

2024 Consolidated Annual Activity Report

2024 Consolidated Annual Activity Report of the European Union Agency for Asylum

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List of abbreviations

Term	Definition
CAAR	Consolidated annual activity report
CEAS	Common European Asylum System
COI	Country of origin information
ESG	Standards and guidelines for quality assurance in the European higher education area
EU	European Union
EUAA	European Union Agency for Asylum
EUAN	EU Agencies Network
EU+ countries	Member States of the European Union and associated countries
FTE	Full-time equivalent
ICJ	International Court of Justice
ICT	Information and communications technology
Member States	Member States of the European Union
OLAF	European Anti-Fraud Office
UNHCR	United Nations High Commissioner for Refugees
UNSCR	United Nations Security Council Resolution



Management Board's analysis and assessment

The Management Board has analysed the 2024 consolidated annual activity report (**CAAR**) and makes the following observations.

Notes that:

- the report contains a **comprehensive account** of the activities carried out in 2024 by the European Union Agency for Asylum (EUAA, or the Agency) in the implementation of its mandate;
- the Agency **achieved or nearly achieved 94 % of its 38 annual objectives**;
- 84 % of the Agency's **61 annual targets** were exceeded (58 %) or achieved (26 %), whereas six were not achieved (10 %);
- the EUAA **improved its performance** with respect to its annual targets, although the results are still distant from the 95 % threshold set in the EUAA's governance monitoring indicators ⁽¹⁾;
- out of 592 authorised staff posts, **508 (86 %) were filled** by the end of 2024;
- the EUAA's **support to Member States increased** in 2024, with the deployment of 1 077 full time equivalents (+4 % compared to 2023) across 13 countries;
- almost **18 000 participations in the EUAA's training** activities were recorded in 2024, corresponding to a 28 % increase, compared to 2023;
- the Agency successfully established a **new Monitoring Unit**, which will be instrumental in the implementation of the Agency's monitoring mechanism;
- the EUAA took timely and appropriate measures to govern the changes required by the entry into force, in June 2024, of the legislative instruments forming part of the **Pact on Migration and Asylum** (the Pact); in February 2024, the Agency launched a new programme to facilitate the effective transition to the revised Common European Asylum System (CEAS), while ensuring support to Member States;
- the EUAA, following extensive consultations with the Management Board, in October 2024 adopted its **first five-year strategy**, covering the period 2024–2029;
- the Agency made efforts to constantly **improve its governance and internal control** systems. No internal control critical or major deficiencies were in place, following the internal control self-assessment for 2024;
- **thirteen internal and external evaluations** were completed, including mandatory evaluations of the provision of operational and technical measures as set out in operational plans with Member States ⁽²⁾ and evaluations of roadmaps for cooperation with third countries;
- the Agency's **first Deputy Executive Director** was appointed in April 2024;
- the latest **Internal Audit Service's** audit on human resource management and ethics issued some important recommendations to the Agency, but concluded overall that the internal control system in place for human resource management and ethics is adequately designed and effectively and efficiently implemented, in compliance with the regulatory framework and guidelines for EU bodies;

⁽¹⁾ Indicator no 1.1 in Management Board Decision No 71 of 2021.

⁽²⁾ Article 16(4) of the EUAA Regulation.



- 94 % of agreed mitigating actions recorded in the Agency's **fraud risk register** were implemented in a timely manner;
- the **European Court of Auditors** issued a clean opinion in its latest annual report, released in October 2024 for the financial year 2023;
- the European Parliament, with its decision of 11 April 2024, **granted the Executive Director discharge** in respect of the implementation of the Agency's budget for the financial year 2022. However, discharge for 2023 has been postponed and requires further follow-up by the Agency.

Commends the Agency:

- for achieving its **highest-ever performance in budget implementation** by executing 99 % of commitment appropriations and 95 % of payment appropriations;
- for the progress made in the **prioritisation exercise**, through which several existing posts have been reallocated to the new priority areas in the EUAA;
- for the **expansion of the European asylum curriculum** and the EUAA's constant efforts to meet Member States' training needs, including those resulting from the new legislation introduced by the Pact;
- for obtaining the **licence as a Further and Higher Education Institution** from the Malta Further and Higher Education Authority, which is a testament to the EUAA's solid training quality assurance framework;
- for the progress made in the establishment of a **mechanism for monitoring the operational and technical implementation of the CEAS**, which led to the adoption, in March and May 2024 respectively, of a [common monitoring methodology](#) and of a [multiannual monitoring programme](#) for the period 2026–2030;
- for the decisive role played in **facilitating Member States' transition to the new legal framework** stemming from the Pact; in particular, the EUAA assisted the Commission in the development of a [common implementation plan for the Pact](#) and provided essential guidance and training to support Member States' compliance with a reformed CEAS, through the finalisation of 11 new products such as a template and a manual for contingency planning and guidelines on alternatives to detention;
- for the adoption of its [first fundamental rights strategy](#) and the establishment of a [complaints mechanism](#), which will further promote the protection of fundamental rights in all the activities of the Agency.

Calls on the Agency:

- to improve its performance with respect to the achievement of the **annual work programme's targets**, which is still below the threshold defined by Management Board Decision No 71 of 2021;
- to continue the **prioritisation of tasks** with a view to achieving a more efficient use of resources and reallocation of existing posts;
- to make further effort in **speeding up recruitment** and reducing the turnover rate to achieve a significantly higher occupancy rate in the establishment plan and improve the efficiency of the recruitment process in general;
- to reiterate its efforts to **enhance the quality of performance indicators** and establish **realistic, yet ambitious annual targets**;
- to implement the **delayed corrective actions** stemming from the Internal Audit Service's audits on human resource management and ethics (2020) and on IT governance and project management (2021);





- to bring forward concrete proposals by way of corrective actions as a follow-up to the formal request set out by the Management Board in a warning letter issued to the Executive Director on 10 March 2025, following investigations by the European Anti-Fraud Office (**OLAF**) that were concluded in 2024, and act on them in a timely manner;
- to continue reviewing internal processes in **human resource management and administration**, in order to ensure their efficiency, transparency and full compliance with the current regulatory framework;
- to work and cooperate closely with the Management Board in order to **further improve reporting to the Board** with the aim of fostering transparency and active involvement of the Board in governance matters. The Management Board calls on the Member States to actively contribute to this process.

The Management Board expresses its appreciation to the Executive Director and her staff for their commitment and achievements in 2024.

Based on the above observations, the Management Board requests that the 2024 CAAR be forwarded to the Commission, the Council, the European Court of Auditors and the European Parliament.





Executive summary

The Agency in brief

The EUAA (the Agency) supports Member States in applying the package of European Union (EU) laws that govern asylum, international protection and reception conditions, known as the Common European Asylum System (CEAS). It is mandated to improve the functioning of the CEAS and assist Member States by providing:

- **operational support** through the deployment of its personnel and the provision of infrastructure and/or services needed, including in the areas of resettlement and humanitarian admission, in particular when national asylum and reception systems are subject to disproportionate pressure;
- **capacity-building** to national asylum and reception officials and trainers, through the development and delivery of a training curriculum covering specialised fields of EU asylum and reception law;
- **technical support** through the collection, analysis and dissemination of a variety of asylum-related data and the development of operational standards, indicators, guidelines and best practices related to the implementation of the EU law on asylum.

The EUAA is managed by its Executive Director, accountable to a Management Board composed of one representative of each Member State and two representatives of the Commission. The Management Board includes a representative of the United Nations High Commissioner for Refugees (UNHCR) as a non-voting member, as well as observers from the Schengen associated countries (Iceland, Liechtenstein, Norway and Switzerland).

The year in brief

In 2024, EU+ countries ⁽³⁾ received **over 1 million applications for international protection** ⁽⁴⁾, marking an 11 % decrease compared to 2023. Yet, this was the second-highest number since 2016, when close to 1.2 million asylum applications were lodged in the EU+ ⁽⁵⁾.

With nearly 8 in 10 applications in the EU+, Germany (237 000), Spain (166 000), Italy (159 000), France (159 000) and Greece (74 000) were the top receiving countries. However, Cyprus (6 800) and Greece received by far the most applications per capita, with both countries receiving approximately 1 application for every 140 residents.

⁽³⁾ In this case, EU Member States plus Norway and Switzerland.

⁽⁴⁾ All numbers larger than 100 are rounded. Numbers between 101 and 1 000 are rounded to the nearest 10. Numbers between 1 001 and 10 000 are rounded to the nearest hundred. Numbers larger than 10 001 are rounded to the nearest thousand. Halfway numbers are rounded up.

⁽⁵⁾ The figures concerning applications for international protection are based on data collected by the EUAA under the early warning and preparedness system. See [EUAA annual analysis on asylum trends](#).



At the end of the reporting year, almost **981 000 cases were awaiting a decision** at first instance, corresponding to an 11 % increase compared to the same period last year ⁽⁶⁾.

The number of **decisions granting temporary protection** to persons fleeing Russia's war of aggression against Ukraine decreased by a quarter, compared to 2023. Still their number remained significant, with 746 000 decisions issued by EU+ countries in 2024.

Against this backdrop of sustained pressure on national asylum systems, **the EUAA deployed a record number of personnel** across 13 Member States, corresponding to 1 077 full time equivalents.

The Agency operated in key asylum areas such as reception, relocation, temporary protection, assistance to unaccompanied minors, capacity building and procedural quality. Support to the asylum procedure intensified: compared to 2023, the number of registrations and interviews increased by 21 % and 45 %, respectively.

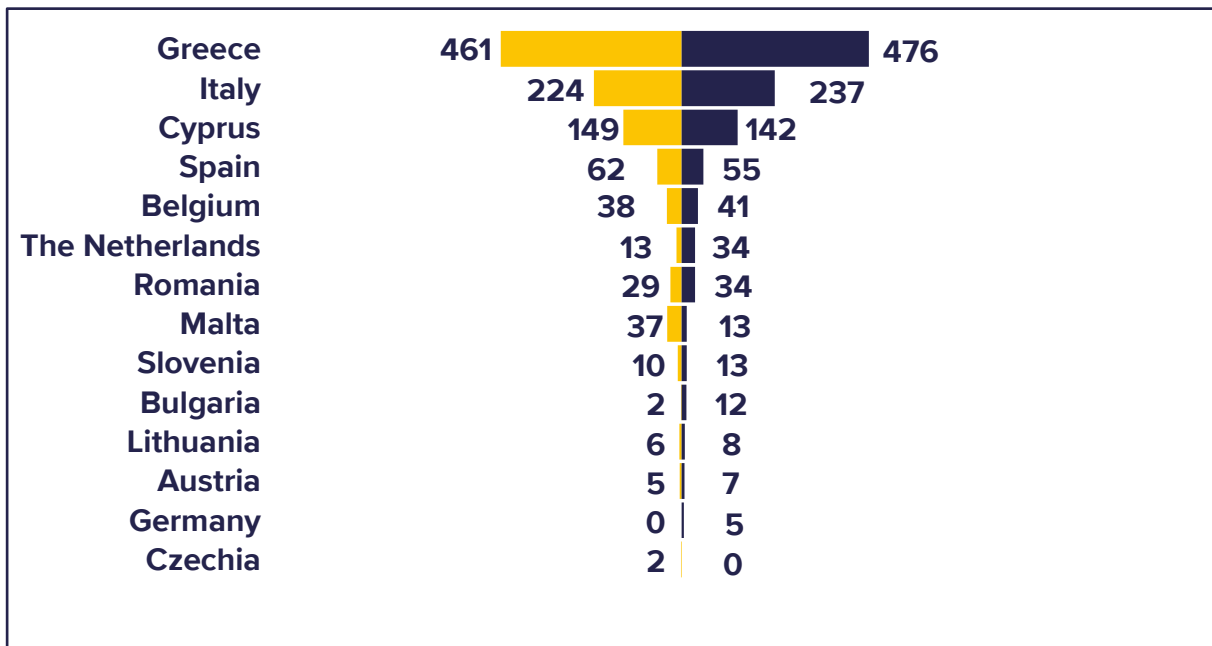
Figure 1. EUAA operations in 2024



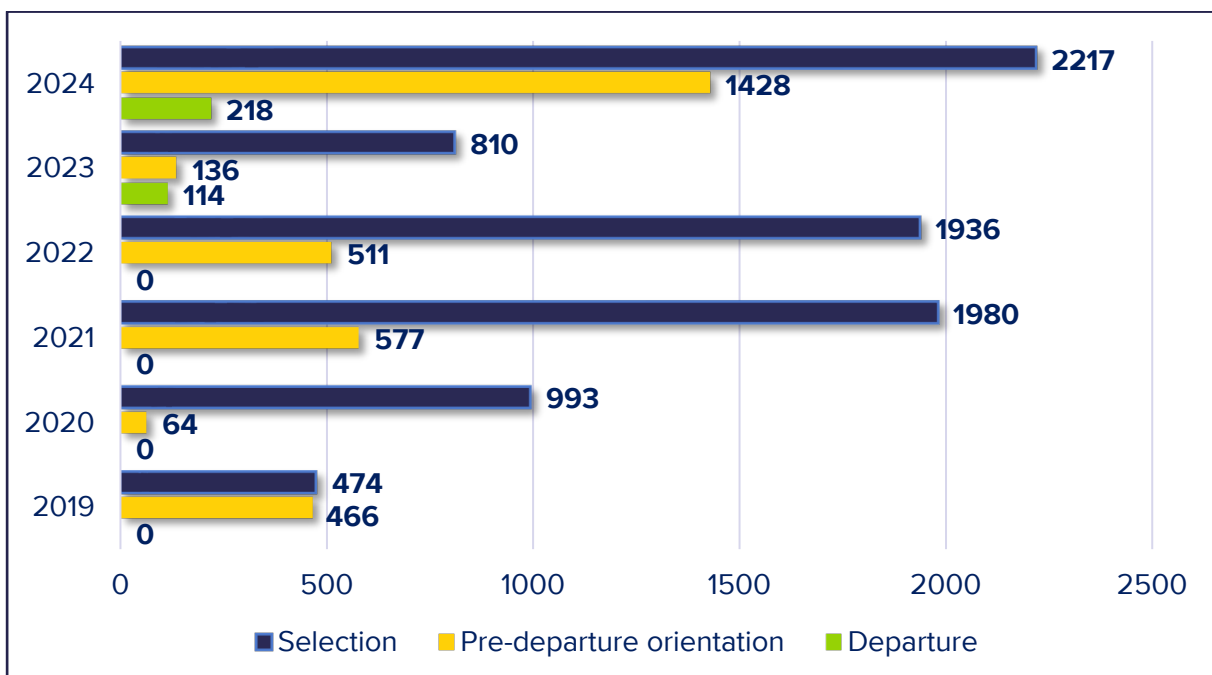
Following a request from the German authorities, in June 2024 the EUAA started a **new operational plan with Germany**, aimed at increasing national capacity to process Dublin cases. The **Agency maintained or reinforced its presence in most countries** ⁽⁷⁾, with the significant exception of **Malta**, where operations were largely phased out by the end of June, in line with the low number of asylum applications received (438 by the end of the year). Operational support to [Austria](#) and [Slovenia](#) came to an end in June, whereas support to [Lithuania](#) ended in December.

⁽⁶⁾ Data on pending cases were not available for Czechia (March to September 2023 and December 2024) and Slovakia (since December 2024).

⁽⁷⁾ Belgium, Bulgaria, Cyprus, Greece, Italy, Romania, Spain and The Netherlands.

**Figure 2.** EUAA deployed personnel in 2023 and 2024

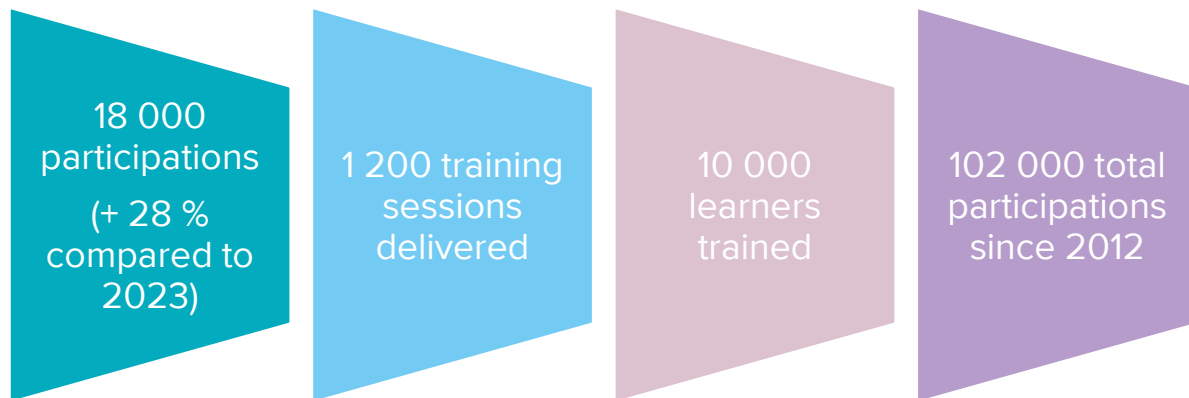
In 2024, the **EUAA Resettlement Support Facility** located in Istanbul, Türkiye, provided support services for 34 Member State resettlement missions. In total the facility assisted 4 100 persons in the context of resettlement and humanitarian admission, with about 3 900 physically attending an activity in the premises. This was the highest number since the establishment of the Resettlement Support Facility, in 2019.

Figure 3. Persons physically attending an activity in the Resettlement Support Facility by mission type and year

In December 2024, the EUAA received **official recognition as a further and higher education provider** from the Maltese authorities. The accreditation is a major milestone in supporting Member States to achieve a professional, effective and unified approach to asylum and reception management across Europe. As a formal qualifications provider, the Agency will be able to grant credits that are valid under the [European Credit Transfer and Accumulation System](#).

Since 2012, the EUAA's training activities have recorded **more than 100 000 participations**. The EUAA annual training report, available on the Agency's website, provides details and analyses on the use and impact of the Agency's training in 2024.

Figure 4. EUAA training in 2024



In March 2024 the EUAA established, in close cooperation with the Commission, a [common methodology](#) for monitoring the operational and technical application of the CEAS. A [multiannual monitoring programme](#) was also adopted, establishing the order in which Member States will take part in the first five-year monitoring cycle, between 2025 and 2030.

The Agency successfully responded to increased Member States' needs with regard to **country of origin information and guidance, situational awareness and practical guidance and tools** in areas such as the asylum procedure, reception, vulnerability and judicial cooperation, which were affected by significant legislative changes.

The entry into force, on 11 June 2024, of ten legislative acts forming part of the [Pact on Migration and Asylum](#) (the Pact), introduced substantial reforms to the CEAS and provided for an enhanced role of the EUAA in several areas. While the new legal framework will be mostly applicable starting from June 2026 ⁽⁸⁾, the Agency is conducting numerous preparatory activities within a multiannual programme launched in February 2024, in close collaboration with the Commission and the Member States. This programme coordinates the review of the EUAA's operational standards, indicators, guidelines and training, to ensure their compliance with the new legislation, and the development of new products, where needed. By the end of the reporting year, the EUAA had finalised **11 products related to the Pact**:

- contingency planning template and manual;

⁽⁸⁾ The only exception being the [Union Resettlement and Humanitarian Admission Framework Regulation](#), which was immediately applicable after its entry into force, in June 2024.



- four tailor-made training modules on the Pact;
- training on monitoring and evaluation in resettlement and humanitarian admission programmes;
- [practical guide on applicants with diverse sexual orientations, gender identities, gender expressions and sex characteristics](#);
- practical guide on mental health of applicants for international protection ([part I](#), [part II](#) and [part III](#));
- [guidelines on alternatives to detention](#);
- working arrangement between the EUAA and the Commission for the situational awareness, early warning and forecasting project.

Moreover, the Agency supported the Commission in the development of [the common implementation plan for the Pact](#) and was closely involved in the coordination with Member States for the preparation of their national implementation plans (see also section 2.2.).



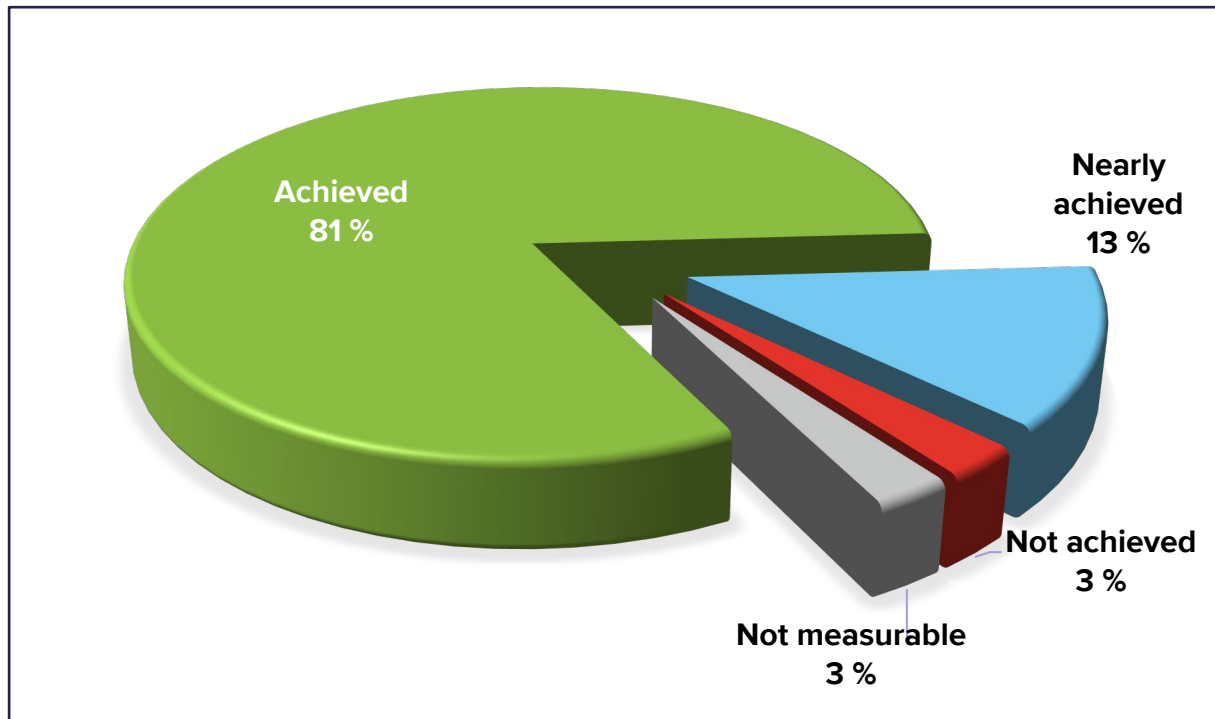
Part I. Policy achievements of the year

This section summarises the achievements for each of the **38 objectives** in the EUAA's 2024 work programme and the progress against each objective's performance indicators.

The status of annual objectives at the end of the year was categorised according to the following criteria:

- **achieved** = all performance indicator targets exceeded or achieved;
- **nearly achieved** = not more than half of the performance indicator targets not achieved, with the others being nearly achieved ⁽⁹⁾, exceeded and/or achieved;
- **not achieved** = more than half of the performance indicator targets not achieved;
- **not measurable** = more than half of the performance indicators not applicable.

Figure 5. Status of annual objectives at the end of 2024 ⁽¹⁰⁾



⁽⁹⁾ Nearly achieved targets are those referring to indicators whose performance in the reporting year was between 80 % and 99 % of their annual target.

⁽¹⁰⁾ Percentages in this report are rounded to whole numbers, with the exception of those referring to the detailed budget execution, in Annex II.

Table 1. Status of annual objectives at the end of 2024 broken down by activity area

Activity areas	Status of annual objectives				
	Achieved	Nearly achieved	Not achieved	Not measurable	Total
Operational support	10	2	0	0	12
Training and professional development	8	0	0	0	8
Asylum knowledge	7	2	0	1	10
Protection of fundamental rights	1	0	0	0	1
Horizontal activities	5	1	1	0	7
Total	31	5	1	1	38

1.1. Operational support

The EUAA provides [operational and technical assistance](#) to Member States whose asylum and reception systems are subject to disproportionate pressure, face disproportionate migratory challenges or request support in the implementation of the CEAS. This is achieved through deployment of asylum support teams.

Additionally, the Agency assists EU+ countries in resettlement and humanitarian admission-related processes, including through the development and provision of relevant tools and training.

In this section, the figures concerning applications for international protection are based on data collected by the EUAA between January and December 2024 and exchanged under the early warning and preparedness system.

1.1.1. Operational and technical assistance

Objective 1. To respond to rapid response needs as they arise upon approved request from Member States in an efficient manner.				
Indicator	Data source	Target	Result	Status
Percentage of rapid operational responses to Member States' requests.	Operational records and activity reports.	100 % of approved requests responded to within agreed timeframe.	100 %	Achieved

The Agency maintained an extensive operational footprint in 2024, providing operational and technical assistance to 13 Member States (Austria, Belgium, Bulgaria, Cyprus, Germany, Greece, Italy, Lithuania, Malta, the Netherlands, Romania, Spain and Slovenia).

At the end of 2024, **eight new or amended operational plans** for implementation in the period 2025–2026 were designed and signed with Belgium, Bulgaria, Cyprus, Greece, Italy, Malta, the Netherlands and Romania. This achievement required a significant effort, including conducting parallel needs assessments across multiple Member States.

1.1.2. Operational support to Italy

Objective 2. To provide timely and effective operational and technical assistance in support of Italy's response to pressure on its asylum and reception systems and its obligations under the CEAS.

Indicator	Data source	Target	Result	Status
Percentage of annual support measures implemented, including amendments, if applicable.	Progress reports	≥85 %	90 %	Exceeded

In 2024, Italy received almost 160 000 asylum applications, corresponding to a 17 % increase compared to the previous year.

Following an amendment to the operational plan, in March 2024 the EUAA enhanced its support to Italy, particularly to the territorial commissions, with a view to improving the **asylum procedure**.

Info box 1. Operational support to Italy in 2024: key figures

31 000 persons registered for international protection	10 000 files prepared in support to second instance procedures	13 territorial commissions supported in file processing and management	240 staff trained in prefectures and in entities managing reception
750 reception conditions monitoring visits conducted	6 000 Dublin outgoing requests processed	2 100 country of origin information research analyses conducted	80 000 persons informed on the CEAS



1.1.3. Operational support to Greece

Objective 3. To provide timely and effective operational and technical assistance in support of Greece's response to pressure on its asylum and reception systems and its obligations under the CEAS.

Indicator	Data source	Target	Result	Status
Percentage of annual support measures implemented, including amendments, if applicable.	Progress reports	≥85 %	85 %	Achieved

With close to 74 000 applications in 2024, Greece saw a 15 % rise in the number of applications for international protection, compared to 2023.

The EUAA continued the implementation of the [operational plan agreed with Greece for the period 2022–2024](#), providing support in the areas of **asylum** and **vulnerability** procedures, **reception** and **temporary protection**.

In November 2024, the National Emergency Response Mechanism, designed by the Ministry of Migration and Asylum with the support of the EUAA, was nominated for the 2024 European Social Services Award promoted by the [European Social Network](#).

Info box 2. Operational support to Greece in 2024: key figures

47 000 asylum registrations supported

12 000 asylum applicants interviewed and **970** opinions drafted

1 600 candidates proposed for relocation

41 000 transfers of applicants within the national reception system supported

6 200 placements for unaccompanied minors completed

23 000 vulnerability assessments conducted

174 000 participants in information provision sessions

Outgoing Dublin requests processed for **2 600** applicants



1.1.4. Operational support to Cyprus

Objective 4. To provide timely and effective operational and technical assistance in support of Cyprus's response to pressure on its asylum and reception systems and its obligations under the CEAS.				
Indicator	Data source	Target	Result	Status
Percentage of annual support measures implemented, including amendments, if applicable.	Progress reports	≥85 %	98 %	Exceeded

In 2024, Cyprus received some 6 800 applications for international protection, corresponding to a 42 % decrease compared to the previous year.

The Agency continued to assist the Cypriot authorities in the areas of asylum procedure, reception, implementation of the Dublin Regulation, temporary protection and voluntary solidarity mechanism.

Info box 3. Operational support to Cyprus in 2024: key figures

6 300 asylum registrations supported (93 % of the total)	3 200 vulnerability assessments supported	2 400 applicants interviewed at first instance and 995 files prepared at second instance	850 applicants transferred under the voluntary solidarity mechanism
970 take charge requests supported under the Dublin Regulation	2 800 registrations for temporary protection supported	94 containers installed in the reception sites of Kofinou and Pournara	9 700 queries addressed at the information kiosk in Pournara first reception centre

1.1.5. Operational support to Malta

Objective 5. To provide timely and effective operational and technical assistance in support of Malta's response to pressure on its asylum and reception systems and its obligations under the CEAS.				
Indicator	Data source	Target	Result	Status
Percentage of annual support measures implemented, including amendments, if applicable.	Progress reports	≥85 %	100 %	Exceeded



The number of asylum applications in Malta continued to decline, with close to 440 applications lodged by the end of 2024 (-40 % compared to 2023).

The [operational plan](#) for the period 2022–2024 was [amended in June 2024](#). In agreement with the Maltese authorities, the EUAA phased out asylum and reception support activities to focus on the implementation of the voluntary solidarity mechanism's relocation schemes.

Info box 4. Operational support to Malta in 2024: key figures

89 asylum applications registered, **93** personal interviews concluded and **110** first instance assessments delivered

Issuance of **370** asylum seeker documents supported and **110** outgoing Dublin requests processed

85 case files quality-reviewed and **7** quality assurance tools developed in the area of reception

6 relocation lists drafted and **45** candidates successfully matched for relocation as part of the voluntary solidarity mechanism

37 applications for temporary protection processed and renewal of **470** temporary protection certificates supported

1.1.6. Operational support to Spain

Objective 6. To provide timely and effective operational and technical assistance in support of Spain's response to pressure on its asylum and reception systems and its obligations under the CEAS.

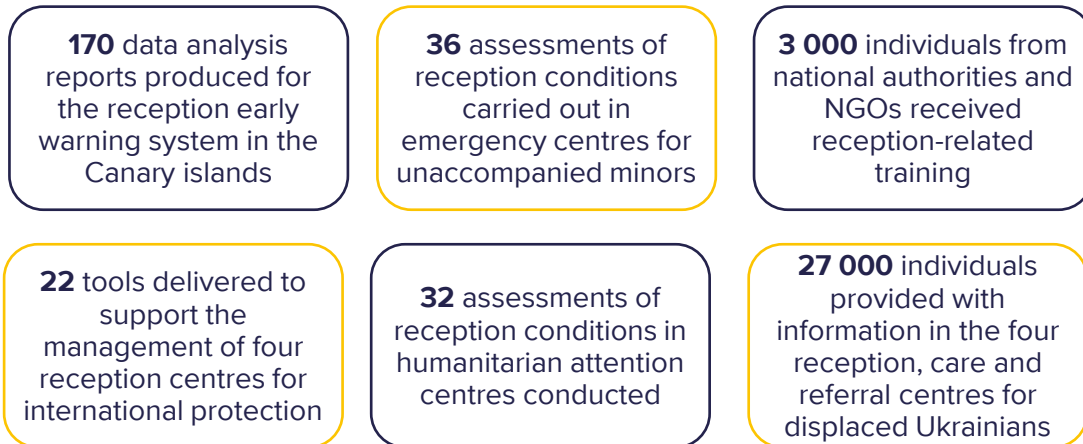
Indicator	Data source	Target	Result	Status
Percentage of annual support measures implemented, including amendments, if applicable.	Progress reports	≥85 %	86 %	Exceeded

After Germany, Spain was the second-largest recipient of applications for international protection in the EU+ in 2024, with close to 166 000 asylum applications lodged (+2 % compared to 2023).

The EUAA continued supporting the Spanish reception authorities within the framework of [the operational plan 2023–2026](#) and expanded its assistance to the Ministry of Youth and Childhood.



Info box 5. Operational support to Spain in 2024: key figures



1.1.7. Resettlement and humanitarian admission

Objective 7. To facilitate Member State planning, coordination and implementation of measures and programmes in the areas of resettlement, humanitarian admission, community sponsorship and complementary pathways to international protection in the EU.				
Indicator	Data source	Target	Result	Status
Number of meetings with relevant stakeholders aimed at enhancing cooperation in the field of resettlement and humanitarian admission, community sponsorship programmes and complementary pathways to international protection.	Operational/ administrative records; meeting reports.	12	12	Achieved
Number of participants in the Agency's resettlement training sessions.	Operational/ administrative records.	Min. 15	11	Not achieved

In 2024, the Agency continued leading the [Resettlement and Humanitarian Admission Network](#), a forum that brings together national authorities of resettling EU+ countries with the aim of facilitating operational cooperation and coordination.

The number of experts participating in the EUAA training on resettlement, organised in the last quarter of the year, was lower than expected due to Member States' competing priorities related to the implementation of the Pact.

Objective 8. To stimulate cooperation and provide infrastructure and logistical support to EU+ countries in selected third countries through RSF-like concepts, adapted to the context of the relevant third country.

Indicator	Data source	Target	Result	Status
Number of selection missions and pre-departure orientation missions implemented through RSF-like concepts.	Operational/ administrative records, periodical activity reports.	20 selection missions and/or pre-departure orientation missions.	34	Exceeded

The EUAA continued providing support to EU+ countries in their resettlement efforts through its Resettlement Support Facility (RSF) based in Istanbul, Türkiye.

The RSF offered assistance to 11 countries, notably Belgium, Bulgaria, Denmark, Finland, France, Germany, Ireland, Italy, The Netherlands, Norway and Slovenia in the implementation of their resettlement missions.

In 2024, approximately 4 100 persons were supported in the context of resettlement and humanitarian admission, with about 3 900 individuals physically participating in at least one activity in the RSF. These numbers represent the highest since the establishment of the facility, in 2019.

1.1.8. Preparedness, programming of operations, operational deployment and quality

Objective 9. To enhance the preparedness and contingency mechanisms of the Agency.

Indicator	Data source	Target	Result	Status
Percentage of operations which make use of the EUAA asylum and reception operational response catalogue in the context of the respective operational plans.	Annual First Operational Response Unit reporting.	100 %	100 %	Achieved

The [EUAA asylum and reception operational response catalogue](#) contributed to increase awareness of the EUAA's interventions and facilitated consultations with Member States to identify the most appropriate forms of operational and technical support needed.

In compliance with the new Reception Conditions Directive under the Pact ⁽¹⁾, in November 2024 the Agency developed a **template and related manual** to support Member States in

⁽¹⁾ [Directive \(EU\) 2024/1346](#) of the European Parliament and of the Council of 14 May 2024 laying down standards for the reception of applicants for international protection.

drawing up their **national contingency plans** to ensure adequate reception of applicants for international protection. Two webinars on this topic were also delivered to Member States, in December 2024.

Objective 10. To ensure that the Agency's operational and technical assistance is planned and implemented according to a result-based project management approach.				
Indicator	Data source	Target	Result	Status
Percentage of the Agency's operations planned and implemented applying the methodology of the operational and technical assistance manual.	Operations records/project documentation.	100 %	100 %	Achieved

In 2024, all the EUAA operational plans were built on a needs assessment and designed according to a result-based project management methodology.

The harmonisation of these processes across the Agency's operations was promoted and strengthened.

Objective 11. To manage the deployment of experts to asylum support teams in a solid and coherent framework.				
Indicator	Data source	Target	Result	Status
Degree of implementation of operational deployment system upgrades/new functionalities.	Operational deployment system project plan.	Min. 80 %	60 %	Not achieved
Personnel needs in the country operations are met, including via completion of asylum reserve pool/annual nominations.	Operational deployment system.	Min. 80 %	73 %	Nearly achieved
Country-specific information for the Agency operations within the country operations platforms are created and kept updated.	Country operations platforms.	One for each operation, as needed (8).	10	Exceeded

In 2024, the Agency faced significant deployment challenges, mostly due to the preparation of a **new call for expressions of interest for remunerated external experts** to be deployed as



part of EUAA asylum support teams. The transition between the old and new call entailed an extensive selection process, conducted under revised conditions and systems. Despite these difficulties, the EUAA operations achieved positive results, as reflected in the previous sections of this report.

The EUAA reconsidered its needs and plans with a view to developing a long-term deployment vision that takes advantage of suitable technologies available on the market.

Objective 12. To enhance the quality and harmonisation of operational tools and procedures in order to improve operational delivery.				
Indicator	Data source	Target	Result	Status
Number of operational tools/procedures/workflows reviewed, developed or enhanced.	Operational records.	10	15	Exceeded

The EUAA continued developing and enhancing **operational tools and procedures** across country operations, in both asylum and reception, to enhance quality assurance and operational effectiveness.

In 2024, the Agency conducted **10 quality review exercises** in Cyprus, Greece, Malta, the Netherlands and Romania, whereby samples of anonymised asylum cases were examined to assess the quality of interviewing and decision making processes against the [EUAA's quality assurance tool](#). Each of these exercises was followed by a quality feedback report, which provided statistical overviews of the reviewed cases, identified good practices and areas for improvement and proposed recommendations based on the EUAA practical tools and guides and the national standard operating procedures.

The EUAA also developed standardised instruction templates for asylum support teams and a toolkit on recreational activities for children. Moreover, four workshops on specific topics in the areas of asylum and reception were organised internally.



1.2. Training and professional development

The EUAA provides [training](#) on a **permanent basis** to help EU+ countries comply with EU standards in asylum and reception. In addition, the Agency incorporates training in operational plans as a key component of its operational and technical assistance to **Member States**.

The Agency is also responsible for developing a **European asylum curriculum** to promote best practices and high standards in the implementation of the EU law on asylum.

1.2.1. Design and development of the European asylum curriculum

Objective 13. To develop and keep up to date the training and coaching modules and materials forming the European asylum curriculum for learners and trainers.				
Indicator	Data source	Target	Result	Status
Number of modules and other training materials designed or reviewed in response to identified needs and in compliance with the quality guidelines and standards in the field of higher education and vocational training.	Documentation and internal records.	7 training materials.	7	Achieved

In 2024, the EUAA continued to strengthen its European asylum curriculum through the **revision of** existing training modules (such as ‘Reception of vulnerable persons’, Block A and Block B) to ensure their alignment with the latest legal frameworks, policy updates and operational needs. Collaborative efforts with Member States, EU institutions and other stakeholders ensured that the materials addressed practical challenges faced by learners and trainers.

New modules were designed to address identified gaps, incorporating innovative methodologies and learner-centred approaches (for example, ‘Conflict management and mediation in reception (level A)’, or ‘Introduction to psychosocial support and guidance in reception’).

These developments continue to ensure that the European asylum curriculum remains a dynamic, comprehensive and relevant resource for supporting asylum and reception officials across the EU.

Objective 14. To develop and keep up-to-date training materials, including deployment training, for asylum support teams' profiles and/or specialised training used in the context of the Agency's operational activities.

Indicator	Data source	Target	Result	Status
Number of new training materials developed or reviewed in response to identified needs in the context of operational activities.	Documentation and internal records.	4 training materials.	4	Achieved

A key output in 2024 was the development and delivery of **tailor-made training** produced for operational purposes that covered topics such as 'Induction for EUAA Germany operations on Dublin procedures and Dublin Regulation' and 'Making coaching a habit in reception/asylum'.

The training was designed to enhance the skills of professionals working in the field of asylum and reception, including by embedding coaching principles in their daily practices. The training, developed as a specialised addition to the European asylum curriculum's relevant modules, was conceived to be practical, learner-centred and adaptable, enabling participants to apply effective techniques in complex operational contexts.

1.2.2. Delivery of the EUAA's training

Objective 15. To implement trainer and learner curricula, including on the job training and coaching, based on identified needs and in line with established quality standards.

Indicator	Data source	Target	Result	Status
Number of participations in learners' modules and in trainers' courses.	Learning management system.	4 000	6 009	Exceeded
Overall satisfaction rate of participants.	Learning management system.	80 %	89 %	Exceeded

The Agency successfully delivered sessions on European asylum curriculum modules for learners, as well as specialised courses for trainers, such as 'Becoming an EUAA trainer and assessor' and 'Introduction to coaching'. In 2024, the EUAA's training activities recorded **close to 18 000 participations**, marking a 28 % increase compared to the previous year and the highest number since the establishment of the Agency.

Moreover, the EUAA enhanced its support to Member States in planning, programming and delivery of training, as part of the Agency's permanent and *ad hoc* support, with the aim of mainstreaming the incorporation of core parts of the European asylum curriculum in national training. Thanks to this effort, 25 EU+ countries used at least one module of the European asylum curriculum in 2024.

In the last quarter of the year, the Agency started delivering comprehensive tailor-made training to Member States, to address their needs in relation to the obligations ensuing from the Pact's legislative instruments. Examples include 'The asylum procedure in the Pact on Migration and Asylum', 'The new Asylum and Migration Management Regulation, or 'The Reception Conditions Directive in the Pact on Migration and Asylum'.

Objective 16. To deliver targeted training and capacity building activities to Member States under disproportionate pressure, including necessary training for asylum support teams relevant to their duties and functions.

Indicator	Data source	Target	Result	Status
Number of participations in training and on-the-job coaching.	Learning management system.	5 000	11 500	Exceeded
Overall satisfaction rate of participants	Learning management system.	80 %	89 %	Exceeded

In 2024, training and coaching sessions addressing the needs of asylum support teams and national asylum and reception officials were successfully delivered as a key component of the 13 operational plans that were implemented.

Given the high number of requests received from Member States, the total number of officials participating in EUAA operational training sessions reached the record figure of 6 800, while participation overall increased by 30 %, compared to 2023.

Objective 17. To deliver training to third country national authorities based on identified needs and in line with established quality standards, within the framework of roadmaps for cooperation.

Indicator	Data source	Target	Result	Status
Number of third country participations in training activities.	Learning management system.	125	213	Exceeded

The EUAA continued providing support to **third country** national authorities by:

- facilitating the enrolment of national asylum and reception officials in sessions organised by the Agency, under the EUAA 2024 training plan;
- organising training sessions at national/regional level, aimed at addressing specific needs. This approach was followed with the countries participating in the [Prague Process](#) and also within the framework of the programme 'EU regional support to protection-sensitive migration systems in Western Balkans' and of the 'Regional pilot capacity building project for North Africa and Niger'.

The number of participations exceeded expectations, mainly due to the high number of training requests received under the Prague Process framework of cooperation.

1.2.3. Implementation of the training quality assurance framework

Objective 18. To implement the EUAA training quality assurance framework and ESG 2015 to undergo an external quality assurance procedure for the EUAA Academy.

Indicator	Data source	Target	Result	Status
Percentage of recommendations in the annual action plan addressed.	Documentation and internal records	80 %	80 %	Achieved

Following substantial and continuous investments in the training quality assurance framework of the European asylum curriculum, in 2024 the EUAA was accredited by the Maltese authorities as a **further and higher education provider**. The accreditation allows the Agency to issue internationally recognised qualifications to officials working in asylum and reception, after completing training modules and passing the respective assessments.

By providing certified training at the European level with its European asylum curriculum, the EUAA will ensure that:

- training outcomes align with needs on the ground, so that officials possess the knowledge and skills to operate effectively;
- participants receive a credible accredited certificate of achievement, which is easily recognised across the EU and beyond.

Objective 19. To develop and implement relevant research methodologies to conduct overarching needs analysis and evaluations to provide evidence-based support to continuously enhance training quality.

Indicator	Data source	Target	Result	Status
Production of the annual training report.	Report published on the EUAA website.	1	1	Achieved
Production of quarterly feedback and tracking reports	Documents and internal records.	4	4	Achieved

In 2024, the Agency developed an **overarching training needs analysis methodology** and a **fast-track training needs analysis methodology**. This latter was implemented in the context of both Member State support, in Italy, and international cooperation with third countries, in the Western Balkans.

The production of quarterly feedback and tracking reports was conducted with a prototype software, developed with the support of an external expert, which automated data analysis, statistical computing and generation of graphics, based on relevant training data. This work contributed to providing evidence-based support to continuously enhance training quality.

1.2.4. Implementing a user-centred learning technology ecosystem

Objective 20. To improve and expand the learning technology ecosystem underpinning training and learning management.				
Indicator	Data source	Target	Result	Status
New components added and integrated in the learning technology ecosystem report.	Learning technology ecosystem report	3	4	Exceeded
Percentage of helpdesk requests responded to within three working days.	Ticketing system.	80 %	98 %	Exceeded

In 2024, the EUAA **online learning platform** was improved with new tools and upgrades. For example, platform administrators can now send emails to course participants and track and organise all communication within a course. Moreover, security and efficiency of the platform were enhanced through an upgrade to a new Moodle version, which mitigates critical security risks. The database of learning material and users' data was also updated. The assistance team resolved over 6 400 technical issues, achieving 84 % of users' satisfaction.

A new project was launched to make the platform more accessible to all users, including those with disabilities. Moreover, the Agency started introducing a new learning management system provider and digitalising the user registration and enrolment processes.

1.3. Asylum knowledge

As a **centre of expertise on asylum**, the EUAA collects, analyses and disseminates information to better understand the situation of asylum and foster convergence in asylum and reception practices.

The Agency is also responsible for **monitoring** the operational and technical application of the CEAS to prevent or identify shortcomings in the asylum and reception systems of Member States and assess their capacity and preparedness to manage situations of disproportionate pressure ⁽¹²⁾.

1.3.1. Country of origin information and country guidance

Objective 21. To provide support to EU+ countries' authorities in reaching accurate and fair decisions in asylum procedures.				
Indicator	Data source	Target	Result	Status
Total number of pages of COI reports, query responses and other products produced/ updated (including introductions, bibliographies, etc.).	Publication on COI portal, website and internal dissemination in operations, COI networks, etc.	2 500	2 650	Exceeded
Total number of COI-related workshops, meetings and events organised (including country-specific events, network meetings, skill development and methodological workshops, and events under the operational support framework).	Calendar, email invitations, meeting reports.	25	30	Exceeded

In 2024, the demand for **country of origin (COI) products** from Member States where the Agency is implementing an operational plan increased. This was particularly apparent in the first and third quarters of the year, when the EUAA received higher numbers of COI queries, mostly stemming from operational needs and channelled through the COI horizontal helpdesk (see below). The Agency successfully managed the increased workload, ensuring timely

⁽¹²⁾ Article 14 of Regulation (EU) 2021/2303 of the European Parliament and of the Council of 15 December 2021 ('EUAA Regulation').

provision of relevant information, with a special focus on monitoring the situation in Afghanistan, Syria and Ukraine.

Twelve reports, including two query updates for Iraq and Iran, were developed in close collaboration with Member States and published. All products were widely disseminated through the [website](#) and the [country of origin \(COI\) portal](#).

Moreover, the EUAA operated a COI **horizontal helpdesk** to support its operational activities in frontline Member States. The helpdesk provided a variety of services, such as query responses, factsheets, country-specific or thematic briefings, methodological training, workshops and other capacity building activities in collaboration with Member States.

The Agency continued supporting EU+ countries' COI networks. In 2024, the EUAA organised 15 meetings of country specialist networks and 30 COI events, including country briefings, methodological workshops and exchanges of best practices among Member States.

Objective 22. To provide support to EU+ countries' authorities in reaching accurate and fair decisions in applications for international protection involving medical grounds.				
Indicator	Data source	Target	Result	Status
Number of MedCOI country reports.	Publication on COI or MedCOI portal.	5	22	Exceeded
Proportion of completed responses to MedCOI individual requests (the baseline expected is about 1 200 per year).	Statistics from MedCOI database.	90 %	100 %	Exceeded

In 2024, the EUAA produced **topical reports** on the accessibility of healthcare in **Vietnam** (psychiatry, HIV/AIDS, cardiovascular diseases, pulmonology and nephrology), **Ghana** (cardiovascular diseases, gastroenterology, hepatitis, HIV, nephrology, neurology, paediatrics and psychiatry) and **Bangladesh** (paediatrics, gastroenterology, pulmonology, hepatitis, psychiatry, nephrology, diabetes, cardiology and neurology). All reports are publicly available on the [EUAA website](#).

Additionally, the Agency continued providing responses to requests for information about the availability and accessibility of medical interventions in countries of origin: 1 075 availability and 155 accessibility answers were issued in the reporting year.

Objective 23. To foster convergence in EU+ countries' assessment of applications international protection.				
Indicator	Data source	Target	Result	Status
Number of Member States where courts and tribunals refer to country guidance	Study on references to EUAA products in national jurisprudence.	80 %	NA	NA

Objective 23. To foster convergence in EU+ countries' assessment of applications international protection.

Indicator	Data source	Target	Result	Status
documents in relevant judgments.				

The Agency published [three updates of country guidance documents](#) on Syria, [Afghanistan](#) and [Iraq](#) and a [new methodology on country guidance](#) processes. A new country guidance on Iran was also endorsed by the EUAA Management Board, in December 2024, and published in January 2025.

In December 2024, following the collapse of Bashar al-Assad's regime, the Agency started preparations for the necessary updates to COI and country guidance documents on Syria. A warning notice was added to the [relevant pages of the EUAA website](#).

Three launch events for newly issued country guidance documents were organised in 2024: 495 asylum practitioners attended in total, with 85 % of them reporting use of country guidance documents 'often' or 'occasionally'.

In December 2024, the Agency finalised the **first annual report on the state of convergence** in EU asylum decisions. The report analyses the variation in recognition rates across EU+ countries, with regard to asylum applications lodged by nationals of select third countries.

The indicator for this objective was not measurable, because it depended on a study on references to EUAA products in national jurisprudence that could not be conducted in 2024.

1.3.2. Situational awareness

Objective 24. To collect, analyse and exchange qualitative information on the implementation of the CEAS and to provide relevant products to support evidence-based policy and informed decision-making.

Indicator	Data source	Target	Result	Status
Information and documentation system platform public accessibility.	-	Accessible to the public.	Project 75 % implemented	Not achieved
Percentage of queries processed yearly in the query portal.	Query portal.	90 %	100 %	Exceeded
Number of situational analyses/updates and other analytical products drafted, including case law database thematic products published or	Records of drafted overviews.	46	57	Exceeded

Objective 24. To collect, analyse and exchange qualitative information on the implementation of the CEAS and to provide relevant products to support evidence-based policy and informed decision-making.

Indicator	Data source	Target	Result	Status
referenced in the Agency's outputs.				

In 2024, the Agency made significant progress towards the goal of making its **information and documentation system** publicly accessible: stakeholder consultations were finalised, thematic templates were agreed on and suitable technical solutions were identified. However, the project could not be completed by the end of the year, due to technical issues.

The [EUAA case law database](#) continued to serve as a leading source of jurisprudence on asylum, with over 600 cases registered during the year and several reports published on key topics. In 2024, the Agency launched its **first ever grant award procedure** to fund a project aimed at expanding the repository of case law related to the implementation of the CEAS (see also section 2.3.2. of this report).

The [EUAA 'who is who'](#) public platform, which presents key asylum and reception stakeholders and their roles across EU+ countries, continued to grow. Besides a thorough update of content, new pages were included, for example on the role of the United Nations High Commissioner for Refugees (UNHCR) and of the national human rights institutions in the EU+.

The [EUAA query portal](#), which offers experts from national EU+ administrations the possibility to propose detailed questions on policies, practices and legislation related to the CEAS, experienced a significant productivity surge, with 37 queries finalised in 2024.

Objective 25. To lead information exchanges, perform analyses and carry out research in view of informing EUAA stakeholders on the asylum situation and improving their ability to anticipate trends as well as plan suitable policies and operational responses.

Indicator	Data source	Target	Result	Status
Number of data exchange activities.	Internal records and reporting.	65	62	Nearly achieved
Number of analytical products released.	Internal records and reporting	425	469	Exceeded

Throughout 2024, the EUAA continued to contribute significantly to **situational awareness** on the state of asylum and reception systems across EU+ countries.

The analytical portfolio of the EUAA fed into the regular activities of the Commission's [Migration Preparedness and Crisis Blueprint](#), thus contributing to EU situational awareness in the broader field of migration, while the [latest asylum trends](#) remained a public reference regarding developments in the asylum situation across EU+ countries and at the national level.

The Agency released more **analytical products** than planned, reflecting the persistent needs for timely and frequently updated reports driven by global dynamics and their ripple effects on

international protection in the EU. The **number of operational data exchange activities** was almost as planned due to reduced data collection needs associated with the conclusion of the operational plans with Austria and Slovenia and the scaling down of operations in Lithuania and Malta, in the second half of the year.

In March 2024, the Agency published the report [‘Voices in Europe: experiences, hopes and aspirations of forcibly displaced persons from Ukraine’](#). Jointly prepared with the Organisation for Economic Co-operation and Development and with a contribution from Gradus Research Company, the report is based on personal testimonies of over 1 500 respondents participating in the [EUAA survey of arriving migrants from Ukraine](#).

Objective 26. To produce a high-quality asylum report serving as a flagship product of the Agency and a reference document for the CEAS.				
Indicator	Data source	Target	Result	Status
Number of accompanying resources.	EUAA website.	5	5	Achieved

The [EUAA annual asylum report](#) was published on 14 June 2024. The use of data elaborated by the **EUAA’s early warning and preparedness system**, instead of those provided by Eurostat, enabled an earlier publication of the report, compared to the previous years.

The report, which includes over 1 200 sources, was well-received by readers: 70 % of the respondents to the dedicated survey declared they make great use of the annual asylum report. The remaining 30 % declared they make moderate use of the report, while no negative feedback was received.

The asylum report was accompanied by eight thematic factsheets, which shed light on specific topics of interest, such as [the personal interview in the asylum procedure](#) or [the situation of lesbian, gay, bisexual, trans-gender, intersex and queer applicants for international protection](#).

1.3.3. Asylum and reception cooperation and guidance

Objective 27. Foster the exchange of information and expertise in the field of asylum and reception between EU+ countries and other stakeholders, to increase quality, efficiency and convergence.				
Indicator	Data source	Target	Result	Status
Number of practical cooperation activities of the relevant networks (asylum processes, exclusion, Dublin units, reception authorities, vulnerability experts, courts and tribunals), resulting in meeting	Administrative records/ quarterly.	47	50	Exceeded

Objective 27. Foster the exchange of information and expertise in the field of asylum and reception between EU+ countries and other stakeholders, to increase quality, efficiency and convergence.

Indicator	Data source	Target	Result	Status
reports which contain best practices, proposed solutions and key discussion points.				
Participation rate of concerned EU+ countries in networks' meetings.	-	80 %	83 %	Exceeded
Average satisfaction rate of participants to practical cooperation activities with regards to the expected outcomes.	-	80 %	92 %	Exceeded

In 2024, the EUAA continued to foster cooperation and knowledge exchange in the areas of **asylum processes, reception, vulnerability, courts and tribunals**.

More than 2 500 participants from national authorities and organisations attended thematic meetings, workshops, webinars and other collaborative initiatives organised through the relevant EUAA networks.

The Agency fostered **judicial dialogue** on the implementation of the CEAS reform: over 800 members of courts and tribunals took part in thematic judicial workshops, specialised webinars and conferences, increasingly organised in close cooperation with the national judicial training institutions of the Member States.

Objective 28. To develop, in cooperation with the members of the different networks, practical guides and tools to ensure an effective implementation of the CEAS.

Indicator	Data source	Target	Result	Status
Number of practical tools, guidance, operational standards and judicial analyses developed/updated and published.	Products published on the website and/or network platform.	16	21	Exceeded
Number of outreach initiatives in support of the tools' dissemination.	Administrative records of planned and executed outreach initiatives.	14	26	Exceeded



In 2024, the Agency developed or updated **21 guides and tools** in areas such as quality management and quality assurance in the asylum procedure, interpretation and information provision in the asylum procedure, registration, contingency planning, site assessment, alternatives to detention, psychoeducation, guardianship and substance use response, sexual orientation, gender identity and expression and sex characteristics.

Moreover, the EUAA finalised a new judicial practical **guide on soft skills for international protection judges**, which was published in 2025. The guide places particular emphasis on certain non-legal elements that are commonly perceived as indispensable for the work of an international protection judge. It represents a unique tool for less experienced judges in the field of international protection, but also a useful resource for experienced judges in the preparation and systematisation of technical parts of hearings.

Objective 29. To provide EU+ and third country national authorities with technical advice and support to quality assurance within the framework of operational plans and roadmaps for cooperation, respectively.

Indicator	Data source	Target	Result	Status
Number of guidance, tools, SOPs, workflows, templates and quality feedback reports on the core asylum processes developed, updated or reviewed.	Tools and reports made available to operations.	10	17	Exceeded
Number of operational support and capacity building activities implemented (asylum processes, vulnerability, Dublin, reception, courts and tribunals).	Administrative records.	39	44	Exceeded

The Agency reinforced its commitment to enhancing the capacity of asylum and reception professionals, both in the EU and third countries.

This was ensured through 44 initiatives, based on EUAA practical guides and tools, designed to meet the specific needs identified in the respective countries. The activities included workshops, tailor-made training sessions, area-specific conferences and study visits for asylum judges and court personnel in Cyprus, Greece and Italy.



1.3.4. Monitoring the operational and technical application of the Common European Asylum System

Objective 30. To initiate the implementation of the monitoring mandate of the EUAA				
Indicator	Data source	Target	Result	Status
Methodology and programme adopted by Management Board (including definition of a follow-up system).	Internal documentation.	1	100 %	Achieved
Number of monitoring exercises realised.	Internal documentation.	1	NA	NA

In compliance with Article 50 of the EUAA Regulation, in March and May 2024 the Management Board adopted the [common methodology](#) and the [multiannual programme](#), respectively, for monitoring the operational and technical application of the [CEAS](#).

In preparation for [two pilot monitoring exercises](#) to be conducted in 2025, the Agency carried out numerous preliminary activities, including:

- the drafting of a monitoring questionnaire, in consultation with the Monitoring Network;
- the initiation of a monitoring roster;
- the development of training modules and internal guidance on information collection;
- the organisation of preparatory meetings with the Member States undergoing the pilot exercises with regard to organisational and procedural aspects.



1.4. Protection of fundamental rights

Objective 31. To reinforce the protection of fundamental rights across all of the Agency's activities and mandated tasks.

Indicator	Data source	Target	Result	Status
% of EUAA operations on which the Fundamental Rights Officer has submitted observations.	Internal reports.	100 %	100 %	Achieved

The adoption of the Agency's first **fundamental rights strategy**, in September 2024, marked a milestone in promoting protection of fundamental rights across all operations and fair treatment of individuals seeking international protection.

The strategy will be implemented through detailed **action plans**. While the first action plan remained to be adopted, all measures foreseen for 2024 were successfully implemented.

In May 2024, the EUAA set up a **complaints mechanism**, which contributes to ensuring that fundamental rights are respected in all its operational activities. A **dedicated webpage** was developed, together with standard forms to facilitate access to the mechanism.

The Fundamental Rights Officer delivered 24 observations following analysis of operational plans (13), evaluations of the implementation of operational plans (3) and field visits to EUAA operations (8). The actual number of operational plans and field visits in 2024 exceeded the plan.



1.5. Horizontal activities

1.5.1. Communication

Objective 32. To maintain effective communication for the Agency				
Indicator	Data source	Target	Result	Status
Monthly average social media reach.	Social media analytics.	5.6 million	8.9 million	Exceeded
Reach of mentions of the Agency in the press.	Meltwater analytical tool.	14 billion	14.3 billion	Exceeded

The EUAA achieved major corporate communication objectives in 2024, including the completion of the first phase of a new operational visual identity, which will elevate and professionalise the look and feel of the Agency's operations.

In 2024, the Agency replied to **over 320 complex or sensitive enquiries** from media outlets with international reach, including AFP, Associated Press, BBC, Deutsche Welle, Euronews and the Financial Times.

By the end of the reporting year, the EUAA issued 9 press releases and 24 news items on its website and was mentioned in around 11 000 news or online articles.

1.5.2. Information and communications technology

Objective 33. To deploy and evolve IT-driven solutions to enhance efficacy and efficiency of key asylum support tools.				
Indicator	Data source	Target	Result	Status
Set of documentation supporting the implementation of the ICT strategy is approved.	ICT Governance Board meeting minutes.	100 %	100 %	Achieved

The Agency resolved fragmented user experience of its information and communications technology (ICT) applications, standardised its collaboration platforms and enhanced information availability and search capabilities.

The Agency's ICT and Cybersecurity Governance Board agreed the principles for an **ICT strategy** including a strategic approach to outsourcing specific services.

Objective 34. To enable the automation of processes and improve efficiency in the workplace.

Indicator	Data source	Target	Result	Status
User satisfaction with automated processes.	Internal survey/s.	80 % on average.	80 %	Achieved

The Agency's human resource ICT systems were unified and their reporting capability was improved. Planned upgrades to the paperless system were successfully implemented leading to improved capabilities (e.g. multiple uploads).

1.5.3. European and international cooperation

Objective 35. To maintain and, where necessary, enhance relations with stakeholders ensuring coordination.

Indicator	Data source	Target	Result	Status
Number of meetings with key stakeholders organised or participated in.	Internal reporting.	300	341	Exceeded
Number of meetings of the third country cooperation network and working group meetings organised.	Operational/ administrative records; meeting reports.	6	4	Not achieved
Number of knowledge management tools/techniques, including in support of the network, under development, in place or updated.	Operational/ administrative records, reports; business cases developed.	2	2	Achieved

In 2024, the EUUA continued **strengthening relations with its stakeholders** at different levels, to ensure awareness of the Agency's work and inform policy making. This is reflected in the higher than expected number of meetings held with key stakeholders, which were mostly related to the adoption and entry into force of the Pact's legislative instruments.

The **Third Country Cooperation Network** met four times, in various configurations. Two meetings had to be postponed to 2025, due to delays in the adoption of the roadmaps with Egypt and Türkiye.

Information exchanges and coordination within the network were facilitated by two Agency-operated tools, i.e. a **database of asylum and reception-related projects** implemented by different stakeholders in support of relevant third countries and the **overviews of asylum and reception systems** of partner third countries.

Objective 36. To support the further development of asylum and reception capacities in the Western Balkans, Turkey, the MENA region and Niger, as well as in other countries/regions as appropriate.

Indicator	Data source	Target	Result	Status
Number of activities implemented with Western Balkans.	Operational and administrative records; periodical activity reports and final project reports sent to the European Commission.	60	71	Exceeded
Number of activities implemented with Türkiye.	Operational and administrative records.	24	6	Not achieved
Number of activities implemented with MENA and Niger.	Operational and administrative records.	12	8	Not achieved

In the **Western Balkans**, the Agency supported the revision of Kosovo's ⁽¹³⁾ contingency plan in the event of high influx of migrants and people in need of international protection. Moreover, the Agency assisted in the development and delivery of a regional asylum and reception training plan and provided technical and financial support to Western Balkans asylum and reception officials to facilitate their participation in EUAA training and train-the-trainer sessions. Twelve COI activities and two online peer-to-peer exchanges were also conducted.

In **Türkiye**, despite delays in the approval of the new roadmap, the EUAA implemented several bridging activities, such as study visits for Turkish asylum and reception officials to Poland on the application of the Temporary Protection Directive, and to the EUAA Resettlement Support Facility in Istanbul.

Despite human resource shortages in the Middle East and North Africa team, the Agency managed to adopt a new roadmap with **Egypt**, in October 2024. Moreover, with the regional pilot project for **North Africa** set to conclude in June 2025, the EUAA launched, in November 2024, a new project for the southern neighbourhood. Cofinanced by a EUR 3 million contribution from Denmark, this ambitious five-year initiative aims at ensuring continuous support in the area of protection in the region.

The cooperation with **Niger** remained on hold, following the military coup of July 2023.

⁽¹³⁾ This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

**Objective 37.** To maintain cooperation between the Agency and civil society.

Indicator	Data source	Target	Result	Status
Number of consultations (written or meetings) held with the Consultative Forum.	Consultation calendar and progress on website.	10	29	Exceeded

The EUAA maintained and reinforced its cooperation with civil society, mainly through its **Consultative Forum**.

In 2024, the number of consultations with the Consultative Forum exceeded expectations as a result of its increased involvement in the Agency's work. Moreover, with the adoption of the new legislation forming part of the Pact, the forum was consulted on products related to new tasks of the Agency such as, for example, the draft **guidelines on alternatives to detention**.

1.5.4. Executive Director's key performance indicators

Objective 38. To effectively implement the work programme with allocated human and financial resources.

Indicator	Data source	Target	Result	Status
Budget implementation.	Quarterly monitoring reports.	≥ 95 %	99 %	Exceeded
Establishment plan implementation.	Quarterly monitoring reports.	≥ 85 %	92 %	Exceeded

By executing **99 % of its commitment appropriations** in the reporting year, the Agency achieved its highest-ever performance in terms of budget implementation.

Out of 371 temporary agent posts in the EUAA **establishment plan**, 336 had been filled and 5 had been offered and accepted by the end of 2024.



Part II. (a) Management

2.1. Management Board

The Agency's Management Board held **four ordinary meetings** in 2024: in March, June, September and November. An **extraordinary meeting** was convened in February for the purpose of electing the Deputy Chairperson.

Two **thematic meetings** were organised in February and July, focused on the monitoring mechanism and on the EUAA programme for the implementation of the Pact on Migration and Asylum, respectively.

In 2024 the Management Board adopted the following significant documents:

- practical guides on [interpretation in the asylum procedure](#); [quality assurance in asylum procedures](#); [information provision in the asylum procedure](#); [applicants with diverse sexual orientations, gender identities, gender expressions and sex characteristics](#);
- guidance on mental health and well-being of applicants for international protection, [part I](#), [part II](#) and [part III](#);
- [guidelines on alternatives to detention](#);
- updated [country guidance methodology](#), updated country guidance documents on [Syria](#), [Afghanistan](#) and [Iraq](#) and a newly developed country guidance on [Iran](#);
- standards and indicators in the field of reception, vulnerability and contingency and preparedness in asylum;
- decision appointing the selected candidate to the position of the Agency's first Deputy Executive Director;
- decisions on a [common methodology](#) and [multiannual programme](#) for the monitoring of the operational and technical application of the Common European Asylum System;
- decision setting up the [complaints mechanism](#);
- decision on the [fundamental rights strategy 2024–2028](#).

The Management Board discussed the following **significant risk** and **control issues**:

- follow-up on the implementation of delayed corrective actions referring to important recommendations stemming from two audit reports released by the Internal Audit Service in 2020 and 2021 (details provided in section 2.8. (a) 1.);
- follow-up on European Court of Auditors' outstanding observations (details provided in section 2.8. (a) 2.);
- follow-up on the *ex post* controls recommendations and corrective actions (see Annex IX);
- impact of the phase-out of short-term contract agents on operational support provided by the Agency and the continuous prioritisation of resources;
- further delays in the installation of containers in Belgium or discontinuation of the activity;
- operational challenges related to the implementation of mechanisms for the deployment of experts and to the use of interpretation services.



2.2. Major developments

Between April and May 2024, the European Parliament and the Council adopted 10 legislative acts forming part of the **Pact on Migration and Asylum**. The new legislation (nine regulations and one directive) entered into force in June 2024, introducing significant reforms in the areas of migration, asylum, integration and border management.

In February 2024, **the EUAA launched a dedicated programme** to ensure a seamless transition to the reformed legal framework. The Agency mapped all products and tools requiring changes in order to be compliant with the new legislation. It also started preparations for the provision of additional support measures to Member States in areas such as asylum border procedure, contingency planning, return border procedure, reception and resettlement.

The programme approach, which entailed the creation of thematic projects with appointed project teams, allows the Agency to manage simultaneously tasks and processes of a variable nature and complexity within coordinated timescales, thus facilitating prioritisation and preventing duplication. By the end of the reporting year, **the EUAA had finalised 11 products**, including five training modules related to the entry into force of the Pact.

In addition to the extraordinary workload related to the Pact, the EUAA had to deal with sustained pressure on EU+ authorities due to a significant **increase in the number of pending asylum cases**, which reached the highest level since the all-time peak of 2016.

In April 2024, the Agency appointed its first ever **Deputy Executive Director**, a post introduced by the EUAA Regulation to assist the Executive Director in the management of the Agency ⁽¹⁴⁾. The Deputy Executive Director supervises, amongst others, the work of the Administration Centre and of the Internal Control and Compliance Unit and is responsible for overseeing the development and implementation of the monitoring mechanism for the operational and technical application of the CEAS.

⁽¹⁴⁾ Articles 39 and 48 of the EUAA Regulation.



2.3. Budgetary and financial management

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

The EUAA revenue and expenditure for the year 2024, as per [revision 1 of the 2024–2026 single programming document](#), amounted to **EUR 181.7 million** in commitment and payment appropriations.

With the [2024–2026 single programming document amendment 1](#), adopted by the Management Board on 25 September 2024, the EUAA:

- decreased the EU subsidy by returning EUR 17 million in commitment appropriations and EUR 10 million in payment appropriations;
- included annual contributions from Schengen associated countries, amounting to EUR 9 766 010.

As a result, the amended budget related to the EU subsidy for 2024 amounted to **EUR 164 677 829 in commitment appropriations** and **EUR 171 677 829 in payment appropriations**.

The additional revenue derived from contribution agreements (title 4) was not entirely quantifiable at the time of adopting the amendment and therefore was indicated in the EUAA budget with a generic pm token ⁽¹⁵⁾.

Breakdown of 2024 revenue (including non-EU budget sources)

In 2024, the revenue of the Agency was composed of the following:

- subsidy from the EU budget and its accrued interests;
- contributions from Schengen associated countries, namely Iceland, Liechtenstein, Norway and Switzerland, and their accrued interest;
- third instalment of the contribution agreement with the Commission under the instrument for pre-accession, phase III;
- first instalment of contributions provided by Denmark under the regional protection project for the Southern Neighbourhood;
- interest income accrued from contributions provided by Czechia and Denmark.

⁽¹⁵⁾ pm stands for *pro memoria* and indicates that an amount may be assigned to the budget, even if it is not clear what that amount would be, or if it would exist at all.

**Table 2.** Revenue per fund source, excluding amounts carried over from previous years (figures rounded to whole numbers).

Budget title	Fund source	Description	Revenue in the budget (€)	Revenue after defining pm tokens (€)	Revenue received (€)	Remaining balance (€)
2	IC1	Subsidy from the EU budget	171 677 829	171 677 829	171 677 829	0
3	IR1	Contributions from Schengen associated countries	9 766 010	9 766 010	9 766 010	0
4	IR1	Other contributions (including accrued interest)		2 365 072	2 365 072	0
5	IC1/IC4/IC41/IR1	Other income/ recovery of expenses, interest income		1 697 197	1 671 908	25 289
Total income (€)			181 443 839	185 506 108	185 480 819	25 289

The revenue received from voluntary contributions in ‘other contributions’ include EUR 18 631 of accrued interests, collected in 2024 and generated by the corresponding funds deposited in the Agency’s bank account.

Expenditure in 2024

In 2024 the Agency implemented 99 % of commitment and 95 % of payment appropriations stemming from the EU subsidy, thus exceeding and achieving the targets set in its relevant governance indicators (95 % and > 90 %, respectively) ⁽¹⁶⁾.

The following tables show the overall execution of commitment appropriations and payment appropriations in 2024, broken down by budget title and fund source ⁽¹⁷⁾. The latter can correspond to different categories, as specified below:

1. C1: funds from the EU budget;
2. C4: funds recovered in 2024;
3. C5: funds recovered in previous year;
4. C8: funds automatically carried over from previous year(s);
5. R0: external assigned revenue.

⁽¹⁶⁾ Management Board decision No 71 on governance monitoring indicators and quarterly reporting.

⁽¹⁷⁾ The fund source defines the origin of the appropriation.



Table 3. Execution of commitment appropriations per budget title and fund source (figures rounded to whole numbers)

Budget title	Fund source	Budgeted CA (€)	Executed CA (€)	Executed CA (%)
Title 1 - Staff expenditure	C1	55 823 367	55 626 702	100 %
	C4	39 077	-	0 %
	C5	53 169	53 169	100 %
	C8	1 003 208	723 696	72 %
	R0	1 120 000	655 620	59 %
Total title 1 (€)		58 038 821	57 059 187	98 %
Title 2 – Infrastructure and operating expenditure	C1	19 031 841	18 686 624	98 %
	C4	145	-	0 %
	C5	34 074	34 074	100 %
	C8	5 842 331	5 477 163	94 %
	R0	876 039	339 939	39 %
Total title 2 (€)		25 784 430	24 537 800	95 %
Title 3 – Operational expenditure	C1	89 822 621	88 990 499	99 %
	C4	8 977	-	0 %
	C5	18 429	18 429	100 %
	C8	36 410 159	34 705 898	95 %
	R0	54 364 703	9 164 901	17 %
Total title 3 (€)		180 624 889	132 879 727	74 %
Title 4 – Other external projects	R0	6 652 703	3 890 056	58 %
Total title 4 (€)		6 652 703	3 890 056	58 %
Total CA (€)		271 100 843	218 366 770	81 %

Legend. CA = commitment appropriations; PA = payment appropriations.

Table 4. Execution of payment appropriations per budget title and fund source (figures rounded to whole numbers)

Budget title	Fund source	Budgeted PA (€)	Executed PA (€)	Executed PA (%)
Title 1 - Staff expenditure	C1	55 823 367	54 656 242	98 %
	C4	39 077	-	0 %
	C5	53 169	52 419	99 %
	C8	1 003 208	723 696	72 %
	R0	1 120 000	1 676	0 %
Total title 1 (€)		58 038 821	55 434 033	96 %



Budget title	Fund source	Budgeted PA (€)	Executed PA (€)	Executed PA (%)
Title 2 – Infrastructure and operating expenditure	C1	19 031 841	13 581 011	71 %
	C4	145	-	0 %
	C5	34 074	34 074	100 %
	C8	5 842 331	5 477 163	94 %
	R0	876 039	17 357	2 %
Total title 2 (€)		25 784 430	19 109 605	74 %
Title 3 – Operational expenditure	C1	96 822 621	94 754 917	98 %
	C4	8 977	-	0 %
	C5	18 429	18 429	100 %
	C8	-	-	0 %
	R0	54 364 703	2 050 728	4 %
Total title 3 (€)		151 214 730	96 824 074	64 %
Title 4 – Other external projects	R0	6 652 703	1 722 934	26 %
Total title 4 (€)		6 652 703	1 722 934	26 %
Total PA (€)		241 690 684	173 090 646	72 %

Legend. CA = commitment appropriations; PA = payment appropriations.

a) Execution of the EU subsidy

The commitment appropriations from the EU subsidy decreased from EUR 165.14 million in 2023 to **EUR 164.68 million** in 2024 (-0.3 %), while the payment appropriations from the EU subsidy increased from EUR 170.14 million in 2023 to **EUR 171.68 million** in 2024 (+0.9 %).

Table 5. Summary of EU subsidy's execution (figures rounded to next full number)

Budget title	Budgeted CA (€)	Executed CA (€)	Executed CA (%)	Budgeted PA (€)	Executed PA (€)	Executed PA (%)
Title 1	55 823 367	55 626 702	100 %	55 823 367	54 656 242	98 %
Title 2	19 031 841	18 686 624	98 %	19 031 841	13 581 011	71 %
Title 3	89 822 621	88 990 499	99 %	96 822 621	94 754 916	98 %
Total (€)	164 677 829	163 303 825	99 %	171 677 829	162 992 169	95 %

Legend. CA = commitment appropriations; PA = payment appropriations.



b) Execution of external assigned revenue

External assigned revenue (R0 credits) is allocated to titles 1, 2 and 3 and corresponds to funds received from Iceland, Liechtenstein, Norway and Switzerland provided in 2024 or carried over from 2023, together with their accrued interest.

The funds in title 4 correspond to the instalments of a contribution agreement under the instrument for pre-accession phase III and to a contribution provided by Denmark under the regional protection project for the Southern Neighbourhood. Moreover, they include instalments carried over from 2023 of i) a contribution agreement under the EU neighbourhood, development and international cooperation instrument; ii) a contribution agreement under the instrument for pre-accession phase III; and iii) the voluntary contributions received from Czechia and Denmark, and their accrued interest.

Table 6. Execution of R0 credits in 2024 (figures rounded to whole numbers)

Budget title	Budgeted CA (€)	Executed CA (€)	Executed CA (%)	Budgeted PA (€)	Executed PA (€)	Executed PA (%)
Title 1	1 120 000	655 620	59 %	1 120 000	1 676	0 %
Title 2	876 039	339 939	39 %	876 039	17 357	2 %
Title 3	54 364 703	9 164 901	17 %	54 364 703	2 050 728	4 %
Title 4	6 652 703	3 890 056	58 %	6 652 703	1 722 934	26 %
Total (€)	63 013 445	14 050 516	22 %	63 013 445	3 792 695	6 %

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

Article 6(5) of the Agency's financial regulation ⁽¹⁸⁾ provides that 'commitment appropriations shall cover the total cost of the legal commitments entered into during the financial year [...]'.

Appropriations are cancelled if not used by the end of the financial year for which they were entered, unless they are carried over to the following financial year in accordance with the relevant rules.

Non-differentiated C1 appropriations carried over (C8) from 2024 to 2025

Non-differentiated C1 appropriations (title 1 and title 2) corresponding to obligations duly contracted during the financial year are carried over automatically to the following financial year and become C8 appropriations, together with the respective payment appropriations ⁽¹⁹⁾.

A total of **EUR 6 076 823** was carried over from 2024 to 2025 in titles 1 and 2.

⁽¹⁸⁾ EASO Financial Regulation, 14 August 2019, available [here](#).

⁽¹⁹⁾ In non-differentiated appropriations, commitment and payment appropriations are equal and linked.



Differentiated C1 appropriations carried over (C8) from 2024 to 2025

Differentiated C1 appropriations (title 3) corresponding to obligations duly contracted during the financial year are carried over automatically to the following financial year and become C8 appropriations, without the corresponding payment appropriations ⁽²⁰⁾.

A total of **EUR 28 941 480** was carried over from 2024 to 2025 in title 3, of which EUR 13 632 066 corresponding to a carry-over from 2023 to cover payments for ongoing multi-annual contracts/legal obligations.

Overview of non-differentiated and differentiated C1 appropriations carried over (C8) from 2024 to 2025

Most of the funds automatically carried over from 2024 to 2025 concern missions, staff training, schooling and temporary worker expenses in title 1; building and ICT related expenses in title 2; expenditure related to temporary workers, deployed experts, containers, interpretations, translations and various consultancy services in title 3.

Budget transfers

In 2024, the Executive Director adopted seven decisions for transferring appropriations according to the provisions of Article 26 of the Agency's financial regulation. Of these, two were made within the same budget title (from one chapter to another and from one item to another) and five between budget titles (both within the threshold of 10 % of the appropriations for the year, shown on the line from which the transfer was made).

The Executive Director informed the Management Board on time of all the transfers made, in compliance with Article 26(4) of the Agency's financial regulation.

Details are provided in Annex II.

Payment performance and interest on late payments

Most payments must be executed within 30 calendar days from receipt of the relevant invoice. Contractors may claim interest for late payments.

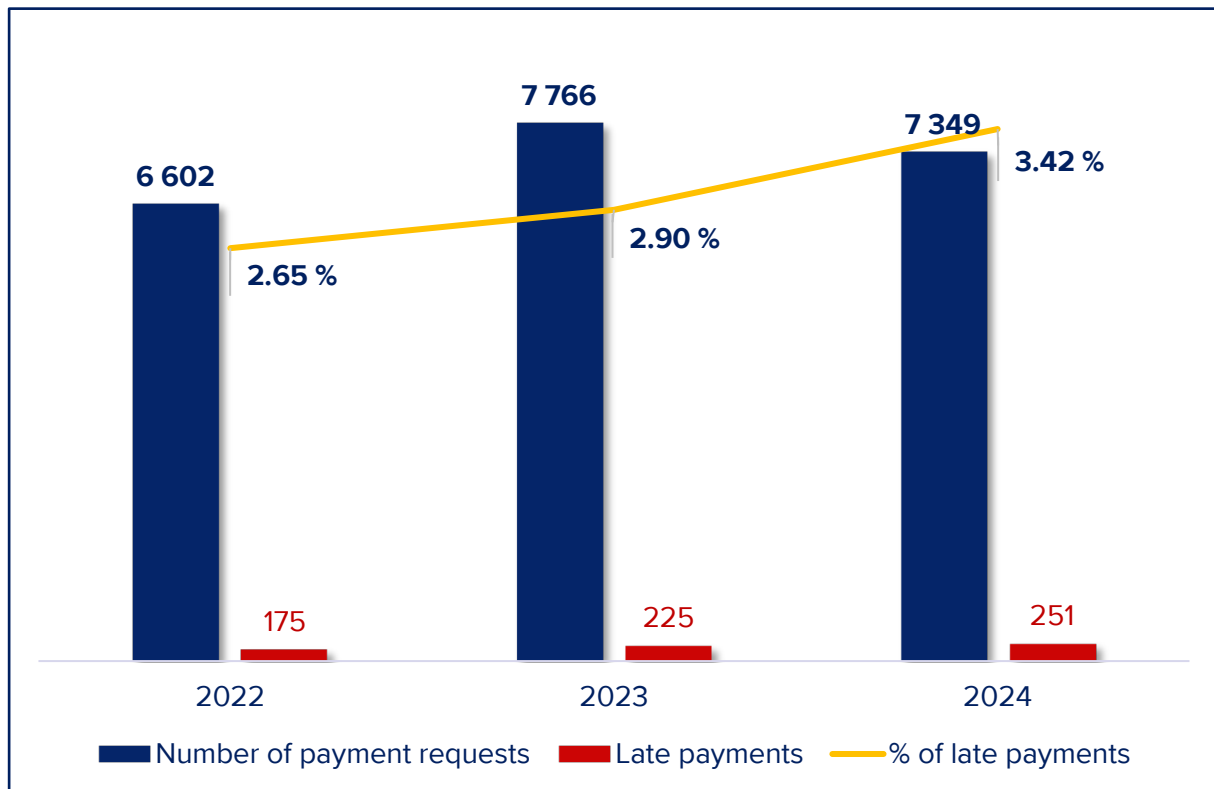
In 2024, the Agency executed 10 887 payments, with 7 349 eligible for calculating payment delays (payment due date included).

Out of these 7 349 payments, 251 were late, corresponding to a 3.42 % late payment rate.

In 2024, the EUAA paid **EUR 5 830.36** as interest for late payments.

⁽²⁰⁾ In differentiated appropriations, commitment and payment appropriations are not equal and not linked.



Figure 6. Payment performance evolution between 2022 and 2024

Table 7. Procurement procedures in 2024

Types of procurement procedure	Numbers of units	Percentage out of total
Open procedures	17	32 %
Negotiated procedures for middle value contracts (at least five candidates invited)	4	8 %
Negotiated procedures for low value contracts (at least three candidates invited)	7	13 %
Negotiated procedures for very low value contracts (at least one candidate invited)	17	32 %
Competitive procedures with negotiation (point 12 of Annex I to Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council)	3	6 %
Negotiated procedure without prior publication of a contract notice (point 11 of Annex I to the Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council)	5	9 %
TOTAL	53	100 %



2.3.2. Information on grant, contribution and service-level agreements

EUAA grants

The EUAA Regulation introduced the possibility for the Agency to [award grants](#) related to the fulfilment of its tasks ⁽²¹⁾.

In October 2024, the EUAA launched its first call for proposals, aimed at receiving project ideas to expand the EUAA case law database and advance legal research focused on asylum and reception.

Through this call, the EUAA expects to award a maximum amount of EUR 50 000 to fund one project with a duration of up to eight months.

Contribution agreements

A new voluntary contribution with Denmark, signed in November 2024, secured EUR 3 million of cofinancing over the next five years for the Regional Protection Project for the Southern Neighbourhood. The Agency's support to the Western Balkans region and Egypt continued to benefit from contribution agreements with the Commission's Directorate-General for Neighbourhood and Enlargement Negotiations.

Details on these and on the service-level agreements are provided in Annex VI.

2.3.3. Control results

The Agency's **internal control framework** is designed on the basis of the [2013 Internal Control-Integrated Framework](#) of the Committee of Sponsoring Organisations of the Treadway Commission (COSO). It provides reasonable assurance to the Executive Director that the following internal control objectives are achieved:

- a) effectiveness, efficiency and economy of operations;
- b) reliability of reporting;
- c) safeguarding of assets and information;
- d) prevention, detection, correction and follow-up of fraud and irregularities;
- e) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned ⁽²²⁾.

The functioning of the internal control framework and the achievement of the above-mentioned objectives is gauged through **internal control self-assessment exercises**.

The 2024 internal control self-assessment exercise was conducted in the first quarter of 2025 using the same methodology applied in the previous reporting periods. It was mainly implemented through the review of:

⁽²¹⁾ Article 56 of the EUAA Regulation.

⁽²²⁾ Article 30(2) of the [Commission Delegated Regulation \(EU\) 2019/715 on the framework financial regulation](#).



- the results for internal control monitoring indicators;
- the exceptions and non-compliances register;
- financial *ex post* controls;
- reports from the European Court of Auditors and the Internal Audit Service;
- the risk register and the Agency's antifraud activities.

The results include relevant developments in the Agency's internal control systems implemented in the first quarter of 2025. The internal control self-assessment identified **seven new** internal control deficiencies, which are recorded in the Agency's register of deficiencies and corrective action plan (Annex IX).

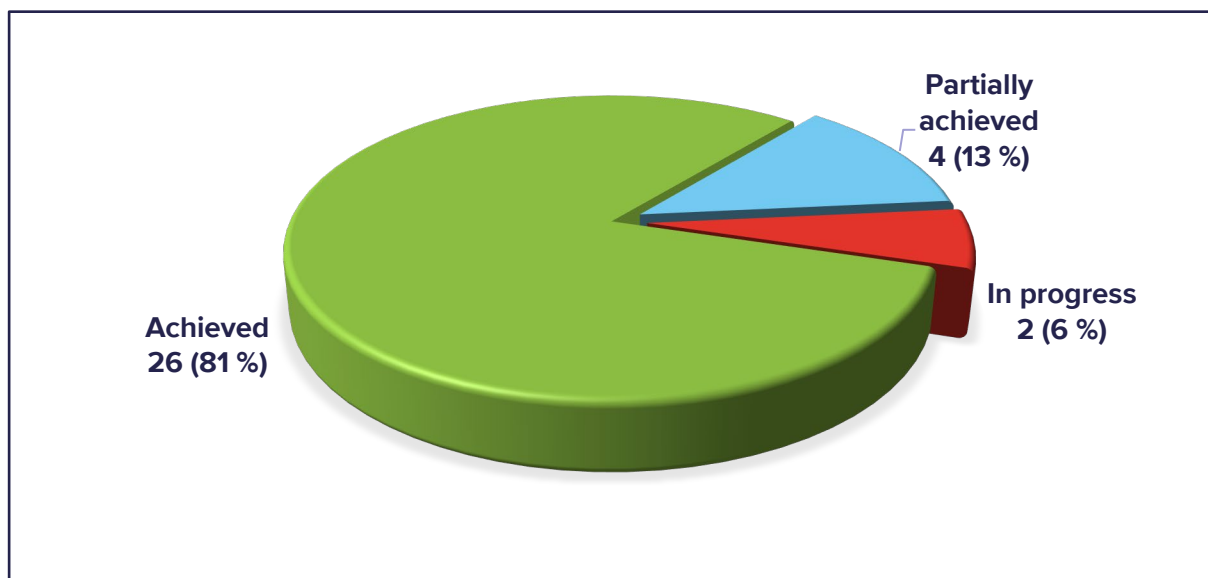
The register included 57 deficiencies: 29 require further follow up and 28 were addressed by corrective actions implemented in 2024 and the first quarter of 2025. The Agency will continue following up on the implementation of corrective actions in progress or planned.

(a) Results for internal control monitoring indicators

The Agency has 48 indicators that serve as the primary source of information for the internal control self-assessment exercise. As a staff engagement survey was not organised during the assessment period, 16 related indicators could not be assessed. Out of the remaining 32 indicators that were assessed, 94 % were either achieved (81 %) or partially achieved (13 %). Two indicators (6 %) were assessed as still in progress due to lack of reliable data.

Partially achieved indicators relate to timely implementation of *ex post* corrective actions, delayed implementation of recommendations from the Internal Audit Service, security controls in the Agency's accrual based accounting system (ABAC) and achievement of pre-defined targets for objectives set in the single programming document.

Figure 7. Status of internal control indicators in 2024



Detailed results are available in Annex X.



(b) Exceptions and non-compliances

These events refer to deviations from procedures requiring individual follow-up. If approved before an action is taken (*ex ante*), such deviations are called '**exceptions**.' If, on the contrary, they are detected after an action is taken (*ex post*), they are defined '**non-compliances**'. Both events can be due to errors, flaws, internal control weaknesses or red flags of fraud.

The Agency's control activities provide reasonable assurance that:

- I) all instances of overriding of or deviations from controls are documented in exception or non-compliance reports;
- II) all instances of overriding of or *ex ante* deviations from controls are approved by the Executive Director;
- III) approved events are recorded in the register of exceptions and non-compliances;
- IV) agreed corrective actions are implemented in a timely manner.

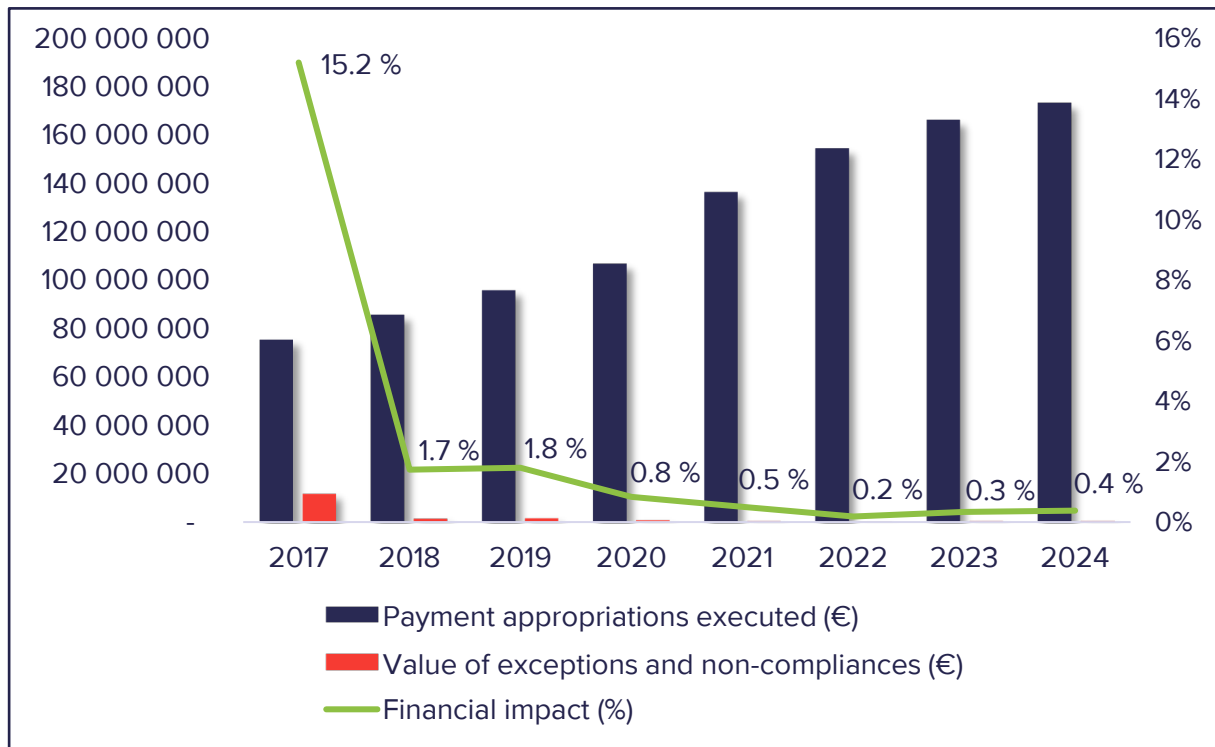
The Agency prepares monthly reports and trend analyses on the number and typology of exceptions and non-compliances, while the implementation of corrective actions is monitored on a quarterly basis.

A total of 25 exceptions and 2 non-compliances were documented and authorised by the Executive Director in 2024. They concern payments amounting to EUR 657 079, corresponding to 0.38 % of the payment appropriations executed by the Agency during the year. The financial impact of these deviations increased slightly (from 0.33 % in 2023 to 0.38 % of executed payment appropriations in 2024), while the number of events decreased, when compared to the 40 exceptions and 9 non-compliances documented in 2023 ⁽²³⁾. The total amount for the registered exceptions and non-compliances did not reach the quantitative materiality criterion of 2 % of payment appropriations executed. Therefore, the Executive Director did not issue any reservation for this consolidated annual activity report.

⁽²³⁾ The ratio is calculated by dividing the total value of exceptions and non-compliances by the payment appropriations executed in the particular financial year; **2017**: EUR 11 458 803.95/EUR 75 390 655.13; **2018**: EUR 1 481 220.07/EUR 85 666 273; **2019**: EUR 1 721 998.44/EUR 95 740.025; **2020**: EUR 890 167.16/EUR 106 751 137; **2021**: EUR 685 237.27/EUR 136 213 596.76; **2022**: EUR 284 149.56/EUR 154 247 726.91; **2023**: EUR 554 884.72/EUR 166 115 711.12; **2024**: EUR 657 078.52/EUR 173 090 645.94.



Figure 8. Financial impact of exception and non-compliance events in the Agency between 2017 and 2024



(c) Financial *ex post* controls

Financial *ex post* controls were performed on a risk level-based sample of transactions and procurement operations covering 1 January to 19 November 2024. The results, which included two new observations, were endorsed by the senior management (Table 8).

During the follow up exercise for financial controls from previous years conducted in the first quarter of 2025, 103 corrective actions were considered as implemented. In the context of the ongoing reprioritisation exercise, taking into account the available resources and based on a proposal of the Management Board, the senior management re-assessed 58 pending observations and delayed corrective actions stemming from the financial *ex post* control reports issued in 2022 and 2024. They identified more realistic and achievable deadlines and streamlined the observations to seven.

**Table 8.** Financial *ex post* control observations

No	Subject of observations	Internal control principle affected	Severity at draft report stage ⁽²⁴⁾	Corrective actions endorsed by senior management	Re-assessed severity ⁽²⁵⁾
1	<i>Ex ante</i> control of financing decision	12	Major	2	Moderate
2	Standard operating procedure on procurement	7	Moderate	1	Moderate
3	Risk-based <i>ex ante</i> control strategy and financial circuits for financial operations	10	Major	4	Moderate
4	Contract management and monitoring tools	11	Moderate	1	Moderate
5	Activity based management (Deloitte report)	10	Moderate	1	Moderate
6	Mission guidance (long term missions) and calculation	7	Moderate	1	Moderate
7	ABAC access rights	11	Moderate	3	Moderate
8	Data protection of IT systems	11	Moderate	1	Moderate
9	Participation in training and consistency in learning and development rules	4	Moderate	2	Moderate

The recommendations and corrective actions resulting from the financial *ex post* controls are integrated in the central register of deficiencies and corrective action plan available on the Agency's website and in Annex IX.

⁽²⁴⁾ Severity proposed by the manager responsible for risk management and internal control when the preliminary observation was issued (1. Minor/Desirable - 2. Moderate/Important - 3. Major/Very important - 4. Critical/Significant).

⁽²⁵⁾ Severity re-assessed by senior management based on the state of play of corrective actions and other controls in place mitigating the identified risks.



(d) Reports from auditors

Full audit results are presented in part 5 and 6 of this report. There are no irregular payments affecting the financial year 2024.

(e) Risk register and the Agency's antifraud activities

The Agency's central risk register action plan covering significant and critical risks is regularly monitored by the Management Board. By the end of 2024, 90 % of risk responses had been implemented in a timely manner.

The EUAA's fraud risk register action plan, which is annexed to the anti-fraud strategy, is regularly monitored and reported on to the Management Board. It is also published on the [EUAA website](#). An assessment showed that 94 % of agreed mitigating actions in the Agency's fraud risk register were implemented on time.

In 2024, the Agency made further efforts to enhance staff awareness of antifraud activities. As a result, by the end of the reporting year 94 % of the extended management and 78 % of staff had been trained on the internal control framework (including fraud prevention).

Please refer to the assessment of internal control principles 1 and 8 for more information on the measures taken in the area of fraud prevention.

2.3.4. Costs and benefits of controls**2.3.4. (a) Costs and benefits of ex post controls**

The cost of *ex post* controls in the EUAA was measured by considering the Commission's guidance on the estimation, assessment and reporting on the cost-effectiveness of controls ⁽²⁶⁾.

To this end, the Agency determines the full-time equivalents (FTEs) allocated to *ex post* controls and, subsequently, calculates their cost. The workload assessment is an estimate based on the staff working time spent on *ex post* control activities and professional judgement.

The cost of general and financial *ex post* controls in the reporting period totalled EUR 228 957.53, corresponding to 2.6 FTEs ⁽²⁷⁾. This cost represents approximately 0.22 % of the total value of financial operations subject to financial *ex post* controls, which stands at EUR 104 076 841.59 ⁽²⁸⁾.

The EUAA compared the total cost to:

⁽²⁶⁾ Guidance on the estimation, assessment and reporting on the cost-effectiveness of controls, Directorate-General for Budget, updated edition, December 2021.

⁽²⁷⁾ Based on a calculated average yearly cost per staff member of EUR 88 060.59.

⁽²⁸⁾ *Ex post* controls took into consideration a representative sample of 123 operations amounting to EUR 10.4 million.



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

Table 9. Summary of cost effectiveness indicators of the overall *ex post* control exercise on financial year 2024 and first quarter of 2025

Overall cost effectiveness indicator per <i>ex post</i> control area ⁽²⁹⁾	Estimated number of person-days	Cost (FTEs) ⁽³⁰⁾	Coverage of <i>ex post</i> controls ⁽³¹⁾	Benefits in terms of open and/or implemented corrective actions
Financial <i>ex post</i> controls	305	1.45	123 operations / EUR 10.40 million	16 open corrective actions
Follow up activities	63	0.30	161 corrective actions ⁽³²⁾	103 implemented and 58 reformulated in 12 corrective actions
Internal control self-assessment exercise	178	0.85	17 internal control principles	Corrective actions: 55 implemented and 48 in progress and planned
Total	546	2.60	NA	

Senior management identified the following benefits of *ex post* controls at the EUAA:

- higher added value of corrective actions when compared to other controls;
- several corrective actions result in efficiency gains compensating for the cost of controls;
- increased assurance of compliance and reliability of reporting;
- further reduction of the risk of fraud;
- avoidance of reputational damage by reducing the number of audit findings;
- change management approach based on stakeholders' feedback;
- easier access to internal documents for the purpose of conducting controls;

⁽²⁹⁾ Covering *ex post* controls' results endorsed from the first quarter of 2024 to the first quarter of 2025.

⁽³⁰⁾ 1 FTE = 210 days per year. If one staff member works on controls/project for 50 days in one year, the formula is $50/210 = 0.24$ FTE

⁽³¹⁾ Coverage is assessed in terms of workload and, when applicable, amounts managed.

⁽³²⁾ From the financial 2022 *ex post* controls, previous internal control self-assessments and the validation of accounting systems' report.



- possibility to involve *ex post* controllers in the execution of other control activities as well as the implementation of corrective actions;
- the analysis of the total cost compared to the benefits demonstrates the efficiency of these controls in identifying, monitoring and implementing corrective actions.

Therefore, the senior management concluded that the risk-based *ex post* control strategy strikes the right balance between the principles of efficiency, effectiveness and economy.

2.3.4. (b) Cost and benefits of *ex ante* controls

The methodology for the assessment of *ex ante* controls is currently under development.

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

In accordance with Article 41 of the Agency's financial regulation, the Executive Director, as the authorising officer, may delegate the powers of budget implementation to Agency staff and set relevant limits.

The delegatee may, with the explicit agreement of the Executive Director, sub-delegate the powers received.

Delegations and **sub-delegations** maintain their validity until revoked or until the employment contract of a delegatee or sub-delegatee ends. Moreover, delegated and sub-delegated powers must be confirmed when organisational changes affect the reporting lines or if a delegatee or sub-delegatee changes assignment.

The Executive Director and the authorising officers by delegation assign budget implementation powers on specific budget lines, in consideration of the role of the delegated or sub-delegated staff within the Agency. While the powers delegated by the Executive Director to the heads of centre concern all budget titles and have no other limit than the amount of each title, the other delegations and the sub-delegations are restricted to specific budget items and thresholds.

All authorising officers by delegation and sub-delegation receive appropriate training, commit to act in accordance with the principles of legality, regularity, effectiveness, efficiency and economy and must report once a year to their respective delegating officer. The authorising officers by delegation and sub-delegation shall also report on potential problems encountered and the remedies proposed.

All instances of overriding of controls or deviations from established processes and procedures are logged in a central register and documented in dedicated reports.

The accountability of authorising officers by delegation and sub-delegation is also enhanced by financial *ex ante* and *ex post* controls, audits, external evaluations, periodic risk management exercises and by the availability of whistleblowing reporting channels.



According to an outstanding observation resulting from the EUAA's financial *ex post* controls, there is room to improve the efficiency and effectiveness of delegations, nominations and access right procedures to ABAC. Improvements are proposed to meet all ABAC security criteria, increase assurance provided to the responsible authorising officers, optimise the resources assigned to financial circuits and further increase assurance of compliance with financial rules.

The corresponding corrective action will be addressed in a decision of the Executive Director on delegation and nominations, expected in 2025.

2.5. Human resource management

2.5.1. Major human resource developments

In 2024, the Agency was assigned **592 staff** posts, 508 ⁽³³⁾ of which were filled by the end of 2024.

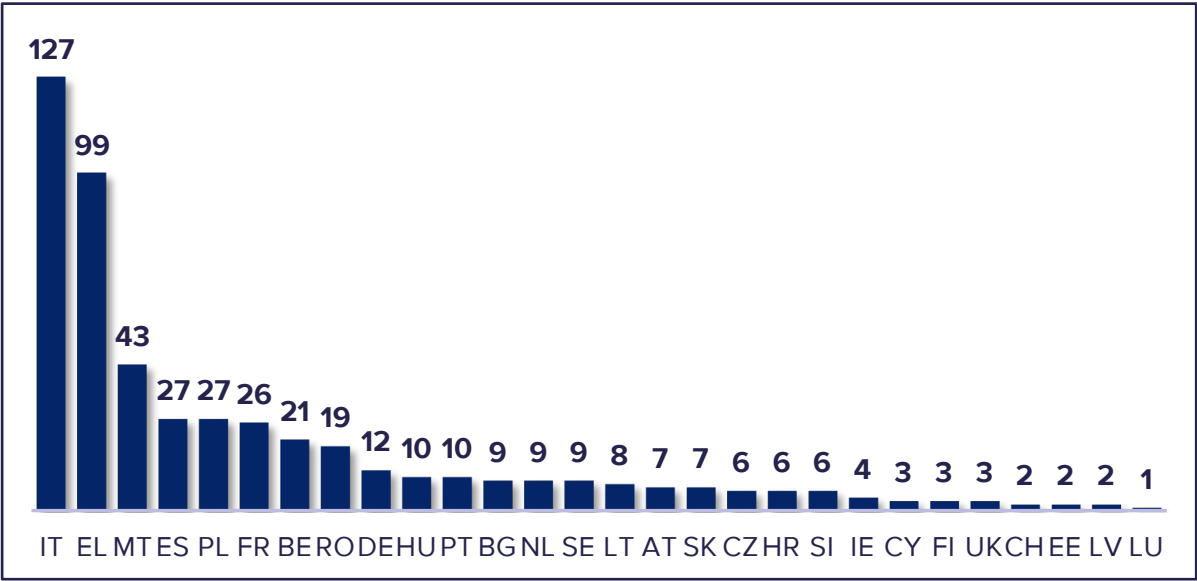
Figure 9. Assigned and filled staff posts per category in 2024



⁽³³⁾ This figure includes posts that had been offered to the selected candidates and for which an employment contract had not been signed yet, as of 31 December 2024.



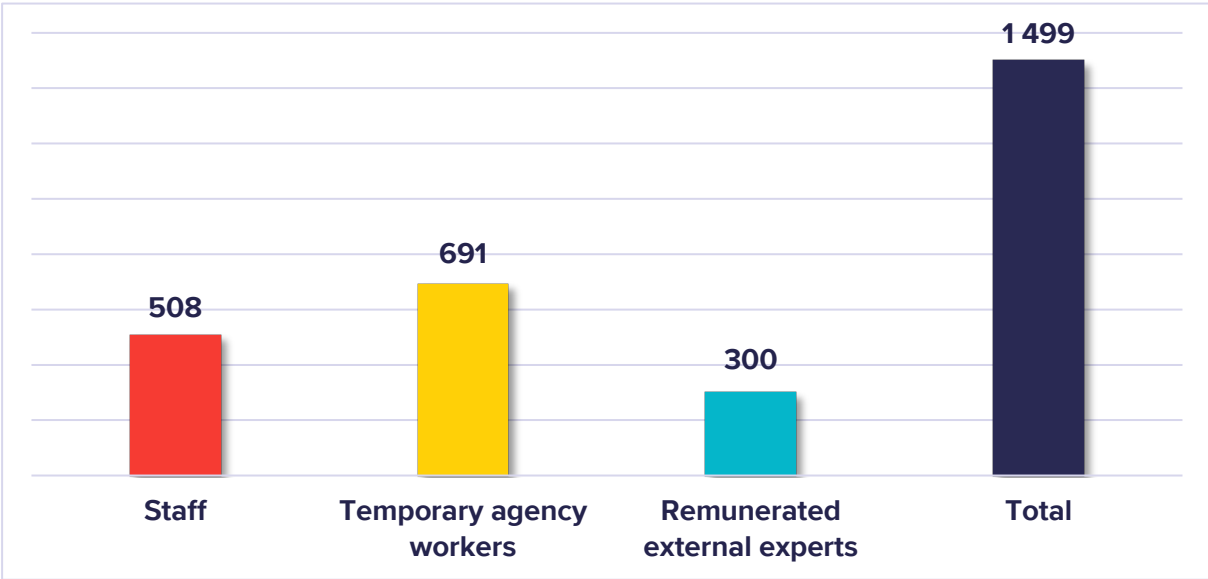
Figure 10. Breakdown by nationality of staff posts filled as of 31 December 2024



Legend. See [Eurostat glossary for country codes](#).

In addition to its staff, the Agency engages **remunerated external experts** and **temporary agency workers**. The latter are engaged via recruitment agencies and provide valuable assistance, especially in the delivery of timely and effective operational and technical assistance to Member States.

Figure 11. Headcount of EUAA personnel, including remunerated external experts and temporary agency workers, as of 31 December 2024



In 2024, the EUAA started the implementation of its **multiannual human resource strategy** ⁽³⁴⁾, which revolves around three goals:

⁽³⁴⁾ Decision of the Executive Director No 86 of 4 December 2023.



1. attracting the right talent;
2. managing, developing and supporting staff;
3. encouraging a positive work environment and staff wellbeing.

In February 2024, the Agency adopted new rules **on working time and hybrid working** to enhance staff wellbeing by promoting a healthy work-life balance, including through the express provision of a right to disconnect ⁽³⁵⁾. Moreover, the Agency implemented for the first time an Executive Director's decision promoting staff wellbeing by providing an annual financial contribution towards eligible costs related to physical activities ⁽³⁶⁾.

In March 2024, the EUAA launched its own **traineeship programme**. With a duration of six-twelve months, the programme is targeted at recent university graduates and university students who completed at least three years of a higher education course. The first call for expressions of interest, launched in October 2024, resulted in the submission of 3 211 applications for 20 available traineeships.

In December 2024, the Agency established a **competency framework** ⁽³⁷⁾ aligned with that from the European Personnel Selection Office laying down the core competencies expected of its statutory staff, seconded national experts and trainees.

Moreover, with a view to facilitating the onboarding of staff working at the headquarters and further promoting their wellbeing, the Agency contracted a **medical service provider** in Malta. Starting from 2025, staff will have facilitated access to a variety of medical services including, *inter alia*, pre-employment medical examinations, psychological support and annual medical examinations.

Finally, a new reporting tool was tested and ethics modules were deployed in SYSPER, the human resource management system.

In 2024, a total of **1 810 recuperation days** (14 480 hours) were authorised as part of the flexitime regime, which allows days of leave to be granted as compensation for accrued extra hours of work. The number of recuperated hours represents 12.4 % of the total accrued recoverable extra hours in 2024 (117 142.92 hours).

Table 10. Number of recuperation days authorised in 2024 ⁽³⁸⁾

Staff category/grade	Flexitime recuperation days in 2024
Temporary agents - administrators	856
AD 12	2
AD 11	-
AD 10	6
AD 9	70

⁽³⁵⁾ Management Board Decision No 158 of 28 February 2024.

⁽³⁶⁾ Decision of the Executive Director No 92 of 8 December 2023.

⁽³⁷⁾ Decision of the Executive Director No 89 of 17 December 2024

⁽³⁸⁾ Recuperation days taken by temporary agents in grade 9 and above refer to staff members not receiving managerial allowances, in compliance with rules in force.



Staff category/grade	Flexitime recuperation days in 2024
AD 8	280
AD 7	208
AD 6	175
AD 5	115
Temporary agents - assistants	466
AST 6	24
AST 5	84
AST 4	149
AST 3	183
AST 2	25
AST 1	1
Contract agents	478
FG IV 17	3
FG IV 16	55
FG IV 15	73
FG IV 14	107
FG IV 13	27
FG III 11	9
FG III 10	68
FG III 09	87
FG III 08	12
FG II 06	13
FG II 05	24
Seconded national experts	10
Total number of recuperation days	1 810

2.5.2. Implementing rules adopted in 2024

The following implementing rules were adopted:

- Management Board Decision No 158 of 28 February 2024 on working time and hybrid working;
- Management Board Decision No 174 of 28 November 2024 amending Management Board Decision No 10 of 4 July 2012 as regards the adoption by analogy of Commission Decision C(2011) 1278 of 3 March 2011 on the general implementing provisions for articles 11 and 12 of Annex VIII to the Staff Regulations on the transfer of pension rights.



In addition, the Agency requested to opt out from Commission Decision C(2023) 8630 of 12 December 2023 on the prevention of and fight against psychological and sexual harassment, and repealing Decision C(2006) 1624/3. To this effect, the Management Board adopted Decision No 170 of 21 August 2024, authorising the Executive Director to request the Commission's agreement on the non-application of (opt-out from) these implementing rules.

2.5.3. Results of the screening/benchmarking exercise

The EUAA is committed to maintaining an optimal ratio between its operational and non-operational personnel.

While the 2024 job screening exercise shows a decrease in the percentage of operational personnel compared to 2023, the ratio of operational (75 %) to administrative personnel (17 %) remains highly favourable.

Annex IV provides details per category and sub-category of job types. The screening exercise was carried out according to the 2014 Commission methodology for agencies' job screening.

2.6. Strategy for efficiency gains

In 2024, the Agency took several initiatives aimed at minimising repetitive and labour-intensive tasks, automating processes while strengthening controls and enhancing collaboration with partners. Examples include:

- automation of numerous human resource processes, with 12 modules onboarded in **SYSPER**, the human resource management system;
- enhanced transition towards the Commission's web-based **public procurement management tool**, introduced at the EUAA in July 2023. In 2024, the tool was used for all the open calls for tenders and for the preparation and publication of the calls for expression of interest for external remunerated experts;
- introduction of the Commission's **eGrants tool**, which was used for the first time in October 2024.
- launch of a project to centralise the **financial initiating agent** function in the Agency's Finance Unit for specified transactions, thus reducing the workload for operational services, enhancing quality and minimising risks of error;
- introduction of a user-friendly **finance monitoring tool**, built on Power BI®. Easy to consult, the tool provides updated overviews on financial progress and facilitates the monitoring of indicators and transactions, supporting managers in their decision making.

In 2024, the Agency started the process for signing a service-level agreement with the **Commission's Directorate-General for Human Resources**. This agreement aims at introducing the personal file module under SYSPER, which will facilitate the digital management of personal files in a safe and efficient manner.



Moreover, the Agency collaborated with the **Commission's Paymaster Office** with a view to transitioning to the Commission's mission processing system. This would allow outsourcing of the analysis of mission costs to the Commission, reducing significantly the workload for the various financial actors within the Agency and enhancing accuracy and quality.

2.7. Assessment of audit results during the reporting year

2.7.1. Internal Audit Service

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

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

On 23 September 2024 the Internal Audit Service issued a final audit report on human resource management and ethics at the EUAA ⁽³⁹⁾.

The audit aimed to assess the adequacy of the design and the effectiveness and efficiency of the processes related to the management of human resources and ethics at the Agency. It also aimed to ensure that the Agency's human resource-related decisions and procedures comply with the regulatory framework and guidelines for EU bodies.

The audit report recognises the EUAA's efforts in promoting social dialogue and active participation and commitment of the staff committee, the preparedness of the onboarding process for newly recruited personnel and the integration of the legal team into key human resource processes, such as appraisal or ethical matters.

The auditors did not issue any major recommendations. Overall, they concluded that the existing internal control systems for human resource management and ethics are adequately designed and effectively and efficiently implemented, in compliance with the regulatory framework and guidelines for EU bodies.

As an outcome of the audit, four important recommendations were issued regarding:

1. staff support function and joint committees;
2. monitoring of the recruitment process;
3. implementation of and reporting on the human resource strategy;
4. mission management.

Recommendations and corrective actions are presented in detail in Annex IX.

⁽³⁹⁾ IAS.A2-2023-EUAA-001.



In 2024, the Internal Audit Service conducted a risk assessment in order to establish a 2025–2027 strategic internal audit plan, covering potential audit topics and main risks identified. The Agency has accepted the proposal.

2.7.2. European Court of Auditors

The European Court of Auditors (or the Court) is the external auditor of the Agency and focuses on financial reporting and the implementation of the EU budget and policies.

On 24 October 2024, the Court issued its [annual report on EU agencies for the financial year 2023](#), which included an unqualified (clean) opinion on the legality and regularity of the payments underlying the annual accounts of the EUAA. This confirms that the Agency's operations are overall being implemented in accordance with the principles of legality, regularity and sound financial management and are free of material errors.

With the issuance of the audit report for the financial year 2023, the European Court of Auditors closed three of its pending observations.

Table 11. European Court of Auditor's observations closed in 2024

Year	Observations assessed as closed by the Court in 2024	Summary of corrective actions taken
2018	EASO should establish effective financial <i>ex post</i> controls.	The EUAA has issued a risk-based <i>ex post</i> control strategy and has implemented financial <i>ex post</i> controls for financial years 2020, 2021, 2022 and 2023. The results of the latest financial <i>ex post</i> controls were reported in the 2023 consolidated annual activity report and communicated to the Management Board.
2022	ICT equipment not purchased according to the pre-approved price list in the relevant framework contract.	The EUAA immediately applied corrective measures and clarified internally how this framework contract should be used in a compliant manner.
2022	Following the nomination of a new authorising officer, three cases of sub-delegations of financial authorities were not confirmed in a timely manner, as required.	The EUAA took note of this observation and rectified the situation by reconfirming sub-delegations without delay, whenever a new authorising officer by delegation is nominated.

Two quantifiable observations from 2017 and 2020 financial years, concerning the procurement procedures for rented premises in Lesbos and Rome, were still considered open.



In 2023 the Agency terminated the respective rental contracts, thus implementing the appropriate corrective actions ⁽⁴⁰⁾. No payments for these contracts were made during 2024.

The European Court of Auditors also issued a non-quantifiable observation for the 2023 financial year. It refers to shortcomings in the evaluation of a tender in the procurement procedure for the provision of interpretation and cultural mediation services. The Agency considers that the contracting authority ensured the legality and regularity of the procurement procedure through the reassessment performed by the evaluation committee.

The Agency also took note of the Court's observations concerning other agencies, in order to improve procurement and budgetary management.

2.8. (a) Follow up on recommendations and action plans for audits

2.8. (a) 1. Follow-up on recommendations from the Internal Audit Service

The EUAA is currently following up on recommendations from three audit reports of the Internal Audit Service.

- Human resource management and ethics in EASO (2020)

The report made six recommendations, one of which was still pending by the end of the reporting period.

Table 12. Status of pending recommendation from the Internal Audit Service's 2020 audit on human resource management and ethics

Recommendation	Internal Audit Service's assessment	EUAA's assessment
1. Resource need and sourcing strategy	<p>Original deadline: fourth quarter of 2022 - significantly delayed ⁽⁴¹⁾.</p> <p>In its note dated 1 March 2024, the Internal Audit Service acknowledged that a number of important steps have been taken by the Agency to address this recommendation.</p>	On 17 December 2024, the Agency adopted its competency framework, partially addressing this recommendation. The EUAA considers that it has addressed aspects related to the sourcing strategy for staff and (administrative) temporary agency workers (interims) by other means and will request the Internal Audit Service to re-assess the matter.

⁽⁴⁰⁾ Some non-material payments were executed in 2023, before the implementation of the corrective measures. They amount to EUR 81 137.03 for the premises in Rome and to EUR 42 680.56 for those in Lesbos.

⁽⁴¹⁾ Recommendations are considered significantly delayed if they are still open more than 6 months after the original expected date of implementation. The status of recommendations is assessed at the cut-off date (31 January of year n+1), as per Internal Audit Service's note of 25 February 2025 on Internal Audit Service's contribution to the 2024 consolidated annual activity report process of the EUAA.



- **Human resource management and ethics in EUAA (2024)**

The Agency is implementing 11 corrective actions to address four important recommendations in the areas of staff support functions, monitoring of recruitment processes, implementation of and reporting on the human resource strategy and management of staff missions. The implementation of all corrective actions is on track.

- **IT governance and IT project management in EASO (2021)**

The report made five recommendations, none of which were either critical or very important. The Agency implemented corrective actions related to project risk management. By the end of 2024, four recommendations had still not been fully addressed, as shown in the table below.

Table 13. Status of pending recommendations from the Internal Audit Service's 2021 audit on IT & IT project management

Recommendation	Internal Audit Service's assessment	EUAA's assessment
1. The Agency should reinforce its IT governance framework	<p>Original deadline: third quarter of 2022 - significantly delayed.</p> <p>Acknowledged revised date for implementation: fourth quarter 2025 – in progress</p>	<p>This recommendation should be addressed through four corrective actions. The Agency considers two of these actions as fully implemented ⁽⁴²⁾. The remaining two, concerning IT governance bodies and monitoring of IT strategic objectives, are in progress.</p> <p><u>IT governance bodies</u></p> <p>The Agency considers that the risks related to IT governance bodies is addressed by the Agency's ICT and Cybersecurity Governance Board. In addition, a new ICT strategy was adopted in 2025. It addresses some of the risks and will be provided to the Internal Audit Service for re-assessment.</p> <p><u>Monitoring of strategic IT objectives</u></p> <p>During 2024, the EUAA prioritised the development of its ICT strategy. The Agency considers that current IT performance indicators are aligned with the objectives of the single programming document and of the new ICT strategy.</p>

⁽⁴²⁾ They refer to the job description of the local information security officer and to the revision of business ownership of applications.



Recommendation	Internal Audit Service's assessment	EUAA's assessment
2. The Agency should improve the value delivery of IT	Original deadline: second quarter of 2024 - significantly delayed Acknowledged revised date for implementation: fourth quarter 2025 – in progress	The implementation of corrective actions depends on the outcome of the ongoing portfolio project and the implementation of the new ICT strategy.
4. The Agency should strengthen the governance of its IT projects	Original deadline: first quarter of 2024 - significantly delayed Acknowledged revised date for implementation: fourth quarter 2026 – in progress	The implementation of the corrective actions depends on the outcome of the ongoing portfolio project.
5. The Agency should improve the management of its projects	Original deadline: second quarter 2024 - significantly delayed Acknowledged revised date for implementation: fourth quarter of 2025 – in progress	The implementation of corrective actions depends on the outcome of the ongoing portfolio project and on the Agency's secure software development life cycle.

2.8. (a) 2. Follow-up of recommendations from the European Court of Auditors

The EUAA is currently following up on three observations from previous years, which the European Court of Auditors has not assessed as completed.

Two quantifiable observations from 2017 and 2020 financial years concern the procurement procedures for rented premises in Lesbos and Rome. By terminating the respective rental contracts, in 2023, the Agency considers that appropriate corrective actions have been implemented. As a result, in 2024 the EUAA did not make any payment linked to these observations.

The third observation concerns the legal basis for calculating the contributions of the Schengen associated countries to the EUAA budget. The Court argues that, based on the EUAA's interpretation, these contributions are around 7 % lower than they should be. The Agency informed the Commission, which is responsible for negotiations with the Schengen-associated countries.



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

In November 2024, OLAF concluded an investigation that had been opened following anonymous allegations brought to its attention in September 2022. OLAF shared the outcome of the investigation, including relevant findings and recommendations, with the EUAA Management Board for follow up.

The EUAA Management Board collectively examined all the information at their disposal, paying due attention to the context and circumstances, the explanations provided and the applicable legal framework. The Management Board also recognised that the concerns raised in the anonymous letter had already been largely checked by the European Court of Auditors, the Internal Audit Service of the Commission and the European Ombudsman and were already appropriately addressed.

The EUAA Management Board has decided not to initiate disciplinary proceedings against the EUAA Executive Director, or any other staff in the Agency, but to avail itself of the possibility set out in Article 3(1)(b) of Annex 9 of the Staff Regulations ⁽⁴³⁾, together with recommendations, in a letter, to ensure that the efficiency of certain procedures will be further increased and the overall human resource administration will be more broadly strengthened.

With that, this case is officially closed.

2.9. Follow-up of observations from the Discharge Authority

On 11 April 2024, [the European Parliament granted discharge](#) in respect of the implementation of the Agency's budget for the financial year 2022.

The observations contained in the resolution forming part of the discharge decision were addressed by the Agency in its follow-up report of 17 July 2023, available on the [European Parliament's website](#).

⁽⁴³⁾ Regulation No 31 (EEC), 11 (EAEC), laying down the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Economic Community and the European Atomic Energy Community.



2.10. Environment management

In 2024, the Agency endorsed the EU Agencies Network's **charter on the reduction of greenhouse gas emissions and responsible environmental management** and committed to delivering on the 11 points in the charter by 2030.

Further progress was registered in managing the EUAA's waste, reducing energy use, moving towards green procurement, reducing mission travel and offsetting the carbon footprint. Details are provided in Annex VII.

2.11. Assessment by the senior management

With reference to the information provided in the previous sub-sections, the senior management welcomes:

- the adoption of the first **11 products under the EUAA's Pact Programme**, which are key to facilitate, for both the Agency and the Member States, a timely and effective transition to the reformed CEAS;
- the appointment of the first **Deputy Executive Director**, adoption of the common methodology and multiannual programme for the **monitoring mechanism**, adoption of the **fundamental rights strategy** and establishment of the **complaints mechanism**, which constitute major milestones in fulfilling the Agency's enhanced mandate, as set out in the EUAA Regulation;
- the adoption of internal acts on the **Agency's five-year 2024–2029 strategy**, the **2024–2026 anti-fraud strategy and framework**, the updated **internal control framework**, the roles and responsibilities for the implementation of the **internal control framework**, **fraud prevention** roles and responsibilities and escalation mechanisms and handling of **sensitive non-classified and RESTREINT UE/EU RESTRICTED information**;
- the **implementation of 99 % of commitment** and **95 % of payment appropriations**;
- the launch of the first call for proposals aimed at receiving project ideas to be funded by the award of an **Agency grant**;
- the progress made in the implementation of the **multiannual human resource strategy**;
- the results of the **internal control self-assessment exercise**, with 94 % of measured indicators assessed as achieved and partially achieved;
- the steady progress in the **implementation of corrective measures** addressing findings from financial *ex post* controls;
- the high implementation rate of **mitigating actions** recorded in the Agency's fraud risk register (94 %) and risk register (90 %);
- that **no major or critical recommendations** were issued by the Internal Audit Service following its 2024 audit on human resource management and ethics.



Part II. (b) Evaluations

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

Following an analysis of each evaluation report, the Agency's management agrees on an action plan in which recommendations made by the evaluators are addressed through improvement actions to be implemented by specific deadlines.

In 2024, the EUAA completed 13 evaluations and celebrated ten years of evaluation activities, during which over 70 evaluations were conducted or commissioned.

A detailed report on the status of implementation of the action plans in response to evaluation findings is available on the Agency's [website](#).



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

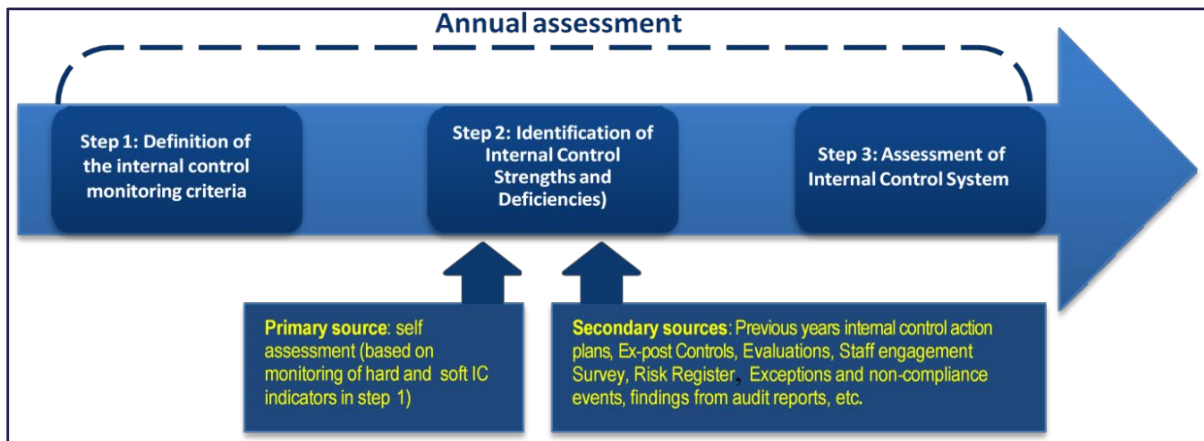
3.1. Effectiveness of internal control systems

3.1.1. Methodology applied for the assessment of the effectiveness of the internal control systems

The Agency's internal control framework is defined in a decision of the Management Board ⁽⁴⁴⁾.

As authorising officer, the Executive Director is responsible for the implementation and assessment of the Agency's internal control systems and is supported by the Agency's senior management and the manager responsible for risk management and internal control. The overall presence and functioning of internal controls and their results are assessed in the first quarter of each year in line with the methodology summarised in Figure 12. Moreover, quarterly reviews are conducted during the year to assess the efficiency and effectiveness of internal control systems.

Figure 12. Main steps in the implementation of the internal control annual assessment



At the time of writing this report the staff engagement survey, through which 16 internal control indicators are measured, had not been organised yet. Therefore, its results could not be used for the overall assessment of the presence and functioning of all internal control components. This gap was partially filled by using the results of the survey conducted by the Internal Audit Service in relation to its 2024 audit on human resource and ethics.

⁽⁴⁴⁾ [Management Board Decision No 160 of 14 March 2024](#).



After an assessment by the senior management and in line with the EUAA's general *ex post* control strategy and methodology ⁽⁴⁵⁾, the Executive Director classifies the severity of internal control deficiencies as follows:

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

The severity of deficiencies is in some cases re-assessed and documented, in accordance with the EUAA's internal control methodology. In particular, the residual risk is calculated after identifying and putting in place suitable controls and corrective actions that reduce the initial risk (inherent risk) to a more acceptable level.

Following the re-assessment of deficiencies and in view of their final severity, the internal control principles are classified as follows:

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

The assessment of the internal control systems requires professional judgement and must be carried out at three levels, in the following order:

- I. at the level of principles ⁽⁴⁶⁾, based on an analysis of detected strengths and deficiencies;
- II. at the level of components, based on an analysis of results at the principle level;

⁽⁴⁵⁾ Such methodology is based on the implementation guide on the internal control framework of the Commission, 2018 edition.

⁽⁴⁶⁾ In accordance with the COSO 2013 internal control-integrated framework, the Agency's internal control framework consists of five internal control components (control environment, risk assessment, control activities, information and communication and monitoring of activities) built on 17 principles, which are further developed in a number of characteristics.



- III. at the level of the internal control system as a whole, based on an analysis of results at component level.

3.1.2. Implementation of the internal control principles

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

The results of these assessments are published on the [EUAA website](#).

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

The Agency has assessed the internal control principles as either effective or fully effective. Following senior management's reassessment, in the first quarter of 2025, only moderate or minor deficiencies remain, all the principles are present and functioning and some improvements are needed.

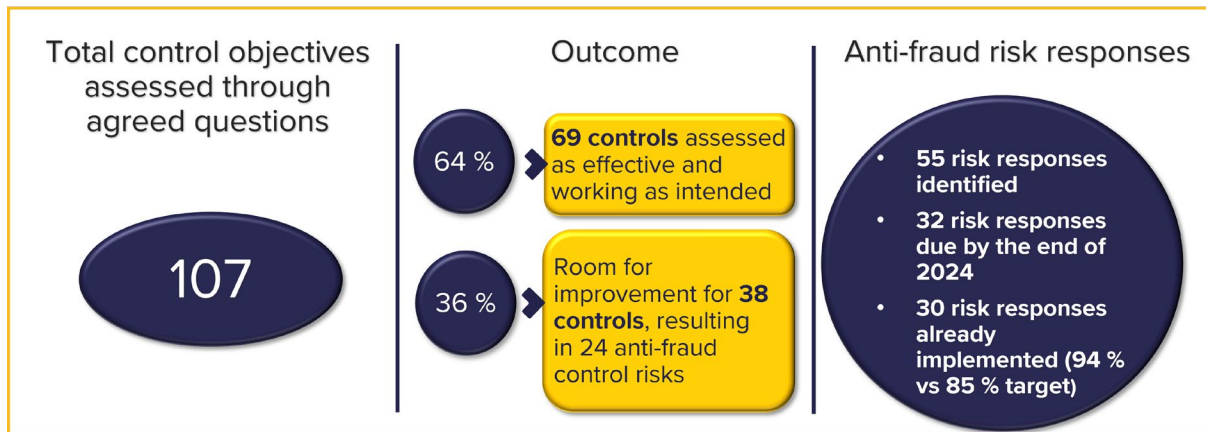
The moderate and minor deficiencies, together with the corrective actions agreed by the Agency, are summarised in Annex IX.

3.1.4. Prevention, detection and correction of fraud

The EUAA anti-fraud strategy and framework 2024–2026 was adopted by the Management Board on [31 July 2024](#), following an in-depth fraud risk assessment and consultations with the European Anti-Fraud Office and the Commission's Directorate-General for Migration and Home Affairs.

The strategy and corresponding annexes, which are published on the [Agency's website](#), are embedded in the EUAA's internal control systems and define anti-fraud objectives and priority measures per internal control component. Measurable monitoring criteria and indicators are in place to assess the progress of the Agency's internal control systems, including with regard to anti-fraud objectives and activities.

Figure 13. Analysis of the assessed control objectives and anti-fraud control risk (with status first quarter of 2025)



In anticipation of the anti-fraud strategy and framework, in May 2024 the Executive Director established and clarified roles and responsibilities of actors involved in the anti-fraud cycle, as well as applicable escalation mechanisms ⁽⁴⁷⁾.

Following these developments, an all staff information session was organised in October 2024. The session focused on whistleblowing channels, rights and obligations of whistleblowers, the new anti-fraud strategy, and the EUAA's zero tolerance policy with regard to fraud and mismanagement.

As part of the efforts to further increase staff awareness on the whistleblowing procedure and its practical application, in 2024 the Agency:

- included, in its internal control induction and fraud prevention training, sessions presenting the main measures in place to foster a culture of zero tolerance with regard to fraud;
- explained its culture of zero tolerance for fraud in a specific section of the EUAA intranet, which also summarises the main controls in place.

More information on the measures taken by the Agency in the area of fraud prevention can be found in part 3.1.2., under the assessment of internal control principles 1 and 8.

3.2. Conclusions of assessment of internal control systems

The assessment of the internal control systems was carried out by the senior management with the support the Internal Control and Compliance Unit.

⁽⁴⁷⁾ Executive Director Decision No 52/2024.

At the level of internal control principles it was concluded, after senior management's reassessment in the first quarter of 2025, that six principles are fully effective and 11 are effective.

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

Table 14. Status of internal control systems in 2024, following senior management's reassessment in the first quarter of 2025

Components	Principles	Assessment and category per principle	Assessment and category per component
Control environment	1. Demonstrates commitment to integrity and ethical values	Category 1 'Effective'	Category 2 'Effective'
	2. Exercises oversight responsibility	Category 1 'Fully effective'	
	3. Establishes structure, authority and responsibility	Category 2 'Fully Effective'	
	4. Demonstrates commitment to competence	Category 2 'Effective'	
	5. Enforces accountability	Category 2 'Effective'	
Risk assessment	6. Specifies suitable objectives	Category 1 'Fully effective'	Category 2 'Effective'
	7. Identifies and analyses risk	Category 2 'Effective'	
	8. Assesses fraud risk	Category 2 'Effective'	
	9. Identifies and analyses significant change	Category 2 'Fully Effective'	
Control activities	10. Selects and develops control activities	Category 2 'Effective'	Category 2 'Effective'
	11. Selects and develops general control over technology	Category 2 'Effective'	
	12. Deploys through policies and procedures	Category 2 'Effective'	
Information and Communication	13. Uses relevant information	Category 2 'Effective'	Category 2 'Effective'
	14. Communicates internally	Category 1 'Fully effective'	
	15. Communicates externally	Category 1 'Fully effective'	



Components	Principles	Assessment and category per principle	Assessment and category per component
Monitoring activities	16. Conducting ongoing and/or separate assessments	Category 1 'Effective'	Category 1 'Effective'
	17. Assessing and communicating internal control deficiencies	Category 1 'Effective'	

Considering the residual risk following the approval of the corrective action plan, the senior management concluded that, while improvements are needed (to address moderate deficiencies), the internal control systems of the Agency are present and functioning (effective).



3.3 Statement of the manager in charge of risk management and internal control

I, the undersigned,

in my capacity as manager in charge of risk management and internal control, declare that in accordance with the internal control framework, I have reported my advice and recommendations on the overall state of internal control in the Agency to the Executive Director.

I hereby certify that the information provided in parts II, III and IV of the present Consolidated Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

Valletta Harbour, 19 May 2025

(Original signed electronically)

Gerardo Knouse Ramirez

Manager in charge of risk management and internal control ⁽⁴⁸⁾

⁽⁴⁸⁾ This declaration is also supported by the declarations of the authorising officers by delegation and sub-delegation submitted as a contribution to the CAAR in order to further increase the assurance provided to the Executive Director by the manager responsible for risk management and internal control as well as reinforcing accountability and reporting obligations of the responsible authorising officers to the Executive Director.

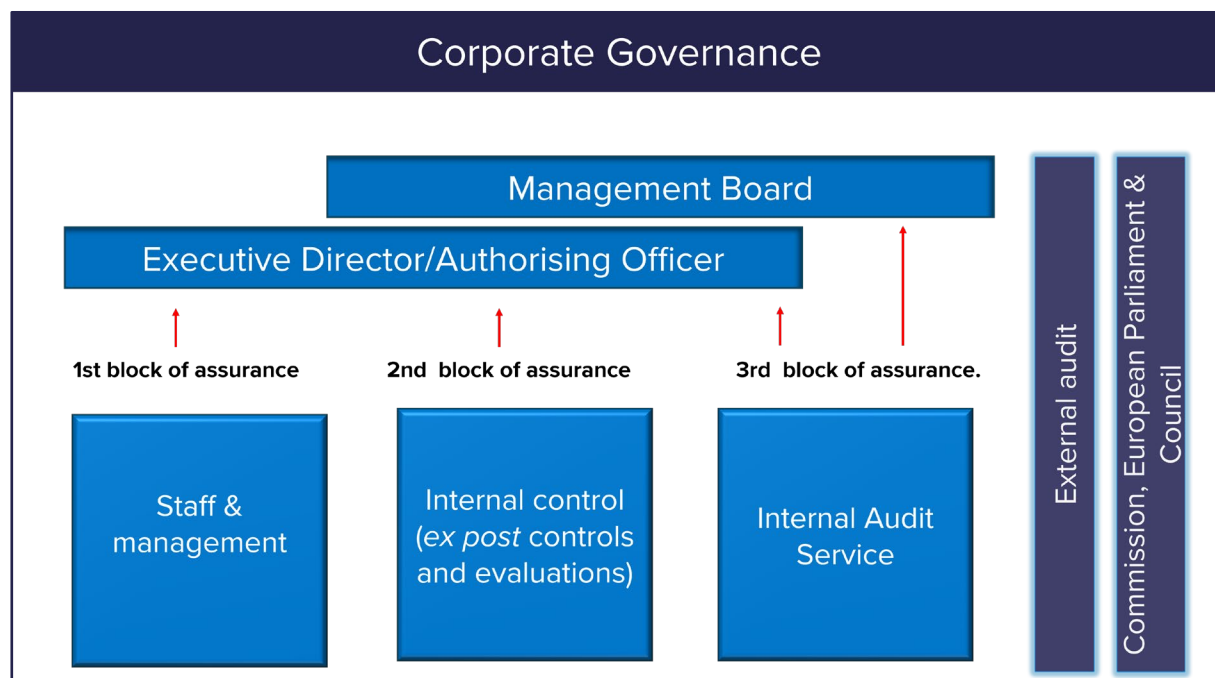
Part IV. Management assurance

4.1. Review of the elements supporting assurance

4.1.1. Brief description of the building blocks of assurance

The Agency's corporate governance framework, i.e. the way reliable information and assurance are provided to the Management Board to effectively monitor the activities implemented by the Executive Director towards the achievement of the Agency's objectives, relies on the three main building blocks of assurance, as shown below.

Figure 14. The EUAA corporate governance



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

Internal control and risk management represent the second building block of assurance. They ascertain the effectiveness of internal control systems in building business processes adapted to the EUAA's changing conditions, increasing assurance and identifying recommendations and corrective actions for the senior management and the Executive Director. *Ex post* controls and evaluations play a key role as part of the second building block of assurance, as explained in part II (b) and part III.

The assurance received from the Internal Audit Service, as the third building block of assurance, is explained in section 2.7.1.

The European Court of Auditors provides an additional level of assurance by conducting exhaustive audits on the functioning of the Agency's internal control systems, as described in section 2.7.2.

The role of the European Parliament as budgetary authority is addressed in section 2.9.

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

In 2024 the Agency continued to follow-up on the implementation of corrective actions identified as a response to the deficiencies documented in audits, internal control self-assessments and financial *ex post* controls.

The final report of the Internal Audit Service's 2024 audit on human resource management and ethics concluded that the Agency's internal control systems for human resource management and ethics are adequately designed and effectively and efficiently implemented, in compliance with the regulatory framework and guidelines for EU bodies. The auditors did not issue any major recommendations. To address certain gaps in these areas, the Agency is committed to:

- adopt an implementation plan for its human resource strategy, including a timeline for subsequent policies and sub strategies;
- improve its monitoring and reporting;
- enhance mission management;
- take actions to address challenges for staff committee members and confidential counsellors;
- improve on-boarding of newly recruited managers.

During the year, diligent attention was dedicated to the follow-up on pending recommendations from the Internal Audit Service's audits. The Agency adopted a competency framework, thus partially addressing one of the significantly delayed pending recommendations. A number of significantly delayed corrective actions remain, however, in the areas of human resources, IT and project management.

The European Court of Auditors, in its 2024 annual report on EU agencies for the 2023 financial year, issued a clean opinion on the legality and regularity of the EUAA funds and the reliability of its accounts. This report formally closed some observations that had been pending for several years. Among other matters, the European Court of Auditors acknowledged that the Agency has established effective financial *ex post* controls.

At the time of writing this report, the European Court of Auditors' audit for the 2024 financial year was still ongoing. Based on the preliminary results of the audit missions, there is reasonable assurance provided to the Executive Director that relevant internal controls are in place and working as intended.



Starting from 2019, any areas for improvement identified by the auditors are introduced in the EUAA central register of deficiencies and corrective action plan, which is accessible to all stakeholders on the EUAA's website.

The EUAA made significant progress in improving its internal control systems by addressing pending corrective actions resulting from financial *ex post* controls. In particular, in the first quarter of 2025 the Agency adopted a finance guidance and step descriptions for financial workflows. The development of a risk-based *ex ante* control strategy, financial circuits for all financial operations, revised procurement procedures, the enhancement of contract reporting and monitoring and an improved security of ICT systems remain key priorities for the Agency.

The initial severity of the identified deficiencies was re-assessed based on the acceptance of the new corrective actions planned or put in place, together with the actions already in progress and implemented. The initial severity of two 'major' deficiencies was therefore reassessed to 'moderate'.

Considering the residual risk, it was concluded that all the building blocks of assurance, as well as the overall internal control systems, are effective, while improvements are needed.

4.2. Reservations

Internal control weaknesses and non-compliances that are likely to lead to a reservation falling within the scope of the declaration of assurance, may relate to the reasonable assurance of use of resources, sound financial management, as well as legality and regularity of operations.

Determining whether weaknesses and non-compliances are material involves a judgement in qualitative and quantitative terms.

From a qualitative point of view, the significance of a weakness is judged on the basis of:

- its nature and scope;
- its duration;
- the existence of satisfactory compensatory measures (mitigating controls);
- the existence of provably effective corrective actions (action plans);
- its repetitive nature.

From a quantitative point of view, weaknesses and non-compliances are considered material if they involve irregular payments with a financial impact ⁽⁴⁹⁾ greater than 2 % of the authorised payment appropriations for the financial year. In case of financial irregularities ⁽⁵⁰⁾, the financial impact might be compensated by the timely implementation of recovery orders.

Based on the information provided in parts 4.1.1. and 4.1.2., the Executive Director has decided not to introduce any reservations in her declaration of assurance, as the control procedures

⁽⁴⁹⁾ Based on monetary value of the identified problem, amount considered erroneous and amount considered at risk.

⁽⁵⁰⁾ Any infringement of a provision of a contract or regulation resulting from an act or omission which causes or might cause a loss to the EU budget.





put in place during 2024 provide the necessary guarantees concerning the legality and regularity of the underlying transactions for this period, due to the presence of an overall effective and efficient internal control system.





Part V. Declaration of assurance

I, the undersigned, Executive Director of the European Union Agency for Asylum

In my capacity as authorising officer

Declare that the information contained in this report gives a true and fair view ⁽⁵¹⁾.

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

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

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

Valletta Harbour, 2 June 2025

(original signed)

Nina Gregori

Executive Director

⁽⁵¹⁾ True and fair in this context means a reliable, complete and correct view on the state of affairs in the Agency.



Annexes

Annex I. Core business statistics

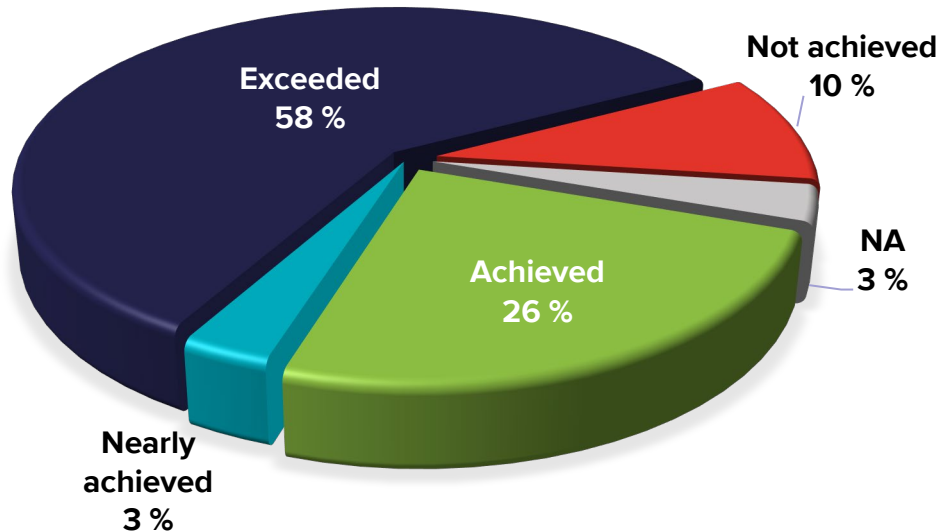
The EUAA's 2024 annual work programme is established in the [2024–2026 single programming document](#), which also defines the multi-annual framework of the Agency's activities.

The EUAA's performance in 2024 was determined from **61 annual and 21 multiannual indicators**, which measured the progress achieved in fulfilling 38 and 11 objectives, respectively.

The status of annual targets for each of the 82 indicators was categorised according to the following criteria:

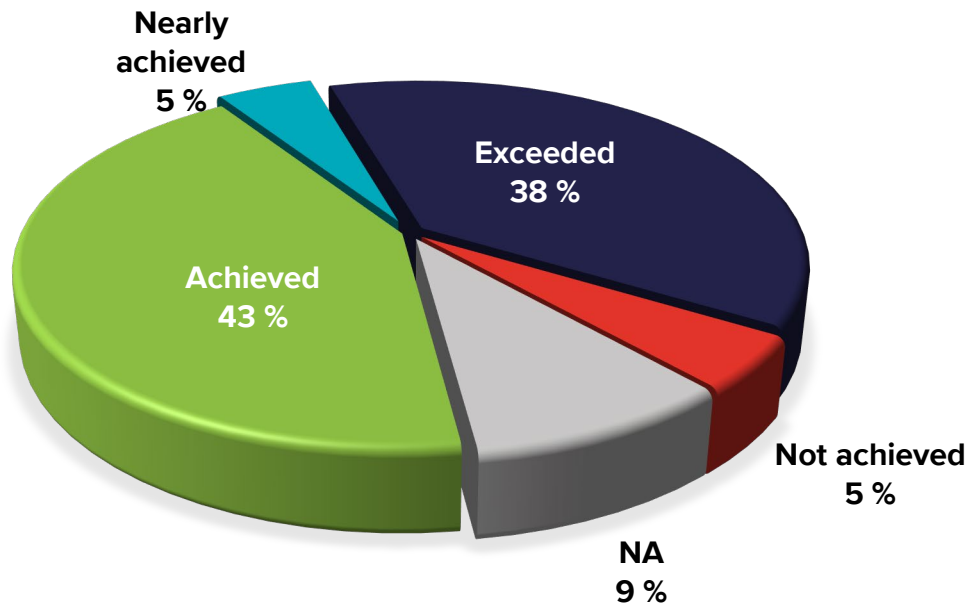
- **exceeded** = performance beyond the target;
- **achieved** = performance equal to the target;
- **nearly achieved** = performance between 80 % and 99 % of the target;
- **not achieved** = performance below 80 % of the target;
- **not applicable (NA)** = performance not measurable.

Figure 15. Overview of the status of 2024 annual targets as of 31 December 2024



**Table 15.** Status of annual targets by activity area as of 31 December 2024

Activity Area	Exceeded	Achieved	Nearly achieved	Not achieved	NA	Total
2.1. Operational support	7	5	1	2	0	15
2.3. Training and professional development	7	5	0	0	0	12
2.4. Asylum knowledge	14	2	1	1	2	20
2.5. Protection of fundamental rights	0	1	0	0	0	1
2.6. Horizontal activities	7	3	0	3	0	13
TOTAL	35	16	2	6	2	61

Figure 16. Status overview of multiannual targets as of 31 December 2024**Table 16.** Status of multiannual targets by activity area as of 31 December 2024

Activity Area	Exceeded	Achieved	Nearly achieved	Not achieved	NA	Total
1.1. Operational support	1	5	0	0	0	6
1.2. Asylum knowledge	4	2	0	1	2	9
1.3. Training and professional development	3	0	0	0	0	3
1.4. Horizontal and governance activities	0	2	1	0	0	3
TOTAL	8	9	1	1	2	21



Annex II. Statistics on financial management

Table 17. Calculation of budget outturn

Budget outturn	2022 (€)	2023 (€)	2024 (€)
Reserve from the previous years' surplus (+)	-	-	-
Revenue actually received (+)	174 779 498	187 587 232	185 480 820
Payments made (-)	- 149 314 890	- 161 180 229	166 889 787
Carryover of appropriations (-)	- 40 626 791	- 56 518 034	65 345 771
Cancellation of appropriations carried over (+)	1 050 391	858 339	644 680
Adjustment for carryover of assigned revenue appropriations from previous year (+)	26 693 967	34 832 969	49 672 496
Exchange rate differences (+/-)	- 5 521	6 277	- 57 773
Adjustment for negative balance from previous year (-)	-	-	-
TOTAL (€)	12 576 654	5 586 554	3 504 665

a) Appropriations carried forward from 2023 to 2024

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

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

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

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

The total amount carried forward from 2023 to 2024 was **EUR 43.26 million in commitment appropriations** and **EUR 6.85 million in payment appropriations**.



In title 1 and title 2, out of EUR 6.85 million carried over, EUR 6.20 million were paid (91 %). The cancellations of carried over payment appropriations in 2024 amounted to EUR 0.64 million (9 %). These were mainly due to:

- cancelled/postponed missions or training activities;
- de-prioritisation and partial cancellation of planned maintenance works to EUAA premises;
- provision of fewer services than contracted (e.g. unpaid absences of temporary workers or provision of ICT consultancy services for fewer hours than contracted).

In title 3, out of EUR 36.41 million of carried over commitment appropriations, EUR 21.07 million were paid (with C1 payment appropriation credits). De-commitments on C8 reached 4.68 %, with a total amount of EUR 1.7 million decommitted and EUR 13.63 million carried over to 2025.

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

- fewer than contracted/expected services and payments;
- temporary workers' absenteeism and earlier resignations.

Table 18. Execution of C8 appropriations carried forward from 2023 to 2024

Budget title	Budgeted CA (€)	Executed CA (€)	Executed CA (%)	Budgeted PA (€)	Executed PA (€)	Executed PA (%)
Title 1	1 003 208	723 696	72 %	1 003 208	723 696	72 %
Title 2	5 842 331	5 477 163	94 %	5 842 331	5 477 163	94 %
Title 3	3 641 0158	34 705 897	95 %	0	0	-
Total (€)	43 255 697	40 906 756	95 %	6 845 539	6 200 859	91 %

Legend. CA= commitment appropriations; PA= payment appropriations.

b) Detailed budget execution per fund source and budget item

- Funds from the EU general budget (C1)

Table 19. Detailed budget execution per budget item: funds from title 1

Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-1101	34,691,822.82	34,691,822.82	100.00 %	34,691,822.82	34,691,822.82	100.00 %	0.00
A-1102	11,032,463.93	11,032,463.93	100.00 %	11,032,463.93	11,032,463.93	100.00 %	0.00
A-1103	285,350.27	285,350.27	100.00 %	285,350.27	285,350.27	100.00 %	0.00
A-1104	139,870.32	139,870.32	100.00 %	139,870.32	139,870.32	100.00 %	0.00
Total	46,149,507.34	46,149,507.34	100.00 %	46,149,507.34	46,149,507.34	100.00 %	0.00
A-1201	105,770.90	67,089.90	63.43 %	105,770.90	51,522.34	48.71 %	15,567.56
Total	105,770.90	67,089.90	63.43 %	105,770.90	51,522.34	48.71 %	15,567.56
A-1301	2,303,836.05	2,230,836.05	96.83 %	2,303,836.05	1,923,417.54	83.49 %	307,418.51
Total	2,303,836.05	2,230,836.05	96.83 %	2,303,836.05	1,923,417.54	83.49 %	307,418.51
A-1401	103,949.68	100,918.86	97.08 %	103,949.68	88,865.30	85.49 %	12,053.56
A-1402	34,117.00	34,117.00	100.00 %	34,117.00	34,117.00	100.00 %	0.00



Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-1403	3,216,886.11	3,214,668.32	99.93 %	3,216,886.11	3,170,777.38	98.57 %	43,890.94
Total	3,354,952.79	3,349,704.18	99.84 %	3,354,952.79	3,293,759.68	98.18 %	55,944.50
A-1501	740,876.83	673,441.33	90.90 %	740,876.83	559,347.94	75.50 %	114,093.39
Total	740,876.83	673,441.33	90.90 %	740,876.83	559,347.94	75.50 %	114,093.39
A-1601	2,835,375.01	2,823,075.01	99.57 %	2,835,375.01	2,350,638.67	82.90 %	472,436.34
A-1602	325,814.26	325,814.26	100.00 %	325,814.26	325,814.26	100.00 %	0.00
A-1603	5,000.00	5,000.00	100.00 %	5,000.00	0.00	0.00 %	5,000.00
Total	3,166,189.27	3,153,889.27	99.61 %	3,166,189.27	2,676,452.93	84.53 %	477,436.34
A-1701	2,233.82	2,233.82	100.00 %	2,233.82	2,233.82	100.00 %	0.00
Total	2,233.82	2,233.82	100.00 %	2,233.82	2,233.82	100.00 %	0.00
Total title 1	55,823,367.00	55,626,701.89	99.65 %	55,823,367.00	54,656,241.59	97.91 %	970,460.30

Legend. CA= commitment appropriations; PA= payment appropriations; RA= reste à liquider.

Table 20. Detailed budget execution per budget item: funds from title 2

Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-2101	6,286,887.05	6,092,090.89	96.90 %	6,286,887.05	5,060,095.69	80.49 %	1,031,995.20
A-2102	1,511,497.98	1,485,319.59	98.27 %	1,511,497.98	1,203,154.97	79.60 %	282,164.62
A-2103	408,000.00	405,819.65	99.47 %	408,000.00	159,860.34	39.18 %	245,959.31
A-2104	383,602.27	383,602.27	100.00 %	383,602.27	265,966.98	69.33 %	117,635.29
Total	8,589,987.30	8,366,832.40	97.40 %	8,589,987.30	6,689,077.98	77.87 %	1,677,754.42
A-2201	1,422,756.58	1,422,756.58	100.00 %	1,422,756.58	860,301.19	60.47 %	562,455.39
A-2202	3,180,208.34	3,180,208.34	100.00 %	3,180,208.34	3,047,498.20	95.83 %	132,710.14
A-2203	3,683,827.13	3,683,827.13	100.00 %	3,683,827.13	1,817,308.75	49.33 %	1,866,518.38
A-2204	456,360.43	444,491.95	97.40 %	456,360.43	255,247.25	55.93 %	189,244.70
Total	8,743,152.48	8,731,284.00	99.86 %	8,743,152.48	5,980,355.39	68.40 %	2,750,928.61
A-2301	214,956.00	192,562.14	89.58 %	214,956.00	181,287.43	84.34 %	11,274.71
A-2302	10,000.00	8,530.36	85.30 %	10,000.00	5,935.06	59.35 %	2,595.30
A-2303	18,000.00	12,020.00	66.78 %	18,000.00	0.00	0.00 %	12,020.00
A-2304	297,000.00	286,820.16	96.57 %	297,000.00	172,580.26	58.11 %	114,239.90
A-2305	237,188.74	217,034.02	91.50 %	237,188.74	195,549.63	82.44 %	21,484.39
A-2306	240,655.00	240,655.00	100.00 %	240,655.00	103,211.25	42.89 %	137,443.75
A-2307	58,500.00	35,000.00	59.83 %	58,500.00	27,449.00	46.92 %	7,551.00
A-2308	57,500.00	57,500.00	100.00 %	57,500.00	4,596.08	7.99 %	52,903.92
A-2309	429,500.00	428,075.77	99.67 %	429,500.00	126,487.42	29.45 %	301,588.35
A-2310	20,565.94	20,565.94	100.00 %	20,565.94	20,565.94	100.00 %	0.00
A-2311	91,695.08	66,609.66	72.64 %	91,695.08	50,780.80	55.38 %	15,828.86
A-2312	23,140.46	23,134.66	99.97 %	23,140.46	23,134.66	99.97 %	0.00



Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
Total	1,698,701.22	1,588,507.71	81.47 %	1,698,701.22	911,577.53	69.78 %	15,828.86
Total title 2	19,031,841.00	18,686,624.11	98.19 %	19,031,841.00	13,581,010.90	71.36 %	4,444,511.89

Legend. CA= commitment appropriations; PA= payment appropriations; RA= reste à liquider.

Table 21. Detailed budget execution per budget item: funds from title 3 ⁽⁵²⁾

Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
B3-101	352,800.00	258,168.25	73.18 %	560,019.86	517,285.86	92.37 %	43,287.00
B3-102	388,761.30	383,514.77	98.65 %	371,140.84	330,623.07	89.08 %	69,796.90
B3-103	1,492,627.05	1,244,185.07	83.36 %	1,517,297.81	1,057,354.90	69.69 %	644,833.16
Total	2,234,188.35	1,885,868.09	84.41 %	2,448,458.51	1,905,263.83	77.81 %	757,917.06
B3-201	2,629,483.00	2,606,574.64	99.13 %	2,226,670.72	2,114,456.30	94.96 %	1,346,405.50
B3-202	2,821,446.18	2,705,196.62	95.88 %	2,606,196.35	2,409,278.67	92.44 %	1,739,369.69
B3-203	3,066,689.20	3,034,030.67	98.94 %	3,008,021.10	2,800,240.46	93.09 %	576,050.44
Total	8,517,618.38	8,345,801.93	97.98 %	7,840,888.17	7,323,975.43	93.41 %	3,661,825.63
B3-301	78,655,014.27	78,380,683.52	99.65 %	86,072,999.02	85,134,516.72	98.91 %	10,837,302.90
Total	78,655,014.27	78,380,683.52	99.65 %	86,072,999.02	85,134,516.72	98.91 %	10,837,302.90
B3-401	110,700.00	105,651.49	95.44 %	134,865.00	117,313.65	86.99 %	12,315.08
B3-402	63,000.00	52,178.86	82.82 %	83,673.90	55,970.73	66.89 %	17,961.75
Total	173,700.00	157,830.35	90.86 %	218,538.90	173,284.38	79.29 %	30,276.83
B3-501	242,100.00	220,315.17	91.00 %	241,736.40	217,876.27	90.13 %	22,092.00
Total	242,100.00	220,315.17	91.00 %	241,736.40	217,876.27	90.13 %	22,092.00
B3-701	0.00	0.00	0.00 %	0.00	0.00	0.00 %	0.00
Total	0.00	0.00	0.00 %	0.00	0.00	0.00 %	0.00
B3-801	0.00	0.00	0.00 %	0.00	0.00	0.00 %	0.00
Total	0.00	0.00	0.00 %	0.00	0.00	0.00 %	0.00
Total title 3	89,822,621.00	88,990,499.06	99.07 %	96,822,621.00	94,754,916.63	97.86 %	15,309,414.42

Legend. CA= commitment appropriations; PA= payment appropriations; RA= reste à liquider.

Table 22. Amounts recovered in 2024 (C4)

Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-1101	544.85	0.00	0.00 %	544.85	0.00	0.00 %	0.00
A-1103	3,652.80	0.00	0.00 %	3,652.80	0.00	0.00 %	0.00
Total	4,197.65	0.00	0.00 %	4,197.65	0.00	0.00 %	0.00
A-1301	2,626.39	0.00	0.00 %	2,626.39	0.00	0.00 %	0.00
Total	2,626.39	0.00	0.00 %	2,626.39	0.00	0.00 %	0.00

⁽⁵²⁾ In title 3 the EUAA uses differentiated appropriations. Unlike titles 1 and 2 (non-differentiated appropriations), the outstanding commitments (*reste à liquider*, i.e. RAL) in title 3 do not correspond to the difference between the total amount committed and the amount paid, because in title 3 the appropriations are differentiated, hence C1 PA are used to make payments under C8 and C1 commitments

Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-1403	28,121.21	0.00	0.00 %	28,121.21	0.00	0.00 %	0.00
Total	28,121.21	0.00	0.00 %	28,121.21	0.00	0.00 %	0.00
A-1501	170.06	0.00	0.00 %	170.06	0.00	0.00 %	0.00
Total	170.06	0.00	0.00 %	170.06	0.00	0.00 %	0.00
A-1603	3,961.36	0.00	0.00 %	3,961.36	0.00	0.00 %	0.00
Total	3,961.36	0.00	0.00 %	3,961.36	0.00	0.00 %	0.00
A-2204	144.61	0.00	0.00 %	144.61	0.00	0.00 %	0.00
Total	144.61	0.00	0.00 %	144.61	0.00	0.00 %	0.00
B3-301	8,976.50	0.00	0.00 %	8,976.50	0.00	0.00 %	0.00
Total	8,976.50	0.00	0.00 %	8,976.50	0.00	0.00 %	0.00
TOTAL	48,197.78	0.00	0.00 %	48,197.78	0.00	0.00 %	0.00

Legend. CA= commitment appropriations; PA= payment appropriations; RA= reste à liquider.

Table 23. Amounts recovered in previous years (C5)

Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-1301	1,148.48	1,148.48	100.00 %	1,148.48	1,148.48	100.00 %	0.00
Total	1,148.48	1,148.48	100.00 %	1,148.48	1,148.48	100.00 %	0.00
A-1403	51,271.00	51,271.00	100.00 %	51,271.00	51,271.00	100.00 %	0.00
Total	51,271.00	51,271.00	100.00 %	51,271.00	51,271.00	100.00 %	0.00
A-1603	750.00	750.00	100.00 %	750.00	0.00	0.00 %	750.00
Total	750.00	750.00	100.00 %	750.00	0.00	0.00 %	750.00
A-2101	29,730.65	29,730.65	100.00 %	29,730.65	29,730.65	100.00 %	0.00
Total	29,730.65	29,730.65	100.00 %	29,730.65	29,730.65	100.00 %	0.00
A-2022	4,343.80	4,343.80	100.00 %	4,343.80	4,343.80	100.00 %	0.00
Total	4,343.80	4,343.80	100.00 %	4,343.80	4,343.80	100.00 %	0.00
B3-301	18,429.00	18,429.00	100.00 %	18,429.00	18,429.00	100.00 %	0.00
Total	18,429.00	18,429.00	100.00 %	18,429.00	18,429.00	100.00 %	0.00
TOTAL	105,672.93	105,672.93	100.00 %	105,672.93	104,922.93	99.29 %	750.00

Legend. CA= commitment appropriations; PA= payment appropriations; RA= reste à liquider.

Table 24. Automatic carry-overs from previous year/s (C8) in title 1

Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-1201	32,523.82	25,134.00	77.28 %	32,523.82	25,134.00	77.28 %	0.00
Total	32,523.82	25,134.00	77.28 %	32,523.82	25,134.00	77.28 %	0.00
A-1301	493,547.81	386,396.39	78.29 %	493,547.81	386,396.39	78.29 %	0.00
Total	493,547.81	386,396.39	78.29 %	493,547.81	386,396.39	78.29 %	0.00
A-1401	25,980.00	7,791.88	29.99 %	25,980.00	7,791.88	29.99 %	0.00
A-1403	107,049.30	101,494.01	94.81 %	107,049.30	101,494.01	94.81 %	0.00
Total	133,029.30	109,285.89	82.15 %	133,029.30	109,285.89	82.15 %	0.00
A-1501	146,992.60	59,784.05	40.67 %	146,992.60	59,784.05	40.67 %	0.00
Total	146,992.60	59,784.05	40.67 %	146,992.60	59,784.05	40.67 %	0.00



Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-1601	153,162.12	122,515.77	79.99 %	153,162.12	122,515.77	79.99 %	0.00
A-1603	43,952.50	20,580.00	46.82 %	43,952.50	20,580.00	46.82 %	0.00
Total	197,114.62	143,095.77	72.60 %	197,114.62	143,095.77	72.60 %	0.00
TOTAL title1	1,003,208.15	723,696.10	72.14 %	1,003,208.15	723,696.10	72.14 %	0.00

Legend. CA= commitment appropriations; PA= payment appropriations; RA= reste à liquider.

Table 25. Automatic carry-overs from previous year/s (C8) in title 2

Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-2101	457,751.90	350,608.65	76.59 %	457,751.90	350,608.65	76.59 %	0.00
A-2102	196,107.85	169,046.56	86.20 %	196,107.85	169,046.56	86.20 %	0.00
A-2103	1,390,780.02	1,276,339.73	91.77 %	1,390,780.02	1,276,339.73	91.77 %	0.00
A-2104	441,893.15	441,893.15	100.00 %	441,893.15	441,893.15	100.00 %	0.00
Total	2,486,532.92	2,237,888.09	90.00 %	2,486,532.92	2,237,888.09	90.00 %	0.00
A-2201	523,058.77	512,006.57	97.89 %	523,058.77	512,006.57	97.89 %	0.00
A-2202	361,056.86	355,196.80	98.38 %	361,056.86	355,196.80	98.38 %	0.00
A-2203	1,910,831.99	1,866,701.28	97.69 %	1,910,831.99	1,866,701.28	97.69 %	0.00
A-2204	161,858.25	142,926.81	88.30 %	161,858.25	142,926.81	88.30 %	0.00
Total	2,956,805.87	2,876,831.46	97.30 %	2,956,805.87	2,876,831.46	97.30 %	0.00
A-2301	20,044.76	16,102.62	80.33 %	20,044.76	16,102.62	80.33 %	0.00
A-2302	3,271.57	1,242.17	37.97 %	3,271.57	1,242.17	37.97 %	0.00
A-2303	10,040.00	7,855.00	78.24 %	10,040.00	7,855.00	78.24 %	0.00
A-2304	32,178.41	18,339.59	56.99 %	32,178.41	18,339.59	56.99 %	0.00
A-2305	14,383.28	12,467.01	86.68 %	14,383.28	12,467.01	86.68 %	0.00
A-2306	114,436.25	114,436.25	100.00 %	114,436.25	114,436.25	100.00 %	0.00
A-2307	7,995.00	6,583.50	82.35 %	7,995.00	6,583.50	82.35 %	0.00
A-2308	13,000.00	13,000.00	100.00 %	13,000.00	13,000.00	100.00 %	0.00
A-2309	99,331.33	98,506.34	99.17 %	99,331.33	98,506.34	99.17 %	0.00
Total	314,680.60	288,532.48	91.69 %	314,680.60	288,532.48	91.69 %	0.00
A-2311	36,456.73	26,225.66	71.94 %	36,456.73	26,225.66	71.94 %	0.00
A-2312	47,854.58	47,684.86	99.65 %	47,854.58	47,684.86	99.65 %	0.00
Total	84,311.31	73,910.52	87.66 %	84,311.31	73,910.52	87.66 %	0.00
TOTAL title 2	5,842,330.70	5,477,162.55	93.75 %	5,842,330.70	5,477,162.55	93.75 %	0.00

Legend. CA= commitment appropriations; PA= payment appropriations; RA= reste à liquider.

Table 26. Automatic carry-overs from previous year/s (C8) in title 3

Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
B3-101	337,634.25	333,119.61	98.66 %	0.00	0.00	0.00 %	30,715.00



Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
B3-102	29,260.95	16,905.20	57.77 %	0.00	0.00	0.00 %	0.00
B3-103	667,342.00	617,400.68	92.52 %	0.00	0.00	0.00 %	159,397.69
Total	1,034,237.20	967,425.49	93.54 %	0.00	0.00	0.00 %	190,112.69
B3-201	1,004,645.56	971,015.17	96.65 %	0.00	0.00	0.00 %	116,728.01
B3-202	1,780,465.09	1,644,902.63	92.39 %	0.00	0.00	0.00 %	201,450.89
B3-203	435,816.54	343,894.23	78.91 %	0.00	0.00	0.00 %	1,634.00
Total	3,220,927.19	2,959,812.03	91.89 %	0.00	0.00	0.00 %	319,812.90
B3-301	32,066,716.66	30,713,276.02	95.78 %	0.00	0.00	0.00 %	13,122,139.92
Total	32,066,716.66	30,713,276.02	95.78 %	0.00	0.00	0.00 %	13,122,139.92
B3-401	37,267.54	23,977.24	64.34 %	0.00	0.00	0.00 %	0.00
B3-402	24,776.42	21,753.62	87.80 %	0.00	0.00	0.00 %	0.00
Total	62,043.96	45,730.86	73.71 %	0.00	0.00	0.00 %	0.00
B3-501	26,233.50	19,653.10	74.92 %	0.00	0.00	0.00 %	0.00
Total	26,233.50	19,653.10	74.92 %	0.00	0.00	0.00 %	0.00
TOTAL title 3	36,410,158.51	34,705,897.50	95.32 %	0.00	0.00	0.00 %	13,632,065.51

Legend. CA= commitment appropriations; PA= payment appropriations; RA= reste à liquider.

- Funds from associated countries' contributions and external projects (R0)

Table 27. Associated countries' contributions and external projects (R0) in title 1

Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-1301	120,000.00	120,000.00	100.00 %	120,000.00	0.00	0.00 %	120,000.00
Total	120,000.00	120,000.00	100.00 %	120,000.00	0.00	0.00 %	120,000.00
A-1401	10,000.00	8,500.00	85.00 %	10,000.00	0.00	0.00 %	8,500.00
A-1402	20,000.00	720.00	3.60 %	20,000.00	360.00	1.80 %	360.00
A-1403	280,000.00	66,999.92	23.93 %	280,000.00	1,316.00	0.47 %	65,683.92
Total	310,000.00	76,219.92	24.59 %	310,000.00	1,676.00	0.54 %	74,543.92
A-1501	70,000.00	70,000.00	100.00 %	70,000.00	0.00	0.00 %	70,000.00
Total	70,000.00	70,000.00	100.00 %	70,000.00	0.00	0.00 %	70,000.00
A-1601	585,000.00	377,300.00	64.50 %	585,000.00	0.00		377,300.00
A-1603	35,000.00	12,100.00	34.57 %	35,000.00	0.00	0.00 %	12,100.00
Total	620,000.00	389,400.00	62.81 %	620,000.00	0.00	0.00 %	389,400.00
TOTAL title 1	1,120,000.00	655,619.92	58.54 %	1,120,000.00	1,676.00	0.00 %	653,943.92

Legend. CA= commitment appropriations; PA= payment appropriations; RA= reste à liquider.

Table 28. Associated countries' contributions and external projects (R0) in title 2

Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-2101	180,000.00	160,467.81	89.15 %	180,000.00	14,213.48	7.90 %	146,254.33
A-2102	10,000.00		0.00 %	10,000.00	0.00	0.00 %	0.00



Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-2103	250,000.00	149,771.38	59.91 %	250,000.00	3,144.00	1.26 %	146,627.38
A-2104	20,000.00		0.00 %	20,000.00	0.00	0.00 %	0.00
Total	460,000.00	310,239.19	67.44 %	460,000.00	17,357.48	3.77 %	292,881.71
A-2201	150,000.00	0.00	0.00 %	150,000.00	0.00	0.00 %	0.00
A-2202	100,000.00	0.00	0.00 %	100,000.00	0.00	0.00 %	0.00
A-2203	100,000.00		0.00 %	100,000.00	0.00	0.00 %	0.00
A-2204	26,039.08	3,200.00	12.29 %	26,039.08	0.00	0.00 %	3,200.00
Total	376,039.08	3,200.00	0.85 %	376,039.08	0.00	0.00 %	3,200.00
A-2305	20,000.00	6,500.00	32.50 %	20,000.00	0.00	0.00 %	6,500.00
Total	20,000.00	6,500.00	32.50 %	20,000.00	0.00	0.00 %	6,500.00
A-2311	20,000.00	20,000.00	100.00 %	20,000.00	0.00	0.00 %	20,000.00
Total	20,000.00	20,000.00	100.00 %	20,000.00	0.00	0.00 %	20,000.00
TOTAL title 2	876,039.08	339,939.19	38.80 %	876,039.08	17,357.48	0.00 %	322,581.71

Legend. CA= commitment appropriations; PA= payment appropriations; RA= reste à liquider.

Table 29. Associated countries' contributions and external projects (R0) in title 3

Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
B3-101	50,000.00	6,000.00	12.00 %	50,000.00	0.00	0.00 %	6,000.00
B3-102	20,000.00	10,000.00	50.00 %	20,000.00	0.00	0.00 %	10,000.00
B3-103	75,000.00	75,000.00	100.00 %	75,000.00	0.00	0.00 %	75,000.00
Total	145,000.00	91,000.00	62.76 %	145,000.00	0.00	0.00 %	91,000.00
B3-201	25,000.00	0.00	0.00 %	25,000.00	0.00	0.00 %	0.00
B3-202	135,000.00	130,617.00	96.75 %	135,000.00	0.00	0.00 %	130,617.00
B3-203	250,000.00	83,658.12	33.46 %	250,000.00	0.00	0.00 %	83,658.12
Total	410,000.00	214,275.12	52.26 %	410,000.00	0.00	0.00 %	214,275.12
B3-301	19,183,620.06	8,859,625.65	46.18 %	19,183,620.06	2,050,727.91	10.69 %	6,808,897.74
Total	19,183,620.06	8,859,625.65	46.18 %	19,183,620.06	2,050,727.91	10.69 %	6,808,897.74
B3-601	34,626,082.76	0.00	0.00 %	34,626,082.76	0.00	0.00 %	0.00
Total	34,626,082.76	0.00	0.00 %	34,626,082.76	0.00	0.00 %	0.00
TOTAL title 3	54,364,702.82	9,164,900.77	16.86 %	54,364,702.82	2,050,727.91	0.00 %	7,114,172.86

Table 30. Associated countries' contributions and external projects (R0) in title 4

Budget Line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
B4-101	3,448,541.71	1,218,058.79	35.32 %	3,448,541.71	428,877.03	12.44 %	789,181.76
B4-102	3,204,161.47	2,671,996.87	83.39 %	3,204,161.47	1,294,056.82	40.39 %	1,377,940.05
Total	6,652,703.18	3,890,055.66	58.47 %	6,652,703.18	1,722,933.85	25.90 %	2,167,121.81

Legend. CA= commitment appropriations; PA= payment appropriations; RA= reste à liquider.

c) List of budget transfers per quarter



Table 31. List of budget transfers in the first quarter of 2024

Date	Budget Line	Fund source	CA (€)	PA (€)
15/1/2024	A01101	C1	- 800 000	- 800 000
	A01301	C1	800 000	800 000

Legend. CA= commitment appropriations; PA= payment appropriations.

Table 32. List of budget transfers in the second quarter of 2024

Date	Budget Line	Fund source	CA (€)	PA (€)
29/5/2024	A01601	R0	585 000	585 000
	B03601	R0	- 585 000	- 585 000
29/5/2024	A01101	C1	- 1 197 600	- 1 197 600
	A01103	C1	- 163 000	- 163 000
	A01104	C1	119 000	119 000
	A01201	C1	- 75 000	- 75 000
	A01403	C1	46 600	46 600
	A01601	C1	1 300 000	1 300 000
	A01603	C1	- 30 000	- 30 000
	A02101	C1	- 265 000	- 265 000
	A02102	C1	- 139 000	- 139 000
	A02103	C1	- 453 000	- 453 000
	A02104	C1	- 192 000	- 192 000
	A02201	C1	- 445 000	- 445 000
	A02202	C1	421 000	421 000
	A02203	C1	1 568 000	1 568 000
	A02204	C1	- 116 000	- 116 000
	A02304	C1	90 000	90 000
	A02305	C1	3 000	3 000
	A02306	C1	- 356 000	- 356 000
	A02307	C1	- 45 000	- 45 000
	A02308	C1	29 000	29 000
	A02311	C1	- 61 000	- 61 000
	A02312	C1	- 39 000	- 39 000
	B03101	C1	0	85 000
	B03102	C1	0	- 85 000

Legend. CA= commitment appropriations; PA= payment appropriations.

**Table 33.** List of budget transfers in the third quarter of 2024

Date	Budget Line	Fund source	CA (€)	PA (€)
12/7/2024	A01301	R0	20 000	20 000
	A01403	R0	20 000	20 000
	A01501	R0	20 000	20 000
	A01603	R0	10 000	10 000
	A02101	R0	180 000	180 000
	A02103	R0	100 000	100 000
	B03103	R0	75 000	75 000
	B03201	R0	25 000	25 000
	B03202	R0	65 000	65 000
	B03301	R0	7 600 000	7 600 000
	B03601	R0	- 8 115 000	- 8 115 000
12/7/2024	A01101	C1	- 205 400	- 205 400
	A01102	C1	900 000	900 000
	A01103	C1	- 95 000	- 95 000
	A01104	C1	- 88 000	- 88 000
	A01201	C1	- 1 795	- 1 795
	A01401	C1	19 000	19 000
	A01402	C1	- 214 293	- 214 293
	A01403	C1	- 55 000	- 55 000
	A01501	C1	- 77 700	- 77 700
	A01601	C1	- 51 627	- 51 627
	A01602	C1	- 71 185	- 71 185
	A01603	C1	- 45 000	- 45 000
	A01701	C1	- 14 000	- 14 000
	A02101	C1	24 987	24 987
	A02102	C1	- 26 000	- 26 000
	A02201	C1	383 000	383 000
	A02202	C1	- 22 800	- 22 800
	A02203	C1	- 3 800	- 3 800
	A02204	C1	- 84 000	- 84 000
	A02301	C1	- 25 000	- 25 000
	A02303	C1	- 40 000	- 40 000
	A02304	C1	- 7 000	- 7 000



Date	Budget Line	Fund source	CA (€)	PA (€)
	A02305	C1	- 147 560	- 147 560
	A02306	C1	- 50 000	- 50 000
	A02309	C1	1 500	1 500
	A02310	C1	- 19 434	- 19 434
	A02311	C1	20 000	20 000
	A02312	C1	- 3 893	- 3 893
	B03401	C1	0	- 11 000
	B03402	C1	0	20 600
	B03501	C1	0	- 9 600

Legend. CA= commitment appropriations; PA= payment appropriations.

Table 34. List of budget transfers in the fourth quarter of 2024

Date	Budget Line	Fund source	CA (€)	PA (€)
9/10/2024	A01102	C1	482 079	482 079
	A01103	C1	- 36 000	- 36 000
	A01104	C1	- 1 130	- 1 130
	A01401	C1	- 60 000	- 60 000
	A01402	C1	- 48 710	- 48 710
	A01601	C1	- 332 998	- 332 998
	A01602	C1	- 3 001	- 3 001
	A01701	C1	- 241	- 241
	A02101	C1	690 443	690 443
	A02102	C1	114 366	114 366
	A02103	C1	146 000	146 000
	A02104	C1	53 000	53 000
	A02201	C1	- 512 452	- 512 452
	A02202	C1	- 64 719	- 64 719
	A02203	C1	- 318 638	- 318 638
	A02204	C1	20 862	20 862
	A02301	C1	11 000	11 000
	A02304	C1	- 13 000	- 13 000
	A02305	C1	4 000	4 000
	A02306	C1	- 16 745	- 16 745
	A02307	C1	- 70 000	- 70 000



Date	Budget Line	Fund source	CA (€)	PA (€)
	A02309	C1	- 39 000	- 39 000
	A02311	C1	- 5 117	- 5 117
	B03101	C1	71 000	30 380
	B03102	C1	12 000	- 32 859
	B03103	C1	- 225 712	- 132 114
	B03201	C1	- 310 517	- 283 080
	B03202	C1	204 568	- 639 215
	B03203	C1	113 661	- 158 765
	B03301	C1	0	1 079 220
	B03401	C1	- 2 000	- 2 135
	B03402	C1	0	2 371
	B03501	C1	137 000	136 196
29/10/2024	A01301	R0	100 000	100 000
	A01401	R0	10 000	10 000
	A01402	R0	20 000	20 000
	A01403	R0	260 000	260 000
	A01501	R0	50 000	50 000
	A01603	R0	25 000	25 000
	A02102	R0	10 000	10 000
	A02103	R0	150 000	150 000
	A02104	R0	20 000	20 000
	A02201	R0	150 000	150 000
	A02202	R0	100 000	100 000
	A02203	R0	100 000	100 000
	A02204	R0	20 000	20 000
	A02305	R0	20 000	20 000
	A02311	R0	20 000	20 000
	B03101	R0	50 000	50 000
	B03102	R0	20 000	20 000
	B03202	R0	70 000	70 000
	B03203	R0	250 000	250 000
	B03601	R0	- 1 445 000	- 1 445 000
29/10/2024	A01101	C1	1 390 772	1 390 772
	A01103	C1	- 19 000	- 19 000





Date	Budget Line	Fund source	CA (€)	PA (€)
	A01402	C1	- 1 400	- 1 400
	A01403	C1	40 000	40 000
	A02101	C1	- 698 543	- 698 543
	A02102	C1	- 116 365	- 116 365
	A02201	C1	- 110 000	- 110 000
	A02202	C1	- 90 000	- 90 000
	A02204	C1	- 10 000	- 10 000
	B03202	C1	- 35 464	- 35 464
	B03203	C1	- 350 000	- 350 000
27/11/2024	A01101	C1	1 620 000	1 620 000
	A01102	C1	655 000	655 000
	A01103	C1	- 1 650	- 1 650
	A01201	C1	- 37 434	- 37 434
	A01301	C1	- 516 876	- 516 876
	A01401	C1	- 5 050	- 5 050
	A01402	C1	- 1 480	- 1 480
	A01403	C1	- 19 000	- 19 000
	A01501	C1	- 56 484	- 56 484
	A01701	C1	- 1 155	- 1 155
	A02102	C1	- 51 569	- 51 569
	A02104	C1	- 9 398	- 9 398
	A02201	C1	- 20 000	- 20 000
	A02204	C1	- 4 501	- 4 501
	A02301	C1	- 23 884	- 23 884
	A02303	C1	- 2 000	- 2 000
	A02304	C1	- 33 000	- 33 000
	A02305	C1	- 22 251	- 22 251
	A02307	C1	- 6 500	- 6 500
	A02308	C1	- 1 500	- 1 500
	A02309	C1	- 13 000	- 13 000
	A02311	C1	- 10 188	- 10 188
	A02312	C1	- 1	- 1
	B03101	C1	- 39 200	- 45 360.39
	B03102	C1	- 28 238.70	0





Date	Budget Line	Fund source	CA (€)	PA (€)
	B03103	C1	- 177 229	- 168 589
	B03201	C1	0	- 200 000
	B03202	C1	- 289 280	0
	B03203	C1	- 197 194	- 50 000
	B03301	C1	- 660 736	- 925 971
	B03401	C1	- 12 300	- 12 000
	B03402	C1	- 7 000	- 9 297
	B03501	C1	- 26 900	- 26 859.60
13/12/2024	A01101	C1	- 15 949	- 15 949
	A01102	C1	- 4 615	- 4 615
	A01201	C1	- 5 000	- 5 000
	A01301	C1	- 80 000	- 80 000
	A01403	C1	99 286	99 286
	A01501	C1	75 061	75 061
	A01601	C1	220 000	220 000
	A01701	C1	- 2 370	- 2 370
	A02102	C1	- 39 534	- 39 534
	A02201	C1	25 368	25 368
	A02202	C1	36 727	36 727
	A02203	C1	- 22 562	- 22 562
	B03103	C1	- 102 432	0
	B03201	C1	0	- 230 249
	B03202	C1	- 101 253	0
	B03203	C1	- 82 728	- 56 164
13/12/2024	B03301	R0	5 000 000	5 000 000
	B03601	R0	- 5 000 000	- 5 000 000

Legend. CA= commitment appropriations; PA= payment appropriations.

d) Interest paid by the EUAA for late payments to suppliers in 2024

Table 35. Interest paid by the EUAA for late payments in 2024

Late payments	Interest paid (€)
4	5 830



Annex IV. Establishment plan and additional information on human resources management

Table 36. Information on recruitment grade/function group for each type of post

Key functions	Type of contract	Grade of recruitment	General role*
Executive Director– level 1	TA	AD 14	Operational
Deputy Executive Director–level 2	TA	AD 13	Operational
Senior advisor to the Executive Director	TA	AD 12	Operational
Head of centre–level 3	TA	AD 12	Operational/administrative
Fundamental rights officer	TA	AD 10	Operational
Head of unit–level 4	TA	AD 10	Operational/Administrative/Neutral
Head of sector–level 5	TA	AD 8	Operational/Administrative/Neutral
Liaison officer	TA	AD 8	Operational
Data protection officer	TA	AD 8	Administrative
Accounting officer	TA	AD 8	Neutral
Senior officer	TA	AD 7	Operational/Administrative/Neutral
Officer	TA/CA	AD 5–AD 6/ FG IV	Operational/Administrative/Neutral
Senior assistant	TA	AST 5	Operational/Administrative/Neutral
Assistant	TA/CA	AST 1-AST 4/ FG II-FG III	Operational/Administrative/Neutral

Legend. TA= temporary agent; AD= administrator function group; AST= assistant function group; CA= contract agent; FG= function group.

* With reference to the three screening types (administrative support and coordination, operational, neutral) referred to in the Commission's methodology for agencies' job screening (2014).

Table 37. Job screening/benchmarking against previous year's results**

Job type (sub) category	2023 (%)	2024 (%)
Administrative support and coordination	12 %	17 %
Administrative support	10 %	16 %
Coordination	2 %	1 %
Operational	81 %	75 %
Top level operational coordination	2 %	2 %
Programme management and implementation	74 %	67 %
Evaluation and impact assessment	0 %	0 %
General operational	5 %	6 %



Job type (sub) category	2023 (%)	2024 (%)
Neutral	7 %	8 %
Finance/control	7 %	8 %
Linguistics	0 %	0 %
Total	100 %	100 %

** Table compiled according to the Commission's methodology for agencies' job screening (2014)





Annex V. Human and financial resources by activity

Table 38. Human and financial resources in 2024

EUAA area of activity (single programming document's reference number)	Human resources 2024					Financial resources (C1) In €
	AD	AST	CA	SNE	Total	
2.1. Operational support	34	20	52	1	107	80 615 284.08
2.1.1. Operational and technical assistance	24	14	37	0	75	74 175 528.21
2.1.2. Resettlement and humanitarian admission	2	0	1	1	4	2 234 600.56
2.1.3. Preparedness, programming of operations, operational deployment and quality	8	6	14	0	28	4 205 155.31
2.3. Training and professional development	34	13	7	1	55	2 606 574.64
2.3.1. Design and development of the European asylum curriculum	15	7	2	1	25	1 925 986.96
2.3.2. Delivery of the EUAA training	11	4	0	0	15	229 922.08
2.3.3. Implementation of the training quality assurance framework	6	2	2	0	10	237 283.72
2.3.4. Implementing a user-centred Learning Technology Ecosystem (LTE)	2	0	3	0	5	213 381.88
2.4. Asylum knowledge	65	27	19	1	112	4 811 379.88
2.4.1. Country of origin information and country guidance	18	10	8	1	37	1 244 185.07
2.4.2. Situational awareness	16	9	4	0	29	641 683.02
2.4.3. Asylum and reception cooperation and guidance	26	7	6	0	39	2 705 196.62
2.4.4. Monitoring the operational and technical application of the CEAS	5	1	1	0	7	220 315.17
2.5. Protection of fundamental rights	2	1	1	0	4	0
2.6. Horizontal activities	14	3	1	0	18	957 260.46
2.6.1. European and international cooperation	14	3	1	0	18	957 260.46
TOTAL operational (title 3)	149	64	80	3	296	88 990 499.06
Resources allocated to administrative and other governance and horizontal activities (title 1 and title 2)	66	57	64	1	188	74 313 326.00
TOTAL EU subsidy (titles 1, 2, 3)	215	121	144	4	484	163 303 825.06



EUAA area of activity (single programming document's reference number)	Human resources 2024					Financial resources (C1) In €
	AD	AST	CA	SNE	Total	
Ad hoc grants - external assigned revenue (title 4)	0	0	14	0	14	3 890 055.66
GRAND TOTAL	215	121	158	4	498	167 193 880.72

Legend. AD= temporary staff, administrator function group; AST= temporary staff, assistant function group; CA= contract agents; SNE= seconded national experts; C1= Subsidy from the EU budget.



Annex VI. Contribution, grant and service-level agreements

Table 39. Contribution agreements implemented in 2024

Title of the agreement	General information					Financial and human resource impacts				
	Date of signature	Amount (€)	Duration	Counterpart	Short description	Resources	2023		2024	
Voluntary financial contributions from Member States										
Voluntary and earmarked contributions to the roadmap for cooperation with Egypt	18 December 2020	282 316	36 months + no cost extension till January 2024	Denmark	Roadmap for cooperation between the EUAA and Egypt	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							175 553	121 551	38 437	38 437
						No of contract agents	1		1	
						No of SNEs	0		0	
Voluntary and earmarked contribution to the EUAA regional pilot project for North Africa and Niger	3 September 2020	550 000	36 months + 3 months reporting period, extended until 30 June 2025	Czechia	Regional pilot capacity building project for North Africa and Niger	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							624 687	115 281	509 407	236 970
	16 December 2020	551 216	Denmark	No of contract agents	3		4			
				No of SNEs	0		0			
Agreement between the EUAA and the MFA of Denmark on the EUAA Regional Protection Project for the Southern	27 November 2024	3 015 465 (22.5 million Danish Khroner)	60 months	Denmark	Regional Protection Project for the Southern Neighbourhood	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							0	0	0	0
						No of contract agents	0		0	
						No of SNEs	0		0	





Neighbourhood								
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Title of the agreement	General information					Financial and human resource impacts					
	Date of signature	Amount (€)	Duration	Counterpart	Short description	Resources	2023		2024		
Contribution agreements											
Implementing the EUAA-Egypt cooperation	23 November 2023	1 500 000	36 months	European Commission, DG NEAR	Enhancing the protection space for asylum-seekers and refugees in Egypt	Amount	CA (€)	PA (€)	CA (€)	PA (€)	
							198 000	0	670 215	153 470	
						No of contract agents	0		3		
						No of SNEs	0		0		
EU Regional Support to the Western Balkans - Phase III	24 June 2022	6 000 000	47 months	European Commission, DG NEAR	Support to protection-sensitive migration management in the Western Balkans	Amount	CA (€)	PA (€)	CA (€)	PA (€)	
							2 413 681	785 078	2 671 997	1 294 057	
						No of contract agents	5		8		
						No of SNEs	0		0		
TOTAL (voluntary contributions from Member States + contribution agreements)						Amount	CA (€)	PA (€)	CA (€)	PA (€)	
							3 411 921	1 021 910	3 890 056	1 722 934	
						No of contract agents		9		16	
						No of SNEs		0		0	

Legend. CA = commitment appropriations; PA = payment appropriations; SNE = seconded national experts.





Table 40. Service-level agreements in 2024

Title of the agreement	General information					Financial and human resource impacts				
	Date of signature	Total amount (€)	Duration	Counterpart	Short description	Resources	2023		2024	
Service-level agreements										
Administrative assistance for the recruitment of trainees	28 September 2021; amended on 22 November 2022	NA	Indefinite	Directorate-General Education, Youth, Sport and Culture (Traineeships Office)	Administrative assistance (including financial)	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							72 385	72 385	139 870	139 870
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Provision of conference interpretation services for meetings	15 September 2022	NA	Automatically renewed on annual basis	Directorate-General Interpretation	Provision of conference interpretation services for meetings	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							0	0	0	0
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Publications Office services	6 August 2018	NA	Indefinite	Publications Office of the European Union	Use of services by the Publications Office of the European Union	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							538 890	343 321	358 032	177 457
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Staff selection services	18 June 2010	NA	Automatically renewed on annual basis	European Personnel Selection Office (EPSO)	Staff selection service support	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							0	0	0	0
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Translation services		NA				Amount	CA (€)	PA (€)	CA (€)	PA (€)





Title of the agreement	General information					Financial and human resource impacts				
	Date of signature	Total amount (€)	Duration	Counterpart	Short description	Resources	2023		2024	
Service-level agreements										
	10 February 2012; amended on 30 November 2016		Automatically renewed on annual basis	Translation Centre	Translation and other language services		4 105 788	2 926 242	2 760 967	1 482 682
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
SLA between DG HR and EASO for different services	22 December 2017; latest amendment on 19 January 2023	NA	Automatically renewed on annual basis	Directorate-General for Human Resources	Sysper; learning and development, medical services, social support service for pensioners and disability matters; security clearance, access badges and parking permits; complaints/ inquiries/ IDOC Helpdesk	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							315 721	314 862	308 493	288 493
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Service-level agreement between Directorate-General Human Resources and EASO	6 March 2020	NA	Automatically renewed on annual basis	Directorate-General for Human Resources	Production of EU <i>laissez passer</i>	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							23 000	14 447	22 141	0
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
DG Budget's catalogue of services	14 January 2020.	NA			DG Budget's catalogue of	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							188 000	188 000	215 000	215 000



Title of the agreement	General information					Financial and human resource impacts				
	Date of signature	Total amount (€)	Duration	Counterpart	Short description	Resources	2023		2024	
Service-level agreements										
			Automatically renewed on annual basis	Directorate-General for Budget	services related to the ABAC system (ABAC maintenance)	No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Organisation of courses	11 February 2011	NA	Indefinite	European Administrative School (EuSA)	Offer and organisation of courses	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							7 235	7 235	4 180	4 180
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Shared support office of the EU Agencies Network	6 March 2018	NA	Automatically renewed on annual basis	European Food Safety Authority	Costs of the shared support office of the EU Agencies Network	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							27 864	27 864	20 566	20 566
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Entitlements for employees	28 January 2019; amended on 7 October 2023	NA		Paymaster Office	Paymaster’s Office services regarding entitlements of employees	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							353 064	353 064	297 262	297 262
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Global Service-level agreement	21 March 2019; latest amendment on 29 August 2024		Automatically renewed on annual basis	Directorate-General for Informatics	ICT services (ICT Procurement, E-Procurement, Cloud Brokering, IT hosting of ABAC, ABAC	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							440 691	440 691	793 042	793 042
						No of contract agents	NA		NA	



Title of the agreement	General information					Financial and human resource impacts				
	Date of signature	Total amount (€)	Duration	Counterpart	Short description	Resources	2023		2024	
Service-level agreements										
					Assets, RACHEL services, CERT-EU Services)	No of SNEs	NA		NA	
eGrants	30 July 2024		Automatically renewed on annual basis	Directorate-General for Informatics and Directorate General for Research and Innovation	eGrants Suite	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							NA	NA	22 400	0
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Service-level agreement between the EUAA and the EIT	19 December 2024		The maximum duration of this SLA is 9 years, from 01/01/2025 until 31/12/2033	European Institute of Innovation and Technology (EIT)	Provision of Brussels Liaison Office	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							NA	NA	0	0
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
TOTAL service-level agreements						Amount	CA (€)	PA (€)	CA (€)	PA (€)
							6 072 638	4 688 111	4 919 553	3 418 552
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	

Legend. CA = commitment appropriations; PA = payment appropriations; SNE = seconded national experts.





Annex VII. Environment management

In May 2024, the Executive Director and senior management agreed to commit to the charter on the reduction of greenhouse gas emissions and responsible environmental management, adopted by the EU Agencies Network (EUAN).

In doing so, the Agency decided to create an internal environmental management framework that would enable the Agency to deliver on the 11 points in the charter by 2030. Preparatory steps were undertaken to select the required resources that would lead and support a project to be launched in 2025, laying down the foundations for the Agency's efforts in promoting sustainability and responsible environmental management. Moreover, the EUAA continued to participate in the EUAN's Greening Network, and particularly in the working group on greenhouse gas calculation, in order to build internal knowledge in preparation for the project.

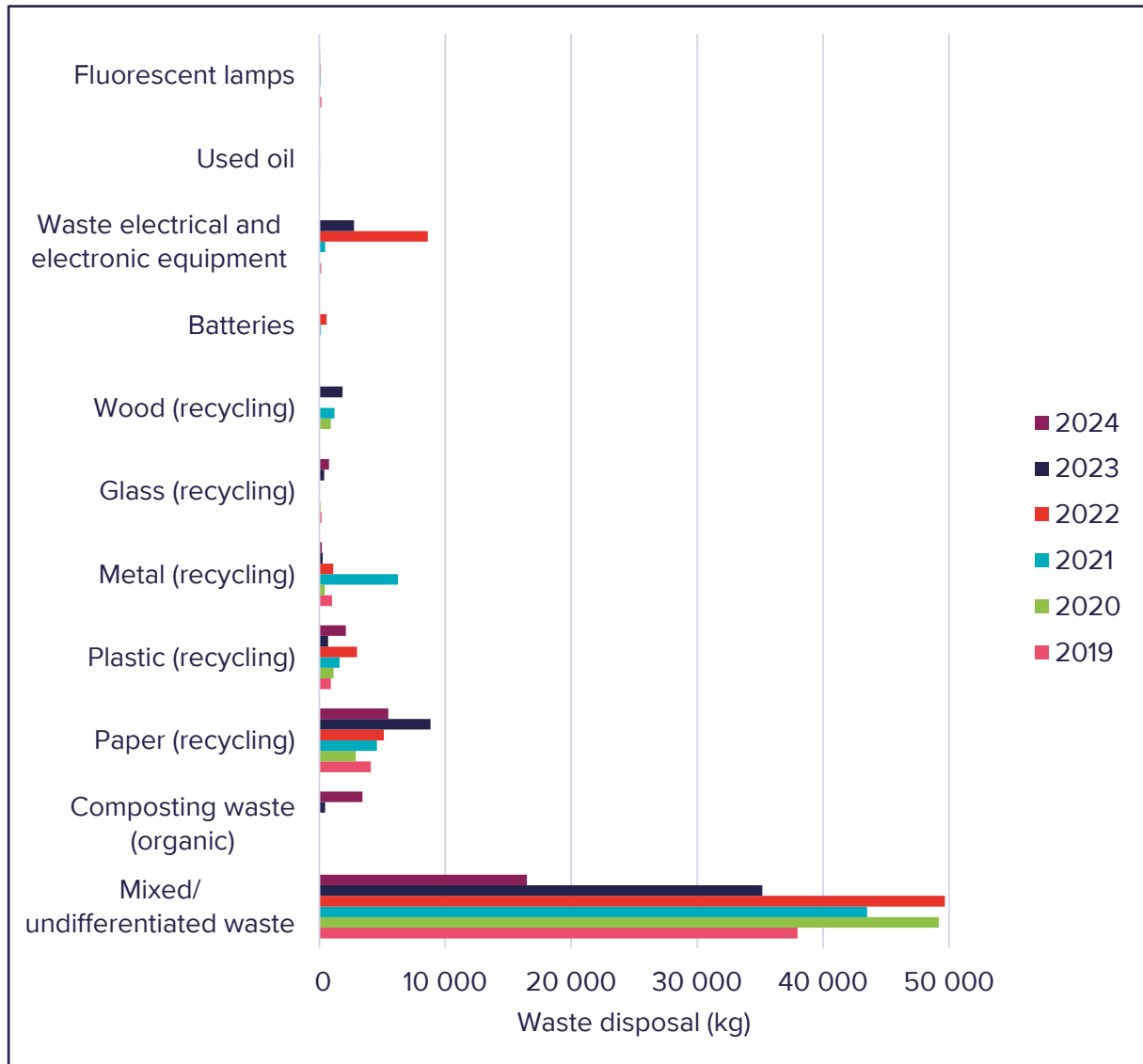
During 2024, the Agency maintained its focus on five of the seven areas previously identified in the [single programming document 2023–2025](#), for the improvement of its environmental management performance. The EUAA registered further progress in managing its waste, reducing energy use, moving towards green procurement, reducing mission travel and offsetting the carbon footprint.

Managing waste

A significant improvement from 2023 was registered in 2024. The Agency successfully reduced its municipal (mixed and undifferentiated) waste by 53 %, when compared with 2023 (from 35 170 kg to 16 470 kg). Separation of compostable waste resulted in an increase of 647 %, compared to 2023 (from 460 kg to 3 435 kg). The amounts of separated plastics and glass increased by 200 % and 104 %, respectively, compared with 2023. This demonstrates a positive trend in waste separation, as well as an overall 44 % reduction in total waste generated, compared with 2023.



Figure 17. Annual waste disposal (in kg) at the EUAA headquarters from 2019 to 2024

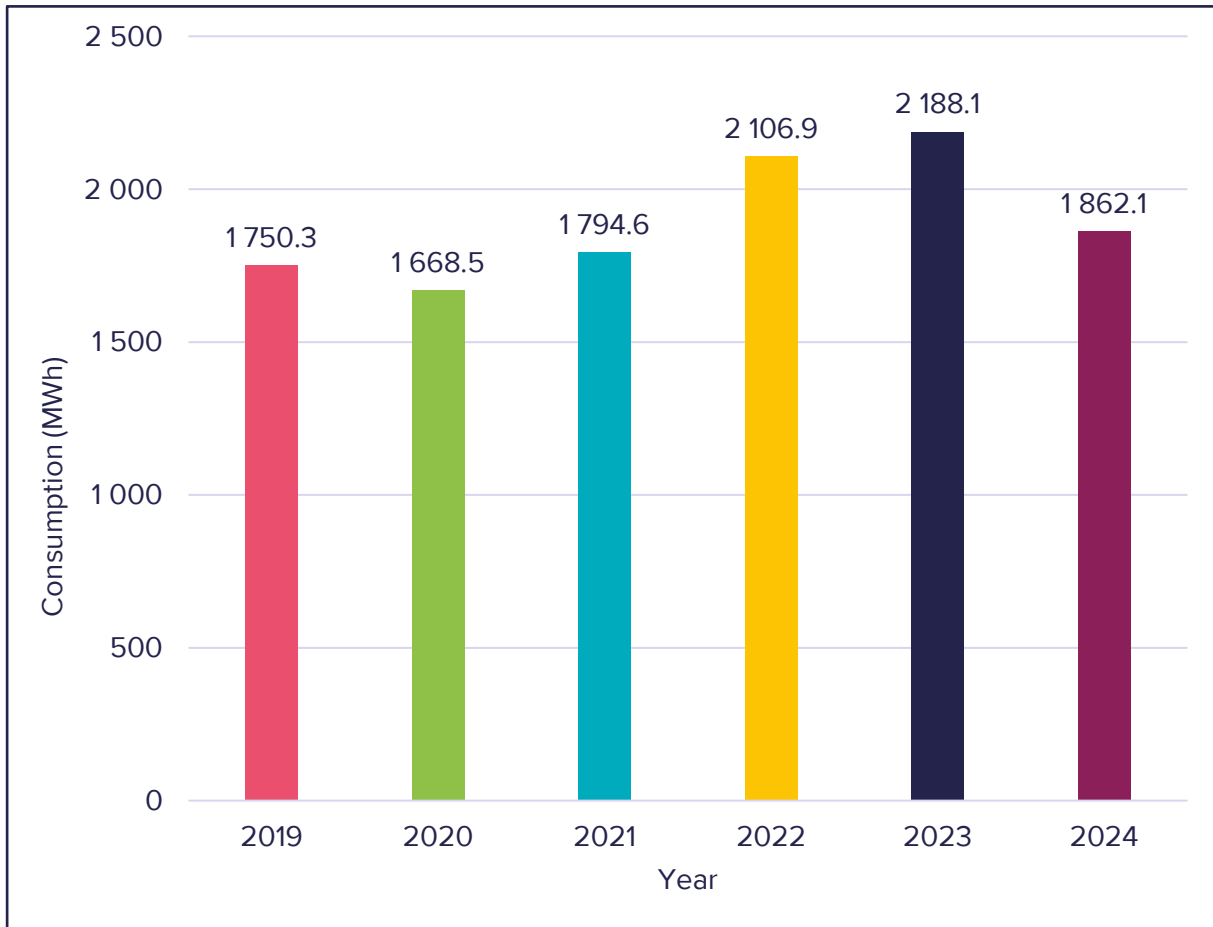


Reducing energy use

In 2024, the Agency continued on its path of decreasing its energy consumption at the headquarters by 15 %, compared with 2023 (from 2 188 MWh to 1 862 MWh). (It should be noted that the total consumption figures for 2021 and 2023 have been adjusted compared with those reported in the 2023 CAAR, following internal validation of the historical data.)



Figure 18. Annual electricity consumption (in MWh) at the EUAA headquarters between 2019 and 2024



Moving towards green procurement

In 2024, the Agency launched a total of 53 procurement procedures, with 8 % of them including green criteria and requirements in the technical specifications.

Reducing mission travel

In 2024, the Agency reduced staff and temporary agency workers' travel by 25 %, when compared to 2023 (from 6.67 million km to 5.02 million km), thus falling just below the 2019 (pre-COVID) baseline figure.



Figure 19. Annual distance travelled (in km) in staff and temporary agency workers' missions between 2019 and 2024



Offsetting the carbon footprint

The Agency participated in EUAN Greening Network activities informing EU agencies on schemes that could be used to compensate for remaining unavoidable greenhouse gas emissions. As common EU standards for certification of high-quality carbon removal through certified carbon removal schemes are still not yet in place, the topic is being monitored and an informed management decision will be made, once there is more certainty.



Annex VIII. Final annual accounts

The Agency's final annual accounts for the year 2024 are available, following their approval by the Management Board, on the Agency's website at [Governance and Internal Control | European Union Agency for Asylum](#).





Annex IX. Register of deficiencies and corrective action plan

The Agency's register of deficiencies and corrective action plan is available on the EUAA's website at this [link](#).





Annex X. Internal control monitoring criteria results for 2024

The Agency's internal control monitoring criteria results for 2024 are available on the EUAA's website at this [link](#).



