



## Decision of the Executive Director No 62/2024

### on the Agency's Strategy 2024-2029

#### THE EXECUTIVE DIRECTOR,

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<sup>1</sup> (hereinafter 'the EUAA Regulation'), and in particular Article 47(1) and (5) thereof,

#### WHEREAS:

- 1) The EUAA Regulation, which entered into force on 19 January 2022, assigned new and additional tasks to the Agency, as well as new roles.
- 2) The Agency's Strategy 2024-2029 was presented to the Management Board during the 50<sup>th</sup> meeting held on 28-29 November 2023, and shared for comments and discussed during the 52<sup>nd</sup> meeting held on 20-21 June 2024.
- 3) The Pact on Migration and Asylum legislative instruments<sup>2</sup> entered into force on 11 June 2024 and will become applicable in mid-2026<sup>3</sup>.
- 4) The European Union Agency for Asylum (hereinafter 'the EUAA' or 'the Agency') has rapidly grown in terms of the number of staff, operates in multiple locations, and entertains close relations with Member States and associate countries for operational purposes, as well as with third countries it supports. The needs that have emerged as a consequence require high level medium and long-term planning that should be laid down in an Agency strategy,

#### HAS DECIDED AS FOLLOWS:

### Article 1 The Agency's Strategy 2024-2029

The Agency's Strategy 2024-2029, as set out in the Annex to this Decision, is hereby adopted.

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<sup>1</sup> Regulation (EU) 2021/2303 of the European Parliament and of the Council of 15 December 2021 on the European Union Agency for Asylum and repealing Regulation (EU) No 439/2010, (OJ L 468, 30.12.2021, p. 1).

<sup>2</sup> Available at: [Official Journal L series daily view - EUR-Lex \(europa.eu\)](https://eur-lex.europa.eu/official-journal-series-daily-view).

<sup>3</sup> Except Regulation (EU) 2024/1350 of the European Parliament and of the Council of 14 May 2024 establishing a Union Resettlement and Humanitarian Admission Framework and amending Regulation (EU) 2021/1147, (OJ L, 22.5.2024, p. 18), that became applicable on 11 June 2024.





## **Article 2** **Transparency**

This Decision shall be communicated within the Agency and be made public on the Agency's website.

## **Article 3** **Entry into force**

This Decision enters into force on the date of its signature.

Done at Valletta Harbour, on 17 October 2024

*Signature on file*

Nina Gregori  
Executive Director

**Annex:** The Agency's Strategy 2024-2029.



## Annex

### The Agency's Strategy 2024-2029



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## List of abbreviations

<b>CEAS</b>	Common European Asylum System
<b>COI</b>	Country of origin information
<b>DG HOME</b>	Directorate General for Migration and Home Affairs
<b>EASO</b>	European Asylum Support Office
<b>EU</b>	European Union
<b>EU+</b>	EU Member States and associate countries
<b>EUAA</b>	European Union Agency for Asylum
<b>IOM</b>	International Organization for Migration
<b>IPA</b>	Instrument for Pre-accession Assistance
<b>NDICI</b>	Neighbourhood Development an International Cooperation Instrument
<b>Pact</b>	Pact on Migration and Asylum
<b>UNHCR</b>	United Nations High Commissioner for Refugees



## Foreword

As I reflect on the challenges our Agency has encountered over almost five years of my mandate, it is evident that we have faced and overcome multiple significant challenges.

The global impact of the Coronavirus disease 2019 (COVID-19) pandemic necessitated swift and adaptive measures in the European Union (EU) Member States and associate countries (EU+ countries), supported by the European Union Agency for Asylum (EUAA), to balance public health with the rights of asylum seekers. Subsequently, our commitment to excellence in



the implementation of the Common European Asylum System (CEAS) was put to the test in 2022 with the Russian invasion of Ukraine, alongside ongoing pressures from Afghanistan, the instrumentalisation of migration by Belarus, and persistent asylum needs from various routes. These trials further reinforced our commitment as part of Team Europe to collective responsibility, and our capability to provide a rapid response and an agility in fostering coordinated international protection efforts among Member States.

The dawn of a new era for the EUAA, marked by the replacement of the European Asylum Support Office (EASO), presented for the Agency a renewed sense of purpose and an expanded mandate. With this came fresh competencies, higher expectations, and a demand that the Agency rises to the occasion and excels in its endeavours.

Through this process, Member States and the EU reaffirmed their commitment to the CEAS and, as the Pact on Migration and Asylum ('Pact') takes centre stage, a path to better migration management is laid before us. This not only increases our responsibilities but will also drive further growth within our Agency. The challenges are substantial, but so are the opportunities.

As the EUAA embarks on this endeavour, I am delighted to present its first five-year strategy. This strategy will steer the Agency, its staff, and its stakeholders towards sustained growth and impact in the field of asylum and reception across Europe and the external dimension.

In a dynamic world of migration, the EUAA's five-year strategy embraces the need to adapt to change. We stand prepared for the continuing and emerging complexities of conflicts in our neighbourhood and globally and climate change as drivers of migration, including for the purpose of seeking international protection. Guided by innovative thinking, fresh approaches to work, data-informed decision-making, and cutting-edge technology, we stand resolute and inspired to meet these challenges head-on. The successful implementation of this strategy depends on the performance and inputs from our staff, whom I thank for their continuous work, dedication and contributions to the strategy. This collective effort, shaped through consultation with the European Commission and the Management Board, will be the driving force toward the realisation of our strategic goals and objectives.



## Introduction

The EUAA replaced EASO on 19 January 2022. The EUAA Regulation repealed Regulation (EU) No 439/2010<sup>4</sup> and equips the EUAA with new competencies and an expanded mandate.

The reinforced responsibilities are drivers for further improving and enhancing existing functions and establishing the new mandated functions. These include a new operational intervention logic, the deployment of liaison officers to Member States and potentially also to third countries, bolstering the protection of fundamental rights throughout the Agency's and the Fundamental Rights Officer's activities and monitoring the application of the CEAS.

The Pact, which was adopted on 14 May 2024 and entered into force in June 2024, aims to achieve better migration management, more convergence in national asylum and reception practices and a more sustainable and resilient migration and asylum process in the EU in full respect of fundamental rights. The components of the Pact are nine legislative instruments<sup>5</sup>, which aim to establish a common approach to migration and asylum based on solidarity, responsibility and respect for human rights. The Pact brings further responsibilities and involvement for the Agency, including providing support in the development and execution of the EU's and national implementation plans, if requested to do so. As a consequence, the Agency is reviewing its operational standards, indicators, guidelines and training modules to ensure their compliance with the Pact legislative instruments, which will put a lot of pressure and strain on the limited human resources of the Agency. A further growth of the Agency in the frame of the revision of the Multi-Annual Financial Framework, which is due to be adopted by the end of 2024, is envisaged. However, considering the time constraints and the anticipated associated workload it is indispensable that the Agency frequently assesses and prioritises its tasks and activities based on available resources, in cooperation with the European Commission and in line with the strategic directions of the Management Board. This is essential to stay relevant and achieve the required outcomes, whilst de-prioritising tasks and activities of lesser importance and relevance.

Recent technological developments, such as in the field of artificial intelligence and related cybersecurity issues, have demonstrated the need to stay vibrant, rethink our working methods, to stay relevant and be able to address the many challenges ahead. The EUAA continuously assesses its processes with the aim of identifying opportunities for efficiency gains in the field of asylum and reception. The Agency serves as a facilitator and catalyst in this regard for pooling knowledge and technologies between Member States. Additionally, the EUAA needs to remain prepared and agile, to accommodate the evolving needs of Member States in operations, including by addressing crises situations. The Agency will bolster its internal capacity to swiftly allocate and deploy teams and resources through the development of fit for purpose tools, guidance and training. This will enable the EUAA to respond quickly and flexibly, addressing the rapidly emerging and evolving policy and geopolitical changes and tensions; climate change and resource scarcity; and aspects of international relations.

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<sup>4</sup> Regulation (EU) No 439/2010 of the European Parliament and of the Council of 19 May 2010 establishing a European Asylum Support Office, (OJ L 132, 29.5.201, p. 11); available [here](#).

<sup>5</sup> Asylum and Migration Management Regulation, Asylum Procedures Regulation, Crisis and Force Majeure Regulation, Eurodac Regulation, Screening Regulation, Qualification Regulation, Reception Conditions Directive, Return Border Procedure Regulation, Union Resettlement Framework Regulation.



The Agency relies on the input of and cooperation with its valued stakeholders - such as the Member States, the European Commission, the European Parliament, the United Nations High Commissioner for Refugees (UNHCR), the International Organization for Migration (IOM), and other international organisations and civil society organisations active in the field of international protection.

An efficient and effective implementation of the mandated tasks in the EUAA Regulation through a committed and highly trained workforce is essential to support the achievement of the organisational and legislative goals and objectives.

In addition to its dedicated and proficient staff, the Agency requires a well-defined strategic framework to guide its tasks and functions. In light of the profound internal transformations it has undergone since the inception of its new mandate, and the ever-evolving external landscape it operates within, a comprehensive strategy is imperative. This five-year strategy serves the dual purpose of consolidating the Agency's diverse activities and empowering it to expand securely and sustainably along a well-defined trajectory.

The strategy is aligned and consistent with the EU's priorities and demonstrates the Agency's commitment to strengthening fundamental rights and international law and investing in automation and digitisation to reduce its environmental impact.

The Agency's Management Board has been consulted and the staff have been involved in the participatory process of the development of this strategy through workshops, all staff meetings, the identification of strengths, weaknesses, opportunities and threats as well as influencing political, environmental, social, technological, legal and economic factors.

A mid-term review will enable the Agency to assess progress and to adjust the strategy to reflect any changes and developments that might have affected the environment the EUAA is operating in. Here the Agency finds itself at a crossroad with the revised *acquis* and new tasks heading its way.

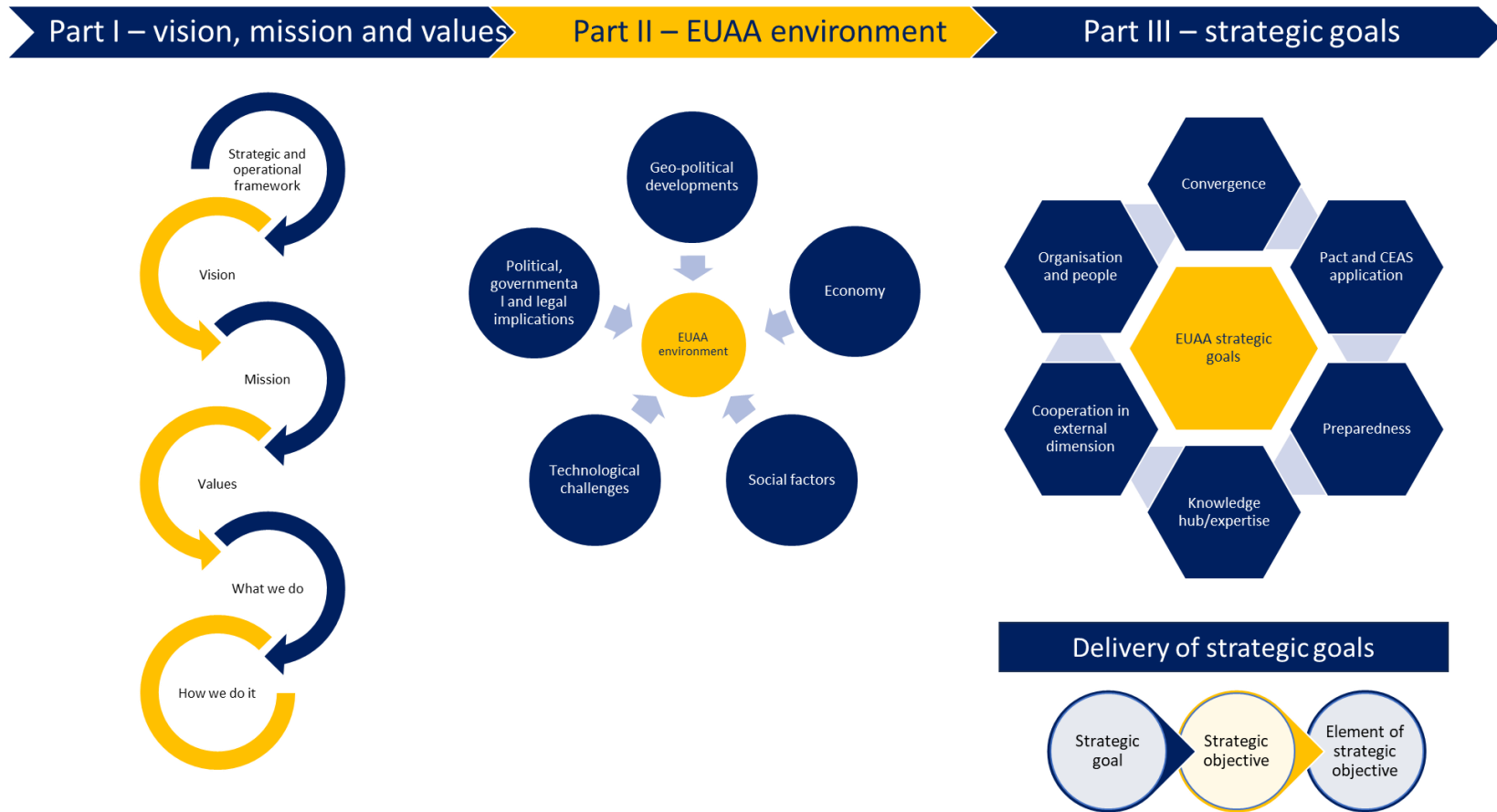
The Agency's strategy 2024-2029 is structured in three parts.

- **Part one** includes the strategic and operational framework, the vision, the mission, the key values and the purpose of the Agency;
- **Part two** details the environment in which the Agency is operating;
- **Part three** sets out the strategic goals.





**Figure 1. Overview of key elements of the Agency’s strategy**

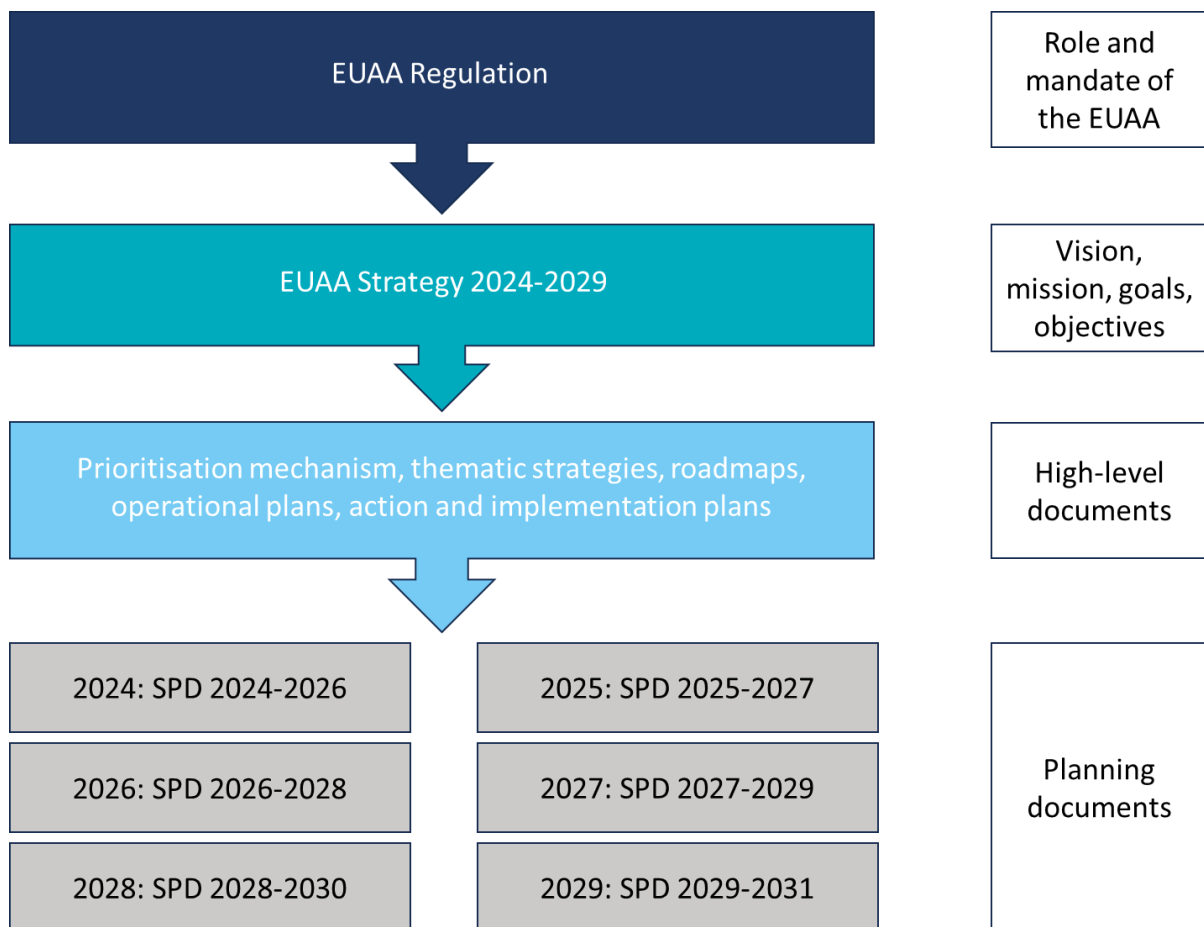




## Part I – Vision, mission and values

The EUAA Regulation sets the strategic and operational framework the Agency operates in. It clearly defines the role and mandate of the Agency and sets the key priorities for the Agency, which are further defined and monitored in relevant specific strategies, roadmaps, operational plans, action and implementation plans and the single programming documents (SPD) as outlined below.

**Figure 2. Strategic and operational framework**





## Vision

**To build a resilient and future-proof Common European Asylum System in line with European values and international law**

## Mission

**To promote and help EU Member States achieve a harmonised European approach to international protection through support and use of standards, common tools, expertise, resources and guidance on asylum and reception**

The Agency and its staff conduct their work following core values that support operational activities and foster the strategic development and direction of the organisation:

**Support** – provide support for Member States and stakeholders. This is achieved through assessing and meeting the needs of Member States, partner third countries, and stakeholders; understanding their challenges, adapting to their environment; anticipating the needs to deliver effective support; and providing expertise and timely response in line with the regulatory framework. The Agency heavily relies on the input from and cooperation with its stakeholders, here especially the European Commission, the Member States, civil society organisations, and international organisations such as the UNHCR.

**Knowledge and know-how** – expertise in the rules and legal obligations which form the CEAS. The Agency and its staff demonstrate professional competence and expertise in the field of asylum and reception; provide knowledge and expertise in support of the Pact on Asylum and Migration, introduce and refer to standards and quality; and promote cooperation and information/knowledge exchange within and outside the EUAA.

**Responsiveness and preparedness** - responsive to and prepared for the challenges and changing needs of Member States in properly managing asylum and reception services. This entails providing high-quality support through responsiveness and commitment to the Agency's mission; responding in a timely and helpful manner to support requests; and adapting quickly to change and being decisive and versatile in face of new scenarios.

**Responsibility** - responsible towards stakeholders with the end goal to support those in need of protection, in line with the values the EU is founded upon. This requires acting in the best interest of the Agency and of those who are supported by it, taking ownership and responsibility for performance of the Agency and acting in compliance with the EU's fundamental values.



**Resilience** - of a future-proof CEAS which is able to adapt ensuring respect for fundamental rights and protection and to meet the requirements of the Pact. The Agency provides high-standard operational and technical support to Member States for the management of their asylum and reception systems; promotes operational standards and guidance to ensure a high degree of convergence and uniformity as regards asylum procedures, reception conditions and the assessment of protection needs across the EU; and takes the necessary action to ensure that the mission of the EUAA is accomplished, even when faced with new or unforeseen challenges.

**Efficiency** - through the responsible and effective use of public resources, both within the Agency as well as in the implementation of the Pact on Migration and Asylum. The Agency strives to deliver a high-quality service and makes the most effective use of the available resources; performs its duties with integrity, transparency and independence; and promotes good administrative behaviour.

**Evidence-based input** – the Agency bases its support on facts and figures, performs research in an independent way using approved methodologies and gains insights from external experts. The Agency collects and reviews data; generates high quality evidence-based reports; and conducts evaluations in accordance with relevant frameworks to assess the performance of delivery of services, reports and other outputs of the Agency.

## What we do

As a hub of expertise on asylum, the EUAA contributes to the efficient and uniform application of EU law on asylum in a manner that fully respects fundamental rights. To this end it contributes to facilitating the implementation and improving the functioning of the Pact on Migration and Asylum.

## How we do it

Article 2 of the EUAA Regulation stipulates the Agency's core responsibilities as follows:

1. **Operational support:** offering operational and technical assistance to Member States with regard to the implementation of their obligations under the CEAS and when their asylum and reception systems are subject to disproportionate pressure. This includes supporting relocation efforts and deploying asylum support teams;
2. **Information and data analysis:** gathering and analysing data on asylum and on the implementation of the CEAS;
3. **Third-country information:** providing information on third countries, including through relevant networks;
4. **Common analyses and guidance development:** creating and updating guidance on countries of origin and information regarding safe country concepts as per the requirements stemming from the Pact, once entering into application;
5. **Standard setting:** developing operational standards, indicators, guidelines and best practices for the implementation of EU law on asylum in compliance with the requirements outlined in the Pact;
6. **Monitoring of CEAS implementation:** monitoring CEAS application to enhance Member States' systems in compliance with the requirements outlined in the Pact, once entering into application.





by consulting, benchmarking; and learning from feedback and findings stemming from audits, and evaluations.

### **Part III - Strategic goals**

The Agency has identified six strategic goals, which are further explained and elaborated on in the sections below.

#### **Strategic goal 1 – Enhanced convergence of asylum and reception systems based on common protection standards.**

The goal of convergence is key to the EUAA and underpins every aspect of the work the Agency does, when generating asylum and reception knowledge and guidance, providing training, and supporting individual Member States operationally. Through its work, the Agency will act as a catalyst of greater convergence of practices based on common protection standards along the asylum and reception chain and decisions, both of the determining authorities and of the judicial authorities of the Member States competent in asylum matters, so that, the place where the application for international protection is lodged is not decisive in the outcome of the procedure and similar reception standards are applied across the EU. The Agency will continue to promote the use of its horizontal and country-specific guidance by all relevant authorities and will gauge the state of convergence in a dedicated periodical report.

Convergence of asylum and reception practices, taking into account the EUAA's guidance and in accordance with EU standards will also be achieved through the Agency's technical and operational assistance to Member States.

The Agency, following adoption of its Training and Learning Strategy<sup>7</sup> by the Management Board in March 2022, will continue to align its curriculum with a national qualifications framework to establish itself as an Academy functioning as a qualification's provider delivering learning to meet the needs of Member States' asylum and reception administrations. This would mean that Member States can rely on an efficient, cost-effective and CEAS-compliant system to ascertain that their officials have acquired common and standardised learning and work-based learning. Thus, officials should be better prepared, with the same knowledge/skill base, to have common practices and convergence at the level of implementation in Member States.

#### **Strategic goal 2 – Ensuring the technical and operational application of the CEAS for well-functioning asylum and reception systems in the EU.**

The Agency will start rolling out a monitoring mechanism for the operational and technical application of the CEAS, with the main aim to prevent or identify possible shortcomings in the asylum and reception systems of Member States and to assess their capacity and preparedness to manage

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<sup>7</sup> Management Board Decision No 102 of 7 March 2022 on the EUAA Training and Learning Strategy.



situations of disproportionate pressure and to enhance the efficiency of those systems. The monitoring mechanism will be founded on a sound methodology in line with the Pact and taking into account agreed EUAA standards on asylum and reception. Monitoring teams will produce reports with findings, and, as applicable, recommendations, which will provide the opportunity to learn and improve and ensure the ultimate efficiency of Member States' asylum systems. The Agency will support the Member States in the application of the CEAS and in the adaptation to the Pact.

**Strategic goal 3 – Effective preparedness and rapid operational and technical response to Member States' needs, both with regard to the implementation of their obligations under the CEAS and when confronted with disproportionate pressure.**

The Agency will continue to facilitate and deliver technical and operational assistance to improve the proper functioning of the CEAS, and subsequently the Pact, by Member States, in line with fundamental rights and in close cooperation with the European Commission and other Justice and Home Affairs agencies. It will do so both with regard to the implementation of Member States' obligations under the CEAS and in situations of disproportionate pressure. The Agency will apply a flexible approach, delivering high quality services tailored to the needs of Member States in the field of asylum, reception, temporary protection and relocation with the aim for Member States to become autonomous. The EUAA will offer a forum for Member States to discuss upcoming challenges through *ad hoc* meetings with the relevant thematic networks and in developing common guidance and recommendations on how to increase the efficiency of asylum and reception processes. The guides support convergence and the efficient organisation of asylum and reception processes. Quality support, capacity building, training and professional development will be offered to asylum support teams and Member States requesting support. The Agency will enhance its preparedness and responsiveness to crises situations in Member States relating to the EUAA's operations. This will be achieved by offering strategic foresight and forecasting, developing contingency plans and developing a flexible operational deployment of resources that allows swift scaling up and down, thus enabling the Agency to respond operationally to different types of needs.

**Strategic goal 4 – The EUAA as the leading knowledge hub and house of expertise on asylum and reception supporting Member States.**

The Agency will continue to be an acknowledged and trusted hub that gathers and analyses data and information from a wide range of sources, generates knowledge outputs and offers expertise to its stakeholders in the form of analyses and reports, tools, guidelines, guidance and training. It will identify and employ innovative practices. The Agency has staff members who are highly qualified, possess core competencies, the required knowledge and continuously update their services and skills. In line with its mandate, the Agency will support the implementation of the Pact and adapt its working methods accordingly. The Agency's focus on automation and digitalisation of information but also its willingness to seek collaboration and partnerships with other actors in the field of asylum and reception will ensure that it remains an efficient, up-to-date and a relevant knowledge hub.



### **Strategic goal 5 – Close cooperation with EU+ and third countries in the external dimension through coordination and continuous dialogue with international organisations.**

The Agency will offer support and capacity-building activities to EU+ and third countries in the external dimension of the CEAS in line with its External Cooperation Strategy<sup>8</sup> and EU priorities. The EUAA carries out its external action within the framework of the Union’s external policy and in coordination with the European Commission, other Justice and Home Affairs agencies, EU institutions, the European External Action Service and Member States. The EUAA will also assist EU+ and third countries in the field of resettlement and humanitarian admission, in compliance with fundamental rights. The Agency will seek coordination, networking and dialogue with international organisations and other relevant stakeholders where the Agency is active or plans to engage, in order to avoid duplication of efforts and exploit synergies.

### **Strategic goal 6 – Reputable governance and agile organisation.**

Governance and legal compliance are the backbone of every organisation. The Agency will focus on identifying, attracting and retaining talent. The EUAA will foster a service and support culture, promoting staff engagement and diversity, to increase its efficiency and effectiveness with the objective of having a highly qualified and motivated work force. Staff will be encouraged to engage in embracing new ways of working and optimising processes to ensure organisational agility. Integrated ways of working across organisational structures, fostering synergies, and combatting silos and duplication of efforts will be further strengthened. Fit for purpose tools and rules<sup>9</sup> and an agile and lean administration will ensure the organisation’s readiness and agility to embrace and overcome challenges and ensure a rapid operational response. A pertinent methodology and mechanism to prioritise existing activities will continue to be utilised to address requests fast and manage resources efficiently. Specific and relevant communication, both internally and externally, will support this goal further. The identification of measures to meet the European Green Deal goals for 2050 will be delivered in the context of an environmental management framework to ensure the Agency remains relevant and becomes sustainable, notably by reducing the number of non-essential staff missions and using hybrid meetings to the maximum extent possible.

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<sup>8</sup> [EUAA External Cooperation Strategy \(2023\) \(europa.eu\)](#)

<sup>9</sup> Staff Regulations of Officials of the European Union, and the Conditions of Employment of Other Servants of the European Union, laid down by Council Regulation (EEC, Euratom, ECSC) No 259/68, (OJ L 56, 4.3.1968, p. 1), as last amended by Regulation (EU, Euratom) No 1023/2013 of the European Parliament and of the Council of 22 October 2013, (OJ L 287, 29.10.2013 p. 15), and implementing rules thereunder.





## Delivery of strategic goals

Strategic goal	Strategic objective	Elements of the strategic objective
<b>SG1. Enhanced convergence of asylum and reception systems based on common protection standards</b>	Offer information, tools and guidance to Member States to foster convergence for asylum and reception system.	Analyse, assess, update or newly develop horizontal and country-specific information, tools and guidance documents fostering convergence for asylum and reception systems.
	Monitor, assess and report on the convergence of asylum and reception systems.	Enhance the country of origin information (COI) and medical country of origin information (MedCOI) databases and issue multi-lingual COI and country guidance products as needed.
		Actively engage with thematic networks to ensure full buy-in and ownership of the EUAA's convergence tools.
		Ensure staff and EU+ countries are well equipped, and their needs are met. Increase the relevance of COI, country guidance, practical guides and tools and training and promote these tools amongst Member States to foster convergence.
		Actively engage with members of courts and tribunals to ensure convergence also at appeal levels.
		Draft a bi-annual report on the state of asylum, to be presented to the Management Board and Council, to increase awareness and willingness to improve.
	Offer fit-for-purpose training and professional development.	Develop staff and Member States' experts through the training curriculum and the training academy.
Analyse training needs and enhance training frameworks in Member States fostering convergence for asylum and reception systems.		



Strategic goal	Strategic objective	Elements of the strategic objective
<b>SG2. Ensuring the technical and operational application of the CEAS for well-functioning asylum and reception systems in the EU</b>	Establish a set of agreed EUAA operational standards and indicators in the field of asylum and reception.	Draft, together with relevant networks and build further upon existing practical guides and tools, operational standards and indicators in the field of asylum and reception.
		Promote the use of operational standards and indicators, practical guides and tools, including through network activities.
	Develop and update as needed a fit-for-purpose monitoring methodology and programme, in consultation with key stakeholders, for adoption by the Management Board.	Set up the EUAA's Monitoring Unit.
		Draft and update, as needed, the monitoring methodology and monitoring programme, to be adopted by the Management Board.
	Monitor the operational and technical application of the CEAS in Member States, through desk research and on-site visits.	Constructively engage with Member States, the European Commission, EU agencies and UNHCR, including in the framework of a Monitoring Advisory Group, followed by a Monitoring Network.
		Establish and adequately train multi-disciplinary teams of experts for each monitoring exercise.
		Gather, process and analyse information for the purpose already at the disposal of the Agency and engage in tailored information collection for the purpose of the monitoring.
	Draft reports with findings, and, as appropriate, recommendations.	Organise on-site visits.
		Organise case sampling, as needed.
	Ensure the necessary follow up to support Member States in implementing recommendations, as appropriate.	Draft reports with findings, and, as appropriate, recommendations, to be shared with the Member States.
Seek Management Board adoption of the recommendations, as needed.		



Strategic goal	Strategic objective	Elements of the strategic objective
<b>SG3. Effective preparedness and rapid operational and technical response to Member States' needs, both with regard to the implementation of their obligations under the CEAS and when confronted with disproportionate pressure</b>	Offer strategic foresight and forecasting, effective preparedness and contingency planning mechanisms.	Produce contingency plans based on forecasts and scenarios.
	Provide operational and technical assistance to Member States with regard to the implementation of their obligations under CEAS. The Agency combines its efforts and further deepens its cooperation in operations with the UNHCR according to its working arrangement.	Develop and implement a solid intervention logic in operational support, including a prioritisation mechanism.
		Conduct needs assessments, define results-based interventions, and agree with Member States on operational and technical support in the form of operational plans.
		Deliver operational and technical support in the field of asylum, reception, temporary protection and relocation, including through the deployment of asylum support teams
	Respond operationally to situations of disproportionate migratory pressure in Member States with the aim for them to become autonomous.	Develop and implement a solid intervention logic in operational support, including a prioritisation mechanism.
		Conduct needs assessments, define results-based interventions, and agree with Member States on operational and technical support in the form of operational plans.
		Deliver operational and technical support in the field of asylum, reception, temporary protection and relocation, including through the deployment of asylum support teams
	Enhance responsiveness and operational delivery through lean and agile administrative and project management support, efficient deployment management systems and a fit-for-purpose methodology and mechanism to reallocate capacity where it is most needed, prioritising emergency response.	Further consolidate and strengthen the project management function in operations, with particular focus on needs assessment, planning, monitoring and reporting systems.
		Perform evaluations of the EUAA's operations.
		Further consolidate and strengthen systems supporting the selection, deployment and management of different types of experts as part of asylum support teams, to ensure rapid response, scale up and down in an effective and efficient way.



Strategic goal	Strategic objective	Elements of the strategic objective
	Streamline quality procedures and tools across all operations.	Use dedicated tools and procedures to streamline quality support across operational interventions.
	Provide high quality and fit-for-purpose training for Member States' officials to enhance technical capacity as a preparedness measure to situations of disproportionate pressure.	Define and respond to training needs within the framework of operational interventions.
	Train members of asylum support teams and the asylum reserve pool.	
<b>SG4. The EUAA as the leading knowledge hub and house of expertise on asylum and reception supporting Member States</b>	Build knowledge and develop expertise in asylum and reception.	Establish full situational awareness both in regard to the functioning of the CEAS and to key drivers behind asylum-related migration, through the collection, exchange, processing and analysis of qualitative and quantitative data.
	Offer fit-for-purpose innovative tools and guidance.	Improve knowledge and further develop expertise on asylum and reception, through networks and partnerships, harnessing technology where possible to generate data, knowledge and information efficiently.
		Ensure all knowledge activities are underpinned by proven, fit-for-purpose and transparent methodologies, and that the quality and relevance is regularly monitored and assessed.
		Update and improve current tools and guidance and develop new ones. Ensure that new legislative developments, such as the Pact, are taken into account when developing these. Utilise technology where possible to remain efficient and up to date.
	Raise awareness and promote the use of the EUAA's knowledge products through publication and tailored outreach activities.	



Strategic goal	Strategic objective	Elements of the strategic objective
	Offer learning to EU+ asylum and reception officials within the framework of the EUAA Academy.	Focus on officials working in the field of asylum and reception to ensure uniform adoption of practices in line with the CEAS.
<b>SG5. Close cooperation with EU+ and third countries in the external dimension</b>	Support EU+ countries and the European institutions in the external dimension of the CEAS, in line with the Agency's External Cooperation Strategy <sup>10</sup> through coordination and transparent, and continuous dialogue with international organisations.	Identify and sign contribution agreements.
		Coordinate the relevant networks.
	Offer training, capacity building exercises and thematic workshops in third countries to help strengthen their asylum and reception systems and promote CEAS standards.	Conduct meetings, workshops and assess systems in place to identify synergies and avoid duplication of efforts.
		Provide practical support to EU+ countries in their resettlement efforts in selected third countries, including through the Resettlement Support Facility, possibly to be replicated.
Provide support to EU+ countries and third countries in the field of resettlement and humanitarian admission.	Provide, including through dedicated networks, coordination, training, tools and best practice sharing in the fields of resettlement, humanitarian admission and community sponsorship and complementary pathways linked to international protection.	

<sup>10</sup> [EUAA External Cooperation Strategy, March 2023.](#)



Strategic goal	Strategic objective	Elements of the strategic objective
<b>SG 6. Reputable governance and agile organisation</b>	Further develop and continuously improve the Agency's governance systems.	Ensure the Agency implements its mandate and operates in compliance with the legal and regulatory framework, including through <i>ex ante</i> and <i>ex post</i> verification exercises
	Automate administrative tasks through innovative technology.	Purchase fit-for-purpose off-the-shelf solutions and adapt them to the Agency's needs. Cooperate with stakeholders within the Agency network to identify synergies and relevant tools that could reduce the human intervention in administrative tasks.
	Engage in capacity building and development/enhancement of core competencies of staff, in line with the Agency's Human Resources Strategy <sup>11</sup> .	Offer training and capacity building and staff development initiatives to ensure that personnel possess core competencies required to carry out their work.
	Retain and attract highly motivated and highly skilled staff.	Focus on staff welfare, involve and engage staff through all staff events, communication campaigns and promotion of the vision, mission and values of the Agency. Management lead by example.
	Introduce sustainability factors and foster environmentally-conscious organisational and employee behaviour	Shift to online meetings where appropriate, reduce missions, introduce environmentally friendly measures to reduce the environmental footprint of the Agency.
		Contribute to reliable carbon off-setting schemes.
	Set up a sustainability reporting mechanism and include reports in the Agency's corporate documents.	

<sup>11</sup> Decision of the Executive Director No 86 of 4 December 2023 on the human resources strategy.



## Financial and human resources

The Multi-Annual Financial Framework (MFF) adopted by the co-legislators defines the upper threshold for financial resources allocated to the Agency.

Year	2024	2025	2026	2027	2028
<b>Budget<sup>12</sup> (Euro) in commitment appropriations</b>	<b>164,677,829<sup>13</sup></b>	<b>238,311,385</b>	<b>253,017,613</b>	<b>266,797,966</b>	<b>272,133,925<sup>14</sup></b>
Temporary agents <sup>15</sup>	371	371	371	371	371
Contract agents <sup>16</sup>	133	208	221	233	233
Short-term contract agents <sup>17</sup>	60	40	0	0	0
<b>TOTAL human resources<sup>18</sup></b>	<b>564</b>	<b>619</b>	<b>592</b>	<b>604</b>	<b>604</b>

<sup>12</sup> The budget figures reflect the envisaged thresholds as per the revised MFF adopted in 2024. They do not include additional funding stemming from projects, contribution agreements or grants.

<sup>13</sup> The budget 2024 figure refers to amendment 1 of the budget adopted on 25 September 2024.

<sup>14</sup> The budget for 2028 is estimated and includes a 2% increase as per previous years. No MFF figures exist for that year so far.

<sup>15</sup> These figures do not include the additional request for resources for newly mandated tasks or cybersecurity-related posts that have not yet been allocated to the Agency.

<sup>16</sup> The figures include the envisaged additional resources, which are expected to be adopted by the end of 2024.

<sup>17</sup> The figures indicate the envisaged resources by the end of the respective budget years.

<sup>18</sup> These figures do not include contract agents under external projects.



## Key success factors

The following are key success factors for the implementation of the strategy:

- 1. Sufficient resourcing:** Adequate resourcing represents a key success factor to delivering the goals and objectives defined in the strategy. The Agency strives, in cooperation with the European Commission and its other stakeholders to obtain appropriate resourcing to meet the demand and provide fit-for purpose services and outputs. Effective and swift recruitment processes are pivotal in ensuring that the Agency has the right number and appropriately skilled staff. Recruitment will be revised and revamped. The focus will be on attracting the right talent with the required skills and competencies to drive the Agency forward and to ensure allocation of staff to more operational functions to conduct core business.
- 2. Integration with the policies and plans of other EU institutions:** To enhance the effectiveness of policy and legislation implementation, it is key that the Agency is appropriately informed about legislative initiatives during the design and negotiation phase. The Agency thus maintains close contact with the EU institutions, in particular the European Commission, the European Parliament and the Council of the EU and coordinates its activities with their priorities. The primary focus should be on exploring EU solutions through the institutions and Agencies before seeking engagement with international organisations. This approach will greatly bolster the Agency's ability to support and implement these initiatives successfully.
- 3. Smarter ways of working:** The Agency will only be able to achieve its goals and objectives if it continues to assess and adapt its way of working, integrating innovative tools and methods to deliver fit-for-purpose deployment systems. This also requires the utilisation of agile procurement procedures to achieve faster delivery of outsourced goods and services.
- 4. Use and uptake of the EUAA's products by Member States:** Designing and producing tools and products is not in itself a measure of success. Understanding the effectiveness of the Agency lies in the extent to which Member States adopt and actively utilise these resources. Convergence can only truly be achieved through this essential factor. The wider utilisation of tools such as country guidance and training initiatives will, in turn, foster increased demand for the Agency's outputs, demonstrating the interconnected nature of its efforts.
- 5. Promotion of and compliance with fundamental rights:** To ensure the success of the Agency's strategy without compromising its integrity, the promotion and adherence to fundamental rights are of utmost importance. The critical contributions of the Agency's Fundamental Rights Officer, coupled with the proactive promotion and effectiveness of the Agency's Fundamental Rights Strategy<sup>19</sup>, will be instrumental in realising this objective.
- 6. Collaboration with stakeholders, including with civil society:** Stakeholder relationships and close collaboration with external and internal stakeholders such as the European Commission, the Member States, the Management Board, civil society organisations, particularly through the Consultative Forum and international organisations such as the UNHCR, and Justice and Home

<sup>19</sup> Management Board Decision No 166 on the Fundamental Rights Strategy 2024-2028 (awaiting adoption at the time of approval of this Decision).





Affairs Agencies are essential and regarded a critical success factor. The Agency engages in a customer service approach that meets stakeholders' needs in a fast-paced, rapidly-evolving and agile environment.

- 7. Synchronisation of the Agency's activities and functions:** The implementation of our strategy can be enhanced through the future synchronisation and harmonisation of our activities. For instance, monitoring exercises will use existing situational awareness as a starting point and will make use of the Agency's established standards and indicators. By observing Member States' implementation of the CEAS, the Agency may identify training requirements or the need for tools. The Agency can subsequently collaborate with Member States to create them. It is the Agency's functions, the products it develops, and their effective utilisation that, together, truly foster the successful implementation of the Pact and application of the CEAS.

## **Implementation, monitoring and evaluation of the EUAA strategy**

### **1. Implementation**

The strategy will be implemented via the planning documents (the single programming documents).

### **2. Monitoring and evaluation**

Implementation of the strategy will be monitored, and periodic reports will be presented to the Management Board. This strategy has been drafted to be future proof and flexible. The EUAA shall undergo an evaluation, as defined in Article 70 of the EUAA Regulation. The outcome of that evaluation may contribute to any future revisions to this strategy.