

EUAA

Strategy

2024-2029

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Foreword





Nina Gregori
Executive Director

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

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 Common European Asylum System and, as the Pact on Migration and Asylum 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 the field of asylum and reception across Europe and the external dimension.

Vision, mission and values

The EUAA Regulation sets the strategic and operational framework the Agency operates in, defines the role and mandate of the Agency and sets the key priorities.

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

Our Vision



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.

Our Mission





Core values

that support operational activities and foster the strategic development and direction of the organisation:



SUPPORT



KNOWLEDGE AND KNOW-HOW



RESPONSIVENESS AND PREPAREDNESS



RESPONSIBILITY



RESILIENCE



EFFICIENCY



EVIDENCE-BASED INPUT



What we do

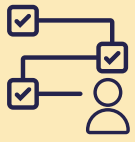
As a hub of expertise on asylum, the EUAA contributes to the efficient and uniform application of EU law on asylum in a manner that fully respects fundamental rights. To this end it contributes to facilitating the implementation and improving the functioning of the Pact on Migration and Asylum.

All activities are carried out in line with the rights and principles enshrined in the Charter of Fundamental Rights of the EU.

Strategic goals



01 Strategic Goal

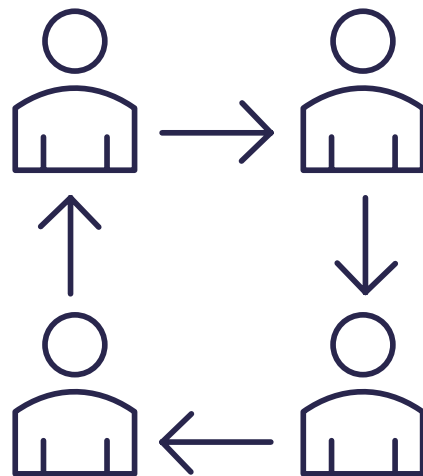


Enhanced convergence of asylum and reception systems based on common protection standards

The goal of convergence underpins every aspect of the Agency's work, be it generating asylum and reception knowledge and guidance, providing training, or providing operational support to individual Member States. 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, so that, similar reception standards are applied across the EU regardless of the place where an application for international protection is lodged.

The Agency will continue to align the European asylum curriculum with national qualifications framework as it establishes itself as an academy

delivering learning to meet the needs of Member States' asylum and reception administrations. Thus, Member State officials should be better prepared, with the same knowledge and skill base, to apply common practices and convergence at national level.



- Analyse, assess, update or newly develop horizontal and country-specific information, tools and guidance documents fostering convergence for asylum and reception systems;
- Enhance the country of origin information and medical country of origin information databases and issue multi-lingual information 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 Member States and associate countries are well equipped, and their needs are met. Increase the relevance of country of information, 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 level;
- 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;
- Develop staff and Member States' experts through the training curriculum and the training academy;
- Analyse training needs and enhance training.

02 Strategic Goal

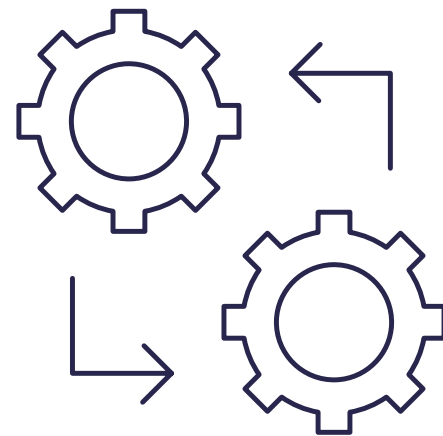


Ensuring the technical and operational application of the CEAS for well-functioning asylum and reception systems in the EU

The Agency will start rolling out a monitoring mechanism for the operational and technical application of the Common European Asylum System, with the aim of preventing or identifying possible shortcomings in the asylum and reception systems of Member States, as well as assessing their capacity and preparedness to manage situations of disproportionate pressure and enhancing the efficiency of those systems.

The monitoring mechanism will be founded on a sound methodology in line with the Pact and take into account agreed EUAA standards on asylum and reception. Monitoring will identify findings and, as applicable, recommendations, which

will provide opportunities for improvements to Member States' asylum systems. The Agency will support the Member States in the application of the Common European Asylum System and their adaptation to the Pact on Migration and Asylum.



- 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;
- Set up the EUAA's monitoring function;
- Draft and update, as needed, the monitoring methodology and monitoring programme, to be adopted by the Management Board;
- Constructively engage with Member States, the European Commission, EU agencies and the United Nations High Commissioner for Refugees, including in the framework of a Monitoring Network;
- Establish and adequately train multi-disciplinary teams of experts for monitoring exercises;
- Gather, process and analyse information at the disposal of the Agency and engage in tailored information collection for the purpose of the monitoring;
- Organise on-site visits and case sampling, as needed;
- Draft reports with findings, and, as appropriate, recommendations, to be shared with the Member States;
- Seek Management Board adoption of the recommendations, as needed.

03 Strategic Goal



Effective preparedness and rapid operational and technical response to Member States' needs

The Agency will continue to facilitate and deliver operational and technical assistance to Member States to improve the proper functioning of the Common European Asylum System, and subsequently the Pact. It will do so both with regard to the implementation of Member States' obligations under the Common European Asylum System 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 to support them in becoming become autonomous. The EUAA will offer a forum for Member States to discuss new challenges

through meetings with thematic networks and in developing common guidance and recommendations on increasing the efficiency 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 by offering strategic foresight and forecasting, developing contingency plans and developing a flexible operational deployment of resources for swift scaling up and down, thus enabling the Agency to respond operationally to different types of needs.



- Produce contingency plans based on forecasts and scenarios;
- 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;
- 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;
- Use dedicated tools and procedures to streamline quality support across operational interventions;
- Define and respond to training needs within the framework of operational interventions.

04 Strategic Goal



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. In doing so, it will identify and employ innovative practices.

In line with its mandate, the Agency will support the implementation of the Pact on Migration and Asylum 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.



- Establish full situational awareness both in regard to the functioning of the Common European Asylum System and to key drivers behind asylum-related migration, through the collection, exchange, processing and analysis of qualitative and quantitative data;
- 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 on Migration and Asylum, are taken into account when developing these;
- Raise awareness and promote the use of the EUAA's knowledge products through publication and tailored outreach activities;
- Focus on officials working in the field of asylum and reception to ensure uniform adoption of practices in line with the Common European Asylum System.

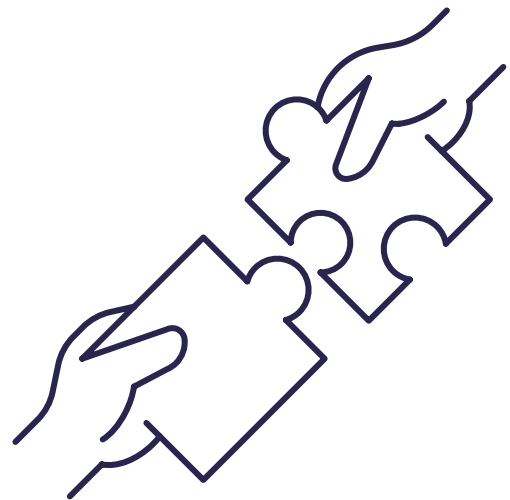
05 Strategic Goal



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 the Member States and associate countries and to third countries in the external dimension of the Common European Asylum System in line with its External Cooperation Strategy¹ and EU priorities.

The EUAA carries out its external action within the framework of the EU's external policy and in coordination with the EU institutions and bodies and Member States. The EUAA will also assist Member States and associate countries 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.



- Identify and sign contribution agreements;
- Coordinate the relevant networks;
- Conduct meetings, workshops and assess systems in place to identify synergies and avoid duplication of efforts;
- Provide practical support to Member States and associate countries in their resettlement efforts in selected third countries, including through the Resettlement Support Facility, possibly to be replicated;
- 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.



06 Strategic Goal

Reputable governance and agile organisation

The Agency will continue to focus on enhancing governance and legal compliance, as well as 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 and invest in 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.

An agile and lean administration will ensure the organisation's readiness to embrace and overcome challenges and

ensure rapid operational responses. 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.



- Ensure the Agency implements its mandate and operates in compliance with the legal and regulatory framework, including through ex ante and ex post verification exercises;
- Purchase fit-for-purpose off-the-shelf solutions and adapt them to the Agency's needs;
- Cooperate with stakeholders within the EU agencies network to identify synergies and relevant tools that could reduce the human intervention in administrative tasks;
- Offer training and capacity building and staff development initiatives to ensure that personnel possess core competencies required to carry out their work;
- 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;
- 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.



Key Success Factors



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- 01 Sufficient resourcing
 - 02 Integration with the policies and plans of other EU institutions
 - 03 Smarter ways of working
 - 04 Use and uptake of the EUAA's products by Member States
 - 05 Promotion of and compliance with fundamental rights
 - 06 Collaboration with stakeholders, including with civil society
 - 07 Synchronisation of the Agency's activities and functions



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