

Single Programming Document

**Multi-annual
Programming
2025-2027**

Work Programme 2025

Revision 1



Single Programming Document of the European Union Agency for Asylum (EUAA)

2025-2027 Multi-annual Programming

2025 Work Programme

Revision 1

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Notes on the 2025–2027 SPD

The 2025–2027 SPD revision 1, including the 2025 work programme and budget, was drafted based on the guidelines issued by the European Commission on 20 April 2020 [C (2020) 2297 final] ⁽¹⁾.

The Agency requested additional posts for tasks stemming from the revised mandate and to address the new cyber security requirements. The Agency is receiving 100 contract agent posts for a period of three years (2025-2027) for Pact implementation.

⁽¹⁾ A template for the SPD is provided in Annex 1 to the [communication from the Commission on the strengthening of the governance of Union bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the single programming document and the consolidated annual activity report \(C\(2020\) 2297\)](#).





List of abbreviations

Term	Definition
AD	Administrator
AST	Assistant
CA	Contract agent
CEAS	Common European Asylum System
COI	Country of origin information
DG NEAR	European Commission's Directorate-General for Neighbourhood and Enlargement Negotiations
EAC	European asylum curriculum
EASO	European Asylum Support Office
ESG	2015 standards and guidelines for quality assurance in the European higher education area
EU	European Union
EUAA	European Union Agency for Asylum
EUAA Regulation	Regulation (EU) 2021/2303 of the European Parliament and of the Council of 15 December 2021 on the European Union Agency for Asylum and repealing Regulation (EU) No 439/2010
Europol	European Union Agency for Law Enforcement Cooperation
EU+ countries	Member States of the European Union and the associate countries (Iceland, Liechtenstein, Norway and Switzerland)
eu-LISA	European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
Frontex	European Border and Coast Guard Agency
ICT	Information and communications technology
IOM	International Organization for Migration
MedCOI	Medical country of origin information
Member States	Member States of the European Union
N/A	Not applicable
NDICI	Neighbourhood, Development and International Cooperation Instrument
No	Number
p.m.	Pro memoria
SNE	Seconded national expert
SPD	Single programming document
TA	Temporary agent
TBD	To be defined
UNHCR	United Nations High Commissioner for Refugees



Foreword

As we embark on the period covered by the 2025-2027 single programming document, it is important to reflect on the transformative year that was 2024. This year marked a significant milestone in the evolution of the Common European Asylum System (CEAS) as the EUAA successfully started preparations for the entry into



application of the legislative instruments forming part of the Pact on Migration and Asylum (the Pact). This demonstrated our Agency's adaptability and commitment to supporting a more efficient and harmonised asylum system across the European Union (EU) and reinforcing our role as a key player in supporting the implementation of the CEAS.

With the Pact's legislative instruments coming into application by mid-2026, our mandate is expanding, requiring us to adapt our resources and capabilities. This has also led to a pressing need for additional human resources, a constraint which underscores the importance of strategic planning and efficient resource allocation. Our planning for 2025-2027 reflects these realities, aiming to enhance the sustainability of our support to Member States and streamline our operations.

Looking ahead to 2025 and beyond, our primary focus will continue to be on supporting national authorities to implement the preparations necessary to ensure they are ready to apply the Pact legislation as of mid-2026. We will also continue to aim for higher levels of convergence in both asylum practices and reception standards. This effort is crucial for ensuring harmonised treatment of asylum seekers across the Union, and with the Pact giving us an opportunity to progress further.

As we prepare to implement the Pact, our role in delivering updated training modules, guides, and standards, and supporting Member States in their preparations for the new legal framework is vital. This ensures that asylum and reception officials are equipped with the knowledge and skills necessary to handle a complex and evolving asylum landscape.

A significant milestone in our 2025 work programme will be piloting the first monitoring exercise as part of the mechanism introduced by the EUAA Regulation. This initiative will enhance transparency and accountability in asylum practices across the EU. As we move forward, we are faced with the challenge of a geopolitical context marked by ongoing conflicts and displacement crises, and by most accounts, the coming years are fraught with uncertainty whether in Ukraine or the Middle East, to name but a few. These and other factors will continue to impact asylum applications in the EU, but the framework of the Pact helps the



Agency to navigate the complexities of a changing asylum landscape and thus more effectively support Member States in need. This gives me confidence in the future of international protection in the EU as we seek to become more effective and resilient as an Agency without losing sight of the need to ensure that applications for international protection are treated equally, fairly, and efficiently.

Nina Gregori
Executive Director
European Union Agency for Asylum





Mission statement

Vision

To build a resilient and future-proof Common European Asylum System (CEAS) 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 EUAA's values outline the guiding principles that govern all its activities.

<i>Support</i>	Provide support for Member States and stakeholders.
<i>Knowledge and know-how</i>	Expertise in the rules and legal obligations which form the CEAS.
<i>Responsiveness and preparedness</i>	Responsive to and prepared for the challenges and changing needs of Member States in properly managing their asylum and reception services.
<i>Responsibility</i>	Responsible towards stakeholders with the end goal to support those in need of protection, in line with the values the EU is founded upon.
<i>Resilience</i>	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.
<i>Efficiency</i>	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 and the CEAS in general.
<i>Evidence-based input</i>	The Agency bases its support on facts and figures, performs research in an independent way using approved methodologies and gains insights from external experts.





Legal mandate and tasks

In January 2022 Regulation (EU) 2021/2303 of the European Parliament and of the Council on the European Union Agency for Asylum ⁽²⁾ (the EUAA Regulation) entered into force, replacing Regulation (EU) 439/2010 ⁽³⁾ and establishing the EUAA as a fully-fledged agency with a broadened and enhanced mandate in the area of asylum.

As a centre of expertise on asylum, the EUAA is to contribute to efficient and uniform application of the Union 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 CEAS.

Objectives of the EUAA ⁽⁴⁾

- strengthen practical cooperation and information exchange among Member States on asylum-related matters;
- promote Union law and operational standards to ensure a high degree of uniformity as regards asylum procedures, reception conditions and the assessment of protection needs across the EU;
- monitor the operational and technical application of Union law and standards as regards asylum;
- provide operational and technical assistance to Member States, in particular where their asylum and reception systems are under disproportionate pressure.

To meet the above listed objectives, Articles 1 and 2 of the EUAA Regulation define the Agency's mandate and tasks. More specifically, Article 2 stipulates that the Agency should, *inter alia*:

- deliver effective operational and technical assistance to Member States, in particular when their asylum and reception systems are subject to disproportionate pressure. This should include assistance with the relocation/transfer of applicants for/or beneficiaries of international protection within the EU, as well as the deployment of asylum support teams and experts from the asylum reserve pool;
- gather and analyse information on the situation of asylum and CEAS implementation;
- provide information on the situation in relevant third countries, including by setting up and coordinating European networks on third-country information;
- develop common analyses and guidance notes on the situation in countries of origin and provide information and analysis on the 'safe country concepts';
- develop operational standards, indicators, guidelines and best practices in regard to the implementation of all instruments of Union law on asylum;

⁽²⁾ [Regulation \(EU\) 2021/2303 of the European Parliament and of the Council on the European Union Agency for Asylum and repealing Regulation \(EU\) No 439/2012, \(OJ L 468, 30.12.2021, p. 1\).](#)

⁽³⁾ [Regulation \(EU\) 439/2010 of the European Parliament and of the Council of 19 May 2010 establishing a European Asylum Support Office, \(OJ L 132, 29.5.2010, p.11\).](#)

⁽⁴⁾ Recital 61, EUAA regulation.





- monitor the operational and technical application of the CEAS to enhance the efficiency of Member States' asylum and reception systems;
- assist Member States as regards training, including through the development of a European asylum curriculum (EAC);
- support Member States in carrying out their tasks and obligations under [Regulation \(EU\) No 604/2013](#) ⁽⁵⁾;
- assist Member States with their actions on resettlement;
- deploy liaison officers to Member States and to third countries.

The [Pact on Migration and Asylum](#) (hereinafter, the Pact) ⁽⁶⁾ brings further responsibilities and involvement for the Agency. The Pact aims to achieve better migration management, more convergence in national asylum and reception practices, and more sustainable and resilient migration and asylum process in the EU in full respect of fundamental rights. All actions under the work programme will respect and be implemented in line with the rights and principles enshrined in the [Charter of Fundamental Rights of the European Union](#).

⁽⁵⁾ Artle 2(1)(j) EUAA regulation.

⁽⁶⁾ [Legislative files in a nutshell - European Commission \(europa.eu\)](#).





Section I. General context

Each year, the Agency plans with a three-year outlook. The single programming document (SPD) provides multi-annual programming and annual planning of activities and resources.

The planning cycle is outlined in:

- Article 32 of the Commission Delegated Regulation (EU) 2019/715 on the framework financial regulation for decentralised agencies ⁽⁷⁾;
- Article 42 of the EUAA Regulation ⁽⁸⁾ and
- Article 32 of the Agency's financial regulation ⁽⁹⁾.

Policy and geopolitical context

On 23 September 2020, the European Commission (the Commission) introduced the [Pact on Migration and Asylum](#) to unlock negotiations on the reform of the CEAS. The legislative instruments ⁽¹⁰⁾ of the Pact, which entered into force in June 2024, are expected to increase the work for the Agency across the board and will substantially affect its operations. The entry into application will take up to two years following the entry into force, so the impact of the new legal framework in 2025 will mostly relate to the Agency's own preparations as well as support to Member States with their preparations.

The Agency's response to events in the external dimension of the CEAS is governed by the revised [external cooperation strategy](#), which is built upon two pillars: third country support ⁽¹¹⁾ and resettlement and humanitarian admission ⁽¹²⁾.

Alignment with the EU's priorities

Consistent with the EU's priorities, the Agency's strategic objectives and work plan commit to strengthening human rights and international law, investing in automation and digitisation and reducing environmental impact. The EUAA reaffirms its commitment to gender equality as set out in the 2020–2025 gender equality strategy, which emphasises that 'particular attention

⁽⁷⁾ [Delegated regulation - 2019/715 - EN - EUR-Lex.](#)

⁽⁸⁾ [Regulation - 2021/2303 - EN - EUR-Lex.](#)

⁽⁹⁾ [MB-Decision-54-EASO-financial-regulation.pdf \(europa.eu\).](#)

⁽¹⁰⁾ Asylum procedure regulation, screening regulation, asylum and migration management regulation, qualification regulation, reception conditions directive (recast), Eurodac regulation (recast), Union resettlement framework regulation, crisis and force majeure regulation.

⁽¹¹⁾ Third country support refers to the assistance provided by the EUAA in the external dimension of the CEAS. It includes providing capacity building and technical advice on asylum and reception to third countries and promoting operational cooperation between EU+ countries and third countries.

⁽¹²⁾ Resettlement and humanitarian admission refer *inter alia* to developing and providing operational support to EU+ countries, including through the resettlement support facility concept, and contributing to and facilitating the common EU agenda on resettlement and humanitarian admission by developing and managing support to EU+ countries and projects on humanitarian admission and private/community sponsorship programmes.





needs to be paid to women and girls in the asylum and migration area' ⁽¹³⁾. The Agency further recognises the importance of incorporating a gender perspective into its activities.

The Agency will adjust to any shift in priorities prior to this SPD coming into effect, in 2025.

Alignment with the United Nations' Sustainable Development Goals

Within the scope of its mandate the Agency is committed to ensuring its alignment with the applicable [Sustainable Development Goals](#) for 2030 and specifically:

Goal 5. Gender equality

by promoting gender-sensitive practices within asylum processes and ensuring that women and girls have equal access to protection and support services.

Goal 10. Reduced inequalities

by ensuring fair and efficient asylum processes, equal access to procedures and non-discrimination.

Goal 16. Peace, justice, and strong institutions

by supporting efficient and transparent asylum systems through capacity building and cooperation.

Goal 17. Partnerships for the goals

through collaboration with other stakeholders including EU Member States, EU institutions and bodies, international organisations, civil society and others, to enhance cooperation, share best practices and promote a coordinated response.

Leveraging technology and advancing elements of sustainability

The Agency plans to demonstrate its commitment to environmental, social and economic sustainability.

Recognising the potential and challenges of generative artificial intelligence and applied machine learning, the Agency will collaborate with key stakeholders, such as the European Union Agency for the Operational Management of Large Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA) and Member States, to explore possible uses of these tools. The aim is to leverage these and other technological innovations without overreliance and to do so within a secure regulatory and physical framework. At the same time, the Agency will remain mindful of ethical and practical challenges such technology brings.

Preparing for and responding to global trends and geopolitical events

The field of asylum is impacted by political and social volatility in countries of origin and transit, as well as by wider geopolitical developments. Armed conflicts, poor governance, deteriorating human rights, instability and social exclusion have the potential to cause large-scale internal displacement or force individuals to seek refuge in other countries. At the end of 2022, the number of forcibly displaced people was at its highest level (over 108 million,

⁽¹³⁾ [Gender equality strategy - European Commission \(europa.eu\)](#)





according to the United Nations High Commissioner for Refugees (UNHCR) ⁽¹⁴⁾, a rising trend that was exacerbated by a range of issues, including Russia's war of aggression against Ukraine and associated economic crises. While the scale of impact on Europe is difficult to predict, there is little doubt that the EU will remain a principal choice of destination for asylum seekers.

Close-to-real-time insights into events, patterns and trends in asylum-related migration can inform Member State responses, while forward-looking, evidence-based analyses can support the Agency's strategic planning. A recent forward looking analysis (2022–2032) ⁽¹⁵⁾ concluded that geopolitical tensions require monitoring and integration into the Agency's preparedness activities, as well as a proactive approach to staff training, strategic planning, network building, and policy adjustments. This has become increasingly important given that the global stage is in flux, with 'various international actors assuming new, often more confrontational, roles' ⁽¹⁶⁾.

Key planning assumptions

The Agency needs to ensure business as usual even as it responds to new operational challenges and adapts to unforeseen events. The 2025–2027 SPD is premised on the following assumptions.

Legal and policy changes

Further to the recent adoption of the Pact's legislative instruments, the Agency will need to expand its core activities and make necessary adjustments to align with the new legal framework. The Agency will need to update and align its tools and guidance throughout 2025 and 2026 as well as provide specialised training and capacity building to ensure Member States' proficiency in the new procedures. It will also need to develop new guides, templates and materials required by the new legislation.

Core activities

It is expected that the demand for the Agency's support will continue to grow, even in the absence of new migration crises, and that the impact of Russia's full-scale invasion of Ukraine will continue to be felt.

Similar level or increase in asylum applications

Based on current trends, it is assumed that the number of asylum applications within the EU will remain high and may increase during the 2025-2027 period.

Role of technology

Technologies such as artificial intelligence are likely to play an increasingly important role in the EUAA's work, including in collecting and analysing data and offering support functions for asylum procedures and reception services. As these technologies are integrated into the Agency's products and services, there may be shifts in the human resource needs, requiring

⁽¹⁴⁾ [UNHCR - Refugee Statistics](#)

⁽¹⁵⁾ The EUAA has developed various scenarios for international protection in the next ten years (2022–2032). Focusing on factors external to the EU, they include the development of key factors such as armed conflicts, climate change, food insecurity, water scarcity and rapidly evolving information ecosystems and digital technologies. See: [The Future of International Protection in the EU+ in the Next 10 Years: Comprehensive Report | European Union Agency for Asylum \(europa.eu\)](#).

⁽¹⁶⁾ [2023 Strategic Foresight Report COM\(2023\)376 final](#).





new skills and different levels of controls. Such technologies could potentially lead to reductions in the time required for certain procedures, more efficiency and faster decision-making processes.

Agency capacity

Additional workload stemming from the Pact as well as from the full roll-out of the monitoring mechanism will be accompanied by additional resources for the Agency.

Monitoring role

After initiation and a pilot exercise in 2025, the monitoring mechanism will be progressively rolled out, substantially increasing the Agency's workload.

Financial resources

The financial resource request for 2025, amounting to EUR 238.3 million, is aligned with the provisions of the new multiannual financial framework and features the additional 75 contract agents allocated to the Agency.

Factors influencing work programme implementation

A number of factors may limit the ability of the Agency to deliver its work programme in full.

New legal framework

The Pact's introduction of new tasks for the EUAA and the expansion of existing ones requires the Agency to adapt its practical guides and tools, its training modules and other relevant materials. For example, the EUAA might support Member States' increased application of border procedures or a growing number of relocations provided for respectively by the [asylum procedure regulation](#) and the [asylum and migration management regulation](#). The replacement of the Dublin III regulation ⁽¹⁷⁾ by the latter will activate the second phase of the EUAA monitoring mechanism, which involves the issuing of recommendations to Member States and follow up actions. While resources for the monitoring function were included in the 2021–2027 multi-annual financial framework, the actual implementation of this new function requires reprioritisation and internal redistribution.

Should policy changes with a significant impact on the EUAA not be accompanied by adequate and timely additional human resources, the EUAA's work programme as well as its contribution to the CEAS in general would be significantly affected and necessitate *inter alia* a review and prioritisation of its activities.

Evolving political landscape

The changing political environment and public opinion within the EU and its Member States could result in modifications to legislation or policies that affect the Agency's mandate or operational capacity. In July 2024, a newly elected European Parliament confirmed Ursula von

⁽¹⁷⁾ [Regulation \(EU\) No 604/2013 of the European Parliament and of the Council of 26 June 2013 establishing the criteria and mechanisms for determining the Member State responsible for examining an application for international protection lodged in one of the Member States by a third-country national or a stateless person \(recast\).](#)





der Leyen as President of the Commission for a second term. At the time of writing this document, the full college of Commissioners is not known yet. The Commission will certainly have a new composition and possibly new priorities. The changes may affect where international protection is placed on the EU agenda.

Asylum trends

Asylum-related migration is affected by context-dependent drivers that interact with each other in complex and often unexpected manners. As a result, the Agency must be able to support Member States and third countries experiencing a high number of applicants for international protection and/or maintain its presence in countries under disproportionate pressure, anticipating likely increases in the years to come, also beyond the duration of current operational plans.

The temporary protection directive ⁽¹⁸⁾, activated in March 2022, will be extended until 4 March 2026 ⁽¹⁹⁾ in accordance with Article 4(2) of the directive, which allows for an extension of the temporary protection beyond three years on a yearly basis. This notwithstanding, there might be the need to ensure longer-term protection to the Ukrainians currently benefitting from temporary protection. In this case depending on the solutions adopted at the EU level and by Member States, the Agency would need to closely coordinate with Member States and EU bodies the appropriate response and contingency plans.

⁽¹⁸⁾ For detail on Council Directive 2001/55/EC of 20 July 2001, see [Temporary protection \(europa.eu\)](#).

⁽¹⁹⁾ [Ukrainian refugees: EU member states welcome the proposal to extend temporary protection - Consilium \(europa.eu\)](#).



Responses/mitigation

For timely and effective response to the above factors, the Agency will:

- adjust its resources and staffing to the extent possible to ensure it meets new challenges and the needs of Member States subject to disproportionate pressure;
- continue discussions with the Commission and the budgetary authority on financial and human resources;
- maintain and consolidate the crisis and first response mechanism to rapidly address future emergency needs;
- draw lessons, *inter alia*, from the management of the complex emergency provoked by Russia's full-scale invasion of Ukraine, which could improve preparedness for future crisis situations;
- monitor implementation of its activities, making necessary adjustments and investing in innovative strategies to ensure uninterrupted delivery of support, as needed;
- continue to identify options for funding scenarios requiring rapid operational intervention or major unforeseen operational expenditure, such as earmarking emergency reserve funds within the Agency's budget;
- improve and consolidate its internal capacity to make use of complementary resources, including through grants where feasible and necessary, in coordination with the Commission, and the use of contingency funding;
- continually improve its deployment mechanisms;
- continue to secure maximum nominations possible for the deployment of experts, including through the asylum reserve pool, as relevant;
- maintain and improve efficiency through longer-term deployments whenever possible, enhanced preparedness and contingency planning and new working tools and methods;
- make use of its data and analytical capacity to forecast scenarios and enable anticipatory actions; and
- prioritise the preparations for the implementation of the Pact, ensuring that EUAA networks, activities and products are aligned to effectively support this aim.



Section II. 2025–2027 multi-annual planning

This programming document constitutes the framework financing decision for the implementation of planned activities. In the meaning of Article 72(3)(b) of [the Agency's Financial Regulation](#), the global budgetary envelope reserved for operational procurements corresponds to the maximum value of Title 3 of the Agency's budget, as per Annex III of this SPD.

1. Multi-annual work programme

The multi-annual work programme provides an overview of the Agency's strategic objectives in its four main activity areas: operational support, training and professional development, asylum knowledge and horizontal activities.

1.1 Operational support

The Agency is mandated to provide operational and technical assistance to Member States in implementing their obligations under the CEAS, in particular where their asylum and reception systems are subject to disproportionate pressure.

The Agency will ensure effective and rapid operational responses through the implementation of interventions set out in the [EUAA's asylum and reception operational response catalogue](#), focusing on emergency needs and building capacity for sustainability based on EU standards.

The Agency will continue supporting Member States based on agreed operational plans and specific project plans. Support will be prioritised based on reliable needs assessments that consider increased pressure on asylum and reception systems and available resources. Operational interventions will include exit strategies that allow to phase out where pressure has decreased, while ensuring sustainability, complementarity and avoiding duplication of funding.

The provision of operational and technical assistance will contribute to the achievement of the wider objectives of the EU migration and asylum policy, which include: supporting national authorities in achieving higher levels of convergence in both asylum decision practices and reception standards, ensuring compliance with fundamental rights obligations, and in particular the principle of non-refoulement, and supporting the operationalisation of a comprehensive European approach to migration combining elements of efficiency, solidarity and responsibility, while maintaining a high level of procedural guarantees. With the adoption of the legislative proposals of the Pact, the Agency's operational footprint can be expected to increase significantly.

The EUAA will further enhance its operational framework, including through the constant review and update of its working methodologies and of the tools and procedures that enable flexible and effective deployment management. This includes developing, maintaining and improving the results-based project management methodology for planning, design and delivery of operational and technical assistance; preparing, reviewing and consolidating



operational working methodologies, quality templates, tools, good practices and procedures; strengthening the framework and tools for flexible and effective deployment management.

The Agency will also support EU+ countries in the implementation of resettlement and humanitarian admission programmes. This includes managing the resettlement and humanitarian admission network, providing operational support, capacity development and cooperation activities in the field of resettlement, humanitarian admission, complementary pathways to international protection and community sponsorship programmes. The EUAA may also support the referral process of humanitarian admission cases in line with the Pact.

Multi-annual strategic objective: MA01		
Description of objective	To provide operational and technical assistance to Member States and implement resettlement and humanitarian admission programmes.	
Expected results	<ul style="list-style-type: none"> • Operations are delivered effectively and contribute to improved capability of Member States to respond to pressure on their asylum and reception systems and implement their obligations under the CEAS. • An operational framework supporting the provision of operational and technical assistance is maintained and enhanced. • Targeted support is provided to EU+ countries in the implementation of European and national resettlement schemes and in the area of humanitarian admission and complementary pathways to international protection. 	
Performance indicators	Data sources	Targets
Percentage of operational plans and specific project plans agreed and/or under implementation following approved requests from Member States.	Internal records on annual planning, signed operational plans.	100 % on an annual basis.
Number of Member States participating in cooperation activities and benefitting from operational support in resettlement and humanitarian admission on an annual basis.	Progress reports.	12 Member States.

1.2 Training and professional development

The Agency is mandated to establish, develop and review training for members of its own staff and members of the staff of relevant national administrations, courts and tribunals, and of national authorities responsible for asylum and reception ⁽²⁰⁾.

⁽²⁰⁾ Article 8(1) of the [EUAA Regulation](#).



The Agency will consult national administrations to analyse training needs, develop and implement training activities (thematic, horizontal or *ad hoc*), and promote practical cooperation among EU+ countries. It will enhance the capacity of trainers through its trainers' courses and to further expand the pool of national trainers to reinforce the train the trainer methodology ⁽²¹⁾. The Agency will continue to identify the needs and implement training plans as part of operational plans agreed with Member States, targeting members of asylum support teams and national officials. It will also expand the trainers' pools, thus ensuring sustainability of the training intervention.

Capacity building in third countries will promote the external dimension of the CEAS, in line with the Agency's [external cooperation strategy](#), in view of achieving a common understanding of EU standards in the field of international protection.

To assess training needs and develop and review training material, the Agency collaborates with Member States, external experts, the Fundamental Rights Officer, the Consultative Forum, the UNHCR, EU justice and home affairs agencies, academic institutions and relevant networks and organisations. In line with its [training and learning strategy](#), it relies on the support of the training quality assurance advisory group, training national contact points, the certification and accreditation working group and Member States' working groups to develop and ensure the use of learning materials in EU+ countries.

The Agency faces the important task of aligning the various modules of the EAC with the Pact's legislative instruments. It will also have an important role in delivering updated training to practitioners. Therefore, the Agency works on the design, development and delivery of the updated EAC. This is implemented based on a phased approach taking into consideration prioritisation of the most urgent training needs of the Member States' national authorities.

The Agency will continuously enhance the quality of its training by improving the EAC as the main vehicle for supporting the development of knowledge, skills, responsibility and autonomy of asylum and reception officials, in line with the European sectoral qualifications framework. The Agency's training will maintain a focus on the learners, on what they should know and be able to do at the end of a learning activity and on how the acquired knowledge can be demonstrated, including through assessments. To enable learners to obtain accredited credentials, the Agency will offer formal assessment opportunities.

Compliance with the [2015 standards and guidelines for quality assurance in the European higher education area](#) (ESG) will continue via the training quality assurance framework. Continuous quality enhancement and ESG compliance review, confirmed by an external quality assurance procedure, will ensure that the EUAA Academy retains its status as a recognised further and higher education provider. The Academy is entitled to award partial and full qualifications, providing its learners with the added value of learning opportunities resulting in full or partial credentials. Such credentials are fully recognised in education and training systems in the EU and beyond.

Through innovative technologies and methods, the Agency will support end users of its learning technologies and improve their training and learning experience. It will upgrade its

⁽²¹⁾ The EUAA applies a train-the-trainer methodology to training delivery, thereby ensuring a multiplier effect. This approach maximises the reach of its training while ensuring that it is adapted to the distinct organisational environments and structures of national administrations. See [Executive Director Decision 059/2022 on the training quality assurance framework \(corrected on 22NOV2022\)](#) (europa.eu).



learning technologies ecosystem to ensure a consistent end-user experience across platforms and tools throughout the training cycle. It will also provide guidance, know-how and support to its stakeholders concerning the adoption of digital applications to support training and learning.

Multi-annual strategic objective: MA02		
Description of objective	To enhance knowledge, skills, responsibility and autonomy of asylum and reception officials, including those in Member States subject to disproportionate pressure, taking into consideration the legislative developments stemming from the Pact.	
Expected results	<ul style="list-style-type: none"> • Strengthened common knowledge, skills, responsibility and autonomy of asylum and reception officials across all Member States, based on the assessed training needs as well as in view of the entry into application of the Pact. • Targeted training and professional development activities conducted for Member States having an operational plan signed with the EUAA, including training for members of the asylum support teams. • Training and professional development activities targeting specific needs of asylum and reception national authorities delivered on <i>ad hoc</i> basis when requested. • Enhanced convergence of the CEAS through common European accredited learning for asylum and reception practitioners. • Contribute to capacity building activities implemented in third countries in the framework of the external cooperation strategy. 	
Performance indicators	Data sources	Targets
Modules forming part of the EAC implemented in national administrations.	e-Learning management system.	70 % of EU+ countries use at least one EAC module in training of national officials.
Percentage of asylum and reception officials who demonstrate strengthened knowledge after the training.	e-Learning management system.	80 %.
Satisfaction rate of participants.	e-Learning management system.	80 %.

1.3 Asylum knowledge

The Agency is mandated to foster convergence and uphold high protection standards. To this end it collects, analyses and disseminates information among key stakeholders to serve as the EU point of reference and enhances practical cooperation with and between Member States. Work in this area includes research related to country of origin information (COI) and medical country of origin information (MedCOI), common analysis and country guidance, as well as analysis of trends in migration patterns and the functioning of national asylum systems.



The Agency monitors and evaluates relevance and user satisfaction across its knowledge products. It will adapt format and delivery of information to intended target users and facilitate public access where appropriate.

The EUAA actively involves Member States in the development of common analyses and country guidance notes on specific countries of origin to help assess applications for international protection, taking into account the needs of Member States and ensuring Member State ownership of these products. It will report on an annual basis on the state of convergence of asylum decision-making practices and the differences in protection rates between Member States. Additionally, upon request the Agency will support the Commission with information and analysis relevant for the designation of safe countries at EU level.

COI research will focus on generating reliable and impartial information for the purposes of international protection and the application of safe country concepts. The Agency will facilitate information exchange through specialist country networks and the organisation of COI events, while continuing to produce reports, maintaining a COI query system and managing a COI helpdesk for Member States with whom operational plans have been agreed. Similarly, information on the availability and accessibility of medical interventions in countries of origin (MedCOI) will be provided via a portal and *ad hoc* country reports.

Situational awareness seeks to provide a comprehensive and up-to-date picture of the situation of asylum in the EU, including information and analysis on asylum trends, but also on asylum procedures and practices in EU+ countries, and deliver tailored analyses based on specific needs. The situational awareness developed by the EUAA will also support the implementation of a long-term European asylum and migration management strategy and its annual migration management cycle.

The EUAA will continue to gather, analyse and exchange qualitative information on national asylum and reception systems, produce thematic reports and *ad hoc* situational updates as required and optimise its information platforms: information and documentation system, case law database and query portal. To foster the Member States' early warning and preparedness capabilities the Agency will collect and manage standardised data, develop forward-looking analyses and gather insights on asylum-related migration, as well as communicate strategic analyses of the asylum situation to a broad range of external stakeholders.

With the adoption of the [asylum and migration management regulation](#), the Blueprint Network was further strengthened. To provide timely and accurate situational awareness to policy and decision makers in situations of crisis or increased migratory pressure, the EUAA will be an active part of the Blueprint Network. The EUAA will substantially contribute to the Situational Awareness, Early Warning and Forecasting Capacity Development Project, coordinated by the Commission's Directorate-General for Migration and Home Affairs, that will cover all relevant aspects of migration management. The EUAA will cooperate with the Justice and Home Affairs Agencies' Network. Based on a new working arrangement, the cooperation with Frontex will be further intensified and will encompass a comprehensive approach to crisis management and crisis response. As required by the EUAA Regulation, the Agency will produce a comprehensive, balanced and objective annual report on the situation of asylum in the EU, accompanied by additional outputs.

The Agency will manage its situational awareness collaboration with EU+ countries through the early warning and preparedness system statistics, related analysis and research networks



and the EUAA's Information and Documentation System Advisory Group. Their goal is to consolidate, extend and diversify the situational awareness portfolio and improve the user experience.

To support Member States with the preparations for fully implementing the Pact from 2026 onwards, the Agency will continue to support the quality, fairness and efficiency of asylum procedures and reception systems across the EU by amending, updating or newly developing a wide range of Pact-related guidance and tools, such as templates, standards and indicators, practical guides, information provision documents, judicial publications, studies, reports and other tools with contributions from experts and civil society organisations. It will assist EU+ countries in applying these resources and promote innovative information and communications technology (ICT) solutions for asylum and reception systems. Moreover, it will continue supporting determining authorities and courts and tribunals to achieve convergence in decision-making. The impact of the Agency's work will be evaluated by analysing references to their tools in case-law.

Member States will also receive support in implementing the CEAS, and in particular the new provisions stemming from the Pact, through thematic networks on asylum processes, Dublin procedure, courts and tribunals, vulnerability and reception. These networks, which will focus on practical implementation and work in complementarity with the Commission's Contact Committees, are the main source for the development of operational standards, indicators, guidelines and best practices, and will promote good practices through meetings, webinars and conferences.

The EUAA will monitor the operational and technical application of the CEAS. It will proactively identify shortcomings in national asylum and reception systems and will recommend possible solutions according to the monitoring methodology and programme⁽²²⁾ adopted by the Management Board in 2024. Each Member State will be monitored at least once every five years.

Multi-annual strategic objective: MA03	
Description of objective	To become the EU point of reference on asylum knowledge that serves as a catalyst for convergence based on high standards of quality and efficiency in asylum and reception.
Expected results	<ul style="list-style-type: none">• EU+ countries' needs in terms of relevance, reliability and timeliness of COI, MedCOI and country guidance products are effectively met.• Systematic use of COI, MedCOI and country guidance products in EU+ countries, including information and analysis on safe country concepts.• Comprehensive and timely information and analysis are made available on CEAS/Pact implementation, asylum situation and operational support provided by the EUAA.

⁽²²⁾ [Management Board Decision No 161/2024 on the Monitoring methodology \(europa.eu\)](#)
[Management Board Decision No 165/2024 on the multiannual programme for the period 2026-2030 and the preceding pilot phase for monitoring the operational and technical application of the Common European Asylum System \(europa.eu\)](#)



	<ul style="list-style-type: none"> • Sound practical cooperation between asylum and reception stakeholders through gathering, analysing and exchanging information on the implementation of the CEAS and the Pact. • Increased use of operational standards, indicators, guidelines and best practices by Member States. • Increased understanding and analysis by the EUAA of the use of its publications and reference documents in case law. • Active participation in the Blueprint Network and in the Situational Awareness, Early Warning and Forecasting Capacity Development Project. Cooperation with the Justice and Home Affairs Agencies' Network, close cooperation with Frontex, including crisis management and crisis response. 	
Performance indicators	Data sources	Targets
Rate of satisfaction with surveyed asylum knowledge deliverables.	Satisfaction surveys; participant lists.	80 % overall satisfaction achieved ⁽²³⁾ .
Multi-annual strategic objective: MA04		
Description of objective	To monitor the operational and technical application of the CEAS in order to prevent or identify shortcomings in the Member States' asylum and reception systems and assess their preparedness and capacity to manage situations of disproportionate pressure.	
Expected results	<ul style="list-style-type: none"> • Monitoring exercise implemented in line with the adopted multiannual monitoring programme • Findings of the monitoring exercise shared with the Member States concerned for comments. • Recommendations outlining measures to be taken by the Member State concerned adopted by the Management Board from 2026 onwards. 	
Performance indicators	Data sources	Targets
Number of CEAS monitoring exercises conducted, including the sharing of findings with the respective Member State for comments and – when applicable – the drafting of recommendations.	Monitoring reports.	<p>Monitoring exercises to be implemented in line with the adopted multiannual monitoring programme.</p> <ul style="list-style-type: none"> • 2025: 2 pilot monitoring exercises. • 2026: 3 monitoring exercises. • 2027: 5 monitoring exercises.

⁽²³⁾ In case of closed surveys of a determined number of respondents, only those surveys that generated a response rate of 51 % or more should be considered. In case of open/public surveys with an indefinite number of respondents, no such limitation will be considered.



1.4 Horizontal activities

Horizontal activities drive organisational change from efficiency to sustainability. The Agency will ensure full respect of fundamental rights throughout all its activities and compliance with all legal, administrative and policy obligations, strengthen relations with stakeholders and enhance its support to third countries in cooperation with Member States. It will work to further digitalise and automate its activities and explore safe application of technological developments to the CEAS. Sustainability encompasses not only meeting environmental obligations but also addressing broader aspects such as considerations of governance, and human capital management including staff engagement, treatment of employees, diversity and inclusion.

Organisational management and sustainability

The Agency will explore how to further integrate all three categories of sustainability (environmental, social and governance) and will work on a sustainability reporting framework ⁽²⁴⁾. It will focus on resilience, environmental sustainability and strategic growth initiatives.

A motivated and engaged work force is key to resilience. It will therefore remain a strategic priority which the Agency will monitor regularly, including via staff engagement surveys. The Agency will strive to improve allocation of its human resources and to continuously optimise the ratio between its operational and non-operational personnel.

To maintain stakeholders' trust and reliance on its digital content and platforms, the Agency will ensure resilience to cyberattacks. The Agency will implement [Regulation \(EU, Euratom\) 2023/2841](#) on cybersecurity by January 2026, in line with the schedule provided in the regulation and thereafter maintained.

In line with the goals of the European Green Deal, the broader transition to an environmentally conscious organisation will be fostered. The Agency has committed to the EU Agencies Network's charter on the reduction of greenhouse gas emissions and responsible environmental management and will work towards fulfilling the actions therein. The Agency will continue to integrate environmental sustainability in procurements where this is relevant.

The Agency will continue improving its governance systems – including through a portfolio of programmes and projects essential to the achievement of its strategic priorities. Other governance indicators are monitored and regularly reported to the Management Board.

⁽²⁴⁾ Sustainability reporting is the disclosure and communication of environmental, social and economic or governance-relevant aspects, by following a chosen sustainability reporting standard. Sustainability reporting is both a management and an accountability tool. It involves reporting on how the organisation considers sustainability issues in its operations, and on its environmental, social and economic impacts.



Multi-annual strategic objective: MA05		
Description of objective	To foster sustainability and resilience throughout the Agency's activities, processes and personnel	
Expected results	<ul style="list-style-type: none"> The Agency's environmental performance is gradually improved. Staff engagement is maintained or improved. The Agency's digital content is increasingly resilient to cyberattacks. 	
Performance indicators	Data sources	Targets
Overall engagement rate.	Staff engagement survey 2025 and 2027.	> 65 %.
Number of major cybersecurity incidents putting in peril the operation of the Agency.	ICT Security Team monitoring.	No incidents.

Fundamental rights

Ensuring the respect of the fundamental rights of persons seeking international protection is a cross-cutting issue that concerns all of the EUAA's activities.

By implementing the fundamental rights strategy, the EUAA will ensure that:

- operational and technical assistance is conceived and implemented in a manner that fully respects fundamental rights – with a complaints mechanism in place allowing for the follow up on any concerns regarding the conduct of members of the Agency's asylum support teams;
- the EAC reflects international and Union standards on fundamental rights;
- the EUAA's monitoring mechanism assesses respect of fundamental rights by individual Member States in the operational and technical application of the CEAS;
- fundamental rights are promoted by the EUAA's standards and guidelines; and
- fundamental rights are promoted through cooperation with stakeholders.

By the end of 2027, the Agency intends to have implemented 80 % of the strategy. Progress will be monitored via an implementation plan, complete with indicators and targets. The Fundamental Rights Officer will regularly report to the Management Board, flag issues in a timely manner and propose corrective measures.

The Fundamental Rights Officer will be consulted on operational plans with individual Member States, in providing observations on the evaluation of such assistance, in developing pre-deployment training for members of asylum support teams and in reviewing the EAC.

Other tasks include the implementation of the complaints mechanism, reviewing the admissibility of individual complaints received through it and following up on their resolution with the EUAA or the responsible Member State.



Multi-annual strategic objective: MA06		
Description of objective	To ensure full respect of fundamental rights across all of the Agency's activities and mandated tasks.	
Expected results	<ul style="list-style-type: none"> Protection of fundamental rights is promoted and reinforced. 	
Performance indicators	Data sources	Targets
Fundamental rights strategy implementation.	Fundamental rights strategy implementation plan.	80 % of the fundamental rights strategy implementation plan implemented by the end of 2027.

European and international cooperation

Engagement with stakeholders is critical, as it ensures coordination, consistency and complementarity, while preventing duplications. The Agency aims to maintain and nurture its relationships with stakeholders, including:

- the Commission, the Council, the European Parliament, the European External Action Service, EU agencies, Member States, Schengen associated countries, civil society organisations, international organisations and partner countries; and
- platforms such as the EU Agencies Network and the Justice and Home Affairs Agencies' Network, through existing or new working arrangements.

The EUAA mandate presents new opportunities for the Agency to foster relationships with stakeholders, including through the deployment of liaison officers in Member States and the possibility to deploy liaison officers in third countries. Such liaison officers would in particular facilitate contacts and relations between the Agency and the Member State or third country concerned, while carrying out their tasks in accordance with Articles 7 and 36 of the EUAA Regulation respectively.

The EUAA is also working with third countries, supporting the external dimension of the CEAS within the framework of the EU external relations policy and in line with the [external cooperation strategy](#).

Multi-annual strategic objective: MA07	
Description of objective	To strengthen collaboration with the Agency's stakeholders and with partner third countries.
Expected results	<ul style="list-style-type: none"> Greater consistency and complementarity between the activities of the Agency and those of its stakeholders is ensured, including via awareness raising. Close dialogue and information exchange is maintained with civil society organisations enabling the latter to contribute to the Agency's activities according to their expertise and to provide advice on asylum-related matters.



	<ul style="list-style-type: none"> Further development of the asylum and reception systems of partner countries, bringing them closer to EU standards and practices. 	
Performance indicators	Data sources	Targets
Number of cooperation frameworks (working arrangements, exchange of letters, roadmaps for cooperation etc.) agreed with relevant stakeholders.	Roadmaps, working arrangements, projects.	24 cooperation frameworks/projects.
Satisfaction of Consultative Forum members and the Agency with dialogue and information exchange via the forum.	Feedback survey with the Consultative Forum and the Agency.	70 %.

2. Human and financial resources – outlook for 2025–2027

2.1. Overview of the past and current situation

Evolution of staff population

The number of authorised posts (excluding short-term contract agent posts) increased by 10 contract agent posts from 505 in 2023 to 515 in 2024. In 2025 this will be topped up by another 75 contract agents.

To support the operational tasks related to the impact of Russia’s full-scale invasion of Ukraine, in 2022 the Agency was allocated 90 short-term contract agent posts over a two-year period with the possibility for extension for another period of two years. Despite continued capacity needs, the Agency is requested to phase out these posts by the end of 2026 (2024: 60, 2025: 40, 2026: 0).



Table 1. Evolution of authorised posts

Staff	2022	2023	2024
Temporary agents (TA) – posts	371	371	371
Contract agents ⁽²⁵⁾ (CA) – full time equivalent (FTE)	123	123	133
Seconded national experts (SNE) – FTE	11	11	11
Total	505	505	515
Growth compared to previous year	+ 0	+ 0	+ 10
Growth compared to previous year (%)	0 %	0 %	+ 1.98 %

Despite recruitment efforts, the Agency continues to experience a shortage in human resources, with an occupancy rate of 87.92 % at the end of 2023 compared to 89.31 % at the end of 2022. This highlights the need for continued efforts in recruiting and retaining qualified personnel.

Table 2. Evolution of occupied posts

Staff	Occupied posts 2021	Occupied posts 2022	Occupied posts 2023
Temporary agents (TA)	338	333	331
Contract agents ⁽²⁶⁾ (CA)	104	108	107
Seconded national experts (SNE)	6	10	6
Total	448	451	444
Growth compared to previous year	+ 29	+ 3	- 7
Growth compared to previous year (%)	+ 6.92 %	+ 0.67 %	- 1.55 %

Further details are provided in annexes IV and V.

Evolution of revenue in 2023

The Agency's 2023 budget amounted to EUR 180.14 million. In addition to the EU subsidy, the Agency received:

- contributions from the Schengen associated countries amounting to EUR 10,888,386;

⁽²⁵⁾ The figure excludes 90 short-term contract agent posts allocated in 2022 for a period of two years with the possibility for a further extension of two years, to support operations in relation to Ukraine and 17 project-funded contract agent posts (Title 4) allocated to support the Pre-Accession Assistance and the Regional Development and Protection Programme for North Africa.

⁽²⁶⁾ The figure excludes short-term contract agents supporting the Agency in response to Russia's war of aggression against Ukraine and project-funded (Title 4) contract agents supporting Pre-Accession Assistance and the Regional Development and Protection Programme for North Africa.



- the second instalment of the contribution agreement with the Commission's Directorate-General for European Neighbourhood and Enlargement Negotiations (DG NEAR) amounting to EUR 1,036,879 for EU regional support to protection-sensitive migration management systems in the Western Balkans (phase III of the Instrument for Pre-accession Assistance);
- the first instalment of the contribution agreement with DG NEAR amounting to EUR 1 015,622 under the Neighbourhood, Development and International Cooperation Instrument (NDICI).

Table 3. Composition of revenue in 2023

Budget Item	Description	Voted budget (€)	Revenue received/returned during 2023 (€)	Final budget (€)
2000	EU Contribution (Commission subsidy – Titles 1, 2 and 3)	180,135,127	- 10,000,000	170,135,127
3000	Associated countries contributions	p.m.	10,888,386	10,888,386
4000	Other contributions	p.m.	2,052,501	2,052,501
5000	Administrative operations and miscellaneous income	p.m.	291,209	291,209
	Total revenue	180,135,127	3,232,096	183,367,223

Evolution of revenue in 2024

The 2024 budget was increased by EUR 1 million by the budgetary authority on 22 November 2023 to reach EUR 181.7 million. During the Management Board meeting on 24-25 September 2024, a budget amendment was adopted reducing commitment appropriations by EUR 17 million (9.4 %) to a total of EUR 164,677,829 and payment appropriations by EUR 10 million (5.5 %) to a total of EUR 171,677,829.

Moreover, the Agency included in the 2024 budget the contributions from the Schengen associated countries amounting to EUR 9,766,010.



Table 4. Composition of revenue in 2024

Budget item	Description	Adopted budget (€)
2000	EU contribution (Commission subsidy - Titles 1, 2 and 3)	171,677,829
3000	Associated countries contributions	9,766,010
4000	Other contributions	p.m.
5000	Administrative operations and miscellaneous income	p.m.
	Total revenue	181,443,839

Evolution of expenditure in 2023 and 2024

Compared to 2023, in 2024 the commitment appropriations decreased by EUR 2.5 million and payment appropriations decreased by EUR 0.5 million ⁽²⁷⁾. In 2023, the execution of the EU subsidy reached 97 % in commitment appropriations and 93 % in payment appropriations.

2.2. Outlook for 2025–2027

Over the coming years, the Agency will continue to consolidate its role as a centre of expertise in the field of asylum and reception. The delivery of prompt and effective operational and technical assistance, especially in the face of emerging crises, will remain central to ensuring its continued contribution to a functional and effective CEAS.

The legislative proposals of the Pact, adopted in June 2024, add more tasks for the Agency across the board and are expected to substantially affect its operations. Even with an improved division of work among existing personnel, additional human resources are necessary to accomplish the mandated tasks.

The Agency will receive an additional 100 contract agents over a period of three years (2025: 75, 2026: 13, 2027: 12).²⁸

New tasks

A number of projects to phase in the new tasks and requirements of the EUAA Regulation are established, with project activities extending into 2025 to ensure full compliance with the requirements of the regulation. While most transition programme activities and projects should be completed by 2026, some residual activities may continue as part of the ongoing EUAA transition programme.

⁽²⁷⁾ The difference concerns the budget amendment for the 2023 budget adopted by the Management Board in September 2023. Concerning the initial 2023 budget, the difference would be EUR 0.54 million for both commitment and payment appropriations.

⁽²⁸⁾ The Agency requested additional posts for tasks stemming from the revised mandate and to address the new cyber security requirements. The Agency is receiving 100 contract agent posts for a period of three years (2025-2027) for Pact implementation.



The possible deployment of liaison officers to third countries, depending on the human resources available and in line with the provisions of the EUAA Regulation, would facilitate communication and information flows and foster the development of coordination mechanisms with the competent authorities and other key actors on the ground.

Additionally, the Agency is addressing the requirements stemming from the Pact through the Pact programme.

Growth of existing tasks

Adapting to the Pact will necessitate an increase in human resources to effectively meet the new demands.

The effort in developing country guidance is envisaged to grow. Specifically, with a view to reaching true convergence in the assessment of international protection applications, the EUAA will seek to continuously expand the geographical scope of country guidance by covering at least one new country per year, in addition to updating existing country guidance. The Agency will also seek to ensure participation of all Member States in country guidance activities and maximise the use and impact of its guidance notes. Such efforts could take the form of country guidance workshops and events, training activities as well as operational support. The growth of country guidance will require a commensurate increase of resources, including for the purpose of producing COI reports as the backbone of any country guidance.

In the last years, the EUAA's operational support has continued operating on a large scale. As many as 13 Member States benefitted from operational and technical assistance in 2023, with over 1 400 personnel (the Agency's own staff, experts from Member States, remunerated external experts, temporary agency workers and interpreters) deployed across the Agency's operations. The EUAA is dedicated to continuing its emphasis on implementing exit strategies in existing operations where feasible and optimising its existing resources while exploring innovative options to ensure an uninterrupted delivery of support.

Training on asylum and reception is likewise envisaged to expand in scope. The additional tasks related to the promotion of fundamental rights as well as monitoring will also have an indirect impact on training development and implementation. Following the adoption of the Pact, the entire EAC will have to be adapted and updated. New tasks and processes brought on by the Pact may result in additional training needs from Member States and asylum support teams, which have to be addressed and streamlined in the EAC.

Regardless of policy changes, the scope for training is likely to continue to grow – including context and country-specific training and content module assessments.

Promoting fundamental rights in the application and implementation of the Union law on asylum requires efforts across the board. Under the guidance of the Fundamental Rights Officer, the Agency is reassessing application and promotion of fundamental rights across its activities – from operational and technical assistance to provision of guidance and capacity building.

In accordance with Article 7 of the EUAA Regulation, liaison officers deployed to Member States will *inter alia* support stakeholder coordination, the Agency's monitoring role, and may assist in contingency plans in case of a disproportionate pressure on the host Member State's





asylum system. In accordance with Management Board Decision No 139 of 26 June 2023, eight liaison officers should be deployed to cover the Member States.

In the external dimension the EUAA will prioritise supporting candidate and potential candidate countries. In June 2022, the Council granted candidate status to Ukraine and Moldova and potential candidate status to Georgia. In line with the applicable procedures described in the [external cooperation strategy](#), and depending on available resources, the EUAA might develop new bilateral cooperation frameworks with these countries. Similarly, the ongoing regional pilot project in North Africa and Niger might also stimulate the development of new bilateral cooperation frameworks with North African partner countries.

The monitoring role has significant workload implications. The new Monitoring Unit is being staffed to manage and support – in terms of methodology, planning, logistics and administration – the deployment of on average five monitoring teams, composed of Agency staff, Commission staff, the UNHCR as observers, and Member State experts, as needed. Besides the Monitoring Unit, which is being largely staffed by reallocating posts from existing Agency activities, other units will also contribute with content expertise. If properly resourced, this new task will drastically increase the Agency’s ability to support the implementation of the CEAS, by proactively identifying and addressing shortcomings in national asylum and reception systems, identifying needs and recommending possible solutions.

2.3. Resource programming for 2025–2027

Financial resources

The contribution from the general budget of the EU will continue to represent by far the largest share of the Agency’s budget in 2025-2027. The EU subsidy will be complemented by the associated countries’ contributions. The Agency may also manage resources stemming from:

- contribution agreements signed with other entities (such as the Commission, to continue existing projects or start new ones); and
- voluntary contributions from Member States.

The evolution of the EU subsidy for 2025-2027 shows a substantial increase compared to 2024 and is aligned with the revised multiannual financial framework.

On 27 November 2024, the budgetary authority increased the EUAA budget for 2025 by EUR 1 425 925. As a result, the 2025 annual budget amounts to EUR 239 737 310.



**Table 5. Expenditure evolution (EU subsidy)**

Title	Expenditure type	2025 (€)	2026 (€)	2027 (€)
1	Staff expenditure	63,422,672	65,528,000	69,561,000
2	Infrastructure and operating expenditure	22,083,993	25,615,000	25,510,000
3	Operational expenditure	154,230,645	161, 874,613	171,726,966
Total expected expenditure		239,737,310	253,017,613	266,797,966
Total expenditure as per multi-annual financial framework		239,737,310⁽²⁹⁾	253,017,613⁽³⁰⁾	266,797,966⁽³¹⁾

The increases in Title 1 and Title 2 reflect the costs of additional posts and the increased costs for salaries including inflation and the related increase in infrastructure (including office space, equipment, meeting rooms, etc.) to ensure the smooth management of the complex multi-location configuration.

Title 3 indicates an increase of operational needs in the coming years.

As operational expenditure is dependent on requests for support from Member States, it is characterised by a certain degree of volatility. Schengen associated countries' contributions serve as contingency funding to cover unforeseen events and requests for support to Member States.

Annexes II and III provide more details on revenue and expenditure.

Human resources

From 2025 to 2027, the number of allocated posts at the EUAA will increase by 100 contract agents ⁽³²⁾. Short-term operational contract agents, allocated in 2022 as a temporary measure in response to the military aggression against Ukraine, are being gradually phased out by 2026.

In addition, the Agency requests to upgrade the temporary agent grades to allow for best use of specialised human resources and better reallocation across the Agency in line with specific roles of responsibilities, such as managerial or coordination roles, senior specialised profiles or programme and project management functions and to permit a reasonable number of reclassifications per year for eligible staff to improve career progression, staff retention and satisfaction.

⁽²⁹⁾ The multi-annual financial framework budget for the EUAA for 2025 has been increased by 54 million.

⁽³⁰⁾ The multi-annual financial framework budget for the EUAA for 2026 has been increased by 64 million.

⁽³¹⁾ The multi-annual financial framework budget for the EUAA for 2027 has been increased by 63 million.

⁽³²⁾ The Agency requested additional posts for tasks stemming from the revised mandate and to address the new cyber security requirements. The Agency is receiving 100 contract agent posts for a period of three years (2025-2027) for Pact implementation.



2.4. Strategy for achieving efficiency gains

The Agency will continue to implement improvements to its systems and procedures to further increase efficiency. Simplifying processes, while ensuring compliance with the applicable rules and internal controls, remains a key objective. In doing so, the Agency will ensure that:

- repetitive and labour-intensive tasks are minimised/automated where possible, allowing for more time on tasks that have higher added value;
- workflows are streamlined by eliminating unnecessary steps and reducing administrative burdens, enabling a more efficient and agile operational environment;
- a risk-based approach continues to be embedded across activities so that efforts are geared towards tasks that require enhanced control;
- resources in administration are kept to a minimum compared to operations, without jeopardising the essential deliverables of the Agency;
- continual improvement is ensured by regularly assessing its systems and procedures to identify areas for enhancement and implementing necessary changes;
- It leverages technological advancements and digital solutions, such as generative artificial intelligence, to optimise processes and enhance data management. The Agency will, as a starting point, explore how such technologies can advance its automation and digitalisation agenda while being mindful of the possible risk and ensuring the necessary safeguards;
- focus is placed on effective knowledge management practices, ensuring that valuable institutional knowledge is captured, shared, and utilised to improve efficiency and decision-making;
- it prioritises reskilling and upskilling of the workforce to adapt to new realities;
- efforts to minimise the environmental impact are prioritised by reducing travel and the number of physical meetings, and investing in environmentally friendly practices; and
- the review of all practical guides, tools, standards and indicators is a good occasion to rationalise and merge some of these products where possible.

The EUAA will prioritise strengthening its collaboration with other EU agencies through bilateral partnerships and active engagement in established networks, such as the Justice and Home Affairs Agencies' Network and the subnetworks of the Performance Development Network of the EU Agencies Network, to foster knowledge exchange, identify synergies and explore the possibility of shared resources, knowledge management and best practices.

It should be noted that the Agency has made significant strides in both technical and allocative efficiency, while simultaneously enhancing its overall performance in fulfilling its mission. Through a focus on productivity and efficiency, the Agency has placed a high priority on its core activities, ensuring the prompt provision of services to Member States and the generation of relevant outputs.

Nevertheless, the demand for human resources has continued to rise. This can be attributed to the current asylum and migration context, the concomitant workload associated with the core activities of the Agency and the new tasks.



While the Agency remains committed to pursuing further efficiency gains, it is anticipated that during the period of 2025–2027, the EUAA continues to explore options such as redeployment of staff assigned to horizontal and administrative activities and upgrading assistant positions to officer positions.

2.5. Negative priorities / decrease of existing tasks

In collaboration with the Commission, the Agency will continue to seek to identifying tasks and activities that could potentially be postponed or scaled down. In addition, the Agency will utilise the below mechanism to structure its approach to negative priorities.

Table 6. Prioritisation mechanism of the EUAA

Category	Priority level	Criteria	Options
1	High = must have.	Legal requirement.	Has to be done, could be slowly introduced or scaled down; cannot be cancelled.
2	Medium = should have.	Strategically and politically important.	Needs to be done (reputational risk); could be postponed, cancelled or scaled down; may be supported through outsourcing.
3	Low = could have.	Value adding, but no legal requirement, not strategically/politically of high importance.	Could be done, if resources are available; could be cancelled, postponed, scaled down, could be supported through outsourcing.

The prioritisation mechanism, in conjunction with the Agency's portfolio of programmes and projects ⁽³³⁾, will serve as the basis for re-evaluating certain ongoing tasks, projects or activities (including in category 1) to assess their continued relevance or priority. Some tasks may be identified as having lower priority or diminished significance considering changing circumstances, in which case a reduction in personnel or other resources previously dedicated to those tasks may be envisaged. Such considerations may include assessing the potential impact of reducing or eliminating specific tasks, considering the impact on the EUAA's overall mission and any legal or regulatory implications.

⁽³³⁾ The portfolio of programmes and projects refers to a group of EUAA projects that are managed together.





In some cases, the Agency will explore possibilities for outsourcing certain tasks or collaborating with other EU agencies to reduce the personnel burden. Other tasks may require a sustainable approach so the Agency can prioritise its resources in line with evolving priorities and needs.

For the period 2025–2027, the following activities may be capped or reduced in scope:

- The planned reduction of short-term contract agents has a direct effect on the EUAA's operations and may require several operations to be scaled down (reduction of measures, reduction of number of deployed experts to be supervised, more focus on strategic support rather than presence in the field) or terminated. It is expected that under these circumstances, the ability of the Agency to respond to new requests for operational support will be compromised, as the short-term contract agents were primarily used for first-response operations, while reinforcing also some existing operations and horizontal support functions. Theoretically some internal reallocations would be possible to secure business as usual in individual operations. This will in practice be made difficult due to the difference in profiles, expertise and place of employment. Due to the entry into force of the monitoring role, the employment of liaison officers, which already requires internal transfers of posts, and the additional tasks and responsibilities arising from the Pact, where the Agency is expecting to receive additional resources⁽³⁴⁾ following the mid-term review of the multi-annual financial framework, the scope for further re-allocation from other core business units to operations would be extremely limited.

⁽³⁴⁾ 100 contract agents over a period of three years.





Section III. 2025 annual work programme

1. Summary

The 2025 work programme, which is an integral part of the 2025–2027 single programming document, is based on the EUAA Regulation. The Agency will adapt to changing migration trends flexibly. Crises like the Russia’s full-scale invasion of Ukraine may limit activities in 2025 and cause changes to the work programme and finances.

Operational support, resettlement and humanitarian admission, operational support framework

The Agency will provide operational and technical assistance by responding to the needs of Member States, including in situations of increased pressure on national asylum and/or reception systems. Activities will be prioritised based on available resources and the evolving migration context. Additionally, the Agency will provide support in the area of resettlement and humanitarian admission. In parallel, the EUAA will continue enhancing its internal capacity and preparedness to deliver assistance effectively, while also supporting the implementation of the Pact, if requested by Member States.

Training and professional development

The Agency will prioritise the convergence of practices and the professionalisation of the asylum sector, also in view of the Pact’s ambitions. To support the achievement of convergence, the EUAA Academy plays a crucial role, as an accredited qualification provider with a focus on delivering high-quality training and enlarging its training offer, including preparations for the launch of a master’s degree. The Agency will focus on continuing to provide quality training and capacity building activities to Member States, third countries and staff. This includes enabling officials to acquire relevant knowledge and skills, through the EAC and the train-the-trainer methodology.

Asylum knowledge

As a priority, the Agency will engage in facilitating the full-scale roll-out of monitoring from 2025. The EUAA will continue to enhance the understanding of the asylum situation in the EU by producing high quality, timely and tailored information outputs, improving situational awareness and early warning capabilities and responding to emerging needs. The EUAA will further adapt its knowledge and guidance activities to the new instruments stemming from the Pact and will continue to focus efforts on promoting convergence of asylum and reception practices.

Horizontal activities

The Agency will prioritise strong governance systems, a skilled and engaged workforce, resilience of its digital content, and respect of fundamental rights across all its activities. It will continue to align with the EU’s long term sustainability goals with a focus on the environmental dimension. Internal and external communication tools will help the information flow. The development of third country capacities and strengthened, two-way dialogue with civil society are additional priorities.



2. Activities

2.1. Operational support

2.1.1. Operational and technical assistance

Overview of the activity

The Agency will continue providing operational and technical assistance to Member States through the implementation of agreed operational plans ⁽³⁵⁾. Following dedicated assessments of needs and priorities, new operational interventions will be planned and designed to provide comprehensive first operational response support to Member States according to the Agency's operational and technical assistance manual. The operational response will be based on a preparedness and first response framework and will be delivered on the basis of an agreed operational plan or a specific project plan.

The relevance of operational support measures will be ensured by a continuous review of current and emerging needs in light of migration trends and changes in operational contexts, as well as the Agency's ability to respond.

Where relevant, the EUAA will deploy asylum support teams ⁽³⁶⁾ and contribute to deployment under the migration management support teams. The Agency will ensure the required support infrastructure, including by providing equipment and temporary offices, renting, and maintaining facilities or procuring necessary services such as interpretation/cultural mediation, transportation and others.

The Agency provides operational and technical assistance to Member States through multi-annual or shorter term operational plans, based on the specific contexts and needs. More specifically, as of July 2024, the Agency provides operational and technical assistance to Italy, Greece, Cyprus, Malta and Spain on the basis of multi-annual operational plans. It also provides shorter-term operational and technical assistance to Lithuania, Belgium, Romania, the Netherlands, Bulgaria and Germany.

Continued support to those Member States will be based on needs assessments and prioritisation processes, which also consider available resources on the side of the Agency and changes in the migration context.

Additionally, the Agency will provide technical and operational support to the operationalisation of the permanent relocation mechanism among Member States, following the provisions of the Pact. Similarly, the Agency will dedicate significant efforts to provide assistance for the implementation of the Pact, upon request from Member States and in close cooperation with the Commission. The main challenges for the Agency remain the ever changing political and operational environment in which it has to plan and operate.

⁽³⁵⁾ Operational plans are published on the Agency's [website](#). They lay down the conditions for the provision of operational and technical assistance, including the deployment of asylum support teams, provision of interpretation and other services, capacity building, material support and assets to enhance Member States capacity to respond to immediate needs in compliance with CEAS standards.

⁽³⁶⁾ In accordance with Article 21 of the EUAA Regulation.

Throughout the year, on the basis of any change in the circumstances on the ground, and in agreement with the Commission and the host Member States, the Agency may adjust its interventions providing appropriate support to address emerging priority needs. Support will be prioritised for Member States facing disproportionate pressure at the external borders of the EU as well as for other Member States, which are facing disproportionate migratory challenges linked to secondary movements. The budget allocated to each sub-activity is therefore indicative and budget appropriations may be re-allocated between activities based on emerging priority needs and the progress of implementation of the specific operational plans. In case of further operational needs or in the event of emergencies, contingency funds may also be activated.

	2025 (planned)	2023 (actual)
Financial resources	EUR 129,169,345 ⁽³⁷⁾ (3301 Operational Support)	EUR 75,050,699.04 (3301 Operational Support)
Human resources	44 TA, 93 CA & SNE	29 TA, 34 CA & SNE
Estimates of quantifiable workload drivers	<ul style="list-style-type: none"> Continued implementation of agreed operational plans. Maintained support with 1 000+ deployments, subject to resource availability. Signature of new/continuation of ongoing operational plans and specific projects based on Member States' needs and operational context. Support for the implementation of the Pact. 	
Objective 1		
To provide timely and effective operational and technical assistance to Member States to respond to pressure on their asylum and reception systems and to implement their obligations under the CEAS.		
Link to the multi-annual objective(s)		
MA01		
Main outputs/actions (2025)		
<ul style="list-style-type: none"> Supporting Member States' asylum and reception systems by managing, coordinating and implementing operational and technical assistance in accordance with the agreed operational plans and specific project plans. Providing operational support as needed, including in response to first operational needs as they arise, upon request of Member States. Supporting Member States in the implementation of the Pact. 		
Expected results (2025)		
<ul style="list-style-type: none"> Operational plans and specific projects are established/amended/extended as needed. First operational needs are effectively and timely addressed by the Agency. Member States are timely and effectively supported through the implementation of operational plans and/or specific project plans. The capacity of Member States to respond to pressure on their asylum and reception systems and to implement their obligations under the CEAS is enhanced. The capacity of Member States to respond to emergency needs is enhanced. 		

⁽³⁷⁾ In case of operational needs, R0 provisions can be further utilised for operational budgeting.

- Member States are supported in the implementation of the Pact.

Indicators	Latest result	Target 2025	Data source
Percentage of operational plans and specific project plans agreed and/or under implementation following approved requests from Member States.	N/A.	100 %.	Progress reports.

2.1.2. Resettlement and humanitarian admission

Overview of the activity

The Agency aims to strengthen the EU's role in the area of resettlement and humanitarian admission, with the goal of supporting EU+ countries in meeting the international protection needs of refugees in countries outside the EU. The activity, aligned with the Commission's recommendation on legal pathways to protection in the EU ⁽³⁸⁾, is carried out in collaboration with the Commission, the UNHCR, the International Organization for Migration (IOM) and other partners to ensure efficiency, effectiveness and complementarity.

The Agency will:

- work with the Commission to further develop the central coordination of EU+ countries' resettlement programmes, in line with the Union Resettlement and Humanitarian Admission Framework;
- support, upon request, EU+ countries' resettlement and humanitarian admission programmes through tailor-made support actions;
- facilitate cooperation, coordination and capacity development within the EUAA resettlement and humanitarian admission network through dedicated meetings, resettlement training, development of operational tools, collection/dissemination of relevant data and mainstreaming of best practices;
- provide operational support to EU+ countries upon request of the resettlement support facility in Türkiye and other third countries as applicable;
- participate in implementing international agreements on resettlement with third countries, such as the voluntary humanitarian admission scheme, pursuant to the provisions of Article 35(2) of the EUAA Regulation; and
- support the planning and implementation of community sponsorship programmes and complementary pathways to international protection with interested EU+ countries.

	2025 (planned)	2023 (actual)
Financial resources	EUR 3,370,100 (BL 3203 External dimension - Resettlement)	EUR 1,468,531.05 (BL 3203 External dimension - Resettlement)

⁽³⁸⁾ [EUR-Lex - 32020H1364 - EN - EUR-Lex \(europa.eu\)](#)



Human resources	4 TA, 4 CA & SNE ³⁹	2 TA, 3 CA & SNE
Estimates of quantifiable workload drivers	<ul style="list-style-type: none"> Assistance to at least 12 EU+ countries through the delivery of activities aimed at enhancing technical cooperation among EU+ countries on specific topics of interest in the area of resettlement, humanitarian admission and complementary pathways to international protection. Assistance to at least 8 EU+ countries for their resettlement and humanitarian admission efforts, through development and implementation of operational activities derived from the resettlement support facility in Türkiye and other third countries as applicable. Relevant policy developments (e.g. the Pact, recommendation on legal pathways to protection in the EU ⁽⁴⁰⁾, Commission’s resettlement pledging exercise, Union Resettlement and Humanitarian Admission Framework, voluntary humanitarian admission scheme, UNHCR projected global resettlement needs 2024). 	
Objective 1		
To support EU+ countries in resettlement, humanitarian admission and complementary pathways to international protection in the EU.		
Link to the multi-annual objective(s)		
MA01		
Main outputs/actions (2025)		
<ul style="list-style-type: none"> Manage and coordinate the EUAA’s resettlement and humanitarian admission network. Provide operational support in the area of resettlement, humanitarian admission and complementary pathways to international protection in the EU, including through the Expert Platform on Safe Pathways for Afghans. Support EU+ countries through resettlement training, tools, data collection and mainstreaming of best practices. Support the Commission in strategic meetings on the implementation of the Union Resettlement and Humanitarian Admission Framework with relevant stakeholders, including the UNHCR and the IOM. Organise operational meetings with relevant stakeholders, including the UNHCR and the IOM. Provide tailor-made support actions for the planning and implementation of resettlement, humanitarian admission, community sponsorship programmes and complementary pathways to international protection. 		
Expected results (2025)		
<ul style="list-style-type: none"> Improved coordination of EU+ countries’ resettlement programmes. Improved operational cooperation among EU+ countries in the field of resettlement, humanitarian admission and complementary pathways to international protection, including under the Union Resettlement and Humanitarian Admission Framework . Increased cooperation with relevant stakeholders (including the UNHCR and the IOM) in the area of resettlement, humanitarian admission and complementary pathways to international protection. 		

⁽³⁹⁾ The figures are indicative and may be subject to change.

⁽⁴⁰⁾ [Commission Recommendation \(EU\) 2020/1364 of 23 September 2020 on legal pathways to protection in the EU: promoting resettlement, humanitarian admission and other complementary pathways, C\(2020\) 6467.](#)



- The Agency’s resettlement training, tools, data collection and best practices are used effectively and with added value for EU+ countries.

Indicators	Latest result	Target 2025	Data source
Number of EU+ countries participating in activities of resettlement, humanitarian admission and complementary pathways to international protection in the EU.	N/A.	12.	Operational/ administrative records; meeting reports.
Percentage of EU+ countries requesting and receiving operational support in resettlement, humanitarian admission and complementary pathways to international protection in the EU.	N/A.	80 %.	Operational/ administrative records.

2.1.3. Operational support framework

Overview of the activity

Response preparedness

The EUAA plans to standardise first operational response by developing procedures and support functions leading to harmonised operational responses.

Preparedness work will focus on:

- consolidating its first response capacity and using the EUAA [asylum and reception operational response catalogue](#);
- enhancing relevant support functions for systematic, agile and efficient first response interventions;
- developing an operational response framework to support Member States and third countries in enhancing their preparedness and contingency planning framework; and
- developing preparedness plans for the provision of operational response based on regular analysis of migration trends and changes in operational contexts.

Programming of operations

The Agency will design its operations following a sound project management methodology in accordance with the operational and technical assistance manual. Systematic needs assessments will continue to inform the identification and design of the Agency’s operations. Planning of programmes and projects will be supported by the development of results frameworks, budgets, implementation and monitoring plans.

The Agency will continuously review and enhance its programming methodologies, ensuring that these continue to provide a solid framework for the efficient identification, design and delivery of operations and the underlying processes.

Operational deployment management

The deployments of asylum support teams will continue through complementary deployment mechanisms and workflows. The asylum reserve pool will complement, in case of disproportionate pressure, national experts deployed for support activities planned on



the basis of annual bilateral negotiations with the Member States. The roster of remunerated external experts will be expanded to enhance the Agency's response capacity. Strengthened frameworks and tools for deployment management, including the operational deployment system, will enable rapid response and flexible scaling of support to Member States when pressure on national asylum and reception systems is high.

The Agency's operational performance monitoring framework will support the regular and continuous monitoring and management of the deployment management mechanisms and their use in the operational and technical assistance activities of the EUAA's operations.

The Agency will maintain an open channel of communication with the national contact points and support guidance for deployed experts through regular updates of country operation platforms in countries where the Agency already deploys asylum support teams.

Operational quality and procedures

To improve the delivery and quality of operational and technical assistance, the Agency will further refine its working methodologies, consolidate quality templates, operational tools and guidance, work instructions and standard operating procedures, and will continue identifying and disseminating good practices. It will ensure consistent implementation of methodologies and tools across operations, facilitate the exchange of knowledge and information on procedures and quality, and provide first-line quality support. It will also develop new operational tools.

Finally, the Agency will contribute to the development and the implementation of a mechanism to report and escalate, when necessary, alleged violations of fundamental rights or international protection obligations by the host Member State that are of serious nature or are likely to persist.

	2025 (planned)	2023 (actual)
Financial resources	EUR 3,000,000 (3301 Operational Support)	EUR 2,496,194.70 (3301 Operational Support)
Human resources	12 TA, 23 CA & SNE	25 TA, 47 CA & SNE
Estimates of quantifiable workload drivers	<ul style="list-style-type: none"> • New requests for operational and technical assistance. • New operational plans to be signed and implemented. • Management of the asylum reserve pool of 500 experts. • Management of the national contact points network, including regular meetings (≥ two yearly meetings), yearly planning cycles related to the operational plans and horizontal support to the deployment of Member State experts. • Management of the Agency's roster of external remunerated experts. • Support to design or review phases of the operational plans, including as concerns resource planning. • Modules of the operational deployment system to be reviewed and/or updated. • New quality templates, operational tools and guidance, work instructions and standard operating procedures to be developed, or existing quality templates, operational tools and guidance, work 	



	<p>instructions and standard operating procedures to be reviewed/improved and implemented across operations.</p> <ul style="list-style-type: none">• Implementation of platforms for exchange of information and good practices among operations on asylum, reception and vulnerability. Roll out and implementation of the escalation mechanism through the delivery of workshops and induction sessions for operations, support operations in the assessment and possible escalation of reports related to alleged fundamental rights violation.
Objective 1 To further develop, maintain and continuously improve the preparedness, methodological, quality and deployment frameworks for planning, design and delivery of operational support.	
Link to the multi-annual objective(s)	
MA01	
Main outputs/actions (2025)	
<ul style="list-style-type: none">• Review and further enhance the Agency's first operational response capacity as necessary.• Review, update and ensure the application of the EUAA asylum and reception operational response catalogue in the preparation and implementation of operational plans.• Provide strategic guidance and methodological support on all aspects of programming, planning, budgeting, monitoring and reporting, in accordance with the Agency's operational programming methodology.• Manage the deployment of experts, including Member State experts and experts from complementary deployment management systems (i.e. remunerated external experts).• Manage and further develop the comprehensive performance monitoring framework for experts deployed to asylum support teams.• Manage and further develop the operational deployment system.• Organise regular meetings with national contact points for communication and coordination on deployment matters.• Create, update and maintain country-specific information on country operations platforms.• Prepare, review and consolidate working methodologies, quality templates, operational tools and guidance, working instructions, standard operating procedures and good practices for the Agency's operations.• Facilitate the exchange of knowledge and information on quality matters, procedures and good practices amongst operations.• Provide first-line quality support to operations.• Facilitate the development and the implementation of the escalation mechanism.	
Expected results (2025)	
<ul style="list-style-type: none">• The Agency has developed and maintains internal capacity (human, technical and logistical) to ensure rapid response to operational needs.• Operational and technical assistance is delivered in a results-based framework, through harmonised rules, procedures and tools, in accordance with the EUAA strategic objectives.• The Agency has capacity to scale up and down its operations in a timely and flexible manner, ensuring rapid responses to operational needs.	



- Effective and sustainable deployment management and deployment monitoring framework for the Agency's operations is established and maintained.
- Continued and enhanced communication with the national contact points on deployment matters is maintained.
- Country-specific information is available and up to date for each operation to facilitate the deployment of experts to asylum support teams.
- Quality, consistency and harmonisation of operational delivery is improved.
- The escalation mechanism is established and implemented at Agency level.

Indicators	Latest result	Target 2025	Data source
Percentage of the Agency's operations planned and implemented applying the Agency's operational methodology and tools.	N/A.	100 %.	Operations records/ project documentation.
Personnel needs in country operations are met, including via completion of the asylum reserve pool / annual nominations.	N/A.	Minimum 80 %.	Operational deployment system.
Number of operational tools/ procedures/ workflows reviewed, developed or enhanced as well as information exchanges facilitated.	N/A.	24.	Operational records

2.2. Training and professional development

2.2.1. Design and development of the European asylum curriculum

Overview of the activity

The EAC is a key element of a convergent implementation of the CEAS, particularly in light of the legislative developments stemming from the Pact. The EAC provides comprehensive learning programmes in all areas of international protection to asylum and reception officials, personnel deployed by the Agency and its own staff, particularly those deployed in the field.

To further enhance the efficiency and effectiveness of asylum and reception systems, the EAC training, courses and programmes ⁽⁴¹⁾:

- include entry requirements;
- assess learning outcomes (on a voluntary basis);
- meet the specific needs of learners and recognise their prior learning; and
- meet European sectoral qualifications framework standards.

⁽⁴¹⁾ For reference [EUAA Glossary of Training Terms](#) | European Union Agency for Asylum (europa.eu).



The EUAA will continue to involve reference group members ⁽⁴²⁾, the Fundamental Rights Officer and the Consultative Forum in training development while reinforcing its collaboration in this area with EU agencies, international organisations and academia. The EAC will use a blended learning methodology ⁽⁴³⁾ and encourage peer learning and work-based learning. Analysis of learner behaviour and feedback will inform learning content and increase learner value through innovative instructional methods.

To ensure the sustainable implementation of the EAC, the Agency will strengthen cross-cutting training for EUAA and Member States’ trainers and support upskilling by providing short training for continuing professional development. The Agency will continue to cooperate with all relevant stakeholders including the UNHCR, the Consultative Forum, relevant EU agencies, academic institutions, networks and other stakeholders, including meetings with content experts, and eventually leading to the establishment of a community of practice of asylum and reception officials and trainers.

	2025 (planned)	2023 (actual)
Financial resources	EUR 2,107,000 (3201 Training)	EUR 1,852,780.72 (3201 Training)
Human resources	20 TA, 7 CA & SNE	19 TA, 4 CA & SNE
Estimates of quantifiable workload drivers	<ul style="list-style-type: none"> • EU policy, legislative developments like the Pact, or emerging practices triggering needs for review of the training material, including those related to new target audiences. • Possible increase in training requests from Member States, as well as related to the changes in legislation brought by the Pact: this implies the need for additional training developments and materials. Number of new and updated e-Learning modules expected to be built in English and in other languages as requested. 	
Objective 1		
To strengthen the EAC , ensuring its effectiveness and relevance to the training needs of asylum and reception officials as well as the EUAA’s staff and asylum support teams deployed by the EUAA.		
Link to the multi-annual objective(s)		
MA02		
Main outputs/actions (2025)		
<ul style="list-style-type: none"> • Update and manage the training offer of the EAC, based on identified training needs and in line with the quality guidelines and standards in the field of higher education and vocational training. 		

⁽⁴²⁾ The reference group is a group of organisations which are involved in the review of the training developed by the EUAA. It includes the UNHCR, the Fundamental Rights Agency, the Commission, the European Council on Refugees and Exiles and others if relevant.

⁽⁴³⁾ Blended learning combines traditional classroom teaching with online learning components to enhance the learning experience and promote flexibility and interaction.

- Design, develop and review the EAC in line with the Pact legislative instruments entering into application.
- Design, develop, expand and manage the EAC thematic training offer, based on identified training needs and in line with the quality guidelines and standards in the field of higher education and vocational training.
- Design and develop the EAC's cross-cutting training modules and other training activities on the implementation of adult learning and assessment strategies.
- Develop e-Learning objects and manage the e-Learning content on the EUAA's learning management system, in line with innovative approaches on instructional methodology.
- Translate the EAC in requested languages and maintain the EUAA's training catalogue.
- Establish a community of practice of asylum and reception officials and trainers and cooperate with all relevant stakeholders.

Expected results (2025)

- EAC designed and reviewed according to the identified training needs and to the new EU acquis, in line with the quality guidelines and standards in the field of higher education and vocational training, and in line with innovative approaches on instructional methodology.
- Enhanced capacity in Member States asylum and reception systems through work-based learning methodologies.

Indicators	Latest result	Target 2025	Data source
Percentage of training materials designed, developed, reviewed, produced and made available for use according to the training plans.	N/A.	90 %.	Documentation and internal records.

2.2.2. Delivery of the EUAA's training

Overview of the activity

The Agency will continue supporting EU+ national administrations through planning, organising, delivering and evaluating its learners' modules and trainers' courses. The learning methods used include face-to-face, e-learning, blended, webinars, on-the-job training, on-the-job coaching and possibly vocational mobility programmes ⁽⁴⁴⁾. The EUAA's training delivery may be supported by interpretation.

Courses for trainers (trainers' curriculum) will further enhance the skills and autonomy of the EUAA's trainers, contributing to a multiplier effect. Well prepared and equipped trainers will ensure wider and more durable impact of learning outcomes of the curriculum.

The EUAA will deliver the learners' curriculum for asylum and reception officials and support Member States in delivering national training sessions, also in the framework of *ad hoc* support. The Agency will work closely with the relevant training national contact points when needed, to manage flexible learning pathways and ensure that programmes are consistent and relevant to training needs.

⁽⁴⁴⁾ Vocational mobility programmes involve the exchange of national authority officials, enabling them to visit other institutions and acquire knowledge and skills.

In light of the adoption of the legislative instruments stemming from the Pact, the Agency will continue to target key professionals in the fields of asylum and reception, by providing them with training tools to be able to implement the changes in legislation brought about by the Pact in an efficient and effective manner.

The EUAA will support the implementation of operational plans, with a specific annual training plan developed per plan. Structured operational training for members of asylum support teams and of the asylum reserve pool will be available to the Agency’s own and seconded staff, Member States experts, and other experts not employed by the EUAA.

The Agency will further cooperate, where relevant, with the UNHCR, the IOM, justice and home affairs agencies and other training networks and organisations, including civil society organisations. It will continue to support capacity building and training-related activities in third countries under its [external cooperation strategy](#).

	2025 (planned)	2023 (actual)
Financial resources	EUR 271,400 (3201 Training)	EUR 96,222.82 (3201 Training)
Human resources	17 TA, 2 CA & SNE	17 TA

Estimates of quantifiable workload drivers	<ul style="list-style-type: none"> Expected increase in the number of training requests from Member States with agreed operational plans and of training requests for <i>ad hoc</i> support, as well as related to the implementation of the legislative instruments stemming from the Pact, that might result in an increase in staff in Member States national authorities to follow EUAA training. Expected increase in number of requested training sessions, including content modules assessments.
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Objective 1

To plan for and deliver trainer and learner curricula, including professional development activities, based on identified needs and in line with established quality standards.

Link to the multi-annual objective(s)

MA02

Main outputs/actions (2025)

- Develop the EUAA’s training plans and, as applicable, support in the development of national training plans.
- Organise and facilitate meetings of training national contact points and of the trainers’ network.
- Coordinate training delivery with training national contact points and other relevant stakeholders within national administrations and beyond (international organisations, other EU agencies), based on the training needs identified, taking into consideration the training needs emerging from the legislative instruments stemming from the Pact.
- Organisation and delivery of training sessions, continuing professional development and coaching under the EUAA’s training plans, for trainers and asylum and reception officials, including grading and verification of assessments, based on identified needs and in line with established quality standards.

Strengthen mechanisms for the selection of experts to be used for the planning and delivery of training within the framework of permanent and *ad hoc* support activities



<p>coordinated by the Agency and deploy trainers for delivery of training sessions under the EUAA's training plans.</p> <ul style="list-style-type: none"> • Training programmes targeting specific needs of asylum and reception national authorities delivered when requested on an <i>ad hoc</i> basis. 			
<p>Expected results (2025)</p> <ul style="list-style-type: none"> • Increased competence and capacity of asylum and reception national authorities including in specific needed areas, in line with the new EU acquis. • A sustained pool of skilled trainers ensuring high quality training delivery is in place. • Strengthened cooperation on training with EU+ countries. 			
Indicators	Latest result	Target 2025	Data source
Overall satisfaction rate of participants.	92 %.	80 %.	e-Learning management system.
<p>Objective 2</p> <p>To plan for and deliver targeted training and professional development activities to Member States having an operational plan signed with the EUAA, including training for asylum support teams relevant to their duties and function.</p>			
<p>Link to the multi-annual objective(s)</p> <p>MA02, MA01</p>			
<p>Main outputs/actions (2025)</p> <ul style="list-style-type: none"> • Develop training plans under operational plans, based on training needs analysis. • Organise and deliver training and professional development activities to various profiles of the Agency's asylum support teams and to Member States' national authorities within the framework of operational plans, based on identified needs and in line with established quality standards. • Strengthen mechanisms for selection of experts to be used for planning and delivery of training within the framework of operational support activities coordinated by the Agency and deploy trainers for delivery of training sessions within the framework of operational plans. 			
<p>Expected results (2025)</p> <ul style="list-style-type: none"> • Enhanced expertise of the Agency's asylum support teams leading to increased effectiveness in asylum and reception processes. • Enhanced capacity of Member State authorities to respond to asylum pressure. 			
Indicators	Latest result	Target 2025	Data source
Overall satisfaction rate of participants.	92 %.	80 %.	e-Learning management system.
<p>Objective 3</p> <p>To plan for and deliver training to third country national authorities within the framework of the EUAA's cooperation engagements.</p>			
<p>Link to the multi-annual objective(s)</p> <p>MA02</p>			
<p>Main outputs/actions (2025)</p> <ul style="list-style-type: none"> • Organise and deliver training sessions and other capacity building interventions for and with third countries, based on identified needs and in line with established quality 			



<p>standards, within the framework of a roadmap and/or other type of cooperation established with the Agency.</p> <ul style="list-style-type: none"> • Ensure regular coordination with third countries and other stakeholders on training needs in external dimension. 			
<p>Expected results (2025)</p> <ul style="list-style-type: none"> • Strengthened capacity of third country national authorities in handling asylum procedures in a fair and efficient manner. 			
Indicators	Latest result	Target 2025	Data source
Overall satisfaction rate of participants.	N/A.	80 %.	e-Learning management system.

2.2.3. Training quality assurance framework and training monitoring and evaluation

Overview of the activity

The training quality assurance framework provides an overarching quality assurance framework as required by the EUAA’s training and learning strategy. The Agency is committed to further enhancing processes and procedures to continuously and consistently ensure compliance with quality assurance standards in all its training activities, maintaining the EUAA Academy as a licensed and accredited qualification provider.

To ensure high quality training, the EUAA:

- implements the training quality assurance framework and strengthens support to national authorities for consistent administration;
- monitors and ensures relevance of European sectoral qualifications framework throughout the training cycle;
- conducts training needs analysis for permanent, operational, and third country support;
- provides learners with opportunities to give feedback, submit complaints and assessment appeals;
- performs ongoing monitoring, feedback, periodic reviews, and evaluations for *ad hoc*, quarterly, and annual reporting of training activities, encompassing internal quality assurance;
- conducts multi-annual evaluations of the curriculum involving all relevant stakeholders;
- undergoes external academic review of modules and programmes; and
- liaises with external groups and panels involved in training quality assurance-related issues.

The EUAA has undergone an external quality assurance review to establish the EUAA Academy, a higher education provider compliant with the 2015 standards and guidelines for quality assurance in the European higher education area (ESG), able to award legally recognised full and partial qualifications, providing added value to its learners and their authorities. The Academy offers ESG-compliant training, including stacking/building micro-



credentials into larger structures, such as partial qualifications, and recognising prior learning.

Through engagement with the training quality assurance advisory group and the certification and accreditation working group, the Agency will promote sharing of expertise and good practices and implement methods to consistently ensure quality in delivery of the EUAA's training in all Member States. An annual training report will provide a comprehensive update on outcomes achieved throughout the year and include quantitative and qualitative analysis of data.

	2025 (planned)	2023 (actual)
Financial resources	EUR 1,149,000 (3201 Training)	EUR 484,220.61 (3201 Training)
Human resources	8 TA, 2 CA & SNE	7 TA, 2 CA & SNE
Estimates of quantifiable workload drivers	<ul style="list-style-type: none"> • EU educational policies requiring compliance with training quality standards: review against the applicable accreditation standards and requirements. • Additional training needs analysis requested by Member States. • Training quality assurance, evaluation, feedback and tracking reports. • Additional requests for ad hoc contributions on training data. 	
Objective 1		
To further implement the EUAA's training quality assurance framework and the ESG, to maintain the licence of the EUAA Academy as an accredited education provider of quality training for asylum and reception officials.		
Link to the multi-annual objective(s)		
MA02		
Main outputs/actions (2025)		
<ul style="list-style-type: none"> • Annual training quality assurance report. • Quarterly quality assurance tracking reports. • Annual action plan on quality assurance recommendations. • Project and contract management for further developments and enhancements of quality assurance processes and procedures, to maintain the licence of the EUAA Academy. • EUAA Academy courses and programmes successfully undergoing accreditation procedures. 		
Expected results (2025)		
<ul style="list-style-type: none"> • Maintain compliance with the relevant accreditation standards and requirements for the EUAA Academy's training activities, including further implementing policies and procedures, which cover the entire training cycle. • Provide asylum and reception officials with high quality training and the opportunity to demonstrate their knowledge and skills to implement CEAS. 		



Indicators	Latest result	Target 2025	Data source
Annual training quality assurance report	N/A.	Satisfactory.	Documentation and internal records.
Objective 2 To provide evidence-based support to continuously enhance training quality for asylum and reception officials, to contribute to convergence in the implementation of the CEAS.			
Link to the multi-annual objective(s) MA02			
Main outputs/actions (2025) <ul style="list-style-type: none"> • Coordination of the collection of all training-related qualitative and quantitative data including the analysis for the production of in-depth reports and evaluations. • Multi-annual evaluation of the EAC's quarterly feedback and tracking reports. • Implement training needs analysis and evaluation methodologies. • Addressing <i>ad hoc</i> requests for information by internal and external stakeholders. 			
Expected results (2025) <ul style="list-style-type: none"> • Increased/maintained robustness and transparency in training activities facilitating ongoing improvement in training. • Regular insights into training progress and areas for improvement, leading to timely adjustments and enhancements in training activities. • Data provision and analysis conducted in view of training quality enhancement. • Fit for purpose training provided contributing to convergence in the implementation of the CEAS. 			
Indicators	Latest result	Target 2025	Data source
Data provision and analysis conducted.	N/A.	Quarterly insights into training progress and areas for improvement.	Documentation and internal records.



2.2.4. Implementation of a user-centred learning technologies ecosystem

Overview of the activity		
<p>The Agency will support users of the learning technologies ecosystem ⁽⁴⁵⁾through registration services, online courses, modules and horizontal service desk support, aligned with the EUAA's training and learning strategy and the training quality assurance framework. It will maintain, upgrade and expand the learning technologies ecosystem's functionalities, ensuring consistency of end-user experience. Additionally, the Agency will enhance its digital application expertise to back training, learning and formal assessment. It will also strengthen communication channels with other organisations to exchange practices and encourage synergies in innovative learning technologies and eLearning design for training and professional development.</p>		
	2025 (planned)	2023 (actual)
Financial resources	EUR 582,000 (3201 Training)	EUR 205,063.22 (3201 Training)
Human resources	2 TA, 5 CA & SNE	2 TA, 3 CA & SNE
Estimates of quantifiable workload drivers	<ul style="list-style-type: none"> • Increase in number of service desk requests expected to be processed. This driver is tightly linked to the expected increment of training sessions and to the increasing number of officials making use of the EAC. • New components integrated in the learning technologies ecosystem to enhance learner's experience and efficiency of processes. 	
Objective 1		
<p>Enhance the implementation of the EAC and the online user experience, by managing, innovating and expanding the learning technologies ecosystem and providing effective and efficient client relationship management throughout the training cycle.</p>		
Link to the multi-annual objective(s)		
MA02		
Main outputs/actions (2025)		
<ul style="list-style-type: none"> • Supporting training delivery through the provision of technology-based services for user registration, module and course configuration, and online assessment. • Maintaining, upgrading, and extending the EUAA's learning technologies ecosystem by identifying and progressively integrating additional components to ensure end-user experience consistency across platforms and tools. • Evaluating, testing, and piloting eLearning solutions based on state-of-the-art educational technologies. • Providing effective and efficient client relationship management throughout the training cycle by offering helpdesk support to the end-users of EUAA training and learning technologies. 		

⁽⁴⁵⁾ The learning technologies ecosystem integrates tools, platforms, automated workflows, digital services and other components to support the management of online modules, courses and programmes, including their design, production, delivery and analysis of the learner experience.



- Utilise insights from qualitative and quantitative analysis of user behaviours and feedback to inform user experience improvements.

Expected results (2025)

- More efficient and cohesive learner experience of the EUAA’s eLearning services, technologies and client relationship management.
- The learning technologies ecosystem underpinning training and learning services is improved by upgrading existing elements, and progressively integrating additional components.

Indicators	Latest result	Target 2025	Data source
User satisfaction rate of learning technologies ecosystem.	84 %.	80 %.	Feedback form integrated in the learning technologies ecosystem.
Percentage of helpdesk requests responded to within three working days.	99 %.	80 %.	Ticketing system.

2.3. Asylum knowledge

2.3.1 Country information and guidance

Overview of the activity

The Agency will produce and update country of origin information (COI) reports and respond to queries on relevant third countries and themes using the COI reporting methodology, drawing on desk research, expert interviews and possibly fact-finding missions.

The EUAA will continue to develop country guidance with EU+ countries and engage in outreach activities to support the use of country guidance products in national decision-making.

It will maintain a database of reliable medical country of origin information (MedCOI), notably on the availability and accessibility of medical interventions, and will rely on a global network of medical experts to respond to individual requests and produce reports.

Within the framework of its dedicated networks, the Agency will:

- boost practical cooperation in specialised COI research and analysis and reinforce operational COI support to Member States covered by operational plans;
- continue and expand its country guidance activities with a view to fostering true convergence in protection decisions;
- maintain the high-quality and accuracy of MedCOI services.

	2025 (planned)	2023 (actual)	
Financial resources	EUR 3,370,000 (3103 COI, Country Guidance, MedCOI)	EUR 1,284,956.94 (3103 COI, Country Guidance, MedCOI)	
Human resources	31 TA, 11 CA & SNE	29 TA, 10 CA & SNE	
Estimates of quantifiable workload drivers	<ul style="list-style-type: none"> • 10-12 COI reports for country guidance and other purposes (number subject to requests received). • Approximately 1 200 MedCOI individual requests by Member States. • 4 countries covered by new or updated country guidance. • Number of Member States with OP requesting COI support from COI Helpdesk via queries (number subject to requests received). • number of reports providing information and analysis in relation to safe countries concepts (exact number is function of requests received from Commission or Member States). • 14 networks to be managed and approx. 25 related events to be organised based on Member States' needs. • COI and MedCOI portals (2) to be maintained and further developed. • 1 additional EU+ country to join the MedCOI service. • 1 to 3 fact-finding missions to third countries for COI or MedCOI purposes. 		
Objective 1			
To provide support to EU+ countries in making accurate, fair and convergent decisions on applications for international protection.			
Link to the multi-annual objective(s)			
MA03			
Main outputs/actions (2025)			
<ul style="list-style-type: none"> • Deliver and disseminate relevant COI and country guidance products. • Coordinate the COI and country guidance networks and organise relevant events. 			
Expected results (2025)			
<ul style="list-style-type: none"> • Maintained/increased use and impact of COI and country guidance products by EU+ countries. • Maintained/increased convergence of protection rates. 			
Indicators	Latest result	Target 2025	Data source
Average satisfaction rate with COI and country guidance network meetings.	N/A.	80 %.	Surveys.
Increased use of EUAA COI products and country guidance by national competent authorities	N/A.	80% of EU+ countries indicating using COI and/or country guidance.	Surveys and meeting reports.

Objective 2			
To provide support to EU+ countries' authorities in reaching accurate and fair decisions in applications for international protection involving medical grounds.			
Link to the multi-annual objective(s)			
MA03			
Main outputs/actions (2025)			
<ul style="list-style-type: none"> • Provide standardised, reliable and up-to date MedCOI reports and query responses. • Coordinate the MedCOI network and organise relevant events. 			
Expected results (2025)			
<ul style="list-style-type: none"> • Maintained/increased user's satisfaction with MedCOI services. • Increased exchange of information between countries and between countries and the Agency. 			
Indicators	Latest result	Target 2025	Data source
Percentage of participants in the MedCOI network who report satisfaction with their use of the EUAA's MedCOI reports.	N/A.	80 %.	Annual survey.
Percentage of completed responses to individual requests regarding MedCOI.	98 %.	90 % (of an expected 1 200 requests per year).	Statistics from MedCOI database.

2.3.2 Situational awareness

Overview of the activity
<p>Situational awareness refers to delivering precise, timely and wide-ranging analysis of asylum-related issues and trends in the implementation of the CEAS in EU+ countries enabling Member States and other external stakeholders to make well-informed decisions, and formulate efficient, responsive policies and practices.</p> <p>The EUAA situational awareness portfolio consists of two components.</p> <ol style="list-style-type: none"> 1. Gathering, analysis and exchange of qualitative information on national asylum and reception systems via three platforms: <ul style="list-style-type: none"> • the EUAA's information and documentation system, presenting comprehensive and up-to-date information on the organisation of asylum and reception systems in EU+ countries; in 2025 it will become publicly accessible and further integrated with the case law database; • the case law database, a public resource which captures the most relevant national and European jurisprudence related to asylum; and • the query portal, that supports the direct exchange of information between EU+ and third countries on asylum-related topics, integrating requests circulated within various thematic networks/groups of experts.



The Agency is also producing thematic reports and *ad hoc* situational updates, which may be drafted upon request of Member States or the Commission.

2. Early warning and preparedness through three main areas of work:

- collection and management of core statistical data on the asylum and reception situation in EU+ countries, including those related to the Agency's evolving operational support. The EUAA's data hub supports the standardisation and exchange of information between relevant national authorities, EU institutions, agencies and international organisations;
- research programme, which supports contingency planning by forecasting asylum-related migration flows to and within the EU+ and gathering testimonies from asylum-related migrants via a large-scale survey system that provides insight into the root causes of migration; and
- strategic analysis combines and analyses multiple sources of information to communicate the asylum situation in the EU+ to a wide range of external stakeholders.

In 2025, preparatory groundwork and consultations will be undertaken to refine and align the portfolio of the EUAA's situational awareness products, platforms and services ahead of the entry into application of the Pact. Efforts to enrich situational awareness through insights gained through multi-country survey of asylum seekers and beneficiaries of temporary or international protection will continue.

The asylum report, which provides a comprehensive, comparative analysis of developments in asylum at national and EU level, will focus on topics at the centre of public debate and will be further disseminated via outreach activities in research communities.

	2025 (planned)	2023 (actual)
Financial resources	<p>EUR 1,575,000 (3101 Information and Analysis) (3102 Data analysis and research)</p>	<p>EUR 1,043,612.19 (3101 Information and Documentation System and Annual Report) (3102 Data analysis and research)</p>
Human resources	33 TA, 8 CA & SNE	27 TA, 5 CA & SNE
Estimates of quantifiable workload drivers	<ul style="list-style-type: none"> • 4 qualitative databases to be maintained and further developed. • A public version of the information and documentation system platform to be developed and released. • Asylum report envisaged by the EUAA Regulation. • 45 analytical outputs on qualitative information produced, including situational analysis/report and caselaw database thematic products. • 11 operational plans requiring operational data collection and analysis. • 21 early warning and preparedness system indicators on which data needs to be collected and analysed. • 21 data sources managed. • 23 products comprising the regular analytical portfolio. 	



- 100 requests for ad-hoc contributions on situational awareness (number expected to increase).

Objective 1

To support the Commission and Member States’ evidence-based decision-making in the implementation of the CEAS through a comprehensive situational picture in the field of asylum and reception.

Link to the multi-annual objective(s)

MA03

Main outputs/actions (2025)

- Maintain information and documentation system, case law database, query portal in cooperation with EU+ countries.
- Produce overviews and analyses on a regular basis.
- Provide contributions to *ad hoc* requests.
- Produce an asylum report as a reference document for the CEAS, including best practices and methodologies of Member States and stakeholders.

Expected results (2025)

- Information and documentation system interface made available to the general public.
- Situational overviews and other analytical products are drafted addressing the information needs of external stakeholders and published in attractive and user-friendly manner.
- Analytical query reports, including those on the activities with third countries, drafted according to a standardised methodology.
- The case law database and related analytical products are considered a point of reference on jurisprudence on asylum.
- Member States have access to comprehensive and up to date information on the implementation of the CEAS through an annual asylum report.
- EUAA’s situational awareness platforms are used.
- Stakeholders have access to timely, validated and comparable information.

Indicators	Latest result	Target 2025	Data source
Stakeholder satisfaction score on the relevance and usefulness of information and documentation system, query portal, caselaw database and asylum report.	N/A.	80 %.	Surveys.
Percentage of queries processed yearly in the query portal.	86 %.	90 %.	Query portal.
Percentage of situational analyses requests from external stakeholders fulfilled.	N/A.	90 %.	Record of drafted overviews.

Objective 2

To support the Commission and Member States’ preparedness, policies and operational responses through the production of high-quality situational awareness.

Link to the multi-annual objective(s)

MA03



Main outputs/actions (2025)

- Datasets containing timely processed and standardised information on the asylum and reception situation in Member States, operational support provided by the Agency, and root causes of migration, including testimonies from asylum-related migrants.
- EU system for early warning and forecasting of asylum-related migration.
- Analytical portfolio contributing to situational awareness through strategic, operational and forward-looking analyses on asylum-related migration to the EU+.
- Contribution to academic papers based on research and analyses conducted.
- Joint analyses with EU+ countries, European Border and Coast Guard Agency (Frontex), EU Agency for Law Enforcement and Cooperation (Europol) and others.
- Responses to *ad hoc* requests on stakeholders' analytical needs.

Expected results (2025)

- Pertinent data on the asylum and reception situation in EU+ countries are processed and delivered to relevant stakeholders.
- The system for early warning and forecasting of mixed migration flows is based on appropriate analytical products.
- The Agency, Member States and the Commission understanding of migration drivers, and ability to anticipate asylum trends and plan suitable policies and operational responses is improved.
- Data driven analyses are complemented with testimonies to produce more effective analyses and include the perspective of applicants for or beneficiaries of international protection.
- The Agency's role as a recognised centre of expertise on asylum is demonstrated.
- Attention of policy makers steered towards pertinent questions on asylum-related migration.

Indicators	Latest result	Target 2025	Data source
Stakeholders' satisfaction score on the relevance and usefulness of selected situational awareness products.	N/A.	80 %.	Surveys and interviews with stakeholders.
Percentage of early warning and preparedness system datasets shared by network members	N/A.	80 %.	Internal records.

2.3.3 Asylum and reception cooperation and guidance

Overview of the activity

As a centre of asylum knowledge, the Agency will continue to promote practical cooperation and exchange of best practices among Member States through six dedicated networks: on asylum processes, exclusion, reception, vulnerability, Dublin procedures and courts and tribunals. On a broader scale, these initiatives contribute to the effective implementation of the CEAS, fostering a cooperative, efficient and high-quality approach to international protection systems within the EU+.

Practical cooperation initiatives will convene experts, practitioners and officials to reinforce their expertise and increase convergence.



To improve the efficiency of protection systems in the EU, assuring the implementation of high-quality standards, using (digital) innovative solutions and pursuing convergence and effective outcomes, activities will foster collaboration between all stakeholders involved, such as determining authorities, judicial institutions, reception authorities and civil society organisations as well as internal stakeholders, EU agencies and international organisations. With the entry into application of the Pact in 2026 in mind, the single focus of activities on asylum and reception cooperation and guidance will be on supporting Member States with preparing for the successful implementation of the Pact.

	2025 (planned)	2023 (actual)
Financial resources	EUR 6,537,800 (3202 Asylum Cooperation and Guidance)	EUR 3,791,187.55 (3202 Asylum Cooperation and Guidance)
Human resources	38 TA, 13 CA	36 TA, 7 CA
Estimates of quantifiable workload drivers	<ul style="list-style-type: none"> • 13 operational plans and 9 roadmaps supported. • 6 networks managed and 22 related activities organised based on Member States' needs. • 2 projects. • 22 products/publications/translations stemming from needs expressed by Member States or other stakeholders. 	

Objective 1

To foster the exchange of information, good practices and expertise in the field of asylum and reception between EU+ countries and other stakeholders, to increase quality, efficiency and convergence.

Link to the multi-annual objective(s)

MA03

Main outputs/actions (2025)

- Organise (bi-)annual national contact point meetings for all networks.
- Implement a yearly programme of support activities including thematic meetings, workshops, webinars, conferences, exchange visits and technical assistance based on priorities and needs and promoting contributions from national experts, including the EUAA's judicial experts pool.
- Identify good practices and gaps, including through thematic queries, surveys, quality matrix- and other reports.
- Share periodic updates with network members, accompanied by outreach activities.
- Organise consultations between Member State authorities and study visits.
- Involve external stakeholders such as international organisations in the preparation, implementation and follow-up of activities, where relevant.
- Implement targeted technical support and capacity building activities such as workshops, on-the-job-coaching sessions, quality support missions, assessments and activities to improve asylum processes and quality management, reception, vulnerability and the work of courts and tribunals as part of permanent support.
- Contribute to the draft and implementation of operational plans for specific, technical expertise in areas of asylum, reception, vulnerability, Dublin and appeal authorities.



Expected results (2025)

- Increased representation and engagement of all EU+ countries and key stakeholders within the networks and broader dissemination of network activities and publications among asylum practitioners.
- Best practices with regard to asylum processes, exclusion, Dublin procedures, reception, vulnerability and judicial processes are identified, challenges are assessed and solutions are recommended.
- Capacity building activities are provided to the networks based on identified needs of Member States with practical implementation of the operational standards, indicators, guidelines and best practices.
- Enhanced strategic and practical cooperation among EU+ countries by gathering, analysing, exchanging and reporting on experiences, practices and projects within the framework of the respective thematic network.
- Reinforced expertise and dialogue among members of courts and tribunals in the field of international protection law.
- In countries benefitting from the EUAA's operational support, increased capacity of national authorities to identify, assess and respond to the needs of vulnerable persons and to manage reception workflows in line with the EU reception standards.
- Increased awareness and use of practical tools under operational plans and in third countries under the framework of the [external cooperation strategy](#).

Indicators	Latest result	Target 2025	Data source
Percentage of practical cooperation activities of the relevant networks (asylum processes, exclusion, Dublin units, reception authorities, vulnerability experts, courts and tribunals), resulting in meeting reports which contain best practices, proposed solutions and action points.	N/A.	90 % (total 46 activities).	Administrative records / quarterly.
Average attendance rate of the network members and representatives of EU+ countries in the networks' activities.	N/A.	80 % of network members attended.	Attendance lists.
Average satisfaction rate regarding the expected outcomes among participants to the practical cooperation activities.	N/A.	80 %.	Surveys.

Objective 2

To enhance the quality and effectiveness of asylum procedures and reception systems in the EU+ countries through the implementation of the Agency's practical guides and tools.

Link to the multi-annual objective(s)

MA01, MA03



Main outputs/actions (2025)

- Development, update and publication of Pact-related practical tools, guidance, operational standards and indicators and judicial publications through the relevant thematic networks.
- Disseminate publications, tools, and other developed products through appropriate outreach initiatives, including launching events, videos, field visits, workshops, and translations, to effectively reach end-users.
- Implement the recommendations of the external evaluation on common operational standards and indicators, guidance and practical tools.
- Support the development of contingency plans for asylum and reception alongside contingency plan support activities (workshops and scenario testing).
- Develop/revise relevant standard operating procedures, work instructions, workflows and templates according to the operational standards, indicators, guidelines and best practices.
- Set up or strengthen quality assurance mechanisms with the national asylum and reception authorities, including self-assessment and operationalisation of best practices.
- Develop and update the platforms for practitioners (e.g. let’s speak asylum platform and Dublin platform).

Expected results (2025)

- The tools are regularly used by EU+ countries’ relevant authorities, in particular in preparation for the implementation of the Pact.
- Improved quality of asylum procedures in countries where the Agency has operations (registration, information provision, conducting interviews, drafting opinions or evaluations, etc.).
- Quality assurance mechanisms established and/or strengthened in countries where the Agency has operations.

Indicators	Latest result	Target 2025	Data source
Percentage of practical tools, guidance, operational standards and judicial analyses developed/updated and published as planned in consultation with the respective networks.	N/A.	90 %.	Products published on the website and/or network platform.
Percentage of outreach initiatives in support of the tools’ dissemination implemented in Member States according to the target of 14.	N/A.	90 %.	Administrative records of planned and executed outreach initiatives.
Percentage of technical support and capacity building activities implemented in Member States where the EUAA has an agreed operational plan.	N/A.	90 %.	Administrative records.
Percentage of guidance, tools, standard operating procedures, workflows, templates and quality feedback reports on the core asylum processes developed, updated or reviewed as	N/A.	90 % of planned deliverables.	Tools and reports made available to operations.

planned in consultation with the relevant networks.			
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2.3.4 Monitoring the operational and technical application of the CEAS

Overview of the activity

The monitoring mechanism will assess Member States' capacity to manage disproportionate pressure and enhance their efficiency in all aspects of the CEAS, in particular: the Dublin system; international protection procedures; the application of criteria for assessing protection needs and the type of protection granted; child protection safeguards and the specific needs of persons in a vulnerable situation; staff availability and capacity for translation and interpretation; staff capacity to handle and manage asylum cases efficiently, including appeals; reception conditions, capacity, infrastructure, equipment and, to the extent possible, financial resources.

The obligation for the Agency to establish the monitoring mechanism came into force on 31 December 2023. The monitoring methodology and the multiannual monitoring programme were adopted in 2024. Following a pilot phase comprising two monitoring exercises in 2025, the mechanism's full roll-out is expected in 2026, as a result of the full entry into application of the Pact.

	2025 (planned)	2023 (actual)
Financial resources	EUR 784,000 (3501 Monitoring of application of the CEAS)	EUR 64,103.30 (3501 EUAA Monitoring of application of the CEAS)
Human resources	8 TA, 8 CA & SNE	1 TA, 1 CA For the initial stages: multi-disciplinary project team to be sourced on part-time and needs-basis from ongoing activities within the asylum knowledge area, to maximise use of existing expertise and know-how.
Estimates of quantifiable workload drivers	<ul style="list-style-type: none"> • One monitoring exercise per Member State every five years in line with the multiannual monitoring programme. • Thematic monitoring exercises and <i>ad hoc</i> country monitoring based on need/requests. • 	
Objective 1		
To fully roll out the implementation of the EUAA monitoring mandate		
Link to the multi-annual objective(s)		
MA04		
Main outputs/actions (2025)		
<ul style="list-style-type: none"> • Standardise and consolidate practical preparations for monitoring teams, including induction training for monitoring teams. 		

<ul style="list-style-type: none"> • Maintain the multiannual monitoring programme indicating the order in which Member States will be monitored and prepare the annual monitoring programme for 2026 • Two pilot monitoring exercises will be organised in 2025 followed by lessons-learnt and adaptation of relevant technical documentation and/or methodology as needed. 			
Expected results (2025) <ul style="list-style-type: none"> • Two pilot monitoring exercises will be implemented. 			
Indicators	Latest result	Target 2025	Data source
2 pilot exercises in 2025 to be 100 % implemented	N/A.	100 %.	Internal documentation.

2.4. Horizontal activities

2.4.1 Communication

Overview of the activity		
<p>The Agency will continue to strive for excellence in its internal and external communication. It will maintain and improve regular and accurate press coverage and proactive engagement with traditional and social media. It will coordinate efforts with the Commission’s communication service and contribute to positive narratives regarding asylum and refugees, including by addressing misinformation.</p>		
	2025 (planned)	2023 (actual)
Financial resources	No Title 3 provisions	No Title 3 provisions
Human resources	4 TA, 7 CA	N/A ⁽⁴⁶⁾
Estimates of quantifiable workload drivers	<ul style="list-style-type: none"> • Crisis situations or major geo-political developments. • Policy changes. • Increased EUAA activities and tasks. • Regulatory requirements (e.g. data protection). 	
Objective 1		
The Agency is a primary reference for media reporting on asylum in the EU.		
Link to the multi-annual objective(s)		
MA01-MA07		
Main outputs/actions (2025)		
<ul style="list-style-type: none"> • Digitalise communication outputs (newsletters, publication distribution, press material, etc.). 		

⁽⁴⁶⁾ Staff allocation is part of ‘Resources allocated to governance, administrative and other horizontal activities’ (Title 1).

- Communicate the relevance of the Agency’s work to a broader audience and challenge stereotypes and misinformation on refugees and asylum.
- Continue prioritising social media, including easy-to-understand audio-visual products, as a primary communication tool.

Expected results (2025)

- Effective communication is maintained.
- Increased visibility/presence of the Agency on social networks and media platforms.

Indicators	Latest result	Target 2025	Data source
Monthly average social media reach.	5.9 million.	6 million.	Social media analytics.
Reach of mentions of the Agency in the press.	23.14 billion.	14 billion.	Meltwater analytical tool.

2.4.2. Organisational management and sustainability

Overview of the activity

The Agency will continue focusing on sustainability initiatives notably by integrating environmental dimensions into its practices and procedures and striving to reduce its carbon footprint and improve its environmental performance. The Agency will continue to integrate environmental sustainability in procurements where this is relevant.

With a view to ensuring resilience of core business, the Agency will align its actions to Regulation (EU, Euratom) 2023/2841 on cybersecurity.

The organisation will continue to invest in employee growth and the provision of resources to achieve those targets. The goal is to foster resilience and a sense of empowerment and ownership over professional growth and career development.

	2025 (planned)	2023 (actual)
Financial resources	No Title 3 provisions	No Title 3 provisions
Human resources	17 TA, 18 CA	N/A ⁽⁴⁷⁾
Estimates of quantifiable workload drivers	<ul style="list-style-type: none"> • Human resource strategy implementation plan. • Entry into application of the Cybersecurity Regulation 2023/2841. • Rising number of cybersecurity attacks. 	

Objective 1

⁽⁴⁷⁾ Staff allocation is part of ‘Resources allocated to governance, administrative and other horizontal activities’ (Title 1).

To enable Agency alignment with sustainability principles by improving environmental performance and staff well-being, and building a resilient and cyber-secure ICT infrastructure.

Link to the multi-annual objective(s)

MA01-MA07

Main outputs/actions (2025)

- Training and simulations of cyberattacks organised for users of the EUAA’s ICT systems.
- Work towards an overall reduction in greenhouse gas emissions.
- Implement a staff well-being programme that addresses physical and mental health, as well as work-life balance.

Expected results (2025)

- Priority initiatives for improving environmental performance of the organisation are defined. Greater awareness of cybersecurity among internal and external users of the Agency’s ICT systems.
- The Agency’s digital content is resilient to cyberattacks.
- Employee wellbeing is improved.

Indicators	Latest result	Target 2025	Data source
The Agency has an environmental policy and a plan for emissions reduction in place.	N/A.	100 %.	Internal documents.
% of staff trained on / made aware of cybersecurity	N/A.	80 %.	Internal documents.
Percentage improvement in staff satisfaction survey scores (focusing on well-being related questions) compared to previous survey.	35 %.	+2 %.	Staff engagement survey.

2.4.3. Protection of fundamental rights

Overview of the activity

The Fundamental Rights Officer will support and monitor the implementation of the EUAA fundamental rights strategy.

The Fundamental Rights Officer will handle complaints received through the complaints mechanism as per Article 51(4) of the EUAA Regulation, conduct visits to sites of the EUAA’s operational activities, and provide observations on fundamental rights compliance.

Additionally, they will:

- provide observations concerning operational plans and the evaluation of the EUAA’s operational and technical assistance;
- support the mainstreaming of fundamental rights through the development of new modules of the EAC;

<ul style="list-style-type: none"> cooperate with the Consultative Forum in the framework of the execution of the fundamental rights strategy and consult the forum when conducting visits to sites of the EUAA’s operational activities; and continue setting up their office by recruiting and hiring supporting staff. 			
	2025 (planned)	2023 (actual)	
Financial resources	EUR 55,000 (3701 – Protection of fundamental rights)	EUR 0	
Human resources	3 TA, 1 CA	1 TA	
Estimates of quantifiable workload drivers	<ul style="list-style-type: none"> Number of complaints handled via the complaints mechanism. 5 measures from the fundamental rights strategy where FRO involvement is required. 8 site visits. Number of observations submitted. 		
Objective 1			
To set up appropriate mechanisms that reinforce the protection of fundamental rights in all of the Agency’s activities.			
Link to the multi-annual objective(s)			
MA01-MA07			
Main outputs/actions (2025)			
<ul style="list-style-type: none"> Monitor and support the implementation of the fundamental rights strategy. Implement the complaints mechanism. Provide fundamental rights observations. Cooperate with the Consultative Forum. 			
Expected results (2025)			
<ul style="list-style-type: none"> Actionable observations submitted to internal stakeholders. 			
Indicators	Latest result	Target 2025	Data source
Percentage of observations to internal stakeholders acted upon/followed up.	N/A.	100 %.	Internal report.

2.4.4. European and international cooperation

Overview of the activity
<p>Strong relationships with the Commission, the Council, the European Parliament, the European External Action Service, Member States, other EU agencies and international stakeholders are essential. Cooperation with civil society organisations is expressed through the Consultative Forum, which provides and acts as a platform for exchange of information ⁽⁴⁸⁾. The Agency consults relevant civil society organisations on key</p>

⁽⁴⁸⁾ Subject to the modalities and working methods agreed by the Management Board and the Consultative Forum.

documents ⁽⁴⁹⁾ and also participates in civil society networks and other consultative fora of other justice and home affairs agencies. The Agency will contribute to inform EU policy and legislative discussions in asylum and reception.

Where appropriate, cooperation with stakeholders will be framed by working arrangements, exchange of letters and cooperation plans. As regards the agencies, a new working arrangement will be sought with Europol while a revision of the working arrangement with the Fundamental Rights Agency will be taken forward. Cooperation will also continue at a multilateral level through the EU Agencies Network and the Justice and Home Affairs Agencies' Network. The Agency aims to pursue deployment of liaison officers to Member States in 2025 and continue working towards deployment of liaison officers to third countries, depending on the availability of resources.

In line with the revised [external cooperation strategy](#), the EU external relations policy, and guidance from the Agency's Fundamental Rights Officer, third country cooperation, the Agency will:

- facilitate and encourage operational cooperation between Member States and partner countries;
- cooperate with third countries to promote Union standards on asylum and reception and provide expertise and capacity building to enhance their asylum and reception systems;
- implement regional development and protection programmes (or similar).

The Agency will also continue supporting the Western Balkans, Türkiye and the Middle East and North Africa region. The regional pilot project for North Africa and Niger, implemented under the regional development and protection programme for North Africa, will end in June 2025. Following the successful implementation of the pilot phase, the EUAA envisages to continue the implementation of the regional project from 2025 to 2028 depending on available resources. Bilateral support to Egypt will continue under a new 2024-2026 roadmap - including with funding from the NDICI. As appropriate and depending on available resources, bilateral support might also be extended to other countries prioritising, in line with the EUAA external cooperation strategy, EU candidate countries (Ukraine, Moldova and Georgia).

Cooperation with third countries proceeds in line with the Team Europe approach ⁽⁵⁰⁾. For example, some activities will be funded by earmarked contributions of EU+ countries, via the Instrument for Pre-Accession ⁽⁵¹⁾, and NDICI. The third country cooperation network and its geographic working groups will support coordination of the various stakeholders' efforts.

⁽⁴⁹⁾ Including the work programme, the Asylum Report, the fundamental rights strategy, the code of conduct, the complaints mechanism and the EAC.

⁽⁵⁰⁾ Team Europe consists of the EU, Member States — including their implementing agencies and public development banks — as well as the European Investment Bank and the European Bank for Reconstruction and Development. 'Team Europe approach' means joining forces so that the joint external action of these actors becomes more than the sum of its parts.

⁽⁵¹⁾ For example, support to the Western Balkans will be delivered within the frameworks of the EUAA bilateral cooperation and the Instrument for Pre-accession Assistance-funded programme 'EU regional support to protection-sensitive migration management systems in the Western Balkans – PHASE III'.

	2025 (planned)	2023 (actual)
Financial resources	EUR 2,210,000 (3402 Cooperation with Stakeholders) (3401 Cooperation with Civil Society) (3203 External dimension – Third Country Support) ⁽⁵²⁾	EUR 929,078.69 (3402 Cooperation with Stakeholders) (3401 Cooperation with Civil Society) (3203 External dimension – Third Country Support) ⁽⁵³⁾
Human resources	18 ⁽⁵⁴⁾ TA, 10 CA & SNE	17 TA, 3 CA & SNE
Estimates of quantifiable workload drivers	<ul style="list-style-type: none"> • Meetings/events with EU, national and international stakeholders requiring preparation or contribution (300). • Meetings and consultations with civil society organisations in the framework of the Consultative Forum. • Management of the third country cooperation network and its working groups and number of meetings/activities thereof (6). • Number of partner countries in need of the Agency's support. • EU policy developments requiring the Agency's engagement, including in relation to the external dimension of the CEAS, and the Pact. 	
Objective 1		
To maintain and, where necessary, enhance relations with stakeholders ensuring coordination and cooperation.		
Link to the multi-annual objective(s)		
MA07		
Main outputs/actions (2025)		
<ul style="list-style-type: none"> • Proceed with the deployment of liaison officers to Member States and third countries. • Organise meetings and networking events with relevant European and international stakeholders. • Participate in relevant external meetings to present the EUAA's activities and contribute to debates, whenever requested or invited. • Implement existing working arrangements, cooperation plans and exchange of letters with stakeholders and conclude further frameworks, including possible working arrangements with partner countries. • Coordinate the third country cooperation network and related working groups. • Exchange information with civil society organisations through meetings of the Consultative Forum and contribute to the activities of the consultative fora of other justice and home affairs agencies. 		

⁽⁵²⁾ In addition to the indicated C1 credits, the Agency relies on the following R0 resources for the implementation of third country support activities and coverage of additional human resources:

- 4101 Czechia and Denmark voluntary and earmarked contributions to the regional pilot Project in support of North Africa (November 2020 – November 2023 or with a reporting period until 15 February 2024 with a possible no-cost extension to be decided);
- 4101 Denmark voluntary and earmarked contributions to the cooperation roadmap with Egypt (February 2021 -January 2024); and
- 4102 EU regional support to protection-sensitive migration management systems in the Western Balkans - PHASE III (February 2022-December 2025).

⁽⁵³⁾ Ibidem.

⁽⁵⁴⁾ Up to 26 human resources are expected, following the incorporation of eight liaison officers, which will be added if additional posts are made available or through deployment of staff within the Agency.

- Facilitate, where appropriate, the involvement of relevant civil society organisations in different areas of the Agency’s work, including by consulting them on key documents.

Expected results (2025)

- Enhanced coordination and cooperation with stakeholders relevant to the Agency’s mandate.
- Consistency is ensured and duplication of activities is avoided.
- The Agency is a recognised and trusted counterpart and its contributions to discussions relevant to its mandate are sought.
- The third country cooperation network and related working groups are functioning effectively.
- Continued consultation and cooperation with the Consultative Forum.

Indicators	Latest result	Target 2025	Data source
Number of stakeholder requests received in which the Agency is invited to speak and/or contribute, e.g., to a seminar, conference, policy, technical or academic meeting.	N/A.	370.	Internal records (stakeholder contact management).
Number of knowledge management tools/techniques, including in support of the network, under development, in place or updated.	N/A.	2.	Operational/ administrative records, reports; business cases developed.
Satisfaction of the members of the Consultative Forum and the Agency in relation to the dialogue and information exchange through the Forum.	N/A.	70 %.	Annual survey.

Objective 2

To support further development of asylum and reception capacities in the Western Balkans, Türkiye, the Middle East and North Africa and Niger, as well as in other countries/regions as appropriate.

Link to the multi-annual objective(s)

MA07

Main outputs/actions (2025)

- Provide strategic capacity development to relevant administrations/authorities in the Western Balkans, Türkiye, Middle East and North Africa and Niger⁽⁵⁵⁾.
- Facilitate and encourage operational cooperation between EU+ countries and administrations of the mentioned countries and regions.
- Implement existing cooperation frameworks (roadmaps) and working arrangements to support administrations in the mentioned countries and regions and develop further cooperation frameworks as appropriate.
- Implement pre-accession assistance funded regional project(s) in the Western Balkan region.
- Finalise the implementation of a regional pilot project under the umbrella of the regional development and protection programmes for North Africa and begin to set up a stable

⁽⁵⁵⁾ Cooperation with Niger is on hold since 26 July 2023 due to the military coup. Cooperation will resume should the situation improve and subject to EU-level guidance as well as EUAA available resources.



regional project (based on available external financial resources). <ul style="list-style-type: none"> • Conduct/participate in technical and senior officials' meetings and consultations with relevant authorities. • Provide capacity building support to other third countries/regions as appropriate, in accordance with the external cooperation strategy and the available external financial resources. 			
Expected results (2025)			
<ul style="list-style-type: none"> • Improved capacity of the asylum and reception competent authorities to respond to international protection obligations. • Western Balkans' and Türkiye's asylum and reception systems and practices strengthened in line with the CEAS and the EU practices. • EU standards and practices in the Middle East and North Africa region and Niger promoted with a view to improving knowledge and enhancing asylum and reception-related legislation, systems and practices in these regions. 			
Indicators	Latest result	Target 2025	Data source
Percentage of planned activities implemented in the Western Balkans, Türkiye, the Middle East and North Africa region and Niger.	N/A.	80 %.	Operational and administrative records; periodical activity reports and final project reports sent to the Commission (externally funded projects only).

2.4.5. Executive Director's key performance indicators

The following indicators have been established in line with the Commission's guidelines on key performance indicators for directors of EU decentralised agencies ⁽⁵⁶⁾.

Objective 1			
To effectively implement the work programme with allocated human and financial resources.			
Link to the multi-annual objective(s)			
MA01-MA07			
Main outputs/actions (2025)			
<ul style="list-style-type: none"> • Quarterly work programme implementation reports delivered to the Management Board. • The consolidated annual activity report is positively assessed and timely adopted by the Management Board. 			
Expected results (2025)			
<ul style="list-style-type: none"> • Achievement of prioritised results as specified in annual planning documents. 			
Indicators	Latest result	Target 2025	Data source
Budget implementation.	97.11 %.	≥ 95 %.	Quarterly reports.
Recruitment plan implementation.	87.92 %.	≥ 80 %.	Quarterly monitoring reports.

⁽⁵⁶⁾ [Commission's Guidelines on key performance indicators for directors of EU decentralised agencies, SWD\(2015\)62.](#)



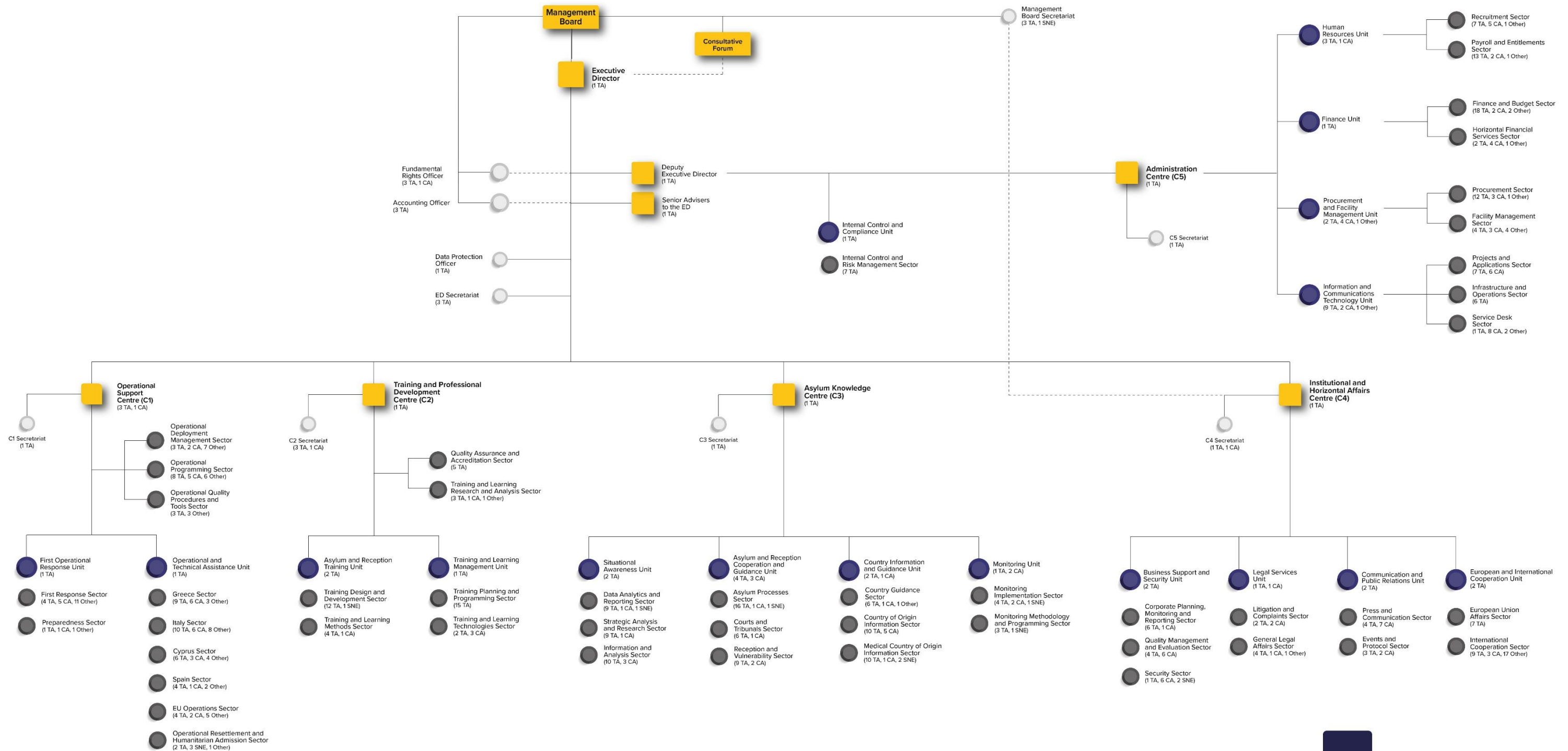


Annexes

Annex I	Organisation chart
Annex II	Resource allocation per activity
Annex III	Financial resources
Annex IV	Human resources – quantitative
Annex V	Human resources – qualitative
Annex VI	Environment management
Annex VII	Building policy
Annex VIII	Privileges and immunities
Annex IX	Evaluations
Annex X	Strategy for the organisational management and internal control systems
Annex XI	Plan for grant, contribution or service-level agreements
Annex XII	Strategy for cooperation with third countries and/or international organisation



Annex I. Organisation chart for 2024, or if restructuring known for 2025



- Notes:
1. The Fundamental Rights Officer reports to and is managed by the Management Board.
 2. The Accounting Officer reports to the Management Board and is administratively managed by the Executive Director.
 3. The Data Protection Officer reports to the Executive Director.



[Correct as at 23 April 2024]

Figure 1. The organisational structure shown is in effect as of 13/02/2023. Breakdown of posts (including vacant posts) is as of 1/7/2024.



Annex II: Resource allocation per activity 2025-2027⁽⁶⁸⁾ ⁽⁶⁹⁾

Activity	2024			2025			2026			2027		
	TA	CA & SNE (FTE)	Budget allocated (C1, €)	TA	CA & SNE (FTE)	Budget allocated (C1, €)	TA	CA & SNE (FTE)	Budget allocated (C1, €)	TA	CA & SNE (FTE)	Budget allocated (C1, €)
Operational support⁽⁷⁰⁾	59	95⁽⁷¹⁾	81,819,750	60	120⁽⁷²⁾	135,539,445	60	85	135,449,613	60	90	147,179,966
Operational and technical assistance	43	79 ⁽⁷³⁾	74,696,211	44	93 ⁽⁷⁴⁾	129,169,345	44	62	125,349,613	44	62	136,679,966
Resettlement and humanitarian admission	4	1	2,504,000	4	4	3,370,100	4	4	4,100,000	4	5	4,500,000
Preparedness, programming of operations, operational deployment and quality /Operational support framework ⁽⁷⁵⁾	12	15 ⁽⁷⁶⁾	4,619,539	12	23 ⁽⁷⁷⁾	3,000,000	12	19	6,000,000	12	23	6,000,000
Training and professional development	47	9	2,940,000	47	16	4,109,400	47	18	4,950,000	47	19	5,020,000
Design and development of the European Asylum Curriculum	20	4	1,783,314	20	7	2,107,000	20	8	2,800,000	20	8	2,670,000

⁽⁶⁸⁾ Since the numbering of activities might change from one year to another, annex II is reporting only the textual description of each activity, to facilitate comparison across different years.

⁽⁶⁹⁾ The Agency requested additional posts for tasks stemming from the revised mandate and to address the new cyber security requirements. The Agency is receiving 100 contract agent posts for a period of three years (2025-2027) for Pact implementation.

⁽⁷⁰⁾ The breakdown of resources for the sub-activities under 'Operational support' is indicative. Budgets will be aligned with annual planning of specific operational plans, prioritised needs assessments and activities to be implemented, and will be managed within the overall available budget. In case of further operational needs in specific areas, re-allocation of resources and/or R0 provisions/contingency funding will be further utilised for operational budgeting.

⁽⁷¹⁾ This includes 58 short term Contract Agent posts (costed under Title 1).

⁽⁷²⁾ This includes 40 short term Contract Agent posts (costed under Title 1).

⁽⁷³⁾ This includes 50 short term Contract Agent posts (costed under Title 1).

⁽⁷⁴⁾ This includes 34 short term Contract Agent posts (costed under Title 1).

⁽⁷⁵⁾ The activity 'preparedness, programming of operations, operational deployment and quality' will be renamed 'operational support framework' from 2025 onwards.'

⁽⁷⁶⁾ This includes 8 short term Contract Agent posts (costed under Title 1).

⁽⁷⁷⁾ This includes 6 short term Contract Agent posts (costed under Title 1).

Activity	2024			2025			2026			2027		
	TA	CA & SNE (FTE)	Budget allocated (C1, €)	TA	CA & SNE (FTE)	Budget allocated (C1, €)	TA	CA & SNE (FTE)	Budget allocated (C1, €)	TA	CA & SNE (FTE)	Budget allocated (C1, €)
Delivery of the EUAA Training	17	0	259,903	17	2	271,400	17	2	400,000	17	3	450,000
Implementation of the Training Quality Assurance Framework/ Training quality assistance framework and training monitoring and evaluation	8	2 ⁽⁷⁸⁾	505,024	8	2	1,149,000	8	2	1,050,000	8	2	1,150,000
Implementation of a user-centred Learning Technology Ecosystem (LTE)	2	3	391,759	2	5	582,000	2	6	700,000	2	6	750,000
Asylum knowledge	104	25	5,898,875	110	40	12,266,800	110	46	12,425,000	110	47	13,027,000
Country of origin information and country guidance/Country information and guidance ⁽⁷⁹⁾	31	9	1,998,000	31	11	3,370,000	31	12	3,500,000	31	13	3,800,000
Situational awareness	33	7	726,000	33	8	1,575,000	33	10	1,650,000	33	10	1,555,000
Asylum and reception cooperation and guidance	38	9	3,042,875	38	13	6,537,800	38	15	6,540,000	38	15	6,900,000
Monitoring the operational and technical application of the CEAS	2	0	132,000	8	8	784,000	8	9	735,000	8	9	772,000
Protection of fundamental rights	3	0	0									
Horizontal Activities	17	3	1,273,950	42	36	2,265,000	42	36	2,300,000	42	41	2,400,000

⁽⁷⁸⁾ Includes 1 short-term CA post.

⁽⁷⁹⁾ The activity 'country of origin information and country guidance' will be renamed 'country information and guidance' from 2025 onwards.





Activity	2024			2025			2026			2027		
	TA	CA & SNE (FTE)	Budget allocated (C1, €)	TA	CA & SNE (FTE)	Budget allocated (C1, €)	TA	CA & SNE (FTE)	Budget allocated (C1, €)	TA	CA & SNE (FTE)	Budget allocated (C1, €)
Protection of fundamental rights ⁽⁸⁰⁾				3	1	55,000	3	1	60,000	3	1	60,000
EU and international cooperation	17	3	1,273,950	18	10	2,210,000	18	10	2,240,000	18	10	2,340,000
Communication	0	0	0	4	7	0	4	7	0	4	7	0
Organisational management and sustainability	0	0	0	17	18	0	17	18		17	23	0
EUAA grants (budget line 3801)			0			50,000			2,750,000			
Mission expenses (budget line 3901)									4,000,000			4,100,000
TOTAL operational (Title 3)	230	132	91,932,575	259	212	154,230,645	259	185	161,874,613	259	197	171,726,966
Resources allocated to governance, administrative and other horizontal activities (Title 1, Title 2)	141	72	72,745,254	112	47	85,506,665	112	47	91,143,000	112	47	95,071,000
TOTAL EU subsidy	371	204	164,677,829	371	259	239,737,310	371	232	253,017,613	371	244	266,797,966
Ad hoc grants (external assigned revenue)	-	17	p.m.	-	10	p.m.	-		p.m.			p.m.
TOTAL (EU subsidy + external assigned revenue)	371	211	164,677,829	371	269	239,737,310	371	232	253,017,613	371	244	266,797,966

The Agency will receive an additional 100 contract agents over a period of three years (2025: 75, 2026: 13, 2027: 12).

⁽⁸⁰⁾ As of 2025, the activity 'protection of fundamental rights' will be part of 'horizontal activities'.

Annex III: Financial resources 2025-2027

This annex includes estimates of revenues and expenditures for 2025, 2026 and 2027. The revenue and expenditure items below correspond to the official budget structure of the Agency, as adopted by the Management Board.

The allocation of the overall 2025 annual budget across items of expenditures is provisional and may be subject to changes prior to its final adoption.

Article 53(8) of the EUAA Regulation stipulates that the Agency's budget shall be adopted by the Management Board and shall become final following final adoption of the general budget of the European Union. Where necessary, it shall be adjusted accordingly.

Once this single programming document is adopted, the estimates for 2025 shall constitute the budget of the Agency in accordance with the aforementioned Article 53(8) and within the meaning of Title III of the Agency's Financial Regulation.

Table 7: Revenue

General revenues

Revenues	2024	2025
	Revenues estimated by the Agency (€)	Budget forecast (€)
EU contribution	171,677,829	239,737,310
Other revenue	9,766,010	p.m.
Total revenues	181,443,839	239,737,310

The Agency will receive an additional 100 contract agents over a period of three years (2025: 75, 2026: 13, 2027: 12).

Revenues ⁸¹	Executed 2023 (€)	Estimated by the Agency 2024 (€)	2025		VAR 2025/2024 (%)	Envisaged 2026 (€)	Envisaged 2027 (€)
			Agency request (€)	Budget forecast (€)			
1. Revenue from fees and charges	0	0	0	0		0	0
2. EU contribution	170,135,127	171,677,829	239,737,310	239,737,310	140 %	253,017,613	266,797,966
- of which assigned revenues deriving from previous years' surpluses	7,965,840	12,576,654	p.m.	p.m.		p.m.	p.m.
3. Third countries contribution (incl. EEA/EFTA and candidate countries)	10,888,386	9,766,010	p.m.	p.m.		p.m.	p.m.
- of which EEA/EFTA (excl. Switzerland)	6,264,735	6,130,586	p.m.	p.m.		p.m.	p.m.
- of which candidate countries	0	0	0	0		0	0
4. Other contributions	2,052,501	p.m.	p.m.	p.m.		p.m.	p.m.
<i>Subsidy from the European Commission – DG NEAR for the European Neighbourhood and Partnership Instrument</i>							
<i>Subsidy from the European Commission - DG NEAR under Neighbourhood, Development and International Cooperation Instrument</i>	1,015,622	p.m.	p.m.	p.m.		p.m.	p.m.
<i>Subsidy from the European Commission – DG NEAR for the Pillar Assessed Organizations</i>	1,036,879	p.m.	p.m.	p.m.		p.m.	p.m.
<i>Subsidy from the European Commission – DG HOME for the Emergency Assistance grant scheme – Asylum, Migration and Integration Fund</i>							
<i>Member States contributions</i>	0	p.m.	p.m.	p.m.		p.m.	p.m.
5. Administrative operations	291,209	p.m.	p.m.	p.m.		p.m.	p.m.
<i>Revenue accruing from investments or loans granted, bank and other interest</i>	291,209	p.m.	p.m.	p.m.		p.m.	p.m.
TOTAL	183,367,223	181,443,839	239,737,310	239,737,310	132 %	253,017,613	266,797,966

⁽⁸¹⁾ The Agency requested additional posts for tasks stemming from the revised mandate and to address the new cyber security requirements. The Agency is receiving 100 contract agent posts for a period of three years (2025-2027) for Pact implementation.

The Agency will receive an additional 100 contract agents over a period of three years (2025: 75, 2026: 13, 2027: 12). **Additional EU funding: grant, contribution and service-level agreements**

Revenues	2024		2025	
	Revenues estimated by the Agency (€)		Budget forecast (€)	
Total revenues		p.m.		p.m.

Revenues	Executed 2023 (€)	Estimated by the Agency 2024 (€)	2025		VAR 2025/2024 (%)	Envisaged 2026 (€)	Envisaged 2027 (€)
			Agency request (€)	Budget forecast (€)			
Additional EU funding stemming from grants (FFR Art. 7)		p.m.	p.m.	p.m.		p.m.	p.m.
Additional EU funding stemming from Contribution Agreements (FFR Art. 7)							
Additional EU funding stemming from Service Level Agreements (FFR Art. 43.2)							
Total		p.m.	p.m.	p.m.		p.m.	p.m.



**Table 8: Expenditure**

Expenditure	2024		2025*	
	Commitment appropriations (€)	Payment appropriations (€)	Commitment appropriations (€)	Payment appropriations (€)
Title 1 – Staff expenditure	52,490,712	52,490,712	63,422,672	63,422,672
Title 2 – Infrastructure and operating expenditure	20,254,542	20,254,542	22,083,993	22,083,993
Title 3 – Operational expenditure	91,932,575	98,932,575	154,230,645	154,230,645
Total expenditure	164,677,829	171,677,829	239,737,310	239,737,310

Expenditure ⁸²	Commitment appropriations						
	Executed budget (⁸³) 2023 (€)	Budget 2024 (€)	Draft budget 2025		VAR 2025/2024 (%)	Envisaged 2026* (€)	Envisaged 2027* (€)
			Agency request (€)	Budget forecast (€)			
Title 1 - Staff expenditure	53,871,751	52,490,712	63,422,672		121 %	65,528,000	69,561,000
11 Salaries & allowances/staff expenditure ⁸⁴	44,177,858	42,080,000	52,470,947		125 %	55,534,000	58,535,000
<i>A01101 Temporary Agents</i>	32,357,300	31,697,000	34,449,000		109 %		
<i>1101 Basic salaries & allowances for Temporary Agents</i>						35,550,000	36,620,000
<i>A01102 Contract Agents</i>	11,323,755	9,900,000	17,169,947		173 %		
<i>1102 Basic salaries & allowances for Contract Agents</i>						18,900,000	20,800,000
<i>A01103 Seconded National Experts</i>	424,417	342,000	602,000		176 %		

⁽⁸²⁾ The Agency requested additional posts for tasks stemming from the revised mandate and to address the new cyber security requirements. The Agency is receiving 100 contract agent posts for a period of three years (2025-2027) for Pact implementation.

⁽⁸³⁾ Including R0 funds - earmarked external projects.

⁽⁸⁴⁾ The chapter name 'salaries & allowances' will be renamed 'staff expenditure' from 2026 onwards.

Expenditure ⁸²	Commitment appropriations						
	Executed budget (⁸³) 2023 (€)	Budget 2024 (€)	Draft budget 2025		VAR 2025/2024 (%)	Envisaged 2026* (€)	Envisaged 2027* (€)
			Agency request (€)	Budget forecast (€)			
<i>1103 Salaries & allowances of external personnel</i>						1,084,000	1,115,000
<i>A01104 Trainees</i>	72,385	141,000	250,000		177 %		
12 Expenditure relating to staff recruitment	156,173	148,205	234,000		158 %	255,000	260,000
13 Mission expenses / Administrative mission expenses ⁽⁸⁵⁾	3,104,562	2,900,712	2,500,000		86 %	240,000	220,000
14 Socio-medical infrastructure	3,069,666	3,351,307	3,742,800		112 %	4,579,000	5,021,000
<i>A01401 Restaurants and canteens</i>	115,047	169,000	136,800		81 %		
<i>1401 Social welfare</i>						4,579,000	5,021,000
<i>A01402 Medical service</i>	37,996	85,707	300,000		350 %		
<i>A01403 Other social allowances</i>	2,916,623	3,096,600	3,306,000		107 %		
15 Training	788,621	722,300	815,000		113 %	800,000	1,300,000
16 External services	2,572,323	3,282,188	3,639,925		111%	4,100,000	4,205,000
<i>A01601 Interim services</i>	2,109,663	2,948,373	3,159,925		107%		
<i>1601 Interim services and consultancy</i>						3,670,000	3,760,000
<i>A01602 Other external services</i>	380,420	328,815	400,000		122 %	430,000	445,000
<i>A01603 Legal services related to HR</i>	82,240	5,000	80,000		1600 %		
17 Receptions, events and representation/Representation expenditure ⁽⁸⁶⁾	2,547	6,000	20,000		333 %	20,000	20,000

⁽⁸⁵⁾ The chapter name 'mission expenses' will be renamed 'administrative mission expenses' from 2026 onwards.

⁽⁸⁶⁾ The chapter name 'Receptions, events and representation' will be renamed 'Representation expenditure' from 2026 onwards.



Expenditure ⁸²	Commitment appropriations						
	Executed budget ⁽⁸³⁾ 2023 (€)	Budget 2024 (€)	Draft budget 2025		VAR 2025/2024 (%)	Envisaged 2026* (€)	Envisaged 2027* (€)
			Agency request (€)	Budget forecast (€)			
Title 2 - Infrastructure and operating expenditure	17,731,426	20,254,542	22,083,993		109 %	25,615,000	25,510,000
21 Rental of buildings and associated costs / Building expenditure and security ⁽⁸⁷⁾	7,761,984	8,501,587	11,615,545		137 %	10,330,000	10,380,000
<i>A02101 Building rental, utilities, cleaning, maintenance and insurances</i>	4,475,210	6,294,987	7,265,545		115 %		
<i>2101 Building expenditure and security</i>						10,330,000	10,380,000
<i>A02102 Security and surveillance of the building</i>	1,228,264	1,604,600	1,870,000		117 %		
<i>A02103 Fitting out of premises</i>	1,571,102	262,000	1,980,000		756 %		
<i>A02104 Office equipment & furniture</i>	487,408	340,000	500,000		147 %		
22 Information, communication technology and data processing /Administrative information technology ⁽⁸⁸⁾	8,641,647	9,813,067	8,162,000		83 %	12,050,000	11,800,000
<i>A02201 ICT Equipment</i>	2,190,747	2,039,840	2,228,000		109 %		
<i>2201 Administrative information technology</i>						12,050,000	11,800,000
<i>A02202 ICT Maintenance</i>	2,801,014	3,298,200	2,900,000		88 %		
<i>A02203 ICT support services</i>	3,184,171	4,025,027	2,344,000		58 %		
<i>A02204 Telecomm. charges</i>	465,715	450,000	690,000		153 %		

⁽⁸⁷⁾ The chapter name 'Rental of buildings and associated costs' will be renamed 'Building expenditure and security' from 2026 onwards.

⁽⁸⁸⁾ The chapter name 'Information, communication technology and data processing' will be renamed 'Administrative information technology' from 2026 onwards.

Expenditure ⁸²	Commitment appropriations						
	Executed budget ⁽⁸³⁾ 2023 (€)	Budget 2024 (€)	Draft budget 2025		VAR 2025/2024 (%)	Envisaged 2026* (€)	Envisaged 2027* (€)
			Agency request (€)	Budget forecast (€)			
23 Current administrative expenditure	1,327,796	1,939,888	2,306,448		119 %	3,235,000	3,330,000
<i>A02301 Stationery and office supplies</i>	126,346	227,840	200,000		88 %		
<i>2301 Facility management services</i>						1,220,000	1,205,000
<i>A02302 Bank and other financial charges</i>	4,000	10,000	10,000		100 %		
<i>2302 General administrative expenditure</i>						730,000	830,000
<i>A02303 Legal expenses</i>	10,040	20,000	70,000		350 %	120,000	120,000
<i>A02304 Administrative internal and external meetings</i>	210,494	343,000	260,000		76 %	335,000	335,000
<i>A02305 Transportation and removal services</i>	146,791	255,440	240,800		94 %		
<i>A02306 Business Consultancy</i>	268,980	257,400	621,400		241 %		
<i>A02307 Administrative translations and interpretation</i>	140,000	135,000	150,000		111 %		
<i>A02308 Publication</i>	13,000	59,000	30,000		51 %		
<i>A02309 Communication</i>	218,948	481,500	480,000		100 %	830,000	840,000
<i>A02310 Administrative support services from EU Institutions and Bodies</i>	27,864	20,566	40,000		194 %		
<i>A02311 Postage, correspondence and delivery charges</i>	86,942	107,000	124,800		117 %		
<i>A02312 Library and Subscriptions expenditure</i>	74,390	23,142	79,448		343 %		

Expenditure ⁸²	Commitment appropriations						
	Executed budget (⁸³) 2023 (€)	Budget 2024 (€)	Draft budget 2025		VAR 2025/2024 (%)	Envisaged 2026* (€)	Envisaged 2027* (€)
			Agency request (€)	Budget forecast (€)			
Title 3 - Operational expenditure	88,766,651	91,932,575	154,230,645		168 %	161,874,613	171,726,966
31 Information, Analysis and Knowledge Development	2,328,569	2,724,000	4,945,000		182 %	5,150,000	5,355,000
<i>B03101 Information and Analysis</i>	719,294	321,000	950,000		296 %		
<i>3101 Situational awareness</i>						1,650,000	1,555,000
<i>B03102 Data Analysis and Research</i>	324,318	405,000	625,000		154 %		
<i>B03103 Third Country Research</i>	1,284,957	1,998,000	3,370,000		169 %		
<i>3103 Country information and guidance</i>						3,500,000	3,800,000
32 Support for Member States practical cooperation	8,667,949	9,565,825	15,997,300		167%	13,490,000	14,020,000
<i>B03201 EUAA training</i>	2,638,287	2,940,000	4,109,400		140%	4,950,000	5,020,000
<i>B03202 Asylum Cooperation and Guidance</i>	3,791,188	3,042,875	6,537,800		215 %	6,540,000	6,900,000
<i>B03203 External Dimension</i>	2,238,474	3,582,950	5,350,100		149 %		
<i>3203 Third country support</i>						2,000,000	2,100,000
33 Operational support	77,546,894	79,315,750	132,169,345		167 %	135,449,613	147,179,966
34 Cooperation with civil society and stakeholders/Cooperation with stakeholders including civil society ⁽⁸⁹⁾	159,136	195,000	230,000		118 %	240,000	240,000
<i>B03401 Cooperation with Civil Society</i>	83,022	125,000	160,000		128 %		

⁽⁸⁹⁾ The chapter name 'Cooperation with civil society and stakeholders' will be renamed 'Cooperation with stakeholders including civil society' from 2026 onwards.

Expenditure ⁸²	Commitment appropriations						
	Executed budget (⁸³) 2023 (€)	Budget 2024 (€)	Draft budget 2025		VAR 2025/2024 (%)	Envisaged 2026* (€)	Envisaged 2027* (€)
			Agency request (€)	Budget forecast (€)			
<i>B03402 Cooperation with Stakeholders</i>	76,114	70,000	70,000		100 %		
35 Monitoring of application of the CEAS	64,103	132,000	784,000		594 %	735,000	772,000
36 Other Operational activities		p.m.	p.m.			p.m.	p.m.
37 Protection of fundamental rights		0	55,000		0 %	60,000	60,000
38 EUAA Grants			50,000		0 %	2,750,000	p.m.
39 Mission Expenses						4,000,000	4,100,000
Title 4 - Participation in external projects (R0)	3,411,921	p.m.	p.m.			p.m.	p.m.
<i>B04101 EASO Third Country Support (R0)</i>	998,240	p.m.	p.m.				
4101 Member States contribution						p.m.	p.m.
<i>B04102 IPA (R0)</i>	2,413,681	p.m.	p.m.				
4102 Instrument for pre-accession assistance						p.m.	p.m.
4103 Neighbourhood, Development and International Cooperation Instrument						p.m.	p.m.
TOTAL	163,781,749	164,677,829	239,737,310		146 %	253,017,613	266,797,966



Expenditure	Payment appropriations						
	Executed budget ⁽⁹⁰⁾ 2023 (€)	Budget 2024 (€)	Draft budget 2025*		VAR 2025/2024 (%)	Envisaged 2026* (€)	Envisaged 2027* (€)
			Agency request (€)	Budget forecast (€)			
Title 1 - Staff expenditure	52,868,543	52,490,712	63,422,672		121 %	65,528,000	69,561,000
11 Salaries & allowances / staff expenditure ⁽⁹¹⁾	44,177,858	42,080,000	52,470,947		125 %	55,534,000	58,535,000
<i>A01101 Temporary Agents</i>	32,357,300	31,697,000	34,449,000		109 %		
<i>1101 Basic salaries & allowances for Temporary Agents</i>						35,550,000	36,620,000
<i>A01102 Contract Agents</i>	11,323,755	9,900,000	17,169,947		173 %		
<i>1102 Basic salaries & allowances for Contract Agents</i>						18,900,000	20,800,000
<i>A01103 Seconded National Experts</i>	424,417	342,000	602,000		176 %		
<i>1103 Salaries & allowances of external personnel</i>						1,084,000	1,115,000
<i>A01104 Trainees</i>	72,385	141,000	250,000		177 %		
12 Expenditure relating to staff recruitment	123,650	148,205	234,000		158 %	255,000	260,000
13 Mission expenses / Administrative mission expenses ⁽⁹²⁾	2,611,014	2,900,712	2,500,000		86 %	240,000	220,000
14 Socio-medical infrastructure	2,936,637	3,351,307	3,742,800		112 %	4,579,000	5,021,000
<i>A01401 Restaurants and canteens</i>	89,067	169,000	136,800		81 %		
<i>1401 Social welfare</i>						4,579,000	5,021,000
<i>A01402 Medical service</i>	37,996	85,707	300,000		350 %		
<i>A01403 Other social allowances</i>	2,809,573	3,096,600	3,306,000		107 %		

⁽⁹⁰⁾ Including R0 funds - earmarked external projects.

⁽⁹¹⁾ The chapter name 'salaries & allowances' will be renamed 'staff expenditure' from 2026 onwards.

⁽⁹²⁾ The chapter name 'mission expenses' will be renamed 'administrative mission expenses' from 2026 onwards.

Expenditure	Payment appropriations						
	Executed budget ⁽⁹⁰⁾ 2023 (€)	Budget 2024 (€)	Draft budget 2025*		VAR 2025/2024 (%)	Envisaged 2026* (€)	Envisaged 2027* (€)
			Agency request (€)	Budget forecast (€)			
15 Training	641,629	722,300	815,000		113 %	800,000	1,300,000
16 External services	2,375,209	3,282,188	3,639,925		111%	4,100,000	4,205,000
<i>A01601 Interim services</i>	1,956,501	2,948,373	3,159,925		107%		
<i>1601 Interim services and consultancy</i>						3,670,000	3,760,000
<i>A01602 Other external services</i>	380,420	328,815	400,000		122 %	430,000	445,000
<i>A01603 Legal services related to HR</i>	38,288	5,000	80,000		1600 %		
17 Receptions, events and representation / Representation expenditure ⁽⁹³⁾	2,547	6,000	20,000		333 %	20,000	20,000
Title 2 - Infrastructure and operating expenditure	11,889,096	20,254,542	22,083,993		109 %	25,615,000	25,510,000
21 Rental of buildings and associated costs / Building expenditure and security ⁽⁹⁴⁾	5,275,451	8,501,587	11,615,545		137 %	10,330,000	10,380,000
<i>A02101 Building rental, utilities, cleaning, maintenance and insurances</i>	4,017,458	6,294,987	7,265,545		115 %		
<i>2101 Building expenditure and security</i>						10,330,000	10,380,000
<i>A02102 Security and surveillance of the building</i>	1,032,156	1,604,600	1,870,000		117 %		
<i>A02103 Fitting out of premises</i>	180,322	262,000	1,980,000		756 %		

⁽⁹³⁾ The chapter name 'Receptions, events and representation' will be renamed 'Representation expenditure' from 2026 onwards.

⁽⁹⁴⁾ The chapter name 'Rental of buildings and associated costs' will be renamed 'Building expenditure and security' from 2026 onwards.



Expenditure	Payment appropriations						
	Executed budget ⁽⁹⁵⁾ 2023 (€)	Budget 2024 (€)	Draft budget 2025*		VAR 2025/2024 (%)	Envisaged 2026* (€)	Envisaged 2027* (€)
			Agency request (€)	Budget forecast (€)			
<i>A02104 Office equipment & furniture</i>	45,514	340,000	500,000		147 %		
22 Information, communication technology and data processing/ Administrative information technology ⁽⁹⁵⁾	5,684,841	9,813,067	8,162,000		83 %	12,050,000	11,800,000
<i>A02201 ICT Equipment</i>	1,667,688	2,039,840	2,228,000		109 %		
<i>2201 Administrative information technology</i>						12,050,000	11,800,000
<i>A02202 ICT Maintenance</i>	2,439,957	3,298,200	2,900,000		88 %		
<i>A02203 ICT support services</i>	1,273,339	4,025,027	2,344,000		58 %		
<i>A02204 Telecomm. charges</i>	303,857	450,000	690,000		153 %		
23 Current administrative expenditure	928,804	1,939,888	2.306,448		119 %	3,235,000	3,330,000
<i>A02301 Stationery and office supplies</i>	106,302	227,840	200,000		88 %		
<i>2301 Facility management services</i>						1,220,000	1,205,000
<i>A02302 Bank and other financial charges</i>	728	10,000	10,000		100 %		
<i>2302 General administrative expenditure</i>						730,000	830,000
<i>A02303 Legal expenses</i>	-	20,000	70,000		350 %	120,000	120,000
<i>A02304 Administrative internal and external meetings</i>	178,316	343,000	260,000		76 %	335,000	335,000

⁽⁹⁵⁾ The chapter name 'Information, communication technology and data processing' will be renamed 'Administrative information technology' from 2026 onwards.

Expenditure	Payment appropriations						
	Executed budget ⁽⁹⁰⁾ 2023 (€)	Budget 2024 (€)	Draft budget 2025*		VAR 2025/2024 (%)	Envisaged 2026* (€)	Envisaged 2027* (€)
			Agency request (€)	Budget forecast (€)			
<i>A02305 Transportation and removal services</i>	132,408	255,440	240,800		94 %		
<i>A02306 Business Consultancy</i>	154,544	257,400	621,400		241 %		
<i>A02307 Administrative translations and interpretation</i>	132,005	135,000	150,000		111 %		
<i>A02308 Publication</i>	-	59,000	30,000		51 %		
<i>A02309 Communication</i>	119,616	481,500	480,000		100 %	830,000	840,000
<i>A02310 Administrative support services from EU Institutions and Bodies</i>	27,864	20,566	40,000		194 %		
<i>A02311 Postage, correspondence and delivery charges</i>	50,485	107,000	124,800		117 %		
<i>A02312 Library and Subscriptions expenditure</i>	26,536	23,142	79,448		343 %		
Title 3 - Operational expenditure	93,995,550	98,932,575	154,230,645		156 %	136,874,613	171,726,966
31 Information, Analysis and Knowledge Development	2,266,907	2,797,000	4,945,000		177 %	3,732,000	5,355,000
<i>B03101 Information and Analysis</i>	396,362	575,000	950,000		165 %		
<i>3101 Situational awareness</i>						1,144,000	1,555,000
<i>B03102 Data Analysis and Research</i>	324,962	404,000	625,000		155 %		
<i>B03103 Third Country Research</i>	1,545,584	1,818,000	3,370,000		185 %		
<i>3103 Country information and guidance</i>						2,588,000	3,800,000
32 Support for Member States practical cooperation	8,286,245	9,843,825	15,997,300		163 %	9,810,000	14,020,000
<i>B03201 EUAA training</i>	2,686,788	2,940,000	4,109,400		140 %	3,880,000	5,020,000

Expenditure	Payment appropriations						
	Executed budget ⁽⁹⁰⁾ 2023 (€)	Budget 2024 (€)	Draft budget 2025*		VAR 2025/2024 (%)	Envisaged 2026* (€)	Envisaged 2027* (€)
			Agency request (€)	Budget forecast (€)			
<i>B03202 Asylum Cooperation and Guidance</i>	3,349,745	3,280,875	6,537,800		199 %	4,350,000	6,900,000
<i>B03203 External Dimension</i>	2,249,712	3,622,950	5,350,100		148 %		
<i>3203 Third country support</i>						1,580,000	2,100,000
33 Operational support	83,288,315	85,919,750	132,169,345		154 %	116,322,613	147,179,966
34 Cooperation with civil society and stakeholders / <i>Cooperation with stakeholders including civil society⁽⁹⁶⁾</i>	116,213	239,600	230,000		96 %	240,000	240,000
<i>B03401 Cooperation with Civil Society</i>	64,600	149,000	160,000		107 %		
<i>B03402 Cooperation with Stakeholders</i>	51,613	90,600	70,000		77 %		
35 Monitoring of application of the CEAS	37,870	132,400	784,000		592 %	735,000	772,000
36 Other Operational activities	0	p.m.	p.m.			p.m.	p.m.
37 Protection of fundamental rights	0	0	55,000			60,000	60,000
38 EUAA Grants			50,000			1,975,000	p.m.
39 Mission Expenses						4,000,000	4,100,000
Title 4 - Participation in external projects (R0)	1,021,909	p.m.	p.m.			p.m.	p.m.
<i>B04101 EASO Third Country Support (R0)</i>	236,832	p.m.	p.m.				
<i>4101 Member States contribution</i>						p.m.	p.m.
<i>B04102 IPA (R0)</i>	785,077	p.m.	p.m.				

⁽⁹⁶⁾ The chapter name 'Cooperation with civil society and stakeholders' will be renamed 'Cooperation with stakeholders including civil society' from 2026 onwards.

Expenditure	Payment appropriations						
	Executed budget ⁽⁹⁰⁾ 2023 (€)	Budget 2024 (€)	Draft budget 2025*		VAR 2025/2024 (%)	Envisaged 2026* (€)	Envisaged 2027* (€)
			Agency request (€)	Budget forecast (€)			
<i>4102 Instrument for pre-accession assistance</i>						p.m.	p.m.
<i>4103 Neighbourhood, Development and International Cooperation Instrument</i>						p.m.	p.m.
TOTAL	158,753,188	171,677,829	239,737,310		140 %	228,017,613	266,797,966

The Agency requested additional posts for tasks stemming from the revised mandate and to address the new cyber security requirements. The Agency will receive an additional 100 contract agents over a period of three years (2025: 75, 2026: 13, 2027: 12) for Pact implementation.





Table 9: Budget outturn and cancellation of appropriations 2020-2022

Budget outturn	2020 (€)	2021 (€)	2022 (€)
Revenue actually received (+)	131,061,209.06	153,119,889	174,779,498
Payments made (-)	-101,767,298.02	-130,517,329	-149,314,890
Carry-over of appropriations (-)	-23,762,557.37	-32,677,194	-40,626,790
Cancellation of appropriations carried over (+)	1,160,180.41	1,030,977	1,050,390
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	11,431,167.43	17,035,312	26,693,967
Exchange rate differences (+/-)	-3,905.91	-25,815	-5,521
Adjustment for negative balance from previous year (-)	0.00	0.00	0.00
TOTAL	18,118,795.60	7,965,840	12,576,654

Budget outturn

In accordance with Article 52 of the EUAA Regulation, the revenue and resources of the Agency shall consist, in particular, of:

- a contribution from the Union entered in the general budget of the European Union;
- any voluntary financial contribution from the Member States;
- any contribution from the associated countries; and
- charges for publications and any service provided by the Agency.

The expenditure of the Agency shall cover staff remuneration, administrative and infrastructure expenses, and operating expenditure and is divided into four titles as follows:

- Title 1 - Staff expenditure
- Title 2 - Infrastructure and operating expenditure
- Title 3 - Operational expenditure
- Title 4 - Operational expenditure for specific projects

Cancellation of commitment appropriations, payment appropriations for the year and payment appropriations carried over

Commitments are entered in the accounts on the basis of the legal commitments entered up to 31 December and payments on the basis of the payments made by the Accounting Officer by 31 December of that year, at the latest. The Agency has non-differentiated appropriations for titles 1 and 2 (commitment and payment appropriations are equal and linked) and differentiated appropriations for title 3 and title 4. The carry-over is intended to cover expenditure for the goods/services delivered during the year and not yet paid at the end of the year (several invoices and debit notes from contractors and EU institutions/agencies were pending to be received) or for goods/services to be delivered during the following year as per contract conditions.

Carry-over of appropriations relates to:

- Title 1: staff expenditure such as missions, schooling and representation/miscellaneous costs;

- Title 2: infrastructure and operating expenditure (ICT hardware, software and related services, etc.), administrative assistance from other EU institutions (e.g. service-level agreements with the Paymaster's Office), translations and publications, business consultancy and organisation costs of Management Board meetings;
- Title 3: operational expenditure such as translations and publications, organisation of events, reimbursement of participants/experts in activities organised by the Agency, etc.
- Title 4: operational expenditure for specific projects (European Neighbourhood Policy countries participating in the work of the Agency) such as translations, staff travel costs, organisation of events, reimbursement of participants/experts in activities organised by the Agency, etc.

Non-differentiated C1 appropriations (Title 1 and Title 2) corresponding to obligations duly contracted at the close of the financial year are carried over automatically to the following financial year only, together with the payment appropriations. C4 appropriations (internally assigned funds) are carried over automatically to the following financial year as C5 appropriations, together with the payment appropriations. R0 appropriations (externally assigned funds) are carried over automatically to the following financial year together with the payment appropriations. Differentiated C1 appropriations (Title 3) corresponding to obligations duly contracted at the close of the financial year are carried over automatically to the following financial year, under C8 appropriations, without the payment appropriations. Differentiated C8 appropriations (Title 3), from previous years, are carried over automatically to the following financial year, under C8 appropriations, without the payment appropriations.

The total amount of appropriations carried over from 2022 to 2023 is EUR 50.36 million in commitment appropriations and EUR 5.79 million in payment appropriations. Out of the EUR 50.36 million carried over in CA, EUR 44.56 million correspond to T3 differentiated C1 appropriations corresponding to obligations duly contracted at the end of the financial year. Out of the total amount of EUR 44,563,803 carried over to 2023, the amount of EUR 377,568 was still carried over from 2021.

Commitment appropriations amounting to EUR 6.9 million were cancelled in 2022 which represents 3.77 % of the budgeted (C1) commitment appropriations. Payment appropriations amounting to EUR 11.5 million were cancelled in 2022 which represents 6.95 % of the budgeted (C1) payment appropriations.



Annex IV: Human resources – quantitative

Table 10: Staff population and its evolution; overview of all categories of staff

In the table below, ‘actually filled’ posts are all non-vacant posts, including those for which offers have been sent out.

A. Statutory staff and seconded national experts (SNE)

Staff ⁹⁷	2023			2024	2025	2026	2027
	Authorised staff	Actually filled as of 31/12/2023	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Establishment Plan posts							
Administrators (AD)	236	210	88.98	236	243	243	243
Assistants (AST)	135	121	89.63	135	128	128	128
Assistants/Secretaries (AST/SC)	0	0	0	0	0	0	0
Total Establishment Plan posts	371	331	89.22	371	371*	371	371

The Agency requested additional posts for tasks stemming from the revised mandate and to address the new cyber security requirements. The Agency will receive an additional 100 contract agents over a period of three years (2025: 75, 2026: 13, 2027: 12) for Pact implementation.

⁽⁹⁷⁾ The Agency requested additional posts for tasks stemming from the revised mandate and to address the new cyber security requirements. The Agency is receiving 100 contract agent posts for a period of three years (2025-2027) for Pact implementation.

Staff	FTE corresponding to authorised budget	Executed FTE as of 31/12/2023	Execution rate %	Headcount ⁽⁹⁸⁾ as of 31/12/2023	FTE corresponding to authorised budget (2024)	Envisaged FTE (2025)	Envisaged FTE (2026)	Envisaged FTE (2027)
External staff								
Contract Agents (CA)	123	100.63	81.81	107	133	208	221	233
Seconded National Experts (SNE)	11	4.67	42.45	6	11	11	11	11
Total CA and SNE	134	105.3	78.58	113	144	219	232	244
Total TA, CA and SNE	505	436.3	86.40	444	515	590*	603	615
Other external staff								
Short-term CA	90	71.17	79.08	87	60 ⁽⁹⁹⁾	40 ⁽¹⁰⁰⁾	0	0
Total staff	595	507.5	85.29	531	575	630	603	615

The Agency will receive an additional 100 contract agents over a period of three years (2025: 75, 2026: 13, 2027: 12). **B. Additional external staff expected to be financed from grant, contribution or service-level agreements**

Human resources	2024 envisaged FTE	2025 envisaged FTE	2026 envisaged FTE	2027 envisaged FTE
IPA/MENA Contract Agents (CA)	17	17	3	pm
Seconded National Experts (SNE)	11	11	11	11
TOTAL	28	28	14	11

⁽⁹⁸⁾ Figures include accepted and offered posts.

⁽⁹⁹⁾ Total 60 FTEs envisaged by the end of 2024.

⁽¹⁰⁰⁾ Total 40 FTEs envisaged by the end of 2025.





C. Other human resources

Structural service providers⁽¹⁰¹⁾

	Actually in place as of 31/12/2023
Security (EUAA headquarters)	4
ICT	36
Facilities	3
Other	0
Total	43

Interim workers

Actually in place as of 31/12/2023	Total FTEs in 2023
703	663

External remunerated experts

Actually in place as of 31/12/2023
443

Trainees

Actually in place as of 31/12/2023
7

⁽¹⁰¹⁾ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the Commission, the following general criteria should be fulfilled: 1) no individual contract with the Commission 2) on the Commission premises, usually with a PC and desk 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the added value of the Commission.

Table 11: Multi-annual staff policy plan 2025-2027*¹⁰²

Function group and grade	2023				2024		2025*		2026*		2027*	
	Authorised budget		Actually filled as of 31/12/2023		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts (PP)	Temporary posts (TP)	PP	TP	PP	TP	PP	TP	PP	TP	PP	TP
AD 16	0	0	0	0	0	0	0	0	0	0	0	0
AD 15	0	1	0	1	0	1	0	1	0	1	0	1
AD 14	0	0	0	0	0	0	0	0	0	0	0	0
AD 13	0	3	0	3	0	3	0	4	0	4	0	4
AD 12	0	5	0	4	0	7	0	8	0	8	0	8
AD 11	0	3	0	2	0	3	0	4	0	7	0	7
AD 10	0	17	0	10	0	20	0	21	0	21	0	21
AD 9	0	23	0	23	0	30	0	35	0	43	0	43
AD 8	0	70	0	60	0	61	0	67	0	62	0	62
AD 7	0	68	0	65	0	65	0	71	0	71	0	71
AD 6	0	26	0	25	0	30	0	22	0	22	0	22
AD 5	0	20	0	18	0	16	0	10	0	4	0	4
AD total	0	236	0	211	0	236	0	243	0	243	0	243
AST 11	0	0	0	0	0	0	0	0	0	0	0	0
AST 10	0	0	0	0	0	0	0	0	0	0	0	0
AST 9	0	0	0	0	0	0	0	0	0	0	0	0

⁽¹⁰²⁾The Agency requested additional posts for tasks stemming from the revised mandate and to address the new cyber security requirements. The Agency is receiving 100 contract agent posts for a period of three years (2025-2027) for Pact implementation.

Function group and grade	2023				2024		2025*		2026*		2027*	
	Authorised budget		Actually filled as of 31/12/2023		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts (PP)	Temporary posts (TP)	PP	TP	PP	TP	PP	TP	PP	TP	PP	TP
AST 8	0	0	0	0	0	0	0	0	0	0	0	0
AST 7	0	0	0	0	0	0	0	0	0	1	0	1
AST 6	0	5	0	4	0	5	0	8	0	13	0	13
AST 5	0	30	0	27	0	32	0	30	0	35	0	35
AST 4	0	60	0	53	0	58	0	60	0	52	0	55
AST 3	0	33	0	30	0	33	0	30	0	27	0	24
AST 2	0	7	0	7	0	7	0	0	0	0	0	0
AST 1	0	0	0	0	0	0	0	0	0	0	0	0
AST total	0	135	0	121	0	135	0	128	0	128	0	128
AST/SC 6	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 5	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 4	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 3	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 2	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 1	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC total	0	0	0	0	0	0	0	0	0	0	0	0
Grand total	371		332		371		371*		371		371	

Actually filled posts are all non-vacant posts, including those for which offers have been sent out.

* The Agency will receive an additional 100 contract agents over a period of three years (2025: 75, 2026: 13, 2027: 12).

**External personnel**

Contract Agents	FTE corresponding to authorised budget 2023	Executed FTE as of 31/12/2023	Headcount⁽¹⁰³⁾ as of 31/12/2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the authorised budget 2025	FTE corresponding to the authorised budget 2026	FTE corresponding to the authorised budget 2027
Function Group IV	64	50.79	54	74	149	162	186
Function Group III	43	36.47	39	43	43	43	37
Function Group II	16	13.37	14	16	16	16	10
Function Group I	0	0	0	0	0	0	0
Total	123	100.63	107	133	208	221	233

Seconded National Experts	FTE corresponding to authorised budget 2023	Executed FTE as of 31/12/2023	Headcount⁽¹⁰⁴⁾ as of 31/12/2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the authorised budget 2025	FTE corresponding to the authorised budget 2026	FTE corresponding to the authorised budget 2027
Total	11	4.67	6	11	11	11	11

⁽¹⁰³⁾ Figures include accepted and offered posts.

⁽¹⁰⁴⁾ Figures include accepted and offered posts.



Short-term operational Contract Agents	FTE corresponding to authorised budget 2023	Executed FTE as of 31/12/2023	Headcount ⁽¹⁰⁵⁾ as of 31/12/2023	FTE corresponding to the authorised budget 2024 ⁽¹⁰⁶⁾	FTE corresponding to the authorised budget 2025 ⁽¹⁰⁷⁾	FTE corresponding to the authorised budget 2026 ⁽¹⁰⁸⁾	FTE corresponding to the authorised budget 2027
Function Group IV	58	39.92	55	51	40	0	0
Function Group III	26	25.29	26	9	0	0	0
Function Group II	6	5.96	6	0	0	0	0
Function Group I	0	0	0	0	0	0	0
Total	90	71.17	87	60	40	0	0

IPA/MENA Contract Agents	FTE corresponding to the authorised budget 2023	Executed FTE as of 31/12/2023	Headcount ⁽¹⁰⁹⁾ as of 31/12/2023	FTE corresponding to the authorised budget (2024)	FTE corresponding to the authorised budget 2025	FTE corresponding to the authorised budget 2026	FTE corresponding to the authorised budget 2027
Function Group IV	11	6.45	8	10	10	1	p.m.
Function Group III	5	1	3	7	7	2	p.m.
Function Group II	1	0	0	0	0	0	0
Function Group I	0	0	0	0	0	0	0
Total	17	7.45	11	17	17	3	p.m.

⁽¹⁰⁵⁾ Figures include accepted and offered posts.

⁽¹⁰⁶⁾ Total 60 FTEs envisaged by the end of the year.

⁽¹⁰⁷⁾ Total 40 FTEs envisaged by the end of the year.

⁽¹⁰⁸⁾ 0 FTEs envisaged by the end of the year.

⁽¹⁰⁹⁾ Figures include accepted and offered posts.

Table 12: Recruitment forecasts for 2025 following retirement/mobility or new requested posts (information on entry level for each type of posts: indicative table)⁽¹¹⁰⁾

Job title in the Agency	Type of contract (official, TA or CA)		TA/Official		CA
			Function group/grade of recruitment internal and external foreseen for publication		Recruitment function group (I, II, III and IV)
	Due to foreseen retirement/mobility	New post requested due to additional tasks	Internal (brackets)	External (single grade)	
Heads of centre	TBD	TBD	TBD	AD 12	
Heads of unit (TA)	TBD	TBD	TBD	AD 10	
Heads of sector (TA)	TBD	TBD	TBD	AD 8	
Officers (TA)	TBD	TBD	TBD	AD 5, AD 6	
Assistants (TA)	TBD	TBD	TBD	AST 1, AST 2, AST 3	
Officers (CA)	-	-	-	-	FG IV
Assistants (CA)	-	-	-	-	FG III
Assistants (CA)	-	-	-	-	FG II
Seconded national experts	-	-	-	-	-
TOTAL	TBD	TBD	TBD		

The Agency requested additional posts for tasks stemming from the revised mandate and to address the new cyber security requirements. The Agency will receive an additional 100 contract agents over a period of three years (2025: 75, 2026: 13, 2027: 12).

Number of inter-agency mobility in 2024 from and to the Agency: none.

⁽¹¹⁰⁾The Agency requested additional posts for tasks stemming from the revised mandate and to address the new cyber security requirements. The Agency is receiving 100 contract agent posts for a period of three years (2025-2027) for Pact implementation.

Annex V: Human resources – qualitative

A. Recruitment policy

Implementing rules in place

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	x		
Engagement of TA	Model Decision C(2015)1509	x		
Middle management	Model decision C(2018)2542	x		
Type of posts	Model Decision C(2018)8800	x		

B. Appraisal and reclassification/promotions

Implementing rules in place

		Yes	No	If no, which other implementing rules are in place
Reclassification of TA	Model Decision C(2015)9560	x		
Reclassification of CA	Model Decision C(2015)9561	x		



Table 13: Reclassification of TA/promotion of officials

Grades	Average seniority in the grade among reclassified staff						Actual average over 5 years	Average over 5 years (according to Decision C(2015)9563)
	2019	2020	2021	2022	2023			
AD 5	2.36	2.56	2.50	3.05	2.88	2.58	2.8	
AD 6	2.29	2.76	2.38	2.59	2.86	2.57	2.8	
AD 7	2.53	2.89	2.10	5.45	3.58	2.78	2.8	
AD 8	2.00	2.25	3.23	3.08	4.91	3.10	3	
AD 9			4.00			4	4	
AD 10	3.59	4.00				3.8	4	
AD 11			2.00			2	4	
AD 12							6.7	
AD 13							6.7	
AST 1			2.00	2.08	3.21	2.43	3	
AST 2		2.08				2.08	3	
AST 3	2.28	2.80	2.30	3.75	2.96	2.82	3	
AST 4		2.23	2.15	2.69	3.02	2.52	3	
AST 5			2.79			2.79	4	
AST 6							4	
AST 7							4	
AST 8							4	
AST 9							-	
AST 10 (Senior Assistant)							5	

**Table 14: Reclassification of contract agent (CA) staff**

Function group	Grade	Staff in activity at 1/1/2022	How many staff members were reclassified in 2023	Average number of years in grade of reclassified staff members	Average over 5 years (according to Decision C(2015)9563)
CA IV	17	3			Between 6 and 10 years
	16	8			Between 5 and 7 years
	15	14	1	3	Between 4 and 6 years
	14	65	5	3.1	Between 3 and 5 years
	13	11			Between 3 and 5 years
CA III	12	1			-
	11	3			Between 6 and 10 years
	10	18			Between 5 and 7 years
	9	24			Between 4 and 6 years
	8	5			Between 3 and 5 years
CA II	7	0			-
	6	3			Between 6 and 10 years
	5	10			Between 5 and 7 years
	4	0			Between 3 and 5 years
CA I	3	0			-
	2	0			Between 6 and 10 years
	1	0			Between 3 and 5 years
TOTAL		165	6		





C. Gender representation

Table 15: Data on 31/12/2023⁽¹¹¹⁾ / statutory staff (only officials, TA and CA)

		Officials		Temporary Agents		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level (AD) (FG IV)	-	-	118	26.94	30	6.85	148	33.79
	Assistant level (AST & AST/SC) (FG III & FG II)	-	-	87	19.86	26	5.94	113	25.8
	Total	-	-	205	46.80	56	12.79	261	59.59
Male	Administrator level (AD) (FG IV)	-	-	92	21	24	5.48	116	26.48
	Assistant level (AST & AST/SC) (FG III & II)	-	-	34	7.76	27	6.16	61	13.93
	Total	-	-	126	28.77	51	11.64	177	40.41
Total		-	-	331	75.57	107	24.43	438	100

Table 16: Data regarding gender evolution over five years of middle and senior management⁽¹¹²⁾

	2019		2023	
	Number	%	Number	%
Female managers	2	28.57	4	28.57
Male managers	5	71.43	10	71.43

⁽¹¹¹⁾ Filled/accepted/offered TA and CA posts, excluding SNE and other external staff under Annex IV Table 1.

⁽¹¹²⁾ Staff who is defined as middle manager by the applicable General Implementing provisions on middle management.



D. Geographical balance

Table 17: Data on 31/12/2023 - statutory staff only (officials, TA and CA)⁽¹¹³⁾

Nationality	AD + CA FG IV		AST/SC - AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in these categories	Number	% of total staff members in these categories	Number	% of total staff
AT	5	1.89	1	0.57	6	1.37
BE	19	7.19	3	1.72	22	5.02
BG	6	2.27	3	1.72	9	2.05
CH	1	0.38	0	0	1	0.23
CY	1	0.38	2	1.15	3	0.68
CZ	3	1.14	2	1.15	5	1.14
DE	8	3.03	2	1.15	10	2.28
EE	2	0.76	1	0.57	3	0.68
EL	43	16.28	34	19.55	77	17.59
ES	11	4.17	10	5.76	21	4.79
FI	2	0.76	0	0	2	0.46
FR	19	7.19	7	4.02	26	5.94
HR	1	0.38	5	2.87	6	1.37
HU	4	1.52	4	2.3	8	1.83
IE	3	1.14	1	0.57	4	0.91
IT	64	24.23	40	23.00	104	23.75
LT	1	0.38	5	2.87	6	1.37
LV	1	0.38	1	0.57	2	0.46
MT	20	7.58	18	10.35	38	8.69
NL	7	2.65	2	1.15	9	2.05
NO	0	0	0	0	0	0
PL	11	4.17	9	5.17	20	4.57
PT	4	1.52	5	2.87	9	2.05
RO	9	3.41	13	7.48	22	5.02
SE	9	3.41	0	0	9	2.05
SI	2	0.76	3	1.72	5	1.14
SK	5	1.89	3	1.72	8	1.83
UK	3	1.14	0	0	3	0.68
TOTAL	264	100	174	100	438	100

⁽¹¹³⁾ Filled/accepted/offered TA and CA posts, excluding SNE and other external staff under Annex IV Table 1.



Table 18: Evolution over five years of the most represented nationality in the Agency

Most represented nationality	2019		2023	
	Number	%	Number	%
Italian	57	19.93	104	23.75 ⁽¹¹⁴⁾

E. Schooling

Agreement in place with European school(s):	None																			
Contribution agreements signed with the EC on type I European schools	Yes		No	x																
Contribution agreements signed with the EC on type II European schools	Yes		No	x																
Number of service contracts in place with international schools:	<p>The Agency has 101 agreements in place with schools which are either fully international or not primarily international in their character and are providing pre-primary, primary and secondary education.</p> <table> <tbody> <tr> <td>Belgium</td> <td>1</td> </tr> <tr> <td>Cyprus</td> <td>11</td> </tr> <tr> <td>Greece</td> <td>16</td> </tr> <tr> <td>Italy</td> <td>20</td> </tr> <tr> <td>Malta</td> <td>44</td> </tr> <tr> <td>Poland</td> <td>2</td> </tr> <tr> <td>Spain</td> <td>7</td> </tr> <tr> <td>Total</td> <td>101</td> </tr> </tbody> </table>				Belgium	1	Cyprus	11	Greece	16	Italy	20	Malta	44	Poland	2	Spain	7	Total	101
Belgium	1																			
Cyprus	11																			
Greece	16																			
Italy	20																			
Malta	44																			
Poland	2																			
Spain	7																			
Total	101																			
Description of any other solutions or actions in place:	<p>Except for Brussels, Belgium, there are no European Schools or accredited European Schools of type I and II in Malta or other places of the Agency’s work assignment. As a compensatory measure, in 2016 the Management Board adopted two decisions whereby the Agency provides staff in all affected locations with free of charge education, including pre-primary education level.</p> <p>Staff are free to choose pre-primary or primary and secondary educational establishments that suit their needs. The Agency’s administration undertakes all legal steps in establishing the agreement with chosen school, if the said is not in place yet. The Agency fully covers all eligible education costs.</p>																			

⁽¹¹⁴⁾ Percentage out of total statutory staff (officials, TA, CA) as reported in Table 1 in this Annex.





Annex VI: Environment management

In May 2024, the Agency decided to commit to the EU Agencies Network's charter on the reduction of greenhouse gas emissions and responsible environmental management, In so doing, the Agency agreed its primary objective of reducing its greenhouse gas emissions by 2030, the target year set by the Commission in its implementation of the European Green Deal, and improving the Agency's environmental performance and sustainability.

Building on the work done since 2022 that involved an initial environmental review, identification of the Agency's environmental aspects and relevant data collation for the period 2019 to 2023, the Agency plans to proceed with the following tasks by the end of 2025:

- establishing an environmental policy with objectives to be achieved;
- calculating its greenhouse gas emissions using a reputable standard for the period 2019-2024;
- agreeing initiatives and measures to be implemented to work towards achievement of set targets in the period to 2030;
- establishing means for data recording and collection of missing data sets;
- updating the legal register, assessing legal compliance, and identifying any gaps and corrective measures to be implemented; and
- establishing a framework for measuring, monitoring and reporting on achievement of set targets.

The initial scope is expected to cover the Agency's current headquarters in Malta and will take into account local constraints to reduction of mission travel, including geographic limitations (Malta being an archipelago with no land connections to the European mainland and on the southernmost border of the EU), mandatory travel for delivery of operational and technical assistance to EU Member States and support to third countries, and the expanded EUAA mandate, including the Pact, that will create new demands for travel (e.g., liaison officers in EU Member States, on-site visits for monitoring of the CEAS). Other constraints such as the buildings' age and potential for upgrades and retrofitting will be considered. The cost element will also have to be factored in, as substantial investment could be required to meet acceptable standards.

The Management Board will be updated on progress made as well as on identified opportunities and constraints.



Annex VII: 2024 building policy

No.	Building name and type	Location	Surface area (in m ²)			Rental contract					Host (grant or support)
			Office space	Non-office space	Total space	Rent (€/year)	Duration of contract	Type	Break-out clause Y/N	Conditions attached to breakout clause	
1	Transport Malta Building (office)	Winemakers Wharf, Valletta Harbour, MRS1917, Malta	9,210.04	3,082.82	12,292.86	2,104,699 ⁽¹¹⁵⁾	Until 05.02.2028 (extendable)	Lease agreement (Seat Agreement)	N	-	Malta (in kind support of approx. € 500,000)
2	Trident Park, Notabile Gardens (office)	Mdina Road, Zone 2, Central Business District, Birkirkara CBD 2010, Malta	2,017	142	2,159	584,577.84	7 years from 1.6.2024. (first 2 years 'di fermo' and the following 5 'di rispetto' (extendable)	Lease agreement	N		Malta (-)
3	Operational office Rome	Via della Cordonata 7, 00187 Rome RM, Italy	825	351	1,176	300,000	Until 31.07.2029. (extendable)	Lease agreement	N	-	Italy (-)
4	Keranis Building (operational office)	5 th Floor, Thivon Avenue 196-198, PC 182 33, Ag. Ioannis-Rentis	1,108	-	1,108	0	Until 31.12.2025 (extendable)	Administrative arrangement	Y	No termination by host country during the	Greece (support)

⁽¹¹⁵⁾ This amount is not definitive, as there will be a price review in October 2024 according to the variation of the Price Index.

No.	Building name and type	Location	Surface area (in m ²)			Rental contract					Host (grant or support)
			Office space	Non-office space	Total space	Rent (€/year)	Duration of contract	Type	Break-out clause Y/N	Conditions attached to breakout clause	
		Nikaia, Attika Greece								initial term; the Agency can terminate at any time without compensation or penalty, with 12-months' notice	
5	Brussels Liaison Office (office)	Conseil Central de l'Economie/ Centrale Raad voor het Bedrijfsleven Avenue d'Auderghem 20, Brussels, Belgium	42	-	42	10,215.60	30.09.2024	Lease agreement	Y	One-month's notice	Belgium (-)
6	Cyfield Building (operational office)	10 Strovolos Avenue, 2011 Strovolos, Nicosia, Cyprus	1,371	-	1,371	252,000	23.05.2028 (extendable two times by two years)	Lease agreement	Y	Nine-months' notice	Cyprus (-)
7	Ministry of Inclusion (office)	José Abascal 39 Street – 28003, Madrid.	60.30	-	60.30	-	n/a	Administrative agreement for a temporary arrangement	n/a	n/a	Spain (support)



No.	Building name and type	Location	Surface area (in m ²)			Rental contract					Host (grant or support)
			Office space	Non-office space	Total space	Rent (€/year)	Duration of contract	Type	Break-out clause Y/N	Conditions attached to breakout clause	
8	office Gran Canaria	Casa del Mar, Leon y Castillo 322 Street, 35007, Las Palmas, Las Palmas de Gran Canaria	75.95	4.18	80.13	-	/a	Administrative agreement for a temporary arrangement	n/a	n/a	Spain (support)
9	EU Delegation to Türkiye (office)	Ugur Mumcu Cadessi 88 – Kat 5, 06700, Gaziosmanpasa, Ankara, Türkiye	13.98	8.02	22	15,808.22	indefinite	Administrative arrangement	Y	Three-months' notice	Türkiye (-)
10	EU Delegation to Serbia (office)	Vladimira Popovica 40, 11070, New Belgrade, Serbia	13	6	19	7,320	indefinite	Administrative arrangement	Y	Three-months' notice	Serbia (-)
11	EU Delegation to Cairo (office)	Nile City Towers, North Tower, 2005c, Corniche El Nil, 10th floor, Ramlet Boulaq, 11221 in Cairo – Egypt	14	3	17	11,088	indefinite	Administrative arrangement	Y	Three-months' notice	Egypt
TOTAL			14,750.27	3,597.02	18,347.29	3,285,708.66					



Building projects in planning phase

Spain

The EUAA's personnel is currently accommodated in office space provided temporarily free of charge by the Spanish authorities. As the EUAA's personnel in Madrid has increased beyond the capacity of the present premises, a procurement procedure for an EUAA operational office in Madrid is under preparation, with a lease agreement expected to be concluded in 2025. Meanwhile the Agency will be procuring serviced workstations (min. 10) as a temporary solution for some of its personnel in Madrid.

Lithuania

Local authorities made their office space available to the EUAA's personnel that were initially deployed. Once this solution was no longer feasible, the Agency procured serviced workstations for staff and personnel deployed in Vilnius.

Romania

The decision on a lease contract is postponed and will depend on the evolution of the EUAA's operations there. In the meantime, the Agency has recourse to rental of workstations.

Belgium

Plans for the rental of shared premises with Frontex, eu-LISA and CEPOL did not materialise. The Agency is currently negotiating to sublet space with another EU agency in Brussels. Due to operational needs the office will host also the EUAA's operational staff. The liaison officer to the region of deployment incorporating Belgium will also be based in this office. While the office space area for the EUAA is not yet finalised, the Agency aims to have approximately 280-350 m² at its disposal. The negotiations are at an advanced stage. A transfer to the new office is foreseen by the expiration date of the current lease agreement (end of September 2024).

Co-location arrangements

At the request of the European External Action Service, a service-level agreement is being negotiated, whereby co-location administrative arrangements between the Agency and the EEAS – present and future – would be converted to office hosting arrangements.

Liaison offices

The Agency deploys a liaison officer to the Frontex headquarters in Warsaw, Poland. The working area designated by the Frontex for the use of the EUAA liaison officer comprises a workstation in a shared office space.

The EUAA Regulation requires the Agency to deploy liaison officers to the Member States, with the possibility for one liaison officer covering a maximum of four Member States that are geographically close to each other.

[Management Board Decision 139 of 26 June 2023](#) sets out the regions of deployment and the hosting Member States for the liaison officers. As per the Management Board Decision, some liaison officers to the Member States will be provided with a working area by the hosting Member States themselves, namely in Austria, France, Germany, Poland and



Sweden. An arrangement for this purpose has been concluded with Poland⁽¹¹⁶⁾ while arrangements are being discussed with the remaining Member States. Other liaison officers will be hosted in offices available to the Agency, namely the liaison office in Belgium and the operational offices in Greece and Italy (see table). Should it become necessary at a later stage, the EUAA will consider renting through short term or medium-term solutions.

The regulation also provides for the possibility to deploy liaison officers to third countries. However, such deployment is not yet planned.

Building projects submitted to the European Parliament and the Council

N/A.

⁽¹¹⁶⁾ The liaison officer to the region of deployment incorporating Poland will be provided with office space (14.15m²) on the premises of the Office for Foreigners, Urząd do Spraw Cudzoziemców, ul. Taborowa 33, 02-699 Warszawa.



Annex VIII: Privileges and immunities

Privileges granted to staff	
Protocol of privileges and immunities / diplomatic status	Education / day care
<p>Privileges available to statutory staff and external staff members include exemption from national taxes on salaries, wages and emoluments. This extends to all those who receive a retirement, invalidity or survivor's pension paid by the Agency.</p> <p>Staff members also enjoy immunity from jurisdiction as regards acts carried out by them in their official capacity and exemption from immigration restrictions and formalities for the registration of foreigners including their spouses and dependent family members.</p> <p>In addition, value added tax (VAT) reimbursement on eligible local and overseas purchases, importation of owned vehicles VAT Free, free annual road tax, VAT Free and Registration Tax Free purchases of new vehicles and, the right to export their used and owned personal and household effects and vehicles on completion of their duties at the Agency, are other privileges available to the staff members following their engagement with the Agency in Malta.</p>	<p>Day care is not available under the current seat agreement.</p>



Annex IX: Evaluations

Evaluation approach

Requirements for conducting evaluations are laid down in the Agency's founding and financial regulations, and form part of the internal control framework.

As provided in the Agency's Financial Regulation (Article 29), any programmes and activities that entail significant spending shall be subject to ex ante and retrospective evaluations.

Evaluations are prospective and reflective feedback mechanisms that promote:

- transparency and accountability;
- more relevant, efficient and effective implementation;
- change management and institutional knowledge building;
- quality results and processes, good practices and lessons learned;
- coherence, complementarity and added value.

The dedicated Agency-wide Evaluation Advisory Group, established by the Executive Director in 2021, promotes harmonisation of evaluations within the Agency and facilitates multi-annual evaluation planning and reporting, synergies and collaboration.

Evaluations are conducted in line with the Commission's better regulation guidelines, as implemented in the Agency's evaluation framework. The latter establishes the criteria for identifying interventions eligible for evaluation and lays down the common approach to be followed, thus assuring unbiased evaluations and the required quality assurance.

Evaluation plan for 2025

Note: Ex post evaluations of operational plans are subject to confirmation and depend on the decision made to extend a plan for another period, to terminate the support provided once a plan ends, or to continue providing support under a new plan. An ex post evaluation will be conducted in the second and third scenarios.

Intervention Title	Reasoned justification	Evaluation type	Evaluation start	Evaluation type
Communication strategy	Fulfilment of objective 1 within 2.4.1, in work programme 2025	Ex post	Q1 2025	Internal
Regional Pilot Project for North Africa and Niger	Fulfilment of objective 2 within 2.4.4, in work programme 2025	Ex post	Q2 2025	Internal
Operational plan 2022-25 The Netherlands	Mandatory ex post evaluation under EUAA Regulation	Ex post	Q3 2025	Internal
Operational plan 2022-25 Belgium	Mandatory ex post evaluation under EUAA Regulation	Ex post	Q3 2025	Internal
Operational plan 2025 Bulgaria	Mandatory ex post evaluation under EUAA Regulation	Ex post	Q3 2025	Internal

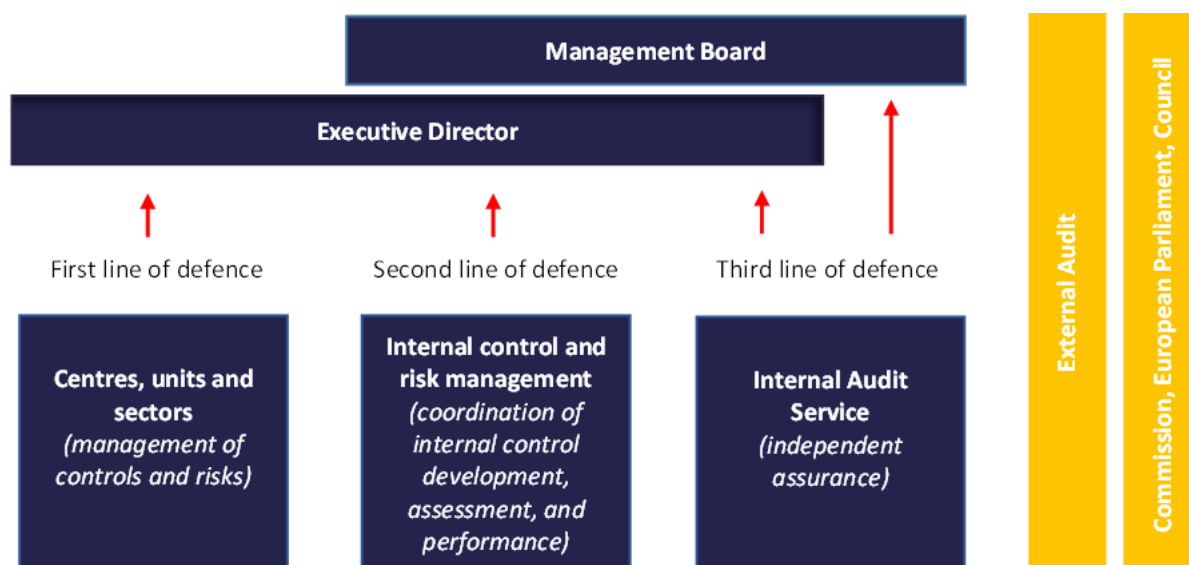
Intervention Title	Reasoned justification	Evaluation type	Evaluation start	Evaluation type
Operational plan 2025 Germany	Mandatory ex post evaluation under EUAA Regulation	Ex post	Q3 2025	Internal
Operational plan 2025 Lithuania	Mandatory ex post evaluation under EUAA Regulation	Ex post	Q3 2025	Internal
Operational plan 2024-25 Romania	Mandatory ex post evaluation under EUAA Regulation	Ex post	Q3 2025	Internal
European Asylum Curriculum	Fulfilment of objective 1 within 2.2.1, in work programme 2025	Ex post	Q3 2025	External



Annex X: Strategy for the organisational management and internal control systems

How internal control systems are organised and designed to deliver set objectives

The Agency's internal control system is documented in Decision No 160 of the Management Board of 14 March 2024⁽¹⁷⁾. The system is built on multiple blocks of assurance, provided by different stakeholders.



As the governing and planning body, the Management Board is responsible to ensure that the Agency performs its duties effectively.

The Executive Director is responsible for the day-to-day administration and for implementing the decisions of the Management Board and the budget. She also has powers of appointing authority, conferred on her by the Management Board Decision 098/2022. The Executive Director is accountable to the Management Board yet independent in the performance of her tasks.

The Executive Director is supported in her role and responsibilities by the Agency's managers and staff, which constitute the first block of assurance. They identify and manage risks and take corrective actions to address any deficiencies in processes and controls.

Internal control and risk management represent the second building block of assurance. They ascertain the performance of internal processes and systems, and identify recommended corrective actions to improve governance and internal controls systems. Both ex-post controls and evaluation play a key role in this second building block of assurance.

Additional assurance on the efficiency and effectiveness of governance and internal controls systems is provided by the European Commission's Internal Audit Service. As internal auditor of the Agency, it conducts regular audits and risk assessments of the EUAA.

The Agency's strategy for the organisational management and internal control systems covers four elements:

¹⁷ Management Board Decision No 160 of 14 March 2024 on the internal control framework; it repealed and replaced Management Board Decision No 42 of 21 December 2018.



a) Internal control framework

The Agency's internal control framework is based on the [COSO 2013 Internal Control Integrated Framework](#) and the internal control laid down by the Commission for its own services.

Various controls, checks and supervisory arrangements are in place to ensure sound financial management, compliance with the regulatory framework, and to highlight any issues or deficiencies.

Presence and effectiveness of internal controls is assessed regularly. Each financial year the management assesses indicators⁽¹¹⁸⁾ against which internal control criteria are monitored. The results of this monitoring are available on the Agency's [website](#).

Additional insight on the efficiency and effectiveness of internal controls is provided by general ex post controls by assessing the effectiveness of each internal control component and principle and monitoring the implementation of corrective actions. In addition, more specific ad hoc ex post controls might be implemented by a decision of the Executive Director for high-risk areas or procedures. For example, specific ex post controls verify financial processes and operations and are implemented regularly based on a well-established risk-based financial ex-post control strategy.

Evaluations also play an important part in the internal control framework.

Based on insights gathered, recommendations and specific corrective actions are addressed to senior management for re-assessment and endorsement. Their implementation is documented and monitored through the central Register of Deficiencies and Corrective Action Plan, which is reviewed quarterly and published on the Agency's [website](#).

b) Risk management

In line with the EUAA Risk Management Manual⁽¹¹⁹⁾, the Executive Director performs an annual risk assessment exercise to better identify, assess and respond to issues that could affect the Agency's activities and the achievement of its objectives. The Agency's management regularly monitors the central risk register. Quarterly risk management reviews are provided to senior management and reported to the Management Board.

The risk management process is further improved by the inclusion of the project risk management methodology into the overall process based on the COSO risk management methodology.

c) Anti-fraud strategy

The EUAA's anti-fraud strategy provides a framework for addressing the issue of fraud through prevention, detection, investigation and correction. The methodology for the elaboration of this strategy was revamped at the end of 2023 and documented in an internal guidance approved by the Executive Director⁽¹²⁰⁾ and is available on the Agency's [website](#). Subsequently a fraud risk assessment was endorsed in Q2 2024. The identified and assessed anti-fraud control risks, together with the risk responses and control objectives, are registered in a specific fraud risk

⁽¹¹⁸⁾ For each indicator the management defines the baseline value and the annual target.

⁽¹¹⁹⁾ Decision of the Executive Director No 117 of 15 December 2020 on the revised Risk Management Manual.

⁽¹²⁰⁾ Internal Guidance reference No: IG-009.





register action plan also on the [website](#). It is expected that the Management Board will adopt the new anti-fraud strategy and framework 2024-2026 in Q3 2024.

d) Policy for management and prevention of conflicts of interest and ethics guidance

On 11 January 2023, the Management Board adopted a decision on the rules governing the prevention and management of conflicts of interest of the members of the Management Board, conflicts of interest connected to membership of organisations and competent bodies of the Consultative Forum, and on the ethical guidance applicable to the Management Board⁽¹²¹⁾.

Moreover, the following important decisions by the Executive Director were adopted on 27 January 2023 forming a comprehensive set of rules in the area:

- policy on the prevention and management of conflicts of interest, related post-employment and ethical guidance, and the role of ethics correspondent⁽¹²²⁾ and
- the code of good administrative behaviour and public service principles⁽¹²³⁾.

⁽¹²¹⁾ Management Board Decision No 122 of 11 January 2023.

⁽¹²²⁾ Decision of the Executive Director No 13 of 27 January 2023.

⁽¹²³⁾ Decision of the Executive Director No 16 of 27 January 2023.





Annex XI: Plan for grant, contribution or service-level agreements

	General information					Financial and HR impact				
	Actual or expected date of signature	Total amount (€)	Duration	Counter-part	Short description		2024	2025	2026	2027
Grant and contribution agreement										
Implementing the EUAA-Egypt cooperation	23.11.2023	1,500,000	36 months	European Commission, DG NEAR	Enhancing the protection space for asylum-seekers and refugees in Egypt	Amount €	1,015,622.3	461,272.7	23,105	/
						Number of CAs	3	3	3	/
						Number of SNEs	0	0	0	/
EU Regional Support to Protection-sensitive Migration Management Systems in the Western Balkans – Phase III – contract 2	24.6.2022	6,000,000	47 months, starting 1.2.2022, due to a retro-active clause	European Commission, DG NEAR	Protection-sensitive Migration Management in the Western Balkans	Amount €	523,531.69	1,471,461.31	/	/
						Number of CAs	10	10	/	/
						Number of SNEs	0	0	/	/



	General information					Financial and HR impact				
	Actual or expected date of signature	Total amount (€)	Duration	Counter-part	Short description		2024	2025	2026	2027
Voluntary financial contributions from Member States										
Voluntary and earmarked contributions to the Roadmap for cooperation with Egypt	18.12.2020	282,316	36 months	Denmark	Roadmap of Cooperation between the EUAA and Egypt	Amount €	0 ⁽¹²⁴⁾	/	/	/
						Number of CAs	0	/	/	/
						Number of SNEs	0	/	/	/
Voluntary and earmarked contribution to the EUAA Regional Pilot Project for North Africa and Niger	3.9.2020	550,000	36 months; 3 month reporting period; a no-cost extension till 30.6.2025 was agreed to in 6.2023	Czechia	Regional pilot capacity building project for North Africa and Niger	Amount €	0 ⁽¹²⁵⁾	0 ⁽¹²⁶⁾	/	/
	16.12.2020	551,216		Denmark		Number of CAs	4	4	/	/
						Number of SNEs	0	0	/	/
Total						Amount €	1,539,153.99	1,932,734.01	23,105	/
						Number of CAs	17	17	3	/

⁽¹²⁴⁾ The Roadmap for Cooperation with Egypt ended on 31.1.2024.

⁽¹²⁵⁾ Further to the agreed no-cost extension till 30.6.2025, no further instalments are expected in 2024 and 2025.

⁽¹²⁶⁾ Further to the agreed no-cost extension till 30.6.2025, no further instalments are expected in 2024 and 2025.



	General information					Financial impact			
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description	2024	2025	2026	2027
Service-level agreements									
Administrative assistance for the recruitment of trainees	28.9.2021 and amended on 22.11.2022	NA	Indefinite	DG Education, Youth, Sport and Culture (Traineeships Office)	Administrative assistance (incl. financial management) for trainee recruitment				
Provision of conference interpretation services for meetings	15.9.2022	NA	Automatically renewed on annual basis	DG Interpretation	Provision of conference interpretation services for meetings				
Publications Office services	6.8.2018	NA	Indefinite	Publications Office of the European Union (PO)	Use of services by the PO				
Provision of IT security support services	19.7.2015, with latest amendment on 20.12.2019	NA	Automatically renewed on annual basis	DG Digital Services (on behalf of the EU Computer Emergency Response Team, CERT-EU)	Catalogue of services by CERT-EU				
Staff selection services	18.6.2010; to be replaced by an SLA covering also services of the	NA	Automatically renewed on annual basis	European Personnel Selection Office (EPSO)	Various staff selection services				



	General information					Financial impact			
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description	2024	2025	2026	2027
	European School of Administration								
Translation services	20.2.2012, amended on 30.11.2016	NA	Automatically renewed on annual basis	Translation Centre	Translation and other language services				
SLA between DG Human Resources and EASO for different services	22.12.2017, with latest amendment on 19.1.2023.	NA	Automatically renewed on annual basis	DG Human Resources (HR)	Sysper; learning and development and medical services; social support service for pensioners and disability matters; security clearance, access badges and parking permits; complaints/ inquiries and IDOC Helpdesk				
SLA between DG HR and EASO	6.3.2020	NA	Automatically renewed on annual basis	DG HR	Production of EU 'laissez-passer'				
DG Budget's catalogue of services	14.1.2020	NA	Automatically renewed on annual basis	DG BUDG	DG Budget's catalogue of services related to the ABAC system				
Organisation of courses	11.2.2011; to be replaced by an SLA covering also EPSO services	NA	Indefinite	European Administrative School	Offer and organisation of courses				



	General information					Financial impact			
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description	2024	2025	2026	2027
Shared support office of the EU Agencies Network	6.3.2018	N/A	Automatically renewed on annual basis	European Food Safety Authority	Costs of the shared support office of the EU Agencies Network				
Entitlements for employees	28.1.2019; amended on 7.10.2023	N/A	N/A	Paymaster's Office	Services regarding entitlements of employees				
Global service level agreement for ICT services	21.3.2019; latest amendment on 15.12.2022	N/A	Automatically renewed on annual basis	DG Digital Services	ICT services (e-procurement, Cloud Brokering, IT hosting of ABAC, IT Assets, RACHEL services)				
eGrants - EC Corporate Suite for Grant Management	September 2024 <i>(expected)</i>	N/A	Automatically renewed on annual basis	DG DIGIT & DG RTD	use of eGrants tools for call publication and proposals submission				
EU Central Validation Services	November 2024 <i>(expected)</i>	N/A	Automatically renewed on annual basis	European Research Executive Agency (REA)	Validation of participants in grant procedures				

Annex XI b: 2025 work programme for grants

The table outlines the calls for proposals or direct awards scheduled in 2025. The maximum budget allocated for these grants is EUR 2,750,000.

SPD objective	Objectives of the grant	Outputs of the grant	Activities under the grant	Expected results of the grant	Type of applicants targeted by the call for proposals/direct award
MA01	To carry out information provision activities for asylum seekers in the context of the reception procedure and within the framework of an EUAA operational plan with a selected Member State(s).	Delivery of information provision sessions and distribution of information material, in the context of the reception procedure and within the framework of (an) EUAA operational plan(s).	<p>The grant beneficiary shall set-up a team which would carry out information provision activities for asylum seekers in the context of the reception procedure in a selected Member State(s). The content of the information provision activities will be provided and steered by the EUAA and the relevant national authorities, and under the coordination of an EUAA coordinating officer for the operational plan.</p> <p>The asylum seekers shall be informed in a language which they understand or are reasonably supposed to understand of the procedure to be followed and of their rights and obligations during the</p>	Asylum seekers are effectively informed on international protection and the asylum procedure. EUAA support to MS on information provision is effectively provided through with the support of the grant beneficiary.	<p>Non-governmental organisations (NGOs)</p> <p>Civil society organisations</p> <p>International organisations.</p>



SPD objective	Objectives of the grant	Outputs of the grant	Activities under the grant	Expected results of the grant	Type of applicants targeted by the call for proposals/direct award
			<p>procedure and the possible consequences of not complying with their obligations and not cooperating with the authorities. They shall be informed of the timeframe, the means at their disposal for fulfilling the obligation to submit the elements as referred to in Article 4 of Directive 2011/95/EU, as well as of the consequences of an explicit or implicit withdrawal of the application. The information provision activities shall be part of an EUAA operational plan and under the coordination/supervision of an EUAA coordinating officer.</p> <p>The grant beneficiary shall establish collaboration mechanisms with the EUAA and the key stakeholders involved in the reception procedure (e.g. national asylum authorities, NGOs, etc.).</p>		
MA01, MA06	To develop and make available to the Agency and Member States innovative model(s) for deployment of modular	The delivery of innovative modular housing model(s)	This is a non-exhaustive list of potential activities which might be carried out to achieve the objective of the grant:	Enhanced capacity of the Agency to support Member States when carrying out their	Non-profit-making private entities Research institutions



SPD objective	Objectives of the grant	Outputs of the grant	Activities under the grant	Expected results of the grant	Type of applicants targeted by the call for proposals/direct award
	<p>housing specifically designed for the reception of asylum seekers in the EU.</p> <p>The proposed model(s) shall cover several key aspects, including design considerations, selection of materials, sustainability principles and integration of green components. Based on these principles, the model(s) shall create welcoming and sustainable living environments for the reception of asylum seekers, while also ensuring long-term viability and minimizing the ecological impact.</p> <p>In order to achieve the overall objective, the development of modular</p>	<p>specifically designed for the reception of asylum seekers in the EU for a short-term emergency and rapid response as well as mid-term response. These models will incorporate design principles, material selections, sustainability considerations, and green components. The modular housing models will address the needs and challenges of accommodating asylum seekers.</p>	<p>Conducting research and thematic assessments/studies to understand the specific requirements and challenges for the receptions of asylum seekers in the EU.</p> <p>Consulting with relevant stakeholders (e.g. NGOs, civil society, architects, engineers, experts in reception of asylum seekers).</p> <p>Conceptualisation and development of modular housing model(s) tailored to the needs of asylum seekers for a short-term emergency and rapid response as well as for a mid-term response.</p> <p>Identification of suitable materials to ensure durability and environmental sustainability.</p> <p>Developing design guidelines, technical specifications and best practices.</p> <p>The design and the development of</p>	<p>tasks and obligations in the framework of the CEAS, to provide effective operational and technical assistance to Member States, in particular when their asylum and reception systems are subject to disproportionate pressure and to advise on, assist with or coordinate the setting up or the provision of reception facilities by Member States, in particular emergency accommodation, transport and medical assistance, through the grant</p>	<p>Universities</p> <p>Architectural firms</p> <p>International organisations</p> <p>Civil society organisations</p>



SPD objective	Objectives of the grant	Outputs of the grant	Activities under the grant	Expected results of the grant	Type of applicants targeted by the call for proposals/direct award
	<p>housing model(s) will include the identification of design guidelines, technical specifications and best practices; development of sustainable and green strategies; research studies and data collection on the specific needs and challenges in the context of reception of asylum seekers in the EU.</p> <p>The modular housing model(s) will assist the EUAA in developing technical specifications for Procurement procedures related to reception units to be deployed as part of the Agency's operational and technical assistance to Member States.</p>		<p>modular housing model(s) will have to be in line with the EUAA Modular Approach to Reception, EASO Guidance on reception conditions and the provisions of the Reception Conditions Directive 2013/33/EU.</p>	<p>outputs, i.e.:</p> <p>Innovative modular housing model(s) specifically designed for the reception of asylum seekers in the EU, available for use by the EUAA and Member States.</p> <p>Design guidelines, technical specifications and best practices that provide recommendations for future projects on modular housing for asylum seekers, available for use by the EUAA and Member States.</p> <p>Sustainable and green strategies for</p>	



SPD objective	Objectives of the grant	Outputs of the grant	Activities under the grant	Expected results of the grant	Type of applicants targeted by the call for proposals/direct award
				housing for asylum seekers embedded in the above result outputs.	
MA03	To enhance the capacity of the EUAA to provide operational support to EU+ countries' resettlement and humanitarian admission processes in selected third countries.	Operational support provided to EU+ countries' resettlement and humanitarian admission processes in selected third countries (selection missions, pre-departure orientation missions, departure activities). Physical infrastructure, services and human	Establishment of a Resettlement Support Facility in selected third countries, modelled on the basis of the facility in Istanbul. This includes the physical infrastructure, staffing, and logistical arrangements/services necessary to effectively manage and coordinate resettlement and humanitarian admission operations. Support to EU+ countries' selection mission activities, pre-departure orientation activities and departure activities. This may include, inter alia: preparing schedules for interviews, taking care of logistical arrangements for refugees, providing interpretation services, providing administrative support to EU+ countries with relevant documentation, collecting selected biometrics, providing medical screening assessments services, providing security, IT and	The EU+ countries' resettlement and humanitarian admission processes in selected third countries are effectively supported.	The type of applicants could have a diversity such as: International organisations. Civil society organisations. Non-profit making private entities. The list may be further restricted and/or specified in the relevant call for proposals. Geographically seen the entities need to be able to



SPD objective	Objectives of the grant	Outputs of the grant	Activities under the grant	Expected results of the grant	Type of applicants targeted by the call for proposals/direct award
		resources for the delivery of the above outputs.	<p>technical support.</p> <p>The activities may be implemented through face-to-face, hybrid and remote modalities.</p>		operate outside the EU.
MA08	To implement learner curriculum in Member States, based on identified needs and in line with established quality standards, contributing to enhance the capacity of asylum and reception officials in national administration and to increase convergence in the implementation of the CEAS.	National training sessions delivered to asylum and reception officials, including grading and verification of assessments, based on identified needs and in line with established quality standards.	<p>Organisation and delivery of national training sessions, for asylum and reception officials (learner's curriculum) including grading and verification of assessments, based on identified needs and in line with established quality standards.</p> <p>Supporting the national authorities trainers' pools and the deployment of trainers for delivery of training sessions.</p> <p>Supporting the EUAA trainer-for-trainer's pool in the context of delivery of EUAA training sessions.</p> <p>Supporting Member States who deploy content experts/trainers involved in curriculum development and updates.</p>	<p>Increased competence and capacity of asylum and reception national authorities, including in specific needed areas;</p> <p>A sustained pool of EUAA trainers ensuring that high quality training delivery is in place;</p> <p>Maintain compliance with the Standard and Guidelines in the European higher education area, including further implementing policies and</p>	<p>Direct grant to Member States (Article 195(1)(f), of Regulation (EU, Euratom) 2018/1046) (*)</p> <p>National administrations / Member States' authorities in the field of asylum and reception.</p>



SPD objective	Objectives of the grant	Outputs of the grant	Activities under the grant	Expected results of the grant	Type of applicants targeted by the call for proposals/direct award
				procedures, which cover the entire training cycle; Provide asylum and reception officials with high quality training and the opportunity to demonstrate their knowledge and skills to implement CEAS.	

The outputs, activities, expected results and type of applicants may be further restricted or specified in the relevant call for proposals/invitation to submit a proposal.

(*) According to Article 8 of the EUAA Regulation, the Agency is tasked with developing and reviewing training for staff of national administrations responsible for asylum and reception matters, including the development of a European asylum curriculum (EAC). Training is essential across CEAS instruments to ensure that staff in EU Member States have the knowledge and skills to harmonise asylum policy and practice, ensuring fair and efficient procedures in line with EU standards. The award of a direct grant is duly justified because this action can best be carried out by Member States' authorities and the respective national administrations. They have the required competence and responsibility to implement the Union policies at national level - the CEAS and the Pact implementation are in their administrative power and/or responsibility.



Annex XII: Strategy for cooperation with third countries and/or international organisations

Cooperation with third countries

In March 2023, after broad consultations with stakeholders, the Management Board adopted a revised [external cooperation strategy](#).

The strategy builds on the Agency's significant experience and proved added value as a centre of expertise on asylum and reception, a forum for coordination and a network of contacts. It determines the overall direction, objectives, and scope of the EUAA's actions in the external dimension along two pillars:

- third-country support and
- resettlement and humanitarian admission.

The strategy establishes the following vision for the external cooperation of the Agency:

“The EUAA will support the full alignment of candidate and potential candidate countries with the norms and standards of Common European Asylum System and will assist other selected partner third countries in enhancing their asylum and reception system.

The EUAA will provide Member States with enhanced support in their resettlement, humanitarian admission activities, and complementary pathways for third-country nationals in need of international protection.”

The Agency's actions in the external dimension will be guided by the principles of coherence with relevant EU policies and partners' interventions, solidarity with partner third countries, and sustainability of capacity building activities to develop long-lasting national capacity.

The Strategy identifies the following strategic objectives:

- 1) Support EU institutions and EU+ countries in the external dimension of the CEAS, in line with the 'Team Europe' approach;
- 2) Strengthen partner third-country legislation and asylum and reception systems;
- 3) Offer infrastructure and logistical support to EU+ countries' resettlement and humanitarian admission schemes in selected third countries;
- 4) Facilitate planning, cooperation, coordination, and implementation of actions in the area of resettlement, humanitarian admission, and Community sponsorship and complementary pathways linked to international protection;
- 5) In addition, the strategy updates the Agency's legal and policy frameworks of reference; outlines a renewed prioritisation approach to third-country support; develops new ideas for resettlement and humanitarian admission; addresses questions related to funding and human resources; highlights the need to strengthen cooperation and coordination with relevant stakeholders; and clarifies the way forward for its implementation, monitoring, and revision.





Cooperation with EU institutions, bodies, and agencies

In planning and implementing its external action, the EUAA will cooperate closely with the Commission – and in particular with the Directorate-General for Migration and Home Affairs, in line with the relevant working arrangement signed between the Agency and the Directorate-General. In addition, and in accordance with its working arrangement with the European External Action Service (EEAS), the Agency will cooperate with third country authorities with the support of and in coordination with the EEAS and the relevant Union Delegations.

The Agency will also work closely with other justice and home affairs Agencies to ensure a coordinated and coherent implementation of the EU's external relations policy. It will engage with EU stakeholders to promote its work and address challenges by participating in strategic and operational fora in Brussels, including the Working Party on External Aspects of Asylum and Migration (EMWP), the Operational Coordination Mechanism for the External Dimension of Migration (MOCADDEM), and EU Migration dialogues.

Cooperation with international organisations

The Agency's cooperation with EU bodies on external action is laid down in cooperation frameworks, such as the working arrangement with the Directorate-General for Migration and Home Affairs (signed in January 2018), and the working arrangement with the European External Action Service (signed in September 2021).

The Agency's mandate also provides for cooperation with international organisations, and in particular with the UNHCR, which is a non-voting member of the Agency's Management Board. In this regard, the Agency cooperates with relevant international organisations both in the context of the external dimension of the CEAS as well as in the context of the Agency's work in support to Member States.

A working arrangement with the UNHCR was updated in 2021, whereas a working arrangement with the IOM was concluded in 2019. An exchange of letters setting out a cooperation framework with the International Centre for Migration Policy Development (ICMPD) was concluded in 2020, while an updated exchange of letters was signed in 2021 with the IGC – Intergovernmental Consultations on Migrations, Asylum and Refugees. Other international organisations with which the Agency will continue to cooperate closely include the Council of Europe and the General Directors of Immigration Services Conference (GDISC).

The Agency will continue cooperating with international organisations having a mandate relevant to the Agency's work, including possible further cooperation arrangements or the updating of existing ones where necessary, also taking into account changes brought about by the EUAA Regulation. In accordance with the procedure introduced by the EUAA Regulation, the Management Board shall decide on such agreements, subject to prior approval of the Commission. The Council and the European Parliament will be informed of such agreements.



