

Single Programming Document

2027 - 2029



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

2027–2029 Multiannual Programming

2027 Work Programme

30 September 2026



The 2027–2029 Single Programming Document (SPD) was adopted by the EUAA's Management Board on 30 September 2026.

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Notes on the 2027–2029 SPD

The 2027–2029 Single Programming Document (SPD), comprising the 2027 work programme and 2027 budget, was prepared in accordance with the European Commission guidelines issued on 20 April 2020 [C (2020) 2297 final]¹.

Budget estimates for 2028 and 2029 are indicative and without prejudice to the outcome of the negotiations on the next Multiannual Financial Framework (MFF).

The 2027–2029 SPD was approved by the EUAA's Management Board on 30 September 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
AMMR	Asylum and Migration Management Regulation
AST	Assistant
CA	Contract agent
CEAS	Common European Asylum System
COI	Country of origin information
DG ENEST	European Commission's Directorate-General for Enlargement and the Eastern Neighbourhood
DG HOME	European Commission's Directorate-General for Migration and Home Affairs
DG MENA	European Commission's Directorate-General for the Middle East, North Africa and the Gulf
EAC	European asylum curriculum
EASO	European Asylum Support Office
EEA	European Economic Area
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
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
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

2026 constituted a milestone year for the European Union, its Member States and the European Union Agency for Asylum (EUAA), as the Pact on Migration and Asylum entered into application on 12 June 2026, following the entry into force of its legislative instruments in June 2024.

While the implementation of the Pact by the EU Member States is an ongoing process and its impact may take some time to materialise, the expectation is that the new legal framework will lead to better management of asylum and migration within the EU.



The EUAA has been working intensively to support Member States in implementing various elements of the amended Asylum Procedure Regulation, the Asylum and Migration Management Regulation, the Qualification Regulation and the updated Reception Conditions Directive (2024). The Agency has also made a significant contribution to preparing the new screening mechanism, which will soon begin to apply at the EU's external borders.

As of June 2026, building on earlier preparations, Member States began implementing the Pact. The EUAA is providing operational and technical support to EU Member States in implementing the new rules introduced by the Pact. This continued support, alongside efforts to address significant backlogs, will remain among the EUAA's key functions in the period 2027–2029. As an additional layer of support, the Agency's monitoring mechanism will, through its findings and recommendations, assist Member States, where needed, in improving the practical and technical application of the Common European Asylum System (CEAS) and strengthening the preparedness and resilience of national asylum systems.

In parallel, the Agency continues to support Member States through key activities in support of the CEAS. These include providing operational assistance to EU Member States according to their needs; offering and delivering specialised training to help Member States build capacity and consolidate skills in asylum and reception; collecting relevant data and information; and analysing and disseminating information among key stakeholders to improve understanding of the asylum situation in the EU and promote greater convergence in asylum and reception practices.

Looking ahead to 2027 and beyond, the Agency will continue to support national authorities in implementing the provisions of the Pact and to deliver on the new responsibilities assigned to it under the Pact. The Agency will also continue to aim for higher levels of convergence in asylum practices and reception standards. This effort is crucial to ensuring the harmonised treatment of asylum seekers across the Union, and the Pact provides an opportunity to make further progress towards this goal.



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>	Provision of support to Member States and stakeholders.
<i>Knowledge and know-how</i>	Expertise in the rules and legal obligations underpinning the CEAS.
<i>Responsiveness and preparedness</i>	Responsive to and prepared for the challenges and changing needs of Member States in duly managing their asylum and reception services.
<i>Responsibility</i>	Responsible towards stakeholders with the end goal of supporting those in need of protection, in line with the EU's founding values.
<i>Resilience</i>	A resilient and future-proof CEAS which is able to adapt, ensuring respect for and protection of fundamental rights 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 implementing the Pact on Migration and Asylum as well as the CEAS in general.
<i>Evidence-based input</i>	The Agency bases its support on facts and figures, performs independent research using approved methodologies and draws on 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 (EU) 439/2010³ and establishing the EUAA as an agency with a broader and stronger mandate in the area of asylum.

As a centre of expertise on asylum, the EUAA contributes to the efficient and uniform application of EU law on asylum, ensuring full respect for fundamental rights.

An enduring EU objective and the *raison d'être* of the Agency is the implementation of a CEAS consistent with EU values, humanitarian tradition, and fair sharing of responsibility.

Objectives of the EUAA⁴

- strengthen practical cooperation and information exchange among Member States on asylum-related matters;
- promote EU law on asylum 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 the CEAS and standards for asylum and reception;
- 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, among others:

- deliver effective operational and technical assistance to Member States, in particular when their asylum and reception systems are subject to disproportionate pressure. This includes assistance with the relocation or 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 the 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';

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.



- develop operational standards, indicators, guidelines and best practices for the implementation of all instruments of EU law on asylum;
- monitor the operational and technical application of the CEAS to enhance the efficiency of Member States' asylum and reception systems;
- assist Member States with training, including through the development and delivery of a European Asylum Curriculum (EAC);
- support Member States in the implementation of their tasks and obligations under the Asylum and Migration Management Regulation (EU) 2024/1351, which repeals Regulation (EU) No 604/2013 (the Dublin III Regulation)⁵;
- assist Member States with their actions on resettlement;
- deploy liaison officers to Member States and to partner countries, subject to available resources.

The Pact on Migration and Asylum⁶ comprises a package of legislative instruments adopted in 2024, most of which became applicable on 12 June 2026⁷. The Pact aims to ensure more effective migration management, greater convergence in national asylum and reception practices across Member States, and a sustainable and resilient migration and asylum framework, in full respect of fundamental rights. The Agency plays a central role in supporting the implementation of the Pact by developing harmonised tools, operational guidance, and training, and by strengthening Member States' preparedness and operational capacity. It provides expert and operational support to the European Commission, contributes to coordinated implementation planning, and delivers technical advice on Pact-related matters. At the request of Member States, the Agency further supports the preparation and roll-out of national implementation plans through tailored technical, training, and operational assistance, promoting coherent and consistent application across the EU.

⁵ Article 2(1)(j) of the EUAA Regulation. Regulation (EU) No 604/2013 (the "Dublin III Regulation") was repealed and replaced by Regulation (EU) 2024/1351 of the European Parliament and of the Council of 14 May 2024 on asylum and migration management ([OJ L, 2024/1351, 22.5.2024](#)).

⁶ [Official Journal L series daily view - EUR-Lex](#) (22 May 2024).

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) sets out both multi-annual programming and the 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

International protection is inherently subject to volatile political and social conditions in countries and regions of origin and transit. Conditions such as conflict, economic instability, poor governance, deteriorating political situations, and social exclusion of marginalised groups can cause large-scale displacement within or across countries.

Changes in countries of transit and countries of origin, as well as wider geopolitical developments, further contribute to shaping the Agency's priorities. Migration and forced displacement are very complex processes influenced by various economic, political, social, ecological or cultural factors. Aspects 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 close to their countries¹⁰, some will undoubtedly attempt to reach Europe. The international humanitarian sector has been affected by the deepest funding

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 [UNHCR, Global Trends Report 2024](#), 12 June 2025, p. 40



cuts in its history, with a high number of people foreseen not receiving the needed help¹¹. The reduction in aid provided will make the world less safe, driving more people to become refugees or to continue moving onwards¹². While asylum seeker arrivals cannot currently be predicted with a high degree of accuracy, it is possible to construct general working assumptions based on prevailing trends.

The global situation is characterised by multiple conflicts across the world, particularly in Africa and the Middle East, which continue to fuel displacement and instability. Russia's war of aggression against Ukraine and the instrumentalisation of migration at the EU's borders continue to test the resilience of the CEAS and affect the EUAA at both operational and strategic levels. Conflicts are spreading, lasting longer, and becoming more complex, with civilians being the most impacted¹³ and targeted by rising violence, while governments and armed groups are using violence, frequently against civilians, with less restraint than at any time in recent decades¹⁴. In Europe, Russia's war of aggression against Ukraine marked the greatest increase in violence since the full-scale invasion in 2022¹⁵, while conflicts persist in the Middle East, including the conflict in Gaza and the West Bank, in Lebanon, in Iran, and in Sudan¹⁶.

Within the EU, migration and asylum occupy centre stage in the political debate, with migration becoming increasingly politicised. With anti-migrant positions gaining ground across the EU¹⁷, a tightening of asylum policies is being observed in several EU+ countries. A similar shift in asylum policies across the Atlantic in the United States of America could have a ripple effect on Europe, as elections and public pressure in the next years push several more countries towards more restrictive stances¹⁸. Unfolding events in the United States of America, including drastic cuts in funding for development and humanitarian programmes in countries of origin and transit, could also significantly shift migration arrivals towards Europe.

At the end of 2025, the number of forcibly displaced people in the world was estimated at 117.8 million, due to persecution, conflict, violence, human rights violations and events seriously disturbing public order. This marked the first decrease in global forced displacement in a decade, with 5.4 million, or 4 %, fewer people displaced at the end of 2025 than at the end of 2024. This decrease was linked to a sharp rise in the returns of refugees and Internally Displaced Persons in some of the world's largest displacement situations, including Afghanistan, the Democratic Republic of the Congo, Sudan and Syria, with many of the returns happening 'under adverse circumstances to fragile contexts where the reintegration conditions remain extremely challenging'¹⁹.

¹¹ [UNOCHA, UN, partners unveil hyper-prioritized aid appeal amid 'cruel math' of brutal funding cuts](#)

¹² [UNHCR, Statement by UNHCR's Filippo Grandi on the impact of global aid cuts on refugees](#)

¹³ [ICRC, Humanitarian Outlook 2026: A world succumbing to war, 11 December 2025](#)

¹⁴ [ACLED, What's driving conflict today? A review of global trends, 11 December 2025](#)

¹⁵ [ACLED, What's driving conflict today? A review of global trends, 11 December 2025](#)

¹⁶ [Council of the EU, Prospects for 2026, January 2026; International Crisis Group, 10 Conflicts to Watch in 2026, 31 December 2025](#)

¹⁷ [Stiftung Wissenschaft und Politik, The Creeping Integration of Far-right Parties in Europe](#)

¹⁸ [UNHCR Germany, Key issues paper on the Bundestag election](#)

¹⁹ [UNHCR, Global trends report 2025, 11 June 2026, p. 8](#)



In 2025, a declining trend in applications for international protection lodged in the EU+ Member States was recorded, representing a 19 % decrease compared to 2024, which was mainly due to fewer Syrian applications. Despite the decrease, the number of pending cases at first and second instance remains very high²⁰. While conditions in some countries of origin have changed radically, explaining for instance the dramatic drop in numbers from Syria, the situation should not be considered to be stable, as overall push factors in countries of origin are rather getting stronger.

At the same time, most people living in proximity to conflict and violence stay behind, either voluntarily or involuntarily, despite severe constraints in the provision of humanitarian assistance²¹.

Policy and strategic framework

Existing conflicts and political instability around the world have continued to impact asylum applications in the EU, which in turn place significant pressure both on Member States at external borders and, following secondary movements, on other destination countries. Notwithstanding possible situations of pressure, access to the asylum procedure must be guaranteed in all EU Member States. The EU continues working towards a common 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 and resilience 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 came into application in June 2026. It is expected that the Agency's permanent and operational activities will be substantially affected and work for the EUAA will increase across the board.

As of June 2026, and building upon earlier preparations, Member States started implementing the Pact, with continued support from the Agency.

While this is work in progress and its impact may take some time to materialise, the expectation is that the new legal framework will lead to better management of asylum and migration within the EU. Supporting EU Member States' implementation of the Pact, while at the same time addressing significant backlogs, is one of the EUAA's key areas of work for the period 2027-2029. As an additional layer of support, the Agency's monitoring mechanism will, through its findings and recommendations, assist Member States, where needed, in improving the practical and technical application of the CEAS and strengthening the preparedness and resilience of national asylum systems.

²⁰ [EUAA, Latest asylum trends 2025, March 2026](#), p. 12

²¹ [Danish Refugee Council, Global Displacement Forecast 2024, March 2024](#), p. 3



As required by the Asylum and Migration Management Regulation, on 29 January 2026 the Commission presented the first **European Asylum and Migration Management Strategy**, which sets out the EU's political objectives on asylum and migration, with concrete priorities for the next five years. The Strategy sets out three objectives, of which the objective of protecting people fleeing war and persecution is arguably the most relevant to the EUAA.

To achieve the Strategy's three objectives, five priorities are outlined for action by the EU, with the EUAA specifically mentioned under the first and third:

- Stepping up migration diplomacy, which includes implementing a whole-of-route approach that helps partners to build resilient and humane migration and asylum frameworks, including by providing protection closer to countries of origin – with the EUAA continuing to support and cooperate with partners.
- Strong EU borders to enhance control and security.
- A firm, fair and adaptable asylum and migration system, which includes assisting national authorities in implementing the new rules with dedicated Commission country teams; ensuring continued solidarity for Member States under pressure, after the adoption of the first Solidarity Pool, and further strengthening and complementing the Pact to adapt to new challenges, for instance with the amended safe third country concept and the EU list of safe countries of origin. With regard to the implementation of the Pact and ensuring that rules are fit for purpose, the EUAA's monitoring mechanism also plays a key role in identifying discrepancies and challenges in the application of the asylum and reception rules²². With regard to the Pact establishing a faster and more predictable system for transferring persons to the responsible Member State, throughout 2026 the EUAA is expected to explore how to best support the reforms foreseen by the Pact.
- More effective return and readmission.
- Labour and talent mobility to boost competitiveness²³.

Notably, the Strategy makes reference to the relevant EU Justice and Home Affairs Agencies, including the EUAA, that provide assistance to Member States. In the EUAA's case, this includes operational support and guidance, as well as direct operational support to Member States to further develop and strengthen their national capacities.

It is further noted that, while the Agencies already provide key support to Member States in migration management, the upcoming five years will offer the chance to 'reinforce the tools at the Agencies' disposal and the support that they provide to Member States when requested, most notably in view of the operationalisation of the Pact on Migration and Asylum'.

Additionally, the Strategy states that the EUAA will continue to play an important role in supporting Member States in the implementation of the Pact, including through fostering convergence of asylum practices, and providing operational and technical support. To ensure that the Agency is well equipped to deliver on its tasks, following the evaluation of the EUAA

²² [EC, European Asylum and Migration Management Strategy, 29 January 2026.](#)

²³ [EC, Commission presents a five-year strategy on migration, 29 January 2026; EC, European Asylum and Migration Management Strategy, 29 January 2026](#)



mandate, the Commission will consider the possible need to amend the Agency's founding regulation, including in support of external policies²⁴.

In February 2024, agreement was reached on the revision of the 2021–2027 multiannual financial framework. It included a EUR 190 million increased commitment for the EUAA over the remainder of this period, specifically to enable the Agency to support the implementation of the Pact. In July 2025, the Commission presented its proposal for a new Multiannual Financial Framework (MFF) covering the period 2028–2034. The new budget foresees increased funding for migration management, with the funding being tripled in comparison to the previous funding period²⁵. The Commission proposed to increase funding in the area of Migration and Asylum, including 2.28 billion proposed for the EUAA, with this increase in budget enabling Member States to implement the Pact on Migration and Asylum, as regards the external and internal dimensions, with faster asylum procedures, stricter rules to prevent abuse, monitoring of fundamental rights and more effective returns²⁶.

Furthermore, the Agency will continue to support Member States' resettlement efforts and align its activities with the provisions of the Union Resettlement and Humanitarian Admission Framework, which seeks to reduce divergences in national practices and improve overall efficiency.

The focus on the external dimension continues to increase in importance in policy discussions to complement the Pact, including with regard to innovative solutions. In line with its mandate, the EUAA may be called upon to support some of those efforts, while ensuring the full respect of international law and fundamental rights. In the meantime, the Agency will continue to implement its capacity building support to select partner countries, assisting candidate countries to align with the CEAS and helping other countries to improve their protection space, thereby contributing to the Team Europe effort in this respect.

Member States will require evidence on which to base their responses. Some flows are reasonably well understood while others are complicated by rapid shifts and emerging dynamics. The EUAA's research provides a crucial foundation for the asylum evidence base. Generating this knowledge collaboratively is key to enhancing solidarity and mutual trust among Member States. Furthermore, a shared understanding of migration drivers and trends along with foresight will encourage coherent European responses and support policymakers with their strategic planning. Finally, as mis/disinformation become a significant challenge for democracies in Europe, the Agency's role in providing fact-based evidence and corroborated information has never been more critical.

The EUAA will continue to strive to improve its capacity to anticipate developments impacting the situation of asylum and will continue to explore and harness the potential of artificial intelligence (AI) to support its activities. At the same time, the Agency will remain mindful of the ethical and practical challenges of adopting new technology in line with the European approach to AI and the purposes of the EU AI Act²⁷ and the EUAA Fundamental Rights

²⁴ [EC, European Asylum and Migration Management Strategy, 29 January 2026](#), p. 24

²⁵ [EC, The 2028-2034 EU budget for a stronger Europe](#)

²⁶ [EU, Europe's budget, home affairs funds: migration borders security](#)

²⁷ [Regulation - EU - 2024/1689 - EN - EUR-Lex](#)



Strategy²⁸. Network building is important in this area, including partnerships with other EU agencies, such as FRA and eu-LISA.

The SPD sets out the Agency's planned activities for 2027 to 2029 and is firmly rooted in the ambition of the [EUAA Strategy for 2024–2029](#)²⁹, which aims to consolidate the Agency's activities and to enable sustainable expansion along a well-defined trajectory. The Strategy encompasses six long-term strategic goals at the organisational level. These goals are linked to the SPD's multi-annual and annual objectives, which refer to specific results with definite timeframes.

The Agency's multi-annual strategic objectives and its annual Work Programme remain consistent with the European Commission's political priorities. Notably, the Agency's strategic objectives emphasise sustainability and a reduction in environmental impact³⁰, while also remaining committed to human rights and international law, among others, through its Fundamental Rights Officer, and to its efforts to advance automation, digitalisation, and innovation.

The Agency will adjust to any shift in priorities prior to this SPD coming into effect in 2027. 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 goals³¹ numbered 5, 10, 16, and 17.

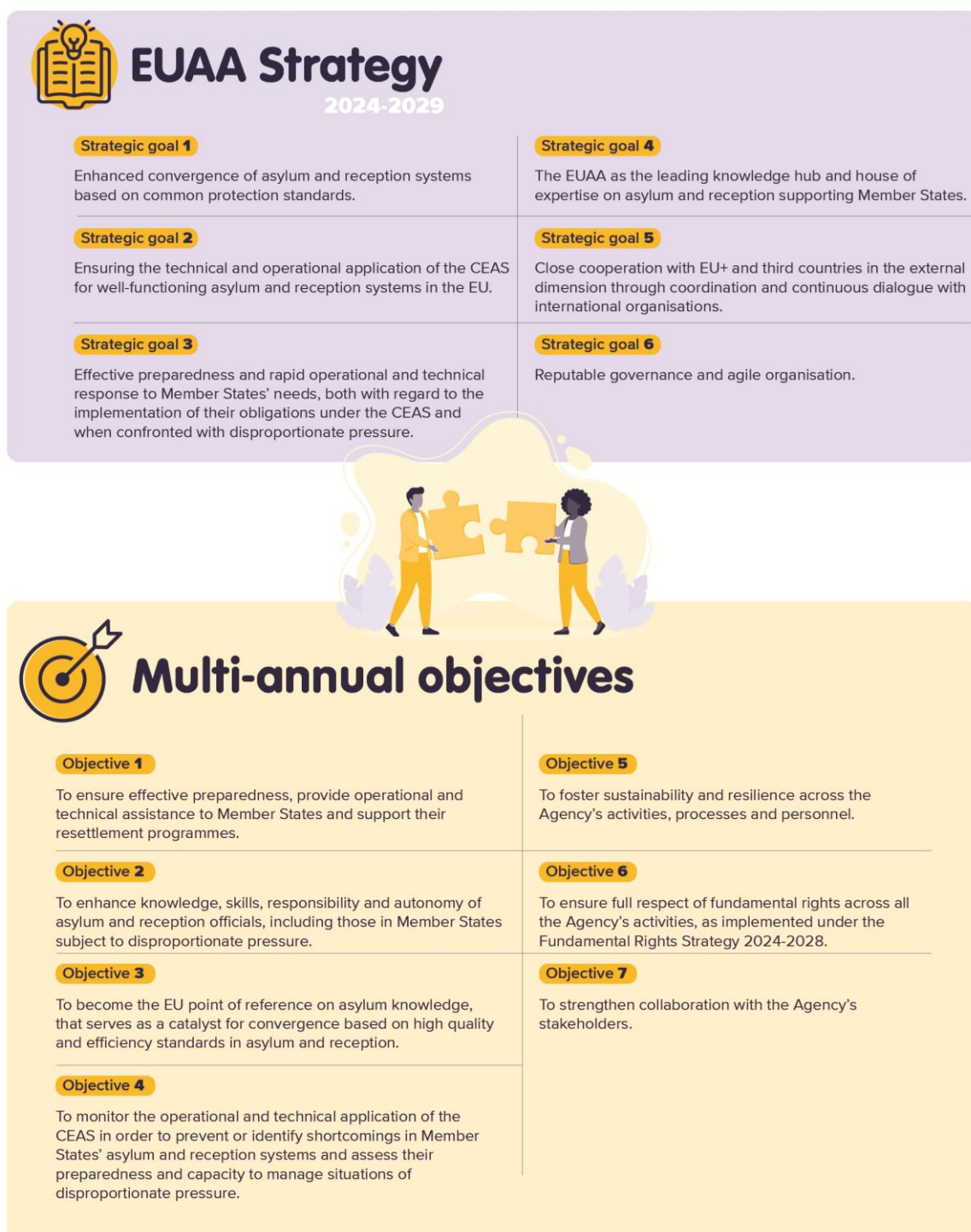
²⁸ Specific objective 5.3 of the EUAA Fundamental Rights Strategy foresees that Fundamental rights safeguards are in place when supporting digital innovation projects, including AI.

²⁹ The strategy envisages a mid-term review during the SPD implementation period will enable the Agency to assess progress and to adjust the strategy to reflect any changes and developments that might have affected the environment the EUAA is operating in including impacting factors and changes stemming from the Pact on Migration and Asylum

³⁰ 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 Management. The charter, approved by the EUAN heads of agencies in February 2024, was endorsed by the EUAA in May 2024.

³¹ 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.

Figure 1. Bridging EUAA strategic goals with the SPD's multi-annual objectives





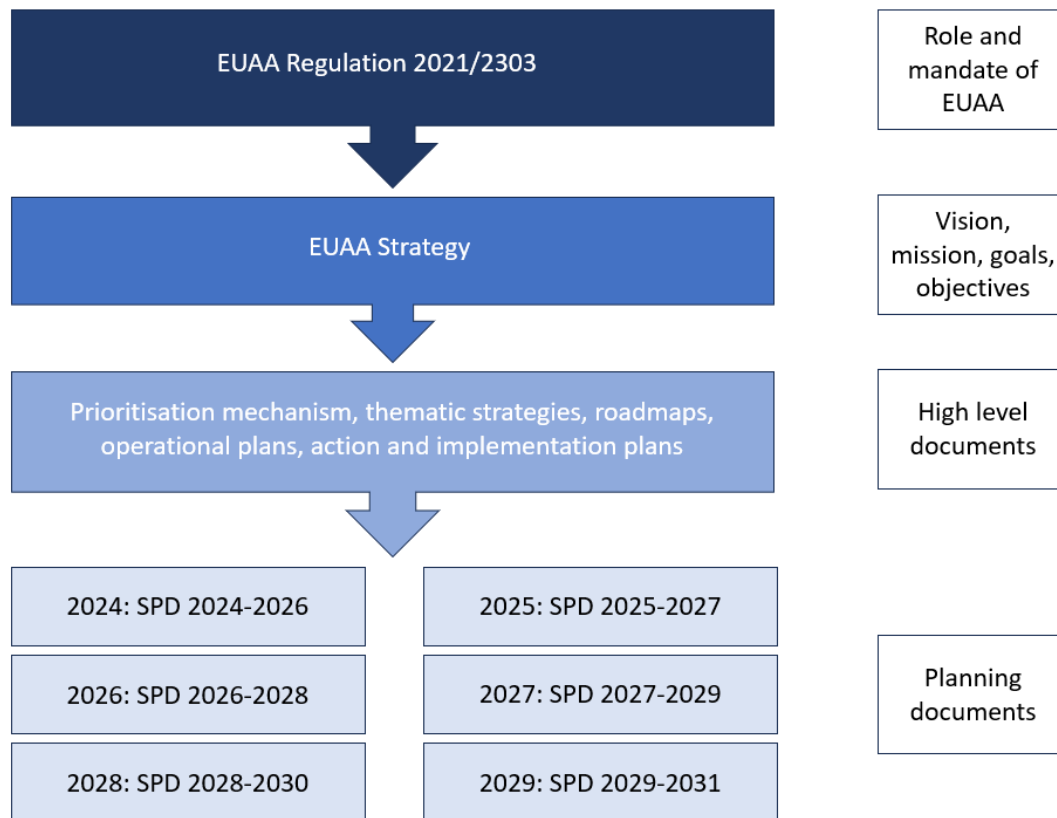
The EUAA strategy also underpins the logic and approach of the Agency's other strategies, including:

- The [Fundamental Rights Strategy](#) that ensures respect for fundamental rights in all of the Agency's activities;
- The [external cooperation strategy](#), which governs the Agency's response to events in the external dimension of the CEAS and is built upon two pillars: third country support ³² and resettlement³³;
- The [strategy on vulnerability](#) which outlines how the agency will support EU+ countries in addressing vulnerability issues within asylum processes, serving as the foundational framework for its related activities;
- The [training and learning strategy](#) which aims to enhance asylum and reception systems across EU+ countries by offering comprehensive training to staff, national administrations, and asylum support teams;
- The [strategy on digital innovation in asylum procedures and reception systems](#) which promotes digital transformation in EU+ countries' asylum processes. It envisions the EUAA evolving into a digital expertise hub for asylum and reception, aiming to harmonise digital efforts across member states and share innovative tools and practices;
- The [strategy on reception](#) which guides different fields of work in the field of reception across the Agency.

³² Third country support refers to the assistance provided by the EUAA in the external dimension of the CEAS and includes providing capacity building and technical advice on asylum and reception to partner third countries and promoting operational cooperation between EU+ countries and partner third countries.

³³ Resettlement refers, *inter alia*, to developing and providing operational support to EU+ countries, including through the resettlement support facility concept and contribute to and facilitate the common EU agenda on resettlement and humanitarian admission.

Figure 2. Hierarchical relationship of EUAA strategic and planning documents



At the time of writing, negotiations are underway at EU level for a new Multiannual Financial Framework covering the period 2028–2034; as a result, the period 2027–2029 may be affected by the decisions taken.

Values-based work

The objective of the EU’s policy on asylum is to develop and establish a CEAS that is, among others, 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 Europe³⁴. 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 Europe³⁵. These dynamics are part of a broader range of hybrid threats³⁶ which include, among others, the rising risk of cyberattacks disrupting elections, the economy and public services³⁷ and the phenomenon of instrumentalisation of migration by third countries³⁸.

In such a context, the need for timely, objective and evidence-based analysis have 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 vital³⁹. The Agency will therefore continue to provide evidence for fact-based policymaking, 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

³⁴ [ECFR, A crisis of one's own: The politics of trauma in Europe's election year, 17 January 2024](#); [ECFR, Road to nowhere: Why Europe's border externalisation is a dead end, 14 December 2023](#); [ECFR, Fear and fatigue: Why anti-migrant sentiment in Europe helps Russia, 22 January 2024](#)

³⁵ [EPC, Disinformation about migration in the EU](#); see also [Stiftung Wissenschaft und Politik, Predicting irregular migration, 12 October 2023](#)

³⁶ 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 [European Council, Hybrid Threats](#)

³⁷ [European Commission, A new method to help policymakers defend democracy against hybrid threats](#)

³⁸ For example, in Finland, where border crossing points have been closed after targeted spikes in arrivals of asylum seekers steered by Russia.

³⁹ [Global Compact on Refugees, Multi-stakeholder Pledge: Digital Protection: Information Integrity - Responding to the Harmful Impact of Hate Speech, Misinformation, and Disinformation](#)



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, etc⁴⁰. Among the countries with the highest conflict level, most have been experiencing either sustained or escalating levels of conflict compared to several years ago⁴¹. Many experts anticipate at least a moderate risk of global catastrophes in the next two years, while some expect even greater turbulence⁴².

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 also use of its data and analytical capacity to generate long-term scenarios and enable anticipatory actions, or the proactive planning and preparation for future events. Externally, the Agency will collaborate with key stakeholders, such as the Commission, the United Nations High Commissioner for Refugees (UNHCR) and, 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.

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 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 is undergoing substantial revision. Moreover, the monitoring mechanism⁴³ is being implemented fully as from 2026, requiring more human resources than in previous phases. In response, the Agency will, among others, continue to:

- As much as possible, organise, prioritise and adjust its resources and staffing to ensure it meets its multi-annual and annual objectives;

⁴⁰ [ICMPD, Migration Outlook 2024](#)

⁴¹ [ACLED Conflict Index: Ranking violent conflict levels across the world](#)

⁴² [The World Economic Forum, Global Risks 2024: At a turning point, 10 January 2024](#)

⁴³ [EUAA, Monitoring of the CEAS](#)



- 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.

Additionally, the [Temporary Protection Directive](#)⁴⁴, activated in March 2022, is currently in place until March 2028⁴⁵. In 2025, the Council Recommendation on a coordinated approach to the transition out of temporary protection for displaced persons from Ukraine was adopted. While the recommendations aim at channels other than international protection, it is nevertheless possible that a number of those currently benefitting from temporary protection may apply for international protection. Depending on whether this happens and the extent to which it does, the Agency may need to closely coordinate with Member States and the Commission on the appropriate response and contingency plans.

Asylum trends in EU+ Member States in 2025

In 2025, approximately 822 000 applications for international protection were lodged in the EU+ Member States, representing a 19 % decrease compared to 2024, which was mainly due to fewer Syrian applications⁴⁶. In the same period, Afghan and Venezuelan applications increased. Germany received the most applications, followed by France, Spain and Italy, while Greece and Cyprus received the most per capita⁴⁷. In 2025, first-time asylum applicants accounted for a large majority (83.9 %) of the total number of asylum applicants in the European Union, while subsequent asylum applicants recorded across the EU countries in 2025 increased by 51.3 % from 2024⁴⁸.

At the end of 2025, approximately 863 000 cases were pending at first instance, while across all instances, approximately 1.2 million cases remained pending. The EU+ recognition rate fell to 29% in 2025, mainly due to fewer decisions being issued to Syrian applicants. Concerning Temporary Protection, at the end of 2025, approximately 4.5 million beneficiaries of Temporary Protection were registered in the EU+, having fled Ukraine following Russia's full-scale invasion. Germany and Poland hosted the largest numbers, while Czechia hosted the highest number per capita⁴⁹. The aforementioned developments across different nationalities eased immediate pressure on asylum systems in 2025. However, these developments and the easing of pressure to the national asylum systems were linked more to a resolution of displacement drivers than to a reconfiguration of migration pathways and protection strategies, both within and beyond the EU+⁵⁰.

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

⁴⁴ For detail on Council Directive 2001/55/EC of 20 July 2001, see [Council Directive 2001/55/EC of 20 July 2001](#)

⁴⁵ [European Council, EU countries agree to extend temporary protection for those fleeing Ukraine until March 2028, 15 July 2026](#)

⁴⁶ [EUAA, Latest asylum trends 2025, March 2026](#), p. 12

⁴⁷ [EUAA, Latest asylum trends 2025, March 2026](#), p. 12

⁴⁸ [Eurostat, Asylum applications - annual statistics, 16 March 2026](#)

⁴⁹ [EUAA, Latest asylum trends 2025, March 2026](#), p. 12

⁵⁰ [EUAA, Latest asylum trends 2025, March 2026](#), p. 5



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;
- finalise 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, new rules of the CEAS and Migration Management entered into force on 11 June 2024 and entered 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 among 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 a further a review and prioritisation of its activities.

Digital innovation, including the possible use of Artificial Intelligence, is identified as an area gradually coming to the forefront, and on which expectations for the Agency to deliver and adapt will be increasing, with the Agency possibly expected to support digitalisation of asylum and reception systems including the responsible use of AI, where applicable.



Section II. 2027–2029 multi-annual planning

1. Multi-annual work programme

This multi-annual programming document sets out the Agency's medium- and long-term strategic framework for the period 2027-2029. Guided by EU policy priorities and aligned with the [EUAA Strategy 2024-2029](#), it defines the Agency's objectives, expected results, and performance indicators.

The multiannual programme provides a comprehensive overview of the Agency's priorities across its four main areas of activity: operational support, training and professional development, asylum knowledge, and horizontal activities. Within this framework, the document proposes seven strategic objectives that will steer the Agency's work and enhance its overall impact. It also sets out the Agency's multiannual resource planning, including the budgetary and human resources, to ensure the effective and sustainable delivery of these objectives.

1.1 Operational support

The Agency is mandated to provide operational and technical assistance to Member States in implementing their obligations under the CEAS, particularly in situations of pressure on national asylum and reception systems. Support also includes assistance with temporary protection⁵¹ and Pact implementation plans, as well as the deployment of technical equipment.

Moreover, based on the provisions outlined in the Pact, the Agency is tasked with contributing to the effective implementation of the permanent solidarity/relocation mechanism among Member States, as well as to strengthening national preparedness and contingency planning frameworks.

Overall, the EUAA's operational support contributes to the wider objectives of EU asylum and reception policy by supporting national authorities in achieving higher levels of convergence in both asylum decision practices and reception standards, while also ensuring full compliance with fundamental rights obligations, notably the principle of non-refoulement, and that the rights and safeguards of persons in vulnerable situations are duly taken into account.

Support to Member States is based on operational plans and specific projects, with prioritisation guided by needs assessments that consider both increased pressure on Member States and the resources available to the Agency, with a focus on strategic relevance, urgency, EU added value, feasibility and costs. Prioritisation also reflects the need to balance competing requests for support and the Agency's capacity to deploy its own statutory staff to

⁵¹ Pursuant to Council Directive 2001/55/EC of 20 July 2001 on minimum standards for giving temporary protection in the event of a mass influx of displaced persons and on measures promoting a balance of efforts between Member States in receiving such persons and bearing the consequences thereof ([OJ L 212, 7.8.2001, p. 12](#)).



coordinate, guide, and supervise experts in the field, while fostering close collaboration with Member States.

Interventions are designed to complement national efforts and include phase-out, handover and exit planning, ensuring that support builds capacity, resilience, efficiency, and sustainability within national systems. The EUAA will continue to strengthen its operational processes, including through the continual review and update of its operational methodologies, quality tools and procedures, as well as personnel deployment management.

In addition, the Agency will support Member States and the Dublin associated countries – Iceland, Liechtenstein, Norway and Switzerland, in the implementation of resettlement. This will include managing the Resettlement Network⁵², delivering operational support, facilitating capacity development and cooperation activities in the field of resettlement, including possible support for complementary pathways to international protection and community sponsorship programmes. The EUAA will align its work with the provisions set out in the Union Resettlement and Humanitarian Admission Framework⁵³. 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 ensure effective preparedness, provide operational and technical assistance to Member States and support their resettlement programmes.
Expected results	• Effective preparedness and contingency planning mechanisms are in place to enhance responsiveness and operational delivery for both Member States and the Agency. • Operations are conducted effectively and contribute to improved capability of Member States to respond to pressure on their asylum and reception systems, implement their obligations under the CEAS and meet their solidarity obligations related to relocation. • Operational activities are designed and implemented to support Member States in a sustainable manner, enhancing and complementing Member States' efforts and building their capacity to manage asylum and reception efficiently. • Requests to implement additional activities in existing operations are assessed efficiently and consistently with commonly defined prioritisation criteria. Activities are prioritised/reprioritised between operations to ensure the availability of resources when new operational commitments are made.

⁵² 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://europeanunion.europa.eu/resettlement).

⁵³ [Regulation \(EU\) 2024/1350 of 14 May 2024 establishing a Union Resettlement and Humanitarian Admission Framework and amending Regulation \(EU\) 2021/1147.](#)

- 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.
- 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
Level of satisfaction of Member States receiving operational support in resettlement on an annual basis	Progress reports	80% on annual basis

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 reception⁵⁴. 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 to develop a European Asylum Curriculum (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 in line with Article 8(4) of the EUAA Regulation, which can lead to accredited learning. This helps ensure that asylum and reception officials throughout Europe have the knowledge and skills necessary to ensure efficient and fair procedures in line with EU standards.

To support professionalisation of the field of asylum and reception, the Agency is further enriching its training offer for asylum and reception officials with accredited modules, as well as through the management and coordination of a master's degree programme aimed at officials who want to expand their managerial knowledge and skills.

⁵⁴ Article 8(1) of the EUAA Regulation.



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 EU law on asylum and reception⁵⁵. In developing the EAC, jointly designed with Member States, the Agency consults the Fundamental Rights Officer, the Consultative Forum and the members of the Training Reference Group.

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 third countries as part of capacity building under the [EUAA External Cooperation Strategy](#), advancing the CEAS's external dimension to achieve a common understanding of EU standards in international protection.

The EUAA will continue to promote the sustainability of training by strengthening the management, compliance, engagement and scalability of the EUAA Training Pool, including through the enhancement of trainers' skills and the expansion of the national trainers' pool to reinforce the train-the-trainer methodology⁵⁶. Guided by its training and learning strategy, the Agency will work with Member States and relevant experts and stakeholders⁵⁷ to evaluate training needs and refine materials. The support of relevant advisory and working groups⁵⁸ will help to ensure the application of learning materials across EU+ countries. In line with the European Sectoral Qualifications Framework, the EAC will continue to 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

⁵⁵ [EUAA training and learning strategy \(europa.eu\)](#).

⁵⁶ 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 \(corrected on 22NOV2022\) \(europa.eu\)](#).

⁵⁷ 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.

⁵⁸ Including the Training Advisory Group, training national contact points and Member States' working groups.



will continue to be 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 continue to focus on the learners and on how the achievement of the learning outcomes can be demonstrated, including offering formal assessment opportunities for accredited credentials. The EUAA Academy⁵⁹, an accredited further and higher education provider, facilitates the further improvement of learners' experience by assuring 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 that of the Agency. The EUAA Academy will also expand its training-related research activities, generating evidence-based insights to inform curriculum design, delivery methods, and the continuous improvement of training quality and impact.

The Agency will also 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.
Expected results	• Strengthened common knowledge, skills, responsibility and autonomy of asylum and reception officials across Member States, based on the identified training needs and in view of the Pact implementation. • Common European accredited learning opportunities delivered to asylum and reception practitioners. • Enhanced cooperation with EU+ countries on matters related to training and professional development. • 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. • Management, compliance, enhanced engagement and scalability of the EUAA Training Pool. • 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.

⁵⁹ 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.

Enhanced training activities implemented in third countries within the framework of the EUAA External Cooperation Strategy.		
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 responding participants in the training organised by the EUAA applying what they have learned in their work	e-learning management system	80 %
Overall satisfaction rate of responding participants in the training organised by EUAA	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. Drawing on the wealth of information and expertise available, the Agency will continue to strengthen its role as the EU's point of reference on asylum knowledge, by adapting formats and delivery to target users and by facilitating public access, where appropriate.

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.

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 (CG) notes on specific countries of origin. The Agency will process follow-up queries and organise CG workshops upon request from Member States or EUAA operations via its CG helpdesk. These resources support the assessment of applications for international protection and are 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. If 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 groups⁶⁰ 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 platforms⁶¹ following the entry into application of the Pact in 2026. The Agency will also continue to adapt its information services, online platforms, processes and workflows to ensure that its situational awareness capabilities and analytical outputs effectively support preparedness and contingency planning at EU and national levels. The Agency will also produce its comprehensive annual report on the situation of asylum in the EU and contribute relevant analysis to Commission-led processes on preparedness, early warning and forecasting, including the Migration Preparedness and Crisis Blueprint and the European Annual Asylum and Migration Report (EAAMR). 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 organisations. Member States will receive additional support through thematic networks⁶² which foster the development of these tools through meetings, webinars, exchange programmes among practitioners, workshops and conferences. The impact of the EUAA's work in supporting 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 continue to be granted to the successful implementation of the Pact's provisions.

Finally, following two country pilot monitoring exercises conducted in 2025, the Agency's [multiannual monitoring programme](#) is underway, with all Member States to be monitored over a five-year period in terms of their technical and operational implementation of the CEAS. For this purpose, the [monitoring methodology](#) adopted by the Management Board and revised to reflect the entry into application of the Pact will be applied.

⁶⁰ Including the Early warning and Preparedness System – Statistics as well as Analysis and Research networks and the Advisory Group for the EUAA information and analysis system (formerly: Information and Documentation System Advisory Group).

⁶¹ Including the Database on International Protection in Europe, the case law database and the query portal.

⁶² These networks, which cover asylum processes, the Asylum and Migration Management Regulation (AMMR), courts and tribunals, vulnerability, and reception, are the main source for the development of operational standards, indicators, guidelines, and best practices.



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 caselaw.	
Performance indicators	Data sources	Targets
Average rate of satisfaction with surveyed asylum knowledge deliverables	Satisfaction surveys; participant lists	80 % overall satisfaction achieved ⁶³
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 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 implementing the recommendations resulting from the monitoring exercise, where relevant.	

⁶³ In case of closed surveys of a determined number of respondents, only those surveys that generated a response rate of 51 % or more will be considered. In case of open/public surveys with an indefinite number of respondents, no such limitation will apply.

Performance indicators	Data sources	Targets
Number of CEAS monitoring exercises initiated	Internal documentation and monitoring reports, as relevant	▪ Five country-specific monitoring exercises implemented in both 2027 and 2028, and six in 2029, as set out in the adopted multiannual monitoring programme ▪ One thematic monitoring exercise in 2027 and/or in 2028, subject to a decision by the Management Board

1.4 Horizontal activities

Horizontal support covers a broad set of functions that together enhance the Agency's capacity to operate effectively, sustainably, and in full compliance with its legal and policy obligations.

Supported by this framework, the Agency will ensure full respect for fundamental rights across all its activities, and full compliance with 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

As part of its ongoing commitment under the [Strategy 2024-2029](#), the Agency will continue to strengthen its governance systems to support the effective delivery of its mandate and ensure compliance with the legal and regulatory framework, including through *ex ante* and *ex post* verification exercises complemented by internal and external audits and evaluations.

Anchored in the internal control system, the governance framework is intended to ensure that risks are identified and managed, resources are used efficiently, and internal processes remain agile (see Annex X for the Agency's strategy on operational management and internal control systems).

The Agency will further consider integrating all three categories of sustainability – environmental, social and governance – with the objective of developing a sustainability reporting framework⁶⁴ with emphasis on resilience, environmental sustainability and strategic

⁶⁴ 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.

growth. In line with the goals of the European Green Deal, the Agency will continue to promote environmentally conscious practices and work towards meeting the Commission's emission reduction targets⁶⁵, including through emission-reducing measures. The EUAA also remains committed to the implementation of the EUAN Charter on the Reduction of Greenhouse Gas Emissions and Responsible Environmental Management.

Transparency and accountability will continue to be ensured through structured corporate programming and reporting, with regular updates to the Management Board on key governance and internal control indicators. At the same time, the Agency will prioritise the retention and attraction of highly skilled and motivated staff, invest in staff welfare, and strengthen core competencies in line with the Agency's Human Resource Strategy.

The EUAA will also seek efficiencies in its operations and administrative processes through information and communications technology (ICT) solutions.

In line with the Agency's planned AI governance framework, the deployment of AI technologies will be conducted responsibly, ethically and in full compliance with the requirements of the EU AI Act. The framework will promote AI literacy across the Agency and support coordination and alignment of AI initiatives throughout the Agency. In its uptake of AI, the Agency will prioritise cooperation with the Commission, and relevant stakeholders such as the EU Agencies Network (EUAN), and the EU Innovation Hub on Internal Security. Continuous information exchange will be ensured, and joint use cases will be prioritised.

Finally, to advance its strategic priorities, the Agency will further enhance its management frameworks, including through a portfolio approach to the management of programmes and projects.

Multi-annual strategic objective: MA05		
Description of objective	To foster sustainability and resilience across the Agency's activities, processes and personnel.	
Expected results	• Environmental performance is gradually improved. • Staff engagement is maintained or improved. • Sustained resilience of the Agency against cyberattacks.	
Performance indicators	Data sources	Targets
Key environmental data are collected and reported on	Internal monitoring	Relevant data reported in the Consolidated Annual Activity Report (CAAR)

Fundamental rights

Compliance with fundamental rights is a cross-cutting priority that underpins all activities of the EUAA. As recognised in the EUAA Strategy 2024-2029, all activities of the Agency are carried out in accordance with the rights and principles enshrined in the Charter of Fundamental Rights of the EU. This is ensured by the Fundamental Rights Officer, appointed

⁶⁵ For more information, see Commission's page [The European Green Deal - European Commission \(europa.eu\)](#).



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 is consulted on the planning and implementation of the Agency's operational plans and provides observations on the evaluations thereof. The Fundamental Rights Officer also organises 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 through training activities. The Fundamental Rights Officer is consulted on the development of pre-deployment training for members of asylum support teams and ensures 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 is consulted on the development and updating 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 aims to implement the Strategy in full. Progress is monitored by the Agency, in collaboration with the Fundamental Rights Officer, through yearly action plans. The Management Board is regularly informed on the implementation status of these plans. An evaluation of the Strategy will be carried out in 2028 to identify best practices and corrective actions. The outcome of this evaluation will inform the development of the Agency's new strategy for 2029-2033.

The Fundamental Rights Officer will continue to manage complaints submitted through the EUAA complaints mechanism, reviewing their admissibility and following up with the Executive Director or the responsible Member State. The Fundamental Rights Officer will report to the Management Board on these findings and follow up action taken. The Agency will also report on the complaint's 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
Achievement of the three goals set out in the Fundamental Rights Strategy 2024-2028	Final evaluation of the Strategy conducted in 2028	Average ratings of the criteria applied to the seven strategic objectives in the strategy are at least 'good' overall

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 consolidation of the role of liaison officers in Member States and, subject to the availability of human resources, by considering the deployment of liaison officers in partner countries outside the EU. Liaison officers will continue to further strengthen contacts and relations between the Agency and the relevant Member State, in accordance with Article 7 of the EUAA Regulation, and possibly with partner countries, while carrying out their tasks in accordance with Article 36 of the EUAA Regulation.

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's [External Cooperation Strategy](#). The Agency will assess the potential to reduce its reliance on external funded projects 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 Agency's activities and those of its stakeholders is ensured, and stakeholders are more aware of the Agency's work. • The Agency contributes to evidence-based EU policymaking and legislation, including through its participation in meetings and events.

	• Close dialogue and information exchange with civil society organisations is maintained, enabling them to contribute their expertise to the Agency's activities and provide advice on asylum-related matters. • Asylum and reception systems in partner countries outside the EU are further developed in line with EU standards and practices.	
	Performance indicators	Data sources
	Number of cooperation frameworks (working arrangements, cooperation plans, exchange of letters, roadmaps for cooperation, etc.) in place with relevant stakeholders	Roadmaps, working arrangements, projects
		Targets
		24

2. Human and financial resources – outlook for 2027–2029

2.1. Overview of the past and current situation

Evolution of staff population

While the number of temporary agent posts has remained unchanged over recent years, the increase in the Agency's staffing has been driven by additional contract agent posts. Excluding short-term contract agent posts, the number of contract agent posts grew from 123 in 2023 to 133 in 2024 (+ 10)⁶⁶. A further 75 contract agent posts were added in 2025, linked to the implementation of the Pact on Migration and Asylum, followed by 13 additional posts in 2026 and a further 12 foreseen for 2027.

The short-term contract agent posts authorised in 2022 in response to the Russian war of aggression against Ukraine are being progressively phased out by the end of 2026.

For 2026, the EUAA requested five additional Seconded National Expert (SNE) posts to strengthen the Agency's expertise and facilitate cooperation with Member States; the request was not supported. The same request was made for 2027, of which the Commission supported two posts, subject to the adoption of the EU budget for 2027.

Table 1. Evolution of authorised posts

Staff category	2023	2024	2025	2026
Temporary agents (TA)	371	371	371	371
Contract agents ⁶⁷ (CA)	123	133	208	221

⁶⁶ 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](#)).

⁶⁷ The figure excludes project-funded contract agent posts (Title 4).



Staff category	2023	2024	2025	2026
Short-term contract agents (CA) ⁶⁸	90	90	60	40
Seconded national experts (SNE)	11	11	11	11
Total	595	605	650	643
Growth compared to previous year	0	+ 10	+ 45	- 7
Growth compared to previous year (%)	0 %	+ 1.68 %	+ 7.44 %	- 1.08 %

At the end of 2025, the Agency recorded an overall occupancy rate of 90 % compared with 86 % at the end of 2024. Occupancy reached 93 % for temporary agents and 84.6 % for contract agents⁶⁹. Continued efforts to recruit and retain qualified personnel remain a strategic priority for the Agency.

Table 2. Evolution of occupied posts

Staff category	2023	2024	2025
Temporary agents (TA)	331	341	345
Contract agents ⁷⁰ (CA)	107	97	176
Short-term contract agents (CA)	87	50	34
Seconded national experts (SNE)	6	6	8
Total	531	494	563
Growth compared to previous year	+ 11	- 37	+69
Growth compared to previous year (%)	+ 2.12 %	- 6.97 %	+13.97 %

Further details are provided in annexes IV and V.

Evolution of revenue in 2025 and 2026

The Agency's initial 2025 budget amounted to EUR 239 737 310 million. During the Management Board meeting of 29-30 September 2025, a budget amendment was adopted

⁶⁸ 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.

⁶⁹ For the purpose of calculating occupancy, short-term contract agents are excluded from the contract-agent figure, as this category is being phased out by the end of 2026. The same exclusion applies to the calculation of the overall occupancy rate.

⁷⁰ The figure excludes project-funded contract agent posts (Title 4).

reducing commitment appropriations by EUR 48 million (20 %) to EUR 191 737 310 million and payment appropriations by EUR 45 million (19 %) to EUR 194 737 310 million.

In addition to the EU subsidy, the Agency received:

- contributions from the Schengen-associated countries amounting to EUR 9 591 617;
- the third instalment under the contribution agreement with the Commission's Directorate-General for Enlargement and the Eastern Neighbourhood (DG ENEST), amounting to EUR 1 183 216, for EU regional support to protection-sensitive migration management systems in the Western Balkans (Phase III of the Instrument for Pre-accession Assistance (IPA));
- the second instalment for the contribution agreement under the Neighbourhood, Development and International Cooperation Instrument (NDICI) – Global Europe, amounting to EUR 171 377;
- the first instalment under the contribution agreement with the Commission's Directorate-General for Enlargement and the Eastern Neighbourhood (DG ENEST), amounting to EUR 5 000 000, for EU regional support to protection-sensitive migration management systems in the Western Balkans (Phase IV of IPA).

Table 3. Composition of revenue in 2025

Budget Item	Description	Voted budget (EUR)	Revenue received during 2025 (EUR)	Final budget (EUR)
2 000	EU contribution (Commission subsidy - Titles 1, 2 and 3)	239,737,310	194,737,310	194,737,310
3 000	Associated countries contributions	p.m.	9,591,617	9,591,617
4 000	Other contributions	p.m.	6,362,782 ⁷¹	6,362,782
5 000	Administrative operations and miscellaneous income including accrued interest	p.m.	1,158,705	1,158,705
	Total revenue	239,737,310	211,850,414	211,850,414

The table below outlines the composition of the Agency's revenue for 2026.

⁷¹ Including also amounts of i) accrued interests generated by voluntary contributions and collected in 2025 (EUR 34,088) and ii) return of unused funds provided by Denmark under the Roadmap for Cooperation between the EUAA and Egypt (EUR 25,899).

Table 4. Composition of revenue in 2026

Budget item	Description	Adopted budget (EUR)
2 000	EU contribution (Commission subsidy - Titles 1, 2 and 3)	213,017,613
3 000	Associated countries contributions	p.m.
4 000	Other contributions	p.m.
5 000	Administrative operations and miscellaneous income	p.m.
	Total revenue	213,017,613

Evolution of expenditure in 2025 and 2026

In 2025, the execution of the EU subsidy reached 99 % in commitment appropriations and 93 % in payment appropriations.

Compared to the amended 2025 budget, the initial 2026 budget foresees an increase of EUR 60 million in commitment appropriations and EUR 33 million in payment appropriations.

Following the mid-year budget review in June 2026 and considering the previous years' experience, the Agency decided to return EUR 43 million in commitment appropriations and EUR 15 million in payment appropriations via the budget amendment in September 2026. As a result, the final 2026 budget stands at EUR 209 million in commitment appropriations and EUR 213 million in payment appropriations.

2.2. Outlook for 2027–2029

Over the coming years, the Agency will continue to consolidate its role as a centre of expertise in the field of asylum and reception in a manner that fully respects fundamental rights. 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 Agency⁷².

⁷² [Mid-term review of the EU's long-term budget 2021-2027 - Consilium \(europa.eu\).](#)



Finally, several projects implementing new tasks and requirements of the EUAA Regulation are still in progress. Most of these projects are expected to be completed by 2026, some residual activities may continue as part of the ongoing EUAA transition programme.

New tasks

The **Pact on Migration and Asylum** introduced additional tasks for the Agency, most of which will begin to be implemented by mid-2026. Some of these tasks were new to the Agency, while others expand the Agency's existing responsibilities (see section below).

With regard to operational support, and specifically resettlement, the EUAA will align its activities with the provisions set out in the Union Resettlement and Humanitarian Admission Framework.

The 2027 work programme will focus on the continued implementation, monitoring, and integration of Pact-related tasks into the Agency's regular operations. Any remaining less critical or delayed tasks will be carried forward and scheduled for completion. The Agency will ensure careful planning of its resources and timelines to support effective delivery and will report on progress to relevant stakeholders where necessary.

A number of mandated tasks under the **EUAA Regulation** are projected to be completed ahead of 2027, supported by the Agency's reprioritisation exercise, which guided the reallocation of resources to address outstanding requirements.

Growth of existing tasks

In view of the evolving asylum situation, the EUAA has sustained large-scale operational support in recent years, a trend that is expected to continue. As of July 2026, as many as 12 Member States were benefitting from the Agency's operational and technical assistance, with around 1,000 personnel - including the Agency's own staff, experts from Member States, remunerated external experts, and temporary agency workers - deployed as part of asylum support teams across its operations. New requests for support are currently under assessment. The Agency has also signed a multi-country Operational Plan supporting relocation, with Cyprus as a receiving Member State and Romania and Bulgaria as contributing Member States.

The planned phasing out of short-term contract agent posts⁷³ by the end of 2026 will continue to impact the Agency's capacity to sustain its levels of activity. To mitigate this impact to the extent possible, the Agency will continue to plan proactively through its prioritisation exercise, carried out with the active involvement of the Management Board. Decisions on the continuation of operational support and new requests will be guided by this process, ensuring the effective reallocation of resources in close coordination with the Commission. At the same time, the Agency will maintain its focus on implementing exit strategies in ongoing operations where feasible, optimising resources, and exploring innovative approaches to secure uninterrupted delivery of support should the asylum situation require it.

⁷³ 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.



The new legal framework introduced under the Pact requires the revision of all existing practical guides, tools, standards, and indicators, while also requiring the development of several new ones. From mid-2026, the Agency anticipates it will be increasingly consulted by Member States on the implementation of these instruments. In line with its permanent support role, the Agency will continue assisting national authorities through targeted activities coordinated via thematic networks, covering areas such as vulnerability screening, border procedures, alternatives to detention, accelerated procedures (including second instance), and contingency planning.

The Agency's monitoring role will also have significant workload implications during the programming period. The Monitoring Unit will manage and support, in terms of methodology, planning, logistics and administration, the deployment of monitoring teams, whilst other units will provide content-specific expertise to ensure comprehensive and effective monitoring. In 2027, the Agency will launch five country monitoring exercises, in accordance with the work programme approved by the Management Board in June 2026.

Training on asylum and reception is also expected to expand significantly, with an important workstream linked to the Pact. The entire EAC will continue to be adapted and updated in 2026 and beyond to address new tasks and processes brought on by the Pact, generating additional training needs for Member States and asylum support teams. These needs will be integrated into the EAC. By prioritising timely training for as many national determining authorities as possible, the Agency will help ensure compliance with Pact training requirements, thereby supporting the fair and effective management of asylum applications.

In 2025, the Agency established the EUAA Academy to serve as a hub of specialised expertise in the area of asylum and reception. The Academy - an accredited provider of further and higher education authorised to issue recognised full and partial qualifications – will continue to advance its work in 2027.

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 European Union to Ukraine and Moldova (both in June 2022) and to Georgia (in December 2023). In line with the External Cooperation Strategy and depending on availability of resources, the EUAA might develop new bilateral cooperation frameworks with Ukraine and Moldova⁷⁴. The Agency has established a follow up project to the regional pilot project in North Africa co-funded by the Danish government for five years with a total contribution of EUR 3 million until the end of 2029 thereby reinforcing its support to MENA countries, including to potential new partners in the regions, such as Mauritania.

⁷⁴ 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 3 years. Any support to Georgia will be subject to a decision at EU level to resume the accession process.



2.3. Resource programming for 2027–2029

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 2027–2029. 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 in 2027-2029. Whereas the year 2027 is aligned with the revised multiannual financial framework 2021–2027, for 2028 and 2029, the amounts are indicative and dependent on the adoption of the new MFF 2028–2034.

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

Title	Expenditure type	2027 (EUR)	2028 (EUR) ⁷⁵	2029 (EUR) ⁷⁶
1	Staff expenditure	73,013,000	82,764,000	85,575,000
2	Infrastructure and operating expenditure	32,675,000	34,694,000	36,135,000
3	Operational expenditure	161,109,966	162,542,000	178,170,000
Total foreseen expenditure		266,797,966	280,000,000	299,880,000

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 office space, equipment, meeting rooms, etc.) and the cost of ensuring 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.

Annexes III and IV provide 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 2027. In parallel, the short-term contract agents allocated to the EUAA in

⁷⁵ The total budget may differ subject to the adoption of the Multiannual Financial Framework (MFF) 2028-2034.

⁷⁶ *Ibidem*.



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 Agency's strategy for achieving efficiency gains is multifaceted, rooted in best practices, and driven by innovation. It focuses on simplifying internal processes — while ensuring compliance with applicable rules and internal controls — leveraging enabling technologies and aligning resources with strategic priorities. This integrated approach ensures the Agency remains agile and well-positioned to respond effectively to evolving challenges.

To support this, the Agency will continue to work to ensure efficiency through a set of targeted measures, including:

- Automating repetitive and labour-intensive tasks where feasible, freeing up time for higher value-added work. For example, human resource processes will be increasingly digitalised through SYSPER and other digital solutions, contributing to reduced manual work and processing times.
- Streamlining workflows by removing unnecessary steps and reducing administrative burdens. This includes minimising the number of actors involved in processes and fully leveraging digital platforms such as SYSPER and Paperless.
- Embedding a risk-based approach across activities to ensure resources are focused on areas requiring enhanced control, while avoiding unnecessary effort in lower-risk processes.
- Keeping administrative resources to a minimum in proportion to operational needs, while safeguarding the delivery of essential outputs.
- Fostering a culture of continuous improvement, with regular reviews of systems and procedures to identify inefficiencies and implement enhancements.
- Promoting effective knowledge management, ensuring institutional knowledge is captured, shared, and used to support efficiency and decision-making.
- Prioritising reskilling and upskilling to help staff adapt to evolving operational requirements and technological advancements.
- Reducing the environmental impact and resource implications of meetings by limiting unnecessary travel and physical meetings and investing in greener practices and digital alternatives. The Agency will continue its established practice of holding Management Board meetings at its headquarters as a general rule, with meetings outside the headquarters remaining exceptional and subject to the requirements established by Management Board Decision No 95 of 19 January 2022 on the rules of



procedure of the Management Board. The Agency will continue to facilitate the organisation of Management Board meetings by videoconference, where agreed by the Management Board.

- Rationalising practical tools and guidance, using the review of existing guides, standards, and indicators as an opportunity to streamline, consolidate, and improve usability.

A central pillar of the efficiency strategy is the implementation of a robust programme management approach to guide the Agency-wide delivery of the Pact. Building on the success of the EUAA transition programme, this approach promotes coordinated implementation, greater visibility across interdependent projects, and early identification of risks and synergies.

Looking ahead, a portfolio of programmes and projects is expected to be fully operational during the 2027–2029 period. This forward-looking framework will further strengthen programme and project management, drawing on established tools and lessons learned to enable a more streamlined and effective Agency.

Complementing this, a structured prioritisation exercise is underway to assess activities based on their strategic value and operational necessity. This will guide decisions on scaling, maintaining, or phasing out activities and inform resource reallocation. As part of this effort, the Agency will continue to prioritise staffing for operational tasks stemming from the Pact.

As stated above, the Agency is also committed to using technology to boost productivity, agility, and innovation. Increased use of digital tools will support automation, real-time data access, and improved service delivery. The Agency will also continue to review its IT landscape with a view to improving efficiency, reducing duplication, and ensuring alignment with corporate and inter-agency systems.

The Agency will also promote AI literacy among staff and ensure the ethical and responsible deployment of AI solutions to enhance operational effectiveness.

An Optimisation Programme consolidates a range of key efforts — including process improvement, digital transformation, and resource optimisation — into a single strategic framework. Its outputs will include optimisation action plans, which will inform evidence-based decision-making and contribute to sustainable efficiency gains across the Agency. The tangible impact on resource optimisation and process improvement will be realised primarily upon implementation of these action plans.

The Agency will continue to strengthen collaboration with other EU agencies through bilateral partnerships, participation in networks such as the JHAAN, and involvement in relevant EUAN subgroups. These efforts aim to promote knowledge exchange, staff mobility, and shared initiatives in areas like resource management and best practice implementation.

Where appropriate, the Agency will also pursue strategic outsourcing to support selected functions through external experts or service providers, enabling internal resources to focus on core operational priorities.

Finally, the Agency remains committed to fostering a culture of continual improvement, embedding efficiency into everyday operations. Staff engagement and change management

will be central to this transformation, ensuring efficiency is not treated as a one-off initiative but as an ongoing organisational priority.

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 allows for the prioritisation and allocation or re-allocation of resources, including the de-prioritisation of tasks. In line with the agreed procedure, the Agency presents high-level activities and tasks to the Management Board and the Commission on a quarterly basis 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. 2027 annual work programme

1. Summary

Building on its multiannual objectives, the Agency has planned 16 activities for 2027, framed by the following thematic priorities, which will shape the Agency's work and focus.

Operational support, resettlement and operational capabilities

The Agency will continue to provide operational and technical assistance to Member States, particularly in situations of pressure on national asylum and reception systems. The relevance of operational support measures is ensured by a sound project management methodology and by the continuous review of current and emerging needs, taking into account migration trends, changes in operational contexts, and the European Annual Asylum and Migration Report. Prioritisation will also consider the support required for the effective implementation of the Pact, while ensuring that operational support aligns with Member States' needs and the Agency's available resources.

The Agency will support the implementation of solidarity measures, including through operational support under the relocation mechanism, in coordination with the EU Solidarity Coordinator and within the limits of its operational capacity. It will also contribute to efforts under the Union Resettlement and Humanitarian Admission Framework.

To enhance preparedness and response capacity, the Agency will continue developing internal procedures and support functions to promote greater harmonisation and effectiveness, while contributing to the strengthening of Member States' contingency planning and preparedness frameworks.

Deployments of asylum support teams will continue to be carried out through flexible and complementary mechanisms. To further improve the delivery and quality of its operational support, the Agency will further refine quality assurance methodologies, develop operational tools, guidance, and standard operating procedures, and identify and promote good practices to ensure consistent and effective implementation.

Training and professional development

The EAC is a core learning framework supporting the work of asylum and reception officials, as well as EUAA staff. The Agency will continue developing the EAC in collaboration with Member State-nominated experts and a wide range of key stakeholders, with the aim of fostering a community of practice among asylum professionals and trainers.

Following an external quality review, the EUAA Academy has been established as an accredited provider of further and higher education, authorised to issue recognised full and partial qualifications. Training offered by the Academy adheres to European Higher Education Area quality assurance standards ([ESG 2015](#)), supports the use of micro-credentials, and facilitates recognition of prior non-formal and informal learning.



In line with its Training and Learning Strategy, the Agency will continue supporting users of its learning technologies through registration services, online training, and service desk support. It will also strengthen its digital capabilities to enhance training delivery, learning, and formal assessment.

Asylum knowledge

In 2027, the Agency will continue to produce and update COI reports, respond to queries on third countries, and develop country guidance with EU+ countries. It will also respond to MedCOI queries and maintain the MedCOI database on medical interventions.

The situational awareness portfolio will be further developed to address emerging needs arising from the implementation of the CEAS. The annual asylum report, which provides a comprehensive and comparative analysis of national and EU-level developments, will focus on topics central to public debate. As a centre of asylum knowledge and in support of the Pact, the Agency will further promote practical cooperation and the exchange of best practices through its dedicated networks.

Through its monitoring mechanism, the Agency will assess Member States' application of the CEAS, identifying potential shortcomings and evaluating their preparedness to manage disproportionate pressure. In accordance with the 2027 Work Programme for Monitoring, approved by the Management Board in June 2026, the Agency will initiate five country monitoring exercises in 2027.

Horizontal activities

The Agency will prioritise strong governance systems, including internal control and risk management, to ensure compliance, accountability, and transparency. Sustainability will remain central, with environmental considerations integrated into practices and procedures to reduce the Agency's carbon footprint and improve environmental performance. Compliance with the Cybersecurity Regulation will be ensured. In line with its AI governance framework, adopted in 2026, the Agency will ensure that any deployment of AI and emerging technologies is responsible, ethical, and fully compliant with the EU AI Act, while promoting AI literacy and coordinating initiatives across the Agency. At the same time, the Agency will continue to invest in staff development and maintain employee wellbeing as a core priority.

To support its objectives, the Agency will enhance communication tools to ensure effective information flow and reinforce its priorities. It will continue to engage stakeholders, build third-country capacities, and sustain dialogue with the Consultative Forum. The role of liaison officers in Member States will be further consolidated and, resources permitting, the Agency will explore, in collaboration with the Commission, the deployment of officers to partner countries outside the EU.



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 project-based contract agents, where applicable, and seconded national experts. The numbers are included in Annex II.

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 plans⁷⁷. Following comprehensive assessments of Member States' operational needs and strategic priorities, the Agency will design and implement operational plans and targeted initiatives in accordance with its established methodology, the availability of resources and its overall capacity. Strategic prioritisation will be guided by criteria such as urgency, strategic relevance, and expected results, ensuring that interventions are directed where they can deliver the greatest operational impact and added value, while optimising the use and allocation of the Agency's capacities and resources.

These interventions will provide timely, targeted, scalable, and impact-oriented operational responses, enabling the Agency to address evolving challenges effectively, while ensuring coherence with Member States' operational needs, the broader European migration and asylum framework, and the objectives underpinning the implementation of the Pact.

The relevance of operational support measures will be ensured through a continuous review of current and emerging needs in light of migration trends, including consideration of the European Annual Asylum and Migration Report⁷⁸, changes in the operational context, as well as the Agency's ability to respond. Operational interventions will be informed by comprehensive data collection, information analysis and assessments, thereby reinforcing evidence-based decision-making across all stages of operational planning and implementation. By integrating quantitative and qualitative analysis, situational awareness, and forward-looking assessments of operational developments and migration trends, the Agency will ensure that its interventions remain targeted, proportionate and responsive to evolving needs and priorities. This approach will further support the efficient allocation of resources, enhance operational effectiveness, and strengthen the strategic impact of the Agency's support to Member States.

⁷⁷ 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, the provision of interpretation and other services, capacity building, material support and assets to enhance Member States' capacity to respond to Member States' needs in compliance with CEAS standards.

⁷⁸ The Commission's first European Annual Asylum and Migration Report was adopted in October 2025.



Where relevant, the EUAA will deploy asylum support teams⁷⁹ and contribute to deployment under the migration management support teams⁸⁰. The Agency may also deploy or complement the required support infrastructure, including technical equipment, and procure necessary services such as interpretation/cultural mediation, transportation and other operational support services. Decisions on the continuation of support and new requests will be made through the robust assessment and prioritisation process, as described above, taking into account the human and financial resources at the Agency's disposal and in close coordination with the Commission. Activities will be prioritised, within the Agency's overall capacities, based on urgency, impact, strategic relevance, feasibility and cost.

Depending on the operational context, support will be prioritised for Member States facing a crisis situation, with the aim of alleviating pressure and managing the crisis, while ensuring appropriate safeguards. Second priority will be attributed to Member States facing disproportionate pressure on their national asylum or reception systems, and to Member States under migratory pressure, at risk of migratory pressure during the forthcoming year, or facing a significant migratory situation within the meaning of Article 11 of the Asylum and Migration Management Regulation. Finally, support will be delivered to Member States to meet their obligations under the CEAS.

The main challenges for the Agency continue to be driven by the evolving political and operational environment in which it must plan and operate. Throughout the year, following significant changes in the circumstances on the ground, and in agreement with the Commission and the host Member State(s), the Agency may adjust its operational interventions providing appropriate support to address emerging priority needs.

At the same time, the Agency faces internal challenges related to the availability of adequate human resources to implement the principles of the EUAA Operations Framework and meet the needs of Member States. This includes ensuring the availability of sufficient human resources with the appropriate level of seniority and grade, in the context of an increasingly complex operational landscape, competing requests and strategic priorities (e.g. relocation, screening and border procedures), which are particularly resource- and labour-intensive. It also requires access to specialised expertise for dedicated workstreams, including the deployment of technical equipment and the use of technology to support Asylum Support Teams and activities carried out in Member States, while ensuring the timely and effective implementation of the available budget.

Finally, the budget assigned to the activities is therefore indicative, and appropriations may be reallocated between activities, in line with operational capacities, based on emerging priority needs and the progress of implementation of operational plans and specific

⁷⁹ In accordance with Article 21 of the EUAA Regulation.

⁸⁰ 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 the European Border and Coast Guard Agency (Frontex) the European Union Agency for Asylum (EUAA), the European Union Agency for Law Enforcement Cooperation (Europol), and, where appropriate, other relevant EU agencies.

projects. In the event of further operational needs or emergencies, contingency funds may also be activated.		
	2027 (planned)	2025 (actual)
Financial resources	EUR 117,893,500 ⁸¹ (3301 Operational Support)	EUR 82,007,765 (3301 Operational Support)
Human resources	22 TA & 43 CA	36 TA & 82 ⁸² CA
Estimates of quantifiable workload drivers	- Continued implementation of agreed operational plans. - Deployment of up to around 1,200 experts, subject to resource availability. - Signature of new or amendments/extensions to ongoing operational plans and specific projects, based on Member States’ needs and operational context, and in accordance with identified priorities. - 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 (2027)		
- 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 targeted and prioritised operational support, as needed, including first operational response to Member States’ needs. - Supporting Member States in the implementation of the Pact.		
Expected results (2027)		
- Operational plans and specific projects are established/amended/extended, as needed. - Operational response to Member States’ needs is timely and effective. - 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. - Member States are supported in the implementation of the Pact.		

⁸¹ In case of operational needs, budget reallocation and/or R0 provisions can be further utilised for operational budgeting.

⁸² This included 30 short-term Contract Agent posts (costed under Title 1).



Indicators	Latest result	Target 2027	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)	100 %	100 %	Progress reports

2.1.2. Horizontal operational activities

Overview of the activity

Resettlement

The Agency aims to support implementation efforts in line with the Union Resettlement and Humanitarian Admission Framework with the goal of assisting Member States, and the Dublin associated countries - Iceland, Liechtenstein, Norway and Switzerland - 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 EU⁸³, would be 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 for the coordination of Member States' resettlement programmes, in line with the Union Resettlement and Humanitarian Admission Framework and its Union Plan;
- support, upon request, EU+ countries' resettlement programmes 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; and
- provide operational support to Member States upon request from the resettlement support facility in Türkiye and other third countries, as applicable.

The Agency may also provide support, upon request, on planning and implementation of community sponsorship programmes and complementary pathways to international protection with interested Member States.

⁸³ [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.](#)

**Relocation**

The Agency will contribute to the effective implementation of solidarity through the provision of operational support under the relocation mechanism, in particular for the relocation of applicants for or beneficiaries of international protection within the Union. The EUAA will 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 on the number of benefitting and/or contributing Member States requiring support. It will focus on enhancing the practical implementation of relocation measures and solidarity contributions.

Preparedness and response

The Agency will develop and maintain a structured preparedness framework to ensure a high level of operational readiness and the capacity to respond rapidly and effectively to Member States' needs. This will include the development of standardised workflows, intervention packages and readiness measures, as well as the strengthening of internal coordination mechanisms to enable timely and scalable operational support.

As part of this broader preparedness framework, the Agency will also develop and reinforce internal contingency planning within its own operations. This will ensure that, in the event of increased pressure on asylum and reception systems, the Agency can rapidly activate predefined operational responses, mobilise resources efficiently, and scale up support in a structured and timely manner. The framework will also encompass the planning and deployment of the necessary operational resources — including technical equipment, where appropriate — to ensure that support remains targeted, proportionate and fit for purpose.

In parallel, the Agency will contribute to strengthening the national contingency planning frameworks of Member States. Upon request, it will review, advise, test and support the development and refinement of national contingency plans, based on a common methodology aimed at fostering greater harmonisation across the EU.

Quality assurance and technical support

To improve the delivery and quality of operational and technical assistance, the Agency will further develop and implement 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.

In addition, to support the integration of fundamental rights perspectives into operational activities and to fulfil the CEAS and fundamental rights compliance requirements set out in



the EUAA Regulation, continuous and systematic engagement and cooperation with the Agency's Fundamental Rights Officer and Data Protection Officer will be ensured.

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 serious in nature or likely to persist.

	2027 (planned)	2025 (actual)
Financial resources	EUR 10,500,000 (3301 Operational Support)	EUR 1,982,223 (3203 External dimension - Resettlement)
Human resources	12 TA, 15 CA & SNE	2 TA, 5 CA & SNE ⁸⁴
Estimates of quantifiable workload drivers	• Assistance to at least 17 Member through the delivery of activities aimed at enhancing technical cooperation among Member States on specific topics of interest in the area of resettlement and complementary pathways to international protection. • Assistance to at least 8 Member States in their resettlement efforts through the development and implementation of operational activities derived from the resettlement support facility in Türkiye and other third countries as applicable. • Relevant policy developments, including the Pact, the recommendation on legal pathways to protection in the EU⁸⁵, the Commission's resettlement pledging exercise, the Union Resettlement and Humanitarian Admission Framework, and UNHCR's 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. • Implementation of the Agency's structured preparedness framework. • Assistance with national contingency planning by reviewing, advising on, testing and supporting Member States on their contingency plans, upon request. • Quality assurance methodologies, quality and operational tools and guidance, work instructions and standard operating procedures developed, reviewed/improved and implemented across operations. • Implementation of platforms for the exchange of information and good practices among operations on asylum, reception and vulnerability.	

⁸⁴ Figures reflect the scope of the activity at the time, which covered resettlement and humanitarian admission only.

⁸⁵ 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](#).

- 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 Member States in the areas of resettlement and relocation.

Link to the multi-annual objective(s)

MA01

Main outputs/actions (2027)

- 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.
- Support the Commission in strategic planning and meetings on the implementation of the Union Resettlement and Humanitarian Admission Framework with Member States and relevant stakeholders, including the UNHCR and the IOM.
- Organise operational meetings with Member States and relevant stakeholders, including the UNHCR and the IOM.
- Possible provision of 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 on the number of Member States to be supported.

Expected results (2027)

- Improved coordination of Member States' resettlement programmes.
- Improved operational cooperation among Member States 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 Member States.
- (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 2027	Data source
Percentage of Member States requesting and receiving operational support in resettlement	[NA]	80 %	Operational/ administrative records



Indicators	Latest result	Target 2027	Data source
Percentage of relocation cases supported by EUAA activities upon Member States' requests	[NA]	100%	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 (2027)

- Further develop and maintain the Agency's structured preparedness framework.
- Review, advise, test and support the development and refinement of national contingency plans of Member States, upon request.
- 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 among 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 (2027)

- Sustained and further enhanced Agency's operational readiness to ensure a rapid, effective, and adaptable response to the evolving needs of Member States. Strengthened contribution to national contingency planning frameworks.
- Improved quality, consistency and harmonisation of operational delivery.
- Implementation of the EUAA escalation mechanism across operations.

Indicators	Latest result	Target 2027	Data source
Percentage of requests for support on contingency planning from Member States that were addressed	[NA]	100 %	Operational records
Percentage of quality support activities implemented in accordance with the agreed annual workplan.	[NA]	80 %	Operational records



2.1.3. Operational capabilities

Overview of the activity

The Agency will continue to strengthen and further develop its strategic planning, analytical and enabling functions required to support coherent, prioritised and results-oriented operational delivery across all operational activities. This capability-driven approach will strengthen the link between strategic foresight and operational planning, workforce and resource management, data-driven analysis, performance monitoring, and business support functions. Through this, the Agency will enhance its capacity to anticipate emerging operational demands, optimise the allocation of resources in line with strategic priorities, and ensure agile and consistent implementation of operational support. In doing so, it will further strengthen organisational responsiveness, efficiency, and the overall effectiveness of operational outcomes.

Programming and analysis

The Agency designs and implements its operations applying a sound project management methodology and a coherent prioritisation process, ensuring the best use of the Agency's resources. Systematic needs assessments will continue to inform the identification and design of the Agency's operations. The planning of programmes and projects will be supported by the development of results frameworks, budgets, and resource, implementation and monitoring plans.

Programming and analysis will continue to provide the backbone for coherent and evidence-based operational delivery. It will consistently integrate strategic and operational planning, translating strategic priorities into concrete operational activities and enabling their effective and timely adjustment in response to evolving needs. To ensure the agility and responsiveness of its interventions, the Agency will continue to enhance and further strengthen its analytical capabilities by combining the Agency's intelligence on the monitoring of migration trends, with robust operational monitoring and risk analysis. The Agency will continuously review and enhance its programming methodologies, ensuring that these continue to provide a solid framework for the efficient identification, design and delivery of operations and the underlying processes.

Operational personnel management

The deployments of asylum support teams will continue, including 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 personnel 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 the systems, tools and mechanisms necessary for the Agency to operate effectively and deliver its strategic and operational objectives.

	2027 (planned)	2025 (actual)
Financial resources	EUR 7,000,000 (3301 Operational Support)	EUR 6,336,814 (3301 Operational Support)
Human resources	26 TA & 32 CA	21 TA & 37 CA
Estimates of quantifiable workload drivers	• Scale and scope of requests for operational and technical assistance. • Number of operational plans to be signed/revised and implemented. • Management of the Agency’s deployment mechanisms, including complementary deployment mechanisms and the asylum reserve pool. • Management of the national contact points network, including at least two-yearly meetings, annual planning cycles related to operational plans, and horizontal support for the deployment of Member State experts. • Modules of the operational deployment system reviewed and/or updated. • Annual operational budget to be implemented and services delivered.	
Objective 1: To further develop, maintain and continuously improve programming, analytical and enabling functions required for the delivery of coherent, prioritised and results-oriented operational support.		
Link to the multi-annual objective(s)		
MA01		
Main outputs/actions (2027)		
• 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.		

- Ensure the consistent application of the EUAA's asylum and reception operational response catalogue in the preparation and implementation of operational plans.
- 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 on 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 (2027)

- Operational and technical assistance is delivered within a results-based framework, through harmonised rules, procedures and tools, in accordance with the EUAA's strategic objectives.
- An effective and sustainable deployment management and monitoring framework is in place and maintained for the Agency's operations.
- Continued and enhanced communication with the national contact points on operational and technical assistance (including 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 2027	Data source
Percentage of the Agency's operations planned and implemented applying the Agency's operational methodology and tools	100 %	100 %	Operations records/project documentation
Percentage of experts deployed in accordance with the approved Deployment Plans	[NA]	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 European asylum curriculum (EAC) is a key instrument for the convergent implementation of the CEAS and the continuous professionalisation of asylum and reception officials. The Agency is mandated to implement a European Asylum Curriculum for national



officials to ensure a consistent and high-quality application of asylum procedures. Under the strategic guidance of the Management Board, and to ensure the quality of its training activities, in August 2024 the Agency achieved the status of a further and higher education institution and is an accredited and licensed educational institution under the Malta Further and Higher Education Authority (MFHEA) standards and regulations (Licence number 2024-027). To further support this vision, Decision No 8/2026 of the Executive Directive officially establishes the EUAA Academy and its higher-level governance structure, to ensure effective academic governance and institutional integrity.

The EAC 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 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, on a voluntary basis, assessment strategies to meet the specific needs of learners and recognise their prior learning.

The EAC uses a blended learning approach, embedding also generative AI tools in the development and production of training, while peer learning and work-based training are integrated as methodological approaches to support skills development and knowledge. The latter approach is designed to enrich the EAC modules and programmes by embedding and linking practical, experiential learning components that cater to the diverse needs of learners, allowing a more seamless connection between theoretical knowledge and real-world application.

To ensure the sustainable implementation of the EAC, the Agency will continue to enhance training for EUAA and Member State trainers and facilitate upskilling through continuing professional development. This will include training on professional support skills relevant to diverse responsibilities and profiles of asylum and reception officials, ensuring a well-equipped and flexible workforce.

The training offer has been further enriched by an accredited master's degree programme aimed at asylum and reception officials who want to expand managerial knowledge and skills.

Furthermore, the Agency will continue to develop the EAC in close cooperation with Member State-nominated experts, consulting all relevant stakeholders, including the Fundamental Rights Officer, the Consultative Forum, members of the Training Reference Group, which includes the UNHCR, and relevant EU agencies, academic institutions, networks and other stakeholders, with the aim of establishing of a community of practice for asylum and reception officials and trainers.

	2027 (planned)	2025 (actual)
Financial resources	EUR 3,600,000	EUR 2,531,515 (3201 Training)

	(3201 Training and professional development)	
Human resources	22 TA, 7 CA & SNE	22 TA, 6 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 specific countries, with additional needs coming from the implementation of the provisions of the new EU <i>acquis</i>, implying the need for additional training developments and materials. • Sustained increased workload due to the high number of translation requests resulting from the update to the new EU <i>acquis</i> of the EAC modules. • Increase in workload coming from requirements and processes related to the accreditation of the EAC, including the roll out of the master’s degree. • Number of new and updated e-learning content expected to be built in English and in other languages as requested. • Number of capacity building activities (seminars, workshops, demonstrations) needed to upskill trainers in new methods and tools for training design and delivery.	
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 (2027)		
• Strengthen 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 entered into application. • Design and develop content for trainers’ continuing professional development and for professional support skills. • Design, develop and update training products on the EUAA’s monitoring role for Agency staff and stakeholders involved in the monitoring process. • Develop e-learning objects and manage the e-learning content on the EUAA learning management system, in line with innovative approaches and instructional design methodology. • Translate the EAC in requested languages and maintain the EUAA’s training catalogue. • Establish a community of practice of asylum and reception officials and trainers and cooperate with all relevant stakeholders. • Strengthen and manage cooperation on training with the entities part of the Training Reference Group and the Consultative Forum.		

- Strengthen and manage cooperation on training with the JHAAN.
- Contribute to the organisation and delivery of training sessions and continuing professional development activities under the EUAA's training plans, including grading and verification of assessments.
- Consolidating the development and coordinating the execution of the master's degree programme in line with the established quality standards.

Expected results (2027)

- 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 2027	Data source
Percentage of training materials made available for use in line with the published annual training plans	100 %	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+ and third countries 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 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, other work-based learning methods, and possibly exchange programmes and/or vocational mobility programmes⁸⁶. The EUAA's training delivery may be supported by interpretation.

The EUAA will continue to ensure management, compliance, enhanced engagement and scalability of the EUAA Training Pool. 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, as needed, to manage flexible learning pathways and ensure that programmes remain consistent and relevant to training

⁸⁶ Vocational mobility programmes involve the exchange of national authority officials, enabling them to visit other institutions and acquire knowledge and skills.



needs. It will also continue strengthening mechanisms for the 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 by building on permanent and *ad hoc* support, further investing in their engagement, promoting the EAC, and creating 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 through specific annual training plans. Structured operational training for members of asylum support teams and the asylum reserve pool will be provided to the Agency's staff, including seconded staff, Member State experts, and other external experts.

The EUAA will support third countries with relevant training activities as part of capacity building under the EUAA's External Cooperation Strategy within the framework of existing cooperation engagements and in line with established priorities and available resources.

The Agency will further cooperate, where relevant, with the UNHCR, the IOM, justice and home affairs agencies and other training networks and organisations, including civil society organisations.

	2027 (planned)	2025 (actual)
Financial resources	EUR 750,000 (3201 EUAA Training and professional development)	EUR 275,205 (3201 Training)
Human resources	14 TA, 4 CA & SNE	16 TA, 2 CA & SNE
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 and third country support. • Expected requests from Member States to provide support with delivery of accredited modules.	
Objective 1: To foster convergent practices in EU asylum law by strengthening the knowledge, skills, responsibility and autonomy of asylum and reception officials in EU+ countries. This will be achieved by planning and delivering trainer and learner curricula, and by further enhancing cooperation with Member States on identified training needs.		
Link to the multi-annual objective(s)		
MA02		

**Main outputs/actions (2027)**

- Expand on permanent and *ad hoc* support with regards to training, based on needs, promote the EAC, and shape concrete opportunities to consolidate training-based cooperation and partnerships between the EUAA and Member States' national administrations.
- Coordinate the planning and delivery of training 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 *ad hoc* basis when requested.
- Maintain an EUAA training pool of content experts and trainers who contribute to the design, development and implementation of the Agency's training, including by acting as trainers and assessors.
- Further reinforce mechanisms for the selection of experts to be used for planning and delivery of training within the framework of permanent and *ad hoc* support activities coordinated by the Agency and deploy trainers for the delivery of training sessions under the EUAA's training plans.
- Support the establishment and enhancement of national training pools of experts within EU+ countries' asylum and reception institutions, and the presence of national training strategies for asylum and reception officials.
- Organise and facilitate meetings of training national contact points and of the trainers network.
- Regularly deliver training on the EUAA monitoring function to the Agency's staff and external partners supporting the Agency in the implementation of the monitoring function.

Expected results (2027)

- Increased competence, capacity and preparedness of asylum and reception national authorities in relevant areas, in view of the Pact implementation.
- The EUAA Training Pool is managed, enhanced and scaled up, ensuring compliance with the regulatory framework and internal guidance as well as high quality training delivery.
- Strengthened cooperation on training with EU+ countries.

Indicators	Latest result	Target 2027	Data source
Overall satisfaction rate of responding participants taking part in training organised by EUAA	89%	80 %	e-Learning management system



Objective 2: To plan for and deliver targeted training and professional development activities to 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 (2027)

- 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.
- Further reinforce mechanisms for the selection of experts to be used for the planning and delivery of training within the framework of operational support activities coordinated by the Agency and deploy trainers for the delivery of training sessions within the framework of operational plans.

Expected results (2027)

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

Indicators	Latest result	Target 2027	Data source
Overall satisfaction rate of responding participants	90%	80 %	e-Learning management system

Objective 3: To plan for and deliver training to third country national authorities within the framework of the EUAA's cooperation engagements.

Link to the multi-annual objective(s)

MA02

Main outputs/actions (2027)

- Ensure regular coordination with third countries and other stakeholders on training needs.
- Organise and deliver training sessions and other professional development activities for third countries, 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 (2027)

- Strengthened capacity of third country national authorities in handling asylum procedures in a fair and efficient manner.

Indicators	Latest result	Target 2027	Data source
Overall satisfaction rate of responding participants	94%	80 %	e-Learning management system



2.2.3. Training quality assurance framework and training monitoring and evaluation

Overview of the activity

The Agency underwent an external quality assurance review to establish the EUAA Academy, an accredited and licensed further and higher education provider able to award officially recognised microcredentials, and full and partial qualifications.

The Academy offers training compliant with the standards and guidelines for quality assurance in the European Higher Education Area (ESG 2015), including stacking microcredentials into larger programmes, such as partial or full qualifications, and enabling recognition of prior learning (of formal, 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 cycle⁸⁷;
- provides learners and trainers with opportunities to give feedback;
- manages the process of learners' complaints and assessments' appeal in an objective and impartial way;
- undergoes external accreditation procedures of modules and programmes; and
- liaises with external actor's 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 and periodic reviews of and prepares annual reports on training activities;

⁸⁷ 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.

- conducts multi-annual evaluations of the curricula, involving all relevant stakeholders.

Through engagement with the training advisory group, the Agency will continue to 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.

	2027 (planned)	2025 (actual)
Financial resources	EUR 650,000 (3201 EUAA Training and professional development)	EUR 321,470 (3201 Training)
Human resources	7 TA & 3 CA	7 TA & 3 CA
Estimates of quantifiable workload drivers	On quality assurance: • EUAA educational and training policies and procedures requiring compliance with training quality standards. • Managing reviews against the applicable accreditation standards and requirements (accreditation procedures for modules and programmes). • Preparation of the EUAA's courses and programmes for accreditation procedure and managing the accreditation process. • Requests for drafting, review and updates of internal training quality assurance handbook documents. • Training complaints and appeals, and academic misconduct procedures. • Requests of support for implementation of the relevant training quality assurance processes in EU Member States. • Setting up and managing the annual quality assurance action plan, based on input from internal and external stakeholders. 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-assured training for asylum and reception officials.

Link to the multi-annual objective(s)

MA02

Main outputs/actions (2027)

- 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.
- Implementation of a pilot master's degree programme and subsequent cohorts, based on identified needs and in line with the established quality standards.
- EUAA Academy courses and programmes successfully undergoing accreditation procedures.

Expected results (2027)

- 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 achieved learning outcomes to implement the CEAS.

Indicators	Latest result	Target 2027	Data source
Quarterly report on the implementation of the annual quality assurance action plan	Satisfactory	Satisfactory	Documentation and internal records

Objective 2: To provide evidence-based support to continuously enhance the quality of training 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 (2027)

- 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.
- Implementation of training needs analysis and evaluation methodologies.
- Addressing *ad hoc* requests for information by internal and external stakeholders.

Expected results (2027)

- Support the data governance and data quality framework design and implementation.
- 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 2027	Data source
Number of quarterly insights into training progress and areas for improvement produced	Four quarterly insights prepared	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 ecosystem⁸⁸ 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.

Additionally, the Agency will enhance its digital application expertise to support training, learning and formal assessment.

Furthermore, it will focus on the scalability of its support services by integrating automated workflows and self-service tools into the ecosystem. This approach allows for the expansion of training to a larger audience without compromising service quality. By maintaining a modular and extensible architecture, the Agency ensures that the ecosystem can seamlessly adopt emerging technologies while remaining secure and cost-effective.

The Agency 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.

⁸⁸ 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.



	2027 (planned)	2025 (actual)
Financial resources	EUR 1,000,000 (3201 EUAA Training and professional development)	EUR 359,062 (3201 Training)
Human resources	3 TA & 5 CA	2 TA & 5 CA
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 (2027)		
• 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. • Establishing and maintaining technical standards, security protocols, and data governance frameworks to ensure the integrity of the expanded learning technologies ecosystem. • 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 (2027)		
• 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 2027	Data source
User satisfaction rate of learning technologies ecosystem in training organised by the EUAA	81 %	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 Country of Origin Information (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. The Agency will continue to organise COI country specialist meetings and country briefings to foster practical cooperation with and between EU+ countries. The Agency will continue to engage on COI matters with the COI Thematic Group of the Consultative Forum.

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.

The Agency will continue to produce Medical Country of Origin Information (MedCOI) reports and respond to MedCOI queries and to maintain a database of reliable MedCOI, notably on the availability and accessibility of medical interventions, using the MedCOI methodology. It will rely on a global network of medical experts to respond to Member States' requests and produce reports.

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

- strengthen 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 to foster true convergence in asylum decisions;
- uphold the high-quality and accuracy of MedCOI services and reinforce MedCOI support to Member States, thereby fostering convergence; and
- report on the state of convergence, including by assessing differences in recognition rates.



	2027 (planned)	2025 (actual)
Financial resources	EUR 3,730,000 (3101 Asylum Knowledge)	EUR 1,564,910 (3103 COI, Country Guidance, MedCOI)
Human resources	30 TA, 14 CA & SNE	29 TA, 12 CA & SNE
Estimates of quantifiable workload drivers	• 10-12 COI reports for country guidance and other purposes (number subject to requests received and needs identified). • 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) and/or Country Guidance support from the Country Guidance helpdesk. • Number of products providing information and analysis in relation to safe country concepts (exact number is a function of requests received from the Commission or Member States). • Annual report on the state of convergence in EU asylum decisions • 14 (sub)networks to be managed and approximately 25 related events to be organised based on Member States’ needs. • Number of Member States requesting MedCOI support. • One to three fact-finding missions to third countries for COI or MedCOI purposes according to needs and feasibility.	
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 (2027)		
• Deliver and disseminate relevant COI and country guidance products. • Coordinate the COI and country guidance networks and organise relevant events.		
Expected results (2027)		
• Maintained/increased use and impact of COI and country guidance products by EU+ countries. • Maintained/increased convergence of protection rates.		

Indicators	Latest result	Target 2027	Data source
Average satisfaction rate of participants with COI and Country Guidance network meetings	94 %	80 % of survey respondents satisfied	surveys
Percentage of survey respondents in COI and Country Guidance launch events reporting regular use of EUAA COI or Country Guidance products.	86 %	80 % of survey respondents reporting use of COI and/or Country Guidance products	surveys
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 (2027)			
- Provision of standardised, reliable and up-to-date MedCOI reports and query responses. - Coordination of the MedCOI Network and the organisation of relevant events.			
Expected results (2027)			
- User satisfaction with MedCOI services is maintained or improved. - Information exchange between countries, and between countries and the Agency, is increased.			
Indicators	Latest result	Target 2027	Data source
Percentage of participants in the MedCOI Network reporting satisfaction with their use of the EUAA's MedCOI reports	92 %	80 % of survey respondents satisfied	Annual survey
Percentage of completed responses to individual requests regarding MedCOI	99 %	90 % of responses to MedCOI queries (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 the delivery of precise, timely, and wide-ranging analysis of asylum-related issues and trends in the implementation of the CEAS across EU+ countries. This enables 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 through three dedicated platforms:
 - The EUAA's Database on International Protection in Europe (DIP), presenting comprehensive, objective and up-to-date information on the organisation of asylum and reception systems in EU+ countries. As of 2027, the DIP will be further integrated with the case law database and the Who is Who in International Protection database and complemented with outreach activities to establish it as a point of reference on international protection. The publicly available DIP will also be developed as an interactive platform, making the Agency's information more accessible and responsive to the needs of different target audiences.
 - The case law database, a public resource capturing the most relevant national and European jurisprudence related to asylum and reception systems in EU+ countries; and
 - The query portal, supporting 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. In line with the working arrangement with Eurostat, the Agency will further strengthen its role as a central point of contact for asylum and reception data collection.
 - Research programme, which supports contingency planning by forecasting asylum-related migration flows to and within the EU+ and gathering evidence on the root causes of migration. Through its large-scale survey system, the Agency will continue to collect individual testimonies from asylum-related migrants on flight and protection, gradually expanding the number of Member States covered; 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.

The Agency will continue to adapt its information services, online platforms, processes and workflows to ensure that its situational awareness outputs effectively feed into preparedness and contingency planning.

In 2027, the situational awareness portfolio of products, platforms and services will be further developed and adjusted to respond to emerging needs in the implementation of the CEAS. The Agency will also further adapt its methodologies, information services and workflows to evolving demands related to migration management and implementation of the Pact. To enhance situational awareness at EU level, the Agency will continue maintaining close cooperation with the Commission and other EU agencies and relevant partners, including Frontex, Europol and eu-LISA. The Agency will also contribute to the Migration Preparedness and Crisis Blueprint (Blueprint Network), in particular through the Situational Awareness, Early Warning and Forecasting Capacity Development Project, in cooperation with the Commission and relevant project partners, including the European External Action Service (EEAS) and the European Union Agency for Fundamental Rights (FRA).

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. The Agency will also contribute relevant analytical insights on preparedness and contingency planning to Commission-led processes, including the European Annual Asylum and Migration Report (EAAMR).

	2027 (planned)	2025 (actual)
Financial resources	EUR 1,460,000 (3101 Asylum Knowledge)	EUR 1,015,266 (3101 Information and Documentation System and Annual Report) (3102 Data analysis and research)
Human resources	27 TA & 8 CA	28 TA & 7 CA
Estimates of quantifiable workload drivers	• Three qualitative databases to be maintained and further developed. • The Database on International Protection in Europe platform and its related resources platform to be further developed and promoted as a comprehensive and up-to-date source of information on international protection. • Asylum Report, as provided for in the EUAA Regulation. • 45 analytical outputs on qualitative information produced, including situational analysis/reports and case law database thematic products.	



- 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 in terms 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 (2027)

- Maintain the Database on International Protection in Europe (DIP), Who is who in international protection (as an integrated resource of DIP, 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, including contributions to the Migration Preparedness and Crisis Blueprint (Blueprint Network).
- Provide contributions to *ad hoc* requests on qualitative information concerning asylum and reception systems.
- Produce an annual asylum report as a reference document for the CEAS

Expected results (2027)

- The Database on International Protection in Europe is made available to the general public and considered to be a point of reference for up-to-date and comprehensive information on international protection.
- Situational overviews and other qualitative analytical products drafted addressing the information needs of external stakeholders and published in an attractive and user-friendly manner.
- Relevant analytical contributions to the Migration Preparedness and Crisis Blueprint (Blueprint Network) and its Situational Awareness, Early Warning and Forecasting Capacity Development Project support the information needs of the Commission and Member States.
- 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 accessed.
- Stakeholders have access to up-to-date, validated and comparable information.

Indicators	Latest result	Target 2027	Data source
Stakeholder satisfaction with information platforms, query portal, case law database and asylum report	84 %	80 % of survey respondents satisfied	Stakeholder surveys, consultation feedback
Percentage of queries processed yearly through the query portal	90 %	90 % of queries received	Query portal
Percentage of situational analyses requests from external stakeholders fulfilled	90 %	90 % of requests received	Record of drafted overviews

Objective 2: To support the Commission and Member States' preparedness, policies and operational responses through the development of high-quality situational awareness

Link to the multi-annual objective(s)

MA03

Main outputs/actions (2027)

- Datasets containing timely processed and standardised information on the asylum and reception situation in Member States, on operational support provided by the Agency, and on 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 (Blueprint Network), in particular through the Situational Awareness, Early Warning and Forecasting Capacity Development Project.
- 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 (2027)

- 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.
- Improvement of 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.
- 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.
- Bring to the attention of policy makers pertinent questions in asylum-related migration.

Indicators	Latest result	Target 2027	Data source
Average stakeholders' satisfaction with selected situational awareness products	94 %	80 % of survey respondents satisfied	Surveys and interviews with stakeholders
Percentage of early warning and preparedness system datasets shared by all network members	93 %	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 the exchange of best practices among Member States through six dedicated networks covering asylum processes, exclusion, reception, vulnerability, AMMR procedures, and courts and tribunals. More broadly, these initiatives contribute to the effective implementation of the CEAS by fostering a cooperative, efficient and high-quality approach to international protection systems within the EU+.

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

To improve the efficiency of protection systems in the EU, ensure the implementation of high-quality standards, make use of digital and innovative solutions, and pursue convergence and effective outcomes, activities will foster collaboration between all stakeholders involved. These include determining authorities, judicial institutions, reception

authorities and civil society organisations, as well as internal stakeholders, EU agencies (including FRA, Frontex and EIGE) and international organisations.

	2027 (planned)	2025 (actual)
Financial resources	EUR 4,475,000 (3101 Asylum Knowledge)	EUR 5,627,135 (3202 Asylum Processes)
Human resources	34 TA, 15 CA & SNE	35 TA, 12 CA & SNE
Estimates of quantifiable workload drivers	• All Operational plans and roadmaps supported as requested. • Six networks managed and 22 related activities organised, based on Member States' priorities. • Two projects/studies. • 10 products/publications 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 (2027)		
• 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. • Manage efficiently the Pact guidance helpdesk by responding timely to questions related to the implementation of practical guides supporting the PACT. • Identify good practices and gaps, including through thematic queries, surveys, quality matrix and other reports. • Share periodic updates with network members. • Organise outreach activities to support authorities and relevant organisations in implementing practical guides, tools and standards and indicators and to support, where relevant, recommendations deriving from monitoring exercises (national or thematic). • 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, quality support missions, assessments and activities to improve asylum processes and quality management, reception, vulnerability and the work of courts and tribunals as part of permanent support.		

**Expected results (2027)**

- 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, AMMR procedures, reception, vulnerability and judicial processes are identified, challenges are assessed, and solutions are recommended.
- A repository of Q&A related to Pact implementation is shared with the relevant networks.
- 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 2027	Data source
Percentage of practical cooperation activities organised by the different networks (in ARCU) compared with the planned ones.	[NA]	90 % of planned 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 reported by survey respondents regarding practical cooperation activities	95 %	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 (2027)

- 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 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 AMMR platform).

Expected results (2027)

- 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 2027	Data source
Percentage of practical tools, guidance, operational standards and judicial analyses developed/updated and published	90 %	90 % of planned deliverables	Products published on the website and/or network platform
Percentage of planned technical support activities implemented in Member States (EUAA permanent and operational support)	100 %	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	100 %	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 assesses the operational and technical application of all aspects of the CEAS, as set out in the Pact on Migration and Asylum, in order to prevent or identify potential shortcomings in the asylum and reception systems of Member States and to assess their capacity and preparedness to manage situations of disproportionate pressure.

In particular, the monitoring mechanism covers:

- the system for determining the Member State responsible for examining applications for international protection, established by Regulation (EU) No 604/2013, as revised by Regulation 2024/1351 on asylum and migration management;
- the procedures for international protection;
- the application of criteria for assessing the need for protection and the type of protection granted;
- respect for fundamental rights, child protection safeguards and the specific needs of persons in a vulnerable situation;
- the availability and capacity of staff to perform translation and interpretation;
- the capacity of staff to handle and manage asylum cases efficiently, including the handling of appeals;
- reception conditions, capacity, infrastructure and equipment and, to the extent possible, financial resources for reception.

	2027 (planned)	2025 (actual)
Financial resources	EUR 1,086,966 (3501 EUAA Monitoring)	EUR 140,523 (3501 EUAA Monitoring)
Human resources	9 TA, 12 CA & SNE	8 TA, 8 CA & SNE
Estimates of quantifiable workload drivers	• Preparation and coordination of the annual monitoring programme • Five country-specific monitoring exercises. • One thematic monitoring exercises, if decided by the Management Board within the annual programme. • <i>Ad hoc</i> country monitoring, initiated by or in consultation with the European Commission.	
Objective 1: To implement the EUAA monitoring mandate		
Link to the multi-annual objective(s)		
MA04		
Main outputs/actions (2027)		

- Monitoring processes and relevant technical documentation are kept updated in line with the Pact and with operational needs.
- Monitoring exercises organised in line with the multiannual and annual programmes adopted by the Management Board, including country monitoring exercises and, if so decided, thematic monitoring. Possibly complemented by *ad hoc* monitoring, as needed.

Expected results (2027)

- Annual monitoring programme for 2028 adopted by the Management Board.
- Five country monitoring exercises and possibly one thematic monitoring exercise initiated in 2027.

Indicators	Latest result	Target 2027	Data source
Percentage of planned country monitoring exercises initiated	NA	100 % (five monitoring exercises in 2027)	Internal documentation (Management Board Decision No 165 of 14 May 2024 on the multiannual programme)
Percentage of planned thematic monitoring exercises initiated (if included in the 2027 annual programme ⁸⁹)	NA	100% (one thematic monitoring exercise)	Internal documentation

2.3.5. Digital innovation in asylum and reception systems

Overview of the activity

The Agency's digital innovation portfolio comprises activities involving different units and teams within the Agency. It aims to support the digitalisation of asylum and reception systems through activities such as:

- Establishment and maintenance of a database mapping digitally innovative practices in international protection procedures across EU+ countries. As of 2027, the database will be made available to relevant staff of asylum and reception authorities, enabling the EUAA to coordinate and strengthen practical cooperation on digital innovation among Member States.
- Implementation of the EUAA Strategy on Digital Innovation.
- Organisation of practical cooperation and exchange activities on digital innovation.

⁸⁹ The multi-annual programme 2026-2030 foresees at least one thematic monitoring and stipulates that the exact number and topics of thematic monitoring exercises, as well as the provisional timeline, shall be confirmed in the annual monitoring programmes, to be adopted by the Management Board by 30 June of the preceding year.



	2027 (planned)	2025 (actual)	
Financial resources	NA	NA	
Human resources	2 TA	NA	
Estimates of quantifiable workload drivers	• Roll-out and regular maintenance of the database on digital innovation. • Implementation of the two flagship projects under the EUAA Strategy on Digital Innovation in Asylum and Reception Systems. • Organisation of two practical cooperation activities on digital innovation.		
Objective 1: To enhance knowledge and foster expertise, both in the Agency and in Member States, on digital innovation in the field asylum and reception, through the exchange of information and practices, practical cooperation, guidance and tailored projects.			
Link to the multi-annual objective(s)			
MA03			
Main outputs/actions (2027) • Roll out and maintain the database of digital innovation in international protection • Follow-up on the flagship projects under the EUAA Strategy on Digital Innovation in Asylum and Reception Systems • Organise practical cooperation activities on digital innovation			
Expected results (2027) • Enhanced practical cooperation among EU+ countries on digital innovation • Increased awareness of digital innovation in international protection procedures			
Indicators	Latest result	Target 2027	Data source
Number of digitally innovative practices mapped in the database	[NA]	20	Database
Number of practical cooperation activities organised on digital innovation	[NA]	2	Activity records



2.4. Horizontal activities

2.4.1 Communication and Public Relations

Overview of the activity		
The Agency’s priorities will be supported by communication activities. The EUAA will continue to strive for excellence in both internal and external communication. It will maintain and improve regular and accurate press coverage and proactive engagement through its communication channels, including social media. The Agency will continue to coordinate its communication activities with the Commission’s communication service, in line with the established communication arrangements. It will contribute to positive narratives on asylum and refugees, while providing context on the Agency’s work. The Agency will also continue producing, designing and/or printing audiovisual, graphical and hard-copy products for business use, both as part of its technical support, as well as for stakeholders directly. It will further contribute to efficient stakeholder relations through event management.		
	2027 (planned)	2025 (actual)
Financial resources	No Title 3 provisions	No Title 3 provisions
Human resources	8 TA and 9 CA	4 TA and 7 CA
Estimates of quantifiable workload drivers	• Crisis situations or major geopolitical developments. • Policy changes. • Increased EUAA activities and tasks. • Regulatory requirements (e.g. data protection). • EUAA Annual State of Asylum Conference. • Number of stakeholder meetings and events.	
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 (2027)		
• Publish digital communication outputs (publications, press materials, audiovisual materials etc.). • Communicate the relevance of the Agency’s work to stakeholders and broader audiences. • Continue prioritising social media, including easy-to-understand audiovisual products, as one of the primary communication tools.		

- Support business units and sectors with stakeholder meetings and events management.

Expected results (2027)

- Effective communication is maintained.
- Agency's work is presented through social media channels and media platforms.
- Stakeholders benefit from efficient and professional event management.

Indicators ⁹⁰	Latest result	Target 2027	Data source
Social media reach	3.3 million	3.5 million	Social media analytics / Meltwater analytical tools
Number of press articles referring to the EUAA	[N/A]	6,290	Meltwater analytical tools
Number of stakeholder meetings and events organised	[N/A]	300	Order forms

2.4.2. Governance, corporate management and assurance

Overview of the activity

The continued operation of governance systems, including internal control and risk management, will provide the required assurance of the Agency's commitment to compliance, accountability and transparency. The Agency will continue to strive to improve organisational efficiency and effectiveness by consistently identifying actions to enhance organisational performance.

The Agency will move ahead with its sustainability initiatives, notably by integrating environmental considerations into its practices and procedures and striving to reduce its carbon footprint and improve its environmental performance.

To protect the Agency's digital content and platforms, the Agency will ensure compliance with the Cybersecurity Regulation and continuously strengthen its cybersecurity posture.

Support to EU+ countries in digital innovation, including the use of AI and other emerging technologies, will continue through activities such as practical exchanges, practical cooperation meetings, the biennial Joint Conference on Digital Innovation⁹¹, and other projects. Such support aims to improve efficiency and resilience of asylum and reception systems, to increase the quality of procedures, while ensuring appropriate safeguards for applicants for international protection.

⁹⁰ The Agency includes these indicators in the reporting section of its annual Communication Plan, which is adopted by the EUAA Management Board in line Article 2(2) of the Regulation.

⁹¹ Conference jointly organised by the EUAA, the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC) and the General Directors of Immigration Services Conferences (GDISC).



The Agency will continue to invest in employee growth while maintaining staff well-being as a priority, supported by dedicated policies and initiatives. Equal attention will be given to promoting diversity and inclusion in the workplace, ensuring equal opportunities in recruitment and development. As an active member of the EUAN Working Group on Diversity and Inclusion, the Agency will continue to deliver training on cultural awareness, unconscious bias, and support for vulnerable groups to foster fair treatment across the Agency.

	2027 (planned)	2025 (actual)
Financial resources	No Title 3 provisions	No Title 3 provisions
Human resources	25 TA & 16 CA	17 TA & 18 CA
Estimates of quantifiable workload drivers	• Environmental improvement plan. • Human resources strategy implementation plan. • Implementation of the IT strategy and operation of ICT infrastructure, including support for approximately 2,000 end-user devices across the countries where the EUAA has a presence.	
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 (2027)		
• 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 (2027)		
• Increased collaboration and knowledge sharing with relevant stakeholders on sustainability best practices. • Improved environmental performance of the Agency. • Improved employee well-being.		



Indicators	Latest result	Target 2027	Data source
Extent to which the Agency's environmental management framework has been implemented	[NA]	60 % of the elements are fully or partially implemented	Annual management review tracker

2.4.3. Protection of fundamental rights

Overview of the activity

The Agency, with the support of the Fundamental Rights Officer, will further advance the implementation of its [Fundamental Rights Strategy 2024-2028](#) through its yearly action plans.

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, as well as 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.

	2027 (planned)	2025 (actual)
Financial resources	EUR 115,000 (3501 Protection of fundamental rights)	EUR 8,940 (3701 Protection of fundamental rights)
Human resources	3 TA & 1 CA	3 TA & 1 CA
Estimates of quantifiable workload drivers	Preparation and coordination of the draft 2028 action plan for the implementation of the Fundamental Rights Strategy 2024-2028.	

	• Biannual monitoring and reporting on the 2027 action plan for the implementation of the Fundamental Rights Strategy 2024-2028. • Complaints received via the complaints mechanism. • Consultations with the Fundamental Rights Officer on EUAA products, including training modules, prior to endorsement. • Consultations with the Fundamental Rights Officer on needs assessments, operational plans, and evaluations. • Eight on-site visits by the Fundamental Rights Officer (<i>actual number contingent upon the number of signed operational plans and the capacity to absorb the workload</i>). • Observations issued by the Fundamental Rights Officer following on-site visits and related replies from the Agency.		
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 (2027) • Adoption of the 2028 action plan for the implementation of the Fundamental Rights Strategy 2024-2028. • Biannual monitoring reports on the implementation of the 2027 action plan are produced. • Complaints received via the complaint’s mechanism are reviewed, acted upon and followed up. • Observation reports on operational activities are formally replied/responded to. • Timely consultations on fundamental rights provided. • Actionable observations from on-site visits are communicated to relevant internal stakeholders within one month of the visit.			
Expected results (2027) • Progress in implementing the Fundamental Rights Strategy 2024-2028 is effectively monitored and reported on. • Fundamental rights are respected in all the activities of the Agency.			
Indicators	Latest result	Target 2027	Data source
Percentage of observation reports on operational activities provided by the Fundamental Rights Officer to internal entities responded to	50 %	100 %	Internal report
Fulfilment of the annual action plan for the implementation of the Fundamental Rights Strategy 2024-2028	[NA]	Completion of at least 85 % of measures in	Internal report



Indicators	Latest result	Target 2027	Data source
		the annual action plan	

2.4.4. European and international cooperation

Overview of the activity

Strong relationships with Member States and key stakeholders such as the Commission, the European Parliament, the Council, the European External Action Service, EU agencies (both bilaterally⁹² as well as multilaterally through the EUAN and JHAAN), and international organisations are essential. The Agency will contribute to informing EU policy and legislative discussions on asylum and reception.

Where appropriate, cooperation with stakeholders is framed by the applicable cooperation instrument, such as working arrangements, exchanges of letters and cooperation plans.

Cooperation with civil society organisations is mainly channelled through the Consultative Forum, which serves as a mechanism for information exchange and knowledge sharing. The Consultative Forum contributes to various areas of the Agency's work, including through targeted exchanges within the CF Thematic Consultation groups on Country of Origin Information and Persons in a Vulnerable Situation, respectively. The Agency consults members of the Consultative Forum on key Agency documents⁹³ and participates in other civil society networks at EU and national level, including the consultative fora of relevant Justice and Home Affairs agencies. In addition, cooperation with CSOs may also take place through bilateral exchanges, as appropriate.

The Agency will consolidate the role of liaison officers in Member States and work towards the possible deployment of liaison officers 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;
- implement regional development and protection programmes (or similar).

⁹² The EUAA concluded working arrangements with the following agencies: Frontex, FRA, eu-LISA and CEPOL.

⁹³ Including the Agency's single programming document, the annual report on the situation of asylum in the EU, the Fundamental Rights Strategy, the code of conduct, the setting up of the complaints mechanism and the development of the EAC.

In this context, the Agency will continue supporting the Western Balkans, Türkiye and the Middle East and North Africa region.

To ensure continued support for protection efforts in North Africa, in November 2024, the EUAA launched a comprehensive Regional Protection Project for the Southern Neighbourhood. This ambitious five-year initiative is co-financed by a voluntary contribution of EUR 3 million from Denmark. Bilateral support to Egypt is continuing, including through funding from the NDICI under the contribution agreement between the Commission and the Agency, signed for the period November 2023 to October 2026, for which the Agency and the EU Delegation in Cairo are working on a one-year no-cost extension.

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 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. A Contribution Agreement has also been concluded for phase IV of the project (2027-2030).

As appropriate, in consultation with the Commission and Member States and subject to available resources, bilateral support may also be extended to other countries, with priority given, in line with the EUAA External Cooperation Strategy, to EU candidate countries. In this respect, discussions are underway with the EU Delegations in Ukraine and Moldova for three-year capacity-building projects under the Ukraine Facility and NDICI-Moldova Reform and Growth Facility respectively, to support capacity-building activities for Ukraine, which may then be complemented by Agency capacity-building support to Moldova.

Cooperation with third countries proceeds in line with the Team Europe approach⁹⁴. The Third Country Cooperation Network and its geographic working groups will support the coordination of the various stakeholders' 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.

	2027 (planned)	2025 (actual)
Financial resources	EUR 3,400,000 (3401 EU international cooperation) ⁹⁵	EUR 500,061 (3402 Cooperation with Stakeholders)

⁹⁴ 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.

⁹⁵ 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:



		(3401 Cooperation with Civil Society) (3203 External dimension – Third Country Support) ⁹⁶
Human resources	29 TA & 6 CA	26 TA & 6 CA
Estimates of quantifiable workload drivers	• Meetings and events with EU, national and international stakeholders requiring attendance, preparation or contributions. • Consultations with civil society organisations in the framework of the Consultative Forum. • Management of the Third Country Cooperation Network and organisation of five meetings of the network and its working groups. • Partner countries requiring Agency support. • EU policy developments requiring the Agency’s engagement, including in relation to the external dimension of the CEAS and the Pact. • Possible changes to the funding arrangements 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 (2027)		
• Continue strengthening cooperation, relations and responsiveness with the Agency’s closest partners, particularly with the Member States, as well as with key EU counterparts, such as the European Commission, the European Parliament, the Council of the EU and EU agencies in the field of Justice and Home Affairs. • Consolidate the deployment of liaison officers to Member States and, if resources permit, to 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.		

- Member State contributions, including Denmark voluntary and earmarked contributions to the EUAA Regional Protection Project for the Southern Neighbourhood (November 2024 – November 2029) and Czechia contribution to support translations
- 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), with one-year no-cost extension under discussion.
- EU (IPA) financed 'Regional Support to Protection-Sensitive Migration Management Systems in the Western Balkans' - phase III (February 2022 – December 2026) and phase IV (January 2027-December 2030)
- Possible additional funding pursuant to Contribution Agreements under discussion with the EU Delegations for Ukraine and Moldova.

⁹⁶ Ibidem.

- Implement existing working arrangements, cooperation plans and exchanges of letters with stakeholders, and conclude further cooperation 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 (2027)

- Maintain strong coordination and cooperation with stakeholders relevant to the Agency's mandate, including with regard to the implementation of the Pact on Migration and Asylum.
- Ensure activities are consistent and avoid duplication.
- Strengthen the Agency's recognition as a trusted counterpart, with its contributions actively sought in discussions relevant to its mandate.
- Ensure the Third Country Cooperation Network and related working groups function effectively.
- Continue consultation and cooperation with the Consultative Forum.

Indicators	Latest result	Target 2027	Data source
Number of stakeholder requests received in which the Agency is invited to contribute, e.g., to a seminar, conference, policy, technical or academic meeting	445	370	Internal records (stakeholder contact management)
Number of knowledge management tools/techniques, including in support of the Third Country Cooperation Network, under development, in place or updated	2	2	Operational/ administrative records, reports, business cases developed
Satisfaction of Member States in their interactions with the liaison officers to Member States	69 %	70 % of survey respondents satisfied	Survey held in 2026 to assess the early-stage functioning of LOs. The next survey will take place in 2028 to assess the consolidation of their role.



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 (2027)

- Provide capacity development to relevant administrations/authorities in the Western Balkans, Türkiye, Ukraine, Moldova, the Middle East and North Africa.
- Facilitate and encourage operational cooperation between EU+ countries and the administrations of the aforementioned countries and regions.
- Implement existing cooperation frameworks (roadmaps) and develop new ones, as appropriate, to support administrations in the aforementioned countries and regions and develop further cooperation frameworks, as appropriate.
- Continue the implementation of 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 Protection Programme for North Africa.
- Continue the implementation of the project funded under the NDICI to enhance the protection space for asylum seekers and refugees in Egypt.
- Complete the development and start the implementation of capacity-building projects for Ukraine and Moldova, co-funded respectively by the Ukraine Facility and NDICI-Moldova Reform and Growth Facility.
- Conduct and 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 (2027)

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

Indicators	Latest result	Target 2027	Data source
Percentage of planned activities implemented in the Western Balkans, Türkiye, and the Middle East and North Africa, as well as Ukraine and Moldova (subject to	[NA]	80 %	Operational and administrative records; periodical activity reports and final project reports

conclusion of corresponding Contribution Agreement)			sent to the Commission/EU Delegation (externally funded projects only)
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2.5. Key performance indicators for the Executive Director

In line with the European Commission guidelines⁹⁷, 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 divided into two categories: achievement of operational objectives (as reflected in the Agency's programming document) and management of financial and human resources.

A. Key performance indicators in relation to operational objectives

Indicators	Latest result	Target 2027	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	Target 2027	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

⁹⁷ Commission Staff Working Document: Guidelines on key performance indicators (KPI) for directors of EU decentralised Agencies (SWD(2015) 62 final, 13.3.2015).



Indicators	Latest result	Target 2027	Data source
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	Target 2027	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	Target 2027	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	Target 2027	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 procedures, not included in the plan

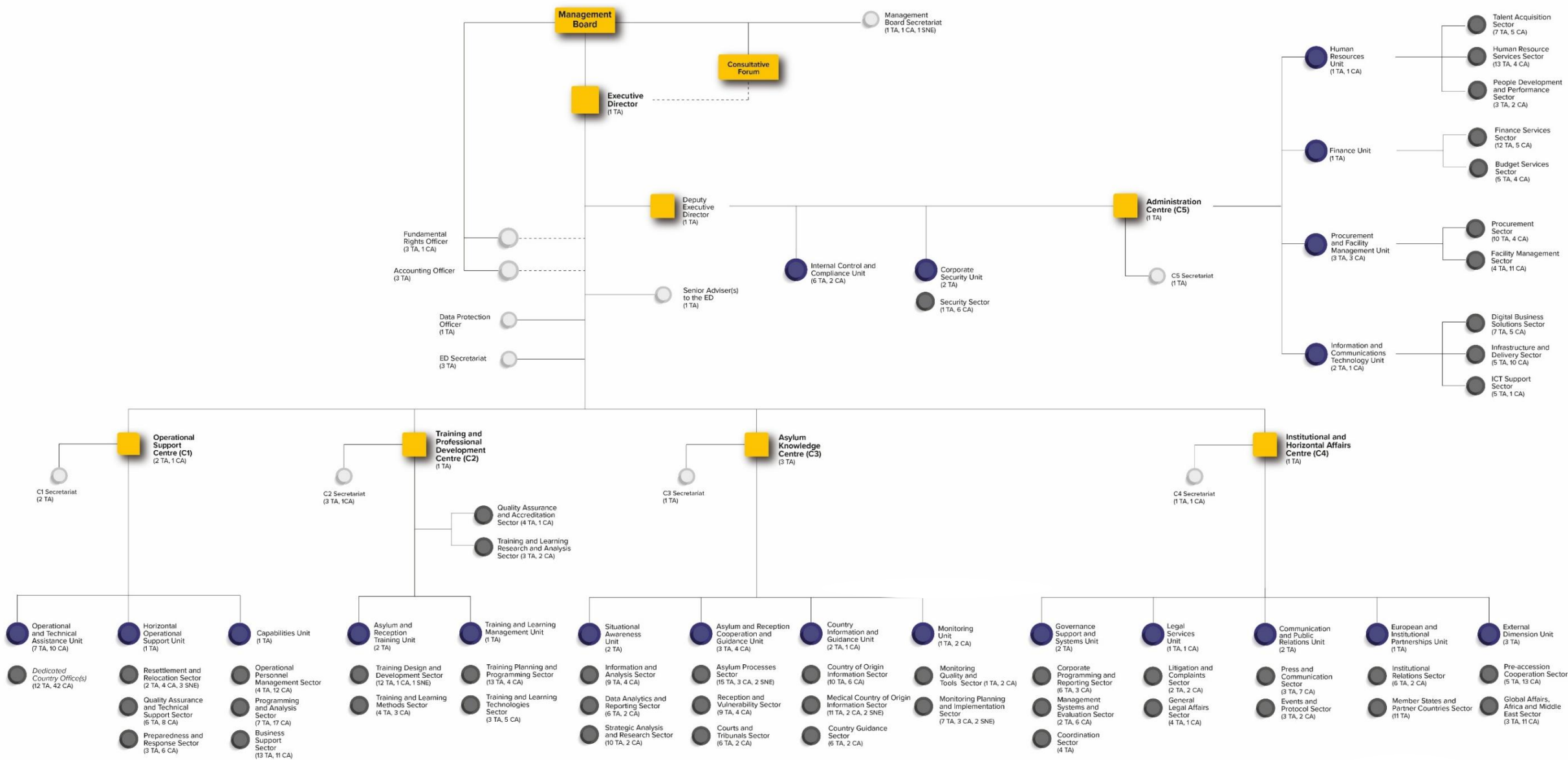


Annexes

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Annex I. Organisation chart

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 2027-2029⁹⁸

Activity ⁹⁹	2026			2027			2028			2029		
	TA	CA & SNE (FTE)	C1 allocated budget (EUR)	TA	CA & SNE (FTE)	C1 allocated budget (EUR)	TA	CA & SNE (FTE)	C1 allocated budget (EUR)	TA	CA & SNE (FTE)	C1 allocated budget (EUR)
Operational support	60	114¹⁰⁰	99,449,613	60	90	135,393,500	60	90	135,260,165	60	90	143,977,000
Operational and technical assistance	22	53 ¹⁰¹	89,368,613	22	43	117,893,000	22	43	109,884,000	22	43	116,966,000
Horizontal operational activities	12	21 ¹⁰²	3,459,000	12	15	10,500,000	12	15	18,319,000	12	15	19,499,000
Operational capabilities	26	40 ¹⁰³	6,622,000	26	32	7,000,000	26	32	7,057,165	26	32	7,512,000
Training and professional development	46	18	4,570,000	46	19	6,000,000	46	19	6,220,000	46	19	8,750,000
Design and development of the European Asylum Curriculum	22	6	2,909,050	22	7	3,600,000	22	7	3,630,000	22	7	4,712,000
Planning, programming and delivery of the EUAA's training	14	4	466,750	14	4	750,000	14	4	940,000	14	4	1,219,000
Training quality assurance framework and training monitoring and evaluation	7	3	785,700	7	3	650,000	7	3	895,00	7	3	1,802,000

⁹⁸ Budget estimates for 2028 and 2029 are indicative and without prejudice to the outcome of the negotiations on the next MFF.

⁹⁹ The breakdown of resources for the sub-activities is indicative. For 'Operational support', 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.

¹⁰⁰ Includes 29 short term contract agent posts (costed under Title 1).

¹⁰¹ Includes 11 short term contract agent posts (costed under Title 1).

¹⁰² Includes 6 short term contract agent posts (costed under Title 1).

¹⁰³ Includes 12 short term contract agent posts (costed under Title 1).

Activity ⁹⁹	2026			2027			2028			2029		
	TA	CA & SNE (FTE)	C1 allocated budget (EUR)	TA	CA & SNE (FTE)	C1 allocated budget (EUR)	TA	CA & SNE (FTE)	C1 allocated budget (EUR)	TA	CA & SNE (FTE)	C1 allocated budget (EUR)
Implementation of a user-centred learning technologies ecosystem	3	5	408,500	3	5	1,000,000	3	5	755,000	3	5	1,017,000
Asylum knowledge	102	45	9,235,000	102	49	10,751,966	102	49	9,004,495	102	49	11,296,000
Country information and guidance	30	13	2,018,500	30	14	3,730,000	30	14	2,811,000	30	14	3,269,000
Situational awareness	28	8	1,060,000	27	8	1,460,000	27	8	737,000	27	8	920000
Asylum and reception cooperation and guidance	35	15	5,721,500	34	15	4,475,000	34	15	4,911,000	34	15	6,363,000
Monitoring the operational and technical application of the CEAS	9	9	435,000	9	12	1,086,966	9	12	545,495	9	12	744,000
Digital innovation in asylum and reception systems	-	-	-	2	0	-	2	0	-	2	0	-
Horizontal activities	57	34	1,974,500	65	32	3,515,000	65	32	4,371,000	65	32	6,021,000
Communication and Public Relations ¹⁰⁴	8	9	-	8	9	-	8	9	-	8	9	-
Governance, corporate management and assurance	17	19	-	25	16	-	25	16	-	25	16	-
Protection of fundamental rights	3	1	54,500	3	1	115,000	3	1	86,000	3	1	116,000
European and international cooperation	29	5	1,920,000	29	6	3,400,000	29	6	4,285,000	29	6	5,905,000
EUAA grants	-	-		-	-	1,000,000	-	-	160,000	-	-	p.m.

¹⁰⁴ The activity 'Communication' is renamed 'Communication and Public Relations' from 2027 onwards.

Activity ⁹⁹	2026			2027			2028			2029		
	TA	CA & SNE (FTE)	C1 allocated budget (EUR)	TA	CA & SNE (FTE)	C1 allocated budget (EUR)	TA	CA & SNE (FTE)	C1 allocated budget (EUR)	TA	CA & SNE (FTE)	C1 allocated budget (EUR)
Non-administrative missions	-	-	2,645,500	-	-	2,697,000	-	-	3,231,000	-	-	4,185,000
Operational ICT expenditures	-	-	-	-	-	1,752,500	-	-	4,295,340	-	-	3,941,000
Total operational (Title 3)	265	211	117,874,613	273	190	161,109,966	273	190	162,542,000	273	190	178,170,000
Resources allocated to governance, administrative and other horizontal activities (Title 1, Title 2)	106	61 ¹⁰⁵	91,143,000	98	56	105,688,000	98	56	117,458,000	98	56	121,710,000
Total EU subsidy	371	272	209,017,613	371	246	266,797,966	371	246	280,000,000	371	246	299,880,000
Ad hoc grants (external assigned revenue) ¹⁰⁶	-	21	p.m. ¹⁰⁷	-	22	p.m.	-	22	p.m.	-	22	p.m.
Total (EU subsidy + external assigned revenue)	371	293¹⁰⁸	209,017,613	371	268	266,797,966	371	268	280,000,000	371	268	299,880,000

¹⁰⁵ Includes 11 short term contract agent posts (costed under Title 1).

¹⁰⁶ The total number of contract agents under the Contribution Agreements may increase depending on the signature of the Contribution Agreements under the Ukraine Facility and the NDICI-Moldova Reform and Growth Facility. For 2027, the figures may also be affected by the possible no-cost extension of the NDICI-funded project supporting Egypt.

¹⁰⁷ 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.

¹⁰⁸ Includes 40 short term contract agent posts being phased out by the end of 2026 (costed under Title 1).

Annex III. Financial resources 2027–2029¹⁰⁹

In accordance with Article 52(3) and (4) of the EUAA Regulation, the revenue and resources of the Agency comprise:

- a contribution from the Union entered in the general budget of the EU;
- any voluntary financial contribution from Member States;
- any contribution from 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 the provisions of the relevant instruments supporting the policies of the Union;
- charges for publications and any service provided by the Agency; however, no such charges are currently applied in practice.

The expenditure of the Agency covers staff remuneration, administrative and infrastructure expenses, and operating expenditure. It 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

This annex presents estimates of revenues and expenditures for the years 2027, 2028 and 2029. The revenue and expenditure items listed below correspond to the official budget structure of the Agency, as adopted by the Management Board.

The allocation of the overall 2027 annual budget across items of expenditures is provisional and may be subject to change prior to its final adoption by the Management Board, following definitive adoption of the EU general budget.

In accordance with Article 53(8) of the EUAA Regulation, the Agency's budget is adopted by the Management Board, becomes final following the definitive adoption of the general budget of the EU and, where necessary, is adjusted accordingly.

¹⁰⁹ Budget estimates for 2028 and 2029 are indicative and without prejudice to the outcome of the negotiations on the next MFF.



Once this Single Programming Document, particularly Annex III, is adopted, the estimates for 2027 will constitute the budget of the Agency in accordance with Article 53(8) and within the meaning of Title III of the Agency's Financial Regulation.

Table 7. Revenue

General revenues

Revenues	2026	2027
	Estimated by the Agency (EUR)	Budget forecast (EUR)
EU contribution	213,017,613	266,797,966
Other revenue	p.m.	p.m.
Total	213,017,613	266,797,966

Revenues	General revenues						
	Executed 2025 (EUR)	Estimated by the Agency 2026 (EUR)	2027		VAR 2027/2026 (%)	Envisaged 2028 (EUR)	Envisaged 2029 (EUR)
			Agency request (EUR)	Budget forecast (EUR)			
1. Revenue from fees and charges		0	0	0		0	0
2. EU contribution	194,737,310	213,017,613	266,797,966	266,797,966	125 %	280,000,000	299,880,000
- of which assigned revenues deriving from previous years' surpluses		p.m.	p.m.	p.m.		p.m.	p.m.
3. Third countries contribution (incl. EEA/EFTA and candidate countries)	9,591,617	p.m.	p.m.	p.m.		p.m.	p.m.
- of which EEA/EFTA (excl. Switzerland)	3,447,616	p.m.	p.m.	p.m.		p.m.	p.m.
- of which candidate countries		p.m.	p.m.	p.m.		p.m.	p.m.

Revenues	General revenues						
	Executed 2025 (EUR)	Estimated by the Agency 2026 (EUR)	2027		VAR 2027/2026 (%)	Envisaged 2028 (EUR)	Envisaged 2029 (EUR)
			Agency request (EUR)	Budget forecast (EUR)			
4. Other contributions	6,362,782	p.m.¹¹⁰	p.m.	p.m.		p.m.	p.m.
<i>Subsidy from the European Commission activities for MENA countries</i>	<i>171,377</i>	<i>p.m.</i>	<i>p.m.</i>	<i>p.m.</i>		<i>p.m.</i>	<i>p.m.</i>
<i>Subsidy from the European Commission – activities for the Western Balkans</i>	<i>6,183,216</i>	<i>p.m.</i>	<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>	<i>p.m.</i>
<i>Subsidy from the European Commission (DG HOME) - Emergency Assistance (EMAS) grant scheme under the Asylum, Migration and Integration Fund (AMIF)</i>		<i>p.m.</i>	<i>p.m.</i>	<i>p.m.</i>		<i>p.m.</i>	<i>p.m.</i>
<i>Member States' contributions</i>	<i>8,189¹¹¹</i>	<i>p.m.</i>	<i>p.m.</i>	<i>p.m.</i>	.	<i>p.m.</i>	<i>p.m.</i>
5. Administrative operations	1,158,705	p.m.	p.m.	p.m.		p.m.	p.m.
<i>Revenue accruing from investments or loans granted, bank and other interest</i>	<i>1,158,705</i>	<i>p.m.</i>	<i>p.m.</i>	<i>p.m.</i>		<i>p.m.</i>	<i>p.m.</i>
Total	211,850,414	213,017,613	266,797,966	266,797,966	125 %	280,000,000	299,880,000

¹¹⁰ 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.

¹¹¹ Including amounts of accrued interests collected in 2025 (EUR 34,088) and 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	2026	2027
	Estimated by the Agency (EUR)	Budget forecast (EUR)
Total	p.m.	p.m.

Revenues	Additional EU funding: grant, contribution and service-level agreements						
	Executed 2025 (EUR)	Estimated by the Agency 2026 (EUR)	2027		VAR 2027/2026 (%)	Envisaged 2028 (EUR)	Envisaged 2029 (EUR)
			Agency request (EUR)	Budget forecast (EUR)			
Additional EU funding stemming from grants (FFR Art. 7)		p.m.	p.m.	p.m.		p.m.	p.m.
Additional EU funding stemming from contribution agreements (FFR Art. 7)	6,354,593	p.m.	p.m.	p.m.		p.m.	p.m.
Additional EU funding stemming from service level agreements (FFR Art. 43.2)		p.m.	p.m.	p.m.		p.m.	p.m.
Total	6,354,593	p.m.	p.m.	p.m.		p.m.	p.m.

Table 8: Expenditure

Expenditure EU subsidy	2026		2027	
	Commitment appropriations (EUR)	Payment appropriations (EUR)	Commitment appropriations (EUR)	Payment appropriations (EUR)
Title 1 – Staff expenditure	65,528,000	65,528,000	73,013,000	73,013,000
Title 2 – Infrastructure and operating expenditure	25,615,000	25,615,000	32,675,000	32,675,000
Title 3 – Operational expenditure	117,874,613	121,874,613	161,109,966	161,109,966
Total	209,017,613	213,017,613	266,797,966	266,797,966

Expenditure	Commitment appropriations						
	Executed budget 2025 (EUR)	Budget 2026 (EUR)	Draft budget 2027		% VAR 2027/2026	Envisaged 2028 (EUR)	Envisaged 2029 (EUR)
			Agency request (EUR)	Budget forecast (EUR)			
Title 1 - Staff expenditure	63,800,359	65,528,000	73,013,000		111%	82,764,000	85,575,000
11 Salaries & allowances	49,994,063	51,042,000	58,717,000		115%	66,292,000	68,264,000
12 Expenditure relating to staff recruitment	135,939	130,000	178,000		137%	149,000	156,000
13 Mission expenses / administrative mission expenses	2,650,000	240,000	403,000		168%	512,000	512,000
14 Socio-medical infrastructure	4,863,353	4,449,000	5,430,000		122%	5,833,000	6,074,000
15 Training	1,072,062	1,435,000	815,000		57%	825,000	963,000
16 External services	5,082,627	8,217,000	7,450,000		91%	9,133,000	9,586,000
17 Receptions, events and representation / representation expenditure	2,315	15,000	20,000		133%	20,000	20,000
Title 2 - Infrastructure and operating expenditure	22,724,158	25,615,000	32,675,000		128%	34,694,000	36,135,000
21 Rental of buildings and associated costs / building expenditure and security	9,553,498	9,592,000	12,295,000		128%	12,770,000	13,199,000
22 Information, communication technology and data processing / administrative information technology	11,030,280	11,924,000	15,510,000		130%	15,942,000	16,740,000
23 Current administrative expenditure	2,140,380	4,099,000	4,870,000		119%	5,982,000	6,196,000
Title 3 - Operational expenditure	102,720,483	117,874,613	161,109,966		137%¹¹²	162,542,000	178,170,000
31 Information, analysis and knowledge development	2,580,176	3,078,500					
31 Asylum Knowledge			10,751,966			9,004,495	11,296,000

¹¹² Due to the changes in the budget structure in title 3 as of 2027, the comparison between 2026 and 2027 is feasible at the title level only.

Expenditure	Commitment appropriations						
	Executed budget 2025 (EUR)	Budget 2026 (EUR)	Draft budget 2027		% VAR 2027/2026	Envisaged 2028 (EUR)	Envisaged 2029 (EUR)
			Agency request (EUR)	Budget forecast (EUR)			
32 Support for Member States practical cooperation	11,461,216	11,971,500					
32 Training and professional development			6,000,000			6,220,000	8,750,000
33 Operational support	88,344,579	99,449,613	135,393,500			135,260,165	143,977,000
34 Cooperation with civil society and stakeholders / cooperation with stakeholders including civil society	135,455	240,000					
34 EU and international cooperation			3,400,000			4,285,000	5,905,000
35 EUAA monitoring of application of the CEAS	140,523	435,000					
p35 Horizontal activities			5,564,500			7,772,340	8,242,000
36 Other operational activities	0	p.m.	p.m.			p.m.	p.m.
37 Protection of fundamental rights	8,940	54,500					
38 EUAA grants	49,594	0					
39 Non-administrative missions		2,645,500					
Title 4 - Participation in external projects (R0)	5,605,495	p.m.	p.m.			p.m.	p.m.
41 Other external projects (R0)	5,605,495	p.m. ¹¹³	p.m.			p.m.	p.m.
Total	194,850,495	209,017,613	266,797,966		128%	280,000,000	299,880,000

¹¹³ 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.

Expenditure	Payment appropriations						
	Executed budget 2025 (EUR)	Budget 2026 (EUR)	Draft budget 2027		% VAR 2027/2026	Envisaged 2028 (EUR)	Envisaged 2029 (EUR)
			Agency request (EUR)	Budget forecast (EUR)			
Title 1 - Staff expenditure	62,171,638	65,528,000	73,013,000		111%	82,764,000	85,575,000
11 Salaries & allowances / staff expenditure	49,994,063	51,042,000	58,717,000		106%	66,292,000	68,264,000
12 Expenditure relating to staff recruitment	126,704	130,000	178,000		70%	149,000	156,000
13 Mission expenses / Administrative mission expenses	2,095,267	240,000	403,000		168%	512,000	512,000
14 Socio-medical infrastructure	4,816,425	4,449,000	5,430,000		119%	5,833,000	6,074,000
15 Training	797,815	1,435,000	815,000		102%	825,000	963,000
16 External services	4,339,049	8,217,000	7,450,000		182%	9,133,000	9,586,000
17 Receptions, events and representation / Representation expenditure	2,315	15,000	20,000		100%	20,000	20,000
Title 2 - Infrastructure and operating expenditure	18,631,015	25,615,000	32,675,000		128%	34,694,000	36,135,000
21 Rental of buildings and associated costs / Building expenditure and security	8,180,286	9,592,000	12,295,000		119%	12,770,000	13,199,000
22 Information, communication technology and data processing / Administrative information technology	8,780,849	11,924,000	15,510,000		129%	15,942,000	16,740,000
23 Current administrative expenditure	1,669,880	4,099,000	4,870,000		151%	5,982,000	6,196,000
Title 3 - Operational expenditure	100,061,988	121,874,613	161,109,966		118%¹¹⁴	162,542,000	178,170,000
31 Information, Analysis and Knowledge Development	2,382,229	3,096,600					
31 Asylum knowledge			10,751,966			9,004,495	11,296,000
32 Support for Member States practical cooperation	11,187,096	13,192,000					
32 Training and professional development			6,000,000			6,220,000	8,750,000

¹¹⁴ Due to the changes in the budget structure in title 3 as of 2027, the comparison between 2026 and 2027 is feasible at the title level only.

Expenditure	Payment appropriations						
	Executed budget 2025 (EUR)	Budget 2026 (EUR)	Draft budget 2027		% VAR 2027/2026	Envisaged 2028 (EUR)	Envisaged 2029 (EUR)
33 Operational support	86,215,490	102,233,713	135,393,500			135,260,165	143,977,000
34 Cooperation with civil society and stakeholders/ Cooperation with civil society and stakeholders including civil society	133,355	241,000					
34 EU and international cooperation			3,400,000			4,285,000	5,905,000
35 EUAA Monitoring of application of the CEAS	112,866	386,000				0	0
35 Horizontal activities			5,564,500			7,772,340	8,242,000
36 Other Operational activities	0	p.m.	p.m.			p.m.	p.m.
37 Protection of fundamental rights	1,194	60,000					
38 EUAA Grants	29,758	19,800					
39 Non administrative missions		2,645,500					
Title 4 - Participation in external projects (R0)	1,972,096	p.m.	p.m.			p.m.	p.m.
41 Other external projects (R0)	1,972,096	p.m. ¹¹⁵	p.m.			p.m.	p.m.
Total	182,836,737	213,017,613	266,797,966		117%	280,000,000	299,880,000

¹¹⁵ 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 9. Budget outturn and cancellation of appropriations 2022-2024

Budget outturn	2022 (EUR)	2023 (EUR)	2024 (EUR)
Revenue actually received (+)	174,779,498	187,587,231	185,480,820
Payments made (-)	- 149,314,890	- 161,180,229	-166,889,788
Carry-over of appropriations (-)	- 40,626,790	- 56,518,035	-65,345,771
Cancellation of appropriations carried over (+)	1,050,390	858,339	644,680
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	26,693,967	34,832,969	49,672,496
Exchange rate differences (+/-)	- 5,521	6,277	-57,773
Adjustment for negative balance from previous year (-)	0.00	0.00	0.00
Total	12,576,654	5,586,553	3,504,664

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 IPA and the NDICI 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 2025 to 2026 is EUR 36.08 million in commitment appropriations and EUR 5.72 million in payment appropriations. Out of the EUR 36.08 million carried over in commitment appropriations, EUR 30.36 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 30.36 million carried over to 2026, the amount of EUR 13.63 million was still carried over from 2024.

Commitment appropriations amounting to EUR 2.49million were cancelled in 2025, which represents 1.30 % of the budgeted (C1) commitment appropriations. Payment appropriations amounting to EUR 8.15 million were cancelled in 2025, which represents 4.19 % of the budgeted (C1) payment appropriations.

Annex IV. Human resources – quantitative

Staff population and its evolution: overview of all staff categories

For the purposes of this Annex, ‘actually filled’ posts are all non-vacant posts, including those for which offers have been made.

A. Statutory staff and seconded national experts

Staff	2025			2026	2027	2028	2029
Establishment plan posts	Authorised staff	Actually filled as of 31/12/2025	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	243	224	92.18%	243	243	245 ¹¹⁶	245
Assistants (AST)	128	121	94.53%	128	128	126	126
Assistants/Secretaries and clerks (AST/SC)	0	0	0	0	0	0	0
Total establishment plan posts	371	345	92.99%	371	371	371	371

In 2024, the Budgetary Authority allocated an additional 100 contract agents to the Agency, to be phased in over the period 2025–2027 (2025: 75, 2026: 13, 2027: 12), in recognition of the impact of the Pact on its work. This allocation runs in parallel with the phasing out of the 90 short-term contract agent posts authorised in response to the Russian war of aggression against Ukraine, which are scheduled to be fully phased out by the end of 2026.

In addition, the Agency requested five additional SNEs from 2026 onwards to increase expertise and facilitate cooperation with Member States. The Commission supported two of the five requested posts for 2027, subject to the adoption of the EU budget for 2027.

¹¹⁶ Two cost-neutral AST posts upgraded to AD posts to strengthen the Agency’s expert capacity.

External Staff	FTE corresponding to authorised budget 2025	Executed FTE as of 31/12/2025	Execution rate %	Headcount ¹¹⁷ as of 31/12/2025	FTE corresponding to authorised budget 2026	Envisaged FTE 2027	Envisaged FTE 2028	Envisaged FTE 2029
Contract agents (CA) ¹¹⁸	208	116.31	55.92%	176	221	233	233	233
Seconded national experts (SNE)	11	5.42	49.27%	8	11	13	13	13
Total CAs and SNEs	219	121.73	55.58%	184	232	246	246	246
Total temporary agents, CAs and SNEs	590	466.73	79.11%	529	603	617	617	617
Short-term contract agents (CA)	60 ¹¹⁹	30.95	51.58%	34	40 ¹²⁰	0 ¹²¹	0	0
Total staff	650	497.68	76.57	563	643	617	617	617

¹¹⁷ Figures include accepted and offered posts.

¹¹⁸ The Agency is receiving 100 contract agent posts over a period of three years (2025: 75, 2026: 13, 2027: 12).

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	2026	2027	2028	2029
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract agents funded under contribution agreements ¹²²	21	22	22	22
Seconded national experts (SNE)	-	-	-	-
Total	21	22	22	22

C. Other human resources

Structural service providers¹²³

	Actually in place as of 31/12/2025
Security (EUAA headquarters)	30 ¹²⁴
ICT	18
Facilities	8
Other	N/A

Interim workers

Actually in place as of 31/12/2025	Total FTEs in 2025
698	645.11

External remunerated experts

Actually in place as of 31/12/2025
498

Trainees

Actually in place as of 31/12/2025
17

¹²² 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.

¹²⁴ These comprise the permanent security guards assigned exclusively to the EUAA under the framework contract, working in three shifts at the HQ and Trident offices. Relief security personnel provided by the contractor to cover absences are not included

**Table 11. Multi-annual staff policy plan 2027-2029**

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

Function group and grade	2025				2026		2027		2028		2029	
	Authorised budget		Actually filled as of 31/12/2025		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	4	0	4	0	5	0	5	0	6	0	6
AD 12	0	8	0	8	0	10	0	12	0	13	0	14
AD 11	0	4	0	3	0	7	0	10	0	12	0	14
AD 10	0	21	0	19	0	24	0	26	0	28	0	30
AD 9	0	35	0	27	0	43	0	47	0	52	0	55
AD 8	0	67	0	63	0	62	0	60	0	57	0	55
AD 7	0	71	0	68	0	70	0	70	0	66	0	62
AD 6	0	22	0	22	0	17	0	12	0	10	0	8
AD 5	0	10	0	9	0	4	0	0	0	0	0	0
AD total	0	243	0	224	0	243	0	243	0	245¹²⁵	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	2	0	2	0	3	0	3
AST 6	0	8	0	7	0	13	0	13	0	15	0	15
AST 5	0	30	0	29	0	35	0	37	0	37	0	40

¹²⁵ 2 cost-neutral AST posts upgraded to AD posts to strengthen the Agency's expert capacity.

Function group and grade	2025				2026		2027		2028		2029	
	Authorised budget		Actually filled as of 31/12/2025		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts (PP)	Temporary posts (TP)	PP	TP	PP	TP	PP	TP	PP	TP	PP	TP
AST 4	0	60	0	56	0	52	0	52	0	50	0	50
AST 3	0	30	0	29	0	26	0	24	0	21	0	18
AST 2	0	0	0	0	0	0	0	0	0	0	0	0
AST 1	0	0	0	0	0	0	0	0	0	0	0	0
AST total	0	128	0	121	0	128	0	128	0	126	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	345	0	371	0	371	0	371	0	371
Total	371		345		371		371		371		371	



External personnel

Contract agents	FTE corresponding to authorised budget 2025	Executed FTE as of 31/12/2025	Headcount ¹²⁶ as of 31/12/2025	FTE corresponding to authorised budget 2026	FTE corresponding to authorised budget 2027	FTE corresponding to authorised budget 2028	FTE corresponding to authorised budget 2029
Function group IV	149	72.61	126	171	183	185	185
Function group III	43	34.70	39	40	40	40	40
Function group II	16	9	11	10	10	8	8
Function group I	0	0	0	0	0	0	0
Total	208	116.31	176	221	233	233	233
Seconded national experts							
Total	11	5.42	8	11	13	13	13
Short-term operational contract agents							
Function group IV	40	18.24	21	26	0	0	0
Function group III	18	11.71	12	12	0	0	0
Function group II	2	1	1	2	0	0	0
Function group I	0	0	0	0	0	0	0
Total	60¹²⁷	30.95	34	40¹²⁸	0	0	0
Contract agents funded under Contribution Agreements							
Function group IV	12	6.91	10	13	15	15	15
Function group III	8	5.75	8	8	7	7	7
Function group II	0	0	0	0	0	0	0
Function group I	0	0	0	0	0	0	0
Total¹²⁹	20	12.66	18	21	22	22	22

¹²⁶ Figures include accepted and offered posts.

¹²⁷ Total 60 FTEs envisaged throughout 2025.

¹²⁸ A total of 40 short-term contract agent posts authorised for 2026, to be phased out by the end of the year.

¹²⁹ The total number of contract agents under Contribution Agreements may increase depending on the signature of Contribution Agreements 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 until 31 October 2027. Specifically, up to 7

Table 12. Recruitment forecasts for 2027 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 (temporary agent (TA) or contract agent (CA))		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	1	-	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)	3	-	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)	1	-	-	-	III
Assistants (contract agents)	-	-	-	-	II
Seconded national experts	-	-	-	-	-

Number of inter-agency mobility in **2026** from and to the Agency:

To EUAA (incoming)		From EUAA (outgoing)	
TA	CA	TA	CA
3	4	12	4

additional FG IV and 2 additional FG III contract agents may be recruited in 2026 under the three-year projects envisaged under the Ukraine Facility and the NDICI-Moldova Reform and Growth Facility, while 1 FG IV and 2 FG III contract agents could be retained in 2027 for support to Egypt.



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

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 temporary agents¹³⁰

Grades	Average seniority in the grade among reclassified staff						
	2021	2022	2023	2024	2025	Actual average over 5 years	Average over 5 years (according to Decision C(2015)9563)*
AD 5	2.50	3.05	2.88	3.36	3.77	3.11	2.8
AD 6	2.38	2.59	2.86	3.49	3.93	3.05	2.8
AD 7	2.10	5.45	3.58	4.65	3.69	3.89	2.8
AD 8	3.23	3.08	4.91	4.02	6.33	4.31	3.0
AD 9	4.00	-	-	-	p.m.	4.00	4.0
AD 10	-	-	-	-	p.m.	p.m.	4.0
AD 11	2.00	-	-	-	p.m.	2.00	4.0
AD 12	-	-	-	-	7.92	7.92	6.7
AD 13	-	-	-	-	p.m.	p.m.	6.7
AST 1	2.00	2.08	3.21	3.29	p.m.	2.12	3.0
AST 2	-	-	-	2.00	p.m.	2.00	3.0
AST 3	2.30	3.75	2.96	3.64	4.37	3.40	3.0
AST 4	2.15	2.69	3.02	3.88	5.13	3.37	3.0
AST 5	2.79	-	-	-	p.m.	2.79	4.0
AST 6	-	-	-	-	p.m.	p.m.	4.0
AST 7	-	-	-	-	p.m.	p.m.	4.0
AST 8	-	-	-	-	p.m.	p.m.	4.0
AST 9	-	-	-	-	p.m.	p.m.	-
AST 10 (senior assistant)	-	-	-	-	p.m.	p.m.	5.0

* The evolution of reclassification averages demonstrates a progressive alignment with the average guiding seniority per grade, as outlined in the Commission Decision.

¹³⁰ The reclassification exercise covers grades up to and including AD 13, in accordance with the Agency's general implementing provisions for Article 54 of the CEOS.

**Table 14: Reclassification of contract agents**

Function group	Grade	Staff in activity at 1/1/2024	How many staff members were reclassified in 2025	Average number of years in grade of reclassified staff members	Average over 5 years (according to Decision C(2015)9563)
IV	17	2	0	p.m.	Between 6 and 10 years
	16	10	1	5.26	Between 5 and 7 years
	15	22	2	4.50	Between 4 and 6 years
	14	69	5	3.85	Between 3 and 5 years
	13	7	0	p.m.	Between 3 and 5 years
III	12	-	0	p.m.	-
	11	2	0	p.m.	Between 6 and 10 years
	10	24	0	p.m.	Between 5 and 7 years
	9	36	0	p.m.	Between 4 and 6 years
	8	3	0	p.m.	Between 3 and 5 years
II	7	-	0	p.m.	-
	6	4	0	p.m.	Between 6 and 10 years
	5	16	0	p.m.	Between 5 and 7 years
	4	-	0	p.m.	Between 3 and 5 years
I	3	-	0	p.m.	-
	2	-	0	p.m.	Between 6 and 10 years
	1	-	0	p.m.	Between 3 and 5 years
Total		195	8		

C. Gender representation

Diversity and inclusion are integral components of the Agency's Human Resource Strategy adopted in December 2023. The Strategy affirms that: *'The Agency promotes diversity and inclusion in the workplace and throughout the recruitment process. (...) Ad hoc measures will be put in place to encourage the recruitment of candidates with disabilities.'*

The action plan 2024–2028 to implement the Strategy outlines a range of initiatives, from attracting a diverse talent pool to fostering an inclusive and supportive organisational culture. These measures aim to embed diversity and inclusion at every level of the Agency's operations.

The impact of the Agency's efforts is emerging. As of the end of 2025, the gender gap in management has significantly narrowed over the past five years. The current management team comprises 10 women and 12 men, marking meaningful progress toward gender balance.

Table 15. Gender representation of statutory staff (temporary agents and contract agents) as of 31/12/2025¹³¹

Gender and Level		Officials		Temporary agents		Contract agents		Grand total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level (AD/function group IV)	-	-	131	25.14%	82	15.74%	213	40.88%
	Assistant level (AST, AST/SC or function group II and III)	-	-	87	16.70%	26	4.99%	113	21.69%
	Total	-	-	218	41.84%	108	20.73%	326	62.57%
Male	Administrator level (AD/function group IV)	-	-	93	17.85%	44	8.45%	137	26.30%
	Assistant level (AST, AST/SC or function group II and III)	-	-	34	6.53%	24	4.61%	58	11.13%
	Total	-	-	127	24.38%	68	13.05%	195	37.43%
Total		-	-	345	66.22%	176	33.78%	521	100%

Table 16. Five-year evolution of gender representation in middle and senior management¹³²

Gender	2021		2025	
	Number	%	Number	%
Female managers	2	20	10	45.45%
Male managers	8	80	12	54.55%

¹³¹ Filled/accepted/offered temporary agent and contract agent posts.

¹³² Staff who are defined as middle managers by the applicable general implementing provisions on middle management.



D. Geographical balance

Table 17. Geographical balance of statutory staff (temporary agents and contract agents) as of 31/12/2025¹³³

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	1.43%	1	0.58%	6	1.15%
BE	20	5.71%	1	0.58%	21	4.03%
BG	6	1.71%	3	1.75%	9	1.73%
CH	2	0.57%	0	0.00%	2	0.38%
CY	2	0.57%	2	1.17%	4	0.77%
CZ	4	1.14%	1	0.58%	5	0.96%
DE	6	1.71%	2	1.17%	8	1.54%
EE	1	0.29%	1	0.58%	2	0.38%
EL	72	20.57%	38	22.23%	110	21.12%
ES	12	3.43%	13	7.60%	25	4.80%
FI	4	1.14%	0	0.00%	4	0.77%
FR	19	5.43%	9	5.26%	28	5.37%
HR	1	0.29%	4	2.34%	5	0.96%
HU	4	1.14%	6	3.51%	10	1.92%
IE	4	1.14%	1	0.58%	5	0.96%
IT	108	30.86%	37	21.65%	145	27.83%
LT	4	1.14%	3	1.75%	7	1.34%
LV	1	0.29%	1	0.58%	2	0.38%
MT	24	6.86%	18	10.54%	42	8.06%
NL	8	2.29%	2	1.17%	10	1.92%
NO	0	0.00%	0	0.00%	0	0.00%
PL	10	2.86%	10	5.86%	20	3.84%
PT	6	1.71%	4	2.34%	10	1.92%
RO	8	2.29%	9	5.26%	17	3.26%
SE	8	2.29%	1	0.58%	9	1.73%
SI	5	1.43%	2	1.17%	7	1.34%
SK	4	1.14%	2	1.17%	6	1.15%
UK	2	0.57%	0	0.00%	2	0.38%
Total	350	100%	171	100%	521	100%

¹³³ Filled/accepted/offered temporary agent and contract agent posts.

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

Most represented nationality	2021		2025	
	Number	%	Number	% ¹³⁴
Italian	112	25.34	145	27.83%

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	<i>Status as of June 2026:</i> The Agency has over 128 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			
	Austria	2	Malta	57
	Belgium	1		
	Cyprus	13	Poland	2
	Greece	18	Spain	9
	Italy	26	Total	128
Description of any other solutions or actions in place	<i>Status as of June 2026:</i> Except for Belgium (Brussels) and Austria (Vienna), there are no European Schools or accredited European Schools of type I or II in Malta or in the other countries where the Agency’s staff work. As a compensatory measure, the Management Board adopted two decisions in 2016 granting staff in all affected locations access to free education, including at pre-primary level. Staff are free to choose pre-primary, primary or secondary educational establishments that best meet their needs. Where no prior agreement exists, the Agency’s administration undertakes the necessary legal steps to establish agreements with the selected schools. The Agency fully covers all eligible education costs.			

¹³⁴ Percentage based on the total statutory staff (temporary agents and contract agents) reported in Table 17 of this Annex.



Annex VI. Environment management

Since May 2024 when the Agency committed to the EU Agencies Network's charter on the reduction of greenhouse gas emissions and responsible environmental management, work has been ongoing to deliver on the objectives in the charter. The primary objective is to reduce the EUAA's greenhouse gas emissions by 2030 – the target year set by the Commission in its implementation of the European Green Deal, and improve the Agency's environmental performance and sustainability.

Building on past efforts, new milestones were achieved in 2025-2026 with the adoption of an environmental policy and management framework inspired by the ISO 14001 standard for environmental management systems, a methodology for calculation of greenhouse gas emissions, and a provisional list of measures to be considered for implementation by 2030 subject to assessment of their feasibility. The Agency's environmental legal register was updated, and a compliance check was completed successfully.

In 2027, the Agency plans to proceed with the following tasks:

- implementing the environmental management framework;
- monitoring achievement of the objectives set out in the environmental policy;
- collecting and validating environmental data for 2026 and calculating greenhouse gas emissions for 2026 using the Agency's methodology;
- implementing agreed initiatives and measures to be delivered in 2027 towards achievement of set targets by 2030;
- updating the legal register, if required, ensuring legal compliance and addressing residual gaps and corrective measures;
- measuring, monitoring and reporting on achievement of set targets in line with the established framework; and
- conducting an annual self-assessment and a senior management review of environmental management performance.

The initial scope of the EUAA's sustainability efforts is intended to cover the Agency's current headquarters sites in Malta and will take into account local constraints to a 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 have created new demands for travel (e.g. liaison officers in EU Member States, on-site visits by the Fundamental Rights Officer and for monitoring the application of the CEAS).

Other constraints such as the headquarters buildings' age and potential for upgrades and retrofitting will be considered. The need for planning and building owner's permission and cost and value for money elements 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: Building Policy

The following table sets out the EUAA’s building policy as of May 2026. The policy was prepared in accordance with Article 272 of Regulation (EU, Euratom) 2024/2509 on the financial rules applicable to the general budget of the Union (recast) and Article 110 of the Agency’s Financial Regulation. In line with these provisions, it was submitted to the European Parliament and the Council by the legal deadline of 1 June 2026.

The building policy covers the Agency’s headquarters in Malta, as well as its operational offices, liaison offices and co-location arrangements in other locations. For each location, key information is provided, inter alia, on the surface area occupied and the related expenditure.

No.	Building name and type	Location	Surface area (in m²)			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	Conditions attached to break-out clause	
1	EUAA Headquarters (compound comprising three buildings)	MTC Block Winemakers Wharf, Grand Harbour, Valletta MRS 1917, Malta	9,210.04	3,082.82	12,292.86	2,399,828	Until 12/10/2027 (extendable). Renewal terms for a period of 3 years each. EUAA requested a 3-year extension on 09/04/2026.	Lease agreement (Seat Agreement)	N		Malta (support)
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	2,017	142	2,159	584,578	Until 23/06/2031 (extendable). The renewal terms are ‘di rispetto’.	Lease agreement	Y	Lease is automatically renewed two times for two years each. Termination in writing by mail or email is sent by one Party and received by the other Party at the latest 6 months before the end of term.	Malta (-)
3	Brussels Liaison Office	Rue Guimard 7, 1040 Brussels, Belgium	292	-	292	73,767	31/12/2033 The office has been in this location since 1 January 2025. SLA between EIT and EUAA was signed on 18 December 2024, while the contract between EIT and the landlord was signed on 20 December 2024. The Agency started paying rent to EIT from 1 January 2025.	Service Level Agreement	Y	Each party has the right to terminate the present by a formal notice sent to the other party at least 7 months before the end of the period in question.	Belgium (-)
4	Operational office in Rome, Italy	1st floor, Via della Cordonata, 7, 00187, Rome RM, Italy	825	351	1,176	303,326	Until 31/07/2029 (extendable)	Lease agreement	Y	EUAA may withdraw from the contract at any time, without compensation and/or penalty to the lessor, with a written notice of 12 months.	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	Conditions attached to break-out clause	
5	Operational office in Athens, Greece, Keranis Building	5 th Floor, Thivon 196-198, Ag. Ioannis Rentis 18233 Athens, Greece	1,108	-	1,108	Rent free	Until 31/12/2028 (extendable)	Administrative arrangement	Y	Renewal modality: After the initial term, the Arrangement is extended by tacit agreement each time for a 3-year period, unless otherwise communicated in writing by either party 12 months in advance.	Greece (support)
6	Operational office in Nicosia, Cyprus	Office building CH 97, 10 Strovolos Avenue, 2011 Strovolos, Nicosia, Cyprus	1,371	-	1,371	252,000	23/05/2028 (extendable)	Lease agreement	Y	Renewal modality: After the initial term, the lease can be extended 2 times for 2 years each.	Cyprus (-)
7	Operational office, Spain	Ministry of Inclusion, José Abascal 39 Street – 28003, Madrid, Spain	Working area	-	-	Rent free	Temporary period (13 desks)	Administrative agreement	n/a	-	Spain (support)
8	Operational office, Spain	Ministry of Inclusion, Calle de María de Guzmán, 52, Madrid, Spain	Working area	-	-	Rent free	Temporary period (4 desks)	Administrative agreement	n/a	-	Spain (support)
9	Operational office, Spain	Ministry of Youth & Childhood, Calle Alcalá 27 28014 Madrid (Comunidad de Madrid), Spain	-	-	-	Rent free	Temporary period (3 desks)	Administrative agreement	n/a	-	Spain (support)
10	Co-location arrangements, Türkiye	Delegation of the EU to Türkiye: Ugur Mumcu Cadessi 88 – Kat 5, 06700, Gaziosmanpasa, Ankara, Türkiye	13.98 (exclusive area)	8.02	22	5,623	Indefinite	Administrative arrangement	Y	The agreement is in force until terminated in advance by either party with ninety days prior written notice.	Türkiye (-)
11	Co-location arrangement, Serbia	EU Delegation to Serbia: Vladimira Popovica 40, 11070, New Belgrade, Serbia	13 (exclusive area)	6	19	3,900	indefinite	Administrative arrangement	Y	The agreement is in force until terminated in advance by either party with ninety days prior written notice.	Serbia (-)
12	Co-location arrangement, Egypt	Delegation of the EU to the Arab Republic of Egypt Nile City Towers, North Tower, 2005c,	14	3	17	8,583	Indefinite	Administrative arrangement	Y	The agreement is in force until terminated in advance by either party with ninety days prior written notice.	Egypt (-)



No.	Building name and type	Location	Surface area (in m²)			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	Conditions attached to break-out clause	
		Corniche El Nil, 10th floor, Ramlet Boulaq, 11221 in Cairo, Egypt									
13	Liaison Officer, Poland	Office for Foreigners in Urząd do Spraw Cudzoziemców, ul. Taborowa 33, 02-699 Warszawa, Poland	14.15	-	14.15	Rent free	-	Memorandum of Understanding	N		Poland (support)-
14	Liaison Officer, Austria	Directorate of the Federal Office for Immigration and Asylum, Modecenterstrasse 22, 1030, Vienna, Austria	17.14	-	17.14	Rent free	-	Memorandum of Understanding	N		Austria (support)
15	Liaison Officer, Sweden	Migration Agency's HQ, Slottsgatan 82, 602 22, Norrköping, Sweden	10	-	10	Rent free	-	Administrative arrangement	N		Sweden (support)
16	Liaison Officer, France	Directorate General for Foreign Nationals in France Headquarters, HQ, 18, rue des Pyrénées, 75020, Paris, France	24	-	24	Rent free	-	Administrative arrangement	N		France (support)
17	Liaison Officer, Germany	Federal Office for Migration and Refugees, Maxtorgraben 13, 90409, Nürnberg, Germany	21	-	21	Rent free	-	Administrative arrangement	N		Germany (support)
TOTAL			14,950.31	3,592.84	18,543.15	3,631,603					

Building projects in planning phase

None.

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. Since 2016, the EUAA has implemented a social support measure to assist staff with education costs for their children at both pre-school and school levels. This initiative was introduced in response to the absence of (accredited) European schools in the geographical areas where the Agency operates. The measure, established through Management Board decisions, aims to address disparities in working conditions between EUAA staff and staff of other EU institutions and bodies who have access to (accredited) European schools. As of 31 August 2025, the EUAA has concluded 128 service agreements to support this initiative. Further details are provided in Annex V – Human Resources, Section E: Schooling



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 should 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 2027

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
Management Board and Executive Board	Five years from the previous evaluation conducted in 2022	Ex post	Q2 2027	External
Meta evaluation of concluded operational plans (2023-2026)	Fulfilment of objective 1 within 2.1.3 in work programme 2027	Ex post	Q2 2027	Internal
Consultative Forum	Fulfilment of objective 1 within 2.4.4 in work programme 2027	Ex post	Q2 2027	External
Comparative study on information gathering, verification and assessment in the asylum procedure	Fulfilment of objective 1 within 2.3.3 in work programme 2027	Ex post	Q2 2027	External



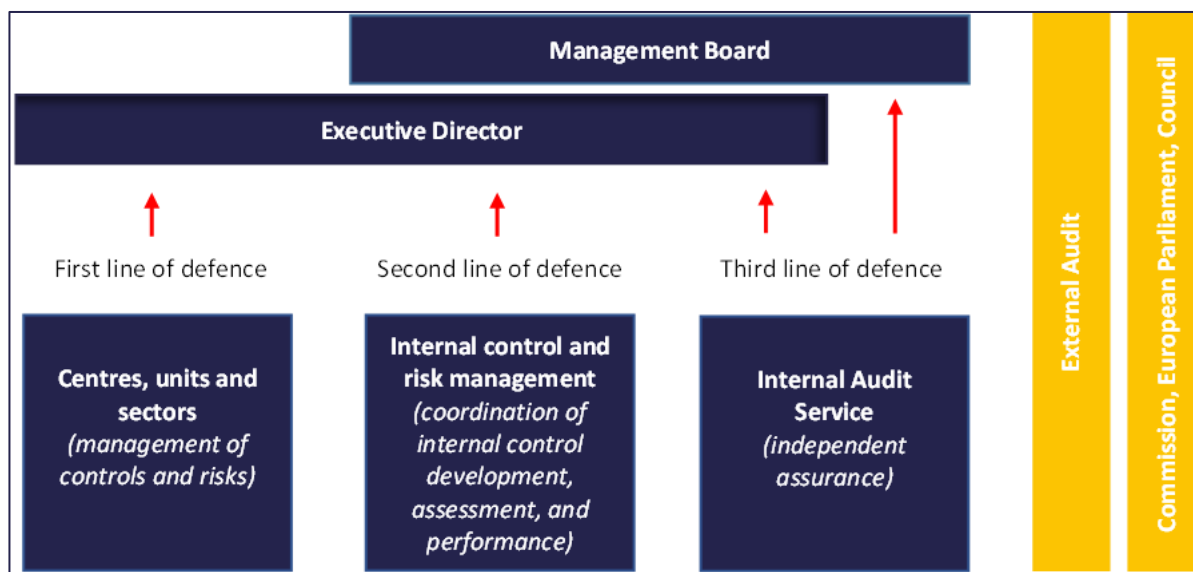
Intervention title	Reasoned justification	Evaluation type	Evaluation start	Evaluation type
Use of practical guides and tools	Fulfilment of objective 2 within 2.3.3 in work programme 2027	Ex post	Q3 2027	External
Operational plan 2024-27: Germany	Mandatory ex post evaluation under the EUAA Regulation	Ex post	Q3 2027	External / internal
Operational plan 2025-27: Ireland	Mandatory ex post evaluation under the EUAA Regulation	Ex post	Q3 2027	External / internal
Operational plan 2026-27 Portugal	Mandatory ex post evaluation under the EUAA Regulation	Ex post	Q3 2027	External / internal
Multi-country relocation operational plan 2027	Mandatory ex post evaluation under the EUAA Regulation	Ex post	Q4 2027	External / internal
Fundamental rights strategy, including complaints and escalation mechanisms	Fulfilment of objective 1 within 2.4.3 in work programme 2027	Ex post	Q4 2027	External
Consultative Forum	Fulfilment of objective within work programme 2028	Ex post	Q4 2027	External



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

Design and organisation of internal control systems

The Agency's internal control system is documented in Decision No 160 of the Management Board of 14 March 2024¹³⁵. 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 2022¹³⁶. 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 corrective actions to

¹³⁵ Management Board Decision No 160 of 14 March 2024 on the internal control framework.

¹³⁶ Management Board Decision No 98 of 19 January 2022 on the delegation to the Executive Director of the European Union Agency for Asylum of the powers conferred by the Staff Regulations of Officials of the European Union on the appointing authority and by the Conditions of Employment of Other Servants of the European Union on the authority authorised to conclude contracts of employment

improve governance and internal control systems. Both *ex post* controls and evaluation play a key role in this second building block of assurance.

Additional assurance on the efficiency and effectiveness of governance and internal controls systems is provided by the 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 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 indicators¹³⁷ against which internal control criteria are monitored.

Additional insight on the efficiency and effectiveness of internal controls is provided through 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. The results of these internal control monitoring activities, encompassing both indicator-based assessments and *ex post* controls, are reported in the Agency's consolidated annual activity reports (CAAR) which can be viewed on the Agency's [website](#).

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

Based on the insights gathered, recommendations and targeted corrective actions are presented 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 manual¹³⁸, 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.

¹³⁷ For each indicator the management defines the baseline value and the annual target.

¹³⁸ Decision of the Executive Director No 117 of 15 December 2020 on the revised Risk Management Manual.



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

c) Anti-fraud strategy

The EUAA's anti-fraud strategy provides a framework for addressing the issue of fraud through prevention, detection, investigation and correction. The methodology for the elaboration of this strategy was revamped at the end of 2023 and documented in an internal guidance approved by the Executive Director¹³⁹ 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 2024¹⁴⁰.

The next fraud risk assessment is planned for completion by the end of 2026. Based on its findings, the Agency will update its Anti-Fraud Strategy and Framework. The outcome of the assessment is expected to be presented to the Management Board in the first quarter of 2027, following which the revised Anti-Fraud Strategy and Framework for 2027-2029 will be submitted to the Management Board for adoption. Until the revised Strategy and Framework are adopted, the current Anti-Fraud Strategy and Framework 2024-2026 remain applicable.

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 Board¹⁴¹.

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 correspondent¹⁴² and
- the code of good administrative behaviour and public service principles¹⁴³.

¹³⁹ [Internal Guidance reference No: IG-009](#).

¹⁴⁰ [Management Board Decision No 169 of 31 July 2024 on the anti-fraud strategy and framework 2024-2026](#).

¹⁴¹ [Management Board Decision No 122 of 11 January 2023](#).

¹⁴² Decision of the Executive Director No 13 of 27 January 2023, repealed and replaced by Decision of the Executive Director No 20 of 23 April 2025.

¹⁴³ [Decision of the Executive Director No 16 of 27 January 2023](#).



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

	General information					Financial and HR impact				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2026	2027	2028	2029
Grant and contribution agreements										
Implementing the EUAA-Egypt cooperation	23/11/2023	1,500,000	36 months ¹⁴⁴	European Commission, DG MENA	Enhancing the protection space for asylum-seekers and refugees in Egypt	Amount (EUR)	p.m. ¹⁴⁵	p.m.		
						Number of CAs	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 months ¹⁴⁶ , starting 1/2/2022, due to a retroactive clause	European Commission, DG ENEST	Protection-Sensitive Migration Management in the Western Balkans	Amount (EUR)	p.m. ¹⁴⁷	-		
						Number of CAs	10	3 ¹⁴⁸		
						Number of SNEs	-	-		

¹⁴⁴ 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.

¹⁴⁵ The final balance of up to EUR 313,000 is due in 2026, subject to the implementation of activities.

¹⁴⁶ A no-cost extension until the end of 2026 has been agreed.

¹⁴⁷ The final balance of up to EUR 288,245.40 is due in 2026, subject to the implementation of activities.

¹⁴⁸ 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 (EUR)	Duration	Counterpart	Short description		2026	2027	2028	2029
EU Regional Support to Protection-Sensitive Migration Management Systems in the Western Balkans – Phase IV	16/12/2025	5,000,000 ¹⁴⁹	48 months	European Commission, DG ENEST	Protection-Sensitive Migration Management in the Western Balkans	Amount (EUR)	-	-	-	-
						Number of CAs	0	14 ¹⁵⁰	14	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 (EUR)	p.m. ¹⁵¹	p.m.	p.m.	p.m.
						Number of CAs	p.m. ¹⁵²	p.m.	p.m.	p.m.
						Number of SNEs	-	-	-	-
EUAA-Moldova Capacity-Building support	TBD	p.m.	36 months TBC	EU Delegation to Moldova	Provision of capacity-	Amount (EUR)	p.m. ¹⁵³	p.m.	p.m.	p.m.
						Number of CAs	p.m. ¹⁵⁴	p.m.	p.m.	p.m.

¹⁴⁹ The amount of EUR 5 million was received in 2025.

¹⁵⁰ 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.

¹⁵¹ A pre-financing amount of approximately EUR 1.5 million is expected in 2026 subject to the signature of the corresponding Contribution Agreement.

¹⁵² Subject to agreement on the relevant contribution agreement, up to four contract agents may be recruited under the 3-year project envisaged under the Ukraine Facility.

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 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 (EUR)	Duration	Counterpart	Short description		2026	2027	2028	2029
(under the NDICI-Moldova Reform and Growth Facility)					building support to Moldova	Number of SNEs	-	-	-	-
Voluntary financial contributions from Member States										
Voluntary and earmarked contribution to support the EUAA's cooperation with third countries	1/06/2026	107,175 ¹⁵⁵	41 months	Czechia	Contribute to financing the translation of EUAA materials in support of the Agency's cooperation with third countries	Amount (EUR)	107,175	-	-	-
						Number of CAs	-	-	-	-
						Number of SNEs	-	-	-	-
Voluntary and earmarked contribution to the EUAA Regional Protection Project for the	27/11/2024	3,015,843.23 ¹⁵⁶	5 years	Denmark	Regional protection project for the southern neighbourhood	Amount (EUR)	p.m. ¹⁵⁷	p.m. ¹⁵⁸	-	-
						Number of CAs	8	8	8	8
						Number of SNEs	-	-	-	-

¹⁵⁵ Any additional interest accruing on this amount during the implementation of this Agreement will be used to support the financing of the action.

¹⁵⁶ 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 Infoneuro 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.

¹⁵⁷ An amount of approximately DKK 2,700,000 is expected in 2026.

¹⁵⁸ The final balance amounting to approximately DKK 6,200,000 is due in 2027.

	General information					Financial and HR impact				
	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description		2026	2027	2028	2029
Southern Neighbourhood										
Total						Amount (EUR)	107,175 ¹⁵⁹	p.m.	p.m.	p.m.
						Number of CAs ¹⁶⁰	21	22 ¹⁶¹	22	22

¹⁵⁹ 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.

¹⁶⁰ The total number of contract agents under Contribution Agreements may increase depending on the signature of Contribution Agreements 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 until 31 October 2027.

¹⁶¹ 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.



Plan for service-level agreements

General information						Financial impact			
Service	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description	2026	2027	2028	2029
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 various services	22/12/2017, with latest amendment on 07/01/2025	NA	Automatically renewed on annual basis	DG Human Resources and Security (DG HR)	Sysper; learning and development and medical services; social support service for pensioners and disability matters; security clearance, access badges and				



General information						Financial impact			
Service	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description	2026	2027	2028	2029
					parking permits; 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 07/05/2026.02926	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			
Service	Actual or expected date of signature	Total amount (EUR)	Duration	Counterpart	Short description	2026	2027	2028	2029
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. Grants to be awarded by the Agency

Pursuant to Article 72 of the Agency's Financial Regulation, this Annex sets out for grants: the types of applicants targeted by the call for proposals or direct award and the global budgetary envelope reserved for grants.

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 global budgetary envelope for grants in 2027 is EUR 2,854,500. The EUAA may award grants to public or private legal entities established in an EU Member State (including the overseas countries and territories), in an EUAA associated country pursuant to Article 34 of the EUAA Regulation (Iceland, Liechtenstein, Norway and Switzerland), or, where applicable, in other eligible third countries, including non-governmental organisations (NGOs), civil society organisations (CSOs), international organisations (IOs), universities, research organisations and other organisations.

To ensure transparency and facilitate planning by prospective applicants, the Agency will publish an indicative list of planned grant procedures for the forthcoming year on the [EUAA website](#). The detailed eligibility conditions and categories of eligible applicants, eligible countries (and other applicable conditions), as well as the objectives, activities, outputs and expected results, will be specified in the individual calls for proposals, which will be published on the [EUAA website](#) and [EU Funding and Tenders Portal](#).



Annex XI c: 2027 budget envelopes for procurement and remunerated external experts

Pursuant to Article 72 of the Agency's Financial Regulation¹⁶², this Annex provides information on the global budgetary envelope reserved for procurement contracts and on the budgetary envelope reserved for the remuneration of external experts financed from operational appropriations in accordance with Article 237 of the EU General Financial Regulation ¹⁶³.

The global budgetary envelope on budget titles 3 and 4 reserved for procurement contracts in 2027 is EUR 80 million.

The budgetary envelope reserved for the remuneration of external experts paid from appropriations under titles 3 and 4 of the 2027 budget is EUR 45 million.

¹⁶² [MB-Decision-54-EASO-financial-regulation.pdf \(europa.eu\)](#), as amended

¹⁶³ [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 \(recast\)](#).



Annex XII. Strategy for cooperation with third countries and 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 concepts 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 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 supporting Member States.

A working arrangement with the UNHCR was updated in 2021, whereas a working arrangement with the IOM was concluded in 2019. An exchange of letters setting out a cooperation framework with the International Centre for Migration Policy Development (ICMPD) was concluded in 2020, while an updated exchange of letters was signed in 2021 with the Intergovernmental Consultations on Migrations, Asylum and Refugees (IGC). Moreover, the Agency will continue to cooperate closely with 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 decides on such agreements, subject to the prior approval of the Commission. The Council and the European Parliament are informed of such agreements.

