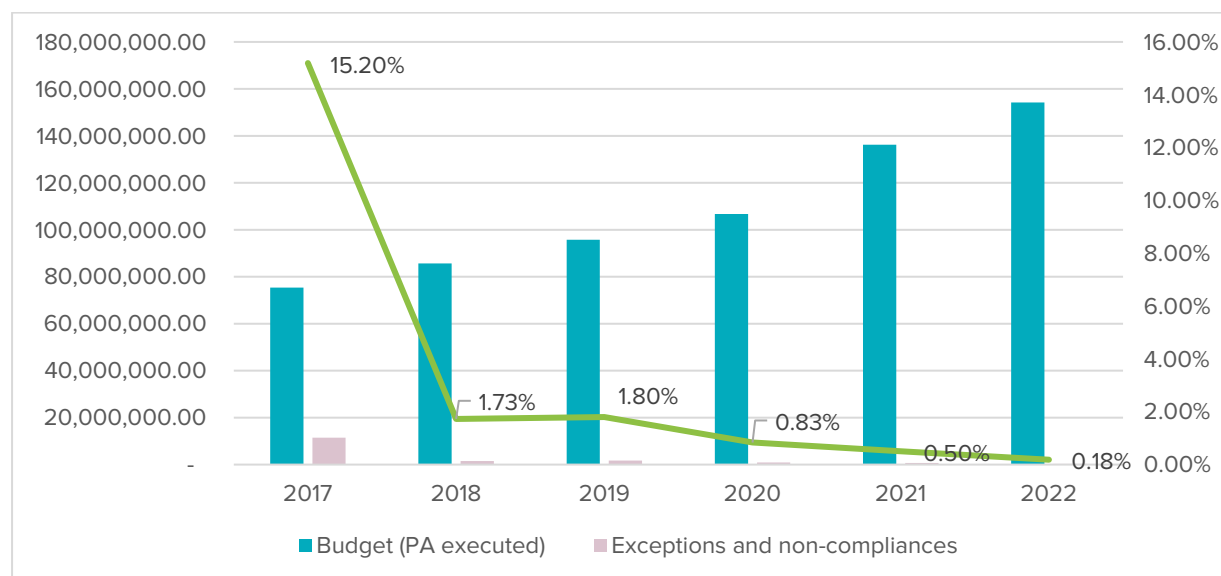


More details on the corrective actions applied by the Agency to be found in part 3.1.2, IC principle 1.

**(b) Results of internal control self-assessment exercise (ICSA).** The ICSA 2022 took place in Q1 2023. The methodology remained the same in 2022 as for the previous reporting periods, and a set of new IC monitoring criteria applicable for the period 2022 to 2024 was approved by the Executive Director. It was mainly implemented through the review of general and specific *ex post* controls, ECA, IAS and other external audit reports, the central risk management register, the exceptions and non-compliance register and IC monitoring criteria results. The results include relevant developments in the EUAA IC systems implemented during the assessment fieldwork in Q1 2023. Overall, the 2022 ICSA has identified six new IC deficiencies which are enclosed in the Agency's register of deficiencies and corrective action plan. The Agency will continue to follow upon closure of weaknesses identified during previous ICSA and 36 corrective actions in progress or planned to be implemented in the nearest future.

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[40] The ratio is calculated in the following way: total value of exceptions and non-compliances is divided by the payment appropriations executed in the particular financial year. 2017 = EUR 11,458,803.95/75,390,655.13; 2018 = EUR 1,481,220.07/85,666,273; 2019 = EUR 1,721,998.44 / 95,740,025 EUR; 2020 = EUR 890,167.16/106,751,137; EUR 2021 = EUR 685,237.27/136,213,596.76; EUR 2022 = 284,149.56/154,247,726.91.

The register is featured in Annex IX to this report[41].

**(c) The internal control monitoring criteria indicators** serve as the primary source of information for the ICSA. During the ICSA for the financial year 2022, 31 indicators were assessed. Following their analysis, it was concluded that (97 %) of the indicators assessed were either achieved (27 (87 %)) or partially achieved (three (10 %)) as shown in the graph below. One indicator (3 %) was assessed as not achieved and is related to the percentage of staff participating in trainings on "ethics and integrity" and on "respect and dignity" which dropped during 2022 compared to previous years. The Agency has immediately applied corrective action as explained in detail in part 3.1.2, internal control principle 1.

Chart 4. Values of IC monitoring criteria 2022
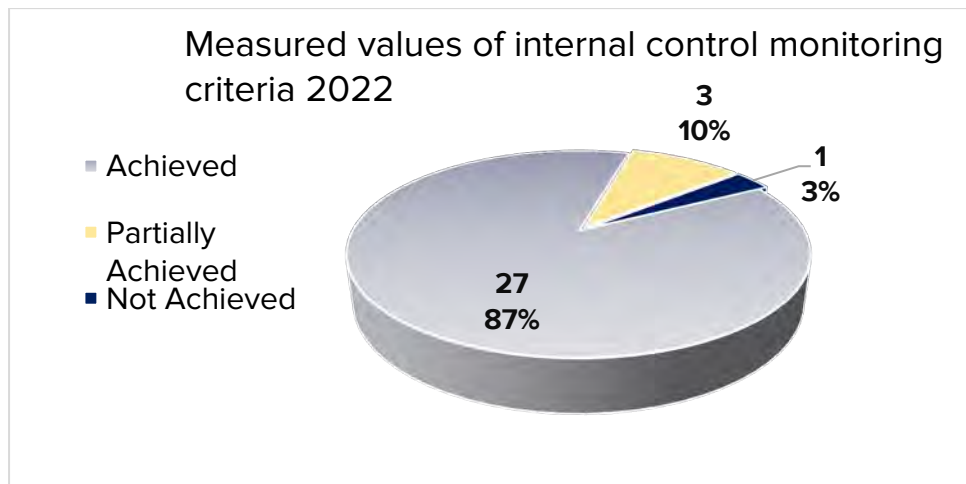


Detailed results are available in Annex X, IC monitoring criteria results for 2022.

**(d) Results of the financial *ex post* controls.** A risk-based strategy for financial *ex post* controls was implemented during 2021 and 2022 based on the sampled transactions and procurement operations covering two financial years (2020 – 2021). The final results were endorsed in September 2022 and submitted to the MB for discussion and shared with both the IAS and ECA. The results included 44 observations and proposed 122 corrective actions. The corresponding action plan is closely monitored and delays are addressed with the Agency's management. The last follow up exercise took place in Q1 2023.

Irregular payments (see Table 11) were identified through internal financial *ex post* controls, but were not considered in the materiality criteria assessment as they were implemented prior to 2022, but detected in 2022. The Executive Director has already identified the corrective actions to address these irregular payments.

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[41] The register of deficiencies and corrective action plan entails 65 deficiencies and 98 corrective actions.

Table 11: Potentially irregular payments identified during financial ex-post controls

| Event leading to irregular payment in years before 2022 | Potentially irregular amount in € |
|---|---|
| Potentially irregular payments related to training | 56,202.54 |
| Potentially irregular payments related to acquisition of containers | 48,000.00 |

The financial *ex post* controls action plan is available on the Agency's website and in Annex XI.

**(e) audit results**

Full audit results are presented in part 2.8 of this report. The Agency is aware that payments related to the procurement procedures that were declared as irregular in previous years may still be considered as irregular by ECA and may be included in the final report for the financial year 2022. Therefore, they are considered while assessing the materiality as per below.

**(f) assessment of materiality of irregular payments**

During 2022 irregular payments for a total amount of EUR 565,244.58 were implemented, which consitutes 0.37 % of the Agency's overall PA implemented for 2022[42] as per Table 12.

Table 12: Potentially irregular payments

| Event leading to irregular payments in 2022 | Potentially irregular amount in € |
|---|---|
| Potentially irregular payments related to rental of premises in Rome (ECA observation from a previous year with an impact on 2022 budget execution) | 176,877.02 |
| Potentially irregular payments related to rental premises in Lesvos (ECA observation from a previous year with an impact on 2022 budget execution) | 104,218.00 |
| Exceptions and non-compliances registered in 2022 | 284,149.56 |
| TOTAL | 565,244.58 |

This amount did not reach the materialy criterion of 2 % of PA and therefore the Executive Director has not issued any reservation in part 4.2 of this report.

**(g) indicators related to risks management process and Agency's antifraud activities** are documented in part 3.1.2 while assessing the second component, risk management, of the EUAA IC system.

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[42] EUR 154,247,726.91.

## 2.3.4 Costs and benefits of controls

**Cost and benefits of controls**

The Agency has identified **ex post controls** as a pilot control activity to assess and report on its *ex post* control strategies' cost effectiveness and will be gradually extended to other control areas. Ex post controls in the EUAA include financial and general ones intended to assess the overall efficiency of its ICF and are governed by MB Decision 42 on the ICF principles 2, 16 and 17.

The cost of *ex post* controls in the EUAA was measured by considering DG Budget (DG BUDG) guidance on the estimation, assessment, and reporting on the cost effectiveness of controls. To this end the Agency defines the cost of ex post controls as the full-time equivalents (FTEs) allocated to the function for its implementation. As per this guidance[43] the workload assessment and the quantification of the related costs represents an estimate, which is calculated based on the input of staff (estimated) time spent on *ex post* control activities and professional judgement.

Contrary to the Commission services, the EUAA has not yet estimated the cost of *ex post* controls in monetary units and compares resources deployed with the benefits of the controls implemented. The reason for such approach is that the financial central services of the Agency (by analogy to DG BUDG services in the Commission) do not communicate each year the average FTE costs per control to the relevant stakeholders (on the contrary this is done annually by DG BUDG to all the services and the stakeholders at the Commission) and no external costs were incurred.

Therefore, the EUAA analysed the resources dedicated to the implementation of *ex post* controls (measured in full time equivalents) and compared them to:

- coverage of these controls (for example number of financial operations, amounts, etc);
- the workload in complexity (by defining clusters and risks profiles to decide the expertise and intensity of controls needed);
- the benefits of the financial *ex post* control results measured in terms of corrective actions, their state of implementation and the estimated amounts receivables (if any);
- other similar controls to determine the added value of maintaining the present approach with an internal *ex post* controls capability, or on the contrary identify other control needs, as for example an internal audit capability.

Table 13 summarises the cost effectiveness indicators of the overall *ex post* controls exercise endorsed in September 2022 and Q1 2023.

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[43] DG BUDGET Updated edition – November 2010.

Table 13: Cost-effectiveness indicators of the overall ex post controls exercise

| Overall cost effectiveness indicator per ex post controls area:[44] | Person-days estimated | Overall FTEs *ex post* controls[45] | Coverage of *ex post* controls[46] | Benefits in terms of corrective actions agreed | Benefits in terms of corrective actions implemented |
|---|---|---|---|---|---|
| Financial operations & processes | 223 | 1.06 | 220 operations / EUR 14.16 million | 29 | 7 |
| Procurement & contract management operations and processes | 35 | 0.17 | 2 procurement processes / EUR 11.95 million | 25 | 5 |
| ABAC access rights, delegations and nominations processes | 35 | 0.17 | 24,068 access rights / 227 profiles | 68 | 33 |
| IC self-assessment exercises | 150 | 0.71 | 17 internal controls principles | 98 | 62 |
| Total | 458 | 2.18 | NA | 220 | 107 |

Overall, 458 person-days were dedicated to the implementation and follow up exercises of *ex post* controls during 2022 and Q1 2023, either financial or targeting overall EUAA IC systems, which translate to 2.18 FTEs[47].

The *ex post* controls resulted in 220 agreed corrective actions that have been included in the EUAA central register of deficiencies and corrective action plans (please refer to Annex IX Internal control self-assessment corrective action plan and Annex XI Financial ex post control corrective action plan). In addition, the labour cost in FTEs is also partially set off by the estimated amount receivable for EUR 48,000 identified as part of this process.

The control strategies for *ex post* controls are considered to be overall effective and efficient in terms of Article 30 "Internal control for budget implementation" of the Framework Financial Regulation. The cost of controls measured in FTEs is assessed as relatively low compared to the coverage and the benefits in terms of corrective actions identified and implemented.

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[44] Covering *ex post* controls results endorsed Q1 2022 to Q1 2023.

[45] 1 FTE = 210 days per year. If one staff member works on controls/project for 50 days in one year, the formula is 50 / 210 = 0.24 FTE

[46] Coverage is assessed in terms of workload and when applicable amounts managed.

[47] 1 FTE = 210 days per year. If one staff member works on controls/project for 50 days in one year, the formula is 50 / 210 = 0.24 FTE.

The number of corrective actions agreed internally by the Agency and resulting from internal *ex post* controls is considerably higher[48] than those identified for the same period by control bodies (ECA or IAS). This fully supports the added value and benefits of an internal ex post controls capability in the EUAA, implemented by staff members that are closer to the business process under review. Consequently, the *ex post* controls strategies, and their methodologies will be maintained but regularly revised based on the lessons learnt. In this context the Executive Director fully supports the decision taken by EUAA MB in February 2021 at the 38th MB meeting to prioritise an internal ex *post controls* capability over an internal audit capability.

The strategy and the methodology for its cost effectiveness assessment of *ex-ante* controls will be developed during 2023, following which the Agency will be able conclude on the cost-effectiveness of EUAA *ex ante* control strategy.

## 2.4 Delegation and sub-delegation of the powers of budget implementation to the Agency's staff

In accordance with Article 41 of the EASO Financial Regulation the Executive Director, as the authorising officer (AO), may delegate the powers of budget implementation to Agency staff and set relevant limits. The delegatee may subdelegate the powers received with the explicit agreement of the Executive Director.

As a general rule, delegations and sub-delegations are valid until revoked or until the delegated staff member's employment contract ends. Moreover, they are subject to confirmation when there are organisational changes that affect the reporting lines or when the delegatee changes assignment.

The Executive Director and the authorising officers by delegations (AODs) should assign budget implementation powers on specific budget lines, in consideration of the role of the delegated staff within the Agency. While delegations to heads of centre are equivalent to the powers of the Executive Director on all budget titles and for unlimited amounts, sub-delegations are associated with transactions of lower risk and are restricted to specific budget items and thresholds.

By the end of 2022, the EUAA had eight authorising officers by delegation (AODs), two more compared with 2021. With the explicit agreement of the Executive Director, the AODs sub-delegated the powers received to 69 authorising officers by sub-delegation (AOSDs), 17 more than in 2021.

Concerning delegated/sub-delegated maximum thresholds, they amount to EUR 500,000 for heads of units, EUR 300,000 for heads of sector and EUR 150,000 for officers and, where applicable, other staff.

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[48] At the date of drafting this report the number of corrective actions in progress/planned is 113 - 12 stems from IAS and 1 from ECA audits, 100 (88%) identified as part of the financial and general ex-post controls.

The access rights to the EUAA finance and accounting system (ABAC) should reflect the validity of delegations and sub-delegations and are subject to regular controls ensuring that AODs and AOSDs act within the limits of their delegated powers.

All delegated and sub-delegated authorising officers receive appropriate training, commit to act in accordance with the principles of legality, regularity, effectiveness, efficiency and economy and must report once a year to their respective delegating officer. AODs and AOSDs shall also report on possible management problems encountered and the remedies proposed. All instances of control overrides or deviations from established processes and procedures are logged in a central register and documented in *ex ante* or *ex post* reports.

The accountability of AODs and AOSDs is also enhanced by financial *ex ante* and *ex post* controls, audits, external evaluations of high-level expenditure activities, periodic risk management exercises and by the availability of a whistle blowing hotline.

In 2022 as part of the financial *ex post* controls there were 28 corrective actions identified to remedy weaknesses of delegations and sub-delegations of the powers of budget implementation process. During the ICSA for the financial year 2022, the EUAA senior management re-assessed the state of play of the corrective actions and concluded that there is a significant progress as 14 out of 28 corrective actions were implemented. However, it was also concluded that there is delay in the implementation of the remaining corrective actions. Additionally, five new corrective actions related to roles and responsibilities regarding the power for budget implementation were identified.

The above-mentioned corrective actions are documented in Annex IX and Annex XI.

## 2.5 Human resources management

### 2.5.1 Major HR developments

The expanded mandate and the exceptional increase in operational tasks following massive displacements from Ukraine put additional pressure on the Agency's resources. The EUAA was assigned 90 short-term (two-year) contract agent posts to support the ever increasing operational tasks related to the impact of the war (see also section 2.2).

The establishment plan, i.e. the list of temporary posts by grade and function group authorised within the limits of the budget, remained relatively stable. Compared with 2021, the Agency received five additional posts in the establishment plan, which brought the total number of authorised temporary agent posts to 371. The occupancy rate of the establisment plan was 90 % at the end of the year.

In 2022 the EUAA published 29 vacancies and issued 138 job offers for temporary and contract agents.

The overall annual turnover rate, i.e. the percentage of staff (including short-term operational contract agents, project-funded contract agents and seconded national experts -SNEs-) leaving the Agency in 2022, reached 12 %, compared to 6,6 % in 2021. The Agency is investigating the causes of the high turnover, which might be the result of various factors, including the short duration of contracts, the geographical location of the EUAA's headquarters or the competitive job market.

In 2022 the Agency continued to streamline and digitalise its HR processes, primarily by transitioning to Sysper, the human resources management information system of the Commission. The modules on identity, organisation, career, personal data and time management were activated by the end of the year, allowing the introduction, as of January 2023, of online functionalities such as management of absences and leaves and time recording.

In December 2022 an HR ticketing system was initiated, with the aim of improving the effectiveness and efficiency of support services provided to all staff.

The number of recuperation days, i.e. days off granted to recuperate credit hours accrued under the flexitime scheme[49], is shown in Table 15.

Table 15: Number of recuperation days under the flexitime scheme

| Category | Flexitime recuperation days in 2022 | Average number of recuperation days per category |
|---|---|---|
| Temporary Agents - AD | 153.5 | 2.14 |
| Temporary Agents - AST | 28.5 | 1.78 |
| Contract Agents | 92 | 2.93 |
| Seconded National Experts | - | - |
| **TOTAL** | **274** | **2.05** |

## 2.5.2 Implementing rules adopted in year N (2022)

In 2022 the MB adopted one implementing rule applying the decision of the Commission governing the conditions of employment of contract staff.

The MB also decided that the decision of the Commission on the maximum work duration shall not apply to the Agency.

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[49] According to article 7 of MB Decision of 18 January 2016 on working time.

Moreover, the MB adopted the decision authorising the Executive Director to request the Commission's agreement on the non-application of (opt out from) the Commission's decision on working time and hybrid working.

Details are provided in Annex IV.

### 2.5.3 Results of the screening/benchmarking exercise

The EUAA is committed to continuously optimise the ratio between its operational and non-operational personnel. The 2022 job screening exercise confirms this trend, with an increase in the operational personnel, as compared to the previous year. Annex IV provides details per category and sub-category of job type.

All categories of personnel were considered for the purpose of the exercise, in line with the 2014 Commission's methodology for agencies job screening.

## 2.6 Strategy for efficiency gains

In 2022 the Agency confirmed its commitment to efficiency and simplification, notably through the reduction of procedural steps and the automation of repetitive and labour-intensive tasks.

Following the vast expansion of operational support and the related significant increase in workload, the EUAA reviewed its organisation in the delivery of operational plans. Additionally, in 2022 the Agency began to roll out an embedded model for the provision of horizontal services, i.e. an organisational model that brings administrative expertise closer to the point of use through remote, on-site or hybrid presence. Country operations benefited from embedded expertise in areas of security and financial initiation of transactions. Moreover, ICT support was embedded into Greece and Cyprus operations, legal support in Italy and facility management in Cyprus.

Security of a larger number of staff across many more country operations was assured with the same resources as in 2021. This was achieved by embedding security expertise in operational offices through continuous needs assessments and the introduction of an online security incident reporting tool that facilitated timely follow-up.

The EUAA applied a more structured approach to cybersecurity to tackle the sharp increase of incidents and threats, which tripled compared to 2021. Instead of handling threats on an *ad hoc* basis and manually, the Agency introduced an automated incident response workflow that allows to focus on critical incidents, connect threats to actual incidents and facilitate investigation and internal collaboration[50].

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[50] In 2022 more than 80 % of cybersecurity incidents were handled via the automated incident response workflow.

In the area of procurement, focal points for the most frequently purchased goods, infrastructure and services were nominated to enhance quality and timeliness of procedures and provide support from the early phases of procurement. From May onwards, a simplified workflow for very low value negotiated procedures was introduced. Applied to a third of procurements launched in 2022, it significantly contributed to reducing the administrative burden. Furthermore, the Agency began to work on the application of the Commission's public procurement management tool, which will be rolled out by the end of 2023.

Management of requests for services under the ICT consultancy framework contract was enhanced by shifting communication with bidders, evaluators and contractors online to the Agency's stakeholder contact management tool. This provides the many internal ICT service users with a single point of reference on the status of their requests.

Opening of the first Sysper modules to staff in December 2022 further automated and simplified administrative procedures (see also 2.5.1 Major HR developments).

# 2.7 Assessment of audit results during the reporting year

## 2.7.1 Internal Audit Service (IAS)

The Internal Audit Service (IAS) is the internal auditor of the Agency. It assesses the accomplishment of the following objectives:

a) promoting appropriate ethics and values within the organisation;
b) ensuring effective organisational performance management and accountability;
c) effectively communicating risk and control information to relevant organisational entities.

In 2022, the IAS conducted the following missions/exercises:

- a multi-entity audit on coordination between DG HOME and the EU decentralised agencies. The objective of the audit, that will be finalised in 2023, is assessing the adequacy of the design and the effective and efficient implementation of the coordination arrangements between DG HOME and the audited decentralised agencies, namely the EUAA, the European Union Agency for Law Enforcement Training (CEPOL), the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA), the European Union Agency for the Operational Management of Large Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA) and Europol, to support the achievement of their respective objectives in line with relevant regulations and the Common Approach.

- In the third quarter of 2022 the IAS launched the annual risk assessment exercise, which underpins the revision of its audit plan. The EUAA provided extensive information on major internal or external developments that may have an impact on the objectives of the Agency and will feed into the IAS risk assessment. Following the completion of the audit risk

assessment, in Q1 2023 the IAS proposed the following audit engagements that were agreed by the Executive Director:

- o Finalisation of the multi-entity audit on 'coordination between DG HOME and the EU decentralised agencies: EUAA, EMCDDA, Europol, CEPOL and eu-LISA' began in 2022.
- o An audit on HR management that is planned to be carried out in the EUAA in 2023 and expected to be finalised in 2024.

- A fact-finding mission: Based on information sent to the IAS from an anonymous source on 14 September 2022 alleging possible irregularities in the EUAA, IAS organised a fact-finding mission, which took place from 4 to 7 October 2022. In its conclusions from the fact-finding mission, the IAS refers to the following two instances of potential non-compliance with the staff regulations and conditions of employment of other servants of the EU:

- • Calculation of the allowance for grading of temporary occupation of management posts
- • Temporary occupation of management posts exceeding one year period

It should be noted that the IAS did not formally conclude on any non-compliance. As advised by the IAS, in order to mitigate risks of non-compliance, the EUAA sought, in coordination with DG HOME, the position of DG HR on the appointment ad interim of managers and the payment of differential allowances beyond one year. A meeting involving representatives from DG HOME, DG HR and the EUAA took place on 20 January 2023. On the basis of the follow-up views expressed by DG HR, the Commission welcomed the corrective action taken by the Agency to end all ad interim assignments that exceeded one year, and the decision to prioritise the recruitment procedure to definitively fill these posts. On 13 February 2023, the Executive Director addressed a letter to the IAS with details on how the Agency has addressed the conclusions from the IAS fact-finding mission. By its letter dated 16 February 2023, the IAS acknowledged that the Agency has addressed the conclusions of the fact-finding mission in a detailed and comprehensive manner, covering the reported topics of a potential non-compliance with the staff regulations and conditions of employment of other servants on ad-interim appointments, and potential IC weaknesses.

In addition, ECA has also implemented an assessment of these two potential non-compliances and their conclusions are summarised the next section 2.7.2 'European Court of Auditor (ECA)' of this report.

## 2.7.2 European Court of Auditors (ECA)

ECA is the external auditor of the Agency and focuses on financial reporting and the implementation of the EUs budget and policies.

In 2022 ECA did not issue any new observations in its audit report for the financial year 2021. In addition, 10 out of the 15 pending/delayed observations from previous years were closed and reassessed as completed by the auditors.

Table 16: Observations assessed as completed by ECA in 2022

| Year | Observations assessed as completed by ECA in 2022 |
|------|---------------------------------------------------|
| 2017 | EASO did not achieve the target for staff recruitment set out in its establishment plan. |
| 2017 | Contract monitoring for compliance with national rules on interim workers was poor. |
| 2017 | In 2017, we found that EASO's procedures for monitoring travel-related expenditure were weak. In particular, supporting documents were often not required. EASO is carrying out an internal inquiry into this matter. |
| 2017 | There were significant weaknesses in the areas of needs assessment and amendments to contracts |
| 2018 | Contracts with IT companies were formulated in a way that could imply the assignment ("mise à disposition") of temporary agency workers instead of clearly defined IT services or products. This would contravene the EU Staff Regulations and EU social and employment rules. EASO should ensure that contracts are drafted in a way which prevents any confusion between the procurement of IT services and of interim workers. |
| 2018 | The procurement of interim workers in Italy was irregular. As a result, all subsequent payments under this contract are irregular. |
| 2019 | The procedures used for selecting and contracting external experts systematically lacked a solid audit trail (as set out in Article 36(3) of the Financial Regulation). As a result, all subsequent payments on these contracts are irregular. |
| 2020 | The carry-overs to 2021 on Title III and the cancellation rate of budget appropriation from 2019 to 2020 were high. EASO should improve its budget planning and its implementation cycles. |
| 2020 | EASO had not finalised and adopted a business continuity plan. The size and complexity of EASO's operations, and recent events such as the COVID-19 pandemic, underline the importance of having a formalised, up-to-date business continuity plan in place. The issue constitutes an internal weakness in EASO's procedures. Following our audit, EASO approved its business continuity plan on 31 May 2021. |
| 2020 | We note a case pending before the European General Court case T-621/20 (EMCS), challenging the outcome of the procurement procedure for the provision of temporary agency workers in Malta. |

At the time of drafting this report, ECA fieldwork for the audit of the financial year 2022 was still ongoing. However, in May 2023 ECA communicated to the Agency the key preliminary results of an assessment of the two potential non-compliances identified by IAS during their fact-finding mission referred in the previous point 2.7.1 'Internal Audit Service (IAS)' of this report. ECA concluded that the calculation of the allowances for the grading of temporary occupation of management posts is legal and regular. The temporary occupation of management posts exceeding one year period, while a non-compliance, it is not quantifiable and therefore the

practice did not result in any irregular payments. This provides an additional assurance to the Agency that its internal assessment reported by the Agency to its MB and the Budgetary Authority as part of EUAA internal control self-assessments in previous years CAARs as well as to the IAS during the fact-finding mission is well founded, accurate and reliable.

It is expected that the EUAA will receive a clean opinion as regards the legality and regularity of the payments, and the reliability of the financial accounts for exercise 2022.

In addition, in the last quarter of 2022 ECA implemented a follow-up exercise of the audit engagement implemented in 2019 on migration (asylum, relocation and return). Further information on the exercise is provided in the next section.

# 2.8 (a) Follow up of recommendations and action plans for audits

### 2.8.    (a) 1. Follow-up of recommendations from IAS

The EUAA is currently following up on recommendations from the following audit reports:

**Human Resources Management and Ethics in EASO (2020)**, final report issued in December 2020 and included six recommendations.

In October 2022 the IAS concluded that three out of the six recommendations had been fully implemented. A number of corrective actions were assessed as completed and explained to the auditors by the Agency in 2022, including but not limited to:

- A legal report was prepared by the Legal Services Unit providing an in-depth analysis of the risks linked to the legal framework applicable to temporary agency workers conducting assignments for the EUAA in Malta, Italy, Greece and Cyprus;
- The process to up-date the EUAA's book of job descriptions was finalised;
- Automatic review of job descriptions is now assured each year at the beginning of the performance appraisal exercise process, to be implemented by each line manager as part of the workflow;
- A register of technical profiles was developed, including competency requirements for each profile;
- A head of the human resources unit was recruited;
- The annual recruitment plan was presented to the MB;
- The EUAA e-recruitment tool was fully implemented, and is used for all selection procedures;
- English was adopted as the EUAA's working language, enabling publishing vacancy notices simultaneously in the different channels used;
- The standard operating procedure on recruitment was revised by including:
    - the obligation to appoint alternates;
    - emphasis on dating and signing if employment contracts.
- Internal guidelines were established within the HR Unit outlining the obligation for the Agency to date-stamp the attestations and other documents received by job candidates to prove eligibility.

Despite the significant progress made, on 22 February 2023 the IAS concluded that two out of three pending recommendations are considered significantly delayed[51]. The status of these recommendations is shown in Table 16.

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[51] IAS note on 22 February 2023 contributing to the 2022 Consolidated Annual Activity Report (CAAR) process of the EUAA (open more than six months after the original expected date of implementation. The status of the recommendations is assessed as of 31 January of year n+1).

Table 16: Status of IAS pending recommendations

| Recommendation | Status IAS | Assessment of EUAA |
|---|---|---|
| Finding 1: Resource Need and Sourcing Strategy "Competence Framework" | In progress | **In progress**. The preparation of the Sourcing Strategy is part of the Agency's HR Strategy. The delay is linked to postponement and unsuccessful recruitment procedures for the Head of the HR Unit. The current Head of HR was recruited on 16/01/2022. The corrective actions are expected to be implemented by Q4 2023. |
| Finding 2: Recruitment of a Head of Human Resources (HR) and writing up of the human resource strategy | Significantly delayed | |
| Finding 3: Concluding disciplinary proceedings within a reasonable time frame. | Significantly delayed | **Implemented.** There are no on-going disciplinary procedures at the EUAA. It was agreed with the IAS that guidelines for disciplinary procedures had to be developed to assess this recommendation as completed. The guidelines have been developed during Q1 2023 and provided to IAS and the recommendation was assessed as completed by the Agency. The recommendation is expected to be re-assessed as implemented by IAS during Q3 2023. |

**IT governance & IT project management (2021),** the final report issued on 21 October 2021 and did not include any very important or critical recommendations.

In 2022 a number of corrective actions to address recommendations from this audit have been implemented by the responsible stakeholders, namely:
- Approval of the ICT strategy for 2022-2024 in Q4 2022;
- Inclusion of ICT objectives and indicators in the SPD for 2023-2025;
- Regular ICT and cyber security governance board meetings;
- Establishment of the standing point on the agenda of the ICT and cyber security governance board on the project portfolio and associated costs;
- Project prioritisation methodology agreed by the ICT and cyber security governance board;
- Assignment of the project portfolio management mandate to the responsible entity.

Despite the progress in the area, at the time of drafting this report, the implementation of two recommendations were delayed. Based on the implemented corrective actions, the EUAA assesses that the below listed recommendations are either implemented or in progress.

Recommendation 1: IT governance framework

The IAS concluded in their report to formalise the governance of IT with clearly mandated governance bodies. The strategic IT objectives required approved clear objectives and indicators, the strengthened role of the person responsible for IT security control at operational level with a direct reporting relationship with the Executive Director.

The governance bodies of ICT have been formalised and almost fully implemented with the establishment of an ICT and Cybersecurity Governance Board chaired by the Executive Director and several other governance bodies. An update of the responsibilities of the ICT and Cybersecurity Governance Board is ongoing, incorporating data and information governance into the responsibility, which is scheduled for adoption at the next board meeting and the approval of the Quality and Architecture Board. Some steering committees are yet to be implemented and foreseen to be finalised by Q2 2023. An ICT Strategy was adopted in Q4 2022, and IT related objectives and indicators are included in the SPD for 2023-2025. The role and responsibilities for IT security control post have been clarified, and the job description is under approval.

Recommendation 3: Management of project risks

IAS concluded that inconsistent identification of IT risks detected in the EUAA may result in key risks not being adequately detected and effectively mitigated. This could negatively impact the operational activities and achievement of the Agency's strategic objectives. IAS recommended to align between risk methodology set out in the risk management manual and reported in IT project risk assessments.

The Agency held several workshops in 2022 with EUAA project managers to identify a common approach for reporting project risks, including IT related risks, in accordance with the EUAA risk management methodology. A new project risk register template was drafted, together with guidance and a flowchart of the main steps, based on the feedback from IAS colleagues and discussions with relevant project managers. The template and the guidance were approved by management and the Executive Director on 23 January 2023. Training with relevant project managers on risk management have either been implemented or is scheduled in Q2/Q3 2023.

The IAS follow-up action plan is incorporated into the Agency's register of deficiencies and corrective action plan (Annex IX) which includes the recommendation severity, the description of the corrective action, the target date and the state of play per IC principle. The IAS recommendations remain in the central register of deficiencies until they are formally closed by the auditors independently of whether they are already assessed as completed by the EUAA. In addition, recommendations and corrective actions only assessed as completed during 2022 stay in the register for audit trail purposes and completeness of the information reported in the CAAR.

However, recommendations and corrective actions assessed completed in previous years are deleted from the corrective action plan.

### 2.8. (a) 2 Follow-up of ECA observations

The EUAA is currently following up on five observations from previous years not assessed as completed by ECA.

However, the EUAA has already implemented appropriate corrective actions that addressed or are in the process of addressing the pending observations. This is shown in Table 17 below.

Table 17. Status of observations ECA assessed as not completed

| YEAR | ECA Observation | Status ECA | EUAA Management Assessment |
|---|---|---|---|
| 2017 | Rented premises in Lesbos | On-going | **About to be completed**. The contract for the premises in Lesvos in Greece expired on 31 March 2023. A sustainable solution for the rent in Lesvos is sought by the Agency in cooperation with the Greek authorities. It is anticipated that there will be no more payments linked to this contract as from Q2 2023. |
| 2018 | Effective financial *ex post* controls | On-going | **Implemented.** Financial *ex post* control observations and corrective actions were approved in Q3 2022 and presented to the MB. The final report was shared with IAS and ECA in Q4 2022. The EUAA is closely following up on the implementation of the corrective actions agreed. |
| 2020 | Rented premises in Rome | On-going | **Implemented.** The contract for the current premises will be terminated with effect from 31 July 2023. The procedure for the leasing of new premises is ongoing. |
| 2020 | Policy for the management and prevention of conflict of interest | On-going | **Implemented**. On 11 January 2023, the MB adopted a Decision on the rules on the prevention and management of conflicts of interest of members of the MB and member organisations and competent bodies of the Consultative Forum, and ethical guidance applicable to the MB. Furthermore, complementary Executive Director decisions including the new staff policy on prevention and management of conflict of interest, were signed on 27 January 2023. All are available on the EUAA website. |

| YEAR | ECA Observation | Status ECA | EUAA Management Assessment |
|---|---|---|---|
| 2020 | A high number of management posts are vacant, of these many had been occupied on an acting basis for more than one year | On-going | **Implemented.** The temporary management postings were not renewed by the ED on 18 January 2023 and the remaining temporary management appointments in place for longer than a year were discontinued. In all cases, business continuity is ensured and appropriate arrangements have been put in place to ensure that line management is maintained until these positions are filled. In Q1 2023, the EUAA updated its internal rules of procedure, introducing deputising arrangements in cases where heads of centre, unit or sector are prevented from exercising their functions, or where the post is vacant.<br><br>In addition, temporary postings (ad interim) are occupied for a maximum of one year, without exception other than those foreseen in the said rules. The management has prioritised recruitment of managerial posts — once such a post is created or becomes vacant, the respective vacancy notice is to be published within a reasonable timeframe. |

It is important to highlight that despite the corrective actions being implemented, there are still some payments to be executed during 2023 in regards the two observations related to procurement of rented premises in Lesvos and Rome. Therefore, the pending observations on rented premises in Lesvos and Rome are only expected to be re-assessed as completed by ECA in October 2024.

In 2022 ECA conducted a follow-up exercise on the audit on migration (asylum, relocation and return) realised in 2019. The final conclusion will be provided by ECA in its annual report on the implementation of the EU budget for financial year 2022. The auditors have communicated to Agency that the recommendations which were followed up by ECA during this exercise were fully implemented, often on time, by the Agency. The ECA follow-up action plan is incorporated in the Agency's register of deficiencies and corrective action plan (Annex IX). Corrective actions remain in the central register of deficiencies until observations are formally closed by ECA, independently of whether those are already assessed as completed by the Agency.

## 2.8 (b) Follow up of recommendations issued following investigations by the European Anti-fraud Office (OLAF)

At the end of 2018 OLAF issued a report with recommendations, following which the Agency had initiated three disciplinary procedures. All three disciplinary procedures have been concluded.

In June 2021 OLAF issued a report with recommendations in relation to a former external contractor of the Agency. Accordingly, the EUAA recovered a sum of money in line with the recommendation from OLAF.

## 2.9 Follow-up of observations from the Discharge Authority

In the context of the budget discharge procedure, the EUAA submits to the European Parliament an annual follow-up report on the observations received. The Agency also provides the European Parliament with regular updates, including information on ECA's outstanding observations from previous years, if any.

In May 2022 the EUAA was granted discharge in respect of the implementation of the budget for the financial year 2020. Most of the observations from the Discharge Authority refer to issues that the Agency had already addressed.

Additionally, in 2022 the EUAA finalised the financial *ex post* controls for the years 2020 and 2021 (follow-up on observation 7), completed its follow-up actions on four out of five pending observations from ECA (observation 4) and concluded the drafting of a comprehensive policy on prevention and management of conflicts of interest and ethical guidance (observation 26), which was adopted in January 2023[52].

With reference to observation 10 on the importance of a specific reception system for minors, the Agency continued to support Member States in ensuring a protective reception system for unaccompanied minors through the provision of training, operational support, guidance, tools and informational material such as leaflets and videos targeting minors in reception. In October 2022 the EUAA organised, within the framework of the Network of Reception Authorities, a thematic meeting in Slovenia with the participation of 13 EU+ countries. The event allowed to discuss various types of accommodation for unaccompanied minors and identify good practices in this field. The Agency also finalised the design and construction of a safe zone for unaccompanied minors in the first reception centre of Pournara, in Cyprus .

Further details on the actions taken are documented in the EUAA's follow-up report, submitted to the Discharge Authority in July 2022 and available, together with the other follow-up reports and updates, on the European Parliament's website.

## 2.10 Environment management

In 2022 preparations started for the design and implementation of an environmental management system according to the standards of the Commission's Eco-Management and Audit Scheme (EMAS).

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[52] MB Decision No 122 of 11 January 2023 and Decision of the Executive Director No 13/2023 of 27 January 2023.

Capacity and knowledge-building initiatives were maintained throughout the year and various in-house measures continued to contribute to environmental sustainability, as detailed in Annex VII.

## 2.11 Assessment by management (on sub-sections 2.1 to 2.10)

The management acknowledges the resilience of the newly established Agency, which succeeded in successfully realising the transition toward its enhanced mandate within an operational context of unprecedented complexity (see Part I).

In particular, the Management welcomes:

- the timely adoption of a series of MB decisions that were necessary to operationalise key aspects of the EUAA regulation;
- the closure of 10 out of the 15 outstanding observations from ECA and the significant progress on the remaining 5;
- the realisation of the first financial *ex post* control report, which included 44 observations and 122 corrective actions agreed by the Agency;
- the low number of exception and non-compliance events recorded and approved in 2022, which corresponds to 0.18 % of the PA executed by the Agency in 2022 (0.50 % in 2021);
- the achievement of the governance monitoring indicators' targets concerning CA implementation (96 %) and PA execution (90 %) and the excellent results in terms of late payment rate, which dropped to 2.65 % in 2022 (3.53 % in 2021);
- the intensive work conducted for the establishment of a new framework for the prevention and management of conflicts of interest;
- the achievement of 90 % occupancy rate of the establishment plan by the end of 2022 and the remarkable progress in terms of digitalisation of HR processes;
- the automation of selected processes to reduce the administrative burden and achieve efficiency and simplification;
- the engagement in knowledge building initiatives in order to contribute to environmental sustainability.

# Part II. (b) Evaluations

The Agency conducts internal or external mid-term and *ex post* evaluations of programmes and activities that entail significant spending.

At the end of 2022, the EUAA was engaged in the implementation of recommendations stemming from 18 evaluations, as summarised in the table below.

Table 18: List of evaluations with actionable recommendations[53]

| No | Subject of the evaluation | Year of conclusion | Type of evaluation |
|---|---|---|---|
| 1 | Roadmap with the Turkish Directorate General for Migration Management 2018 - 2019 | 2019 | Internal, *ex post* |
| 2 | Italy operating plan 2019 | 2020 | External, *ex post* |
| 3 | Greece, Italy and Cyprus operating plans 2019 (cross-country analytical report) | 2020 | External, *ex post* |
| 4 | Resettlement Support Facility pilot project in Turkey | 2020 | Internal, mid-term |
| 5 | Roadmap North Macedonia 2017 - 2019 | 2020 | Internal, *ex post* |
| 6 | Roadmap Serbia 2017 - 2019 | 2020 | Internal, *ex post* |
| 7 | Roadmap with the Turkish Directorate General for Migration Management 2019 - 2021 | 2020 | Internal, mid-term |
| 8 | Italy operating plan 2020 | 2021 | External, *ex post* |
| 9 | Cyprus operating plan 2020 | 2021 | External, *ex post* |
| 10 | Malta operating plan 2020 | 2021 | External, *ex post* |
| 11 | Operational support in 2020 | 2021 | External, *ex post* |
| 12 | Resettlement Support Facility pilot project in Turkey | 2021 | External, *ex post* |
| 13 | Italy operating plan 2021 | 2022 | External, *ex post* |
| 14 | Greece operating plan 2021 | 2022 | External, *ex post* |
| 15 | Cyprus operating plan 2021 | 2022 | External, *ex post* |
| 16 | Malta operating plan 2021 | 2022 | External, *ex post* |
| 17 | Spain operating plan 2021 | 2022 | External, *ex post* |
| 18 | Operational support in 2021 | 2022 | External, *ex post* |

Following an analysis of each evaluation report, the Agency's management agrees on a response plan in which each recommendation made by the evaluators is addressed through one or more actions to be implemented by specific deadlines.

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[53] Actionable recommendations are those that have not been previously classified as 'closed' or 'discontinued'.

The status of implementation of follow-up actions by the end of 2022 is summarised in Table 19.

Table 19: Status of implementation of improvement actions per evaluation report

| No | Subject of the evaluation | Status of improvement actions | | | | |
|---|---|---|---|---|---|---|
| | | Ongoing | Closed | Pending | Discontinued | Total |
| 1 | Roadmap with the Turkish Directorate General for Migration Management 2018 - 2019 | 3 | 0 | 0 | 1 | 4 |
| 2 | Italy operating plan 2019 | 0 | 0 | 0 | 1 | 1 |
| 3 | Greece, Italy and Cyprus operating plans 2019 (cross-country analytical report) | 1 | 0 | 0 | 0 | 1 |
| 4 | Resettlement Support Facility pilot project in Turkey - 2020 | 4 | 0 | 0 | 0 | 4 |
| 5 | Roadmap North Macedonia 2017 - 2019 | 1 | 0 | 0 | 0 | 1 |
| 6 | Roadmap Serbia 2017 - 2019 | 2 | 0 | 0 | 0 | 2 |
| 7 | Roadmap with the Turkish Directorate General for Migration Management 2019 - 2021 | 3 | 0 | 0 | 0 | 3 |
| 8 | Italy operating plan 2020 | 1 | 1 | 0 | 1 | 3 |
| 9 | Cyprus operating plan 2020 | 3 | 1 | 0 | 0 | 4 |
| 10 | Malta operating plan 2020 | 1 | 0 | 0 | 0 | 1 |
| 11 | Operational support in 2020 | 13 | 1 | 0 | 1 | 15 |
| 12 | Resettlement Support Facility pilot project in Turkey - 2021 | 2 | 0 | 0 | 0 | 2 |
| 13 | Italy operating plan 2021 | 7 | 6 | 4 | 1 | 18 |
| 14 | Greece operating plan 2021 | 4 | 4 | 0 | 0 | 8 |
| 15 | Cyprus operating plan 2021 | 5 | 5 | 0 | 1 | 11 |
| 16 | Malta operating plan 2021 | 3 | 3 | 2 | 0 | 8 |
| 17 | Spain operating plan 2021 | 2 | 10 | 1 | 0 | 13 |
| 18 | Operational support 2021 | 4 | 5 | 2 | 1 | 12 |
| | TOTAL | 59 | 36 | 9 | 7 | 111 |
| | Percentage | 53 % | 32 % | 8 % | 6 % | 100 % |

Further details can be found in the six-monthly report on the status of implementation of improvement actions at the end of December 2022, available on the EUAA website.

# Part III. Assessment of the effectiveness of the internal control systems

## 3.1 Effectiveness of internal control systems

### 3.1.1 Methodology applied for the assessment of the effectiveness of the IC systems

The Agency's IC framework was adopted by the MB on 21 December 2018.

As AO, the Executive Director is responsible for the implementation and the assessment of the Agency's IC systems. The overall presence and functioning of internal controls and their results are assessed in the first quarter of each year, while quarterly reviews are conducted to assess the efficiency and effectiveness of IC systems throughout the year. The Executive Director is supported by the Agency's senior management[54] and the IC coordinator in undertaking of this task.

The methodology of the internal control annual assessment is summarised by Chart 5.

Chart 5: Main steps in the implementation of the internal control annual assessment:
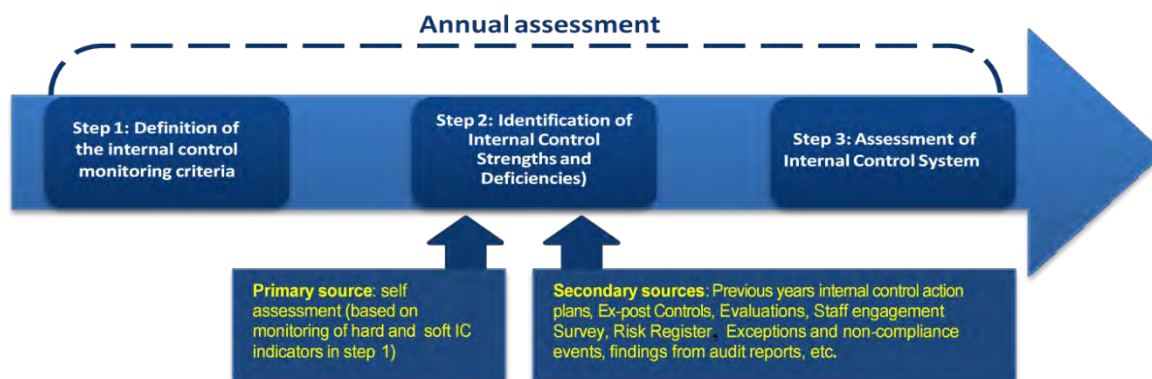


The results of the staff engagement survey (SES) were not available at the time of implementation of the annual IC assessment exercise in the first quarter of 2023. Therefore, a number of IC monitoring indicators were not assessed. The SES survey will be released in the second quarter of 2023 and the relevant IC documents will be updated as appropriate and reported to the MB during the quarterly internal control self-assessment review.

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[54] For the purpose of the internal control self-assessment exercise term" Senior management" is used in alternation with the term "management" as the ICSA methodology refers to the decisions taken by the Agency's Management Team which is not anymore existent entity following the adoption of Agency's internal rules of procedure.

Based on the EUAA general *ex post* controls strategy and methodology[55], the severity of IC deficiencies is classified by the Executive Director as follows, based on an informed self-assessment by the senior Management:

- <u>Minor deficiency</u> - the deficiency has a minor impact on the presence and/or functioning of an IC principle. Minor improvements are needed to ensure that the principle is observed in practice.
- <u>Moderate deficiency (important)</u> – the deficiency has a moderate impact on the presence and/or functioning of an IC principle;
- <u>Major deficiency (very important)</u> – the deficiency has a significant impact on the presence and/or functioning of an IC principle, which is thereby only partially observed;
- <u>Critical deficiency</u> – the deficiency has a fundamental impact on the presence and/or functioning of an IC principle, which is thereby considered as not observed.

The severity of deficiencies was in some cases re-assessed and documented based on the EUAA IC methodology. In particular the residual risk[56] was calculated by identifying suitable controls and corrective actions reducing the initial risk (inherent risk) to a more acceptable level for the Executive Director.

Following the re-assessment of deficiencies and considering their final severity, the IC principles are classified as follows:

- Category 1 'fully effective' - the principle is effective, present and functioning well, only minor improvements needed. Only minor deficiencies remain;
- Category 2 'effective' - When only moderate deficiencies remain that do not reduce the likelihood that the Agency can achieve its objectives, the principle is effective, present and functioning, but some improvements are needed.
- Category 3 'partially effective' - the principle is not effective, it is partially present and functioning, major improvements are needed. No more than one major deficiency or combination of several moderate deficiencies that reduce the likelihood that the Agency can achieve its objectives.
- Category 4 'not effective' - the principle is not present and functioning. There are several major deficiencies or one critical deficiency.

The assessment of the IC system, which requires professional judgement, must be carried out at three levels. After concluding at the level of the principles (based on the analysis of the detected strengths and deficiencies), the same assessment should be implemented:

- at the level of the components[57] (based on an analysis of the results at principle level)

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[55] Such a methodology has been developed based on the Implementation Guide on the Internal Control Framework of the Commission "2018 edition".

[56] Residual risk is the risk "left over" after suitable controls and corrective actions have been identified to reduce the initial risk (inherent risk) to more acceptable levels for the Executive Director. Inherent risk is the risk present in any scenario where no attempts at mitigation have been made and no controls or other measures have been identified to reduce the risk from initial levels.

[57] Based on the COSO 2013 internal control-integrated framework, the Agency's internal control framework consists of five internal control components (control environment, risk assessment, control activities, information and communication and monitoring of activities) built on 17 principles, which are further developed in a number of characteristics.

- at the level of the IC system as a whole (based on an analysis of the results at component level).

## 3.1.2 Implementation of internal control principles

**Control environment**

1. **The Agency demonstrates a commitment to integrity and ethical values.**

During 2022 and the first quarter of 2023 the Agency continued to demonstrate its commitment to integrity and ethical values and implemented five out the of seven corrective actions agreed as an outcome of the ICSA for 2021 to address IC deficiencies in this area were implemented. These included but were not limited to adoption of:

- The code of good administrative behaviour and public service principles[58]. The Agency took an important step to establish expectations on integrity and ethical values by analogy to the standards of conduct of the Commission and to make sure that these are understood at all levels of the organisation, as well as by entrusted bodies, outsourced service providers and beneficiaries.
- A new policy on prevention and management of conflicts of interest. A deficiency pending in this regard from ICSA 2018 as well as ECA's observation is assessed as closed.
- Internal guidelines the internal guidance on administrative inquiries and disciplinary procedures.
- Internal guidance on requests and complaints under Article 90 of the staff regulations as well as on requests for assistance under Article 24 of the staff regulations.

With regards to more prominent IC weaknesses that have occurred and results of the actions taken during the year it was identified that the number of staff participating in training on 'ethics and integrity' and on 'respect and dignity' had decreased. This may be due to a very high number of new recruitments in the Agency, as well as possible deprioritising of these type of trainings by staff in comparison to other professional development activities. The Agency already took measures to address this deficiency by making this training compulsory for all staff in 2022. A sufficient amount of training sessions to ensure timely enrolment are already scheduled. It is foreseen that the issue will be fully addressed by the end of 2023.

The EUAA senior management and the ICC concluded that, despite the adoption of numerous regulatory provisions aiming to further enhance ethics and integrity, constant awareness-raising and practical application of these provisions are equally important.

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[58] EDD 16/2023 of 27/01/2023

2. **The MB demonstrates independence from management and exercises oversight of the development and performance of internal control.**

The EUAA MB oversees governance, risk management, and IC systems, and takes overall political responsibility for the management carried out by the Executive Director. In 2022:

- The Agency reported quarterly to the MB on the state of play of the governance monitoring indicators[59] ;
- Quarterly progress reports on the implementation of the WP have been submitted to the MB;
- Standing point at each MB meeting on the state of play of IC and risk management. This point focusses on the follow up of the implementation of corrective actions related to the IAS and ECA findings, *ex post* controls action plans and developments in risk management;
- Information on the results of the first financial *ex post* controls exercise in the EUAA (financial year 2020-2021) to the MB in Q4 2022.
- Information on evaluation results and the state of play of recommendations are regularly provided to the MB.

In 2022 the Agency implemented all corrective actions agreed as per the ICSA for 2021 and addressed IC deficiencies falling under Principle 2. The pending observation from ECA on the discontinuation of the governance action plan was closed and no additional deficiencies were identified during ICSA 2022.

3. **The Management establishes, with political oversight, structures, reporting lines, and appropriate authorities and responsibilities in the pursuit of objectives**.

In 2022 the Agency transformed from the former European Asylum Support Office (EASO) to the European Union Asylum Agency (EUAA) with the entry into force of the EUAA Regulation. Additional tasks, new roles and responsibilities were assigned, internal structures, reporting lines and responsibilities were revised in the pursuit of the new agency's objectives. On 19 January 2022 the MB adopted a new organisational structure for the Agency, which was implemented by the Executive Director[60] enabling the EUAA to deliver its extended mandate and to meet future needs. Further improvements were identified during 2022 regarding the full integration of new roles and functions, including of the Deputy Executive Director, Fundamental Rights Officer and monitoring activities; replacement of the Corporate Management Centre with two specialised centres; relocation of certain horizontal entities reporting directly to the Executive Director; strengthening key functions by ensuring separation of their roles and duties. The MB adopted the latest changes to the Agency's internal structures in Q1 2023. This decision was

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[59] Established by MB Decision No 60 of 18 February 2020, and replaced by MB Decision 71 of 18 March 2021, in the following governance areas: work programme, human resources, staff engagement, internal control, procurement and budget and finance.

[60] Decision of the Executive Director No 20/2022 implementing Management Board Decision No 97 of 19 January 2022 establishing the Agency's internal structures and laying down the internal rules of procedure (ISROP) of 19/01/2022

implemented through a subsequent Executive Director decision[61]. To ensure effective management, additional functional entities were created at sector, office, and team levels specifying the relevant hierarchical levels.

The policy on controlled governance-related documents[62] details roles and responsibilities in the decision-making process for the approval of governance-related documents.

The AODs and AOSDs provided signed declarations on the budget implementation for the CAAR of 2022.[63] This increases the IC assurance provided to the Executive Director by the ICC and reinforces accountability of RAOs.

In order to further increase staff awareness on the decision-making mechanisms at the Agency, it was agreed to employ multiple internal communication measures and activities.

**4. The Agency demonstrates a commitment to attract, develop, and retain competent individuals in alignment with objectives.**

The EUAA operates in an environment where it is challenging to attract, develop and retain competent staff. In 2022 and Q1 2023, the EUAA continued to demonstrate its commitment to developing measures to further attract, develop, and retain competent individuals by enhancing the implementation of several corrective actions in this regard:

- Update of the vacancy notice template to promote the EUAA as an attractive place to work.
- Completed ECA's observation pending since 2017, on the fulfilment of the recruitment plan (target: 85 %) with 87.42 % through a number of selection procedures[64].
- Regular guidance and training to the members of the selection panels.
- Prioritised recruitment procedures for management posts in 2022 and 2023, seeking to address the ECA observation from 2020 on temporary occupation of the managerial posts.
- Monthly information on the state of play of the selection procedures in the management meetings.
- Induction training and focus on the integration of newcomers.
- Development of soft skills and professional competences of staff through individual and group trainings.

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[61] Decision of the Executive Director No 28/2023 implementing Management Board Decision No 127 of 13 February 2023 establishing the Agency's internal structures and laying down the internal rules of procedure (ISROP)

[62] Decision of the Executive Director No 58/2022

[63] As per requirements of an Administrative Circular EASO/AC/2021/003 On the declarations on budget-implementation by Authorising Officers by (sub-) delegation

[64] -29 selection procedures were published in 2022 compared with 21 in 2021; 14 out of 29 selection procedures published in 2022 were completed in the same year; Six additional selection procedures initiated in 2021 were finalised in 2022.

Number of corrective actions stemming from IAS audit on Human Resources management & Ethics and falling under principle 4 were implemented. This is reported in Part 2.8. A consultation process with the Staff Committee took place in Q1 2023 as part of the ICSA exercise. Following this, several issues related to HR processes and procedures were identified and it was agreed to further improve IC systems related to HR processes and to take the following corrective actions:

- revise the SOP on recruitment to align reference to number of days given the staff committee to nominate their representatives for the selection panels;
- assess the possibility to further formalise staff contract duration and the renewal process.

5. **The Agency holds individuals accountable for their internal control responsibilities in the pursuit of objectives.**

To enhance the efficiency of this IC principle during 2022, the Agency continued working with the well-established processes for staff appraisal and reclassification.

The staff appeal exercise was assessed as part of the ICSA and proved to be working as intended. Out of the 242 staff eligible, 42 were proposed for reclassification (17.3 %). Of the staff members not proposed for reclassification, 11 (5.5 %) appeals were received of which three (1.2 %) were re-considered and amended by the reclassification committee.

Seeking to better address IC responsibilities in the Agency during the ICSA 2022, it was agreed that there is room to better assign the roles and responsibilities regarding powers for budget implementation. To this end a more homogenous approach linked to the grade and function of the delegee and in accordance with the EUAA organisational structure has to be implemented. The agreed corrective actions would address the potential of non-compliance with Agency's financial internal rules for delegation of the power of budget implementation.

**Risk assessment**

6. **The Agency specifies objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives.**

The mission and all activities, objectives, risks and indicators are filtered down from the top to the various levels of the organisation to enable risk assessment. These are up-dated annually, documented and communicated to all staff in an endorsed compendium and are available to all staff on the intranet.

In 2022 no IC weakness impairing the achievement of the objectives of this IC principle were identified.

7. **The Agency identifies risks to the achievement of its objectives across the organisation and analyses risks as a basis for determining how the risks should be managed.**

The risk management process in the Agency is well developed and defined in the Agency's Risk Management Manual available on the intranet and implemented in line with the ICF and specific

risk management requirements. It is aligned with the SPD cycle. The following examples of implemented measures in 2022 ensure that the Agency identifies risks across the organisation and effectively determines how to manage them:

- Organisation of at least two workshops with risk management correspondents or relevant staff was agreed as an IC monitoring target for the reporting period. In 2022, six dedicated workshops for EUAA Risk Management Correspondents were held.
- Quarterly monitoring of the EUAA central risk register. The last follow-up at the beginning of 2023 for Q4 2022 showed that 80.4 % of timely implemented risk responses to mitigate significant and critical risks documented in the central risk register, which is slightly above the target of 80 %.
- Quarterly risk management reviews ensure follow-up on previously identified risks and highlight new significant and critical risks to be documented in the central risk register.

The Agency further improved its project risk management methodology, and developed and document project risk registers based on the COSO risk management framework. The Agency's project risk management guidance, flowcharts and templates, were further developed to better clarify its scope, roles and responsibilities. These corrective actions addressed an IAS recommendation on IT governance and IT project management. Training sessions are scheduled in 2023 to implement this action and to increase awareness on the new project risk management guidance. Please refer to part 2.8 a (1) for more detail.

In 2022 EUAA senior management did not identify any new IC weaknesses impairing the achievement of the objectives of this IC principal.

8. **The Agency considers the potential for fraud in assessing risks to the achievement of objectives.**

The Anti-Fraud strategy 2020-2022[65] clearly defines anti-fraud objectives, priority measures and control activities to reduce the risk of fraud to a minimum. During 2022 the Agency continued to raise the awareness of its staff on anti-fraud related matters. 56.7 % of statutory staff members have already participated in fraud prevention and fraud risk identification training in the last three years (2019-2021), which is above the target value of 50 % for this IC monitoring criterion.

Concerning *the timely implementation of agreed mitigating actions* annexed to the EUAA Anti-Fraud strategy (see also Annex XII)*,* the target value (85 %) for 2022 was exceeded with the result of 93 %. This register is monitored quarterly and the information on the state of play of the foreseen control activities is available on the Agency's website.

Section 3.1.4 provides additional information on anti-fraud management in the Agency.

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[65] MB Decision No 61 of 6 July 2020

9. **The Agency identifies and assesses changes that could significantly impact the internal control system.**

The Agency integrated and assessed the changes to its activities introduced through the enhanced EUAA mandate. This was done in close collaboration with the Member States, the European Commission and all stakeholders. A range of projects implemented tasks related to the enhanced mandate, including the recruitment of the Fundamental Rights Officer, the deployment of Liaison Officers in the Member States, and the development of the Agency's new monitoring mechanism, amongst others. The Agency continued with the delivery of nine transition projects, with another two in the pipeline. The EUAA transition programme was communicated internally (to all staff) and externally.

The MB was updated on the progress at each of its meetings and endorsed six decisions in that regard. Throughout the year, monthly reporting on all projects was provided to the Agency's Management. The related activities were presented to newcomers at every induction training. Updates on the programme were provided at the Core Business Briefing (meeting) in April 2022.

Additional roles (e.g. Fundamental Rights Officer, Liaison Officers in the Member States and third countries) and tasks were added during the negotiations on the EUAA draft legislation, which were not foreseen in the initial Commission proposal for the EUAA. The Agency therefore requested additional resources in negotiations with the Commission and the co-legislators. For 2022, five were granted at entry administrator level (AD5). Further requests were made for 2023 and 2024 respectively.

The effective and timely achievement of this IC principle objective with regards to the implementation of the newly mandated tasks and functions could be impacted and lead to:

- delays in the implementation of new activities and functions;
- deprioritising resources in other areas and functions;
- increased staff workload;
- decreased staff accountability and staff retention ratios.

**Control activities**

10. **The Agency selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.**

In 2022 the Agency finalised its first financial *ex post* control exercise to mitigate the risks of financial non-compliance to a reasonable level and to increase assurance on the efficiency and effectiveness of the financial controls in place as per ECA's recommendation stemming from 2018 on the establishment of effective financial *ex post* controls.

The results of the financial *ex post* controls were documented in a report adopted in September 2022. The report included 44 observations and 122 corrective actions. During Q1 2023 the state

of play of these corrective actions was reassessed and concluded that 45 corrective actions had already been implemented. See Annex XI for the results of financial *ex post* controls.

In 2022 ECA formally closed its observation related to the absence of a business continuity plan (BCP). The BCP was adopted in May 2021 and has since then matured. The EUAA's management endorsed the action plan and confirmed the roles of Business Continuity Coordinator (BCC) following the reorganisation. Following this as one of the corrective actions the Business Continuity Project Committee had to be established. This was addressed by an Administrative Circular[66]. The Agency's management performed five periodic reviews during 2022 of the business continuity management system based on reporting from the BCC.

During the 2022 internal control self-assessment implemented in Q1 2023, no additional IC weakness linked to this IC principle were identified.

11. **The Agency selects and develops general control activities over technology to support the achievement of objectives.**

In 2022 the Agency was focused on implementing an action plan to address the findings of the IAS audit report on IT governance and IT project management. Despite the progress, several moderate deficiencies affecting objectives of this IC principle remain. Please refer to Part 2.8 of this report for a more detailed information.

Significant progress in the security management of access rights granted in ABAC has been achieved in Q4 2022 and Q1 2023. The majority of identified risks and deficiencies in this area were addressed through an administrative circular[67] on the appointment and roles and responsibilities of the Local Authorisation Manager (LAM)/External Authorisation Manager (ExAM) team and regular review of access rights granted in ABAC. To ensure full compliance with ABAC security criteria, additional corrective actions need to be implemented during 2023.

The 2022 internal control self-assessment exercise carried out in Q1 2023 identified no additional significant IC weakness linked to IC principle 11.

12. **The Agency deploys control activities through corporate policies that establish what is expected and in procedures that put policies into action.**

In 2022 the Agency continued developing corporate policies such as the Executive Director's decision on *the policy on controlled governance-related documents*[68]. The decision establishes clear rules on how governance-related documents should be managed in a controlled way, indicating responsible actors, the approval/adoption process, and categorisation of their legal or

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[66] EUAA/AC/2023/009 on Composition and terms of reference of the Business Continuity Project Committee.
[67] EUAA/AC/2023 of 10 March 2023.
[68] EDD No 58/2022 of 18 March 2022.

other bases, their intended function, and their use. This significantly contributed towards the improvement and deployment of control activities through governance documents.

A specific risk assessment exercise was implemented by the Agency in 2022 to review the register of the sensitive functions following the transition to EUAA.

Exceptions and non-compliances were reported throughout 2022 as part of the continuous monitoring exercise on governance indicators. The reporting is based on data logged in the Agency's Register of Exceptions and Non-Compliance Events. The financial impact of exceptions and non-compliances on the total amount of payment appropriations executed was 0.18 % against the target of < 2 %. For more information and the trend analysis of exceptions and non-compliances please refer to part 2.3.3.2 of this report.

During the 2022 annual EUAA internal control self-assessment exercise implemented in Q1 2023, no IC weakness impairing the achievement of this principle IC objective were identified.

**Information and communication**

13. **The Agency obtains or generates and uses relevant quality information to support the functioning of internal control.**

Further to the full implementation of the electronic records and document management system (ERDMS) in 2020, the Agency's staff has been working in this SharePoint online-based system during 2022.

Following the Agency's reorganisation in 2022, a new ERDMS structure was introduced to enhance internal transparency, and to simplify and reduce the number of libraries. The change also allowed controlled access to be granted to EUAA external account holders in compliance with document and record management requirements.

All staff is required to undergo online beginner, intermediate and advanced level training on the use the Agency's ERDMS, the beginner self-training is compulsory for all staff and via the EU Learn platform. The dedicated intranet site on ERDMS explains the IT system's features and provides references to key documents as well as support tools. An on-line satisfaction survey on ERMDS is run every year.

In 2022, a dedicated archiving room was confirmed in the headquarters to house the EUAA's physical records in a secure and controlled environment. A phased transfer of documents to the new archive is underway; as a first step, this involves cataloguing of such documents in line with record and archival standards and record lifecycle requirements.

As part of the Security Governance Framework[69], measures on the application of the security principles relating to the processing of sensitive non-classified information were adopted by the MB[70] delegating the Executive Director the authority to adopt one or more written decisions on the application of the security principles set out in Commission Decisions 2015/443 and 2015/444 on the processing of sensitive non-classified information and to report accordingly to the MB.

During the ICSA for 2022, implemented in Q1 2023, no IC weakness impairing the achievement of this IC principle were identified.

14. **The Agency internally communicates information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control.**

The Agency and the Executive Director communicate internally about their objectives, challenges, actions taken, and results achieved, including the objectives and responsibilities of internal control.

Internal Communication was implemented through multiple staff events (44 events during 2022) including Core Business Briefings, Brown Bag Lunches and Information Sessions. Each type of event caters for a particular need, ranging from informing about the Agency's core business to addressing practical and / or HR issues.

Several all-staff meetings were hosted by the Executive Director in 2022 seeking to update colleagues on the key developments at Agency level. Aside from this, information is regularly sent via all-staff emails from the EUAA Staff Info account or through a range of different IT tools (intranet, internal screens, etc.) and a dedicated internal newsletter.

The Agency updated its Intranet, listened to feedback received from staff and strove for constant improvement including through weekly meetings with Intranet focal points, to give all staff the possibility to communicate their feedback on the Intranet via their focal point.

Since the adoption of the Agency's guidelines on whistleblowing in 2019, the Agency has been increasing its efforts to raise staff awareness on the procedure and the dedicated whistleblowing channels. Information on whistleblowing hotlines, including fraud allegation online forms is clearly presented on the intranet with links to additional information and guidance from OLAF.

Whistleblowing hotlines are also presented to newcomers during induction training on IC as well as for staff during regular IC training. In total 56.7 % of the staff has been trained on fraud prevention with a half day training which include detailed information on whistleblowing hotlines as well as whistle-blowers rights and obligations. In 2022 it was decided to make the training on

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[69] EASO/EDD/2021/061 of 12/04/2021
[70] MB Decision No 109, EUAA/MB/2022/178 of 8 July 2022

ethics and integrity compulsory for all EUAA staff to further increase the awareness of staff on the whistleblowing process.

15. **The Agency communicates with external parties about matters affecting the functioning of internal control.**

The Agency ensures that its external communication is consistent, targeted to the relevant audience and cost-effective. The Agency has established clear responsibilities to align the communication activities with the Agency's political priorities and the narrative of the institution.

The regular external communication activities of the Agency were in 2022 overshadowed by the activation of the Temporary Protection Directive (TPD) following the Russian invasion of Ukraine. Throughout the year, coordination and interaction with the European Commission and other Justice and Home Affairs agencies reached unprecedented levels in deploying coordinated information and communication campaigns primarily targeting Ukrainians. The Agency also organised around 250 events all over Europe as well as in third countries, including 14 ambassadorial or ministerial visits, and hosted two EU Heads of State at its Headquarters in Malta.

The Agency communicates on the functioning of the components of IC with external parties such as the European Court of Auditors, the Internal Audit Service, DG Home, DG Just and the European Parliament. The final financial *ex post* controls report was provided to the control bodies and information on its results were made available and explained to the MB. The Agency's website has dedicated sections on governance and IC matters, the IC intranet page details the ICF applicable to the Agency as well as lists key documents in the area such as:

a) The Register of Deficiencies and Corrective Action Plan
b) The Financial *Ex Post* Controls Register of Deficiencies and Corrective Action Plan
c) The IC Monitoring Criteria
d) MB Decision no. 42 on the Internal Control Framework
e) The Anti-Fraud Strategy
f) Updates on the control measures in place related to the Anti-Fraud strategy.

Documents (a), (b) and (f) are regularly updated based on the ongoing assessments.

During the 2022 annual ICSA exercise implemented in Q1 2023, no IC weakness impairing the achievement of objectives of this IC principle was identified.

**Monitoring activities**

16. **The Agency selects, develops, and performs ongoing and/or separate assessments to ascertain whether the components of internal control are present and functioning.**

The ED continuously monitors the performance of the IC system through the *ex post* controls and audit reports to identify IC deficiencies, register and assess the results of controls, identify any

deviations and exceptions and regularly report the results of the assessments to the MB. More details are provided in part 2.3.3.2 and part 2.3.4 together with the information on results of the financial ex-post controls.

The corrective action related to a revision of the current approval process of exceptions and non-compliances by starting a consultation process with relevant stakeholders to identify how to make this process more effective based on the lessons learnt is considered as partially implemented.

In 2022 a validation of the accounting systems took place for the financial year 2021 in line with Article 49 (e) of the Agency's Financial Regulation. This separate assessment was implemented by the Agency's Accounting Officer. The assessment has observed good practices and identified certain risks for non-compliance with the regulatory framework. Although these risks were not deemed to have a significant impact on the overall compliance, it was suggested by the Agency's Accounting Officer to timely address a number of deficiencies to further improve the Agency's IC systems. A new moderate deficiency related to the endorsement of the accounting systems validation report and action plan was introduced by the EUAA management, and recommendations and corrective actions for timely implementation were identified:

- ICCU to request all relevant stakeholders for acknowledgement for the recommendation and corrective action and to propose a deadline for implementation of the action plan to management.
- EUAA management to endorse the action plan and ensure its timely implementation.

During 2022 and Q1 2023 the Agency has implemented 10 out of 12 originally established corrective actions falling under principle 16.

As an outcome of the above-mentioned assessments there were no significant deficiencies identified.

17. **The Agency assesses and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including the MB and senior management, as appropriate.**

The Executive Director, the Management and the MB are regularly informed on the state of play of the Agency's IC system. During the ICSA exercise for 2021, 55 deficiencies were identified including the observations and recommendations from IAS and ECA audits, and 81 corrective actions were established to address them. At the end of 2022, the follow up exercise showed that 80.4 % of the corrective actions were timely implemented.

The IC deficiencies are communicated to the MB at each meeting and detailed information on the state of play of IC and risk management is provided. Particular focus is placed on the follow up on implementation of corrective actions on findings from IAS and ECA, the state of play of corrective

actions from the action plans linked to the *ex post* controls, developments in risk management and any other key developments in the area.

As part of the Agency's ICSA exercise for 2022, a financial *ex post* controls follow up exercise was conducted during Q1 2023 on the state of play of the implementation of pre-agreed corrective actions. Out of the 122 corrective actions endorsed in Q3 2022, 114 were due to be completed by the end of 2022. It was concluded that only 45 corrective actions (40%) out of the 114 due had been timely and adequately implemented by the relevant business owners. Therefore, a major IC deficiency related to timely implementation of corrective actions was issued. The Agency identified the following corrective actions to address it:

- The Executive Director to instruct all relevant heads of unit (as key business owners) to report quarterly (after validation by head of respective centre) on delays in implementation of corrective actions approved by the management as part of ex-post controls or issued by the control bodies. This reporting instruction will be documented as a formal working instruction prepared by ICCU and approved by the EUAA senior management.
- KPIs to be reported quarterly to the senior management as part of the governance monitoring indicators on the implementation of corrective actions approved by the management as part of *ex post* controls or issued by the control bodies, per Unit, including delays.

Considering the above new corrective actions and the fact that there are also other control measures in place to address this weakness, the residual risk severity of this deficiency was reassessed as moderate.

Following further assessment of IC principle 17 and the results of the financial *ex post* controls related to the efficiency of the processes to empower staff for budget implementation, a major IC deficiency was issued to significantly improve the management of the security access criteria for the EUAA central financial and accounting systems and the delegations and nomination processes. It was agreed to impose prompt implementation of the corrective actions on the relevant business owners and for the state of play of the corrective actions to be reported quarterly. Considering the above, the residual risk severity of this deficiency was reassessed as moderate.

### 3.1.3 Information on principles with which the Agency does not comply yet

The Agency has assessed all its IC principles as either effective or fully effective. Only moderate or minor deficiencies remain, all the principles are present and functioning, and some improvements are needed. The moderate and minor deficiencies, together with the corrective actions agreed by the Agency are summarised in Annex IX.

### 3.1.4 Prevention, detection and correction of fraud

The EUAA anti-fraud strategy for the period of 2020-2022, was adopted by the MB in July 2020. It establishes 25 priority measures to address possible incentives, pressures, opportunities and attitudes which may lead to any type of fraud, notably fraudulent reporting, loss of assets, disclosure of sensitive information and corruption.

The implementation of the measures is monitored through a series of control activities. At the end of 2022, 93% of the control activities related to the implementation of the anti-fraud strategy were considered as implemented. Detailed information is provided in Annex XII.

In 2022, the Agency conducted the preparatory work that enabled it to adopt, in January 2023, key documents in the area of management and prevention of conflicts of interest:

- MB Decision on the rules governing the prevention and management of conflicts of interest of the members of the Management Board, conflicts of interest connected to membership of organisations and competent bodies of the Consultative Forum, and on the ethical guidance applicable to the Management Board;
- Decision of the Executive Director on the policy on the prevention and management of conflicts of interest, related post-employment and ethical guidance, and the role of ethics correspondent;
- Decision of the Executive Director on the code of good administrative behaviour and public service principles.

The formal appointment of the ethics correspondent also took place in Q1 2023.

The Agency will include the standard texts on conflict-of-interest declarations in the invitations to meetings that include external participants. Additionally, any conflict of interest communicated at the occasion of working groups or expert networks' meetings will be recorded in the meeting minutes, together with the measures taken by the EUAA officer responsible for the meeting.

In accordance with the provisions of Article 42.4 of the Agency's financial regulation, the declarations of interests of MB members, updated every year, are published on the EUAA website.

Please refer to part 3.1.2 on the assessment of IC Principle 8 for additional details.

## 3.2 Conclusions of assessment of internal control systems

The assessment of the IC system was carried out by the management with the support the IC coordinator. At the level of IC principles, it was concluded that 10 principles are fully effective and seven are effective.

Based on the analysis of results at the IC principle level, it was concluded that all components are effective. They are working as intended, whilst improvements are needed to address either moderate or minor deficiencies.

Table 20. Assessment of the internal control system

| Components | Principles | Assessment & Category per principle | Assessment & Category per component |
|---|---|---|---|
| Control environment | 1. Demonstrates commitment to integrity and ethical values | Category 1 "Fully Effective" | Category 2 "Effective" |
| | 2. Exercises oversight responsibility | Category 1 "Fully Effective" | |
| | 3. Establishes structure, authority and responsibility | Category 1 "Fully Effective" | |
| | 4. Demonstrates commitment to competence | Category 2 "Effective" | |
| | 5. Enforces accountability | Category 2 "Effective" | |
| Risk assessment | 6. Specifies suitable objectives | Category 1 "Fully Effective" | Category 1 "Fully Effective" |
| | 7. Identifies and analyses risk | Category 1 "Fully Effective" | |
| | 8. Assesses fraud risk | Category 1 "Fully Effective" | |
| | 9. Identifies and analyses significant change | Category 1 "Fully Effective" | |
| Control activities | 10. Selects and develops control activities | Category 2 "Effective" | Category 2 "Effective" |

| Components | Principles | Assessment & Category per principle | Assessment & Category per component |
|---|---|---|---|
| | 11. Selects and develops general control over technology | Category 2 "Effective" | |
| | 12. Deploys through policies and procedures | Category 1 "Fully Effective" | |
| Information and Communication | 13. Uses relevant information | Category 2 "Effective" | Category 1 "Fully Effective" |
| | 14. Communicates internally | Category 1 "Fully Effective" | |
| | 15. Communicates externally | Category 1 "Fully Effective" | |
| Monitoring activities | 16. Conducting ongoing and /or separate assessments | Category 2 "Effective" | Category 2 "Effective" |
| | 17. Assessing and communicating internal control deficiencies | Category 2 "Effective" | |

All five components are either effective or fully effective and all principles are either fully effective (10 principles) or effective (seven principles). Considering the residual risk following the approval of the corrective action plan, the management concludes that, while improvements are needed, the IC systems of the Agency are present and functioning (effective).

## 3.3 Statement of the Manager in charge of risk management and internal control[71]

I, the undersigned,

Manager in charge of risk management and internal control within the EUAA,

in my capacity as manager in charge of risk management and internal control, I declare

that in accordance with the EUAA Internal Control Framework, I have reported my

advice and recommendations on the overall state of internal control in the Agency to the

Executive Director.

I hereby certify that the information provided in the present Consolidated Annual Activity

Report and in its annexes is, to the best of my knowledge, accurate, reliable and complete.


Valletta Harbour, 26 May 2023


(original signed electronically)

**Gerardo Knouse Ramirez**

Head of Internal Control and Risk Management Sector

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[71] The Internal Control Coordinator took up duties in January 2019 and is the Head of the Internal Control and Risk Management Sector in the Internal Control and Compliance Unit. This declaration is also supported by the declarations of the Authorising Officers by Delegation and Sub-delegation provided as a contribution to the CAAR 2022 in order to further increase the assurance provided to the ED by the ICC as well as reinforcing the accountability and reporting obligations of all the EUAA Responsible Authorising Officers to the ED.

# Part IV. Management assurance

## 4.1 Review of the elements supporting assurance

### 4.1.1 Brief description of the building blocks of assurance

The Agency's corporate governance framework - the way reliable information and assurance is provided to the MB to effectively monitor the activities implemented by the Executive Director towards the achievement of the Agency's objectives – is ensured through the following three main building blocks of assurance, as shown in Chart 6.

Chart 6: EUAA Coorporate governance
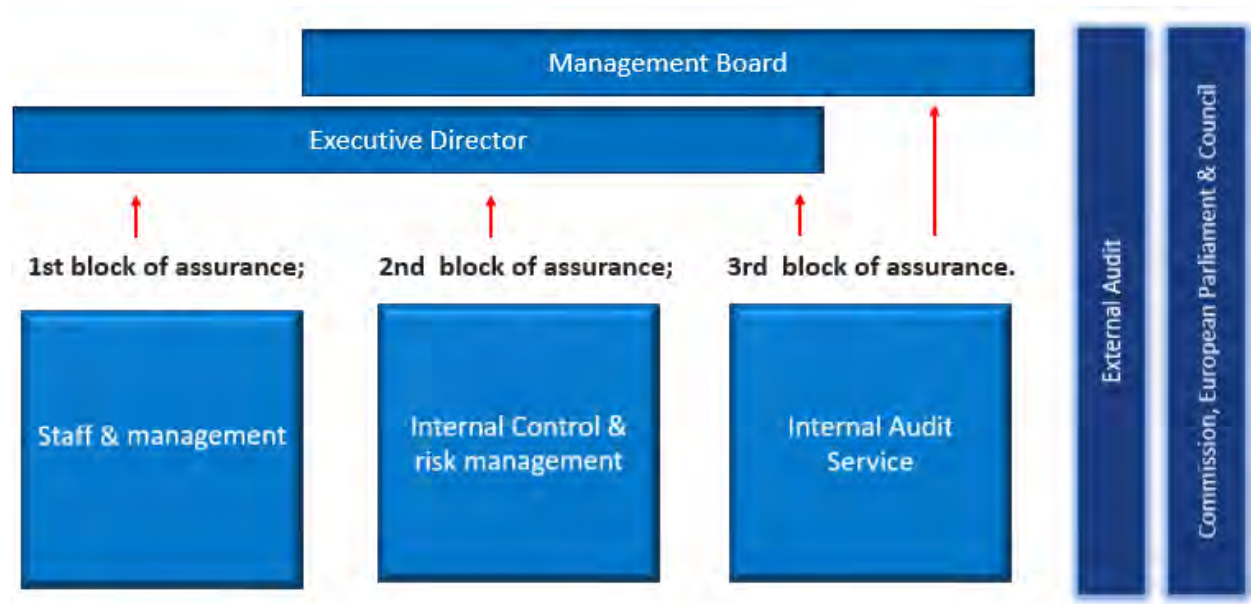


The management and the staff as part of the first building block of assurance are responsible for the implementation of the internal controls.

IC and risk managment represent the second building block of assurance and ascertain the performance of processes and IC systems developed, to build business processes adapted to the EUAA's changing conditions, to increase the assurance and to identify recommendations and corrective actions addressed to the management and the Executive Director. Both *ex-post* controls and evaluations play a key role as part of the second building block of assurance as explained in part II (b) and part III.

The assurance received from the Internal Audit Service (as the third building block of assurance) is explained in Part 2.7.1. In addition, ECA provides an additional level of assurance by

implementing an exhaustive audit on the functioning of the Agency's IC systems as described in Part 2.7.2. The role of the budget authority in the discharge process is described in Part 2.9.

## 4.1.2 Summary analysis of any significant weaknesses reported in Part II and Part III and assessment of their impact on the declaration of assurance

In 2022, the Agency continued to follow up on the implementation of the corrective actions identified as a response to the deficiencies documented in audits and IC self-assessments. Details are provided in Annex IX.

The initial severity of some deficiencies was re- assessed based on the acceptance of the new corrective actions planned, together with the actions already in progress and implemented. Therefore, the initial severity of some "major" and "moderate" deficiencies was reassessed to either to "moderate" or "minor". Considering the residual risk, it was concluded that all the building blocks of assurance as well as the overall IC system is effective, while improvements are needed.

At the time of drafting of this report, the ECA audit for the financial year 2022 is still ongoing. The Agency is aware that payments related to procurement procedures that were declared irregular in previous years may be considered as irregular by ECA in its upcoming final report for the financial year 2022. The payments are not, however, expected to exceed the materiality threshold.

The Executive Director has taken initiatives to address deficiencies identified by ECA in previous years. By issuing the report for the Financial Year 2021 in 2022 ECA has formally closed a significant number of observations pending for several years. Diligent attention was dedicated to the follow-up on pending recommendations from IAS audits, seeking to streamline the Agency's processes and procedures.

The Executive Director continued to further improve the Agency's governance, IC systems and risk management processes taking into account the change environment in which the Agency is operating and, in particular, its transition to the EUAA.

Based on significant improvements made by the Agency, the budgetary authority decided to grant the Agency its discharge to the implementation of the budgets for the financial years of 2018, 2019, 2020 and 2021.

Despite the risk mentioned above related to procurement procedures stemming from the previous years, there is a reasonable assurance provided to the Executive Director that relevant IC were in place and working as intended, that major deficiencies were timely identified and promptly followed-up on with the proposed corrective actions to mitigate the associated risks.

## 4.2 Reservations

Based on the information provided in parts 4.1.1 and 4.1.2, the Executive Director has decided not to introduce any reservations in her declaration of assurance in the CAAR 2022, as the control procedures put in place during 2022 give her the necessary guarantees concerning the legality and regularity of the underlying transactions for this period, due to the presence of an overall effective and efficient IC system.

# Part V. Declaration of assurance

I, the undersigned, Executive Director of the EUAA,

In my capacity as authorising officer,

Declare that the information contained in this report gives a true and fair view.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, *ex post* controls, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of the Agency.

Valletta Harbour, 26 May 2023

(original signed electronically)

**Nina Gregori**

Executive Director

# Annexes

## Annex I. Core business statistics

The performance of the Agency was measured against 204 annual targets, which were categorised according to the following criteria:

- performance beyond the annual target = 'Exceeded';
- performance equal to the annual target = 'Achieved';
- performance between 80 % and below 100 % of the annual target: 'Nearly achieved';
- performance below 80 % of the annual target = 'In delay';
- no data, cancellations or postponements: 'NA' (not applicable).

The objectives, indicators and targets stem from revision 2 of the SPD 2022 – 2024, including the work programme 2022, adopted by the MB on 13 September 2022.

As of 31 December 2022, 48 % of annual indicators were exceeded, 26 % were achieved, 10 % were nearly achieved, 12 % were in delay and 4 % were NA, as visualised in Chart 7.

Chart 7: Overview of annual targets 2022 - Status 31 December 2022*.
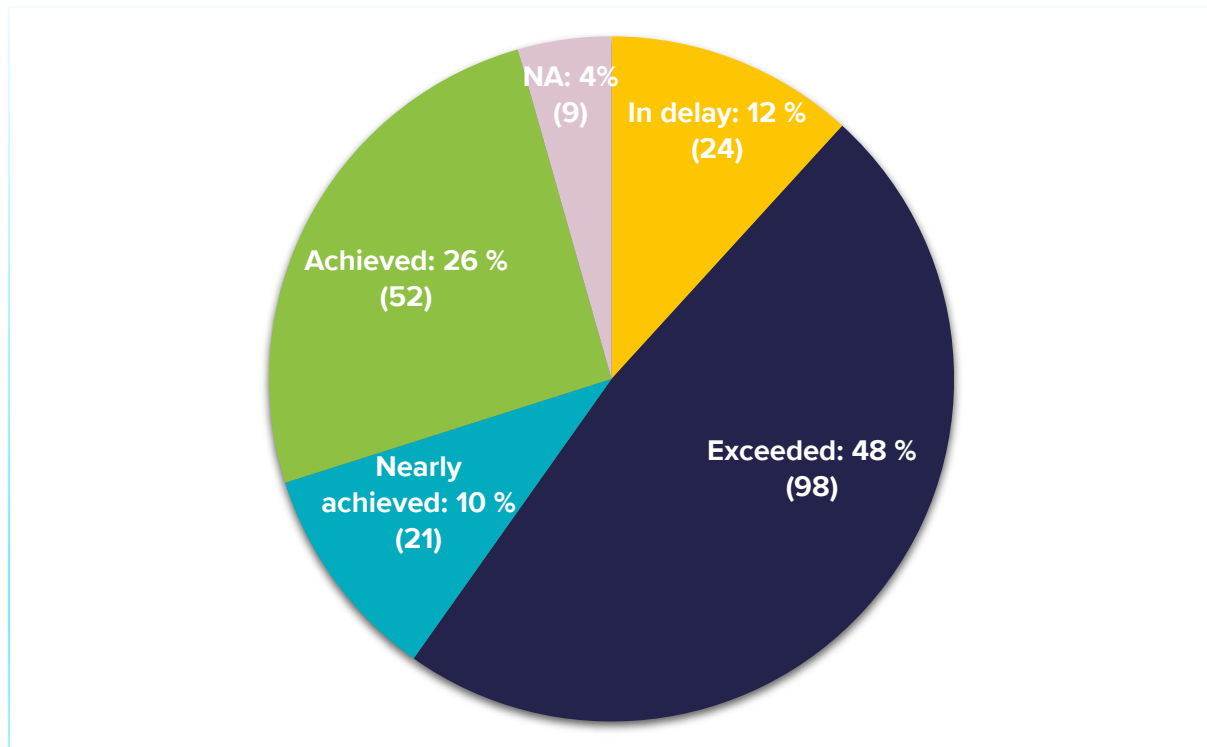


*The figures in the chart are rounded to the next number.

Table 21: Overview of annual targets' status broken down by activity area.

| Activity Area | Exceeded | Achieved | Nearly achieved | In delay | NA | Total |
|---|---|---|---|---|---|---|
| 2.1 Operational and Technical Assistance | 22 | 6 | 10 | 8 | 2 | 48 |
| 2.2 Operational support and tools, programming, monitoring and evaluation of operations | 0 | 7 | 2 | 1 | 0 | 10 |
| 2.3 Training and professional development | 16 | 2 | 0 | 0 | 2 | 20 |
| 2.4 Asylum Knowledge | 51 | 29 | 6 | 12 | 5 | 103 |
| 2.5 Protection of Fundamental Rights | 0 | 0 | 0 | 1 | 0 | 1 |
| 2.6 Horizontal Activities | 9 | 8 | 3 | 2 | 0 | 22 |
| TOTAL | 98 | 52 | 21 | 24 | 9 | 204 |

Table 22: Aggregated percentages of targets status broken down by activity area*.

| Activity Area | % of exceeded + achieved targets | % of nearly achieved targets | % of in delay + NA targets |
|---|---|---|---|
| 2.1 Operational and Technical Assistance | 58 % | 21 % | 21 % |
| 2.2 Operational support and tools, programming, monitoring and evaluation of operations | 70 % | 20 % | 10 % |
| 2.3 Training and professional development | 90 % | 0 % | 10 % |
| 2.4 Asylum Knowledge | 78 % | 6 % | 16 % |
| 2.5 Protection of Fundamental Rights | 0 % | 0 % | 100 % |
| 2.6 Horizontal Activities | 77 % | 14 % | 9 % |
| TOTAL | 74 % | 10 % | 16 % |

*The figures in the chart are rounded to the next number.

# Annex II. Statistics on financial management

Table 23: Calculation of budget outturn

| Budget outturn | 2020 (€) | 2021 (€) | 2022 (€) |
|---|---|---|---|
| Reserve from the previous years' surplus (+) | - | - | - |
| Revenue actually received (+) | 131,061,209 | 153,119,888 | 174,779,498 |
| Payments made (-) | -101,767,298 | -130,517,329 | -149,314,890 |
| Carryover of appropriations (-) | -23,762,557 | -32,677,194 | -40,626,791 |
| Cancellation of appropriations carried over (+) | 1,160,180 | 1,030,978 | 1,050,391 |
| Adjustment for carryover of assigned revenue appropriations from previous year (+) | 11,431,167 | 17,035,312 | 26,693,967 |
| Exchange rate differences (+/-) | -3,906 | -25,815 | -5,521 |
| Adjustment for negative balance from previous year (-) | - | - | - |
| TOTAL | 18,118,795 | 7,965,840 | 12,576,654 |

**Appropriations carried forward from 2021 to 2022**

Commitments are entered in the accounts on the basis of the legal commitments up to 31 December, while payments are entered in the accounts based on the payments executed by the accounting officer by 31 December, at the latest. The Agency has non-differentiated appropriations for titles 1 and 2 (CA and PA are equal and linked) and differentiated appropriations for title 3 and title 4.

The automatic carry-over of CA is intended to cover expenditure for the goods/services delivered and not yet paid at the end of the same year (due to delays in the delivery of invoices and debit notes from contractors and EU institutions/agencies) or for goods/services to be delivered during the following year, as per contract conditions.

Non-differentiated C1 appropriations (title 1 and title 2) corresponding to obligations duly contracted by the end of the financial year are carried over automatically to the following financial year only, together with the PA.

Differentiated C8 appropriations (title 3) from previous years are carried over automatically to the following financial year(s), under C8 appropriations, without the corresponding PA.

The total amount of appropriations carried over from 2021 to 2022 was EUR 31.72 million in CA and EUR 5.98 million in PA. Out of the EUR 31.72 million carried over in CA, EUR 25.73 million are

title 3 differentiated C1 appropriations corresponding to obligations duly contracted by the end of the financial year. In title 3, out of the total amount of EUR 25.73 million carried over to 2022, the amount of EUR 0.53 million was carried over from 2020.

In title 1 and title 2, out of EUR 5.98 million carried over, EUR 4.93 million were paid (82 %). The cancellations of carried over PA in 2022 amounted to EUR 1.05 million (18 %) and were mainly due to:

- cancelled/postponed missions or training;
- de-prioritisation and partial cancellation of planned maintenance works;
- provision of less services than expected (unpaid absences of interim staff or provision of ICT consultancy services for less hours than contracted.

As regards title 3 (differentiated appropriations), only CA are automatically carried over, whereas PA are cancelled. Payments under differentiated appropriations will consume fresh PA credits of the year (C1). In 2022, 15 % of the automatic carried forward CA were decommitted and cancelled, exceeding the maximum threshold of 10 % of the relevant governance monitoring indicator. A total of EUR 3.78 million was decommitted and EUR 0.38 million was carried over to 2023.

Similarly, cancellations of carried over appropriations in title 3 were mainly caused by:

- lower than contracted/expected services and payments;
- temporary workers' absenteeism or earlier resignations;
- services not rendered as per contract (containers);
- early termination and partial cancellation of contracts which were originally agreed to cover services until March 2023.

Table 24: Execution of C8 appropriations carried forward from 2021 to 2022

| Budget Title | CA budgeted (€) | CA executed (€) | CA Cancelled (€) | CA cancelled % | PA budgeted (€) | PA executed (€) | PA executed % |
|---|---|---|---|---|---|---|---|
| Title 1 | 1,536,168.07 | 1,024,133.06 | 512,035.01 | 33 % | 1,536,168.07 | 1,024,133.06 | 67 % |
| Title 2 | 4,447,059.25 | 3,908,703.73 | 538,355.52 | 12 % | 4,447,059.25 | 3,908,703.73 | 88 % |
| Title 3 | 25,733,103.84 | 21,957,355.58 | 3,775,748.26 | 15 % | - | - | - |
| TOTAL | 31,716,331.16 | 26,890,192.37 | 4,826,138.79 | 15 % | 5,983,227.32 | 4,932,836.79 | 82 % |

**Detailed budget execution per fund source and budget item**

- ***Funds from the EU general budget (C1)***

Table 25: Funds from title 1

| Budget line | Commit. Approp. Transact. Amount (1) | Executed Commitment Amount (2) | % Committed (2/1) | Credit Not Used (1-2) | Payment Approp. Transact. Amount (3) | Executed Payment Amount (4) | % Paid (4/3) | *Outstanding commitments (R A L)* |
|---|---|---|---|---|---|---|---|---|
| A-1101 | 30,903,031 | 30,716,674.40 | 99 % | 186,356.60 | 30,903,031 | 30,716,674.40 | 99 % | 0 |
| A-1102 | 9,891,705 | 9,720,647.16 | 98 % | 171,057.84 | 9,891,705 | 9,720,647.16 | 98 % | 0 |
| A-1103 | 483,111 | 445,548.36 | 92 % | 37,562.64 | 483,111 | 445,548.36 | 92 % | 0 |
| A-1104 | 105,000 | 68,727.24 | 65 % | 36,272.76 | 105,000 | 68,727.24 | 65 % | 0 |
| A-1201 | 195,650 | 181,269.26 | 93 % | 14,380.74 | 195,650 | 152,341.26 | 78 % | 28,928.00 |
| A-1301 | 2,505,700 | 2,431,216.53 | 97 % | 74,483.47 | 2,505,700 | 2,061,123.31 | 82 % | 370,093.22 |
| A-1401 | 99,400 | 92,275.00 | 93 % | 7,125.00 | 99,400 | 59,366.27 | 60 % | 32,908.73 |
| A-1402 | 34,597 | 33,261.75 | 96 % | 1,335.25 | 34,597 | 33,261.75 | 96 % | 0 |
| A-1403 | 2,827,041 | 2,704,679.25 | 96 % | 122,361.75 | 2,827,041 | 2,578,275.87 | 91 % | 126,403.38 |
| A-1501 | 1,034,000 | 691,538.56 | 67 % | 342,461.44 | 1,034,000 | 409,116.19 | 40 % | 282,422.37 |
| A-1601 | 1,531,600 | 1,288,747.75 | 84 % | 242,852.25 | 1,531,600 | 1,172,881.68 | 77 % | 115,866.07 |
| A-1602 | 187,182 | 187,181.01 | 100 % | 0.99 | 187,182 | 187,181.01 | 100 % | 0 |
| A-1603 | 103,700 | 85,100.00 | 82 % | 18,600.00 | 103,700 | 12,690.00 | 12 % | 72,410.00 |
| A-1701 | 20,000 | 2,083.60 | 10 % | 17,916.40 | 20,000 | 2,083.60 | 10 % | 0 |
| **TOTAL title 1** | **49,921,717** | **48,648,949.87** | **97 %** | **1,272,767.13** | **49,921,717** | **47,619,918.10** | **95 %** | **1,029,031.77** |

Table 26: Funds from Title 2

| Budget line | Commit. Approp. Transact. Amount (1) | Executed Commitment Amount (2) | % Committed (2/1) | Credit Not Used (1-2) | Payment Approp. Transact. Amount (3) | Executed Payment Amount (4) | % Paid (4/3) | *Outstanding commitments (R A L)* |
|---|---|---|---|---|---|---|---|---|
| A-2101 | 4,568,470 | 4,380,333.07 | 96 % | 188,136.93 | 4,568,470 | 3,861,856.59 | 85 % | 518,476.48 |
| A-2102 | 1,006,900 | 893,285.45 | 89 % | 113,614.55 | 1,006,900 | 751,864.29 | 75 % | 141,421.16 |
| A-2103 | 1,477,987 | 1,295,316.35 | 88 % | 182,670.65 | 1,477,987 | 493,052.75 | 33 % | 802,263.60 |
| A-2104 | 234,500 | 55,521.35 | 24 % | 178,978.65 | 234,500 | 35,204.90 | 15 % | 20,316.45 |
| A-2201 | 2,394,700 | 2,250,511.56 | 94 % | 144,188.44 | 2,394,700 | 1,397,553.78 | 58 % | 852,957.78 |
| A-2202 | 2,028,811 | 1,957,666.03 | 96 % | 71,144.97 | 2,028,811 | 1,681,290.02 | 83 % | 276,376.01 |
| A-2203 | 2,998,989 | 2,398,100.82 | 80 % | 600,888.18 | 2,998,989 | 1,028,703.95 | 34 % | 1,369,396.87 |
| A-2204 | 622,904 | 546,690.64 | 88 % | 76,213.36 | 622,904 | 364,983.86 | 59 % | 181,706.78 |
| A-2205 | 83,700 | 83,698.13 | 100 % | 1.87 | 83,700 | 36,137.22 | 43 % | 47,560.91 |
| A-2301 | 117,000 | 109,726.58 | 94 % | 7,273.42 | 117,000 | 74,257.94 | 63 % | 35,468.64 |
| A-2302 | 10,500 | 5,346.55 | 51 % | 5,153.45 | 10,500 | 1,690.52 | 16 % | 3,656.03 |
| A-2303 | 82,450 | 63,225.00 | 77 % | 19,225.00 | 82,450 | 2,450.00 | 3 % | 60,775.00 |
| A-2304 | 206,765 | 162,359.75 | 79 % | 44,405.25 | 206,765 | 140,847.11 | 68 % | 21,512.64 |
| A-2305 | 142,500 | 135,774.36 | 95 % | 6,725.64 | 142,500 | 93,912.19 | 66 % | 41,862.17 |
| A-2306 | 304,033 | 304,032.75 | 100 % | 0.25 | 304,033 | 222,879.00 | 73 % | 81,153.75 |
| A-2307 | 181,725 | 178,449.00 | 98 % | 3,276.00 | 181,725 | 131,949.00 | 73 % | 46,500.00 |
| A-2308 | 80,000 | 41,500.00 | 52 % | 38,500.00 | 80,000 | 227.20 | 0 % | 41,272.80 |
| A-2309 | 419,300 | 398,587.02 | 95 % | 20,712.98 | 419,300 | 210,616.94 | 50 % | 187,970.08 |
| A-2310 | 25,000 | 16,651.84 | 67 % | 8,348.16 | 25,000 | 16,651.84 | 67 % | 0 |
| A-2311 | 125,400 | 62,338.98 | 50 % | 63,061.02 | 125,400 | 28,196.29 | 22 % | 34,142.69 |
| **TOTAL title 2** | **17,111,634** | **15,339,115.23** | **90 %** | **1,772,518.77** | **17,111,634** | **10,574,325.39** | **62 %** | **4,764,789.84** |

Table 27: Funds from title 3[72]

| Budget line | Commit. Approp. Transact. Amount. (1) | Executed Commitment Amount. (2) | % Committed (2/1) | Credit Not Used (1-2) | Payment Approp. Transact. Amount (3) | Executed Payment Amount (4) | % Paid (4/3) | *Outstanding commitments (R A L)* |
|---|---|---|---|---|---|---|---|---|
| B3-101 | 54,000 | 24,641.20 | 46 % | 29,358.80 | 346,000 | 58,922.60 | 17 % | 16,629.20 |
| B3-102 | 234,300 | 234,010.01 | 100 % | 289.99 | 438,700 | 297,293.07 | 68 % | 9,370.71 |
| B3-103 | 1,882,000 | 1,772,719.41 | 94 % | 109,280.59 | 1,770,100 | 1,501,530.86 | 85 % | 1,062,713.51 |
| B3-201 | 2,624,056 | 2,618,201.51 | 100 % | 5,854.49 | 2,800,400 | 2,453,585.39 | 88 % | 1,042,127.59 |
| B3-202 | 2,820,222 | 2,791,121.56 | 99 % | 29,100.44 | 3,583,300 | 2,508,907.92 | 70 % | 1,274,343.22 |
| B3-203 | 2,594,045 | 2,459,760.37 | 95 % | 134,284.63 | 3,748,852 | 2,405,561.19 | 64 % | 540,597.75 |

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[72] In title 3 the EUAA uses differentiated appropriations. Unlike titles 1 and 2 (non-differentiated appropriations), the outstanding commitments (RAL/*reste à liquider*) in title 3 do not correspond to the difference between the total amount committed and the amount paid, because in title 3 the appropriations are differentiated, hence C1 PA are used to make payments under C8 and C1 commitments.

| Budget line | Commit. Approp. Transact. Amount. (1) | Executed Commitment Amount. (2) | % Committed (2/1) | Credit Not Used (1-2) | Payment Approp. Transact. Amount (3) | Executed Payment Amount (4) | % Paid (4/3) | Outstanding commitments (R A L) |
|---|---|---|---|---|---|---|---|---|
| B3-301 | 106,414,226 | 102,848,826.82 | 97 % | 3,565,399.18 | 85,876,197 | 80,926,080.38 | 94 % | 40,027,107.95 |
| B3-401 | 84,000 | 82,347.64 | 98 % | 1,652.36 | 113,500 | 65,030.04 | 57 % | 20,791.60 |
| B3-402 | 39,800 | 39,041.25 | 98 % | 758.75 | 69,600 | 47,311.31 | 68 % | 407.03 |
| B3-501 | 0 | 0 | 0 % | 0 | 0 | 0 | 0 % | 0 |
| B3-701 | 0 | 0 | 0 % | 0 | 0 | 0 | 0 % | 0 |
| **TOTAL title 3** | **116,746,649** | **112,870,669.77** | **97 %** | **3,875,979.23** | **98,746,649** | **90,264,222.76** | **91 %** | **43,994,088.56** |

- **Amounts recovered in 2022 (C4)**

Table 28: Amounts recovered in 2022 (C4)

| Budget line | Commit. Approp. Transact. Amount (1) | Executed Commitment Amount (2) | % Committed (2/1) | Credit Not Used (1-2) | Payment Approp. Transact. Amount (3) | Executed Payment Amount (4) | % Paid (4/3) | Outstanding commitments (R A L) |
|---|---|---|---|---|---|---|---|---|
| A-1103 | 40.98 | 0 | 0 % | 40.98 | 40.98 | 0 | 0 % | 0 |
| A-1301 | 50,149.19 | 0 | 0 % | 50,149.19 | 50,149.19 | 0 | 0 % | 0 |
| A-1403 | 54,281.00 | 0 | 0 % | 54,281.00 | 54,281.00 | 0 | 0 % | 0 |
| A-2101 | 31,355.13 | 0 | 0 % | 31,355.13 | 31,355.13 | 0 | 0 % | 0 |
| A-2201 | 10,249.38 | 0 | 0 % | 10,249.38 | 10,249.38 | 0 | 0 % | 0 |
| A-2204 | 1,589.93 | 0 | 0 % | 1,589.93 | 1,589.93 | 0 | 0 % | 0 |
| B3-301 | 7,901.86 | 0 | 0 % | 7,901.86 | 7,901.86 | 0 | 0 % | 0 |
| **TOTAL** | **155,567.47** | **0** | **0 %** | **155,567.47** | **155,567.47** | **0** | **0 %** | **0** |

- **Amounts recovered in previous years (C5)**

Table 29: Amounts recovered in previous years (C5)

| Budget line | Commit. Approp. Transact. Amount (1) | Executed Commitment Amount (2) | % Committed (2/1) | Credit Not Used (1-2) | Payment Approp. Transact. Amount (3) | Executed Payment Amount (4) | % Paid (4/3) | *Outstanding commitments (R A L)* |
|---|---|---|---|---|---|---|---|---|
| A-1403 | 27,481.00 | 27,481.00 | 100 % | 0 | 27,481.00 | 27,481.00 | 100 % | 0 |
| A-2101 | 21,245.40 | 21,245.40 | 100 % | 0 | 21,245.40 | 21,245.40 | 100 % | 0 |
| B3-203 | 1,013.70 | 1,013.70 | 100 % | 0 | 1,013.70 | 1,013.70 | 100 % | 0 |
| B3-301 | 4,778.29 | 4,778.29 | 100 % | 0 | 4,778.29 | 4,778.29 | 100 % | 0 |
| TOTAL | 54,518.39 | 54,518.39 | 100 % | 0 | 54,518.39 | 54,518.39 | 100 % | 0 |

- **Automatic carry-overs from previous year(s) C8**

Table 30: Automatic carry-overs from previous year/s (C8) in title 1

| Budget line | Commit. Approp. Transact. Amount (1) | Executed Commitment Amount (2) | % Committed (2/1) | Credit Not Used (1-2) | Payment Approp. Transact. Amount (3) | Executed Payment Amount (4) | % Paid (4/3) | *Outstanding commitments (R A L)* |
|---|---|---|---|---|---|---|---|---|
| A-1201 | 61,100.00 | 52,495.68 | 86 % | 8,604.32 | 61,100.00 | 52,495.68 | 86 % | 0 |
| A-1301 | 25,016.30 | 8,249.57 | 33 % | 16,766.73 | 25,016.30 | 8,249.57 | 33 % | 0 |
| A-1401 | 39,513.34 | 21,323.28 | 54 % | 18,190.06 | 39,513.34 | 21,323.28 | 54 % | 0 |
| A-1402 | 36,836.99 | 3,417.48 | 9 % | 33,419.51 | 36,836.99 | 3,417.48 | 9 % | 0 |
| A-1403 | 393,076.28 | 269,723.15 | 69 % | 123,353.13 | 393,076.28 | 269,723.15 | 69 % | 0 |
| A-1501 | 277,314.48 | 147,992.33 | 53 % | 129,322.15 | 277,314.48 | 147,992.33 | 53 % | 0 |
| A-1601 | 563,002.45 | 434,932.48 | 77 % | 128,069.97 | 563,002.45 | 434,932.48 | 77 % | 0 |
| A-1602 | 71,236.98 | 41,458.60 | 58 % | 29,778.38 | 71,236.98 | 41,458.60 | 58 % | 0 |
| A-1603 | 69,071.25 | 44,540.49 | 64 % | 24,530.76 | 69,071.25 | 44,540.49 | 64 % | 0 |
| TOTAL title 1 | 1,536,168.07 | 1,024,133.06 | 67 % | 512,035.01 | 1,536,168.07 | 1,024,133.06 | 67 % | 0 |

Table 31: Automatic carry-overs from previous year/s (C8) in title 2

| Budget line | Commit. Approp. Transact. Amount (1) | Executed Commitment Amount (2) | % Committed (2/1) | Credit Not Used (1-2) | Payment Approp. Transact. Amount (3) | Executed Payment Amount (4) | % Paid (4/3) | Outstanding commitments (R A L) |
|---|---|---|---|---|---|---|---|---|
| A-2101 | 505,021.22 | 345,838.07 | 68 % | 159,183.15 | 505,021.22 | 345,838.07 | 68 % | 0 |
| A-2102 | 325,148.90 | 300,024.31 | 92 % | 25,124.59 | 325,148.90 | 300,024.31 | 92 % | 0 |
| A-2103 | 353,662.87 | 250,482.40 | 71 % | 103,180.47 | 353,662.87 | 250,482.40 | 71 % | 0 |
| A-2104 | 27,164.00 | 27,164.00 | 100 % | 0.00 | 27,164.00 | 27,164.00 | 100 % | 0 |
| A-2201 | 417,168.59 | 361,972.45 | 87 % | 55,196.14 | 417,168.59 | 361,972.45 | 87 % | 0 |
| A-2202 | 96,706.16 | 91,050.70 | 94 % | 5,655.46 | 96,706.16 | 91,050.70 | 94 % | 0 |
| A-2203 | 1,584,934.28 | 1,536,402.80 | 97 % | 48,531.48 | 1,584,934.28 | 1,536,402.80 | 97 % | 0 |
| A-2204 | 249,039.63 | 189,882.76 | 76 % | 59,156.87 | 249,039.63 | 189,882.76 | 76 % | 0 |
| A-2205 | 51,254.07 | 51,045.89 | 100 % | 208.18 | 51,254.07 | 51,045.89 | 100 % | 0 |
| A-2301 | 29,688.94 | 24,168.84 | 81 % | 5,520.10 | 29,688.94 | 24,168.84 | 81 % | 0 |
| A-2302 | 688.14 | 458.00 | 67 % | 230.14 | 688.14 | 458.00 | 67 % | 0 |
| A-2303 | 67,958.34 | 38,345.84 | 56 % | 29,612.50 | 67,958.34 | 38,345.84 | 56 % | 0 |
| A-2304 | 14.02 | 0.00 | 0 % | 14.02 | 14.02 | | 0 % | 0 |
| A-2305 | 21,939.95 | 18,982.00 | 87 % | 2,957.95 | 21,939.95 | 18,982.00 | 87 % | 0 |
| A-2306 | 272,764.00 | 272,764.00 | 100 % | 0.00 | 272,764.00 | 272,764.00 | 100 % | 0 |
| A-2307 | 36,799.10 | 24,959.60 | 68 % | 11,839.50 | 36,799.10 | 24,959.60 | 68 % | 0 |
| A-2308 | 18,290.00 | 16,866.34 | 92 % | 1,423.66 | 18,290.00 | 16,866.34 | 92 % | 0 |
| A-2309 | 337,580.24 | 315,487.30 | 93 % | 22,092.94 | 337,580.24 | 315,487.30 | 93 % | 0 |
| A-2310 | 5,000.00 | 0.00 | 0 % | 5,000.00 | 5,000.00 | 0 | 0% | 0 |
| A-2311 | 46,236.80 | 42,808.43 | 93 % | 3,428.37 | 46,236.80 | 42,808.43 | 93 % | 0 |
| TOTAL title 2 | 4,447,059.25 | 3,908,703.73 | 88 % | 538,355.52 | 4,447,059.25 | 3,908,703.73 | 88 % | 0 |

Table 32: Automatic carry-overs from previous year/s (C8) in title 3

| Budget line | Commit. Approp. Transact. Amount (1) | Executed Commitment Amount (2) | % Committed (2/1) | Credit Not Used (1-2) | Payment Approp. Transact. Amount (3) | Executed Payment Amount (4) | % Paid (4/3) | Outstanding commitments (R A L) |
|---|---|---|---|---|---|---|---|---|
| B3-101 | 67,823.40 | 50,910.60 | 75 % | 16,912.80 | - | - | - | 0 |
| B3-102 | 98,661.46 | 97,403.77 | 99 % | 1,257.69 | - | - | - | 24,750.00 |
| B3-103 | 903,820.53 | 820,572.96 | 91 % | 83,247.57 | - | - | - | 29,048.00 |
| B3-201 | 993,691.34 | 945,971.47 | 95 % | 47,719.87 | - | - | - | 68,460.00 |
| B3-202 | 1,276,047.00 | 1,169,665.61 | 92 % | 106,381.39 | - | - | - | 177,536.03 |
| B3-203 | 636,181.06 | 502,398.57 | 79 % | 133,782.49 | - | - | - | 16,000.00 |
| B3-301 | 21,713,938.59 | 18,358,281.51 | 85 % | 3,355,657.08 | - | - | - | 60,144.00 |

| Budget line | Commit. Approp. Transact. Amount (1) | Executed Commitment Amount (2) | % Committed (2/1) | Credit Not Used (1-2) | Payment Approp. Transact. Amount (3) | Executed Payment Amount (4) | % Paid (4/3) | Outstanding commitments (R A L) |
|---|---|---|---|---|---|---|---|---|
| B3-401 | 10,531.81 | 3,474.00 | 33 % | 7,057.81 | - | - | - | 0 |
| B3-402 | 32,408.65 | 8,677.09 | 27 % | 23,731.56 | - | - | - | 0 |
| **TOTAL title 3** | **25,733,103.84** | **21,957,355.58** | **85 %** | **3,775,748.26** | **-** | **-** | **-** | **375,938.03** |

- **Associated countries contributions and external projects (R0)**

Table 33: Associated countries contributions and external projects (RO)

| Budget line | Commit. Approp. Transact. Amount (1) | Executed Commitment Amount (2) | % Committed (2/1) | Credit Not Used (1-2) | Payment Approp. Transact. Amount (3) | Executed Payment Amount (4) | % Paid (4/3) | Outstanding commitments (R A L) |
|---|---|---|---|---|---|---|---|---|
| A-2204 | 6,039.08 | 0 | 0 % | 6,039.08 | 6,039.08 | 0 | 0 % | 0 |
| B3-301 | 3,333,930.00 | 1,688,103.40 | 51 % | 1,645,826.60 | 3,333,930.00 | 745.50 | 0 % | 1,686,899.84 |
| B3-601 | 28,099,781.76 | 0 | 0 % | 28,099,781.76 | 28,099,781.76 | 0 | 0 % | 0 |
| B4-101 | 958,019.10 | 878,682.89 | 92 % | 79,336.21 | 958,019.10 | 148,451.96 | 15 % | 730,230.93 |
| B4-102 | 3,081,536.81 | 3,046,040.07 | 99 % | 35,496.74 | 3,081,536.81 | 652,708.02 | 21 % | 2,393,332.05 |
| **Total** | **35,479,306.75** | **5,612,826.36** | **16 %** | **29,866,480.39** | **35,479,306.75** | **801,905.48** | **2 %** | **4,810,462.82** |

**2 – List of budget transfers per quarter**

*Quarter 1*

No transfers in Q1

*Quarter 2*

| Date | Budget Item description | Budget item | CA (€) | PA (€) |
|---|---|---|---|---|
| 13 April 2022 R0 | ICT Support services | A02203 | -4,100 | -4,100 |
| | Postage on correspondence and delivery charges | A02311 | -74 | -74 |
| | EASO training | B03201 | -34,000 | -34,000 |
| | Operational support | B03301 | -504,055 | -504,055 |
| | Other operational expenditure | B03601 | 542,229 | 542,229 |
| 13 April 2022 C1 | Temporary Agents' basic salaries & allowances | A01101 | -171,750 | -171,750 |
| | Contract Agents | A01102 | 218,300 | 218,300 |
| | Seconded National Experts | A01103 | -46,550 | -46,550 |
| | ICT Equipment | A02201 | -500,000 | -500,000 |
| | ICT Maintenance | A02202 | 1,000,000 | 1,000,000 |
| | ICT Support services | A02203 | -300,000 | -300,000 |
| | Administrative translations and interpretation costs | A02307 | -200,000 | -200,000 |
| | Data Analysis and Research | B03102 | -60,000 | -60,000 |
| | Third country research | B03103 | -200,000 | -200,000 |

| Date | Budget Item description | Budget item | CA (€) | PA (€) |
|------|-------------------------|-------------|--------|--------|
| | EASO training | B03201 | -35,000 | -35,000 |
| | Asylum Cooperation and Guidance | B03202 | -1,294,490 | -1,294,490 |
| | External Dimension and Resettlement | B03203 | -736,000 | -736,000 |
| | Operational support | B03301 | 2,535,490 | 2,535,490 |
| | Cooperation with Civil Society | B03401 | -50,000 | -50,000 |
| | Cooperation with Stakeholders | B03402 | -160,000 | -160,000 |

## Quarter 3

| Date | Budget item description | Budget item | CA (€) | PA (€) |
|------|-------------------------|-------------|--------|--------|
| 29 July 2022 C1 | Temporary Agents' basic salaries & allowances | A01101 | -99,000 | -99,000 |
| | Contract Agents | A01102 | 616,300 | 616,300 |
| | Seconded National Experts | A01103 | -94,000 | -94,000 |
| | Trainees | A01104 | -39,000 | -39,000 |
| | Recruitment | A01201 | 60,000 | 60,000 |
| | Administrative mission expenses | A01301 | 530,000 | 530,000 |
| | Restaurants and canteens | A01401 | -9,600 | -9,600 |
| | Medical service | A01402 | -70,000 | -70,000 |
| | Other social allowances | A01403 | -300,000 | -300,000 |
| | Trainings and language courses for staff | A01501 | -30,000 | -30,000 |
| | Interim services | A01601 | -438,400 | -438,400 |
| | Other external services (including PMO) | A01602 | -40,000 | -40,000 |
| | Legal services related to HR | A01603 | -96,300 | -96,300 |
| | Representation expenses | A01701 | 10,000 | 10,000 |
| | Building rental, utilities, cleaning, maintenance and insurances | A02101 | -122,650 | -122,650 |
| | Security and surveillance of the building | A02102 | 63,900 | 63,900 |
| | Fitting out of premises | A02103 | 360,310 | 360,310 |
| | Office equipment & furniture | A02104 | -304,500 | -304,500 |
| | ICT Equipment | A02201 | 959,000 | 959,000 |
| | ICT Maintenance | A02202 | -3,389 | -3,389 |
| | ICT Support services | A02203 | 1,400,989 | 1,400,989 |
| | Telecommunication charges | A02204 | 15,900 | 15,900 |
| | Record management expenditure | A02205 | 23,600 | 23,600 |
| | Stationery and office supplies (incl. consumable) | A02301 | -88,000 | -88,000 |
| | Legal expenses | A02303 | -37,550 | -37,550 |
| | Administrative internal and external meetings expenditures | A02304 | -3,235 | -3,235 |
| | Transportation and removal services (incl. vehicle insurance) | A02305 | 31,700 | 31,700 |
| | Business Consultancy | A02306 | -199,900 | -199,900 |
| | Administrative translations and interpretation costs | A02307 | -3,275 | -3,275 |
| | Publication | A02308 | -100,000 | -100,000 |
| | Communication | A02309 | -30,700 | -30,700 |
| | Information and Documentation System and Annual Report | B03101 | 0 | -149,000 |
| | Data Analysis and Research | B03102 | -126,700 | -111,300 |
| | Third country research | B03103 | -825,000 | -882,900 |

| Date | Budget item description | Budget item | CA (€) | PA (€) |
|---|---|---|---|---|
| | EASO training | B03201 | 0 | -34,600 |
| | Asylum Cooperation and Guidance | B03202 | -978,400 | -894,274 |
| | External Dimension and Resettlement | B03203 | 132,100 | 266,774 |
| | Cooperation with Civil Society | B03401 | 0 | 3,500 |
| | Cooperation with Stakeholders | B03402 | -14,200 | -10,400 |
| | EUAA Monitoring of application of the CEAS | B03501 | -100,000 | -100,000 |
| | Protection of fundamental rights | B03701 | -50,000 | -50,000 |

*Quarter 4*

| Date | Budget item description | Budget item | CA (€) | PA (€) |
|---|---|---|---|---|
| 21 October 2022 R0 | Operational support | B03301 | 3,000,000 | 3,000,000 |
| | Other operational expenditure | B03601 | -3,000,000 | -3,000,000 |
| 21 October 2022 C1 | Temporary Agents' basic salaries & allowances | A01101 | -1,329,936 | -1,329,936 |
| | Contract Agents | A01102 | 580,105 | 580,105 |
| | Seconded National Experts | A01103 | 30,661 | 30,661 |
| | Recruitment | A01201 | -14,350 | -14,350 |
| | Administrative mission expenses | A01301 | 375,700 | 375,700 |
| | Restaurants and canteens | A01401 | -11,000 | -11,000 |
| | Medical service | A01402 | -95,403 | -95,403 |
| | Other social allowances | A01403 | 537,041 | 537,041 |
| | Other external services (including PMO) | A01602 | -72,818 | -72,818 |
| | Building rental, utilities, cleaning, maintenance and insurances | A02101 | 60,000 | 60,000 |
| | Security and surveillance of the building | A02102 | -100,000 | -100,000 |
| | Fitting out of premises | A02103 | -82,323 | -82,323 |
| | Office equipment & furniture | A02104 | 150,000 | 150,000 |
| | ICT Equipment | A02201 | -207,000 | -207,000 |
| | ICT Maintenance | A02202 | 100,000 | 100,000 |
| | ICT Support services | A02203 | 100,000 | 100,000 |
| | Telecommunication charges | A02204 | 5,000 | 5,000 |
| | Record management expenditure | A02205 | 2,000 | 2,000 |
| | Stationery and office supplies (incl. consumable) | A02301 | 20,000 | 20,000 |
| | Administrative internal and external meetings expenditures | A02304 | -20,000 | -20,000 |
| | Business Consultancy | A02306 | -27,677 | -27,677 |
| | Data Analysis and Research | B03102 | -151,000 | 0 |
| | Third country research | B03103 | 575,000 | 70,000 |
| | EASO training | B03201 | -210,944 | 0 |
| | Asylum Cooperation and Guidance | B03202 | -371,952 | 0 |
| | External Dimension and Resettlement | B03203 | -539,133 | -70,000 |
| | Operational support | B03301 | 698,029 | 0 |

| Date | Budget item description | Budget item | CA (€) | PA (€) |
|------|------------------------|-------------|--------|--------|
| 09 November 2022 C1 | Building rental, utilities, cleaning, maintenance and insurances | A02101 | 33,340 | 33,340 |
| | Security and surveillance of the building | A02102 | -60,000 | -60,000 |
| | Fitting out of premises | A02103 | 40,000 | 40,000 |
| | ICT Equipment | A02201 | 600,000 | 600,000 |
| | ICT Support services | A02203 | -600,000 | -600,000 |
| | Business Consultancy | A02306 | 21,660 | 21,660 |
| | Administrative translations and interpretation costs | A02307 | -35,000 | -35,000 |
| 29 November 2022 C1 | Temporary Agents' basic salaries & allowances | A01101 | 150,000 | 150,000 |
| | Recruitment | A01201 | -40,000 | -40,000 |
| | Other social allowances | A01403 | -160,000 | -160,000 |
| | Legal services related to HR | A01603 | 50,000 | 50,000 |
| | Legal expenses | A02303 | 40,000 | 40,000 |
| | Administrative internal and external meetings expenditures | A02304 | -30,000 | -30,000 |
| | Transportation and removal services (incl. vehicle insurance) | A02305 | 20,000 | 20,000 |
| | Administrative translations and interpretation costs | A02307 | -30,000 | -30,000 |
| 15 December 2022 C1 | Information and Documentation System and Annual Report | B03101 | -441,000 | 0 |
| | Data Analysis and Research | B03102 | -38,000 | 0 |
| | Third country research | B03103 | -451,000 | 0 |
| | Asylum Cooperation and Guidance | B03202 | -307,000 | 0 |
| | External Dimension and Resettlement | B03203 | -551,000 | 0 |
| | Operational support | B03301 | 1,840,000 | 0 |
| | Cooperation with Civil Society | B03401 | -26,000 | 0 |
| | Cooperation with Stakeholders | B03402 | -26,000 | 0 |

### 3 - Interest paid by the EUAA for late payments to suppliers in 2022

| | Number of payments | Interest for late payments (€) |
|------|--------------------|-------------------------------|
| EUAA | 4 | 1,275.95 |
| **Total** | **4** | **1,275.95** |

# Annex III. Organisational chart

The organisational structure shown below was adopted by the MB on 19 January 2022[73].



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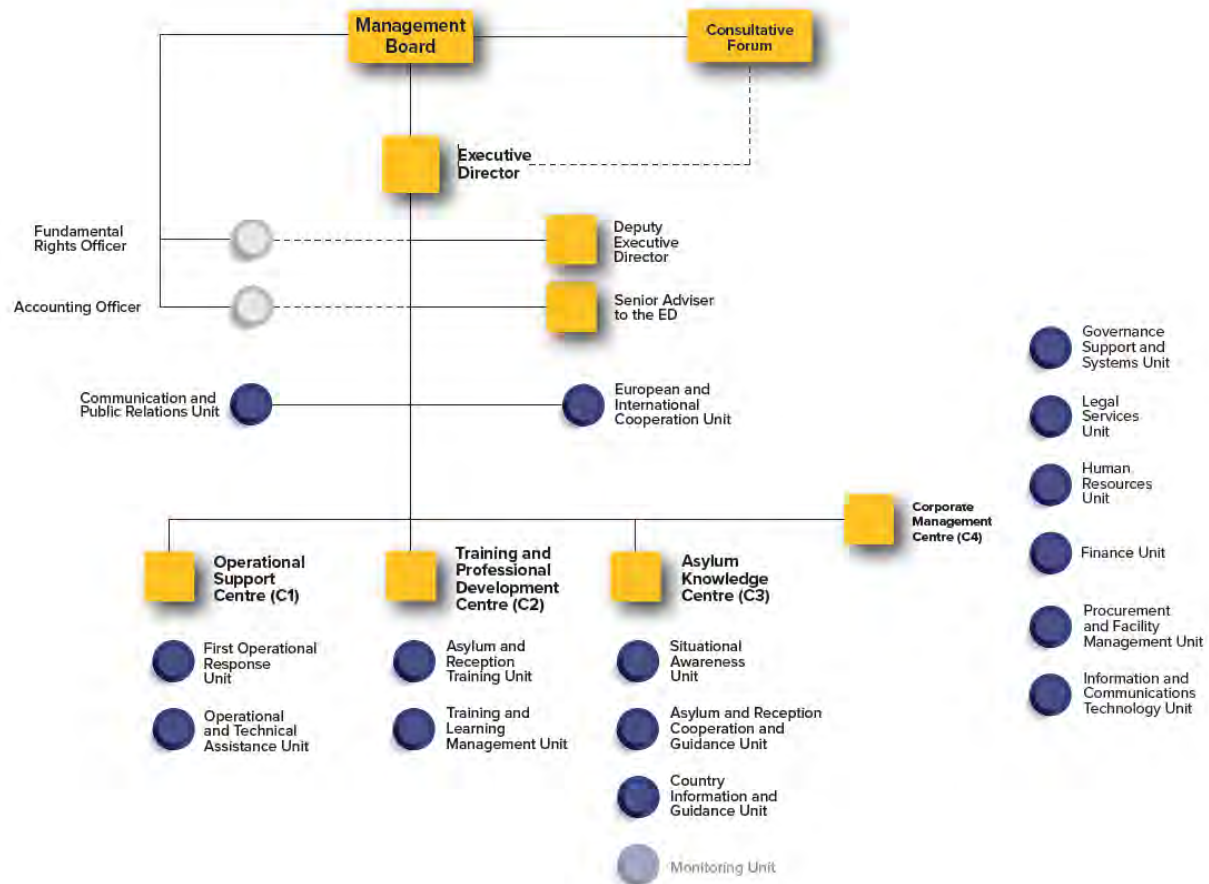
[73] The organisation chart was revised in January 2023

# Annex IV. Establishment plan and additional information on Human Resources management

**Indicative table – Information on recruitment grade/function group for each type of post**

| Key functions | Type of contract | Function group, grade of external recruitment | Indication whether the function is dedicated to administrative support and coordination or operations (Subject to definitions used in screening methodology) |
|---|---|---|---|
| Executive Director – Level 1 | TA | AD 14 | Operational |
| Deputy Executive Director – Level 2 | TA | AD 13 | Operational |
| Senior advisor | TA | AD 12 | Operational |
| Head of centre – Level 3 | TA | AD 12 | Operational/Administrative |
| Fundamental Rights Officer | TA | AD 10 | Operational |
| Head of Unit – Level 4 | TA | AD 10 | Operational/Administrative /Neutral |
| Head of Sector – Level 5 | TA | AD 8 | Operational/Administrative /Neutral |
| Liaison officer | TA | AD 8 | Operational |
| Data protection officer | TA | AD 8 | Administrative |
| Accounting officer | TA | AD 8 | Neutral |
| Senior officer | TA | AD 7 | Operational/Administrative /Neutral |
| Officer | TA/ Contract agent | AD 5 – AD 6/ FGIV | Operational/Administrative /Neutral |
| Senior assistant | TA | AST 5 | Operational/Administrative /Neutral |
| Assistant | TA/ Contract agent | AST 1 – AST 4/ FG II – FG III | Operational/Administrative /Neutral |

**Job screening/benchmarking against previous year's results**

| Job type (sub) category | 2021 (%) | 2022 (%) |
|---|---|---|
| **Administrative support and coordination** | **14.97** | **12.97** |
| Administrative support | 12.79 | 11.50 |
| Coordination | 2.18 | 1.47 |
| **Operational** | **72.14** | **79.13** |
| Top level operational coordination | 7.80 | 1.84 |
| Programme management and implementation | 11.43 | 72.64 |
| Evaluation and impact assessment | 4.05 | 0.24 |
| General operational | 48.86 | 4.41 |
| **Neutral** | **12.89** | **7.90** |
| Finance/control | 12.89 | 7.59 |
| Linguistics | 0.00 | 0.31 |

**Implementing rules adopted in 2022**

| Decisions adopted by the MB |
|---|
| The MB adopted Decision no 94 of 5 January 2022 on the application of Commission Decision C(2019) 3016 of 2 May 2019 on the general provisions for implementing Article 79(2) of the Conditions of Employment of Other Servants of the European Union, governing the conditions of employment of contract staff employed under the terms of Article 3a thereof. |
| The MB adopted Decision no 93 of 5 January 2022 on the non-application of the Commission Decision C(2019) 6929 of 25 September 2019 on the maximum duration for the recourse to non-permanent staff in the Commission services. |
| The MB adopted Decision no 123 of the 5 December 2022 on the non-application of the Commission Decision C(2022)1788 of the 24 March 2022 on working time and hybrid working. |

# Annex V. Human and financial resources by activity

| EUAA area of activity (SPD ref. number) | Human resources 2022 | | | | | Financial resources (C1) € | Financial resources (R0) € |
|---|---|---|---|---|---|---|---|
| | AD | AST | Contract agent | SNE | Total | | |
| **2.1 Operational and technical assistance** | **28** | **17** | **59** | **2** | **106** | **103,662,715.74** | **1,688,103.40** |
| -- 2.1.1 Italy | 4 | 5 | 16 | 0 | 25 | 12,605,172.36 | 311,834.13 |
| -- 2.1.2 Greece | 5 | 7 | 7 | 0 | 19 | 39,959,429.78 | 1,172,807.28 |
| -- 2.1.3 Cyprus | 4 | 2 | 6 | 0 | 12 | 11,409,299.11 | 134,332.31 |
| -- 2.1.4 Malta | 1 | 1 | 1 | 0 | 3 | 5,271,505.40 | 43,188.25 |
| -- 2.1.5 Spain | 3 | 1 | 1 | 1 | 6 | 2,061,471.61 | 6,441.43 |
| -- 2.1.6 First operational response and other operational activities | 9 | 1 | 28 | 0 | 38 | 30,669,551.59 | 19,500.00 |
| -- 2.1.7 Resettlement and humanitarian admission | 2 | 0 | 0 | 1 | 3 | 1,686,285.89 | 0.00 |
| **2.2 Operational support and tools, programming, monitoring and evaluation of operations** | **6** | **5** | **9** | **1** | **21** | **872,396.97** | **0.00** |
| -- 2.2.1 Deployment and performance management | 3 | 2 | 7 | 1 | 13 | 791,217.25 | 0.00 |
| -- 2.2.2 Programming, monitoring and evaluation of operations | 3 | 3 | 2 | 0 | 8 | 81,179.72 | 0.00 |
| **2.3 Training and professional development** | **29** | **13** | **7** | **1** | **50** | **2,618,201.51** | **0.00** |

| EUAA area of activity (SPD ref. number) | Human resources 2022 | | | | | Financial resources (C1) € | Financial resources (R0) € |
|---|---|---|---|---|---|---|---|
| | AD | AST | Contract agent | SNE | Total | | |
| -- 2.3.1 Development and consolidation of the training curriculum | 11 | 5 | 1 | 1 | 18 | 1,146,531.57 | 0.00 |
| -- 2.3.2 Implementation of the training curriculum | 11 | 5 | 0 | 0 | 16 | 216,822.86 | 0.00 |
| -- 2.3.3 Management of the training quality assurance | 4 | 3 | 1 | 0 | 8 | 498,690.14 | 0.00 |
| -- 2.3.4 Learning experience and digital applications | 3 | 0 | 5 | 0 | 8 | 756,156.94 | 0.00 |
| **2.4 Asylum knowledge** | **64** | **32** | **21** | **5** | **122** | **4,822,492.18** | **0.00** |
| -- 2.4.1 Country of origin information (COI) | 11 | 3 | 4 | 0 | 18 | 605,923.87 | 0.00 |
| -- 2.4.2 Medical country of origin information (MedCOI) | 4 | 5 | 1 | 2 | 12 | 608,582.68 | 0.00 |
| -- 2.4.3 Country guidance | 4 | 1 | 3 | 0 | 8 | 558,212.86 | 0.00 |
| -- 2.4.4 Information and analysis | 6 | 6 | 3 | 0 | 15 | 24,641.20 | 0.00 |
| -- 2.4.5 Data analysis and research | 11 | 8 | 2 | 2 | 23 | 234,010.01 | 0.00 |
| -- 2.4.6 Asylum processes and quality support to operations | 15 | 5 | 2 | 1 | 23 | 893,246.94 | 0.00 |
| -- 2.4.7 Reception and vulnerability | 9 | 2 | 3 | 0 | 14 | 726,798.21 | 0.00 |
| -- 2.4.8 Cooperation with members of courts and tribunals | 4 | 2 | 3 | 0 | 9 | 1,171,076.41 | 0.00 |
| -- 2.4.9 Monitoring the operational and technical application of the CEAS | 0 | 0 | 0 | 0 | 0 | 0.00 | 0.00 |

| EUAA area of activity (SPD ref. number) | Human resources 2022 | | | | | Financial resources (C1) € | Financial resources (R0) € |
|---|---|---|---|---|---|---|---|
| | AD | AST | Contract agent | SNE | Total | | |
| **2.5 Protection of fundamental rights** | **0** | **0** | **0** | **0** | **0** | 0.00 | 0.00 |
| **2.6 Horizontal activities** | **4** | **2** | **2** | **0** | **8** | 894,863.37 | 0.00 |
| -- 2.6.1 Consultative forum and civil society | 1 | 1 | 0 | 0 | 2 | 121,388.89 | 0.00 |
| -- 2.6.2 Governance | NA | NA | NA | NA | NA | 0.00 | € 0.00 |
| -- 2.6.3 Third country support | 3 | 1 | 2 | 0 | 6 | € 773,474.48 | 0.00 |
| **TOTAL operational (title 3)** | **131** | **69** | **98** | **9** | **307** | **112,870,669.77** | **1,688,103.40** |
| Resources allocated to administrative and other governance and horizontal activities (title 1 and title 2) | 69 | 60 | 76 | 1 | 206 | 63,988,065.10 | 0.00 |
| Ad hoc grants (title 4) | 0 | 0 | 6 | 0 | 6 | 0.00 | 3,924,722.96 |
| **TOTAL titles 1, 2 and 4** | **69** | **60** | **82** | **1** | **212** | **63,988,065.10** | **3,924,722.96** |
| **GRAND TOTAL** | **200** | **129** | **180** | **10** | **519** | **176,858,734.87** | **5,612,826.36** |

# Annex VI. Contribution, grant and service level agreements

| | General information | | | | | Financial and HR impacts[74] | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Date of signature | Total amount (€) | Duration | Counterpart | Short description | | 2021 | | 2022 | |
| **Voluntary financial contributions from Member States** | | | | | | | | | | |
| Voluntary and earmarked contributions to the roadmap for cooperation with Egypt | 18 December 2020 | 282,316 | 36 months | Denmark | Roadmap for Cooperation between the EUAA and Egypt | Amount | CA (€) | PA (€) | CA (€) | PA (€) |
| | | | | | | | 141,403 | 99,860 | 135,025 | 3,025 |
| | | | | | | No of contract agents | 0 | | 0 | |
| | | | | | | No of SNEs | 0 | | 0 | |
| Voluntary and earmarked contribution to the EUAA Regional Pilot Project for North Africa and Niger | 3 September 2020<br><br>16 December 2020 | 550,000<br><br>551,216 | 36 months + 3 months reporting period | Czechia<br><br>Denmark | Regional pilot capacity building project for North Africa and Niger | Amount | CA (€) | PA (€) | CA (€) | PA (€) |
| | | | | | | | 867,312 | 325,654 | 743,658 | 145,427 |
| | | | | | | No of contract agents | 3 | | 2 | |
| | | | | | | No of SNEs | 0 | | 0 | |
| **Contribution agreements** | | | | | | | | | | |
| EU Regional Support to Protection-sensitive Migration Management Systems in the Western Balkans – Phase III | 24 June 2022 | 6,000,000 | 47 months | DG NEAR | Protection-sensitive Migration Management in the Western Balkans | Amount | CA (€) | PA (€) | CA (€) | PA (€) |
| | | | | | | | NA | NA | 2,932,632 | 539,230 |
| | | | | | | No of contract agents | NA | | 6 | |
| | | | | | | No of SNEs | NA | | 0 | |
| **Grants** | | | | | | | | | | |
| Regional support to protection-sensitive migration management system in the Western Balkans and Turkey – Phase II | 20 December 2018 | 1,475,500 | 24 months | DG NEAR | Protection-sensitive Migration Management in the Western Balkans | Amount | CA (€) | PA (€) | CA (€) | PA (€) |
| | | | | | | | 764,619 | 573,838 | 113,408 | 113,408 |
| | | | | | | No of contract agents | 5 | | 4 (Jan 2022 only) | |
| | | | | | | No of SNEs | - | | - | |
| Total voluntary contributions, contribution agreements, grants | | | | | | Amount | CA (€) | PA (€) | CA (€) | PA (€) |
| | | | | | | | **1,773,334** | **999,352** | **3,924,723** | **801,090** |
| | | | | | | No of contract agents | **8** | | **12** | |
| | | | | | | No of SNEs | **0** | | **0** | |

[74] The figures concerning to the financial impact of service level agreements refer to C1 CA and C1 and C8 PA only.

| | General information | | | | | | Financial and HR impact | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Date of signature | Total amount | Duration | Counterpart | Short description | | 2021 | | 2022 | |
| **Service Level Agreements** | | | | | | | CA (€) | PA (€) | CA (€) | PA (€) |
| Administrative assistance for the recruitment of trainees | 28 September 2021 and amended on 22 November 2022 | NA | Indefinite | DG EAC (Trainee-ships Office) | Administrative assistance (incl. financial management) for trainee recruitment | Amount | 0 | 0 | 68,727 | 68,727 |
| | | | | | | No of contract agents | | | | |
| | | | | | | No of SNEs | | | | |
| Provision of conference interpretation services for meetings | 15 September 2022 | NA | Automatically renewed on annual basis | DG Interpretation | Provision of conference interpretation services for meetings | Amount | 0 | 0 | 0 | 0 |
| | | | | | | No of contract agents | | | | |
| | | | | | | No of SNEs | | | | |
| Publications Office services | 6 August 2018 | NA | Indefinite | Publications Office of the European Union | Use of services by the Publications Office of the European Union | Amount | 229,890 | 292,126 | 268,913 | 150,454 |
| | | | | | | No of contract agents | | | | |
| | | | | | | No of SNEs | | | | |
| Provision of IT security support services (SLA CERT-EU-022-02) | 19 July 2015, with latest amendment on 20 December 2019 | NA | Automatically renewed on annual basis | DIGIT (on behalf of CERT-EU) | Catalogue of services by the EU Computer Response Team (CERT-EU) | Amount | 74,460 | 74,460 | 75,949 | 75,949 |
| | | | | | | No of contract agents | | | | |
| | | | | | | No of SNEs | | | | |
| Staff selection services | 18 June 2010 | NA | Automatically renewed on annual basis | EPSO | Staff selection service support | Amount | 0 | 0 | 0 | 0 |
| | | | | | | No of contract agents | | | | |
| | | | | | | No of SNEs | | | | |
| Translation services | 10 February 2012 and | NA | | Translation Centre | Translation and other language services | Amount | 3,829,085 | 3,392,484 | 2,980,586 | 2,564,265 |

| | | | | | General information | | Financial and HR impact | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Date of signature | Total amount | Duration | Counterpart | Short description | | | 2021 | | 2022 |
| | amended on 30 November 2016 | | Automatically renewed on annual basis | | | No of contract agents | | | | |
| | | | | | | No of SNEs | | | | |
| SLA between DG HR and EASO for different services | 22 December 2017, with latest amendment on 19 January 2023 | NA | Automatically renewed on annual basis | DG HR | Sysper; learning and development and medical services; security clearance, access badges and parking permits; complaints/ inquiries and IDOC Helpdesk | Amount | 321,949 | 350,845 | 371,671 | 396,999 |
| | | | | | | No of contract agents | | | | |
| | | | | | | No of SNEs | | | | |
| SLA between DG HR and EASO | 6 March 2020. | NA | Automatically renewed on annual basis | DG HR | Production of EU 'laissez passer' | Amount | | | | |
| | | | | | | No of contract agents | | | | |
| | | | | | | No of SNEs | | | | |
| DG Budget's catalogue of services | 14 January 2020 | NA | Automatically renewed on annual basis | DG BUDG | DG Budget's catalogue of services related to the ABAC system | Amount | 31,849 | 31,849 | 33,038 | 26,156 |
| | | | | | | No of contract agents | | | | |
| | | | | | | No of SNEs | | | | |
| Organisation of courses | 11 February 2011 | NA | Indefinite | European Administrative School (EAS) | Offer and organisation of courses | Amount | | | | |
| | | | | | | No of contract agents | | | | |
| | | | | | | No of SNEs | | | | |
| Shared support office of the EU Agencies Network | 6 March 2018 | NA | Automatically renewed on annual basis | EFSA | Costs of the shared support office of the EU Agencies Network | Amount | 14,096 | 14,096 | 16,652 | 16,652 |
| | | | | | | No of contract agents | | | | |

| | Date of signature | Total amount | Duration | Counterpart | Short description | | 2021 | | 2022 | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | **General information** → **Financial and HR impact** | | | | |
| | | | | | | No of SNEs | | | | |
| TESTA infrastructure | 3 September 2014 | NA | | DG IT | TESTA network connection for operational purposes of the EUAA country of origin information portal | Amount | 0 | 0 | 0 | 0 |
| | | | | | | No of contract agents | | | | |
| | | | | | | No of SNEs | | | | |
| Entitlements for employees | 28 January 2019 | NA | | PMO | Pay masters office services regarding entitlements of employees | Amount | 209,000 | 184,940 | 179,626 | 221,084 |
| | | | | | | No of contract agents | | | | |
| | | | | | | No of SNEs | | | | |
| SLA between EPSO and the Agencies | 18 June 2010 | | Automatically renewed on annual basis | EPSO | Publication of vacancy notices on EPSO website, access to EPSO framework contract | Amount | 0 | 0 | 0 | 0 |
| | | | | | | No of contract agents | | | | |
| | | | | | | No of SNEs | | | | |
| Global SLA DIGIT-011 | 21 March 2019, with latest amendment on 15 December 2022 | | Automatically renewed on annual basis | DG DIGIT | ICT services (e-Procurement, Cloud Brokering, IT hosting/maintenance of ABAC, IT Assets, RACHEL services) | Amount | 183,441 | 183,441 | 273,082 | 273,082 |
| | | | | | | No of contract agents | | | | |
| | | | | | | No of SNEs | | | | |
| **Total service level agreements** | | | | | | Amount | 4,893,770 | 4,524,241 | 4,268,244 | 3,793,368 |
| | | | | | | No of contract agents | | | | |
| | | | | | | No of SNEs | | | | |

# Annex VII. Environment management

The EUAA is committed to improving its environmental performance in line with the European Green Deal.

In 2022, preparations started for the design and implementation of an EMAS. Applicable legislation was identified, as were business areas having an environmental impact. Data for 2019-2021 was collected, establishing a baseline for future environmental improvements. A preliminary project plan and resource estimate for an EMAS-compliant system was prepared.

The Agency engaged in capacity and knowledge-building activities, with remote participation in relevant meetings and events organised by the EU Agencies Network and the Justice and Home Affairs Agencies Network, as well as in dedicated meetings with individual agencies and EU institutions.

Several precautionary measures established at the outbreak of the COVID-19 pandemic, such as cancellation or reduction of non-essential missions, remote recruitment and enhanced videoconferencing for meetings and training, had a positive impact on the environment and on the reduction of the Agency's carbon dioxide ($CO_2$) emissions. Once restrictions were lifted in June 2022, the consequences of the invasion of Ukraine dictated an increase in missions related to the provision of operational and technical support. On-site presence in a growing number of Member State locations was required, as was face to face exchange with stakeholders in certain areas, to maintain the quality of the EUAA's support.

In-house measures listed below continued to contribute to environmental sustainability:

- increased digitalisation and reduced use of printed material,
- cloud storage at green data centres,
- recycling of waste from electrical and electronic equipment,
- donation of decommissioned IT equipment and furniture,
- desk sharing and teleworking,
- shuttle service for staff and car-pooling as incentives to reduce commuting emissions,
- ban on disposable plastic cutlery and drinking cups in the headquarters' canteen,
- air-conditioning settings within pre-defined limits,
- water as opposed to gas-based cooling system,
- used batteries collection,
- on-site treatment of black water and re-use of secondary water,
- rainwater recovery,
- replacement of pipes to reduce leaks,
- eco-friendly janitorial consumables,
- replacement of external doors for enhanced thermal control.

# Annex VIII. Final annual accounts

The Agency's final annual accounts 2022 are available following the approval by the MB on the Agency's website at Governance and Internal Control | European Union Agency for Asylum.

# Annex IX. Internal control self-assessment corrective action plan

The Agency's internal control self-assessment corrective action plan is available on its website at [2023_ICSA_Corrective_Action_Plan_2022_Annex IX_EN (europa.eu)](europa.eu).

# Annex X. Internal control monitoring criteria results for 2022

The Agency's internal control monitoring criteria results for 2022 are available on its website at 2023_04_ICSA_Monitoring_Criteria_2022_Annex_X_EN (europa.eu).

# Annex XI. Financial *ex post* controls corrective action plan

The corrective action plan for financial ex-post controls is available on the Agency's website at [2023_04_FEPC_Corrective_Action_Plan_2022_Annex_XI_EN (europa.eu)](europa.eu).

# Annex XII. Anti-fraud objectives, priority measures and control activities

The anti-fraud objectives, priority measures and control activities updated for Q4 2022 are available on the Agency's website at 2023_AFS_updated_Q4_2022_Annex_XII_EN (europa.eu).