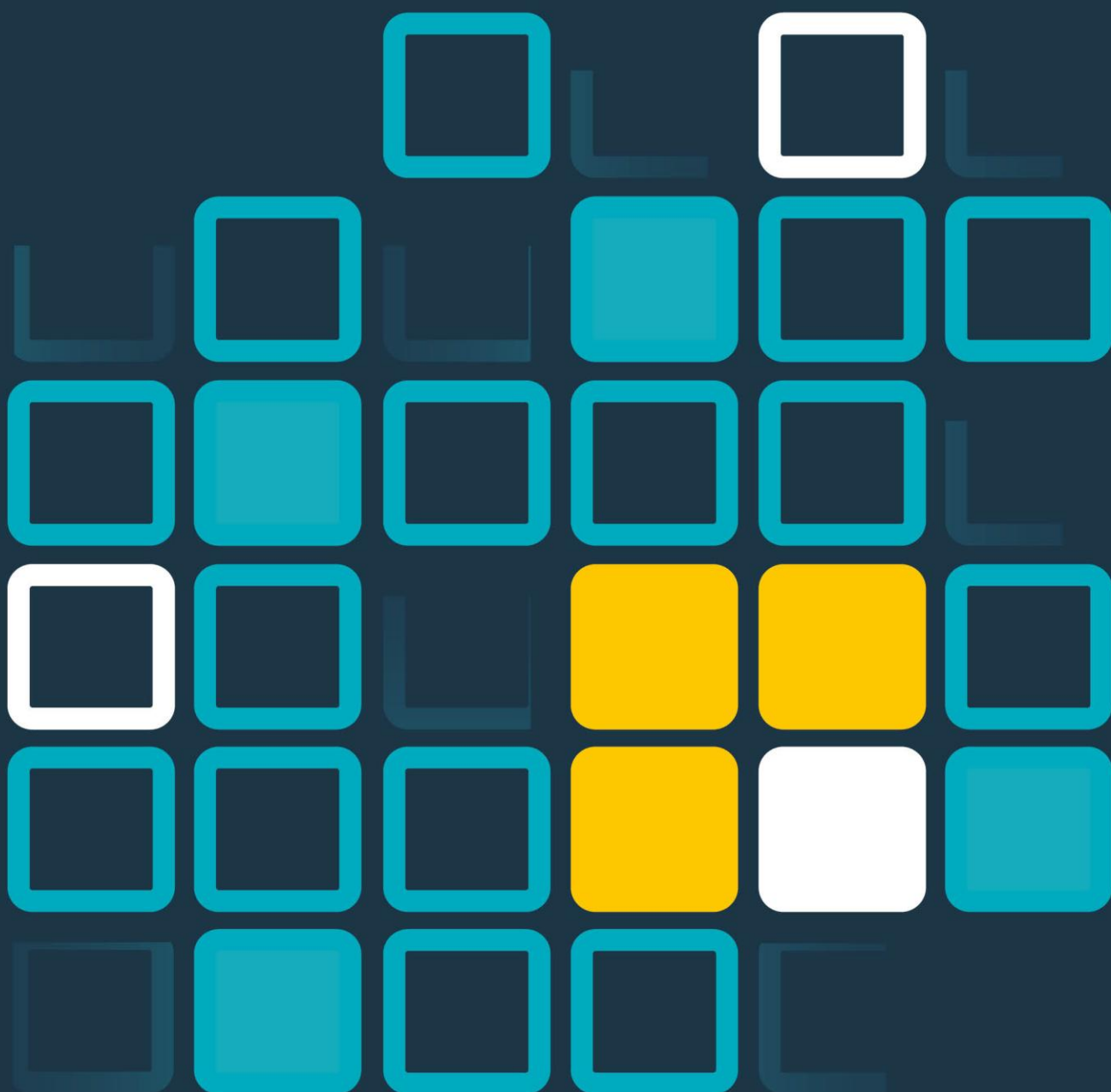


EUAA Single Programming Document

2026 - 2028

Amendment 1



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

2026–2028 Multiannual Programming

2026 Work Programme

Amendment 1

30 September 2026



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Notes on the 2026–2028 SPD, Amendment 1

The 2026–2028 SPD, including the 2026 work programme and 2026 budget, was written based on the guidelines issued by the European Commission on 20 April 2020 [C (2020) 2297 final]¹.

Amendment 1 to the SPD 2026-2028 reflects the budget amendment resulting from the mid-year budget review. It also introduces targeted updates to enhance transparency and take account of developments since the adoption of the SPD 2026-2028 in September 2025, including the revised internal organisational structure approved by the EUAA Management Board in its Decision of 12 March 2026.

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



List of abbreviations

Term	Definition
AD	Administrator
AMIF	Asylum, Migration and Integration Fund
AST	Assistant
CA	Contract agent
CEAS	Common European Asylum System
CEPOL	European Union Agency for Law Enforcement Training
COI	Country of origin information
DG HOME	European Commission's Directorate-General for Migration and Home Affairs
DG ENEST	European Commission's Directorate-General for Enlargement and Eastern Neighbourhood
DG MENA	European Commission's Directorate-General for the Middle East, North Africa and the Gulf
EAC	European asylum curriculum
EEA	European Economic Area
EFTA	European Free Trade Agreement
EMAS	Emergency assistance grant scheme
EU	European Union
EUAA	European Union Agency for Asylum
EUAA Regulation	Regulation (EU) 2021/2303 of the European Parliament and of the Council of 15 December 2021 on the European Union Agency for Asylum and repealing Regulation (EU) No 439/2010
EUAN	European Union Agencies Network
Europol	European Union Agency for Law Enforcement Cooperation
EU+ countries	Member States of the European Union plus Iceland, Liechtenstein, Norway and Switzerland
eu-LISA	European Union Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
FRA	European Union Agency for Fundamental Rights
Frontex	European Border and Coast Guard Agency
FFR	Framework Financial Regulation
FTE	Full-time equivalent
ICT	Information and communications technology
IOM	International Organization for Migration
IPA	Instrument for Pre-accession Assistance
MedCOI	Medical country of origin information
Member States	Member States of the European Union
MENA	Middle East and North Africa
NA	Not applicable
NDICI	Neighbourhood, Development and International Cooperation Instrument
No	Number
p.m.	Pro memoria (indicates that budget may eventually be allocated).
SNE	Seconded national expert
SPD	Single programming document
TA	Temporary agent
TBD	To be defined
UNHCR	United Nations High Commissioner for Refugees

Foreword

The adoption of the Pact on Migration and Asylum in May 2024 marked a milestone in the evolution of the Common European Asylum System (CEAS), while also significantly impacting the work of the European Union Agency for Asylum (EUAA). The Agency has been actively supporting EU+ countries in updating and optimising their protection responses in preparation for the application of the new legislative instruments as of mid-2026.



The EUAA plays an important role in delivering the Pact and ensuring its implementation. This is accomplished through delivering tools and services envisaged by the new legislation, assisting the Commission in preparatory activities and, following Member States' requests, assisting with their national implementation plans. Significant progress has been made both at EU level and by individual Member States, particularly at a technical level. However, there are still challenges to be addressed to ensure that the EU's new migration management system is fully operational in June 2026, including sustained political engagement and ownership at national level in order to address the identified challenges effectively.

Looking ahead to 2026 and beyond, our primary focus will continue to be on supporting national authorities to implement the preparations necessary in relation to the Pact, as well as delivering on the new responsibilities assigned to us by the Pact. The Agency will also continue to aim for higher levels of convergence in both asylum practices and reception standards. This effort is crucial for ensuring harmonised treatment of asylum seekers across the Union, with the Pact giving us an opportunity to progress further.

A key achievement in 2025 was the Agency's first State of Asylum Conference, which brought together high-level policymakers, EU institutions, international organisations and experts to discuss the latest developments and challenges in the area of international protection and migration in the EU. We plan to organise a second conference in 2026 to further explore and debate topical aspects of our area of activity.

After becoming a formal qualifications provider in late 2024, the EUAA Academy is now welcoming national officials from all over the EU+ in its dedicated training centre, where they receive internationally recognised training in asylum and reception matters. In doing so, they strengthen their knowledge in the EU's asylum and reception laws and are better prepared to identify those in genuine need of international protection, while safeguarding their protection systems.



Following the first two pilot exercises in 2025 for the monitoring of the operational and technical application of the CEAS that set into action the Agency's monitoring mechanism, we will be working with all Member States to review the monitoring methodology before proceeding with the next exercises in the first five-year programme.

Notwithstanding the high priority activities to be delivered in 2026 and beyond, the EUAA will continue providing essential operational, technical and training support to the EU+ Member States and cooperating with partner countries outside the EU. The current geopolitical situation at Europe's borders and further afield is not likely to improve in the near future and will continue to create a demand for support, fifteen years after the Agency became fully operational.

Nina Gregori

Executive Director
European Union Agency for Asylum



Mission statement

Vision

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

Mission

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

The European Union Agency for Asylum (EUAA)'s values outline the guiding principles that govern all its activities.

Key value	Definition
<i>Support</i>	Provide support for Member States and stakeholders.
<i>Knowledge and know-how</i>	Expertise in the rules and legal obligations which form the CEAS.
<i>Responsiveness and preparedness</i>	Responsive to and prepared for the challenges and changing needs of Member States in properly managing their asylum and reception services.
<i>Responsibility</i>	Responsible towards stakeholders with the end goal to support those in need of protection, in line with the values the EU is founded upon.
<i>Resilience</i>	A resilient and future-proof CEAS which is able to adapt, ensuring respect for fundamental rights and protection and to meet the requirements of the Pact on Migration and Asylum.
<i>Efficiency</i>	Responsible and effective use of public resources, both within the Agency and in the implementation of the Pact on Migration and Asylum and the CEAS in general.
<i>Evidence-based input</i>	The Agency bases its support on facts and figures, performs research in an independent way using approved methodologies and gains insights from external experts.

Legal mandate and tasks

In January 2022, Regulation (EU) 2021/2303 of the European Parliament and of the Council on the European Union Agency for Asylum² (the EUAA Regulation) entered into force, replacing Regulation 439/2010³ and establishing the EUAA as a fully-fledged agency with a broadened and enhanced mandate in the area of asylum.

As a centre of expertise on asylum, the EUAA is to contribute to efficient and uniform application of the Union law on asylum in a manner that fully respects fundamental rights. To this end it contributes to facilitating the implementation and improving the functioning of the CEAS.

Objectives of the EUAA⁴

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

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

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

² Regulation (EU) 2021/2303 of the European Parliament and of the Council on the European Union Agency for Asylum and repealing Regulation (EU) No 439/2010, (OJ L 468, 30.12.2021, p. 1).

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

⁴ Recital 61, EUAA Regulation.



- monitor the operational and technical application of the CEAS to enhance the efficiency of Member States' asylum and reception systems;
- assist Member States as regards training, including through the development of a European Asylum Curriculum (EAC);
- support Member States in carrying out their tasks and obligations under [Regulation \(EU\) No 604/2013⁵](#);
- assist Member States with their actions on resettlement;
- deploy liaison officers to Member States and to partner countries outside the EU.

On 23 September 2020, the European Commission (the Commission) introduced the Pact on Migration and Asylum (hereinafter 'the Pact')⁶ to unlock negotiations on the reform of the CEAS. The Pact aims to achieve better migration management, more convergence in national asylum and reception practices and a more sustainable and resilient migration and asylum process in the EU in full respect of fundamental rights.

The entry into force of the legislative instruments of the Pact was June 2024⁷. Entry into application for all, except the Union Resettlement Framework Regulation, is in mid-2026.

⁵ Article 2(1)(j) of the EUAA Regulation.

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

⁷ Asylum Procedure Regulation, Screening Regulation, Asylum and Migration Management Regulation, Qualification Regulation, Reception Conditions Directive (recast), Eurodac Regulation (recast), Union Resettlement Framework Regulation, Crisis and Force Majeure Regulation.





Section I. General context

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

- Article 42 of the EUAA Regulation; and
- Article 32 of the Agency's Financial Regulation⁸, as amended.

This SPD constitutes the framework financing decision for the implementation of planned activities financed under operational appropriations in the Agency's budget in line with Article 72 of the Agency's Financial Regulation. Implementation of the financing decision for the multi-annual work programme is subject to the availability of budget appropriations for the respective financial years after the adoption of the budget or as provided for in the system of provisional twelfths.

This financing decision sets out the following for the annual work programme:

- for grants: the type of applicants targeted by the call for proposals or direct award and the global budgetary envelope reserved for the grants (annex XI b);
- for procurement: the global budgetary envelope reserved for procurements (annex XI c);
- for remunerated external experts: the operational appropriations for their remuneration under Article 237 of the EU General Financial Regulation⁹ (annex XI c).

As the EUAA does not award prizes, no details are provided in this SPD.

Policy and geopolitical context

Globally, the asylum policy context is characterised by geopolitical fragmentation¹⁰, escalating conflicts and complex emergencies¹¹, further aggravated by the fact that they often take place in the regions most affected by climate change. By the end of 2024, 123.2 million people worldwide were forcibly displaced, marking a 6 % increase compared to the end of 2023¹².

This rising trend is likely to be exacerbated by a range of issues, including Russia's continued war of aggression against Ukraine, a multitude of armed conflicts and various economic factors as well as water scarcity and food security-related crises¹³. While asylum seeker flows cannot currently be predicted with a high degree of accuracy, there is no doubt that triggers

⁸ [MB-Decision-54-EASO-financial-regulation.pdf \(europa.eu\)](#), as amended.

⁹ [Regulation \(EU, Euratom\) 2024/2509 of the European Parliament and of the Council of 23 September 2024 on the financial rules applicable to the general budget of the Union \(recast\).](#)

¹⁰ [2024 ESPAS Global Trends to 2040 Choosing Europe's Future.pdf \(europa.eu\)](#).

¹¹ Excluding the violence in Ukraine, there has been an increase in the level of conflict since 2019. See [Vision of humanity, Conflict Trends in 2023: A Growing Threat to Global Peace](#)

¹² [UNHCR, Global Trends report 2024](#)

¹³ [European Parliament, Ten issues to watch in 2024](#)



like conflict and climate shocks increase the probability of movements of people away from the zones of turbulence. While most refugees and displaced people tend to stay as close to their countries as possible¹⁴, some will undoubtedly attempt to reach Europe. The international humanitarian sector has been affected by the deepest funding cuts in its history, with a high number of people foreseen not receiving the needed help¹⁵. The dramatic reduction to aid provided will make the world less safe, driving more desperate people to become refugees or keep moving onwards¹⁶.

Policy and strategic framework

Existing conflicts and political instability around the world have continued to impact asylum applications in the EU which in turn places disproportionate pressure, both on Member States at external borders and, following secondary movements, on other destination countries. Concurrently, the EU has continued to struggle with a unified approach to international protection across Member States. Despite the progress made in the development of the CEAS, disparities in procedural approaches, recognition rates, protection types and reception conditions persist among Member States, fuelling secondary movements and challenging the goal of similar treatment for all applicants.

The Pact, which aims to strike a delicate balance between solidarity and responsibility, seeks to improve Europe's common response to these disparities, increase preparedness among Member States to deal with multifaceted situations of pressure and address crises more efficiently. The legislative instruments of the Pact which entered into force in June 2024 will come into application in June 2026¹⁷. Both permanent and operational activities of the Agency will be substantially affected and work for the EUAA is expected to increase across the board.

In February 2024, agreement was reached on the revision of the 2021–2027 multi-annual financial framework. It includes a EUR 190 million increased commitment to the EUAA over the remainder of this period. This is specifically intended to enable the Agency to support the implementation of the Pact.

In addition to the Pact, the Agency's multi-annual strategic objectives and its annual work programme are aligned with the Commission's 2024-2029 policy priorities¹⁸, thereby ensuring a coherent and effective contribution to the Commission's objectives in the field of migration and asylum.

Finally, the SPD is firmly rooted in the ambition of the [EUAA strategy for 2024–2029](#), which aims to both consolidate the Agency's activities and enable sustainable expansion along a well-defined trajectory. It encompasses six long-term strategic goals at the organisational level, linked to the SPD's multi-annual and annual objectives.

¹⁴ [UNHCR, Global Trends Report 2024](#)

¹⁵ [UNOCHA, UN, partners unveil hyper-prioritized aid appeal amid 'cruel math' of brutal funding cuts](#)

¹⁶ [UNHCR, Statement by UNHCR's Filippo Grandi on the impact of global aid cuts on refugees](#)

¹⁷ Except for the Union Resettlement Framework Regulation, which entered into application upon entry into force in June 2024.

¹⁸ [Priorities 2024-2029 - European Commission](#).



Values-based work

The objective of the EU's policy on asylum is to develop and establish a CEAS that is *inter alia* consistent with the values and humanitarian tradition of the EU. The Agency's [2024–2028 fundamental rights strategy](#) reaffirms the Agency's commitments in this respect. The advocate of the strategy is the Fundamental Rights Officer, who will continue to ensure the Agency's compliance with fundamental rights and to promote the respect of fundamental rights by the Agency. This is particularly relevant as the Agency continues to work on addressing the unique needs of diverse groups within the asylum-seeking population, including unaccompanied minors, children and other vulnerable groups.

The EUAA also reaffirms its commitment to gender equality as set out in the EU [gender equality strategy 2020–2025](#) which emphasises that 'particular attention needs to be paid to women and girls in the asylum and migration area'. The Agency further recognises the importance of incorporating a gender perspective into its activities.

Balancing efficiency with procedural fairness

The EUAA is committed to navigating the Pact's broader implications with a forward-thinking approach. This includes striking a careful balance between enhancing efficiency in processing applications and upholding the essential principle of procedural fairness. For example, the Agency is dedicated to prioritising the review and implementation of safeguards and measures that protect individuals' rights, ensuring that the acceleration of processes across Member States does not compromise the fairness and integrity of procedures.

Digital change

The Agency operates in the context of fast-moving technological progress and will continue to focus on digital innovation. As part of this focus, the Agency is aiming to develop into a digital administration by leveraging technological advancements and digital solutions to optimise processes and enhance data management. The goal is to explore applications in areas where digital technologies, particularly in the domains of large language models and generative artificial intelligence, can bring benefits and foster synergies and efficiencies.

Mis/disinformation and other hybrid threats

Across the EU, public concerns have continued to grow on the future development of migration towards Europe¹⁹. Sudden or sustained increases in irregular immigration are being instrumentalised as seen in the false narratives on asylum seekers and migration, particularly on social media, which are gathering traction with the aim to disrupt and sow divisions in

¹⁹ [ECFR, A crisis of one's own: The politics of trauma in Europe's election year](#); [ECFR, Road to nowhere: Why Europe's border externalisation is a dead end](#); [ECFR, Fear and fatigue: Why anti-migrant sentiment in Europe helps Russia](#)



Europe²⁰. These dynamics are part of a broader range of hybrid threats²¹ which include, among others, the rising risk of cyberattacks disrupting elections, the economy and public services²² and the phenomenon of instrumentalisation of migration by third countries²³.

In such a context, the need for timely, objective and evidence-based analysis has become even more critical. The EUAA has a crucial role to play as a hub for asylum knowledge, enabling informed decisions in a complex asylum landscape. Data show that mis/disinformation thrives in emergencies, in conflict and crisis contexts, where trusted information is vital²⁴. The Agency will therefore continue to provide evidence for fact-based policy making, further enhancing its reputation as a trusted source of information on asylum in Europe. Furthermore, the Agency will continue working on contingency planning and readiness to support Member States in emergency contexts, demonstrating a united EU front when a single Member State is targeted. It will also contribute to positive narratives regarding asylum and refugees, including through engaging media and exploring other efforts to counter mis/disinformation.

Planning with foresight

Migration induced by the compounding effects of conflicts and unpredictable climate events has become one of the world's defining challenges. The prospects for the upcoming years are even more daunting. The world has entered a state of increasing volatility in which geopolitical rivalries intersect with a growing number of violent conflicts, terrorism, food insecurity, etc²⁵. Among the countries with the highest conflict level, most have been experiencing either sustained or escalating levels of conflict compared to several years ago²⁶. Many experts anticipate at least a moderate risk of global catastrophes in the next two years, while some expect even greater turbulence²⁷.

Close-to-real-time insights into events, patterns and trends in asylum-related migration can inform Member State responses, while forward-looking, evidence-based analyses can support the Agency's strategic planning. Quantitative analysis from applied machine learning combined with qualitative insights from the field and experts will continue to be used to generate early warning alerts and forecasts that allow for short- and mid-term planning and feed into the Commission's forecasting initiatives.

The Agency will make use of its data and analytical capacity to also generate long-term scenarios and enable anticipatory actions, or the proactive planning and preparation for future

²⁰ [EPC, Disinformation about migration in the EU](#); see also [Stiftung Wissenschaft und Politik, Predicting irregular migration](#)

²¹ Hybrid threats refer to when state or non-state actors seek to exploit the vulnerabilities of the EU to their own advantage by using in a coordinated way a mixture of measures (i.e. diplomatic, military, economic, technological) while remaining below the threshold of formal warfare. See [Hybrid Threats - European Commission \(europa.eu\)](#).

²² [A new method to help policymakers defend democracy against hybrid threats - European Commission \(europa.eu\)](#).

²³ For example, in Finland, where border crossing points have been closed after targeted spikes in arrivals of asylum seekers steered by Russia.

²⁴ [Global Compact on Refugees, Multi-stakeholder Pledge: Digital Protection: Information Integrity - Responding to the Harmful Impact of Hate Speech, Misinformation, and Disinformation](#)

²⁵ [ICMPD, Migration Outlook 2024](#)

²⁶ [ACLED Conflict Index: Ranking violent conflict levels across the world.](#)

²⁷ [The World Economic Forum, Global Risks 2024: At a turning point](#)



events. Externally, the Agency will collaborate with key stakeholders, such as the Commission and the UNHCR as well as, where applicable, civil society organisations, and will continue to seek out and develop channels for feeding such analyses into political decision making with a view to contributing to a future-oriented mindset.

Advancing elements of sustainability

The Agency will maintain its focus on deepening the integration of sustainability and environmental aspects in its strategy, planning and activities.

The Agency will work to reduce its carbon emissions by 2030. Specifically, the EUAA is committed to the implementation of the EU Agencies Network's (EUAN) Charter on the Reduction of Greenhouse Gas Emissions and Responsible Environmental Management²⁸. In addition, within the scope of its mandate, the Agency remains committed to ensuring its alignment with the 17 [Sustainable Development Goals](#) for 2030, specifically Goals²⁹ 5, 10, 16, and 17.

Internal/external factors

A number of factors have the potential to impact the EUAA's planning and may limit the ability of the Agency to deliver its work programme in full. The factors identified and outlined below require a timely and effective response by the Agency.

Legal framework. The change in mandate in 2022 and the adoption of the Pact's legislative instruments in 2024 introduced new tasks and expanded existing ones, resulting in a significant increase in workload. Permanent and operational support, for instance, are significantly affected and much of the training material, guides and tools are undergoing substantial revision. Moreover, the monitoring mechanism³⁰ will be implemented fully as from 2026, requiring more resources than in previous phases. In response, the Agency will *inter alia* continue to:

- adjust its resources and staffing, via its prioritisation mechanism, to ensure it meets its priority objectives;
- implement streamlined recruitment procedures to swiftly fill positions becoming vacant;
- engage in discussions with the Commission and the budgetary authority on financial and human resources.

²⁸ The charter, approved by the EUAN heads of agencies in February 2024, was endorsed by the EUAA in May 2024.

²⁹ Specifically, these are: Goal 5. Gender equality: by promoting gender-sensitive practices within asylum processes and ensuring that women and girls have equal access to protection and support services; Goal 10. Reduced inequalities: by ensuring fair and efficient asylum processes, equal access to procedures and non-discrimination; Goal 16. Peace, justice, and strong institutions: by supporting efficient and transparent asylum systems through capacity building and cooperation; Goal 17. Partnerships for the Goals: through collaboration with other stakeholders including EU Member States, international organisations, civil society and others, to enhance cooperation, share best practices and promote a coordinated response.

³⁰ [EUAA, Monitoring of the CEAS](#)



Additionally, the [Temporary Protection Directive](#)³¹, activated in March 2022, is being extended until 4 March 2027³² in accordance with Article 4(2) of the directive, which allows for an extension of the temporary protection beyond three years on a yearly basis. This notwithstanding, there might be the need to ensure longer-term protection to the Ukrainians currently benefitting from temporary protection. In this case, depending on the solutions adopted at the EU level and by Member States, the Agency would need to closely coordinate with Member States and the Commission the appropriate response and contingency plans.

Asylum trends. Approximately one million asylum applications were lodged in the EU+ in 2024³³, slightly fewer than in 2023. In early 2025, numbers dropped further. Based on current trends, a working assumption would be that the number of asylum applications within the EU might continue at reduced levels compared to the two previous years, unless new conflicts erupt or existing conflicts exacerbate significantly during the 2026-2028 period. In addition, the possibility of further instrumentalisation of migrants by neighbouring countries should not be excluded. As a result, the Agency must also be able to support Member States and third countries to manage the very high number of pending cases while assuring that new applications lodged after entry into application of the new Pact can be dealt with within very short timeframes, which will be very challenging. It may also need to maintain or even boost its presence in countries under pressure. This involves anticipating likely increases in the years to come, requiring adjustments and extensions to operational plans beyond their current scope. The Agency's response will be to:

- continue to monitor the implementation of its activities, making timely adjustments and rapid mobilisation of resources as necessary, while investing in agile and innovative strategies to ensure uninterrupted delivery of support;
- support Member States in their preparedness and ability to cope with situations of mass influx or unexpected events;
- apply the lessons learned from the complex emergency provoked by Russia's unjustified full-scale invasion of Ukraine;
- maintain and consolidate the crisis and first response mechanism to rapidly address future emergency needs;
- improve and consolidate its internal capacity to make use of complementary resources, including through grants and contingency funding, where feasible and necessary, in coordination with the Commission;
- prioritise the preparations for the implementation of the Pact, ensuring that EUAA networks, activities and products are aligned to effectively support this aim.

New priorities

With the changes to the EU political and institutional landscape following the 2024 European elections, new priorities for 2024-2029 were defined by the Commission, requiring adaptation and responsiveness to ensure alignment. In addition, with the agreement reached on the Pact on Migration and Asylum, new rules of the CEAS and Migration Management entered into

³¹ For detail on Council Directive 2001/55/EC of 20 July 2001, see [Temporary protection \(europa.eu\)](#).

³² [EU Member States agree to extend temporary protection for refugees from Ukraine.](#)

³³ [EUAA Latest Asylum Trends 2024 – Annual Analysis, March 2025](#)



force on 11 June 2024 and will enter into application in June 2026. The Pact sets out the EU's asylum and migration priorities based on four pillars: secure external borders, fast and efficient procedures, an effective system of solidarity and responsibility, and embedding migration in international partnerships.

The adoption of the Pact's legislative instruments has a significant impact on the EUAA, with the Agency's operational footprint expected to increase significantly, together with a scaling-up of its efforts as regards training, monitoring and capacity-building amongst others. Should policy changes with a significant impact on the EUAA not be accompanied by adequate and timely additional human resources and/or a thorough reprioritisation of tasks, the EUAA's work programme as well as its contribution to the CEAS in general would be significantly affected and necessitate *inter alia* a review and prioritisation of its activities.



Section II. 2026–2028 multi-annual planning

1. Multi-annual work programme

This multi-annual programming document is aligned with the Agency's multi-annual strategy and contributes to EU policies. The multi-annual work programme provides an overview of the Agency's strategic objectives in its four main activity areas: operational support, training and professional development, asylum knowledge and horizontal activities. It proposes seven strategic objectives for the period 2026–2028.

1.1 Operational support

The Agency is mandated to provide operational and technical assistance to Member States in implementing their obligations under the CEAS, in particular where their asylum and reception systems are subject to pressure. The EUAA's operational support contributes to the wider objectives of EU asylum and reception policy, which include supporting national authorities in achieving higher levels of convergence in both asylum decision practices and reception standards, as well as ensuring compliance with fundamental rights obligations, particularly the principle of non-refoulement. With the adoption of the legislative proposals of the Pact, the Agency is expected to maintain a substantial operational footprint, with an expanded scope encompassing additional tasks and activities, within the limit of available resources.

Support to Member States is based on operational plans and specific projects, with prioritisation derived from needs assessments that consider both increased pressure on Member States and available resources on the side of the Agency. Prioritisation also takes into account the need to balance competing requests for support as well as the Agency's capacity to deploy its own statutory staff to coordinate, guide, and supervise the work of experts in the field, while fostering close collaboration with Member States.

Interventions are designed with exit strategies that activate when pressure on a host Member State decreases, while that Member State, in turn, steps up its capacity, ensuring sustainability and complementarity. The EUAA will further enhance its operational capabilities, including through the continual review and update of its operational methodologies, quality tools and procedures as well as personnel deployment management. Further readjustment of the operational capabilities will be carried out for the EUAA to meet its (new) obligations stemming from the Pact.

The Agency will also support EU+ countries in the implementation of resettlement programmes. This includes managing the Resettlement Network³⁴, providing operational support, capacity development and cooperation activities in the field of resettlement, complementary pathways to international protection and community sponsorship

³⁴ The then EUAA Resettlement and Humanitarian Admission Network was established in January 2020, with the aim of facilitating and increasing operational cooperation, coordination and efficiency between national authorities of resettling EU+ countries and with relevant actors, both at strategic and at operational levels. See: [Resettlement | European Union Agency for Asylum \(europa.eu\)](https://europa.eu/european-agency-for-asylum/resettlement).

programmes. The EUAA will align its work with the provision outlined in the Union Resettlement and Humanitarian Admission Framework³⁵. Overall, the aim is to contribute towards enhancing solidarity between Member States through effective cooperation and alleviate some of the pressure provoked by migration flows.

Multi-annual strategic objective: MA01		
Description of objective	To provide operational and technical assistance to Member States and implement resettlement programmes.	
Expected results	• Operations are conducted effectively and contribute to improved capability of Member States to respond to pressure on their asylum and reception systems and implement their obligations under the CEAS. • Requests to implement additional activities in existing operations are assessed efficiently. Activities are prioritised/ reprioritised between operations to ensure the availability of resources when new operational commitments are made. • Operational activities are designed and implemented to support Member States in a sustainable manner, enhancing Member States' efforts and building capacity to manage asylum and reception efficiently. • The operational capabilities supporting the provision of operational and technical assistance are maintained and enhanced. • Targeted support is provided to EU+ countries in the implementation of European and national resettlement schemes and in the area of complementary pathways to international protection.	
Performance indicators	Data sources	Targets
Percentage of operational plans and specific project plans signed and/or under implementation, based on agreed requests from Member States and the Agency's ability/resources to respond	Internal records on annual planning, signed operational plans	100 % on an annual basis
Number of EU+ countries participating in cooperation activities or benefitting from operational support in resettlement on an annual basis	Progress reports	17 EU+ countries

³⁵ Regulation - EU - 2024/1350 - EN - EUR-Lex.

1.2 Training and professional development

The Agency is mandated to develop, review, plan and deliver training for its staff, the staff of relevant national administrations, courts and tribunals and the staff of national authorities responsible for asylum and reception³⁶. In consultation with national administrations, including those of Member States under disproportionate pressure, the Agency will continue to assess training needs, as well as design, develop and implement various training and professional development activities, with the aim of achieving greater convergence in national asylum and reception practices.

The EUAA, through its mandate of developing an EAC, has been supporting the development of knowledge, skills, responsibility and autonomy of officials on the ground. In this context, the Agency supports the practical implementation of the CEAS, convergence between asylum systems across the EU and the enhancement of quality standards through training activities that are of high quality and will lead to accredited learning, in line with Article 8(4) of the EUAA Regulation. This helps ensure that asylum and reception officials throughout Europe have the knowledge and skills essential to deliver fast and fair procedures in line with EU standards. In this respect, the Agency has continued to professionalise the learning available for the multitude of roles in the field of asylum and reception including a plan to accredit this learning, *inter alia* through the development of a fully-fledged master's degree programme aimed at managers.

The EUAA's training will be developed and provided within the framework of:

- permanent support activities and *ad hoc* training support aimed at responding to the training and professional development needs of national authorities. Such activities also allow for enhanced cooperation and exchanges between Member States on training and professional development;
- operational support to Member States subject to disproportionate pressure on their asylum and reception systems and with regard to the implementation of their obligations under the CEAS. In this context, the EUAA delivers fit-for-purpose training to national authorities as part of the support activities under an operational plan. The EUAA also trains members of asylum support teams to ensure that they are familiar with the operational contexts in which they will operate and are equipped with the skills needed to carry out their tasks;
- support to partner countries outside the EU as part of capacity building under the EUAA's [external cooperation strategy](#), advancing the CEAS's external dimension to achieve a common understanding of EU standards in international protection.

The EUAA's support will continue to be provided through the continuous development of the EAC, which aims to promote best practices and high standards in the implementation of Union law on asylum and reception³⁷. In developing the EAC, jointly designed with Member States,

³⁶ Article 8(1) of the [EUAA Regulation](#).

³⁷ [EUAA training and learning strategy \(europa.eu\)](#).

the Agency consults the Fundamental Rights Officer, the Consultative Forum and the members of the Training Reference Group.

The EUAA will promote training sustainability including through the enhancement of trainers' skills and the expansion of the national trainers' pool to reinforce the train the trainer methodology³⁸. Guided by its training and learning strategy, the Agency will work with Member States, relevant experts and stakeholders³⁹ to evaluate training needs and refine materials. The support of relevant advisory and working groups⁴⁰ will help to ensure the application of learning materials across EU+ countries. In line with the European sectoral qualifications framework, the EAC will be upgraded and updated to match duties and tasks of EU asylum and reception officials. The required incorporation of core parts of the EAC into Member States' own training programmes will contribute to greater convergence of methods, decisions and legal practices in line with the CEAS.

Furthermore, considering the frequent references to training as a relevant component in the various instruments of the Pact, including direct references to the EAC, the training modules are redesigned and aligned to support the implementation of the Pact into the national legal orders.

In an effort to strengthen the convergence of practices, the Agency's training will focus on the learners and on how the acquired knowledge can be demonstrated, including offering formal assessment opportunities for accredited credentials. The EUAA Academy⁴¹, an accredited further and higher education provider, will greatly improve the learner experience by facilitating the official recognition of EUAA training outcomes: certificates, qualifications, degrees etc. across the EU and beyond. This also includes working together with Member States on aligning the critical national training quality assurance processes and procedures with the Agency's own. The Agency will leverage innovative technologies to enhance the training experience, improving its learning technologies ecosystem for a seamless user experience and providing digital application support.

Multi-annual strategic objective: MA02

Description of objective

To enhance knowledge, skills, responsibility and autonomy of asylum and reception officials, including those in Member States subject to disproportionate pressure.

³⁸ The EUAA applies a train-the-trainer methodology to training delivery, thereby ensuring a multiplier effect. This approach maximises the reach of its training while ensuring that it is adapted to the distinct organisational environments and structures of national administrations. See [Decision of the Executive Director no 59 of 1 April 2022 on the training quality assurance framework \(corrected on 22NOV2022\) \(europa.eu\)](#).

³⁹ The Agency collaborates with Member States, external experts, the Fundamental Rights Officer, the Consultative Forum, the UNHCR, justice and home affairs agencies, academic institutions and relevant networks and organisations.

⁴⁰ Including the training quality assurance advisory group, training national contact points and Member States' working groups.

⁴¹ The Agency has made a strategic decision to establish the EUAA Academy to serve as a hub of specialised expertise in the area of asylum and reception.

Expected results	• Strengthened common knowledge, skills, responsibility and autonomy of asylum and reception officials across Member States, based on the identified training needs as well as in view of the Pact implementation. • Enhanced cooperation with EU+ countries on matters related to training and professional development. • Common European accredited learning opportunities for asylum and reception practitioners provided. • Targeted training and professional development activities conducted for Member States under disproportionate pressure on their asylum and reception systems, including training for members of the asylum support teams. • Training and professional development activities targeting specific needs of asylum and reception national authorities delivered on an <i>ad hoc</i> basis, when requested. • Gaps resulting from the findings of monitoring visits addressed by means of training activities. • Relevant training developed and provided to experts involved in monitoring missions. • Enhanced training activities implemented in partner countries outside the EU within the framework of the external cooperation strategy. • Strengthened mechanisms for selection of experts to be used for planning and delivery of training within the framework of permanent, <i>ad hoc</i> and operational support activities coordinated by the Agency.	
Performance indicators	Data sources	Targets
Percentage of EU+ countries using the EAC in the training of their officials	e-Learning management system	70 % of EU+ countries use at least one EAC module in training of national officials
Percentage of participants in the EUAA’s training applying what they have learned in their work	e-Learning management system	80 %
Satisfaction rate of participants in the EUAA’s training	e-Learning management system	80 % overall satisfaction

1.3 Asylum knowledge and monitoring

The Agency collects, analyses and disseminates information among key stakeholders to better understand the situation of asylum in the EU. This information is used to develop a wide range of analytical products, guidance and tools to support asylum and reception practitioners, decision-makers and policy experts in their daily work and improve the convergence of asylum and reception practices.



The Agency will expand its role as the EU point of reference on asylum knowledge, by focusing its efforts on the workstream of digital innovation in asylum and reception, including but not limited to the responsible use of AI. The Agency will organise practical cooperation activities and maintain an information exchange platform on EU+ countries' initiatives enhancing digital innovation in international protection. At the same time, the Agency will continue working on the flagship projects under the EUAA Strategy on Digital Innovation. Given the wealth of information and expertise available, the Agency will strengthen its role as the EU point of reference on asylum knowledge, by adapting format and delivery to intended target users and by facilitating public access where appropriate.

In line with the Pact's aim to further enhance convergence, the EUAA will continue working with Member States on common analyses and country guidance notes on specific countries of origin to assess applications for international protection, based on the EUAA's country of origin information (COI). The Agency will regularly assess the state of convergence of asylum decision-making practices with a view to reducing differences in protection rates between Member States. When requested by the Commission, the Agency will provide relevant information and analysis for the designation of safe countries of origin and safe third countries. The Agency will facilitate information exchange through specialist country networks and the organisation of events, while managing a COI query system and a COI helpdesk for relevant Member States. Similarly, information on the availability and accessibility of medications and medical country of origin information (MedCOI) will be provided via a portal and *ad hoc* country reports.

To enhance situational awareness, the Agency will continue providing a comprehensive and up-to-date picture of the EU asylum situation including trends, procedures and practices in EU+ countries. It will likewise collaborate with EU+ countries through various networks and advisory groups⁴² and foster early warning and preparedness capabilities. This involves collecting standardised data and producing forward-looking analyses and strategic insights on the asylum situation to a broad range of external stakeholders. The EUAA will continue to gather, analyse and exchange qualitative information on national asylum and reception systems, produce thematic reports and *ad hoc* situational updates and optimise its information platforms⁴³ taking into account the entry into application of the Pact in the course of 2026. The Agency also produces a comprehensive annual report on the situation of asylum in the EU. All these situational awareness activities and deliverables contribute to the Commission's efforts related to early warning, forecasting, crisis prevention and contingency planning, which are essential elements for the implementation of the Pact.

To support the quality, fairness and efficiency of EU asylum procedures and reception systems, standards and indicators, practical guides, judicial publications, studies and other tools will be developed with contributions from experts and, where relevant, civil society

⁴² Including the Early warning and Preparedness System – Statistics as well as Analysis and Research networks and the EUAA Information and Analysis System Advisory Group (formerly: Information and Documentation System Advisory Group).

⁴³ Including the information and documentation system, the case law database and the query portal.



organisations. Member States will receive additional support through thematic networks⁴⁴ which foster these tools through meetings, webinars and conferences. The impact of the EUAA's work to support determining authorities and courts and tribunals to achieve convergence in decision making will be evaluated by analysing references to its tools in case-law. In all these activities, priority will be granted to the successful implementation of the Pact's provisions, which enter into application in 2026.

Finally, following two country pilot monitoring exercises in 2025, from 2026 the Agency will fully roll out its [multiannual monitoring programme](#), under which all Member States will be monitored in terms of their technical and operational implementation of the CEAS in accordance with a five-year cycle. For this purpose, the [monitoring methodology](#) adopted by the Management Board in 2024 will be revised to reflect the entry into application of the Pact, as needed.

Multi-annual strategic objective: MA03		
Description of objective	To become the EU point of reference on asylum knowledge that serves as a catalyst for convergence based on high quality and efficiency standards in asylum and reception.	
Expected results	• EU+ countries' needs in terms of relevance, reliability and timeliness of COI, MedCOI and country guidance products are effectively met. • Systematic use of COI, MedCOI and country guidance products in EU+ countries, including, if requested by the Commission, production of information and analysis on safe country concepts. • Comprehensive and timely information and analyses are made available on CEAS implementation, asylum situation and operational support provided by the EUAA. • Sound practical cooperation between asylum and reception stakeholders through gathering, analysing and exchanging information on the implementation of the CEAS. • Increased use of operational standards, indicators, guidelines and best practices by Member States. • Increased understanding and analysis by the EUAA of the use of its publications and reference documents in case-law.	
Performance indicators	Data sources	Targets
Rate of satisfaction with surveyed asylum knowledge deliverables	Satisfaction surveys; participant lists	80 % overall satisfaction achieved ⁴⁵

⁴⁴ These networks which include asylum processes, Dublin procedure, courts and tribunals, vulnerability and reception are the main source for the development of operational standards, indicators, guidelines and best practices.

⁴⁵ In case of closed surveys of a determined number of respondents, only those surveys that generated a response rate of 51 % or more should be considered. In case of open/public surveys with an indefinite number of respondents, no such limitation will be considered.

Multi-annual strategic objective: MA04

Description of objective	To monitor the operational and technical application of the CEAS in order to prevent or identify shortcomings in the Member States' asylum and reception systems and assess their preparedness and capacity to manage situations of disproportionate pressure.		
Expected results	- Monitoring exercises implemented in the Member States in line with the adopted multiannual monitoring programme. - Findings of the monitoring exercise shared with the Member States concerned for comments. - Recommendations outlining measures to be taken by the Member States concerned adopted by the Management Board from 2026 onwards. - Targeted support provided to the Member States concerned in the implementation of the recommendations made as a result of monitoring (where relevant).		
Performance indicators	Data sources	Targets	
Number of CEAS monitoring exercises conducted, including the sharing of findings with the respective Member States for comments and – when applicable – the drafting of recommendations	Completed monitoring reports	Three country-specific monitoring exercises implemented in 2026, five in 2027 and five in 2028, as set out in the adopted multiannual monitoring programme	

1.4 Horizontal activities

Horizontal activities drive organisational change from efficiency to sustainability. The Agency will ensure full respect of fundamental rights throughout all its activities and compliance with all legal, administrative and policy obligations. It will also strengthen relations with stakeholders and enhance its support to partner countries outside the EU, in cooperation with Member States.

Organisational management and sustainability

The Agency will seek to further integrate all three categories of sustainability (environmental, social and governance) and will work on a sustainability reporting framework⁴⁶. It will focus on resilience, environmental sustainability and strategic growth initiatives. The EUAA is

⁴⁶ Sustainability reporting is the disclosure and communication of environmental, social and economic or governance-relevant aspects, by following a chosen sustainability reporting standard. Sustainability reporting is both a management and an accountability tool. It involves reporting on how the organisation considers sustainability issues in its operations, and on its environmental, social and economic impacts.



committed to the implementation of the EUAN ‘Charter on the Reduction of Greenhouse Gas Emissions and Responsible Environmental Management’.

In line with the goals of the European Green Deal, the broader transition to an environmentally conscious organisation will be fostered with the aim of working towards meeting the emission reduction target set by the Commission⁴⁷. Building sustainability into existing procurement practices and systems will be one area of focus.

Good governance is a key element in reaching administrative excellence and the EUAA will continue to invest in improving internal control, planning, monitoring and reporting, management and evaluation processes. Governance indicators are monitored and regularly reported to the Management Board. Governance has been further strengthened with the recruitment of the Deputy Executive Director in 2024, a post that had been introduced with the EUAA Regulation.

A committed and highly trained workforce is essential to support the achievement of the organisational goals and objectives. The Agency strives to become more attractive as an employer by fostering inter-agency mobility and staff exchanges, sharing of services, best practices and pooling of tasks and capabilities, and promoting employees’ wellbeing which will be monitored regularly via staff engagement surveys.

A particular emphasis will be given to gender balance, diversity and inclusion⁴⁸. This is reflected in the Agency’s human resource strategy⁴⁹, which was adopted for the period 2023–2028 and focuses on empowering staff, while striving to shape an attractive workplace and a fulfilling career.

The Agency will strive to improve allocation of its human resources to operational tasks and activities and, to continually optimise the ratio between its operational and non-operational personnel.

The EUAA will seek efficiencies by adopting innovative information and communications technology (ICT) solutions. To maintain stakeholders’ trust and reliance on its digital content and platforms, the Agency will ensure implementation of and compliance with the new [Cybersecurity Regulation](#).

The EUAA will also strive to increase its efficiency through knowledge-sharing by seeking out best practices in sustainability with the EUAN and other existing information exchange networks.

The Agency will continue improving its management frameworks, including through a portfolio approach to management of programmes and projects essential to the achievement of its strategic priorities.

⁴⁷ For more information, see Commission’s page [The European Green Deal - European Commission \(europa.eu\)](#).

⁴⁸ *Inter alia* via training on inclusivity and diversity, currently offered by the Human Resources Unit.

⁴⁹ Decision of the Executive Director No 86 of 4 December 2023 on the human resource strategy.



Multi-annual strategic objective: MA05		
Description of objective	To foster sustainability and resilience throughout the Agency's activities, processes and personnel.	
Expected results	- The Agency's environmental performance is gradually improved. - Staff engagement is maintained or improved. - The Agency's digital content is increasingly resilient to cyberattacks.	
Performance indicators	Data sources	Targets
Execution of the environmental improvement plan	Internal monitoring	50 % of measures completed or under implementation by the end of 2028
Overall engagement rate	Staff engagement survey 2027	> 65 %
Number of major cybersecurity incidents putting in peril the operation of the Agency	Cybersecurity team monitoring	None

Fundamental rights

Compliance with fundamental rights is a cross-cutting priority that underpins all the EUAA's activities. This is ensured by the Fundamental Rights Officer, appointed by the Management Board, who provides transversal support to the Agency in upholding and integrating fundamental rights obligations and standards in all areas of the Agency's work.

On 25 September 2024, the Agency adopted the [Fundamental Rights Strategy 2024-2028](#), based on a proposal from the Fundamental Rights Officer. Through the implementation of this strategy, the EUAA seeks to guarantee that:

- The Agency's operational and technical assistance is organised, coordinated and implemented in a manner that fully respects fundamental rights. To this end, the Fundamental Rights Officer will be consulted on the planning and implementation of the Agency's operational plans and will provide observations on the evaluations thereof. The Fundamental Rights Officer may also organise on-site visits, with the consent of the Member State concerned, to locations where the Agency has ongoing operational activities, and may provide observations to the Agency.
- The operational and technical application of all aspects of the CEAS including respect for fundamental rights, child protection safeguards and the specific needs of persons in a vulnerable situation are covered by the EUAA's monitoring mechanism.
- Fundamental rights in the context of asylum and reception are promoted via training activities. The fundamental rights officer will also be consulted on the development of pre-deployment training for members of asylum support teams and will ensure that fundamental rights standards are promoted in the EAC.

- Fundamental rights standards are promoted by the Agency in asylum and reception. The fundamental rights officer will also be consulted on the development and update of practical tools, guides, toolkits and other products of the Agency.
- The application of the CEAS is promoted in a manner that fully respects fundamental rights when the Agency cooperates with its stakeholders.
- Human resources, communication and procurement activities are aligned with fundamental rights principles.

By the end of 2028, the Agency intends to implement the strategy in full. Progress will be monitored by the Agency, in collaboration with the Fundamental Rights Officer, via yearly action plans. The Management Board will be regularly informed on the status of implementation of these plans.

The Fundamental Rights Officer will continue to handle complaints received by the Agency through the EUAA complaints mechanism, by reviewing the admissibility of individual complaints received and following up thereon with the Executive Director or the responsible Member State. The Fundamental Rights Officer will report to the Management Board on the findings and follow up in relation to complaints received through the complaints mechanism. The Agency will also report on the complaints mechanism in its Annual Asylum Report.

Multi-annual strategic objective: MA06		
Description of objective	To ensure full respect of fundamental rights across all the Agency's activities, as implemented under the Fundamental Rights Strategy 2024-2028.	
Expected results	Protection of fundamental rights is promoted and reinforced.	
Performance indicators	Data sources	Targets
Fundamental rights strategy implementation	Fundamental rights strategy implementation plan	100 % of the fundamental rights strategy implementation plans executed by the end of 2028

European and international cooperation

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

- the European Commission, the Council, the European Parliament, the European External Action Service, EU agencies, Member States, Schengen-associated countries, civil society organisations, international organisations and partner countries outside the EU; and
- platforms such as the EU Agencies Network (EUAN) and the Justice and Home Affairs Agencies' Network (JHAAN).

The EUAA will continue to foster relationships with stakeholders, including through the deployment of liaison officers in Member States and, subject to the availability of human resources, through the possibility to deploy liaison officers in partner countries outside the EU. Such liaison officers would, in particular, facilitate contacts and relations between the Agency and the relevant Member State or partner country concerned, while carrying out their tasks in accordance with Articles 7 and 36 of the EUAA Regulation, respectively.

The EUAA is also working with partner countries outside the EU to support the external dimension of the CEAS within the framework of the EU external relations policy and in line with the EUAA [external cooperation strategy](#). The Agency will assess the potential to reduce its extensive reliance on external funding for the implementation of such support to better ensure sustainability.

Multi-annual strategic objective: MA07		
Description of objective	To strengthen collaboration with the Agency's stakeholders.	
Expected results	- Greater consistency and complementarity between the activities of the Agency and those of its stakeholders is ensured, awareness of the Agency's activities among stakeholders is enhanced and the Agency contributes to evidence-based EU policymaking and legislation, including via participation in meetings and events. - Close dialogue and information exchange is maintained with civil society organisations enabling the latter to contribute to the Agency's activities according to their expertise and to provide advice on asylum-related matters. - Further development of the asylum and reception systems of partner countries outside the EU, in line with EU standards and practices.	
Performance indicators	Data sources	Targets
Number of cooperation frameworks (working arrangements, cooperation plans, exchange of letters, roadmaps for cooperation etc.) agreed with relevant stakeholders	Roadmaps, working arrangements, projects	24
Satisfaction of Consultative Forum members and the Agency with the dialogue and information exchange via the forum	Biennial feedback survey with the Consultative Forum and the Agency	70% overall positive responses

2. Human and financial resources – outlook for 2026–2028

2.1. Overview of the past and current situation

Evolution of staff population

The number of authorised posts (excluding short-term contract agent posts) increased by 10 contract agent posts from 505 in 2023 to 515 in 2024⁵⁰. In 2025, the number of contract agents (excluding short-term contract agent posts) increased by 75, following the additional tasks delegated to the Agency under the Pact on Asylum and Migration⁵¹.

In addition, the remaining 40 short-term contract agent posts (out of a total of 90 initially authorised in 2022 following the Russian war of aggression against Ukraine) will be completely phased out by the end of 2026.

Table 1. Evolution of authorised posts

Staff category	2022	2023	2024	2025
Temporary agents (TA)	371	371	371	371
Contract agents ⁵² (CA)	123	123	133	208
Short-term contract agents (CA) ⁵³	90	90	90	60
Seconded national experts (SNE)	11	11	11	11
Total	595	595	605	650
Growth compared to previous year	+37	0	+10	+45
Growth compared to previous year (%)	+ 6.63 %	0 %	+ 1.68 %	+ 7.44 %

⁵⁰ In 2023, the Budgetary Authority authorised 10 additional contract agent posts for the EUAA, as reflected in the EU general budget for 2024 ([Texts adopted, P9_TA\(2023\)0413. 2024 budgetary procedure: Joint text](#)).

⁵¹ The Agency is receiving 100 contract agent posts over a period of three years (2025: 75, 2026: 13, 2027: 12).

⁵² The figure excludes project-funded contract agent posts (Title 4).

⁵³ These are the short-term contract agent posts allocated to support operations in relation to Ukraine. Figures reflect authorised posts at the start of and throughout the year.

Despite stepping up recruitment efforts, the Agency continues to experience a shortage in human resources, with an occupancy rate of 86% at the end of 2024 (91.9% for temporary agents; 72.9% for contract agents). Continued efforts in recruiting and retaining qualified personnel remains a strategic priority for the Agency.

Table 2. Evolution of occupied posts

Staff category	2022	2023	2024
Temporary agents (TA)	333	331	341
Contract agents ⁵⁴ (CA)	108	107	97
Short-term contract agents (CA)	69	87	50
Seconded national experts (SNE)	10	6	6
Total	520	531	494
Growth compared to previous year	+14	+11	-37
Growth compared to previous year (%)	+ 2.77 %	+ 2.12 %	- 6.97 %

Further details are provided in annexes IV and V.

Evolution of revenue in 2024 and 2025

The Agency's 2024 initial budget amounted to EUR 181 677 829 million. During the Management Board meeting of 24-25 September 2024, a budget amendment was adopted reducing commitment appropriations by EUR 17 million (9.4 %) to a total of EUR 164 677 829 and payment appropriations by EUR 10 million (5.5 %) to a total of EUR 171 677 829.

In addition to the EU subsidy, the Agency received:

- contributions from the Schengen-associated countries amounting to EUR 9 766 010;
- the third instalment of the contribution agreement with the Commission's Directorate-General for European Neighbourhood and Enlargement Negotiations (DG ENEST), amounting to EUR 523 532 for EU regional support to protection-sensitive migration management systems in the Western Balkans (phase III of the Instrument for Pre-accession Assistance (IPA));

⁵⁴ The figure excludes short-term contract agent posts allocated to support operations in relation to Ukraine and project-funded contract agent posts (Title 4).

- the first instalment of the voluntary contributions provided by Denmark amounting to DKK 13 600 000 (equivalent of EUR 1 822 910) for the implementation of the EUAA Regional Protection Project for the Southern Neighbourhood (RPSN).

Table 3. Composition of revenue in 2024

Budget Item	Description	Voted budget (€)	Revenue received during 2024 (€)	Final budget (€)
2 000	EU contribution (Commission subsidy - Titles 1, 2 and 3)	181,677,829	- 10,000,000	171,677,829
3 000	Associated countries contributions	p.m.	9,766,010	9,766,010
4 000	Other contributions	p.m.	2,346,441	2,346,441
5 000	Administrative operations and miscellaneous income including accrued interest	p.m.	1,639,537	1,639,537
	Total revenue	181,677,829	3,751,988	185,429,817

The table below outlines the composition of the Agency's revenue for 2025.

Table 4. Composition of revenue in 2025

Budget item	Description	Adopted budget (€)
2 000	EU contribution (Commission subsidy - Titles 1, 2 and 3)	194,737,310
3 000	Associated countries contributions	9,591,617
4 000	Other contributions	6,362,782
5 000	Administrative operations and miscellaneous income including accrued interests	1,158,705
	Total revenue	211,850,414



Evolution of expenditure in 2024 and 2025

In 2024, the execution of the EU subsidy reached 99 % in commitment appropriations and 95 % in payment appropriations.

Compared to the amended 2024 budget, the initial 2025 budget included an increase of EUR 75 million in commitment appropriations and EUR 68 million in payment appropriations.

Following the mid-year budget review in June 2025 and considering the previous years' experience, the Agency decided to return EUR 48 million in commitment appropriations and EUR 45 million in payment appropriations via the budget amendment in September 2025. As a result, the final 2025 budget stands at EUR 191 million in commitment appropriations and EUR 194 million in payment appropriations.

2.2. Outlook for 2026–2028

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

The demand for human resources has continued to rise and can be attributed to the current asylum and migration context, the concomitant workload associated with the core activities of the Agency and the implementation of the Pact. This was reflected *inter alia* in the revision of the multi-annual financial framework 2021–2027, where an additional EUR 2 billion were allocated to migration and border management. Part of this amount was earmarked for the Agency⁵⁵.

Finally, several projects implementing the new tasks and requirements of the EUAA Regulation are still in progress. Most of these projects are expected to be completed in 2026.

New tasks

The Pact adds more tasks for the Agency and also affects its operations. In addition to the preparations and adaptation of operational standards, indicators, guidelines and training, the EUAA is supporting both the Commission and Member States in the preparation and actual implementation of the Pact.

In relation to the Pact, a number of new developments are noted, notably as concerns operational support. It is also reasonable to expect that deadlines introduced by the new legal instruments will likely translate into additional requests for operational support. Some tasks in the areas of asylum and reception are contingent on Member State requests or in operational plans where these are included.

A few mandated tasks linked to the [EUAA Regulation](#) that had been previously postponed due to a lack of human resources will be implemented as a result of the ongoing reprioritisation exercise, such as the deployment of liaison officers to Member States. In accordance with

⁵⁵ [Mid-term review of the EU's long-term budget 2021-2027 - Consilium \(europa.eu\)](#).



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

As part of its efforts to ensure compliance with the new [Cybersecurity Regulation](#), the Agency has allocated specialised staff to support its implementation and ensure compliance.

Growth of existing tasks

Adapting to the Pact will necessitate an increase in human resources to effectively meet the new demands. To address these needs, the Agency welcomes the allocation of 100 new contract agent posts (75 in 2025, 13 in 2026 and 12 in 2027).

As it stands, the continued reduction of 90 short-term contract agent⁵⁶ posts until their phasing out in 2026 has significantly impacted the Agency's capacity to manage current activities. A prioritisation exercise, conducted with the active involvement of the Management Board, has partially mitigated this impact.

The Agency is prepared to adjust its operational support in view of the changing migration context and Member States' needs, based on available resources. The Agency's operational prioritisation process will also consider support to Member States to facilitate the full implementation of the Pact. In the last years, as a result of the asylum situation, the EUAA's operational support has continued operating on a large scale. As many as 13 Member States benefitted from the Agency's operational and technical assistance in 2024, with approximately 1,500 personnel (the Agency's own staff, experts from Member States, remunerated external experts, temporary agency workers and interpreters) deployed as part of asylum support teams across the operations. The EUAA is dedicated to continuing its emphasis on implementing exit strategies in the existing operations where feasible and optimising its resources whilst exploring innovative options to ensure an uninterrupted delivery of support should the asylum situation further require it in 2026–2028.

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

In the external dimension, the EUAA will prioritise supporting the candidate and potential candidate countries. The European Council granted candidate status for accession to the EU to Ukraine (in June 2022), Moldova (in June 2022) and Georgia (in December 2023). In line

⁵⁶ In 2022, the Agency was allocated 90 short-term contract agent posts to support the operational tasks related to the impact of Russia's full-scale invasion of Ukraine.



with the [External Cooperation Strategy](#) and depending on availability of resources, the EUAA might develop new bilateral cooperation frameworks with these countries⁵⁷.

The Agency's monitoring role, which has already placed demands on resources in 2024, will have significant workload implications in the programming period. The Monitoring Unit will manage and support, in terms of methodology, planning, logistics and administration, the deployment of an average of five monitoring teams per year. Other units will also contribute with content-specific expertise. This new task will drastically increase the Agency's ability to support the implementation of the CEAS, by proactively identifying and addressing shortcomings in national asylum and reception systems, identifying needs and recommending possible solutions as well as potentially supporting Member States in implementing improvement actions.

With respect to the examination of applications for international protection, the Agency will produce regular 'convergence reports' and expand the scope of its country guidance activities to include certain nationalities for which the EU-level recognition rate at first instance is equal to or lower than 20 %. The Agency may also be requested to provide further information and analysis on specific third countries which could be considered for designation as safe countries at Union level.

The new legal framework implies the revision of all existing practical guides, tools, standards and indicators while several new ones will need to be developed, directly or indirectly deriving from the Pact. In view of the Pact's entry into application mid-2026, Member States will increasingly count on the Agency for support and advice in implementing the new guides, tools, standards and indicators. As part of its permanent support, the Agency can support Member State authorities by organising targeted activities through the national contact points of the thematic networks in the field of vulnerability screening, border procedures, alternatives to detention, accelerated procedures, including second instance and contingency planning. Such support can be delivered through workshops, webinars, exchange programmes and other specific activities, to facilitate the implementation of these new guides, tools, standards, and indicators. Outreach activities will be a success factor of this effort.

Training on asylum and reception is likewise envisaged to expand in scope, with an important workstream linked to the Pact. The entire EAC will continue to be adapted and updated in 2026 (and likely beyond) to address new tasks and processes brought on by the Pact, which trigger additional training needs from Member States and asylum support teams. These needs have to be addressed and streamlined in the EAC. The Agency will have an important role in delivering updated training to practitioners in a timely manner: in fact, by prioritising training to as many national determining authorities as possible, the Agency will ensure that the national authorities are able to comply with their training requirements under the Pact and, as a consequence, that they manage asylum applications in a fair and effective manner.

⁵⁷ Discussions are already underway with the EU Delegation to Ukraine and the EU Delegation to Moldova, and in coordination with the European Commission, for the development of projects for capacity building support to Ukraine and to Moldova, funded under the corresponding Facilities. Each of these projects is envisaged to run for three years. Any support to Georgia will be subject to a decision at EU level to resume the accession process.



The additional tasks related to the promotion of fundamental rights and monitoring will also have an indirect impact on training development and implementation. For example, recommendations arising from monitoring are likely to include capacity-building activities, which will require matching limited resources with growing demand. Regardless of policy changes, the scope for training is likely to continue to grow, including context and country-specific training, as well as content module assessments.

2.3. Resource programming for 2026–2028

Financial resources

The contribution from the general budget of the EU will continue to represent by far the largest share of the Agency's budget in 2026–2028. The EU subsidy will be complemented by the associated countries' contributions. The Agency will also manage resources stemming from:

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

The evolution of the EU subsidy shows a steady increase for 2026–2028 and is aligned with the revised multiannual financial framework 2021–2027.

In June 2026, the Agency conducted its mid-year budget review and based on the outcome and previous year's experiences, the budget 2026 was amended to return part of the EU contribution amounting to:

- EUR 43 million in commitment appropriations, thus reducing the commitment appropriations to EUR 209,017,613; and
- EUR 15 million in payment appropriations, thus reducing the payment appropriations to EUR 213,017,613.

Table 5. Expenditure evolution in commitment appropriations (EU subsidy)

Title	Expenditure type	2026 (€)	2027 (€)	2028 (€) ⁵⁸
1	Staff expenditure	65,528,000	73,013,000	82,764,000
2	Infrastructure and operating expenditure	25,615,000	32,675,000	34,694,000
3	Operational expenditure	117,874,613	161,109,966	162,542,000
Total expected expenditure		209,017,613	266,797,966	280,000,000

The increases in Title 1 and Title 2 reflect the costs of additional posts and the increased costs for salaries including inflation and the related increase in infrastructure and ICT (including

⁵⁸ The total budget may differ subject to the adoption of the Multiannual Financial Framework (MFF) 2028-2034.



office space, equipment, meeting rooms, etc.) and to ensure the smooth management of the complex multi-location configuration (including essential ICT costs).

Title 3 indicates an increase of operational needs in the coming years. As operational expenditure is dependent on requests for support from Member States, it is characterised by a certain degree of volatility. Schengen-associated countries' contributions serve as contingency funding to cover unforeseen events and requests for support to Member States.

Annex III provides more details on revenue and expenditure.

Human resources

The Agency welcomes the addition of 75 contract agent posts in 2025, along with another 13 in 2026 and 12 in 2027⁵⁹. In parallel, the short-term contract agents allocated to the EUAA in 2022 as a temporary measure in response to the military aggression against Ukraine will be phased out completely by the end of 2026, despite the agreed extension of Temporary Protection at least until March 2027.

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

2.4. Strategy for achieving efficiency gains

The Pact adds more tasks for the Agency, substantially impacting its permanent and operational support activities. Even with an improved division of work among existing personnel, additional human resources will be necessary to execute these new responsibilities. In one of its first steps, the Agency adopted a programme management approach to steer the Pact's implementation, building on the successful experience of the EUAA transition programme. This approach ensures that the Pact's implementation is managed in an efficient and coordinated way.

More generally, the EUAA's approach for achieving efficiency gains is multifaceted, focusing on streamlining processes, leveraging technology, and optimising resource allocation. The Agency will continue to implement improvements to its systems and procedures to further increase efficiency. Simplifying processes, while ensuring compliance with the applicable rules and internal controls remains a key objective. In doing so, the Agency will ensure that:

- repetitive and labour-intensive tasks are minimised/automated where possible, allowing for more time on tasks that have higher added value (e.g., digitalising human resource processes as much as possible through SYSPER and other digital solutions);

⁵⁹ The Agency requested additional posts for tasks stemming from the revised mandate and to address the new cyber security requirements. The Agency is receiving 100 contract agent posts over a period of three years (2025-2027) for Pact implementation.



- workflows are streamlined by eliminating unnecessary steps and reducing administrative burdens, enabling a more efficient and agile operational environment (e.g., reducing the number of actors and steps in workflows and shifting workflows to digital tools such as SYSPER, Paperless etc.);
- a risk-based approach continues to be embedded across activities so that efforts are geared towards tasks that require enhanced control;
- resources in administration are kept to a minimum compared to operations, without jeopardising the essential deliverables of the Agency;
- there is continual improvement by regularly assessing its systems and procedures to identify areas for enhancement and implementing necessary changes;
- focus is placed on effective knowledge management practices, ensuring that valuable institutional knowledge is captured, shared, and utilised to improve efficiency and decision-making;
- reskilling and upskilling of the workforce is prioritised to adapt to new realities;
- efforts to minimise the environmental impact are prioritised by reducing travel and the number of physical meetings, and investing in environmentally friendly practices; and
- it uses the opportunity of the review of all practical guides, tools, standards and indicators to rationalise and merge some of these products where possible.

Technologies such as artificial intelligence are likely to play an increasingly important role in the EUAA's work, including in collecting and analysing data and supporting research purposes. The Agency will continue exploring how such technologies can advance its automation and digitalisation agenda while being mindful of the possible risks and ensuring the necessary safeguards.

The EUAA will continue to strengthen its collaboration with other EU agencies through bilateral partnerships and active engagement in established networks, such as the Justice and Home Affairs Agencies Network⁶⁰ and the subgroups of the Performance Development Sub-Network of the EUAN, to foster knowledge exchange, and to offer staff exchange programmes. It remains committed to identifying synergies and exploring opportunities for shared resources, knowledge management and the sharing of best practices, with a view to potentially expanding joint initiatives in the future where appropriate.

Furthermore, the Agency will continue outsourcing to support selected functions through additional categories of personnel such as remunerated experts and service providers.

As an outcome of the ongoing prioritisation exercises, the Agency will continue to explore prioritising the staffing of posts for delivery of the operational tasks stemming from the Pact during the period 2026-2028.

The portfolio of programmes and projects is a strategic initiative with the potential to be fully operational by 2026–2028. This forward-looking approach enhances programme and project management and delivery, setting the stage for a more streamlined and effective Agency through the lessons learned and frameworks already established.

⁶⁰ For example, justice and home affairs agencies are key partners for information exchange and mutual support. EUAA systematically exchanges information on work programmes with these and several other agencies to prevent overlaps, identify possibilities for synergies, and provide mutual support.



2.5. Negative priorities / decrease of existing tasks

Recognising the constraints of limited resources, the Agency employs a strategic approach to prioritise and allocate its resources effectively. The Agency uses the mechanism outlined below, which permits prioritisation and allocation/re-allocation of resources, including de-prioritisation of tasks. In line with the agreed procedure, the Agency quarterly presents high-level activities/tasks to the Management Board and the Commission for discussion.

Table 6. The Agency's prioritisation mechanism

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

The Agency regularly prepares action plans in phases and reports on their implementation. It follows up on identified areas requiring changes or reductions.



Section III. 2026 annual work programme

1. Summary

Drawing on its multi-annual objectives, the Agency has organised 16 activities to be carried out in 2026. As key priorities, the Agency will engage in fully implementing the Pact and its monitoring mandate from 2026 onwards. Meanwhile, the Agency will continue to adapt to changing migration trends flexibly, taking into account that crises may affect delivery of activities in 2026 and cause changes to the work programme and finances. In this context, the following thematic priorities will help the Agency structure its work and focus.

Operational support, resettlement, operational support framework

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

Training and professional development

The Agency will prioritise the convergence of practices and the professionalisation of the asylum sector, also in view of the Pact's ambitions. To support the achievement of convergence, the EUAA Academy plays a crucial role as an accredited qualification provider with a focus on delivering high-quality training and enlarging its training offer, including the launch of a master's degree. The Agency will focus on enhancing cooperation with EU+ countries on matters related to training and professional development and continuing to provide quality training and professional development activities to EU+ countries, partner countries outside the EU and its own staff. Crucially, the Agency will emphasise not just the acquisition of standards but their practical application, ensuring that training goes beyond certification and translates into effective implementation that contributes to effective convergence of practices.

Asylum knowledge and monitoring

As a priority, the Agency will support the full implementation of the Pact, which will enter into application mid-2026, through its asylum knowledge activities and deliverables. Coinciding with this entry into application, the EUAA will fully roll out its [multiannual monitoring programme](#), following two pilot country exercises in the previous year and the revision of the 2024 [monitoring methodology](#) to reflect the new legal framework. The Agency will continue to enhance the understanding of the asylum situation in the EU by producing high quality, timely and tailored information outputs, improving situational awareness and early warning capabilities and responding to emerging needs. The EUAA will further adapt its knowledge

and guidance activities to the new instruments stemming from the Pact and will continue to focus efforts on promoting convergence of asylum and reception practices.

Horizontal activities

The Agency will prioritise strengthened internal governance, a skilled and engaged workforce, and resilience of its digital content. It will continue to align with the EU's long-term sustainability goals and to foster collaboration both within and outside the Agency to leverage expertise and resources effectively. Internal and external communication tools will support information flow and the Agency's priorities. Close relationships with stakeholders, the development of third country capacities and continued dialogue with the Consultative Forum remain priorities.

All actions under the work programme will respect and be implemented in line with the rights and principles enshrined in the Charter of Fundamental Rights of the EU, in particular Article 1 (human dignity), Article 8 (protection of personal data), Article 18 (right to asylum), Article 19 (protection in the event of removal, expulsion or extradition), Article 21 (non-discrimination) and Article 24 (the rights of the child).

2. Activities

The human resources detailed under each activity are presented in terms of the number of temporary agents, and the number of contract agents (including short-term operational contract agents and project-based contract agents) and seconded national experts. The numbers are reproduced in Annex II together with the total numbers.

2.1. Operational support

2.1.1. Operational and technical assistance

Overview of the activity

The Agency will continue providing operational and technical assistance to Member States through the implementation of agreed operational plans⁶¹. Following dedicated assessments of needs, priorities as well as available resources on the Agency side, new operational plans or specific projects will be designed to provide timely and effective operational responses to the varied needs of Member States according to the Agency's internal methodology. The relevance of operational support measures will be ensured by a

⁶¹ Operational plans are published on the Agency's [website](#). They lay down the conditions for the provision of operational and technical assistance, including deployment of asylum support teams, provision of interpretation and other services, capacity building, material support and assets to enhance Member States' capacity to respond to immediate needs in compliance with CEAS standards.

continuous review of current and emerging needs in light of migration trends, as reflected in the [European Annual Asylum and Migration Report](#)⁶², and changes in operational contexts, as well as the Agency's ability to respond. This prioritisation process will also consider, including through the involvement of the Management Board, the support required by Member States to facilitate the full implementation of the Pact, ensuring effective operational support aligned with their needs.

Where relevant, the EUAA will deploy asylum support teams⁶³ and contribute to deployment under the migration management support teams⁶⁴. The Agency may also deploy or complement the required support infrastructure, including by providing equipment and temporary offices, supporting the setting up or provision of facilities or procuring necessary services such as interpretation/cultural mediation, transportation and others.

The Agency provides operational and technical assistance to Member States through multi-annual or shorter-term operational plans, based on specific contexts and needs. As of May 2025, the Agency provides operational and technical assistance to Italy, Greece, Cyprus, Malta, Spain, Belgium, Bulgaria, Germany, Romania and the Netherlands.

Continued provision of support and/or provision of support in the context of new requests will be reviewed, assessed and agreed upon based on a solid prioritisation process, as defined above, that considers the availability of human and financial resources at the disposal of the Agency and is carried out in close coordination with the Commission. Activities will be prioritised, within the Agency's overall capacities, based on urgency, impact and EU added value.

Operational and technical assistance will also take into account the Agency's capacity to contribute to the implementation of solidarity measures, in coordination with the EU Solidarity Coordinator. The main challenges for the Agency remain the ever changing political and operational environment in which it has to plan and operate. Throughout the year, following any change in the circumstances on the ground, and in agreement with the Commission and the host Member States, the Agency may adjust its operational interventions providing appropriate support to address emerging priority needs. Support will be prioritised for Member States facing disproportionate pressure at the external borders of the EU as well as for other Member States, which are facing disproportionate migratory challenges linked to secondary movements. The budget assigned to the activities is therefore indicative and budget appropriations may be re-allocated between activities based on emerging priority needs and the progress of implementation of operational plans and specific projects. In case of further operational needs or in the event of emergencies, contingency funds may also be activated.

⁶² The Commission adopted the first European Annual Asylum and Migration Report on 12 November 2025.

⁶³ In accordance with Article 21 of the EUAA Regulation.

⁶⁴ Teams providing technical and operational reinforcement to EU Member States at hotspot areas and which are composed of experts deployed from EU Member States by Frontex and by the EUAA, Europol or other relevant EU agencies.

	2026 (planned)	2024 (actual)
Financial resources	EUR 89,368,613 ⁶⁵ (3301 Operational Support)	EUR 74,175,528 (3301 Operational Support)
Human resources	22 TA, 53 CA & SNE	38 TA, 37 CA & SNE
Estimates of quantifiable workload drivers	- Continued implementation of agreed operational plans. - Maintained support with the deployment of more than 1,500 experts, subject to resource availability. - Signature of new/continuation of ongoing operational plans and specific projects, based on Member States' needs and operational context. - Support for the implementation of the Pact.	
Objective 1		
To provide timely and effective operational and technical assistance to Member States to respond to pressure on their asylum and reception systems and to implement their obligations under the CEAS.		
Link to the multi-annual objective(s)		
MA01		
Main outputs/actions (2026)		
- Supporting Member States' asylum and reception systems by managing, coordinating and implementing operational and technical assistance in accordance with the agreed operational plans and specific project plans. - Providing operational support as needed, including first operational response to Member States' needs. - Supporting Member States in the implementation of the Pact.		
Expected results (2026)		
- Operational plans and specific projects are established/amended/extended as needed. - First operational response to Member States' needs is timely and effective. - Member States are timely and effectively supported through the implementation of operational plans and/or specific project plans. - The capacity of Member States to respond to pressure on their asylum and reception systems and to implement their obligations under the CEAS is enhanced. - The capacity and preparedness of Member States to respond to urgent needs is enhanced. - Member States are supported in the implementation of the Pact.		

⁶⁵ In case of operational needs, budget reallocation and/or R0 provisions can be further utilised for operational budgeting.

Indicators	Latest result	Target 2026	Data source
Percentage of operational plans and specific project plans agreed and/or under implementation following approved requests from Member States (and based on the Agency's available resources)	NA	100 %	Progress reports

2.1.2. Horizontal operational activities

Overview of the activity
Resettlement The Agency aims to strengthen the EU's role in the area of resettlement, in line with the Union resettlement and humanitarian admission framework, with the goal of supporting EU+ countries in meeting the international protection needs of refugees in countries outside the EU. The activity, aligned with the Commission's recommendation on legal pathways to protection in the EU⁶⁶, is carried out in collaboration with the Commission, the UNHCR, the International Organization for Migration (IOM) and other stakeholders to ensure efficiency, effectiveness and complementarity. The Agency will: • provide operational support to the Commission regarding the coordination of EU+ countries' resettlement programmes, in line with the Union resettlement and humanitarian admission framework; • support, upon request, EU+ countries' resettlement through tailor-made support actions; • facilitate cooperation, coordination and capacity development within the EUAA Resettlement Network through dedicated meetings, resettlement training, development of operational tools, collection/dissemination of relevant data and mainstreaming of best practices; • provide operational support to EU+ countries upon request from the resettlement support facility in Türkiye and other third countries as applicable; • support the planning and implementation of community sponsorship programmes and complementary pathways to international protection with interested EU+ countries. Relocation The Agency will contribute to the effective implementation of solidarity by providing operational support under the relocation mechanism, and in particular, for the relocation of applicants for, or beneficiaries of, international protection within the Union. The EUAA will

⁶⁶ [EUR-Lex - 32020H1364 - EN - EUR-Lex \(europa.eu\)](#).

play an important role in this area by ensuring a structured, coordinated, and needs-driven approach to providing assistance to Member States, in close cooperation with the EU Solidarity Coordinator.

The Agency's operational and technical assistance in this area will be implemented under a multi-country operational plan framework, contingent upon the number of benefitting and/or contributing Member States to be supported and will focus on enhancing the practical implementation of relocation measures and solidarity contributions.

Response preparedness

The Agency strives to continuously improve its operational preparedness by reviewing and developing procedures and support functions to support harmonised operational responses.

Preparedness work will focus on:

- consolidating the Agency's first response capacity and using the EUAA asylum and reception operational response catalogue, focusing on urgent needs and building capacity based on EU standards to ensure sustainability of its interventions;
- enhancing relevant support functions for systematic, agile and efficient first response interventions;
- developing preparedness plans for the provision of operational response based on regular analysis of migration trends and changes in operational contexts;
- providing support in drafting and/or reviewing national contingency plans at the request of Member States, based on a common methodology to foster harmonisation of contingency planning approaches across the EU.

Operational quality and procedures

To improve the delivery and quality of operational and technical assistance, the Agency will further develop quality assurance methodologies, quality and operational tools and guidance, work instructions and standard operating procedures and will continue identifying and disseminating good practices across operations. It will ensure consistent implementation of methodologies and tools across operations; facilitate the exchange of knowledge and information on procedures and quality; as well as provide first-line and structural quality support.

Finally, the Agency will roll out, across all EUAA operations, a mechanism to report, assess and, where necessary, escalate alleged violations of fundamental rights and international protection obligations by the host Member State that are of a serious nature or are likely to persist.

	2026 (planned)	2024 (actual)
Financial resources	EUR 3,459,000 (3301 Operational Support)	EUR 2,234,601 (3203 External dimension - Resettlement)

Human resources	12 TA, 21 CA & SNE	2 TA, 2 CA & SNE
Estimates of quantifiable workload drivers	- Assistance to at least 17 EU+ countries through the delivery of activities aimed at enhancing technical cooperation among EU+ countries on specific topics of interest in the area of resettlement and complementary pathways to international protection. - Assistance to at least 8 EU+ countries for their resettlement efforts, through development and implementation of operational activities derived from the resettlement support facility in Türkiye and other third countries as applicable. - Relevant policy developments (e.g., the Pact, recommendation on legal pathways to protection in the EU⁶⁷, Commission’s resettlement pledging exercise, Union resettlement and humanitarian admission framework, UNHCR projected global resettlement needs 2025). - Assistance to Member States with the relocation of applicants for and/or beneficiaries of international protection, in close cooperation with the EU Solidarity Coordinator. - New requests from Member States for support in drafting and/or reviewing national contingency plans. - Quality assurance methodologies, quality and operational tools and guidance, work instructions and standard operating procedures to be developed, reviewed/improved and implemented across operations. - Implementation of platforms for exchange of information and good practices among operations on asylum, reception, and vulnerability. - Implementation of the escalation mechanism through the assessment of escalated reports related to alleged violations of fundamental rights and international protection obligations.	
Objective 1		
To support EU+ countries in resettlement and relocation.		
Link to the multi-annual objective(s)		
MA01		
Main outputs/actions (2026)		
- Manage and coordinate the EUAA Resettlement Network. - Provide operational support in the area of resettlement and complementary pathways to international protection in the EU, including through the expert platform on safe pathways for Afghans. - Support EU+ countries through resettlement training, tools, data collection and mainstreaming of best practices.		

⁶⁷ [Commission Recommendation \(EU\) 2020/1364 of 23 September 2020 on legal pathways to protection in the EU: promoting resettlement, humanitarian admission and other complementary pathways, C\(2020\) 6467.](#)

- Support the Commission in strategic planning and meetings on the implementation of the Union resettlement and humanitarian admission framework with EU+ countries and relevant stakeholders, including the UNHCR and the IOM.
- Organise operational meetings with EU+ countries and relevant stakeholders, including the UNHCR and the IOM.
- Provide tailor-made support actions for the planning and implementation of resettlement, community sponsorship programmes and complementary pathways to international protection.
- Provide operational support to Member States in the area of relocation, in close cooperation with the EU Solidarity Coordinator, under a multi-country OP framework (contingent upon the number of Member States to be supported).

Expected results (2026)

- Improved coordination of EU+ countries' resettlement programmes.
- Improved operational cooperation among EU+ countries in the field of resettlement, and complementary pathways to international protection, including under the Union resettlement and humanitarian admission framework.
- Increased cooperation with relevant stakeholders (including the UNHCR and the IOM) in the area of resettlement and complementary pathways to international protection.
- The Agency's resettlement training, tools, data collection and best practices are used effectively and with added value for EU+ countries.
- (Multi-country) Operational Plan(s) on relocation is/are established as needed.
- Operational support to Member States in the area of relocation and solidarity is timely and effectively delivered.

Indicators	Latest result	Target 2026	Data source
Number of EU+ countries participating in activities of resettlement and complementary pathways to international protection in the EU	NA	17	Operational/ administrative records; meeting reports.
Percentage of EU+ countries requesting and receiving operational support in resettlement	NA	80 %	Operational/ administrative records

Objective 2

To maintain and continuously improve the preparedness, response capacity and quality in the delivery of operational support.

Link to the multi-annual objective(s)

MA01

Main outputs/actions (2026)

- Review and further enhance the Agency's operational response capacity as necessary.
- Provide support in the reviewing and drafting of national contingency plans upon request of Member States.

- Prepare, review and consolidate quality assurance methodologies, quality and operational tools and guidance, work instructions, standard operating procedures and good practices for the Agency's operations.
- Facilitate the exchange of knowledge, information and good practices amongst operations on quality matters and procedures.
- Provide first-line and structural quality support to operations.
- Facilitate and contribute to the implementation of the escalation mechanism.

Expected results (2026)

- The Agency has developed and maintains internal capacity (human, technical and logistical) to ensure timely response to operational needs.
- Timely and effective support is provided to Member States for drafting and/or reviewing national contingency plans - on request.
- Quality, consistency and harmonisation of operational delivery is improved.
- The EUAA escalation mechanism is implemented across operations.

Indicators	Latest result	Target 2026	Data source
Percentage of national contingency plans for which EUAA provided support in reviewing, at the request of Member States	NA	100 %	Operational records
Number of operational tools/procedures/workflows, developed, updated or implemented as well as information exchanges facilitated (measured by documented instances of knowledge sharing, meetings, workshops, reports or communications)	15	63	Operational records

2.1.3. Operational capabilities

Overview of the activity

Programming of operations

The Agency designs and implements its operations in line with the provisions outlined in an agreed operations framework, applying a sound project management methodology and a transparent prioritisation process, ensuring best use of the Agency's available resources. Systematic needs assessments will continue to inform the identification and design of the Agency's operations. Planning of programmes and projects will be supported by the development of result frameworks, budgets, implementation and monitoring plans.

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

Operational deployment management

The deployments of asylum support teams will continue through complementary deployment mechanisms and workflows. The asylum reserve pool will complement, in case of disproportionate pressure, the national experts who are deployed for support activities on the basis of annual bilateral negotiations with the Member States. The roster of remunerated external experts will support the Agency's response capacity. Strengthened frameworks and tools for deployment management, including the operational deployment system, will enable rapid response and flexible scaling of support to Member States when pressure on national asylum and reception systems is high.

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

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

Business support

The Agency will continue to strengthen its operational business support capabilities to ensure effective operational delivery. Enhanced and coherent business support will continue to provide systems, tools, and mechanisms necessary for the Agency to operate effectively and deliver its strategic and operational objectives.

	2026 (planned)	2024 (actual)
Financial resources	EUR 6,622,000 (3301 Operational Support)	EUR 4,205,155 (3301 Operational Support)
Human resources	26 TA, 40 CA & SNE	14 TA, 14 CA & SNE
Estimates of quantifiable workload drivers	• New requests for operational and technical assistance. • New operational plans to be signed and implemented. • Management of the asylum reserve pool. • Management of the national contact points network (including at least two-yearly meetings), yearly planning cycles related to the operational plans and horizontal support to the deployment of Member State experts. • Management of complementary deployment mechanisms. • Support to design or review phases of the operational plans, including as concerns resource planning. • Modules of the operational deployment system to be reviewed and/or updated. • Annual operational budget to be implemented and services to be delivered.	

Objective 1

To further develop, maintain and continuously improve the preparedness, methodological, quality and deployment frameworks for planning, design and delivery of operational support.

Link to the multi-annual objective(s)

MA01

Main outputs/actions (2026)

- Review, update and ensure the application of the EUAA asylum and reception operational response catalogue in the preparation and implementation of operational plans.
- Provide strategic guidance and methodological support on all aspects of programming, planning, budgeting, monitoring and reporting, in accordance with the Agency's operational programming methodology.
- Manage the deployment of experts, including Member State experts and experts from complementary deployment mechanisms (i.e. remunerated external experts and temporary agency workers).
- Manage and further develop the performance monitoring framework for experts deployed as part of asylum support teams.
- Manage and further develop the operational deployment system.
- Organise regular meetings with national contact points for communication and coordination on deployment and operational matters.
- Create, update and maintain country-specific information for deployed experts on country operations platforms.
- Deliver effective, timely and compliant business support services across all operations.

Expected results (2026)

- Operational and technical assistance is delivered in a results-based framework, through harmonised rules, procedures and tools, in accordance with the EUAA strategic objectives.
- The Agency has capacity to scale up and down its operations in a timely and flexible manner, including through rapid responses to operational needs where needed.
- Effective and sustainable deployment management and deployment monitoring framework for the Agency's operations is established and maintained.
- Continued and enhanced communication with the national contact points on deployment matters is maintained.
- Country-specific information is available and up to date for each operation to facilitate the deployment of experts to asylum support teams.
- Operational support is effectively supported by the business support services.

Indicators	Latest result	Target 2026	Data source
Percentage of the Agency's operations planned and implemented applying the	100 %	100 %	Operations records/project documentation

Agency's operational methodology and tools			
Agreed personnel needs in country operations are met, including via completion of the asylum reserve pool/annual nominations	73 %	Minimum 80 %	Operational deployment system

2.2. Training and professional development

2.2.1. Design and development of the European asylum curriculum

Overview of the activity

The EAC is a key element of a convergent implementation of the CEAS and of the continuous professionalisation of asylum and reception officials. It provides comprehensive learning programmes that are essential for the performance of tasks of asylum and reception officials and EUAA staff. To further enhance the efficiency and effectiveness of asylum and reception systems, the EAC training includes:

- entry requirements;
- learning outcomes derived from the educational and occupational standards of the European sectoral qualifications framework for asylum and reception officials; and
- learning and assessment strategies (on a voluntary basis) to meet the specific needs of learners and recognise their prior learning.

The EAC uses a blended learning methodology and encourages peer learning and work-based learning. Analysis of learner behaviour and feedback will inform learning content and increase learner value through innovative instructional methods.

To ensure the sustainable implementation of the EAC, the Agency will strengthen cross-cutting training for EUAA and Member States' trainers and support upskilling by providing training for continuing professional development. The Agency will continue to develop the EAC in close cooperation with Member State-nominated experts, consulting all relevant stakeholders including the Training Reference Group members, the Fundamental Rights Officer, the UNHCR, the Consultative Forum, relevant EU agencies, academic institutions, networks and other stakeholders, eventually leading to the establishment of a community of practice of asylum and reception officials and trainers.

	2026 (planned)	2024 (actual)
Financial resources	EUR 2,909,050 (3201 EUAA Training)	EUR 1,925,987 (3201 Training)
Human resources	22 TA, 6 CA & SNE	22 TA, 3 CA & SNE

Estimates of quantifiable workload drivers	• EU policy, legislative developments, or emerging practices triggering needs for review of the training material, including those related to new target audiences. • Possible increase in training requests from countries with which an operational plan has been agreed, implying the need for additional training developments and materials. • Number of new and updated e-Learning content expected to be built in English and in other languages as requested.		
Objective 1			
To strengthen the EAC, ensuring its effectiveness and relevance to the training needs of asylum and reception officials as well as the EUAA’s staff and deployed asylum support teams.			
Link to the multi-annual objective(s)			
MA02			
Main outputs/actions (2026)			
• Expand and manage the training offer of the EAC, based on identified training needs, in line with the quality guidelines and standards in the field of higher education and vocational training and in compliance with the Pact legislative instruments entering into application. • Design and develop cross-cutting training modules for the EAC as well as other training activities, focusing on implementing strategies for adult learning and assessment. • Develop e-Learning objects and manage the e-Learning content on the EUAA learning management system, in line with innovative approaches on instructional methodology. • Translate the EAC into requested languages and maintain the EUAA training catalogue. • Establish a community of practice of asylum and reception officials and trainers and cooperate with all relevant stakeholders.			
Expected results (2026)			
• EAC designed and reviewed according to the identified training needs and to the new EU acquis. • Enhanced capacity in Member States’ asylum and reception systems through work-based learning methodologies.			
Indicators	Latest result	Target 2026	Data source
Percentage of training materials made available for use according to the training plans	NA	90 %	Documentation and internal records

2.2.2. Planning, programming and delivery of the EUAA's training

Overview of the activity

The EUAA will plan and deliver training and professional development activities for members of its own staff and members of the staff of relevant national administrations in EU+ countries and partner countries outside the EU as part of permanent, *ad hoc* and operational support and training cooperation. The Agency will continue supporting EU+ national administrations through planning, programming, organising, delivering and evaluating its learners' and trainers' curriculum. The EUAA's modules can constitute parts of the national training programmes of the EU+ countries.

The learning methods used remain diverse in nature and may include face-to-face, e-learning, blended training, webinars, on-the-job training, on-the-job coaching, and possibly vocational mobility programmes⁶⁸. The EUAA's training delivery may be supported by interpretation.

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

The EUAA will deliver the learners' curriculum for asylum and reception officials and support Member States in delivering national training sessions. The Agency will work closely with the relevant training national contact points when needed, to manage flexible learning pathways and ensure that programmes are consistent and relevant to training needs. It will also strengthen mechanisms for selection of experts to be used for planning and delivery of training within the framework of permanent, *ad hoc* and operational support activities coordinated by the Agency.

Cooperation on training with EU+ countries will be consolidated, expanding on permanent and *ad hoc* support with regards to training, by further investing on engaging Member States, promoting the EAC and shaping concrete opportunities to consolidate training-based cooperation and partnerships between the EUAA and Member States' national administrations. That would include consolidating training-based cooperation as a component in the phasing-out of operational support.

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

The EUAA will support partner countries outside the EU with relevant training activities as part of capacity building under the Agency's [external cooperation strategy](#) within the framework of existing cooperation engagements and in line with established priorities and available resources.

⁶⁸ Vocational mobility programmes involve the exchange of national authority officials, enabling them to visit other institutions and acquire knowledge and skills.

The Agency will cooperate, where relevant, with various stakeholders, such as the European Commission, Justice and Home Affairs Agencies, the UNHCR, the IOM, the Council of Europe, and other training networks and organisations, including civil society organisations.

	2026 (planned)	2024 (actual)
Financial resources	EUR 466,750 (3201 EUAA Training)	EUR 229,922 (3201 Training)
Human resources	14 TA, 4 CA & SNE	15 TA
Estimates of quantifiable workload drivers	- Expected significant number of training requests under permanent and <i>ad hoc</i> support, including content module assessments. - Expected increase in the number of training requests under operational support and support to partner countries outside the EU.	
Objective 1		
To plan for and deliver trainer and learner curricula, including professional development activities, based on identified needs and in line with established quality standards.		
Link to the multi-annual objective(s)		
MA02		
Main outputs/actions (2026)		
- Expand on permanent and <i>ad hoc</i> support with regards to training, promote the EAC and shape concrete opportunities to consolidate training-based cooperation and partnerships between the EUAA and Member States’ national administrations. - Coordinate training planning and delivery with training national contact points and other relevant stakeholders within national administrations and beyond (international organisations, other EU agencies). - Develop the EUAA’s training plans for trainers and asylum and reception officials. - Organise and deliver training sessions and professional development activities under the EUAA’s training plans, including grading and verification of assessments. - Deliver training targeting specific needs of asylum and reception national authorities on an <i>ad hoc</i> basis when requested. - Strengthen mechanisms for selection of experts to be used for planning and delivery of training within the framework of permanent and <i>ad hoc</i> support activities coordinated by the Agency and deploy trainers for delivery of training sessions under the EUAA’s training plans. - Organise and facilitate meetings of training national contact points and of the trainers’ network. - Enhance training products on the EUAA monitoring function and regularly deliver training to EUAA staff and external partners supporting the Agency in the implementation of the monitoring function.		

Expected results (2026)

- Increased competence, capacity and preparedness of asylum and reception national authorities in relevant areas, also in view of the entry into application of the Pact.
- A sustained pool of skilled trainers ensuring high quality training delivery is in place.
- Strengthened cooperation on training with EU+ countries.

Indicators	Latest result	Target 2026	Data source
Overall satisfaction rate of participants	89 %	80 %	e-Learning management system

Objective 2

To plan and deliver targeted training and professional development activities for Member States under disproportionate pressure, including training for asylum support teams relevant to their duties and function.

Link to the multi-annual objective(s)

MA02, MA01

Main outputs/actions (2026)

- Develop training plans under operational plans, based on training needs.
- Organise and deliver training and professional development activities to various profiles of the Agency's asylum support teams and to Member States' national authorities within the framework of operational plans, based on identified needs and in line with established quality standards.
- Strengthen mechanisms for selection of experts to be used for planning and delivery of training within the framework of operational support activities coordinated by the Agency and deploy trainers for delivery of training sessions within the framework of operational plans.

Expected results (2026)

- Enhanced expertise of the Agency's asylum support teams.
- Enhanced capacity of Member State authorities to respond to asylum pressure.

Indicators	Latest result	Target 2026	Data source
Overall satisfaction rate of participants	89 %	80 %	e-Learning management system

Objective 3

To plan for and deliver training to national authorities of partner countries outside the EU within the framework of EUAA's cooperation engagements⁶⁹.

⁶⁹ Linked to objective 2 in section 2.4.4.

Link to the multi-annual objective(s)			
MA02			
Main outputs/actions (2026) • Ensure regular coordination with partner countries outside the EU and other stakeholders on training needs. • Organise and deliver training sessions and other professional development activities for partner countries outside the EU, based on identified needs and in line with established quality standards, within the framework of a roadmap and/or other type of cooperation established with the Agency.			
Expected results (2026) • Strengthened capacity of national authorities of partner countries outside the EU in handling asylum procedures in a fair and efficient manner.			
Indicators	Latest result	Target 2026	Data source
Overall satisfaction rate of participants	92 %	80 %	e-Learning management system

2.2.3. Training quality assurance framework and training monitoring and evaluation

Overview of the activity
The Agency has undergone an external quality assurance review to establish the EUAA Academy, an accredited and licensed further and higher education provider able to award legally recognised full and partial qualifications. The Academy offers training compliant with the standards and guidelines for quality assurance in the European higher education area, including stacking micro-credentials into larger structures, such as partial or full qualifications, and enabling recognition of prior learning (both non-formal and informal learning). To ensure the high quality of its training, the EUAA: • implements a specific training quality assurance framework and strengthens support to national authorities to facilitate its consistent application; • monitors and ensures the relevance of the European sectoral qualifications framework for asylum and reception officials throughout the training cycle⁷⁰; • provides learners and trainers with opportunities to give feedback; • manages the learner complaints and assessment appeal process in an objective and impartial way;

⁷⁰ The European sectoral qualifications framework identifies the knowledge, skills and levels of responsibility and autonomy necessary for asylum and reception officials to perform their tasks. This approach is implemented across all phases of the training cycle, from the identification of training needs to the design and development of training and its delivery and evaluation.

- undergoes external academic review of modules and programmes; and
- liaises with external actors involved in training quality assurance.

With regard to training monitoring and evaluation, the EUAA:

- ensures that a monitoring and evaluation approach is implemented throughout the entire training cycle in a comprehensive and evidence-based manner, from needs analysis to the continuous assessment and ex post evaluation of all training activities;
- designs, implements and maintains a training data governance, which formally outlines how data processing and data management should be carried out to ensure that data are accurate, consistent and accessible throughout the Agency;
- ensures the robustness and relevance of the evaluations and assessments conducted, by engaging in designing, implementing and maintaining a training data quality framework as a systematic process that continuously profiles data for errors and implements various data quality operations preventing them from entering the data system;
- designs and conducts *ad hoc* and/or overarching training needs analyses for permanent, operational and third country support;
- performs monitoring, feedback evaluations, periodic reviews and annual reports of training activities;
- conducts multi-annual evaluations of the curricula, involving all relevant stakeholders.

Through engagement with the training quality assurance advisory group, the Agency will promote sharing of expertise and good practices and implement methods to consistently ensure quality in delivering training in all Member States.

An annual training report will provide a comprehensive update on the outcomes achieved throughout the year and include quantitative and qualitative analysis of data.

	2026 (planned)	2024 (actual)
Financial resources	EUR 785,700 (3201 EUAA Training)	EUR 237,284 (3201 Training)
Human resources	7 TA, 3 CA & SNE	8 TA, 2 CA & SNE
Estimates of quantifiable workload drivers	<i>On quality assurance:</i> • EUAA educational and training policies exacting compliance with training quality standards; • managing reviews against the applicable accreditation standards and requirements (accreditation procedures for modules and programmes); • need for preparation of the EUAA's courses and programmes for accreditation procedure; • managing preparations for launching the first master programme of the EUAA Academy; • requests for review and updating of the internal training quality assurance handbook documents; • training complaints and appeals;	

	• requests for support for implementation of the relevant training quality assurance processes in EU Member States; • setting up and managing an annual quality assurance action plan, based on input from internal and external stakeholders.		
Estimates of quantifiable workload drivers	On training reporting, monitoring and evaluation: • additional specific requirements and developments as a result of the new legal framework implementation; • additional request for evidence-based developments supporting decision making through data and analysis; • additional training needs analysis requested by Member States; • additional requests for <i>ad hoc</i> contributions on training data; • additional requests for <i>ad hoc</i> training analysis.		
Objective 1			
To maintain the licence of the EUAA Academy as an accredited provider of quality training for asylum and reception officials.			
Link to the multi-annual objective(s)			
MA02			
Main outputs/actions (2026)			
• Annual training quality assurance report. • Quarterly quality assurance tracking reports. • Project and contract management for further developments and enhancements of quality assurance processes and procedures, to maintain the licence of the EUAA Academy. • Implement a pilot master's degree programme, based on identified needs and in line with the established quality standards. • EUAA Academy courses and programmes successfully undergoing accreditation procedures.			
Expected results (2026)			
• Maintain compliance with the relevant accreditation standards and requirements for the EUAA Academy's training activities, including further implementing policies and procedures, which cover the entire training cycle. • Provide asylum and reception officials with high quality training and the opportunity to demonstrate their knowledge and skills to implement the CEAS.			
Indicators	Latest result	Target 2026	Data source
Annual training quality assurance report	NA	Satisfactory	Documentation and internal records

Objective 2

To provide evidence-based support to continuously enhance training quality for asylum and reception officials thereby contributing to convergence in the implementation of the CEAS.

Link to the multi-annual objective(s)

MA02

Main outputs/actions (2026)

- Enhance training data collection and analysis.
- Coordination of the collection of all training-related qualitative and quantitative data including the analysis for the production of in-depth reports and evaluations.
- Continuous training monitoring and production of the annual training report.
- Multi-annual evaluation of the EAC's quarterly feedback and tracking reports.
- Implement training needs analysis and evaluation methodologies.
- Addressing *ad hoc* requests for information by internal and external stakeholders.

Expected results (2026)

- Data governance and data quality framework designed and implemented.
- Increased/maintained data robustness and governance in training activities.
- Regular insights into training progress and areas for improvement, leading to timely adjustments and enhancements in training activities.
- Data provision and analysis conducted in view of training quality enhancement and of ensuring fit for purpose training.

Indicators	Latest result	Target 2026	Data source
Provision of analysis	Four quarterly insights into training progress and areas for improvement	Four quarterly insights into training progress and areas for improvement	Documentation and internal records

2.2.4. Implementation of a user-centred learning technologies ecosystem**Overview of the activity**

The Agency will support users of the learning technologies ecosystem⁷¹ through registration services, online training and horizontal service desk support, aligned with the EUAA's [training and learning strategy](#) and the training quality assurance framework. It will maintain, upgrade and expand the learning technologies ecosystem's functionalities, ensuring consistency of end-user experience.

⁷¹ The learning technologies ecosystem integrates tools, platforms, automated workflows, digital services and other components to support the management of online modules, courses and programmes, including their design, production, delivery and analysis of the learner experience.

Additionally, the Agency will enhance its digital application expertise to back training, learning and formal assessment. It will also strengthen communication channels with other organisations to exchange practices and encourage synergies in innovative learning technologies and e-Learning design for training and professional development.		
	2026 (planned)	2024 (actual)
Financial resources	EUR 408,500 (3201 EUAA Training)	EUR 213,382 (3201 Training)
Human resources	3 TA, 5 CA & SNE	2 TA, 3 CA & SNE
Estimates of quantifiable workload drivers	• Increase in number of service desk requests expected to be processed. This driver is tightly linked to the expected increment of training sessions and to the increasing number of officials making use of the EAC. • New components integrated in the learning technologies ecosystem to enhance learners’ experience and efficiency of processes.	
Objective 1		
Enhance EAC implementation and online user experience by managing, innovating and expanding the learning technologies ecosystem and providing efficient client support throughout the training cycle.		
Link to the multi-annual objective(s)		
MA02		
Main outputs/actions (2026)		
• Supporting training delivery through the provision of technology-based services for user registration, module configuration, and online assessment. • Maintaining, upgrading, and extending the EUAA’s learning technologies ecosystem by identifying and progressively integrating additional components to ensure end-user experience consistency across platforms and tools. • Evaluating, testing and piloting e-Learning solutions based on state-of-the-art educational technologies. • Providing effective and efficient client relationship management throughout the training cycle by offering helpdesk support to the end-users of the EUAA’s training and learning technologies. • Utilising insights from qualitative and quantitative analysis of user behaviours and feedback to inform user experience improvements. • Forming strategic collaborations with key industry players, educational institutions and technology innovators to enhance collaboration, share expertise, and collectively advance the field of learning technologies.		
Expected results (2026)		
• More efficient and cohesive learner experience of the EUAA’s e-Learning services, technologies and client relationship management.		

- The learning technologies ecosystem underpinning training and learning services is improved by upgrading existing elements and progressively integrating additional components.

Indicators	Latest result	Target 2026	Data source
User satisfaction rate of learning technologies ecosystem	85 %	80 %	Feedback form integrated in the learning technologies ecosystem

2.3. Asylum knowledge

2.3.1 Country information and guidance

Overview of the activity

The Agency will produce and update COI reports and respond to queries on relevant third countries and themes using the COI methodology, drawing on desk research, expert interviews and possibly fact-finding missions. Agency products like COI are important tools in the practical cooperation with and between EU+ countries.

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

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

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

- boost practical cooperation in specialised COI research and analysis and reinforce operational COI support to Member States with which an operational plan has been agreed;
- continue and expand its country guidance activities with a view to fostering true convergence in protection decisions;
- maintain the high-quality and accuracy of MedCOI services and reinforce MedCOI support to Member States, fostering convergence;
- report on the state of convergence, including by assessing differences in recognition rates.

	2026 (planned)	2024 (actual)
Financial resources	EUR 2,018,500 (3103 Country Information and Guidance)	EUR 1,244,185 (3103 COI, Country Guidance, MedCOI)
Human resources	30 TA, 13 CA & SNE	28 TA, 9 CA & SNE

Estimates of quantifiable workload drivers	• 10-12 COI reports for country guidance and other purposes (number subject to requests received). • Approximately 1,200 MedCOI individual requests by Member States. • Four countries covered by new or updated country guidance. • Number of Member States with which an operational plan was agreed requesting COI support from the COI helpdesk via queries (number subject to requests received). • Number of reports providing information and analysis in relation to safe countries concepts (exact number is a function of requests received from the Commission or Member States.). • 14 (sub)networks to be managed and approximately 25 related events to be organised based on Member States’ needs. • Two COI and MedCOI portals to be maintained and further developed. • Number of Member States requesting MedCOI support. • One to three fact-finding missions to third countries for COI or MedCOI purposes.		
	Objective 1		
	To provide support to EU+ countries in making accurate, fair and convergent decisions on applications for international protection.		
	Link to the multi-annual objective(s)		
	MA03		
	Main outputs/actions (2026)		
	• Deliver and disseminate relevant COI and country guidance products. • Coordinate the COI and country guidance networks and organise relevant events.		
	Expected results (2026)		
	• Maintained/increased use and impact of COI and country guidance products by EU+ countries. • Maintained/increased convergence of protection rates.		
	Indicators	Latest result	Target 2026
Average satisfaction rate with COI and country guidance network meetings	NA	80 % of survey respondents satisfied	Surveys
Wide use of EUAA COI products and country guidance by national competent authorities	NA	80 % of survey respondents indicating using COI and/or	Surveys

		country guidance	
Objective 2			
To provide support to EU+ countries' authorities in reaching accurate and fair decisions in applications for international protection involving medical grounds.			
Link to the multi-annual objective(s)			
MA03			
Main outputs/actions (2026)			
• Provide standardised, reliable and up-to date MedCOI reports and query responses. • Coordinate the MedCOI Network and organise relevant events.			
Expected results (2026)			
• Maintained/increased users' satisfaction with MedCOI services. • Increased exchange of information between countries and between countries and the Agency.			
Indicators	Latest result	Target 2026	Data source
Percentage of participants in the MedCOI Network who report satisfaction with their use of the EUAA's MedCOI reports	NA	80 % of survey respondents satisfied	Annual survey
Percentage of completed responses to individual requests regarding MedCOI	100 %	90 % (of an expected 1,200 requests per year)	Statistics from MedCOI database

2.3.2 Situational awareness

Overview of the activity

Situational awareness refers to delivering precise, timely and wide-ranging analysis of asylum-related issues and trends in the implementation of the CEAS in EU+ countries enabling Member States and other external stakeholders to make well-informed decisions and formulate efficient and responsive policies and practices. The EUAA situational awareness portfolio consists of two components:

1. Gathering, analysis and exchange of qualitative information on national asylum and reception systems via three platforms:

- the EUAA's information and documentation system, presenting comprehensive, balanced and up-to-date information on the organisation of asylum and reception systems in EU+ countries. In 2026, it will be publicly accessible – as a database on international protection in Europe, further integrated with the case law database and the who is who in the international protection database, and complemented with outreach activities to ensure it becomes a point of reference on asylum and reception;
- the case law database, a public resource which captures the most relevant national and European jurisprudence related to asylum and reception systems in EU+ countries; and
- the query portal, that supports the direct exchange of information between EU+ and third countries on asylum-related topics, integrating requests circulated within various thematic networks/groups of experts.

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

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

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

In 2026, the situational awareness portfolio of products, platforms and services will be further developed and adjusted, in line with the Pact. To enhance situational awareness at Union level, the Agency will maintain close cooperation with the European Commission and other EU agencies in these areas.

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

	2026 (planned)	2024 (actual)
Financial resources	EUR 1,060,000 (3101 Situational Awareness)	EUR 641,683 (3101 Information and Documentation System and Annual Report) (3102 Data analysis and research)
Human resources	28 TA, 8 CA & SNE	25 TA, 4 CA & SNE

Estimates of quantifiable workload drivers

- Four qualitative databases to be maintained and further developed.
- A public version of the information and documentation system platform to be further developed and promoted as a reliable source of information on international protection.
- Asylum report envisaged by the EUAA Regulation.
- 45 analytical outputs on qualitative information produced, including situational analysis/reports and case law database thematic products.
- 11 operational plans requiring operational data collection and analysis.
- 21 early warning and preparedness system indicators on which data needs to be collected and analysed.
- 65 data sources managed.
- 23 products comprising the regular analytical portfolio.
- Two contributions of data and analysis to the European Annual Asylum and Migration Report envisaged by the Regulation on Asylum and Migration Management.
- Regular analytical contributions on situational awareness and forecasting to the Migration Preparedness and Crisis Blueprint.
- Analytical outputs in response to 100 requests for *ad hoc* contributions on situational awareness (number expected to increase).

Objective 1

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

Link to the multi-annual objective(s)

MA03

Main outputs/actions (2026)

- Maintain the information platforms (information and documentation system, database on international protection in Europe, who is who in international protection), the case law database and the query portal in cooperation with EU+ countries.
- Produce qualitative overviews and analyses on a regular basis concerning asylum and reception systems.
- Provide contributions to *ad hoc* requests on qualitative information concerning asylum and reception systems.
- Produce an asylum report as a reference document for the CEAS.

Expected results (2026)

- Information and documentation system's interface made available to the general public and considered to be a point of reference for balanced information on asylum.
- Situational overviews and other qualitative analytical products drafted addressing the information needs of external stakeholders and published in an attractive and user-friendly manner.
- Analytical query reports, including those on the activities with third countries, drafted according to a standardised methodology.

- Case law database and related analytical products considered points of reference on jurisprudence on asylum.
- Member States have access to comprehensive and up to date information on the implementation of the CEAS through an annual asylum report.
- EUAA situational awareness platforms used.
- Stakeholders have access to timely, validated and comparable information.

Indicators	Latest result	Target 2026	Data source
Stakeholder satisfaction with information platforms, query portal, case law database and asylum report	NA	80 % of survey respondents satisfied	Surveys
Percentage of queries processed yearly in the query portal	100 %	90 % of queries received	Query portal
Percentage of situational analyses requests from external stakeholders fulfilled	NA	90 % of requests received	Record of drafted overviews

Objective 2

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

Link to the multi-annual objective(s)

MA03

Main outputs/actions (2026)

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

Expected results (2026)

- Pertinent data on the asylum and reception situation in EU+ countries processed and delivered to relevant stakeholders.
- System for early warning and forecasting of mixed migration flows based on appropriate analytical products.

- The Agency's, Member States' and the Commission's understanding of migration drivers, as well as their ability to anticipate asylum trends and plan suitable policies and operational responses, improved.
- Strategic situational picture on asylum trends, supporting the Commission in the development of the European Annual Asylum and Migration Report.
- Data driven analyses complemented with testimonies to produce more effective analyses and include the perspective of applicants for or beneficiaries of international protection.
- The Agency's role as a recognised centre of expertise on asylum demonstrated.
- Attention of policy makers steered towards pertinent questions in asylum-related migration.

Indicators	Latest result	Target 2026	Data source
Stakeholders' satisfaction with selected situational awareness products	NA	80 % of survey respondents satisfied	Surveys and interviews with stakeholders
Percentage of early warning and preparedness system datasets shared by all network members	NA	80 %	Internal records

2.3.3 Asylum and reception cooperation and guidance

Overview of the activity

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

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

To improve the efficiency of protection systems in the EU, assuring the implementation of high-quality standards, using (digital) innovative solutions and pursuing convergence and effective outcomes, activities will foster collaboration between all stakeholders involved. This includes determining authorities, judicial institutions, reception authorities and civil society organisations as well as internal stakeholders, EU agencies and international organisations.

	2026 (planned)	2024 (actual)
Financial resources	EUR 5,721,500	EUR 2,705,197 (3202 Asylum Processes)

	(3202 Asylum Cooperation and Guidance)	
Human resources	35 TA, 15 CA & SNE	33 TA, 6 CA & SNE
Estimates of quantifiable workload drivers	• 13 operational plans and 9 roadmaps supported. • Six networks managed and 22 related activities organised, based on Member States' needs. • Two projects. • 22 products/publications/translations stemming from needs expressed by Member States or other stakeholders.	
Objective 1		
To enhance quality, efficiency and convergence in the implementation of the new legal framework, through the exchange of information, good practices and expertise between EU+ countries and other stakeholders		
Link to the multi-annual objective(s)		
MA03		
Main outputs/actions (2026)		
• Organise (bi-)annual national contact point meetings for all networks. • Implement a yearly programme of support activities including thematic meetings, workshops, webinars, conferences, exchange visits and technical assistance based on priorities and needs and promoting contributions from national experts, including the EUAA's judicial experts' pool. • Identify good practices and gaps, including through thematic queries, surveys, quality matrix and other reports. • Share periodic updates with network members, accompanied by outreach activities. • Organise consultations between Member State authorities and study visits. • Involve external stakeholders, such as international organisations, in the preparation, implementation and follow-up of activities, where relevant. • Implement targeted technical support and capacity building activities such as workshops, on-the-job-coaching sessions, quality support missions, assessments and activities to improve asylum processes and quality management, reception, vulnerability and the work of courts and tribunals as part of permanent and operational support.		
Expected results (2026)		
• Increased representation and engagement of all EU+ countries and key stakeholders within the networks and broader dissemination of network activities and publications among asylum practitioners. • Best practices with regard to asylum processes, exclusion, Dublin procedures, reception, vulnerability and judicial processes are identified, challenges are assessed, and solutions are recommended. • Capacity building activities are provided to the networks based on the identified needs of Member States with practical implementation of the operational standards, indicators, guidelines and best practices.		

- Enhanced strategic and practical cooperation among EU+ countries by gathering, analysing, exchanging and reporting on experiences, practices and projects within the framework of the respective thematic network.
- Reinforced expertise and dialogue among members of courts and tribunals in the field of international protection law.
- Increased capacity of national authorities to identify, assess and respond to the needs of vulnerable persons and to manage reception workflows in line with the EU reception standards.
- Increased awareness and use of practical tools by EU national authorities and in partner countries outside the EU.

Indicators	Latest result	Target 2026	Data source
Percentage of practical cooperation activities of the relevant networks (asylum processes, exclusion, Dublin units, reception authorities, vulnerability experts, courts and tribunals), resulting in meeting reports which contain best practices, proposed solutions and action points	NA	90 % of activities held	Administrative records/ quarterly
Average attendance rate of the network members and representatives of EU+ countries in the networks' activities	83 %	70 % of network members attended	Attendance lists
Average satisfaction rate in practical cooperation activities	92 %	80 %	Surveys

Objective 2

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

Link to the multi-annual objective(s)

MA01, MA03

Main outputs/actions (2026)

- Develop, update and publish common practical tools, guidance, operational standards and indicators and judicial publications through the relevant thematic networks.
- Disseminate publications, tools and other developed products through appropriate outreach initiatives, including launching events, videos, field visits, workshops and translations, to effectively reach end-users.
- Implement the recommendations of the external evaluation on common operational standards and indicators, guidance and practical tools.
- Support the development of contingency plans for asylum and reception alongside contingency plan support activities (workshops and scenario testing).

- Develop/revise relevant standard operating procedures, work instructions, workflows and templates according to the operational standards, indicators, guidelines and best practices.
- Set up or strengthen quality assurance mechanisms with the national asylum and reception authorities, including self-assessment and operationalisation of best practices.
- Develop and update the platforms for practitioners (e.g. let's speak asylum platform and Dublin platform).

Expected results (2026)

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

Indicators	Latest result	Target 2026	Data source
Percentage of practical tools, guidance, operational standards and judicial analyses developed/updated and published	NA	90 % of planned deliverables	Products published on the website and/or network platform
Percentage of planned technical support, outreach and capacity building activities implemented in Member States (EUAA permanent and operational support)	NA	90 % of planned activities	Administrative records
Percentage of guidance, tools, standard operating procedures, workflows, templates and quality feedback reports on the core asylum processes developed, updated or reviewed as planned in consultation with the relevant networks	NA	90 % of planned deliverables	Tools and reports made available to operations

2.3.4 Monitoring the operational and technical application of the CEAS

Overview of the activity

The monitoring mechanism will assess Member States' capacity to manage disproportionate pressure and enhance their efficiency in all aspects of the CEAS, in particular:

- Dublin system;
- international protection procedures;
- application of criteria for assessing protection needs and type of protection granted;
- child protection safeguards and specific needs of persons in a vulnerable situation;
- staff availability and capacity for translation and interpretation;
- staff capacity to handle and manage asylum cases efficiently, including appeals;
- reception conditions;
- contingency planning;
- capacity, infrastructure, equipment and, to the extent possible, financial resources.

	2026 (planned)	2024 (actual)
Financial resources	EUR 435,000 (3501 Monitoring of application of the CEAS)	EUR 220,315 (3501 Monitoring of application of the CEAS)
Human resources	9 TA, 9 CA & SNE	6 TA, 1 CA & SNE
Estimates of quantifiable workload drivers	• One revised methodology and one annual programme to be adopted by the Management Board. • One monitoring exercise per Member State every five years. • Thematic monitoring exercises and <i>ad hoc</i> country monitoring based on need/requests.	

Objective 1

To implement the EUAA monitoring mandate.

Link to the multi-annual objective(s)

MA04

Main outputs/actions (2026)

- Monitoring methodology and relevant technical documentation updated in line with the Pact.
- Annual monitoring programme for 2027 adopted.
- Monitoring exercises organised in line with the multiannual and annual programmes.

Expected results (2026)

- Three monitoring exercises are organised in 2026.

Indicators	Latest result	Target 2026	Data source
Percentage of planned monitoring exercises initiated	NA	100 % (three monitoring exercises in 2026)	Internal documentation

2.4. Horizontal activities

2.4.1 Communication

Overview of the activity		
Agency priorities will be supported by communication actions and the EUAA will continue to strive for excellence in its internal and external communication. It will maintain and improve regular and accurate press coverage and pro-active engagement with traditional and social media. It will coordinate efforts with the Commission’s communication service and contribute to positive narratives regarding asylum and refugees, including by addressing misinformation.		
	2026 (planned)	2024 (actual)
Financial resources	No Title 3 provisions	No Title 3 provisions
Human resources	8 TA and 9 CA & SNE	4 TA and 7 CA & SNE
Estimates of quantifiable workload drivers	• Crisis situations or major geo-political developments. • Policy changes. • Increased EUAA activities and tasks. • Regulatory requirements (e.g. data protection).	
Objective 1		
The Agency is a primary reference for media reporting on asylum in the EU.		
Link to the multi-annual objective(s)		
MA01-MA07		
Main outputs/actions (2026)		
• Produce digital communication outputs (videos, illustrations, publications, press material, etc.). • Communicate the results and findings of EUAA’s work to stakeholders and broader audiences. • Continue prioritising social media, including visual and audio-visual products, as a primary communication tool.		

Expected results (2026)

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

Indicators	Latest result (2024)	Target 2026	Data source
Monthly average social media reach	8.9 million / month	6 million / month	Social media analytics
Reach of mentions of the Agency in the press	14.3 billion	14 billion	Meltwater analytical tool

2.4.2. Organisational management and sustainability**Overview of the activity**

The Agency will continue focusing on sustainability initiatives, notably by integrating environmental dimensions into its practices and procedures and striving to reduce its carbon footprint and improve its environmental performance.

With a view to ensuring resilience of core business, the Agency's ICT infrastructure and assets will continue to be protected against malicious attacks.

The Agency will continue to strive to improve organisational efficiency and effectiveness by consistently identifying actions to enhance organisational performance. The organisation will continue to invest in employee growth and the provision of resources to achieve this target. Staff well-being remains an additional focus and will continue to be pursued through several policies and initiatives.

	2026 (planned)	2024 (actual)
Financial resources	No Title 3 provisions	No Title 3 provisions
Human resources	17 TA, 19 CA & SNE	NA
Estimates of quantifiable workload drivers	• Environmental improvement plan. • Human resource strategy's implementation plan. • 2,000 end user devices and internal ICT infrastructure across countries with EUAA operations.	

Objective 1

To foster a culture of environmental responsibility and employee well-being that supports long-term sustainability goals.

Link to the multi-annual objective(s)

MA01-MA07

Main outputs/actions (2026)

- Establish partnerships with stakeholders to share best practices on sustainability initiatives.
- Work towards an overall reduction in the Agency's greenhouse gas emissions.
- Continue to implement a comprehensive staff well-being programme that supports physical and mental health and promotes work-life balance.

Expected results (2026)

- Increased collaboration and knowledge sharing with relevant stakeholders on sustainability best practices.
- The environmental performance of the organisation is improved.
- Improved employee well-being.

Indicators	Latest result	Target 2026	Data source
Number of collaborations or engagements (workshops, webinars, working groups, forums etc) with stakeholders to share best practices and explore opportunities for sustainability initiatives	TBD	Two	Meeting minutes/reports
Actions for environmental improvement and greenhouse gas emission reduction are being delivered	NA	75 % of 2026 targets are met	Environmental management data and monitoring

2.4.3. Protection of fundamental rights

Overview of the activity

The Agency, with the support of the Fundamental Rights Officer, will further progress implementation of its Fundamental Rights Strategy 2024-2028 through an annual action plan agreed for 2026.

The EUAA will continue to strengthen the integration of fundamental rights considerations across its processes and deliverables. This will be supported through ongoing exchanges and consultations, including at the level of the Fundamental Rights Officer, with the aim of enhancing cooperation and fostering a stronger network on fundamental rights-related matters. Complaints received through the Agency's complaints mechanism will continue to be handled by the Fundamental Rights Officer. Admissible complaints will be communicated to the Executive Director or the responsible Member States, as applicable, and any required follow-up by the Agency or the Member State concerned will be monitored.

The mainstreaming of fundamental rights will also be ensured in the training offered by the Agency through the EAC, and the Agency's tools and guides, developed as needed in

consultation with the Fundamental Rights Officer to foster the integration of fundamental rights considerations.

To ensure full respect of fundamental rights in the organisation and coordination of the EUAA's operational and technical assistance, the Fundamental Rights Officer will be regularly consulted during the development of operational plans and will provide observations on the Agency's evaluations. In addition, the Fundamental Rights Officer will conduct visits to operational sites and make observations and recommendations to further strengthen the integration of fundamental rights in the Agency's operational activities.

	2026 (planned)	2024 (actual)
Financial resources	EUR 54,500 (3701 – Protection of fundamental rights)	EUR 0 (3701 – Protection of fundamental rights)
Human resources	3 TA, 1 CA & SNE	3 TA, 1 CA
Estimates of quantifiable workload drivers	• Number of complaints handled via the complaint’s mechanism. • Consultations with the Fundamental Rights Officer on EUAA products, including training modules prior to endorsement. • Number of consultations provided by the Fundamental Rights Officer on needs assessments, operational plans and evaluations. • Number of scheduled on-site visits of the Fundamental Rights Officer. • Number of observations provided by the Fundamental Rights Officer following on-site visits and related Agency’s replies.	
Objective 1		
To continue setting up and implementing appropriate mechanisms that reinforce the protection of fundamental rights in all of the Agency’s activities.		
Link to the multi-annual objective(s)		
MA01-MA07		
Main outputs/actions (2026)		
• Implement the fundamental rights strategy annual action plan. • Implement the complaints mechanism. • Provide fundamental rights consultations and observations. • Cooperate with the Consultative Forum.		
Expected results (2026)		
• Completed actions implementing the fundamental rights strategy. • Actionable observations submitted to internal stakeholders.		

Indicators	Latest result	Target 2026	Data source
Percentage of observations to internal stakeholders acted upon/followed up	NA	100 %	Internal report

2.4.4. European and international cooperation

Overview of the activity

Strong relationships with Member States and stakeholders such as the Commission, the Council, the European Parliament, the European External Action Service, EU agencies, and international organisations are essential. Cooperation with civil society organisations is channelled through the Consultative Forum, which constitutes a mechanism for the exchange of information and sharing of knowledge. The Agency consults members of the Consultative Forum on key Agency documents⁷² and participates in other civil society networks at EU and national level, including the consultative fora of relevant justice and home affairs agencies.

The Agency will contribute to inform EU policy and legislative discussions on asylum and reception.

Where appropriate, cooperation with stakeholders will be framed by working arrangements, exchange of letters and cooperation plans. Cooperation will also continue with EU agencies at a bilateral level, including through the conclusion and subsequent implementation of working arrangements⁷³, as well as at multilateral level through the EU Agencies' Network and the Justice and Home Affairs Agencies' Network. The Agency aims to continue with the deployment of liaison officers to Member States and continue working towards their possible deployment to partner countries outside the EU, depending on the availability of resources.

In line with the revised [EUAA External Cooperation Strategy](#) and within the framework of the EU external relations policy, the Agency will:

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

In this context, the Agency will continue supporting the Western Balkans, Türkiye and the Middle East and North Africa region. The regional pilot project for North Africa, implemented under the regional development and protection programme for North Africa, ended in June 2025. To ensure continued support for the region's protection efforts, in

⁷² Including the Agency's annual and multi-annual programming, the annual report on the situation of asylum in the Union, the fundamental rights strategy, the code of conduct, the setting up of the complaints mechanism and the development of the European Asylum Curriculum (EAC).

⁷³ The EUAA concluded Working Arrangements with the following agencies: Frontex, FRA, eu-LISA and CEPOL.



November 2024 the EUAA launched a comprehensive Regional Protection Project for the Southern Neighbourhood, which will last until 31 October 2029. This ambitious five-year initiative is co-financed by a voluntary contribution of EUR 3 million from Denmark.

Furthermore, a voluntary and earmarked contribution from Czechia will support the Agency's cooperation with third countries, in particular through financing the translation of EUAA materials in the framework of the EUAA's cooperation with partner countries outside the EU. The Czechia-funded contribution will cover the period from 1 June 2026 to 31 October 2029. Bilateral support to Egypt will continue, including through funding from the EU through the Neighbourhood, Development and International Cooperation Instrument (NDICI) under the contribution agreement between the Commission and the Agency, signed for the period November 2023 to October 2026, subject to a one-year no-cost extension currently under discussion.

Support to Türkiye will continue under the Roadmap for Cooperation 2025-2028, while support to the Western Balkans will continue under the bilateral Roadmaps and under the regional project funded by the Instrument for Pre-accession Assistance (IPA) '*EU regional support to protection-sensitive migration management systems in the Western Balkans - PHASE III*', which has been extended until the end of 2026. Phase IV of the same initiative is scheduled to start in 2027 and will run for a four-year period, based on the corresponding Contribution Agreement concluded with the Commission at the end of 2025.

As appropriate, in consultation with the Commission and Member States, and depending on available resources, bilateral support might also be extended to other countries prioritising, in line with the EUAA External Cooperation Strategy, EU candidate countries. In this respect, the EUAA is developing a first Roadmap for capacity development support to Ukraine. The implementation of that Roadmap will be supported partially through a Contribution Agreement that the EUAA is negotiating with the EU Delegation to Ukraine for a three-year, multi-stakeholder action funded under the Ukraine Facility and envisaged to start in 2026. The consortium will be led by Frontex, with IOM acting as an implementing partner alongside the EUAA.

In addition, the EUAA is developing the first Roadmap for capacity development to the Republic of Moldova (2026-2029). Its implementation will be supported partially through a Contribution Agreement which is being negotiated with the EU Delegation to Moldova for a three-year support action (EU-MD4Asylum) funded under the NDICI-Moldova Facility. The projects for Ukraine and Moldova will respond to the need and requests for targeted technical assistance to further strengthen alignment of legislation, procedures, and practices with CEAS standards, hence directly supporting the accession-related obligations of both countries. Given that Ukraine and Moldova face comparable challenges, the programming for the two actions have been closely aligned to promote cross-learning and cost efficiency. For external projects, the Agency will seek to take a co-financing approach, where possible, whereby the contribution from the donor covers in particular the costs relating to human resources (project staff) while the Agency contributions cover costs relating to the implementation of capacity development activities (including event costs such as venues, catering etc, travel costs for participants, experts etc, producing/translating



materials and so on). This approach has been applied to the abovementioned *Regional Protection Project for the Southern Neighbourhood* and *EU regional support to protection-sensitive migration management systems in the Western Balkans - PHASE IV*. It is also the approach being taken in the discussions with the EU Delegation to Moldova and Ukraine respectively in relation to the projects to be co-financed by them. Cooperation with third countries proceeds in line with the Team Europe approach⁷⁴. The Third Country Cooperation Network and its geographic working groups will support the coordination of the various stakeholder efforts.

Finally, the Agency will continue its engagement with strategic third countries. In this context, the EUAA will strengthen cooperation with the United Kingdom in line with the EU–UK Common Understanding of May 2025, through a Working Arrangement that will set out the scope of cooperation and the relevant modalities.

	2026 (planned)	2024 (actual)
Financial resources	EUR 1,920,000 (3401 Cooperation with stakeholders including Civil Society) (3203 Third Country Support) ⁷⁵	EUR 957,260 (3402 Cooperation with Stakeholders) (3401 Cooperation with Civil Society) (3203 External dimension – Third Country Support) ⁷⁶
Human resources	29 TA, 5 CA & SNE	17 TA, 1 CA & SNE

⁷⁴ Team Europe consists of the EU, Member States — including their implementing agencies and public development banks — as well as the European Investment Bank and the European Bank for Reconstruction and Development. 'Team Europe approach' means joining forces so that the joint external action of these actors becomes more than the sum of its parts.

⁷⁵ In addition to the indicated C1 credits, the Agency relies on the following R0 resources for the implementation of third country support activities and coverage of additional human resources:

- 4101 Czechia and Denmark voluntary and earmarked contributions to the regional pilot Project in support of North Africa (November 2020 – November 2023; no-cost extension agreed, with the project having ended in June 2025).
- 4101 Denmark voluntary and earmarked contributions to the EUAA Regional Protection Project for Southern Neighbourhood (November 2024 – October 2029).
- 4101 Czechia voluntary and earmarked contribution to support translation of EUAA materials in the framework of the EUAA's cooperation with partner countries outside the European Union (June 2026 to October 2029).
- 4103 European Commission- DG MENA: 'Implementing the EUAA-Egypt Cooperation: Enhancing the protection space for asylum-seekers and refugees in Egypt' (November 2023 – October 2026 - NDICI-GEO-NEAR/2023/445-955). A request for a no-cost extension until 31 October 2027 has been submitted;
- 4102 EU (IPA) financed 'Regional Support to Protection-Sensitive Migration Management Systems in the Western Balkans' - PHASE III (February 2022-December 2026) and EU (IPA) financed 'Regional Support to Protection-Sensitive Migration Management Systems in the Western Balkans' - PHASE IV (January 2027-December 2030)
- Possible additional funding pursuant to Contribution Agreements under discussion with the EU Delegation to Ukraine and the EU Delegation to Moldova, and in coordination with the Commission, under the Ukraine Facility and NDICI-Moldova Reform and Growth Facility for capacity building support to Ukraine and Moldova respectively. The duration of such projects is expected to be of approximately three years.

⁷⁶ Ibidem.

Estimates of quantifiable workload drivers	• Number of meetings/events with EU, national and international stakeholders requiring attendance, preparation or contribution. • Meetings and consultations with civil society organisations in the framework of the Consultative Forum. • Management of the Third Country Cooperation Network and its working groups. • Number of partner countries in need of the Agency's support. • Number of capacity development activities in support to partner countries, particularly in relation to the Western Balkans, Türkiye, Ukraine, Moldova and the Middle East and North Africa region, including missions and operational costs to deliver such support. • EU policy developments requiring the Agency's engagement, including in relation to the external dimension of the CEAS, and the Pact. • Possible changes in the funding setup for the external dimension, specifically regarding human resources.
Objective 1	
To maintain and, where necessary, enhance relations with stakeholders ensuring coordination and cooperation.	
Link to the multi-annual objective(s)	
MA07	
Main outputs/actions (2026) • Proceed with the deployment of liaison officers to Member States and, if resources permit, partner countries outside the EU. • Organise meetings and events with relevant European and international stakeholders. • Participate in relevant external meetings to present the EUAA's activities and contribute to debates whenever requested or invited. • Implement existing working arrangements, cooperation plans and exchange of letters with stakeholders and conclude further frameworks, including possible working arrangements with third countries, as appropriate. • Coordinate the Third Country Cooperation Network and related working groups. • Exchange information with civil society organisations through meetings of the Consultative Forum and contribute to its activities. • Contribute to the activities and meetings of other consultative fora operated by Justice and Home Affairs agencies. • Facilitate, where appropriate, the involvement of relevant civil society organisations in different areas of the Agency's work, including by consulting them on key documents.	
Expected results (2026) • Maintain strong coordination and cooperation with stakeholders relevant to the Agency's mandate, including, where appropriate, the conclusion of cooperation frameworks and the pursuit of Working Arrangements with strategic partners. • Consistency is ensured and duplication of activities is avoided.	

- The Agency is a recognised and trusted counterpart, and its contributions to discussions relevant to its mandate are sought.
- The Third Country Cooperation Network and related working groups are functioning effectively.
- Continued consultation and cooperation with the Consultative Forum.

Indicators	Latest result	Target 2026	Data source
Number of stakeholders' requests received in which the Agency is invited to contribute, e.g., to a seminar, conference, policy, technical or academic meeting	NA	370	Internal records (stakeholder contact management)
Number of knowledge management tools/techniques, including in support of the network, under development, in place or updated	2	Two	Operational/ administrative records, reports, business cases developed
Satisfaction of Member States in their interactions with the Agency following the deployment of liaison officers to Member States	NA	70 % of survey respondents satisfied	Survey

Objective 2

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

Link to the multi-annual objective(s)

MA07

Main outputs/actions (2026)

- Provide capacity development to relevant administrations/authorities in the Western Balkans, Türkiye, Ukraine, Moldova, Middle East and North Africa.
- Facilitate and encourage operational cooperation between EU+ countries and administrations of the mentioned countries and regions.
- Implement existing cooperation frameworks (roadmaps) and develop new ones, as appropriate, to support administrations in the mentioned countries and regions and develop further cooperation frameworks as appropriate.
- Continue the implementation of the Instrument for pre-accession assistance (IPA) funded regional project(s) in the Western Balkans region.
- Continue the implementation of the regional Protection Project for the Southern Neighbourhood, co-funded by a voluntary contribution of Denmark, under the umbrella of the regional development and protection programme for North Africa.

- Continue the implementation of the project funded under NDICI on enhancing the protection space for asylum-seekers and refugees in Egypt.
- Complete the development and start the implementation of the capacity-building projects for Ukraine and Moldova, co-funded respectively by the Ukraine Facility and NDICI-Moldova Reform and Growth Facility.
- Conduct/participate in technical and senior officials' meetings and consultations with relevant authorities.
- Provide capacity-building support to other third countries/regions as appropriate in accordance with the [external cooperation strategy](#) and available resources.

Expected results (2026)

- Improved capacity of the asylum and reception competent authorities to respond to international protection obligations.
- Western Balkans, Türkiye, Ukraine and Moldova asylum and reception systems and practices strengthened in line with the CEAS and the EU practices.
- EU standards and practices in the Middle East and North Africa region promoted with a view to improving knowledge and enhancing asylum and reception-related legislation, systems and practices.

Indicators	Latest result	Target 2026	Data source
Percentage of planned activities implemented in Western Balkans, Türkiye, and the Middle East and North Africa, as well as Ukraine and Moldova (subject to conclusion of corresponding Contribution Agreements)	NA	80 %	Operational and administrative records; periodical activity reports and final project reports sent to the Commission/EU Delegation (externally funded projects only)

2.5. Key performance indicators for the Executive Director

In line with the European Commission guidelines,⁷⁷ as well as additional guidance from the European Commission's Directorate-General for Budgetary Affairs on internal control indicators, performance-related indicators have been established by Management Board Decision No 194 of 13 March 2026 to support the Executive Director in assessing the results achieved by the Agency.

These indicators are split into two categories: achievement of operational objectives (as reflected in the Agency's programming document) and management of financial and human resources.

⁷⁷ Commission Staff Working Document: [Guidelines on key performance indicators \(KPI\) for directors of EU decentralised Agencies \(SWD\(2015\) 62 final, 13.3.2015\)](#).

A. Key performance indicators in relation to operational objectives

Indicators	Latest result 2025	Target 2026	Data source
Percentage of the annual work programme objectives achieved in the reporting year	83 %	≥ 85 %	Consolidated Annual Activity Report (CAAR)

B. Key performance indicators in relation to management of financial and human resources

a) Swift and timely fulfilment of the establishment plan and level of staff wellbeing

Indicators	Latest result 2025	Target 2026	Data source
Percentage of temporary agent posts in the annual establishment plan which are vacant at the end of the year	7 %	≤ 10 %	HR recruitment records
Percentage of statutory staff members voluntarily leaving the Agency during the reporting year	3 %	≤ 10 %	HR records
Average recruitment time from the date of publication of the vacancy notice to the date of signature of the final Selection Committee report	242 days	≤ 180 calendar days	HR recruitment records
Percentage of eligible staff members responding to the biennial staff engagement survey	76 %	≥ 70 %	Biennial staff engagement survey report (next data available in 2027)
Percentage of staff members expressing positive engagement as determined from the biennial staff engagement survey	56 %	≥ 70 %	Biennial staff engagement survey report (next data available in 2027)



b) Timely improvements in the adequacy and effectiveness of internal control systems

Indicators	Latest result 2025	Target 2026	Data source
Percentage of extended management having followed training on internal control and fraud prevention, ethics and integrity and respect and dignity	85 %	≥ 80 %	Training attendance records

c) Swift, timely and full use of the financial resources allocated by the budgetary authority

Indicators	Latest result 2025	Target 2026	Data source
Percentage implementation of commitment appropriations in the EUAA's adopted budget in the financial year	99 %	≥ 95 %	Budget implementation reports
Percentage execution of payment appropriations in the EUAA's adopted budget in the financial year	93 %	≥ 90 %	Budget implementation reports
Percentage of payments processed on time during the financial year	98 %	≥ 95 %	Budget implementation reports
Percentage of cancelled payment appropriations in the financial year	NA	≤ 5	Budget implementation reports
Number of budget transfers authorised during the financial year	6	≤ 10	Budget implementation reports

d) Timely and effective execution of procurement procedures

Indicators	Latest result 2025	Target 2026	Data source
Percentage of procurement procedures launched within the planned timeframes in the reporting year	86 %	≥ 80 %	Annual Procurement Plan and records of very low value procedures, not included in the plan
Percentage of contracts awarded in the reporting year	89 %	80 %	Annual Procurement Plan and records of very low value contracts, not included in the plan





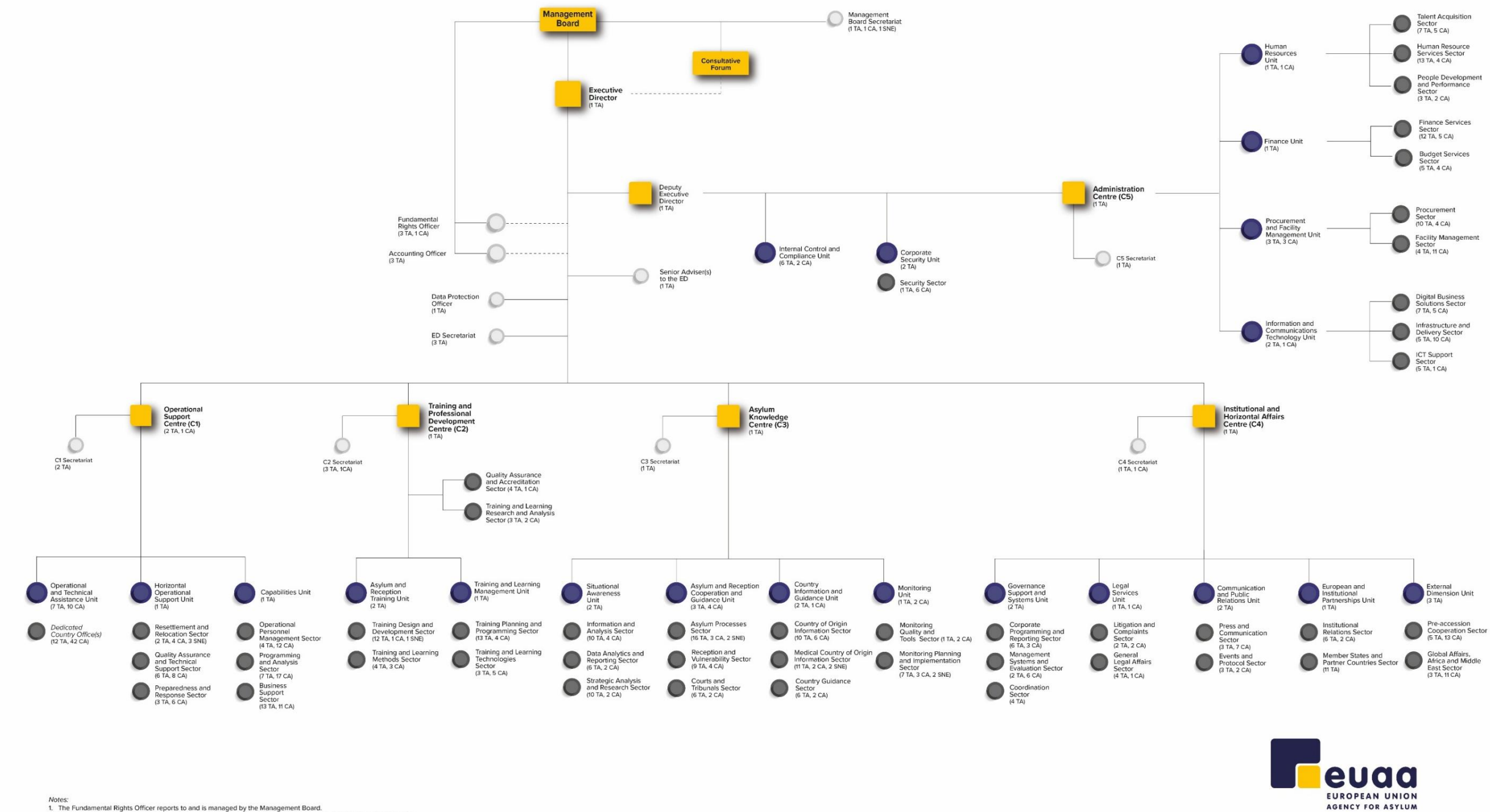
Annexes

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Annex I. Organisation chart for 2025, or if restructuring known for 2026

Figure 1. The organisational structure reflects the Agency’s internal structures approved by the Management Board on 12 March 2026 (MB Decision No 196 of 12 March 2026). The allocation of posts shown is based on the situation as at 19 July 2026.



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

Annex II. Resource allocation per activity 2026-2028

Activity	2025			2026			2027			2028		
	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget allocated (C1)
Operational support⁷⁸	59	124⁷⁹	88,621,046	60	114⁸⁰	99,449,613	60	90	135,393,500	60	90	135,260,165
Operational and technical assistance	36	82 ⁸¹	80,943,026	22	53 ⁸²	89,368,613	22	43	117,893,500	22	43	109,884,000
Horizontal operational activities ⁸³	2	5 ⁸⁴	2,290,100	12	21 ⁸⁵	3,459,000	12	15	10,500,000	12	15	18,319,000
Operational capabilities ⁸⁶	21	37 ⁸⁷	5,387,920	26	40 ⁸⁸	6,622,000	26	32	7,000,000	26	32	7,057,165
Training and professional development	47	16⁸⁹	3,299,400	46	18	4,570,000	46	19	6,000,000	46	19	6,220,000
Design and development of the European asylum curriculum	22	6	2,497,000	22	6	2,909,050	22	7	3,600,000	22	7	3,630,000
Planning, programming and delivery of the EUAA's training ⁹⁰	16	2	391,400	14	4	466,750	14	4	750,000	14	4	940,000

⁷⁸ The breakdown of resources for the sub-activities under 'Operational support' is indicative. Budgets will be aligned with annual planning of specific operational plans, prioritised needs assessments and activities to be implemented, and will be managed within the overall available budget. In case of further operational needs in specific areas, re-allocation of resources and/or R0 provisions/contingency funding will be further utilised for operational budgeting.

⁷⁹ This includes 44 short term contract agent posts (costed under Title 1).

⁸⁰ This includes 29 short term contract agent posts (costed under Title 1).

⁸¹ This includes 30 short term contract agent posts (costed under Title 1).

⁸² This includes 11 short term contract agent posts (costed under Title 1).

⁸³ The activity 'Resettlement and humanitarian admission' is renamed 'horizontal operational activities' from 2026 onwards.

⁸⁴ This includes 1 short term contract agent post (costed under Title 1).

⁸⁵ This includes 6 short term contract agent posts (costed under Title 1).

⁸⁶ The activity 'operational support framework / operational capabilities' is renamed 'operational capabilities' from 2026 onwards.

⁸⁷ This includes 13 short term contract agent posts (costed under Title 1).

⁸⁸ This includes 12 short term contract agent posts (costed under Title 1).

⁸⁹ Includes 1 short-term contract agent post.

⁹⁰ The activity 'delivery of the EUAA's training' is renamed 'planning, programming and delivery of the EUAA's training' from 2026 onwards.

Activity	2025			2026			2027			2028		
	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget allocated (C1)
Training quality assurance framework and training monitoring and evaluation	7	3 ⁹¹	191,000	7	3	785,700	7	3	650,000	7	3	895,000
Implementation of a user-centred learning technologies ecosystem	2	5	220,000	3	5	408,500	3	5	1,000,000	3	5	755,000
Asylum knowledge	100	39	8,487,205	102	45	9,235,000	102	49	10,751,966	102	49	9,004,495
Country information and guidance	29	12	1,940,000	30	13	2,018,500	30	14	3,730,000	30	14	2,811,000
Situational awareness	28	7	1,105,000	28	8	1,060,000	27	8	1,460,000	27	8	737,000
Asylum and reception cooperation and guidance	35	12	5,217,800	35	15	5,721,500	34	15	4,475,000	34	15	4,911,000
Monitoring the operational and technical application of the CEAS	8	8	224,405	9	9	435,000	9	12	1,086,966	9	12	545,495
Digital innovation in asylum and reception systems ⁹²	-	-	-	-	-	-	2	0	-	2	0	-
Horizontal activities	50	32⁹³	735,000	57	34	1,974,500	65	32	3,515,000	65	32	4,371,000
Communication	4	7	-	8	9	-	8	9	-	8	9	-
Organisational management and sustainability ⁹⁴	17	18	-	17	19	-	25	16	-	25	16	-
Protection of fundamental rights	3	1	25,000	3	1	54,500	3	1	115,000	3	1	86,000
European and international cooperation	26	6	710,000	29	5	1,920,000	29	6	3,400,000	29	6	4,285,000

⁹¹ This includes 1 short term contract agent post (costed under Title 1).

⁹² This activity is planned to be introduced from 2027, in line with the annual work programme set out in the 2027-2029 SPD.

⁹³ This includes 1 short term contract agent post (costed under Title 1).

⁹⁴ The activity 'organisational management and sustainability' will be renamed 'governance, corporate management and assurance' from 2027 onwards.



Activity	2025			2026			2027			2028		
	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget allocated (C1)	TA	CA & SNE (FTE)	Budget allocated (C1)
EUAA grants (budget line 3801)	-	-	49,595	-	-	0	-	-	1,000,000	-	-	160,000
Non-administrative missions (budget line 3901)				-	-	2,645,500	-	-	2,697,000	-	-	3,231,000
Operational ICT expenditures				-	-	-	-	-	1,752,500	-	-	4,295,340
Total operational (Title 3)	256	211	101,192,246	265	211	117,874,613	273	190	161,109,966	273	190	162,542,000
Resources allocated to governance, administrative and other horizontal activities (Title 1, Title 2)	115	68 ⁹⁵	90,545,064	106	61 ⁹⁶	91,143,000	98	56	105,688,000	98	56	117,458,000
Total EU subsidy	371	279	191,737,310	371	272	209,017,613	371	246	266,797,966	371	244	280,000,000
Ad hoc grants (external assigned revenue) ⁹⁷	-	20	6,354,593	-	21	p.m. ⁹⁸	-	22	p.m.	-	22	p.m.
Total (EU subsidy + external assigned revenue)	371	299⁹⁹	98,091,903	371	293¹⁰⁰	209,017,613	371	268	266,797,966	371	268	280,000,000

⁹⁵ This includes 14 short term contract agent posts (costed under Title 1).

⁹⁶ This includes 11 short term contract agent posts (costed under Title 1).

⁹⁷ **Applies only to the figures for 2026-2028.** The total number of contract agents funded under contribution agreements may increase depending on the signature of Contribution Agreements under the Ukraine Facility and the NDICI-Moldova Reform and Growth Facility, as well as the possible no-cost extension of the NDICI-funded project supporting Egypt until 31 October 2027. A detailed breakdown is provided in Annex XI.

⁹⁸ In 2026, the Agency expects to receive additional external assigned revenue subject to the signature of the corresponding contribution agreements.

⁹⁹ This includes 60 short term contract agent posts (costed under Title 1).

¹⁰⁰ This includes 40 short term contract agent posts (costed under Title 1).



Annex III. Financial resources 2026-2028

This annex includes estimates of revenues and expenditures for the years 2026, 2027 and 2028. The revenue and expenditure items below correspond to the official budget structure of the Agency, as adopted by the Management Board.

The allocation of the overall 2026 annual budget across items of expenditures is provisional and may be subject to changes prior to its final adoption.

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

Once this single programming document and in particular Annex III are officially adopted, the estimates for the year 2026 shall constitute the budget of the Agency in accordance with the aforementioned Article 53(8) and within the meaning of Title III of the Agency's Financial Regulation.

Table 7. Revenue

General revenues

Revenues	2025	2026
	Revenues estimated by the Agency (€)	Budget forecast (€)
EU contribution	194,737,310	213,017,613
Other revenue ¹⁰¹	17,113,104	p.m.
Total	211,850,414	213,017,613

¹⁰¹ In 2026, the Agency expects to receive additional external assigned revenue subject to the signature of the corresponding contribution agreements. Details are included in Annex IX.



Revenues	General revenues						
	Executed 2024 (€)	Estimated by the Agency 2025 (€)	2026		VAR 2026/2025 (%)	Envisaged 2027 (€)	Envisaged 2028 (€)
			Agency request (€)	Budget forecast (€)			
1. Revenue from fees and charges	0	0	0	0		0	0
2. EU contribution	171,677,829	194,737,310	213,017,613	213,017,613	109 %	266,797,966	280,000,000
- of which assigned revenues deriving from previous years' surpluses	12,576,654	5,586,533	p.m.	p.m.		p.m.	p.m.
3. Third countries contribution (incl. EEA/EFTA and candidate countries)	9,766,010	9,591,617	p.m.	p.m.		p.m.	p.m.
- of which EEA/EFTA (excl. Switzerland)	3,635,424	3,447,616	p.m.	p.m.		p.m.	p.m.
- of which candidate countries	0	0	0	0		0	0
4. Other contributions	2,346,441	6,362,782	p.m.¹⁰²	p.m.		p.m.	p.m.
<i>Subsidy from the European Commission - activities for MENA countries</i>	0	171,377	p.m.	p.m.		p.m.	p.m.
<i>Subsidy from the European Commission – activities for the Western Balkans</i>	523,532	6,183,216 ¹⁰³	p.m.	p.m.		p.m.	p.m.
<i>Subsidy from the European Commission – DG HOME for the Emergency Assistance grant scheme – Asylum,</i>							

¹⁰² In 2026, the Agency expects to receive additional external assigned revenue subject to the signature of the corresponding Contribution Agreements. Details are included in annex XI.

¹⁰³ A pre-financing amount of EUR 5,000,000 was received in December 2025 of the Contribution Agreement for PSMM Phase IV (IPA).



Revenues	General revenues						
	Executed 2024 (€)	Estimated by the Agency 2025 (€)	2026		VAR 2026/2025 (%)	Envisaged 2027 (€)	Envisaged 2028 (€)
			Agency request (€)	Budget forecast (€)			
<i>Migration and Integration Fund (EMAS-AMIF)</i>							
<i>Member States' contributions</i>	1,822,909 ¹⁰⁴	8,189 ¹⁰⁵	<i>p.m.</i>	<i>p.m.</i>		<i>p.m.</i>	<i>p.m.</i>
<i>Subsidy from the EU Delegation - Eastern Pre- accession partners</i>			<i>p.m.</i>	<i>p.m.</i>		<i>p.m.</i>	<i>p.m.</i>
5. Administrative operations	1,639,537	1,158,705	p.m.	p.m.		p.m.	p.m.
<i>Revenue accruing from investments or loans granted, bank and other interest</i>	1,639,537	1,158,705	<i>p.m.</i>	<i>p.m.</i>		<i>p.m.</i>	<i>p.m.</i>
Total	185,429,817	211,850,414	213,017,613	213,017,613	101 %	266,797,966	280,000,000

¹⁰⁴ First instalment from Denmark under the Regional Protection Project for the Southern neighbourhood.

¹⁰⁵ Accrued interest generated from contributions collected in 2025 (EUR 34,088), and the return of unused funds provided by Denmark under the Roadmap for Cooperation between the EUAA and Egypt (EUR 25,899).

**Additional EU funding: grant, contribution and service-level agreements**

Revenues	2025	2026
	Revenues estimated by the Agency (€)	Budget forecast (€)
Total	6,354,593¹⁰⁶	p.m.

Revenues	Additional EU funding: grant, contribution and service-level agreements						
	Executed 2024 (€)	Estimated by the Agency 2025 (€)	2026		VAR 2026/2025 (%)	Envisaged 2027 (€)	Envisaged 2028 (€)
			Agency request (€)	Budget forecast (€)			
Additional EU funding stemming from grants (FFR Art. 7)	0	0	p.m.	p.m.		p.m.	p.m.
Additional EU funding stemming from Contribution Agreements (FFR Art. 7)	2,346,441	6,354,593 ¹⁰⁷	p.m. ¹⁰⁸	p.m.		p.m.	p.m.
Additional EU funding stemming from Service Level Agreements (FFR Art. 43.2)	0	0	p.m.	p.m.		p.m.	p.m.
Total	2,346,441	6,354,593	p.m.	p.m.		p.m.	p.m.

¹⁰⁶ A pre-financing amount of EUR 5,000,000 was received in December 2025 of the Contribution agreement for PMMS (IPA) Phase IV.

¹⁰⁷ Ibidem

¹⁰⁸ In 2026, the Agency expects to receive additional external assigned revenue subject to the signature of the corresponding contribution agreements. Details are included in Annex XI.



Table 8: Expenditure

Expenditure EU subsidy	2025		2026	
	Commitment appropriations (€)	Payment appropriations (€)	Commitment appropriations (€)	Payment appropriations (€)
Title 1 – Staff expenditure	65,952,672	65,952,672	65,528,000	65,528,000
Title 2 – Infrastructure and operating expenditure	24,592,392	24,592,392	25,615,000	25,615,000
Title 3 – Operational expenditure	110,783,863	113,783,863	117,874,613	121,874,613
Total	201,328,927	204,328,927	209,017,613	213,017,613

Expenditure	Commitment appropriations						
	Executed budget ¹⁰⁹ 2024 (€)	Budget 2025 (€)	Draft budget 2026		% VAR 2026/2025	Envisaged 2027 (€)	Envisaged 2028* (€)
			Agency request (€)	Budget forecast (€)			
Title 1 - Staff expenditure	55,626,702	65,952,672	65,528,000		99 %	73,013,000	82,764,000
11 Salaries & allowances	46,149,508	51,772,525	51,042,000		99 %	58,717,000	66,292,000
12 Expenditure relating to staff recruitment	67,090	208,433	130,000		62 %	178,000	149,000
13 Mission expenses / administrative mission expenses	2,230,836	2,500,000	240,000		10 %	403,000	512,000
14 Socio-medical infrastructure	3,349,704	3,948,496	4,449,000		113 %	5,430,000	5,833,000
15 Training	673,441	1,015,000	1,435,000		141 %	815,000	825,000
16 External services	3,153,889	6,488,218	8,217,000		127 %	7,450,000	9,133,000
17 Receptions, events and representation / representation expenditure	2,234	20,000	15,000		75 %	20,000	20,000
Title 2 - Infrastructure and operating expenditure	18,686,624	24,592,392	25,615,000		104 %	32,675,000	34,694,000

¹⁰⁹ Including R0 funds - earmarked external projects.

Expenditure	Commitment appropriations						
	Executed budget ¹⁰⁹ 2024 (€)	Budget 2025 (€)	Draft budget 2026		% VAR 2026/2025	Envisaged 2027 (€)	Envisaged 2028* (€)
			Agency request (€)	Budget forecast (€)			
21 Rental of buildings and associated costs / building expenditure and security	8,366,832	10,731,545	9,592,000		89 %	12,295,000	12,770,000
22 Information, communication technology and data processing / administrative information technology	8,731,284	11,360,399	11,924,000		105 %	15,510,000	15,942,000
23 Current administrative expenditure	1,588,508	2,500,448	4,099,000		164 %	4,870,000	5,982,000
Title 3 - Operational expenditure	88,990,499	110,783,863	117,874,613		106 %	161,109,966	162,542,000
31 Information, analysis and knowledge development	1,885,868	3,045,000	3,078,500		101 %		
31 Asylum Knowledge						10,751,966	9,004,495
32 Support for Member States practical cooperation	8,345,802	11,237,300	11,971,500		107 %		
32 Training and professional development						6,000,000	6,220,000
33 Operational support	78,380,684	86,330,946	99,449,613		115 %	135,393,500	135,260,165
34 Cooperation with civil society and stakeholders / cooperation with stakeholders including civil society	157,830	280,000	240,000		86 %		
34 EU international cooperation						3,400,000	4,285,000
35 EUAA monitoring of application of the CEAS	220,315	224,405	435,000		194 %		
35 Horizontal activities						5,564,500	7,772,340
36 Other operational activities (RO) ¹¹⁰	0	9,591,617	p.m.			p.m.	p.m.

¹¹⁰ Associated countries contribution received as external assigned revenue under RO credits and their accrued interest.

Expenditure	Commitment appropriations						
	Executed budget ¹⁰⁹ 2024 (€)	Budget 2025 (€)	Draft budget 2026		% VAR 2026/2025	Envisaged 2027 (€)	Envisaged 2028* (€)
			Agency request (€)	Budget forecast (€)			
37 Protection of fundamental rights	0	25,000	54,500		218 %		
38 EUAA grants	0	49,595	0		0 %		
39 Non-administrative missions			2,645,500		0 %		
Title 4 - Participation in external projects (R0)	3,890,056	6,354,593	p.m.¹¹¹		p.m.	p.m.	p.m.
41 Other external projects (R0)	3,890,056	6,354,593	p.m.		p.m.	p.m.	p.m.
Total	167,193,881	207,683,520	209,017,613		101 %	266,797,966	280,000,000

Expenditure	Payment appropriations						
	Executed budget ¹¹² 2024 (€)	Budget 2025 (€)	Draft budget 2026		% VAR 2026/2025	Envisaged 2027* (€)	Envisaged 2028* (€)
			Agency request (€)	Budget forecast (€)			
Title 1 - Staff expenditure	54,656,241	65,952,672	65,528,000		99 %	73,013,000	82,764,000
11 Salaries & allowances / staff expenditure	46,149,507	51,772,525	51,042,000		99 %	58,717,000	66,292,000
12 Expenditure relating to staff recruitment	51,522	208,433	130,000		62 %	178,000	149,000
13 Mission expenses / administrative mission expenses	1,923,417	2,500,000	240,000		10 %	403,000	512,000
14 Socio-medical infrastructure	3,293,760	3,948,496	4,449,000		113 %	5,430,000	5,833,000
15 Training	559,348	1,015,000	1,435,000		141 %	815,000	825,000
16 External services	2,676,453	6,488,218	8,217,000		127 %	7,450,000	9,133,000
17 Receptions, events and representation / representation expenditure	2,234	20,000	15,000		75 %	20,000	20,000

¹¹¹ In 2026, the Agency expects to receive additional external assigned revenue subject to the signature of the corresponding Contribution Agreements. Details are included in annex XI.

¹¹² Including R0 funds - earmarked external projects.

Expenditure	Payment appropriations						
	Executed budget ¹¹² 2024 (€)	Budget 2025 (€)	Draft budget 2026		% VAR 2026/2025	Envisaged 2027* (€)	Envisaged 2028* (€)
			Agency request (€)	Budget forecast (€)			
Title 2 - Infrastructure and operating expenditure	13,581,011	24,592,392	25,615,000		104 %	32,675,000	34,694,000
21 Rental of buildings and associated costs / building expenditure and security	6,689,078	10,731,545	9,592,000		89 %	12,295,000	12,770,000
22 Information, communication technology and data processing / administrative information technology	5,980,355	11,360,399	11,924,000		105 %	15,510,000	15,942,000
23 Current administrative expenditure	911,578	2,500,448	4,099,000		164 %	4,870,000	5,982,000
Title 3 - Operational expenditure	94,754,917	113,783,863	121,874,613		107 %	161,109,966	162,542,000
31 Information, analysis and knowledge development	1,905,264	2,795,000	3,096,000		111 %		
31 Asylum Knowledge						10,751,966	9,004,495
32 Support for Member States practical cooperation	7,323,975	11,727,300	13,192,000		112 %		
32 Training and professional development						6,000,000	6,220,000
33 Operational support	85,134,517	89,130,946	102,233,713		115 %	135,393,500	135,260,165
34 Cooperation with civil society and stakeholders / cooperation with stakeholders including civil society	173,285	275,000	241,000		88 %		
34 EU international cooperation						3,400,000	4,285,000
35 EUAA monitoring of application of the CEAS	217,876	204,000	386,000		189 %		
35 Horizontal activities						5,564,500	7,772,340

Expenditure	Payment appropriations						
	Executed budget ¹¹³ 2024 (€)	Budget 2025 (€)	Draft budget 2026		% VAR 2026/2025	Envisaged 2027* (€)	Envisaged 2028* (€)
			Agency request (€)	Budget forecast (€)			
36 Other operational activities (R0) ¹¹³	0	9,591,617	p.m.		p.m.	p.m.	p.m.
37 Protection of fundamental rights	0	30,200	60,000		199 %		
38 Ad hoc grants	0	29,800	19,800		66 %		
39 Non-administrative missions			2,645,500		0 %		
Title 4 - Participation in external projects (R0)	1,722,934	6,354,593	p.m.¹¹⁴		p.m.	p.m.	p.m.
41 Other external projects (R0)	1,722,934	6,354,593	p.m.		p.m.	p.m.	p.m.
Total	164,715,103	210,683,520	213,017,613		101 %	266,797,966	280,000,000

Table 9. Budget outturn and cancellation of appropriations 2021-2023

Budget outturn	2021 (€)	2022 (€)	2023 (€)
Revenue actually received (+)	153,119,889	174,779,498	187,587,231
Payments made (-)	- 130,517,329	- 149,314,890	- 161,180,229
Carry-over of appropriations (-)	- 32,677,194	- 40,626,790	- 56,518,035
Cancellation of appropriations carried over (+)	1,030,977	1,050,390	858,339
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	17,035,312	26,693,967	34,832,969
Exchange rate differences (+/-)	- 25,815	- 5,521	6,277
Adjustment for negative balance from previous year (-)	0.00	0.00	0.00
Total	7,965,840	12,576,654	5,586,553

¹¹³ Associated countries contribution received as external assigned revenue under R0 credits and their accrued interest.

¹¹⁴ In 2026, the Agency expects to receive additional external assigned revenue subject to the signature of the corresponding contribution agreements. Details are included in annex XI.

Budget outturn

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

- a contribution from the Union entered in the general budget of the European Union;
- any voluntary financial contribution from the Member States;
- any contribution from the associated countries;
- Union funding under indirect management or in the form of ad hoc grants in accordance with the financial rules applicable to the Agency and with the provisions of the relevant instruments supporting the policies of the Union;
- charges for publications and any service provided by the Agency.

The expenditure of the Agency shall cover staff remuneration, administrative and infrastructure expenses, and operating expenditure (Article 52(4)), and is divided into four titles as follows:

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

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

Commitments are entered in the accounts on the basis of the legal commitments entered into up to 31 December and payments on the basis of the payments made by the Accounting Officer by 31 December of that year, at the latest. The Agency has non-differentiated appropriations for titles 1 and 2 (commitment and payment appropriations are equal and linked) and differentiated appropriations for titles 3 and 4. Carry-overs are intended to cover expenditure for goods/services delivered during the year and not yet paid at the end of the year or for goods/services to be delivered during the following year as per contract conditions.

Carry-over of appropriations relates to:

- Title 1. Staff expenditure such as missions, schooling, administrative interims and administrative training costs;



- Title 2. Infrastructure and operating expenditure such as rental of buildings and associated costs, ICT hardware, software and related ICT services, publications and communications, etc.
- Title 3. Operational expenditure such as translations, publications and interpretation, organisation of events, reimbursement of participants/experts in activities organised by the Agency, operational interims, containers, etc.
- Title 4. Operational expenditure for specific projects (contribution agreements with the European Commission such as under the Instrument for Pre-accession Assistance and under the Neighbourhood, Development and International Cooperation Instrument and voluntary contributions from Member States) such as translations, staff travel costs, organisation of events, reimbursement of participants/experts in activities organised by the Agency, etc.

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

The total amount of appropriations carried over from 2024 to 2025 is EUR 35.02 million in commitment appropriations and EUR 6.08 million in payment appropriations. Out of the EUR 35.02 million carried over in commitment appropriations, EUR 28.94 million are T3 differentiated C1 appropriations, corresponding to obligations duly contracted at the end of the financial year. Out of the total amount of EUR 28.94 million carried over to 2025, the amount of EUR 13.63 million was still carried over from 2023.

Commitment Appropriations amounting to EUR 1.37 million were cancelled in 2024, which represents 0.83 % of the budgeted (C1) commitment appropriations. Payment appropriations amounting to EUR 2.61 million were cancelled in 2024, which represents 1.52 % of the budgeted (C1) payment appropriations.



Annex IV. Human resources – quantitative

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

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

A. Statutory staff and seconded national experts

Staff	2024			2025	2026	2027	2028
	Authorised staff	Actually filled as of 31/12/2024	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Establishment plan posts							
Administrators (AD)	236	215	91.10	243	243	243	245 ¹¹⁵
Assistants (AST)	135	126	93.33	128	128	128	126
Assistants/Secretaries and clerks (AST/SC)	0	0	0	0	0	0	0
Total establishment plan posts	371	341	91.91	371	371	371	371

¹¹⁵ Two cost-neutral AST posts upgraded to AD posts to strengthen the Agency’s expert capacity.



Staff	FTE corresponding to authorised budget 2024	Executed FTE as of 31/12/2024	Execution rate %	Headcount ¹¹⁶ as of 31/12/2024	FTE corresponding to authorised budget 2025	Envisaged FTE 2026	Envisaged FTE 2027	Envisaged FTE 2028
External staff								
Contract agents (CA)	133	91.57	68.85	97	208 ¹¹⁷	221 ¹³⁸	233 ¹³⁸	233
Seconded national experts (SNE)	11	4	36.36	6	11	11	13	13
Total CAs and SNEs	144	95.57	66.37	103	219	232	246	246
Total temporary agents, CAs and SNEs	515	436.57	84.77	444	590	603	617	617
Other external staff								
Short-term contract agents (CA)	60 ¹¹⁸	46.10	76.83	50	60 ¹¹⁹	40 ¹²⁰	0 ¹²¹	0
Total staff	575	482.67	83.94	494	650	643	617	617

¹¹⁶ Figures include accepted and offered posts.

¹¹⁷ The Agency is receiving 100 contract agent posts over a period of three years (2025: 75, 2026: 13, 2027: 12).

¹¹⁸ Total 60 FTE envisaged by the end of 2024 to be available throughout 2025 (90 FTEs were available throughout 2024).

¹¹⁹ Total 60 FTE envisaged throughout 2025.

¹²⁰ Total 40 FTE envisaged throughout 2026.

¹²¹ All FTEs phased out by the end of 2026.

**B. Additional external staff expected to be financed from grant, contribution or service-level agreements**

Human Resources	2025	2026	2027	2028
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents funded under contribution agreements ¹²²	20	21	22	22
Seconded national experts (SNE)	-	-	-	-
Total	20	21	22	22

C. Other human resources**Structural service providers¹²³**

	Actually in place as of 31/12/2024
Security (EUAA headquarters)	33
ICT	44
Facilities	7
Other	N/A

Interim workers

Actually in place as of 31/12/2024	Total FTEs in 2024
691	629

External remunerated experts

Actually in place as of 31/12/2024
300

Trainees

Actually in place as of 31/12/2024
7

¹²² **Applies only to the figures for 2026-2028.** The total number of contract agents funded under contribution agreements may increase depending on the signature of Contribution Agreements under the Ukraine Facility and the NDICI-Moldova Reform and Growth Facility, as well as the possible no-cost extension of the NDICI-funded project supporting Egypt until 31 October 2027. A detailed breakdown is provided in Annex XI.

¹²³ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the Commission, the following general criteria should be fulfilled: 1) no individual contract with the Commission, 2) on the Commission premises, usually with a PC and desk, 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the added value of the Commission.



**Table 11. Multi-annual staff policy plan 2026-2028**

Function group and grade	2024				2025		2026		2027		2028	
	Authorised budget		Actually filled as of 31/12/2024		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts (PP)	Temporary posts (TP)	PP	TP	PP	TP	PP	TP	PP	TP	PP	TP
AD 16	0	0	0	0	0	0	0	0	0	0	0	0
AD 15	0	1	0	1	0	1	0	1	0	1	0	1
AD 14	0	0	0	0	0	0	0	0	0	0	0	0
AD 13	0	3	0	3	0	4	0	5	0	5	0	6
AD 12	0	7	0	5	0	8	0	10	0	12	0	13
AD 11	0	3	0	2	0	4	0	7	0	10	0	12
AD 10	0	20	0	16	0	21	0	24	0	26	0	28
AD 9	0	30	0	28	0	35	0	43	0	47	0	52
AD 8	0	61	0	53	0	67	0	62	0	60	0	57
AD 7	0	65	0	63	0	71	0	70	0	70	0	66
AD 6	0	30	0	29	0	22	0	17	0	12	0	10
AD 5	0	16	0	15	0	10	0	4	0	0	0	0
AD total	0	236	0	215	0	243	0	243	0	243	0	245*
AST 11	0	0	0	0	0	0	0	0	0	0	0	0
AST 10	0	0	0	0	0	0	0	0	0	0	0	0
AST 9	0	0	0	0	0	0	0	0	0	0	0	0
AST 8	0	0	0	0	0	0	0	0	0	0	0	0
AST 7	0	0	0	0	0	0	0	2	0	2	0	3
AST 6	0	5	0	5	0	8	0	13	0	13	0	15
AST 5	0	32	0	30	0	30	0	35	0	37	0	37
AST 4	0	58	0	56	0	60	0	52	0	52	0	50
AST 3	0	33	0	30	0	30	0	26	0	24	0	21
AST 2	0	7	0	5	0	0	0	0	0	0	0	0



Function group and grade	2024				2025		2026		2027		2028	
	Authorised budget		Actually filled as of 31/12/2024		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts (PP)	Temporary posts (TP)	PP	TP	PP	TP	PP	TP	PP	TP	PP	TP
AST 1	0	0	0	0	0	0	0	0	0	0	0	0
AST total	0	135	0	126	0	128	0	128	0	128	0	126*
AST/SC 6	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 5	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 4	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 3	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 2	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC 1	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC total	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	371	0	341	0	371	0	371	0	371	0	371
Total	371		341		371		371		371		371	

In the table, ‘actually filled’ posts in 2024 are all non-vacant posts, including those for which offers have been sent out.

*Upgrading 2 cost neutral AST posts to AD posts to increase the number of experts.



- **External personnel**

Contract agents

Contract agents	FTE corresponding to authorised budget 2024	Executed FTE as of 31/12/2024	Headcount ¹²⁴ as of 31/12/2024	FTE corresponding to authorised budget 2025	FTE corresponding to authorised budget 2026	FTE corresponding to authorised budget 2027	FTE corresponding to authorised budget 2028
Function group IV	74	47.96	49	149	171	183	185
Function group III	43	31.86	36	43	40	40	40
Function group II	16	11.75	12	16	10	10	8
Function group I	0			0	0	0	0
Total	133	91.57	97	208	221	233	233

Seconded national experts

Seconded national experts	FTE corresponding to authorised budget 2024	Executed FTE as of 31/12/2024	Headcount ¹²⁵ as of 31/12/2024	FTE corresponding to authorised budget 2025	FTE corresponding to authorised budget 2026	FTE corresponding to authorised budget 2027	FTE corresponding to authorised budget 2028
Total	11	4	6	11	11	13	13

¹²⁴ Figures include accepted and offered posts.

¹²⁵ Figures include accepted and offered posts.

Short-term operational contract agents

Short-term operational contract agents	FTE corresponding to authorised budget 2024 ¹²⁶	Executed FTE as of 31/12/2024	Headcount ¹²⁷ as of 31/12/2024	FTE corresponding to authorised budget 2025 ¹²⁸	FTE corresponding to authorised budget 2026 ¹²⁹	FTE corresponding to authorised budget 2027	FTE corresponding to authorised budget 2028
Function group IV	39	26.44	29	40	26	0	0
Function group III	18	16.66	18	18	12	0	0
Function group II	3	3	3	2	2	0	0
Function group I	0			0	0	0	0
Total	60	46.10	50	60	40	0	0

Contract agents financed under Contribution Agreements

Contract agents funded under Contribution Agreements	FTE corresponding to the authorised budget 2024	Executed FTE as of 31/12/2024	Headcount as of 31/12/2024	FTE corresponding to the authorised budget 2025	FTE corresponding to the authorised budget 2026 ¹³⁰	FTE corresponding to the authorised budget 2027	FTE corresponding to the authorised budget 2028
Function group IV	10	8	8	12	13	15	15
Function group III	7	3.93	6	8	8	7	7
Function group II	0			0	0	0	0
Function group I	0			0	0	0	0
Total	17	11.93	14	20	21¹³¹	22¹³²	22¹³³

¹²⁶ Total 60 FTEs envisaged by the end of the 2024 to be available throughout 2025 (90 FTEs were available throughout 2024).

¹²⁷ Figures include accepted and offered posts.

¹²⁸ Total 60 FTE envisaged throughout 2025.

¹²⁹ A total of 40 short-term contract agent posts authorised for 2026, to be phased out by the end of the year.

¹³⁰ Figures include the number of contract agents that may be recruited under the respective categories, in accordance with the Contribution Agreements.

¹³¹ In addition, subject to agreement on the relevant contribution agreements, up to 7 additional FGIV and 2 additional FG3 contract agents may be recruited under the 3-year projects envisaged under the Ukraine Facility and the NDICI-Moldova Reform and Growth Facility.

¹³² In addition, subject to agreement on the relevant contribution agreements, up to 7 additional FGIV and 2 additional FG3 contract agents may be recruited under the 3-year projects envisaged under the Ukraine Facility and the NDICI-Moldova Reform and Growth Facility. Furthermore, subject to agreement on the no-cost extension of the NDICI funded project for support to Egypt, 1 FGIV and 2 FGIII contract agents will also be retained in 2027.

¹³³ In addition, subject to agreement on the relevant contribution agreements, up to 7 additional FGIV and 2 additional FG3 contract agents may be recruited under the 3-year projects envisaged under the Ukraine Facility and the NDICI-Moldova Reform and Growth Facility.



Table 12. Recruitment forecasts 2026 following retirement/mobility or new requested posts (information on entry level for each type of posts: indicative table)

Job title in the Agency	Type of contract (official, temporary agent (TA) or contract agent)		Officials/Temporary agents (TA)		Contract agent
			Function group/grade of recruitment internal and external foreseen for publication		Recruitment function group (I, II, III and IV)
	Due to foreseen retirement/mobility	New post requested due to additional tasks	Internal (brackets)	External (single grade)	
Heads of centre	-	-	AD 12 – AD 14	AD 12	
Heads of unit (TA)	-	-	AD 9 – AD 14	AD 10	
Heads of sector (TA)	1	-	AD 8 – AD 9	AD 8	
Senior Officers (TA)	-	-	AD 7 – AD 8, AD 8 – AD 9	AD 7, AD 8	
Officers (TA)	-	-	AD 5 – AD 7	AD 5, AD 6	
Assistants (TA)	2	-	AST 1 – AST 2, AST 3 – AST 4, AST 5 – AST 6	AST 1, AST 2, AST 3, AST 4	
Officers (contract agents)	-	-	-	-	IV
Assistants (contract agents)	-	-	-	-	III
Assistants (contract agents)	-	-	-	-	II
Seconded national experts	-	-	-	-	-

Number of inter-agency mobility in 2025 from and to the Agency:

To EUAA (incoming)		From EUAA (outgoing)	
TA	CA	TA	CA
1	0	1	0





Annex V. Human resources – qualitative

A. Recruitment policy

Implementing rules in place

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

B. Appraisal and reclassification/promotions

Implementing rules in place

Implementing rule	Model decision no	Yes	No	If no, which other implementing rules are in place
Reclassification of temporary agents	Model Decision C(2015)9560	x		
Reclassification of contract agents	Model Decision C(2015)9561	x		



Table 13: Reclassification of TA/promotion of officials

Grades	Average seniority in the grade among reclassified staff						
	2020	2021	2022	2023	2024	Actual average over 5 years	Average over 5 years (according to Decision C(2015)9563)
AD 5	2.56	2.50	3.05	2.88	3.36	2.9	2.8
AD 6	2.76	2.38	2.59	2.86	3.49	2.8	2.8
AD 7	2.89	2.10	5.45	3.58	4.65	3.7	2.8
AD 8	2.25	3.23	3.08	4.91	4.02	3.5	3.0
AD 9	-	4.00	-	-	-	-	4.0
AD 10	4.00	-	-	-	-	4.0	4.0
AD 11	-	2.00	-	-	-	2.0	4.0
AD 12	-	-	-	-	-	-	6.7
AD 13	-	-	-	-	-	-	6.7
AST 1	-	2.00	2.08	3.21	3.29	2.6	3.0
AST 2	2.08	-	-	-	2.00	2.0	3.0
AST 3	2.80	2.30	3.75	2.96	3.64	3.1	3.0
AST 4	2.23	2.15	2.69	3.02	3.88	2.8	3.0
AST 5	-	2.79	-	-	-	2.8	4.0
AST 6	-	-	-	-	-	-	4.0
AST 7	-	-	-	-	-	-	4.0
AST 8	-	-	-	-	-	-	4.0
AST 9	-	-	-	-	-	-	-
AST 10 (Senior assistant)	-	-	-	-	-	-	5.0

Table 14: Reclassification of contract agent staff

Function group	Grade	Staff in activity at 1/1/2023	How many staff members were reclassified in 2024	Average number of years in grade of reclassified staff members	Average over 5 years (according to Decision C(2015)9563)
IV	17	1	-	-	Between 6 and 10 years
	16	5	1	-	Between 5 and 7 years
	15	11	2	4.2	Between 4 and 6 years
	14	68	8	3.0	Between 3 and 5 years
	13	11	2	2.4	Between 3 and 5 years
III	12	1	-	-	-
	11	-	-	-	Between 6 and 10 years
	10	21	1	2.8	Between 5 and 7 years
	9	38	3	2.8	Between 4 and 6 years
	8	6	1	2.0	Between 3 and 5 years
II	7	-	-	-	-
	6	1	-	-	Between 6 and 10 years
	5	17	-	-	Between 5 and 7 years
	4	-	-	-	Between 3 and 5 years
I	3	-	-	-	-
	2	-	-	-	Between 6 and 10 years
	1	-	-	-	Between 3 and 5 years
Total		180	18		



C. Gender representation

Table 15. Data on 31/12/2024¹³⁴ / statutory staff (only officials, temporary agents and contract agents)

Gender and Level		Officials		Temporary agents		Contract agents		Grand total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level (AD/function group IV)	-	-	125	28.54 %	27	6.16 %	152	34.70 %
	Assistant level (AST, AST/SC or function group II and III)	-	-	91	20.78 %	23	5.25 %	114	26.03 %
	Total	-	-	216	49.32 %	50	11.42 %	266	60.73 %
Male	Administrator level (AD/function group IV)	-	-	90	20.55 %	22	5.02 %	112	25.57 %
	Assistant level (AST, AST/SC or function group II and III)	-	-	35	7.99 %	25	5.71 %	60	13.70 %
	Total	-	-	125	28.54 %	47	10.73 %	172	39.27 %
Total		-	-	341	77.85 %	97	22.15 %	438	100 %

Table 16. Data regarding gender evolution over five years of middle and senior management¹³⁵

Gender	2020		2024	
	Number	%	Number	%
Female managers	2	22.22	8	44.44 %
Male managers	7	77.78	10	55.56 %

¹³⁴ Filled/accepted/offered temporary agent and contract agent posts, excluding seconded national experts and other external staff under Annex IV Table 10.

¹³⁵ Staff who are defined as middle managers by the applicable general implementing provisions on middle management.



D. Geographical balance

Table 17. Data on 31/12/2024 - statutory staff only (officials, temporary agents and contract agents)¹³⁶

Nationality	AD + CA FG IV		AST/SC - AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
AT	5	1.89	1	0.57	6	1.37
BE	18	6.81	3	1.72	21	4.79
BG	6	2.27	3	1.72	9	2.05
CH	2	0.76	0	0.00	2	0.46
CY	1	0.38	2	1.15	3	0.68
CZ	4	1.52	2	1.15	6	1.37
DE	8	3.03	3	1.72	11	2.51
EE	1	0.38	1	0.57	2	0.46
EL	42	15.90	37	21.27	79	18.05
ES	12	4.55	13	7.47	25	5.71
FI	3	1.14	0	0.00	3	0.68
FR	17	6.44	8	4.60	25	5.71
HR	1	0.38	4	2.30	5	1.14
HU	4	1.52	5	2.87	9	2.05
IE	2	0.76	1	0.57	3	0.68
IT	66	24.99	38	21.85	104	23.75
LT	2	0.76	3	1.72	5	1.14
LV	1	0.38	1	0.57	2	0.46
MT	22	8.32	18	10.35	40	9.14
NL	7	2.65	2	1.15	9	2.05
NO	0	0.00	0	0.00	0	0.00
PL	9	3.41	11	6.33	20	4.57
PT	4	1.52	4	2.30	8	1.83
RO	8	3.03	10	5.75	18	4.11
SE	9	3.41	0	0.00	9	2.05
SI	3	1.14	2	1.15	5	1.14
SK	4	1.52	0	0.00	4	0.91
UK	3	1.14	2	1.15	5	1.14
Total	264	100	174	100	438	100

¹³⁶ Filled/accepted/offered temporary agent and contract agent posts, excluding seconded national experts and other external staff under Annex IV Table 10.

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

Most represented nationality	2020		2024	
	Number	%	Number	% ¹³⁷
Italian	96	23.36	104	23.75

E. Schooling

Agreement in place with the European school(s)	None			
Contribution agreements signed with the Commission on type I European schools	Yes		No	x
Contribution agreements signed with the Commission on type II European schools	Yes		No	x
Number of service contracts in place with international schools	The Agency has 116 agreements in place with schools which are either fully international or not primarily international in their character and are providing pre-primary, primary and secondary education.			
	Agreements per country			
	Belgium	1	Malta	55
	Cyprus	11	Poland	2
	Greece	16	Spain	9
	Italy	22	Total	116
Description of any other solutions or actions in place	Except for Brussels, Belgium, there are no European schools or accredited European schools of type I and II in Malta or other countries where the Agency's staff work. As a compensatory measure, in 2016 the Management Board adopted two decisions whereby the Agency provides staff in all affected locations with free of charge education, including pre-primary education level. Staff are free to choose pre-primary or primary and secondary educational establishments that suit their needs. The Agency's administration undertakes all legal steps in establishing the agreement with chosen schools, if the said is not in place yet. The Agency fully covers all eligible education costs.			

¹³⁷ Percentage out of total statutory staff (officials, temporary agents, contract agents) as reported in Table 17 in this Annex.

Annex VI. Environment management

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

Building on the work done since 2022 that involved an initial environmental review, identification of the Agency's environmental aspects and relevant data collation for the period 2019–2024, the Agency plans to proceed with the following tasks by the end of 2026:

- monitoring achievement of the objectives set out in the environmental policy;
- calculating its greenhouse gas emissions for 2025 using the selected standard applied to the period 2019–2024;
- implementing agreed initiatives and measures to be delivered in 2026 towards achievement of set targets by 2030;
- initiating data recording and collection of missing data sets using the approach established in 2025;
- updating the legal register, if required, ensuring legal compliance and addressing gaps and corrective measures; and
- initiating measuring, monitoring and reporting on achievement of set targets in line with the framework established in 2025.

The initial scope is expected to cover the Agency's current headquarters in Malta and will take into account local constraints to reduction of mission travel, including:

- geographic limitations (Malta being an archipelago with no land connections to the European mainland and on the southernmost border of the EU);
- mandatory travel for delivery of operational and technical assistance to EU Member States and support to third countries; and
- the expanded EUAA mandate, including the Pact, that will create new demands for travel (e.g. liaison officers in EU Member States, on-site visits by the Fundamental Rights Officer and for monitoring of the CEAS).

Other constraints such as the buildings' age and potential for upgrades and retrofitting will be considered. The cost element will also have to be factored in, as substantial investment could be required to meet acceptable standards.

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



Annex VII: 2025 Building Policy

No.	Building name and type	Location	Surface area (in m ²)			Rental contract					Host (grant or support)
			Office space (sqm)	Non-office space (sqm)	Total space (sqm)	Rent (€/year)	Duration of contract	Type	Break-out clause Y/N	Conditions attached to break-out clause (if applicable)	
1	MTC Block EUAA Headquarters (Compound with three buildings)	Winemakers Wharf, Grand Harbour, Valletta MRS 1917, Malta	9,210.04	3,082.82	12,292.86	2,399,828	Until 05.02.2028 (extendable). Renewal terms for a period of 3 years each.	Lease agreement (Seat Agreement)	N		Malta (in kind support of approx. €500,000)
2	Trident Park EUAA Headquarters annex	Notabile Gardens, Mdina Road, Zone 2, Central Business District, Birkirkara CBD 2010, Malta Office No. 3 – levels 1, 2, 3 and 4, and office No. 2, Level 1	2,159	142	2,301	684,981.84	2 years 'di fermo' + 5 years 'di rispetto' – 7 years (extendable)	Lease agreement	N	-	Malta (-)
3	Operational office, Italy	Via della Cordonata 7, 00187 Rome RM, Italy	825	351	1,176	302,475	Until 31.07.2029 (extendable)	Lease agreement	Y	EUAA will have the right to withdraw from the	Italy (-)



No.	Building name and type	Location	Surface area (in m ²)			Rental contract					Host (grant or support)
			Office space (sqm)	Non-office space (sqm)	Total space (sqm)	Rent (€/year)	Duration of contract	Type	Break-out clause Y/N	Conditions attached to break-out clause (if applicable)	
		Office on 1st floor								contract at any time, without compensation and/or penalty to the lessor, with a written notice of 12 months.	
4	Keranis Building Operational office, Greece	5 th Floor, Thivon Avenue 196-198, PC 182 33, Agios Ioannis-Rentis, Nikaia, Attika, Greece	1,108	-	1,108	Rent free	Until 31.12.2025 (extendable)	Administrative arrangement	N		Greece (support)
5	Institutional Liaison Office / operational office, Belgium	7 rue Guimard, 1040 Brussels, Office	292	-	292	73,766.72	31.12.2033	Service Level Agreement	N	-	Belgium (-)
6	Operational office, Cyprus	10 Strovolos Avenue, 2011 Strovolos, Nicosia, Cyprus	1,371	-	1,371	252,000	23.05.2028 (extendable two times for	Lease agreement	N		Cyprus (-)



No.	Building name and type	Location	Surface area (in m ²)			Rental contract					Host (grant or support)
			Office space (sqm)	Non-office space (sqm)	Total space (sqm)	Rent (€/year)	Duration of contract	Type	Break-out clause Y/N	Conditions attached to break-out clause (if applicable)	
							two years each)				
7	Operational office, Spain	Calle de José Abascal, 39, 28003, Madrid	60,30	-	60,30	Rent free	n/a	Administrative agreement for a temporary arrangement	n/a	n/a	Spain (support)
8	Operational office, Spain	Calle de Leon y Castillo 322, Planta 6(a), 35007, Las Palmas de Gran Canaria	80,13	-	80,13	Rent free	n/a	Administrative agreement for a temporary arrangement	n/a	n/a	Spain (support)
9	Co-location arrangements, Türkiye	EU Delegation to Türkiye: Ugur Mumcu Cadessi 88 – Kat 5, 06700, Gaziosmanpasa, Ankara, Türkiye	13,98 m ² (exclusive area) or 22 m ² (exclusive area + proportion of common spaces attributed to the tenant)	8.02	22	15,808.22	indefinite	Administrative arrangement	Y	The agreement is in force until terminated in advance by either party with ninety (90) days prior written notice to the other.	Türkiye (-)



No.	Building name and type	Location	Surface area (in m ²)			Rental contract					Host (grant or support)
			Office space (sqm)	Non-office space (sqm)	Total space (sqm)	Rent (€/year)	Duration of contract	Type	Break-out clause Y/N	Conditions attached to break-out clause (if applicable)	
10	Co-location arrangements, Serbia	EU Delegation to Serbia: Vladimira Popovica 40, 11070, New Belgrade, Serbia	13 m ² (exclusive area) or 19 m ² (exclusive area + proportion of common spaces attributed to the tenant)	6	19	7,320	indefinite	Administrative arrangement	Y	The agreement is in force until terminated in advance by either party with ninety (90) days prior written notice to the other.	Serbia (-)
11	Co-location arrangements, Egypt	EU Delegation to Cairo: Nile City Towers, North Tower, 2005c, Corniche El Nil, 10th floor, Ramlet Boulaq, 11221 in Cairo – Egypt	1 room, 14 m ² approximately 17 m ² in total with corresponding parts	3	17	11,088	indefinite	Administrative arrangement	Y	The agreement is in force until terminated in advance by either party with ninety (90) days prior written notice to the other.	Egypt



No.	Building name and type	Location	Surface area (in m ²)			Rental contract					Host (grant or support)
			Office space (sqm)	Non-office space (sqm)	Total space (sqm)	Rent (€/year)	Duration of contract	Type	Break-out clause Y/N	Conditions attached to break-out clause (if applicable)	
12	Office space for liaison officer, Poland	Office for Foreigners in Urząd do Spraw Cudzoziemców, ul. Taborowa 33, 02-699 Warszawa	1 office space, amounting to approximately 14.15 m ² of space	-	14,15	Rent free	-	Office	N	n/a	-
13	Liaison office to Frontex, Poland ¹³⁸	FRONTEX, Plac Europejski 6 (corner of Towarowa and Łucka streets) 00-844 Warsaw, Poland	1 workstation in a shared office space	-		Rent free	-	Working area	N	n/a	-
14	Office space for liaison officer, Austria	Directorate of the Federal Office for Immigration and Asylum	Office I675 - single office space on the 6th floor, with an area of 17,14 sqm	-	17,14	Rent free	-	Office	N	n/a	-
TOTAL			15,177.74	3,592.84	18,770.58	3,747,267.78					

¹³⁸ As of the end of August 2025, the EUAA will no longer maintain a dedicated liaison office in Frontex headquarters. Future cooperation will be handled from the EUAA headquarters in Malta.

Building projects in planning phase

Spain

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

Co-location arrangements

The Agency currently has co-location administrative arrangements in Serbia, Turkey and Egypt.

State of play

There are three administrative arrangements with the EEAS for co-location. A service level agreement (SLA) is currently being negotiated at the request of the EEAS that would govern all the co-location arrangements. Once the SLA is concluded, all administrative arrangements that are in place between the Agency and the EEAS at that point (including those relating to Serbia, Turkey and Egypt) will be converted to office hosting arrangements under that SLA and any new co-location arrangement requirements will likewise take the form of office hosting arrangements under the SLA.

Liaison offices

The EUAA has a liaison office in Brussels, Belgium. It also has a liaison officer to Frontex, hosted by Frontex in Warsaw, although it is envisaged that this deployment will be terminated by the end of 2025.

Belgium

In view of the increase in the tasks of the Agency and the increasing need for coordination with the EU institutions, the Agency decided in 2016 to open a liaison office in Brussels, Belgium. The liaison office is now located in the same building on Rue Guimard 7, 3rd Floor, 1040, Brussels, Belgium where the liaison offices of the European Institute of Innovation and Technology (EIT) are housed.

State of play

Since January 2025, the Agency is sub-letting office space from another EU Agency in Brussels (EIT). Due to operational needs the office also accommodates personnel managing and providing operational and technical assistance to Belgium within the framework of an agreed Operational Plan. The liaison officer to the region of deployment incorporating Belgium will also be based in this office once recruited. The office also includes an office for the Executive Director, a meeting room and workstations for Agency staff on mission to Brussels.



Liaison officers to Member States

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

[Management Board Decision No 139 of 26 June 2023](#) sets out the regions of deployment and the hosting Member States for the liaison officers. As per the Management Board Decision, some liaison officers to the Member States will be provided with office space by the hosting Member States themselves, namely in Austria, France, Germany, Poland and Sweden. An arrangement for this purpose has been concluded with Poland and Austria, while arrangements are close to being finalised with the remaining Member States. Other liaison officers will be hosted in offices available to the Agency, namely the liaison office in Belgium and the operational offices in Greece and Italy (see above table). Should it become necessary at a later stage, the EUAA will consider renting through short-term or medium-term solutions.

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

Austria

The liaison officer to the region of deployment incorporating Austria will be provided with a working area by the Austrian authorities, namely in the Directorate of the Federal Office for Immigration and Asylum, Modecenterstrasse 22, 1030 Vienna.

The working area designated by the Directorate of the Federal Office for Immigration and Asylum for the use of the liaison officer is office I675 on the 6th floor with 17,14 m².

State of play

A memorandum of understanding between the Federal Minister of the Interior of the Republic of Austria and the EUAA regarding the hosting of an EUAA Liaison Officer in the Republic of Austria was signed in September 2024. The arrangement lays down relevant provisions in respect of the working area to be made available for the use of the Liaison Officer.

Poland

The liaison officer to the region of deployment incorporating Poland will be provided with a working area by the Polish authorities, in the Office for Foreigners in Urząd do Spraw Cudzoziemców, ul. Taborowa 33, 02-699 Warszawa, Poland.

The working area designated by the Office of Foreigners for the use of the liaison officer comprises one office of approximately 14,15 m².





State of play

An arrangement between the Office for Foreigners and the EUAA regarding the hosting of an EUAA Liaison Officer in Poland was signed in Dember 2023. The arrangement lays down relevant provisions in respect of the working area to be made available for the **use of the Liaison Officer**.

Building projects submitted to the European Parliament and the Council

NA.





Annex VIII: Privileges and immunities

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



Annex IX: Evaluations

Evaluation approach

Requirements for conducting evaluations are laid down in the EUAA Regulation and in the Agency's Financial Regulation, and form part of the internal control framework.

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

Evaluations are prospective and reflective feedback mechanisms that promote:

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

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

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

Evaluation plan for 2026

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

Intervention title	Reasoned justification	Evaluation type	Evaluation start	Evaluation type
Operational plan 2022-28: Netherlands	Mandatory ex post evaluation under the EUAA Regulation	Interim	Q1 2026	External / internal
Operational plan 2023–26: Spain	Mandatory ex post evaluation under the EUAA Regulation	Ex post	Q1 2026	External / internal
Operational plan 2025-26: Belgium	Mandatory ex post evaluation under the EUAA Regulation	Ex post	Q3 2026	External / internal



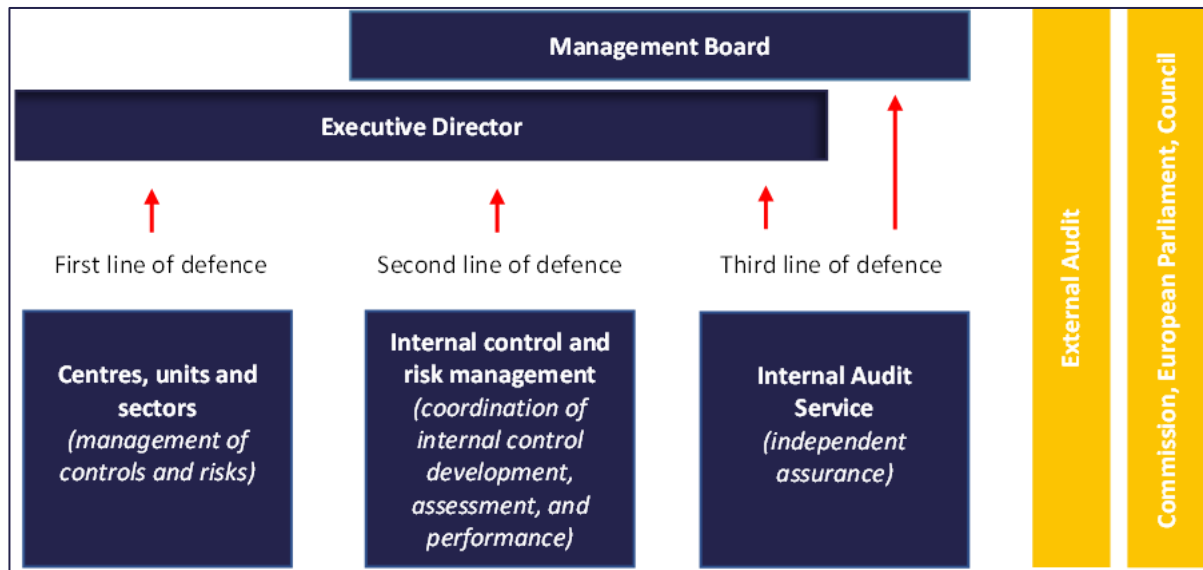
Intervention title	Reasoned justification	Evaluation type	Evaluation start	Evaluation type
Operational plan 2023-26: Bulgaria	Mandatory ex post evaluation under the EUAA Regulation	Ex post	Q3 2026	External / internal
Operational plan 2025-26 Cyprus	Mandatory ex post evaluation under the EUAA Regulation	Ex post	Q3 2026	External / internal
Operational plan 2025-26 Greece	Mandatory ex post evaluation under the EUAA Regulation	Ex post	Q3 2026	External / internal
Operational plan 2025-26 Italy	Mandatory ex post evaluation under the EUAA Regulation	Ex post	Q3 2026	External / internal
Operational plan 2025-26 Lithuania	Mandatory ex post evaluation under the EUAA Regulation	Ex post	Q3 2026	External / internal
Operational plan 2025-26 Malta	Mandatory ex post evaluation under the EUAA Regulation	Ex post	Q3 2026	External / internal
Operational plan 2025-26 Romania	Mandatory ex post evaluation under the EUAA Regulation	Ex post	Q3 2026	External / internal
Multi-country relocation operational plan 2026	Mandatory ex post evaluation under the EUAA Regulation	Ex post	Q4 2026	External / internal



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

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

The Agency's internal control system is documented in Decision No 160 of the Management Board of 14 March 2024¹³⁹. The system is built on multiple blocks of assurance, provided by different stakeholders.



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

The Executive Director is responsible for the day-to-day administration and for implementing the decisions of the Management Board and the budget. She also has powers of appointing authority, conferred on her by Management Board Decision No 98 of 19 January 2022. The Executive Director is accountable to the Management Board yet independent in the performance of her tasks.

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

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

¹³⁹ Management Board Decision No 160 of 14 March 2024 on the internal control framework.



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

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

a) Internal control framework

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

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

Presence and effectiveness of internal controls are assessed regularly. Each financial year the management assesses indicators¹⁴⁰ against which internal control criteria are monitored. The results of this monitoring are available on the Agency's [website](#).

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

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

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

b) Risk management

In line with the EUAA risk management manual¹⁴¹, the Executive Director performs an annual risk assessment exercise to better identify, assess and respond to issues that could affect the Agency's activities and the achievement of its objectives. The Agency's management regularly monitors the central risk register. Quarterly risk management reviews are provided to senior management and reported to the Management Board.

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

¹⁴⁰ For each indicator the management defines the baseline value and the annual target.

¹⁴¹ Decision of the Executive Director No 117 of 15 December 2020 on the revised Risk Management Manual.



c) Anti-fraud strategy

The EUAA's anti-fraud strategy provides a framework for addressing the issue of fraud through prevention, detection, investigation and correction. The methodology for the elaboration of this strategy was revamped at the end of 2023 and documented in an internal guidance approved by the Executive Director¹⁴² and is available on the Agency's [website](#). Subsequently, a fraud risk assessment was endorsed in the second quarter of 2024. The identified and assessed anti-fraud control risks, together with the risk responses and control objectives, are registered in a specific fraud risk register action plan also on the [website](#). The Management Board adopted the new anti-fraud strategy and 2024–2026 framework on 31 July 2024¹⁴³.

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

On 11 January 2023, the Management Board adopted a decision on the rules governing the prevention and management of conflicts of interest of the members of the Management Board, conflicts of interest connected to membership of organisations and competent bodies of the Consultative Forum, and on the ethical guidance applicable to the Management Board¹⁴⁴.

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

- policy on the prevention and management of conflicts of interest, related post-employment and ethical guidance, and the role of ethics correspondent¹⁴⁵ and
- the code of good administrative behaviour and public service principles¹⁴⁶.

¹⁴² Internal Guidance reference No: IG-009.

¹⁴³ Management Board Decision No 169 of 31 July 2025.

¹⁴⁴ Management Board Decision No 122 of 11 January 2023.

¹⁴⁵ Decision of the Executive Director No 13 of 27 January 2023, as repealed and replaced by Decision of the Executive Director No 20 of 23 April 2025.

¹⁴⁶ Decision of the Executive Director No 16 of 27 January 2023.



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

	General information					Financial and HR impact				
	Actual or expected date of signature	Total amount (€)	Duration	Counterpart	Short description		2025	2026	2027	2028
Grant and contribution agreements										
Implementing the EUAA-Egypt cooperation	23/11/2023	1,500,000	36 months ¹⁴⁷	European Commission, DG MENA	Enhancing the protection space for asylum-seekers and refugees in Egypt	Amount (€)	171,377.39	p.m. ¹⁴⁸	p.m.	
						Number of CAs	3	3	3	
						Number of SNEs	-	-	-	
EU Regional Support to Protection-Sensitive Migration Management Systems in the Western Balkans – Phase III – contract 2	24/6/2022	6,000,000	59 ¹⁴⁹ months, starting 1/2/2022, due to a retroactive clause	European Commission, DG ENEST	Protection-Sensitive Migration Management in the Western Balkans	Amount (€)	1,183,215.92	p.m. ¹⁵⁰	-	
						Number of CAs	10	10	3 ¹⁵¹	
						Number of SNEs	-	-	-	

¹⁴⁷ A request for a no-cost extension of the project until 31 October 2027 was formally submitted in February 2026. The indicative 2027 entries (p.m. and 3 CAs) are shown on the assumption that the extension is approved.

¹⁴⁸ The final balance of up to EUR 313,000 is due in 2026, subject to the implementation of activities.

¹⁴⁹ A no-cost extension until the end of 2026 has been agreed.

¹⁵⁰ The final balance of up to EUR 288,245.40 is due in 2026, subject to the implementation of activities.

¹⁵¹ The retention of three contract agents for one month in 2027 has been agreed for reporting purposes.



	General information					Financial and HR impact				
	Actual or expected date of signature	Total amount (€)	Duration	Counterpart	Short description		2025	2026	2027	2028
EU Regional Support to Protection-Sensitive Migration Management Systems in the Western Balkans – Phase IV	16/12/2025	5,000,000	48 months	European Commission, DG ENEST	Protection-Sensitive Migration Management in the Western Balkans	Amount (€)	5,000,000	-	-	-
						Number of CAs	0	0	14 ¹⁵²	14
						Number of SNEs	-	-	-	-
EUAA-Ukraine capacity-building support (under the Ukraine Facility)	TBD	p.m.	36 months TBC	EU Delegation to Ukraine	Provision of capacity building support to Ukraine	Amount	-	p.m. ¹⁵³	p.m.	p.m.
						Number of CAs	-	p.m. ¹⁵⁴	p.m.	p.m.
						Number of SNEs	-	-	-	-
EUAA-Moldova Capacity Building support (under the NDICI-Moldova Reform and Growth Facility)	TBD	p.m.	36 months TBC	EU Delegation to Moldova	Provision of capacity building support to Moldova	Amount	-	p.m. ¹⁵⁵	p.m.	p.m.
						Number of CAs	-	p.m. ¹⁵⁶	p.m.	p.m.
						Number of SNEs	-	-	-	-

¹⁵² The three contract agents funded by PSMM Phase III for a period of one month in 2027, will subsequently be funded by PSMM IV for the remaining 11 months of 2027.

¹⁵³ A pre-financing amount of approximately EUR 1.5 million is expected in 2026 subject to the signature of the corresponding Contribution Agreement.

¹⁵⁴ Subject to agreement on the relevant contribution agreement, up to four contract agents are envisaged to be recruited under the three-year project envisaged under the Ukraine Facility.

¹⁵⁵ A pre-financing amount of approximately EUR 1.5 million is expected in 2026 subject to the signature of the corresponding Contribution Agreement.

¹⁵⁶ Subject to the agreement on the relevant Contribution Agreement, up to five contract agents are envisaged to be recruited under the three-year project foreseen under the Moldova Facility.

	General information					Financial and HR impact				
	Actual or expected date of signature	Total amount (€)	Duration	Counterpart	Short description		2025	2026	2027	2028
Voluntary financial contributions from Member States										
Voluntary and earmarked contribution to support the EUAA's cooperation with third countries	1/06/2026	107,175 ¹⁵⁷	41 months	Czechia	Contribute to financing the translation of EUAA materials in support of the Agency's cooperation with third countries	Amount (€)		107,175	-	-
						Number of CAs		-	-	-
						Number of SNEs		-	-	-
Voluntary and earmarked contribution to the EUAA Regional Protection Project for the Southern Neighbourhood	27/11/2024	3,015,843.23 ¹⁵⁸	5 years	Denmark	Regional protection project for the southern neighbourhood	Amount (€)	0	p.m. ¹⁵⁹	p.m. ¹⁶⁰	-
						Number of CAs	7	8	8	8
						Number of SNEs	-	-	-	-

¹⁵⁷ Any additional interest accruing on this amount during the implementation of this Agreement will be used to support the financing of the action.

¹⁵⁸ According to the Agreement signed between the EUAA and the Ministry of Foreign Affairs of Denmark, which entered into force on 27 November 2024, the voluntary contribution foreseen under Article 3 amounts to DKK 22,500,000. Based on the Inforeuro exchange rate applicable at the time of signature, this corresponds to EUR 3,015,843.23. The exact final amount received by the Agency in euro will depend on the exchange rate applicable at the time of each instalment transfer. The first instalment was received in 2024.

¹⁵⁹ An amount of approximately DKK 2,700,000 is expected in 2026.

¹⁶⁰ The final balance amounting to approximately DKK 6,200,000 is due in 2027, subject to the implementation of activities.



	General information					Financial and HR impact				
	Actual or expected date of signature	Total amount (€)	Duration	Counterpart	Short description		2025	2026	2027	2028
Voluntary and earmarked contribution to the EUAA Regional Pilot Project for North Africa and Niger	3/9/2020	550,000	36 months	Czechia	Regional pilot capacity building project for North Africa and Niger	Amount (€)	0 ¹⁶¹	-	-	-
	16/12/2020	551,216	Three months reporting period; a no-cost extension till 30/6/ 2025 was agreed to in June 2023	Denmark		Number of CAs	4	-	-	-
						Number of SNEs	-			
Total						Amount (€)	6,354,593.31	107,175 ¹⁶²	p.m. ¹⁶³	p.m.
						Number of CAs	24	21	22 ¹⁶⁴	22

¹⁶¹ Further to the agreed no-cost extension till 30/6/2025, no further instalments were foreseen in 2025.

¹⁶² The final balance of up to EUR 313,000 under the Contribution Agreement for implementation of the EUAA-Egypt cooperation and the final balance of up to EUR 288,245.40 under the Contribution Agreement for EU Regional Support to Protection-sensitive Migration Management Systems in the Western Balkans – Phase III, are due in 2026 for a total of EUR 601,245.40, subject to the implementation of activities. Furthermore, an amount of approximately DKK 2,700,000 is expected in 2026. In addition, approximately EUR 1.5 million is expected to be received in 2026 under the Ukraine Facility and approximately EUR 1.5 million under NDICI-Moldova Reform and Growth Facility, subject to the conclusion of the respective Contribution Agreements.

¹⁶³ The final balance amounting to approximately DKK 6,200,000, subject to the implementation of activities, is due in 2027.

¹⁶⁴ Since three contract agents will be funded partly by PSMM III, and partly by PSMM IV, they are counted only once for the purposes of this total. In addition, the total number of contract agents under the Contribution Agreements may increase depending on the signature of the Contribution Agreement under the Ukraine Facility and NDICI-Moldova Reform and Growth Facility as well as the possible no-cost extension of the NDICI funded project for support to Egypt.



General information						Financial impact			
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description	2025	2026	2027	2028
Service-level agreements									
Administrative assistance for the recruitment of trainees	28/9/2021; amended on 22/11/2022	NA	Indefinite	Directorate-General Education, Youth, Sport and Culture	Administrative assistance (including financial)				
Provision of conference interpretation services for meetings	15/9/2022	NA	Automatically renewed on annual basis	DG Interpretation	Provision of conference interpretation services for meetings				
Publications Office services	6/8/2018	NA	Indefinite	Publications Office of the European Union	Use of services by the Publications Office				
Staff selection services	18/6/2010	NA	Automatically renewed on annual basis	European Personnel Selection Office (EPSO)	Various staff selection services				
Translation services	20/2/2012, amended on 30/11/2016	NA	Automatically renewed on annual basis	Translation Centre	Translation and other language services				
SLA between DG Human Resources and EASO for different services	22/12/2017, with latest amendment on 14/03/2025	NA	Automatically renewed on annual basis	DG Human Resources (HR)	Sysper; learning and development and medical services; social support service for pensioners and disability matters; security clearance, access badges and parking permits;				



General information						Financial impact			
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description	2025	2026	2027	2028
					complaints/ inquiries and IDOC Helpdesk, Blue Book trainees				
SLA between DG HR and EASO	6/3/2020	NA	Automatically renewed on annual basis	DG HR	Production of EU 'laissez-passer'				
DG Budget's catalogue of services	14/1/2020	NA	Automatically renewed on annual basis	DG BUDG	DG Budget's catalogue of services related to the ABAC system (ABAC maintenance)				
Organisation of courses	11/2/2011	NA	Indefinite	European Administrative School	Offer and organisation of courses				
Shared support office of the EU Agencies Network	6/3/2018; amended last on 07/05/2026	NA	Indefinite	European Food Safety Authority	Costs of the shared support office of the EU Agencies Network				
Entitlements for employees	28/1/2019; amended on 7/10/2023	NA	NA	Paymaster's Office	Services regarding entitlements of employees				
Global service level agreement for ICT services SLA DIGIT-011	21/3/2019; latest amendment on 13/05/2026	NA	Automatically renewed on annual basis	DG Digital Services	ICT services (incl. e-procurement, Cloud Brokering, IT hosting of ABAC, IT Assets, RACHEL services, CERT-EU services)				

General information						Financial impact			
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description	2025	2026	2027	2028
eGrants	30/7/2024	NA	Automatically renewed on annual basis	DG Digital Services and DG for Research and Innovation	use of EC corporate suite for grant management (eGrants) for call publication and proposals submission				
Service-level agreement between the EUAA and the EIT	19/12/2024	NA	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				
EU Central Validation Services	05/03/2025	NA	Automatically renewed on annual basis	European Research Executive Agency (REA)	Validation of participants in grant and procurement procedures				
Security support during missions	8/07/2026	NA	Automatically renewed on annual basis	European External Action Service	Security support during missions in third countries				



Annex XI b. 2026 work programme for grants

The tentative calls for proposals or direct awards scheduled to be launched in 2026 are outlined below. Grants awarded under this Annex shall support the implementation of the activities set out in the Agency's annual work programme, in accordance with the Agency's mandate and any additional tasks conferred on the Agency by Union law.

The maximum envelope allocated for these grants is EUR 754,500.

In general, the EUAA may fund any private or public legal entity established in an EU Member State (including overseas countries and territories), an EUAA associated country (EUAA Regulation Article 34: Iceland, Liechtenstein, Norway and Switzerland) or other non-EU country. Due to the specifics of the EUAA's operational and technical support activities, beneficiaries may be expected to closely collaborate with EU Member State authorities and may be required to obtain their endorsement as a condition for project implementation.

The eligible participants, countries (and other conditions), as well as the exact objectives, activities, outputs and results will be specified in the calls for proposals, which will be published on the [EUAA website](#) and [EU Funding and Tenders Portal](#).



Title: Information provision activities to applicants for international protection in a selected Member State (1)

SPD objective	MAO1
Objective:	The objective is to deliver information provision activities on asylum and reception procedures within the framework of an EUAA operational plan with a selected Member State(s), thereby supporting the Member State(s) and enhancing the capacity to provide timely and effective information.
Activities	The EUAA may fund the following: • Establishment of a specialised team to deliver information provision activities. • Delivering information provision sessions on relevant topics, such as: ◦ Access to international protection procedures. ◦ Duties and rights of applicants during the procedure. ◦ Dublin Regulation and family unity criteria. ◦ Voluntary relocation. ◦ Targeted information for unaccompanied minors (UAMs) and potential trafficking victims (THB survivors), when applicable. • Coordination and collaboration with the EUAA and the key stakeholders involved in the reception procedure such as national asylum authorities, NGOs, international organisations (e.g. IOM, UNICEF, UNHCR) and other actors operating in the migration field at local level. The information provision activities should be conducted in a language that the person concerned understands or is reasonably supposed to understand. They should be organised over the selected Member State(s) territory in agreement with the national authorities' need of the selected Member State(s), including at the main landing points, hotspots, immigration offices, and reception centres. The working language may be English or the official language of the host Member State.
Outputs	The funded activities are expected to create the following outputs: • Established pool of relevant specialists to deliver information. • Delivered information sessions on asylum and reception procedures at key locations. • Distributed EUAA information materials through digital and in-person channels.

**Title: Information provision activities to applicants for international protection in a selected Member State (1)**

Results:	- Enhanced institutional capacity: National authorities are better equipped to provide accurate and timely information on the national asylum and reception procedures to applicants for international protection. - Informed applicants: Asylum seekers receive clear and accessible information on asylum and reception procedures. - Strengthened EUAA support mechanisms: Assistance to Member States is reinforced through deploying qualified personnel swiftly, based on national authority requests.
Applicants:	- Non-governmental organisations (NGOs) - Civil society organisations (CSOs) - International organisations (IOs)
Call / Direct award	Call for proposals
Additional info:	<i>This grant is contingent upon the establishment of an operational plan with the selected EU Member State covering the duration of the project.</i>

Title: Supporting the mentorship programme in Greece (2)

SPD objective	MAO1
Objective:	The objective is to contribute to strengthening the protection and resilience of unaccompanied children (UAC) in Greece by increasing the capacity of national authorities to address UAC needs in line with the Common European Asylum System (CEAS).
Activities	The EUAA will fund an expansion of an existing successful Mentorship Programme in Greece through the main following activities: Appointment of mentors at local level in selected accommodation facilities for UAC (i.e., shelters, supported independent living (SIL) apartments and emergency accommodation facilities).



Title: Supporting the mentorship programme in Greece (2)	
	• Facilitation of activities organised by the mentors. • Provision of training, tools and competencies to the mentors, as necessary for the performance of their role. • Close coordination with the General Secretariat of Vulnerable Persons and Institutional Protection running the Mentorship Scheme, and other key stakeholders involved in UAC protection, such as guardianship services, international organisations and NGOs.
Outputs	The funded activities are expected to create the following outputs: • Mentorship activities delivered through designated mentors at local level. • Mentors equipped with tailor-made knowledge, capacity and skills to perform their role.
Results:	The funded projects are expected to achieve the following results: • Expanded Mentorship programme at local level by directly involving UAC actors (international organisations or non-governmental organisations) in its implementation. • Enhanced protection and empowerment of UAC, with increased capacity at local level. • Improved trust-building and communication among UAC, with enhanced access to rights and services through peer mentorship. • Facilitate the provision of increased access to tailor-made and child-friendly guidance and support for UAC in Greece.
Applicants:	• Non-governmental organisations (NGOs) • International organisations (IO) • Other not-for-profit entities
Call / Direct award	Call for proposals
Additional info:	<i>This grant is contingent upon the establishment of an operational plan with the selected EU Member States covering the duration of the project.</i>

**Title: Research and analysis of jurisprudence on international protection and registration in the EUAA Case Law Database (3)**

SPD objective	MAO5
Objective:	The main objectives are to: • Expand the repository of relevant asylum case law on the implementation of the CEAS and of the Pact on Migration and Asylum. • Improve stakeholders' access to relevant jurisprudence implementing the CEAS and the Pact on Migration and Asylum, as well as access to latest information on developments in asylum appeals systems in EU+ countries. • Ensure that thematic analyses on key topics in asylum jurisprudence are made publicly available wherever useful and possible.
Activities	The EUAA may fund: • Monthly collection, summarisation in English, and registration of new international protection case law from EU+ countries' courts and appeals bodies, and where relevant jurisprudence from UN bodies, into the EUAA Case Law Database, following agreed methodology and prioritising recent and landmark decisions. • Registration of these cases in the EUAA Case Law Database and • Drafting analytical reports on jurisprudence on relevant asylum thematic areas.
Outputs	The funded activities are expected to create the following outputs: • Monthly collection, summarisation in English, and registration of new international protection case law from EU+ countries' courts, and appeals bodies, and where relevant jurisprudence from UN bodies, into the EUAA Case Law Database, following agreed methodology and prioritising recent and landmark decisions. • Thematic analytical outputs on international protection jurisprudence. • Support to situational awareness products, platforms, operational and strategic analysis of the EUAA.



Title: Research and analysis of jurisprudence on international protection and registration in the EUAA Case Law Database (3)

Results:	The funded projects are expected to achieve the following results: • Enrich the collection stored in the EUAA Case Law Database to enhance access to asylum jurisprudence. • Raise awareness among stakeholders, including students and researchers of educational and academic establishments, on the relevance of jurisprudence in the implementation of the CEAS by appeal bodies, on jurisprudential developments (latest and upcoming trends), and the organisation and functioning of asylum appeals systems in EU+ countries. • Increase expertise on gathering and analysing relevant jurisprudence on international protection and improve legal research skills on asylum and reception. • Increase information exchange on the organisation and functioning of appeal procedures in EU+ countries.
Applicants:	• Higher education establishments • Research organisations • Legal clinics
Call / Direct award	Call for proposals



Annex XI c: 2026 budget envelopes for procurement and remunerated external experts

The global budgetary envelope on budget titles 3 and 4 reserved for procurement contracts in 2026 is EUR 75,000,000. The Agency's Procurement Plan for 2026 will be approved by the Executive Director as an internal document during the course of 2026.

The budgetary envelope reserved for the remuneration of external experts paid from appropriations under titles 3 and 4 of the 2026 budget is EUR 40,000,000.



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

Cooperation with third countries

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

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

- third-country support, and
- resettlement

As the vision for the Agency's external cooperation, the Strategy establishes that the EUAA will support the full alignment of candidate and potential candidate countries with the norms and standards of the CEAS, while assisting selected partner third countries in enhancing their asylum and reception systems. The Strategy further provides that the EUAA will enhance its support to Member States in implementing resettlement activities and complementary pathways for third-country nationals in need of international protection.

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

The Strategy identifies the following strategic objectives:

- support EU institutions and EU+ countries in the external dimension of the CEAS, in line with the 'Team Europe' approach;
- strengthen partner third-country legislation and asylum and reception systems;
- offer infrastructure and logistical support to EU+ countries' resettlement schemes in selected third countries;
- facilitate planning, cooperation, coordination, and implementation of actions in the areas of resettlement, and complementary pathways linked to international protection.

In addition, the Strategy updates the Agency's legal and policy frameworks of reference; outlines a renewed prioritisation approach to third-country support; develops new ideas for resettlement; addresses questions related to funding and human resources; highlights the need to strengthen cooperation and coordination with relevant stakeholders; and clarifies the way forward for its implementation, monitoring, and revision.

The Agency has successfully implemented new ideas from the Strategy, developing a catalogue of external action services and granting Western Balkan asylum authorities' access to several EUAA expert networks.



Cooperation with EU institutions, bodies and agencies

In planning and implementing its external action, the EUAA will cooperate closely with the Commission and in particular with DG HOME, in line with the relevant working arrangement in force. In addition, and in accordance with its working arrangement with the European External Action Service (EEAS), the Agency will cooperate with third country authorities with the support of and in coordination with the EEAS and the relevant Union delegations.

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

Cooperation with international organisations

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

A working arrangement with the UNHCR was updated in 2021, whereas a working arrangement with the IOM was concluded in 2019. An exchange of letters setting out a cooperation framework with the International Centre for Migration Policy Development was concluded in 2020, while an updated exchange of letters was signed in 2021 with the IGC – Intergovernmental Consultations on Migrations, Asylum and Refugees.

Other international organisations with which the Agency will continue to cooperate closely include the Council of Europe and the General Directors of Immigration Services Conference.

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



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