



Valletta Harbour, 5 February 2024

Six-monthly report to the Management Board on the status of implementation of improvement actions to address evaluation recommendations

Background

The European Union Agency for Asylum (EUAA) is required by provisions in its Founding Regulation¹ and the Financial Regulation² to conduct internal and external evaluations of its activities³ and to follow-up and report on the findings and recommendations stemming from such evaluations. In particular, the Executive Director is responsible for reporting on the progress of implementation of ensuing action plans twice a year to the Commission and regularly to the Management Board in line with Article 47(5)(f) of the EUAA Regulation and sending all information relevant to the findings of evaluation procedures to the Budgetary Authority in line with Article 54(2) of the EUAA Regulation. Moreover, Article 29(4) and (5) of the Agency's Financial Regulation requires the Executive Director to report on the progress of implementation of action plans to the Commission in the consolidated annual activity report and regularly to the Management Board.

In order to fulfil the abovementioned obligations, as of the end of 2021, the Agency implemented the following six-monthly reporting schedule:

- reporting in the consolidated annual activity report in regard to the status of implementation of action plans on 31 December of the applicable budget year for the purposes of reporting to the Budgetary Authority, the Management Board, and the Commission, and
- reporting on the status of implementation of action plans on 30 June of each year at the September meeting of the Management Board (including reporting to the Commission).

Status of implementation of action plans on 31 December 2023

At the end of December 2023, the Agency carried out its six-monthly follow-up exercise to assess the current status of implementation of all ongoing planned actions (i.e., those under implementation or pending⁴). These do not include action plans stemming from evaluations concluded after 1 July 2023, which will be reported on in the next six-monthly exercise.

¹ 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, (OJ L 468, 30.12.2021, p. 1).

² Pursuant to Article 29 of Management Board Decision No 54 of 14 August 2019 on the EASO Financial Regulation, as amended by Decision No 74 of 28 July 2021.

³ Including, *inter alia*, evaluations of the results of operational and technical measures to assist Member States as drawn up in agreed operational plans in line with Articles 16 and 18 of the EUAA Regulation.

⁴ Actions previously reported as 'discontinued' or 'implementation concluded' are considered as closed and neither followed-up nor reported on again.





As shown in Table 1, this review included two mid-term and 25 ex post evaluations; nine of which were internal and 18 were external⁵. These evaluations covered:

- operational plans (OPs) for Cyprus, Greece, Italy, Lithuania, Latvia, Malta, Romania, and Spain;
- the Western Balkan roadmaps for Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia, and the cooperation with the Migration, Asylum, Refugees Regional Initiative (MARRI); and
- support to third countries, including the resettlement support facility in Türkiye and the roadmap with the former Directorate General of Migration Management (now the Presidency of Migration Management) of Türkiye.

The recommendations deriving from these evaluations related namely to programming, sustainability, or human resources, to which the Agency is responding through targeted actions.

Table 1. Overall status of action plans reported in the previous and current reporting periods

Evaluation type; year concluded	Scope	Overall status of action plan at end June 2023	Overall status of action plan at end December 2023
Internal, ex post; 2019	Directorate General for Migration Management (Türkiye) roadmap 2018-2019	Under implementation	Implementation concluded
External, ex post; 2020	OP horizontal report 2019	Under implementation	Implementation concluded
Internal, mid-term; 2020	Pilot Resettlement Support Facility (RSF) project (Türkiye)	Under implementation	Under implementation
Internal, ex post; 2020	North Macedonia roadmap 2017-2019	Under implementation	Implementation concluded
Internal, ex post; 2020	Serbia roadmap 2017-2019	Under implementation	Implementation concluded
Internal, mid-term; 2020	Directorate General for Migration Management (Türkiye) roadmap 2019-2021	Under implementation	Implementation concluded
External, ex post; 2021	Italy OP 2020	Under implementation	Under implementation
External, ex post; 2021	Cyprus OP 2020	Under implementation	Under implementation
External, ex post; 2021	Malta OP 2020	Under implementation	Under implementation

⁵ In the previous report to June 2023, a total of 17 ex post evaluations were included. Eight new evaluations (namely Albania, Bosnia and Herzegovina, North Macedonia, and Serbia roadmaps 2020-2022, a horizontal roadmap report for 2020-2022, MARRI, and Latvia and Romania OPs 2022) are being reported on for the first time in this status update.



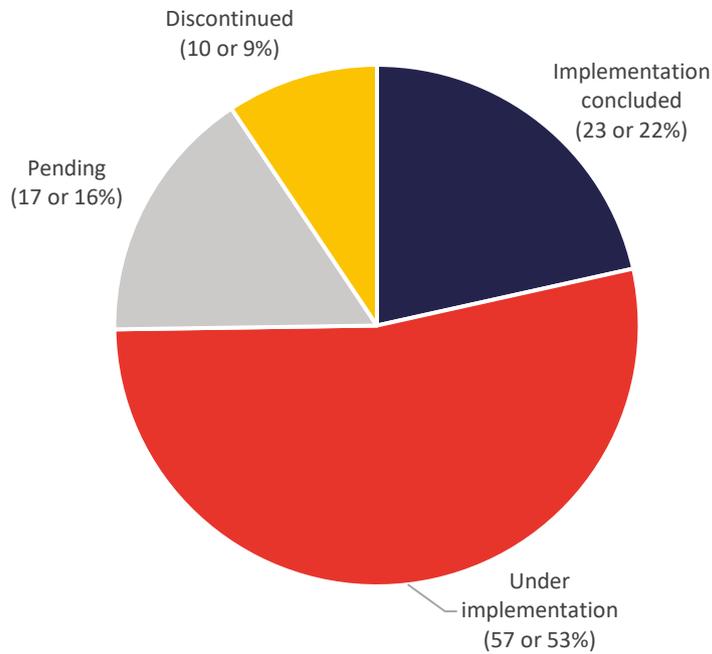
Evaluation type; year concluded	Scope	Overall status of action plan at end June 2023	Overall status of action plan at end December 2023
External, ex post; 2021	Pilot Resettlement Support Facility (RSF) project (Türkiye)	Under implementation	Under implementation
External, ex post; 2021	OP horizontal report 2020	Under implementation	Under implementation
External, ex post; 2022	Italy OP 2021	Under implementation	Under implementation
External, ex post; 2022	Greece OP 2021	Under implementation	Under implementation
External, ex post; 2022	Cyprus OP 2021	Under implementation	Under implementation
External, ex post; 2022	Malta OP 2021	Under implementation	Under implementation
External, ex post; 2022	Spain OP 2021	Under implementation	Under implementation
External, ex post; 2022	OP horizontal 2021	Under implementation	Under implementation
Internal, ex post; 2022	Lithuania OP 2021-2022	Under implementation	Under implementation
Internal, ex post; 2022	Latvia OP 2021-2022	Under implementation	Under implementation
External; ex post; 2023	Albania roadmap 2020-2022	Not applicable	Under implementation
External; ex post; 2023	Bosnia and Herzegovina roadmap 2020-2022	Not applicable	Under implementation
External; ex post; 2023	North Macedonia roadmap 2020-2022	Not applicable	Under implementation
External; ex post; 2023	Serbia roadmap 2020-2022	Not applicable	Under implementation
External; ex post; 2023	Roadmaps horizontal 2020-2022	Not applicable	Under implementation
External; ex post; 2023	MARRI	Not applicable	Implementation concluded
Internal; ex post; 2023	Latvia OP 2022	Not applicable	Implementation concluded
Internal; ex post; 2023	Romania OP 2022	Not applicable	Under implementation



As shown in Chart 1, by 31 December 2023, 23 of the planned actions (or 22%) had been concluded, 57 (or 53%) were under implementation, 17 (or 16%) were pending and 10 (or 9%) had been discontinued. These include a total of 49 actions that are being reported on for the first time and exclude the 37 actions that were reported as either concluded (32) or discontinued (5) in the six-monthly report on the status of implementation on 30 June 2023.

The list of recommendations, planned actions, and respective implementation status assessed at the end of December 2023 are detailed in the annex to this report.

Chart 1. Current status of implementation (on 31 December 2023)⁶



⁶ Including percentages and total actions in each of the status categories.



Annex

Status of implementation of actions in response to evaluation recommendations

External evaluations

Evaluations from 2020

In the six-monthly report submitted to the Management Board for the period to end June 2023, the EUAA reported on the status of implementation of actions stemming from recommendations made in the ex post **horizontal evaluation of the 2019 operational plans (OPs)**. An update on the status of actions that were under implementation at the time is provided in the following table.

Recommendation	Status at end December 2023
Harmonise the implementation of quality management in operations with those of national authorities and investigate how productivity and efficiency considerations can be better embedded as quality requirements.	Implementation concluded

Evaluations from 2021

The status of implementation of actions in response to recommendations made in three external ex post evaluations of OPs for 2020 agreed with Italy, Cyprus and Malta, an ex post evaluation of the pilot project of the Agency's Resettlement Support Facility (RSF) located in Türkiye, and the horizontal report on the OPs 2020 was reported in the June 2023 six-monthly report. An update on the status of actions that were under implementation at the time is provided in the following tables.

The status update on the ex post evaluation of the **Italy OP 2020** is as follows.

Recommendation	Proposed action	Status at end December 2023
Support the setting-up and roll-out of a reception quality monitoring system at central and local level.	Qualitative and quantitative strengthening of the reception system monitoring through an increased presence at local level. Coaching on the monitoring of reception conditions in line with the EU standards and indicators ongoing.	Under implementation



The status update on the ex post evaluation of the **Cyprus OP 2020** is as follows.

Recommendation	Proposed action	Status at end December 2023
Support the development of a comprehensive data management system.	Share digital data between measures and between the Agency and external stakeholders.	Under implementation
Support comprehensive and integrated vulnerability procedures.	Conduct vulnerability screening, identification and referral using a standardised and harmonised tool across measures (registration, first instance examination, reception).	Under implementation
Aim for proportionality of the Agency's support Introduce proportionality as a general principle to ensure capacity of national authorities to absorb the Agency's support.	At first instance, align deployment of the Agency's caseworkers in the Pournara Examination Centre with the deployment of Cyprus Asylum Service (CAS) caseworkers.	Implementation concluded

The status update on the ex post evaluation of the **Malta OP 2020** is as follows.

Recommendation	Proposed action	Status at end December 2023
Systematically address the inefficiencies encountered in the implementation of the OP.	Communication and collaboration with national counterparts improved greatly in 2021. All three main stakeholders are committed to further improving access to applicants. High turnover of operational personnel is not within the Agency's control.	Under implementation

The status update on the ex post evaluation of the **Pilot Resettlement Support Facility (RSF) project** is as follows.

Recommendation	Proposed action	Status at end December 2023
Investigate the potential to replicate the RSF model elsewhere outside of Türkiye by checking that the parameters necessary for ensuring	The Agency started a feasibility study on replicability of the RSF-like concept in Lebanon and other countries in the Middle East.	Under implementation



Recommendation	Proposed action	Status at end December 2023
successful replicability are present.		

The status update on the ex post **horizontal report on the OPs 2020** is as follows.

Recommendation	Proposed action	Status at end December 2023
Human resources and staffing: Avoid ambiguity by clarifying the roles and responsibilities of key Agency staff in operations from the start-up phase.	Clarify task and level of responsibilities: clearly define terms of reference of union contact points, measure coordinators, field coordinators and formalise corresponding reporting and communication lines (internally and externally).	Under implementation
	Establish pre-defined internal contingency capacity, profiles, and roles and agreements to deploy teams that are fit for the purpose.	Discontinued
	Develop an internal roster linked with a competency framework.	Under implementation
Programming: Continue to prioritise and invest in training and coaching activities.	In the context of coaching methods, encourage organisations and individuals to move from skills to autonomy and support therefore the sustainability of the Agency's intervention.	Under implementation
	In the context of joint need analysis and planning, include a training need analysis into the comprehensive needs assessment methodology used in the design phase of the Agency's operations. Derive lessons learnt from the process initiated for the planning of the Agency's Spain operations.	Under implementation
Innovative approaches and new ways of working: Explore the legal feasibility of accommodating teleworking and remote processes where relevant.	Assess internally to analyse if the Agency could use remote processing as an underlying business model which can be embedded as the <i>de facto</i> solution while working in emergency contexts or a <i>modus operandi</i> even beyond.	Under implementation
Monitoring: Consider streamlining the approach to defining certain core indicators	In the context of core indicators, continue developing common monitoring criteria per result area, i.e., reception core indicators deriving from the Agency's new reception strategy.	Under implementation



Recommendation	Proposed action	Status at end December 2023
to measure progress, when considering the same type of activity in different operational interventions.	Jointly develop core quality indicators and then tailor to any country specific support activities.	Under implementation

Evaluations from 2022

The status of implementation of actions in response to recommendations made in five external ex post evaluations of OPs for 2021 agreed with Italy, Greece, Cyprus, Malta, and Spain, and the horizontal report on the OPs 2021 was reported in the June 2023 six-monthly report. An update on the status of actions that were under implementation at the time is provided in the following tables.

The status update on the ex post evaluation of the **Italy OP 2021** is as follows.

Recommendation	Proposed action	Status at end December 2023
Support the timely identification of vulnerable applicants and strengthen their referral and intake in reception centres.	Implement capacity building activities on identification and referral of applications with vulnerabilities and/or special needs.	Under implementation
	Support with training on reception for EUAA staff and national reception authorities as part of Measure IT4 of the OP 2022-2024.	Under implementation
Improve support to information provision, especially in emergency situations.	Implement capacity-building activities on international protection and the Dublin Regulation.	Under implementation
	Support the Department of Public Security in the roll out of national training sessions on EUAA modules.	Under implementation
Strengthen the Department of Civil Liberties and Immigration Dublin Unit's monitoring capacity of litigation cases.	Develop a tool to support the efficient management of cases.	Discontinued
	Organise coaching and on-the-job activities, subject to the end of the contract of Asylum, Migration and Integration Fund (AMIF) resources and a needs assessment with the relevant national stakeholders.	Pending
Simplify the results indicators database.	Conduct a mid-term evaluation of the OP 2022-2024.	Under implementation
	Revise the OP and the RF at the end of each year to ensure alignment with new needs and priorities.	Under implementation



The status update on the ex post evaluation of the **Greece OP 2021** is as follows.

Recommendation	Proposed action	Status at end December 2023
Enhance sustainability of the asylum system by reducing dependency of the GAS on the Agency's support.	Establish quality-related targets for the next OP, as informed by the ongoing collaboration between centres C1 and C3.	Under implementation
Improve human resource planning and management of the Agency's embedded staff.	Carry out consultations with a view to establishing an appropriate appraisal mechanism for temporary workers with the participation of their supervisors, as appropriate.	Under Implementation
	Enhance the procedure for supporting the EUAA's embedded personnel at local level.	Under Implementation

The status update on the ex post evaluation of the **Cyprus OP 2021** is as follows.

Recommendation	Proposed action	Status at end December 2023
Enhance the capacity of national authorities in registration with a view to progressively handing over responsibilities.	Focus support on unaccompanied minors and age assessment, on the basis of discussions with Cypriot stakeholders, specifically on the implementation of the current SOPs, improvement on reception conditions and increased working space.	Under implementation
Enhance support to the Cyprus Asylum Service (CAS) for realising a substantive backlog reduction at first instance.	Create a plan to support and contribute to the reduction of processing time together with CAS.	Discontinued
Enhance support to the International Protection Administrative Court (IPAC) for substantive backlog reduction at second instance.	Develop workflows and SOPs, as appropriate, to be agreed with the IPAC once preconditions are in place.	Under implementation
	Assess the relevance of organising peer-to-peer exchange facilitation remotely together with the IPAC.	Under implementation
Provide cross-cutting support of the Cypriot asylum and reception system.	Identify priorities either through regular meetings and/or surveys with relevant authorities and/or the EUAA's measure coordinators.	Implementation concluded



The status update on the ex post evaluation of the **Malta OP 2021** is as follows.

Recommendation	Proposed action	Status at end December 2023
When implementing further support to the Maltese authorities, prioritise capacity building which enhances exit preparedness.	Support capacity building activities, including the development of information provision materials (e.g., for closed and open centres), provision of screens, implementation of SOPs in the International Protection Agency (IPA), and setting up a quality assurance unit in the Agency for the Welfare of Asylum Seekers (AWAS).	Under implementation
	Carry out a mid-term evaluation to assess the capacity building support provided under the OP.	Under implementation
Re-assess how targets are set.	Explore the possibility to include qualitative targets in the OP. Set up a cross-Agency task force to propose a standardised results framework based on existing good practices.	Under implementation

The status update on the ex post evaluation of the **Spain OP 2021** is as follows.

Recommendation	Proposed action	Status at end December 2023
Prioritise support for the development of a comprehensive data management system.	Provide support to internal coordination mechanisms within the SEM (between different DGs/SGs), in particular working groups and periodic meetings (weekly/monthly/quarterly).	Under implementation

The status update on the ex post **horizontal report on the OPs 2021** is as follows.

Recommendation	Proposed action	Status at end December 2023
Put in place an internal mechanism to mobilise staff from across the Agency to support the implementation of operational support under the coordination of centre C1.	Develop a policy on optimising of synergies between centres C5 and C1.	Discontinued
	Extend to other thematic areas the joint development of strategies and/or guidelines as a means for cross-agency planning and efficient complementary resource mobilisation.	Under implementation



Recommendation	Proposed action	Status at end December 2023
Harmonise the level of definition and structure of the results frameworks of new OPs to facilitate monitoring and evaluation.	Set up a cross-Agency task force or group to propose a standardised results framework based on internal experience and existing good practices.	Under implementation
Share good practices and experiences to better align the scope of OPs with their timeline and the absorption capacity of national counterparts.	Develop an escalation mechanism to deal with noncompliance with preconditions in operational plans when collaborating with Member States.	Under implementation
Clearly define and discuss the conditions and criteria for exit in different national contexts, taking into account the need for emergency assistance and EU solidarity.	Further define the conditions and criteria for exit at measure level in the design and planning user guide.	Under implementation

Evaluations from 2023

The status of implementation of actions in response to six external ex post evaluations is being reported for the first time in the following tables. These include the roadmaps for 2020-2022 agreed between the EUAA and Albania, Bosnia and Herzegovina, North Macedonia, Serbia, as well as the horizontal roadmap evaluation and the EUAA's cooperation with MARRI.

The status of the ex post evaluation of the **Albania roadmap 2020-2022** is as follows.

Recommendation	Proposed action	Status at end December 2023
Re-align the level of ambition, scope and timeline of the roadmap with the human resource/absorption capacities of authorities and the Agency.	Prepare and agree on a new three-year roadmap by end of 2023.	Implementation concluded
	Introduce a prioritisation plan based on the monitoring and evaluation roadmap framework, which is to be reviewed regularly, based on accession priorities, and existing capacities.	Implementation concluded



Recommendation	Proposed action	Status at end December 2023
Support Albanian authorities with the implementation/ rollout of new asylum legislation and practices in line with CEAS and EU practices.	Provide on-the-job coaching on the application of pre-screening instructions.	Under implementation
	Provide guidance on age assessment procedures to support discussions among key stakeholders.	Under implementation
Increase capacity building support in the field of asylum.	Develop a long-term training plan with the Ministry of Interior and the Directorate for Asylum.	Implementation concluded
	Implement an advanced workshop on Access to Procedures for Border Migration Police.	Implementation concluded
Provide support in relation to reception conditions.	Provide a general overview of the reception system in Albania, including reception for vulnerable groups.	Implementation concluded
	Develop and propose recommendations on reception systems.	Pending
	Explore capacity building possibilities (including training) for reception staff.	Pending
Reconsider the approach to staffing the roadmap.	Explore options to hire remunerated external technical experts with knowledge of Albanian.	Implementation concluded

The status of the ex post evaluation of the **Bosnia and Herzegovina roadmap 2020-2022** is as follows.

Recommendation	Proposed action	Status at end December 2023
Accelerate support concerning the implementation of the asylum legislation.	Include an objective on the strengthening of asylum procedures in the second generation roadmap for cooperation with Bosnia and Herzegovina.	Implementation concluded
Reconsider the approach to staffing the roadmap.	Prepare an action plan on the deployment of staff to the established office in Belgrade.	Pending
	Prepare a workplan enabling regular presence in the region.	Pending
Put in place systematic financial/monitoring data collection mechanisms.	Implement a system to monitor total implementation of costs per (group of) activity/outcome for the third generation roadmaps starting in 2026.	Pending



The status of the ex post evaluation of the **North Macedonia roadmap 2020-2022** is as follows.

Recommendation	Proposed action	Status at end December 2023
Support North Macedonian authorities with the implementation / rollout of asylum and reception practices in line with CEAS and EU practices.	Support a workshop on age assessment and draft an age assessment procedure for North Macedonia.	Implementation concluded
	Re-design the approach and activities on integration of EUAA's training and curricula in North Macedonia in the third generation roadmap.	Implementation concluded
Provide more tailored support corresponding to the specificities and abilities of the authorities.	Analyse the survey conducted in 2022 and prepare a plan on opening EUAA networks to Western Balkan partners for Agency approval.	Under implementation
Ensure better alignment between the roadmap's outcomes and the implementation capacity of the Agency.	Draft and agree on a recruitment plan with a clear timeline for foreseen positions in the IPA III project.	Pending
	Implement and monitor the execution of the recruitment plan.	Pending
	Prepare an annual Western Balkans workplan enabling coordination and prioritisation of activities.	Under implementation
Reconsider the approach to staffing the roadmap.	Prepare an action plan on deployment of staff to the established office in Belgrade.	Pending
	Prepare a workplan enabling regular presence in the region.	Pending
	Assess the need for another office in the Western Balkans.	Pending

The status of the ex post evaluation of the **Serbia roadmap 2020-2022** is as follows.

Recommendation	Proposed action	Status at end December 2023
Prioritise the provision of support in areas where progress has been partially achieved.	Support authorities in preparing an action plan on age assessment with possible EUAA practical support in the future iteration of the roadmap.	Under implementation
	Analyse the survey conducted in 2022.	Under implementation
	Prepare an action plan on additional networks for Agency approval.	Under implementation
Ensure better alignment between	Prepare an annual Western Balkans workplan enabling coordination and prioritisation of activities.	Under implementation



Recommendation	Proposed action	Status at end December 2023
the roadmap's objectives and the implementation capacity of the Agency.		
Enhance the roadmap's results framework and monitoring plan to ensure continuity between preceding and future iterations of the roadmaps.	Prepare the next roadmap including baseline and target values, as well as results achieved in preceding phases of the roadmap.	Under implementation
	Consult national authorities and define target values for the next roadmap jointly.	Under implementation
	Prepare an action plan on deployment of staff to the established office in Belgrade.	Pending
	Prepare a workplan enabling regular presence in the region.	Pending
Ensure alignment and a common understanding between the Agency and national authorities concerning the intervention approach.	Provide expertise and/or coaching as per the planned regional and/or national support on strengthening contingency planning in the region.	Under implementation

The status of the ex post horizontal evaluation of the **roadmaps 2020-2022** is as follows.

Recommendation	Proposed action	Status at end December 2023
Further facilitate and encourage operational cooperation between Member States and Western Balkan countries.	Develop a catalogue of services for the external dimension, including a chapter dedicated to clarifying and operationalising the concept of 'facilitating operational cooperation'.	Under implementation
	Launch the catalogue in a Third Country Cooperation Network meeting.	Pending
	Launch the EUAA projects database as a useful and relevant tool for the EUAA and the Third Country Cooperation Network.	Under implementation
	Launch a call for expression of interest for EU+ participation in needs assessment exercises.	Implementation concluded
	Encourage Member States with an interest in the region to contribute to the delivery of support by making reference to this possibility in the catalogue.	Pending



Recommendation	Proposed action	Status at end December 2023
Reconsider the format of the cooperation with partner third countries.	Conclude the multiannual roadmaps with a duration of 36 months from the outset when there is mature cooperation.	Under implementation
	Draft a pilot model working arrangement with a first country as a strategic framework to complement roadmaps.	Discontinued
	Prepare an action plan on the participation of countries with credible accession perspectives in EUAA networks for Agency approval.	Under implementation
Reconsider the approach to staffing the planning and implementation of the roadmaps.	Draft and agree on the recruitment plan based on workload assessment.	Pending
	Pilot the annual work plans enabling coordination and prioritisation of activities with supporting centres/sectors.	Under implementation
	Deploy EUAA officers in partner countries.	Pending

The status of the ex post evaluation of the **EUAA's cooperation with MARRI** is as follows.

Recommendation	Proposed action	Status at end December 2023
Should a need for further cooperation with MARRI RC on regional training be identified, decide, based on an assessment of risks and potential benefits, whether this would be worthwhile.	Draft a short internal assessment of risks and potential benefits of cooperating with MARRI as a basis for the decision on whether to continue the cooperation.	Implementation concluded

Internal evaluations

Internal evaluations are conducted by evaluation teams within the Agency. The following evaluations were reported to the Management Board in the six-monthly follow-up report from June 2023, with the exception of the evaluations of the Latvia and Romania OPs 2022 which are being reported here for the first time. An update on the status of actions that were under implementation or pending in June 2023 is provided in the following tables.

Evaluations from 2019

The status of the ex post evaluation of the **EASO – Directorate General for Migration Management (DGMM, Türkiye) roadmap 2018-2019** is as follows.

Recommendation	Proposed action	Status at end December 2023
Improve the intervention logic to make the Agency's project (in this case the roadmap) results-oriented and more effective.	Ensure a more permanent presence of the Agency by appointing a liaison officer following the adoption of the pending EUAA Regulation.	Implementation concluded
Enhance the design of training programmes and establish an evaluative approach to assess learning and needs.	Carry out a dedicated training needs assessment/gap analysis and identification of training priorities exercise under the new DGMM roadmap.	Implementation concluded
	Foresee the establishment and support of a targeted pool of national trainers under the new roadmap.	Discontinued

Evaluations from 2020

The status of the mid-term evaluation of the **pilot Resettlement Support Facility (RSF) project** is as follows.

Recommendation	Proposed action	Status at end December 2023
The Agency needs to strengthen its commitment to this project, via the relaunching of the pilot, and to resettlement support in general.	Progress relaunching of the RSF project foreseeing participation from more EU+ countries, bigger volumes, and an improved contractual setting. Start, in 2020, to look into possibilities for replicability of the RSF concept in other geographical areas.	Under Implementation
Carefully design and test new RSF services aiming to support as many as possible EU+ countries - and specifically those who resettle from Türkiye - to maximise impact.	Further explore possibilities to support EU+ countries outside the one-stop-shop concept and reach out to potentially interested EU+ countries in this regard. Based on efforts to reach out to EU+ countries not yet participating in the RSF pilot project, plan to continue strengthening these efforts.	Under implementation



Recommendation	Proposed action	Status at end December 2023
Increase and plan further the Agency's capacity and expertise in the field of resettlement to maximize added value in the mid- and longer term.	Progress recruitment of additional staff. May need to be revisited to further increase and adequately manage expectations on the Agency in the resettlement field including the continuation of the RSF.	Implementation concluded
Undertake an objective in-depth SWOT analysis of relevant options in function of key factors such as EU priorities, EU+ countries pledges, security, risks, the Agency's complementarity and the existence of available support infrastructure.	Engage in the ongoing consultation process with EU+ countries in view of possible replicability of resettlement operational support in areas other than Türkiye. Conduct a proper feasibility assessment/study as a prerequisite to any further engagement outside of Istanbul.	Under implementation

The status of the ex post evaluation of the **North Macedonia roadmap 2017-2019** is as follows.

Recommendation	Proposed action	Status at end December 2023
There is a need for better coordination, communication and follow-up.	Ensure a more permanent Agency presence by appointing a liaison officer, following the adoption of the draft EUAA Regulation. Plan hosting of a project-funded staff member by the EU Delegation in Belgrade on regular missions to increase presence in the region.	Discontinued

The status of the ex post evaluation of the **Serbia roadmap 2017-2019** is as follows.

Recommendation	Proposed action	Status at end December 2023
The operationalisation of capacity building activities needs to be adapted to the context and capacities.	Continue to explore synergies at regional level, where officials of smaller administrations can be pooled together in common training opportunities, where similar needs/languages have been identified.	Implementation concluded
There is a need for better coordination,	Ensure a more permanent Agency presence by appointing a liaison officer, following the adoption of	Discontinued



Recommendation	Proposed action	Status at end December 2023
communication and follow-up.	the draft EUAA Regulation. Plan hosting of a project-funded staff member by the EU Delegation in Belgrade on long-term mission to increase presence in Serbia but also in the region.	

The status of the mid-term evaluation of the **EASO – Directorate General for Migration Management (DGMM, Türkiye) roadmap 2019-2021** is as follows.

Recommendation	Proposed action	Status at end December 2023
While the communication and partnership are excellent at operational level, there is need for additional coordination mechanisms.	Consider locally based staff to increase the capacity of the Agency to implement a future roadmap and assist in the coordination of EU+ country interventions in Türkiye.	Discontinued

Evaluations from 2022

The status of the ex post evaluation of the **Lithuania OP 2021-2022** is as follows.

Recommendation	Proposed action	Status at end December 2023
Ensure minimum conditions before committing to new operational plans and document these minimum elements in a practical tool.	Establish a workflow between centres C1 and C5 to ensure timely communication on identified logistical support needs in new operations.	Implementation concluded
Apply proportionality, diligence and a phased approach when implementing operations.	Establish an Agency wide mobilisation mechanism for the temporary deployment of support staff to support the opening of new operations.	Under implementation
	Finalise the Transition Manual.	Under implementation



Recommendation	Proposed action	Status at end December 2023
In a national context under a state of emergency where the national focus is on processing cases quickly, there is need for flexible training solutions and learning paths, in close collaboration with the national authorities.	Organise regular coordination meetings between the training Country Desk Coordinator, national authorities and OP focal points. This dialogue should also take place at the senior/managerial level.	Discontinued
Enhance interpretation support approaches.	Consider gradual phase out and/or handover of the relevant measures where the pressure has reduced, and support is not needed.	Under implementation

The status of the ex post evaluation of the **Latvia OP 2021-2022** is as follows.

Recommendation	Proposed action	Status at end December 2023
Apply proportionality and a phased approach when implementing small volume operations.	Establish an Agency wide mobilisation mechanism for the temporary deployment of support staff to support the opening of new operations.	Under implementation
	Finalise the Transition Manual.	Under implementation



Evaluations from 2023

The status of the ex post evaluation of the **Latvia OP 2022** is as follows.

Recommendation	Proposed action	Status at end December 2023
Ensure optimal use of the Latvian training material through permanent support training mechanisms.	Liaise with the national authorities through a structured meeting on their potential participation with view to further rolling out the translated reception modules.	Implementation concluded
Improve the management of translation processes for future translation of training material taking into account constraints linked with the duration of OPs.	Review the translation process based on the feedback received from the Latvian authorities, among others, taking into account the volatile nature of the OPs.	Implementation concluded

The status of the ex post evaluation of the **Romania OP 2022** is as follows.

Recommendation	Proposed action	Status at end December 2023
Facilitate better working conditions for Agency personnel and experts, such as the availability of emergency exits and improved sanitary facilities in supported locations.	Reach an agreement with Romania on the fiscal code and VAT exemption to enable purchases that would in turn contribute to improving personnel conditions by enabling certain purchases (e.g., telephony).	Under implementation
	Provide examples of initiatives which have improved working conditions.	Implementation concluded
Increase the capacity of roving TP registration teams to meet the demand on the ground.	Formulate the deployment plan in such a way that an adequate number of experts are part of the roving teams.	Implementation concluded