



Consolidated Annual Activity Report 2018

17 June 2019

The opinion on this report was adopted by the Management Board on 17th June 2019.

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List of abbreviations

AD	Administrator
AEAJ	Association of European Administrative Judges
AIP	Asylum Intervention Pool
AMIF	Asylum, Migration and Integration Fund
AO	Authorising Officer
AST	Assistant
BAMF	Bundesamt für Migration und Flüchtlinge, Germany
BIA	Best Interest Assessment
BOISTO	Informal strategy meeting of agencies
CA	Commitment appropriations (<i>used in a financial context</i>)
CA	Contract agent (<i>used in a human resource context</i>)
CCME	Churches Commission for Migrants in Europe
CEAS	Common European Asylum System
CF	Consultative Forum
CivCom	Committee for Civilian Aspects of Crisis Management, Council of the EU
CJEU	Court of Justice of the European Union
COI	Country of Origin Information
COREPER	Committee of Permanent Representatives
CSN	COI Specialist Network
CSO	Civil society organisation
DG DEVCO	Directorate-General for International Cooperation and Development
DG HOME	Directorate-General for Migration and Home Affairs
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
DGMM	Directorate General of Migration Management, Turkey
DPO	Data Protection Officer
EAIPS	EASO Asylum Intervention Pool System
EASO	European Asylum Support Office
ECA	European Court of Auditors
ECRE	European Council on Refugees and Exiles
ECTHR	European Court of Human Rights
EDPS	European Data Protection Supervisor
EEAS	European External Action Service
EJTN	European Judicial Training Network
EMAS	Emergency Assistance Grant Scheme
EMN	European Migration Network
EMN REG	European Migration Network Return Expert Group
EPRA	European Platform of Reception Agencies
EPS	Early warning and Preparedness System
ERA	Academy of European Law
EU	European Union
EU+	EU Member States and associate countries
EU-FRANK	Facilitating Resettlement and Refugee Admission through New Knowledge project

eu-LISA	European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
EUAA	European Union Agency for Asylum
EUNAVFOR MED	European Union Naval Force Mediterranean
Europol	European Police Office
Eurostat	Statistical Office of the European Union
EURTF	European Regional Task Force
FG	Function group
FRA	European Union Agency for Fundamental Rights
Frontex/EBCG	European Border and Coast Guard Agency
FTE	Full-time equivalent
fYRoM	The former Yugoslav Republic of Macedonia
GAS	Greek Asylum Service
GDISC	General Directors' Immigration Service Conference
GPS	Group for the Provision of Statistics
IA	Inclusion Advanced training module
IARLJ	International Association of Refugee Law Judges
IAS	Internal Audit Service of the Commission
IC	Interviewing Children training module (<i>used in a training context</i>)
IC	Internal Control (<i>used in the internal control context</i>)
ICC	Internal Control Coordinator
ICF	Internal Control Framework
ICMC	International Catholic Migration Commission
ICOP	IDS Country Operations Platforms
ICP	Internal Control Principle
ICS	Internal Control System/Standard
IDS	Information and Documentation System
IGC	Intergovernmental Consultations on Migration, Asylum and Refugees
ILGA-Europe	International Lesbian and Gay Association - Europe
IOM	International Organization for Migration
IPA	Instrument for Pre-accession Assistance
IPCR	Integrated Political Crisis Response
IPSN	Tool for identification of persons with special needs
ISAA	Integrated Situational Awareness and Analysis
IT	Interview Techniques training module
IVP	Interviewing Vulnerable Persons training module
JHA	Justice and Home Affairs
LAL	List of available languages
LIBE	Committee on Civil Liberties, Justice and Home Affairs, European Parliament
MARRI	Migration, Asylum, Refugees Regional Initiative
MedCOI	Medical Country of Origin Information
MEP	Member of the European Parliament
MP	Member of Parliament
MPI	Migration Policy Institute
NCP	National Contact Point

NCPA	National COI Portal Administrator
NGO	Non-Governmental Organisation
NJTB	National Judicial Training Bodies
NQF	National Qualifications Framework
OECD	Organisation for Economic Cooperation and Development
OLAF	European Anti-Fraud Office
OVT	Origin verification tool
PA	Payment appropriations
PC	Practical Cooperation
PMG	Politico-Military Group, Council of the EU
PSP	Private Sponsorship Programme
PVLMM	Post Visa Liberalisation Monitoring Mechanism
Q&A	Questions and answers
QIEE	Asylum Systems Quality Initiative in Eastern Europe and South Caucasus
RAO	Responsible Authorising Officer
RDPP	Regional Development and Protection Programme
RIS	Reception and Identification Service, Greece
SCIFA	Strategic Committee on Immigration, Frontiers and Asylum
SNE	Seconded national expert
SOGI	Sexual Orientation and Gender Identity
SRSS	Structural Reform Support Service
StratNet	Strategic COI Network
TA	Temporary agent
TGEU	Transgender Europe
THB	Trafficking in human beings
UNHCR	United Nations High Commissioner for Refugees

EASO Management Board's analysis and assessment

THE MANAGEMENT BOARD,

HAVING REGARD to Regulation (EC) No 439/2010 of the European Parliament and of the Council of 19 May 2010 establishing a European Asylum Support Office (hereinafter referred to as 'EASO' or 'Agency', and the 'EASO founding Regulation',

HAVING REGARD to the Management Board decision No 20 of 27 December 2013 on the Financial Regulation of the European Asylum Support Office (hereinafter referred to as 'EASO Financial Regulation') and in particular Article 47 thereof,

HAVING REGARD to the Management Board decision no 42 of 21 December 2018 on the Internal Control Framework (hereinafter also referred to as 'ICF'), and in particular Articles 3.6 and 5.1 thereof,

HAVING REGARD to EASO's Work Programme 2018 first adopted by the Management Board on 27 November 2017, subsequently amended on 31 July 2018 and on 16 November 2018,

HAVING REGARD to the EASO's Consolidated Annual Activity Report 2018 presented to the Management Board on 17 June 2019,

HAVING REGARD to the Communication from the Commission C(2014) 9641 final of 16 December 2014 on the guidelines for programming document for decentralised agencies and the template for the Consolidated Annual Activity Report for decentralised agencies,

HAS analysed and assessed the Executive Director a.i.'s Consolidated Annual Activity Report on the achievements and results of 2018, the Management Board acknowledges the Agency's performance and, in particular:

1. General observations

- Recognises the challenges faced by EASO during 2018 because of the continued migration situation that placed pressure on the asylum and reception systems of a number of Member States and required enhanced support and assistance of EASO.
- Appreciates that EASO had to deliver more than was originally planned for in 2018 as evidenced by the amendments to the Work Programme and to the Budget that were necessary.
- Welcomes the achievements of the objectives set in the Work Programme reported in Part I and the results achieved.
- Notes that EASO's continued growth as an Agency requires internal resources for the recruitment of new staff, management of finances and procurement, and the provision of the required infrastructure.
- Notes the internal actions being taken by EASO in preparation for its transformation into a fully-fledged European Union Agency for Asylum with an enhanced mandate and expanded tasks, as well as the regular reports provided by the Agency to the Management Board.
- Notes that, in the last quarter of 2018, the European Anti-Fraud Office (OLAF) published their report on the investigation on the former Executive Director and several members of staff for facts of breach of procurement procedures resulting in unjustified expenditure for EASO, mismanagement, abuse of position regarding human resources issues, harassment and inappropriate behaviour towards staff members, as well as breaches of data protection rules.
- Notes that EASO is implementing and updating a comprehensive Governance Action Plan which was put forward by the Executive Director a.i. and endorsed unanimously by the Management Board in September 2018. The Plan has grown from 56 into 61 actions (47 actions have been completed, 14 actions are ongoing), and is aimed at ensuring that governance and administrative

procedures at EASO are again carried out to the highest standards, while also rebuilding internal capacity and restoring trust in the Agency, both internally and externally.

- Notes that the European Parliament did not grant to EASO the discharge in respect of the implementation of the budget of the Agency for the financial year 2016, but decided to close 2016 accounts¹. As in the previous year, the European Parliament postponed the discharge in respect of the implementation of the budget of the Agency for 2017 following the report of The European Court of Auditors pointing to shortcomings in EASO's procurement procedures. The European Parliament recognised the improvements achieved by EASO's current management team; however, stressed that the 2017 budget was implemented by the previous management.
- Notes that on 21st May 2019, the European Court of Auditors issued the preliminary observations for the accounts of the Agency for the year that ended 31 December 2018. In the opinion the European Court of Auditors:
 - the accounts of the office present fairly, in all material respects, the financial position of the Agency at 31 December 2018, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector;
 - The revenue underlying the accounts for the year ended 31 December 2018 is legal and regular on all material aspects;
 - Qualifies its opinion on the legality and regularity of the payment underlying the accounts for the year ended 31 December 2018 based on the 4,300,188 euro of payments under irregular contracts concluded irregular in its audit reports for financial years 2016 and 2017 (5% of total 2018 payments).

2. Specific observations on EASO's achievements in 2018

- Welcomes EASO's **implementation of measures** agreed in the operating plans for Italy and Greece, as well as measures in the special support plans for Bulgaria and Cyprus.
- Notes that:
 - Whilst the need for EU+ individual experts was not always covered, EASO successfully provided support in Italy, Greece, Bulgaria and Cyprus, provided by contracted interpreters, cultural mediators and interim staff;
 - EASO supported the registration of 22,821 applications for international protection in Italy;
 - EASO asylum support teams conducted 8,958 asylum interviews in Greece under the implementation of the EU-Turkey Statement, conducted 953 vulnerability interviews and performed 4,633 vulnerability assessments in the framework of the border procedure.
- Recognises the important contribution made by EASO statutory staff, experts and interpreters from EU+ countries, and contracted interim support staff, interpreters and cultural mediators working in challenging conditions in the **hotspots**.
- Recognises that EASO has further strengthened its preparedness in dealing with asylum-related crises in the Member States, building on the **lessons learned** in 2016, 2017 and 2018.

¹ European Parliament decision of 16 January 2019 on the closure of the accounts of the European Asylum Support Office for the financial year 2016 (2018/2938(RSP))

- Notes the effort made in the development of an electronic **EASO Asylum Intervention Pool System (EAIPS)**, including the support provided by a select number of Member State institutions for testing of the system, and welcomes its official launch in the first quarter of 2018.
- Is satisfied with the launch of the IDS Country Operations Platforms that provide essential information for deployed experts on the operational working context and conditions in Italy, Greece and Cyprus, and encourages EASO to ensure that timely access is provided to experts prior to their deployment.
- Notes the further development of the **IDS** with the creation of up-to-date content pages, case law references and dedicated case law resources.
- Notes with satisfaction that EASO produced high quality **COI** reports, organised valuable meetings for specialised COI networks, and is preparing for a gradual transfer of MedCOI activities in line with an action plan established in consultation with the Commission and Member States.
- Notes that several EU+ countries were participating in the **EPS** monthly exchange and encouraged participants to improve compliance on return indicators.
- Notes that EASO produced a variety of comprehensive weekly, bi-monthly or quarterly reports for the **dissemination of information and provision of analyses**.
- Is satisfied that the **annual report on the situation of asylum in the Union** was completed successfully.
- Appreciates the successful **training** delivered to 7628 officials in various tailor-made training sessions, including continuation of delivering of train-the-trainer sessions.
- Notes EASO's continued commitment to developing training material for Member State experts deployed in EASO operations, and the provision of training to contracted interim support staff and interpreters, and welcomes the continued development of **training modules**.
- Notes the significant progress made in increasing the number of **certified and accredited EASO training curriculum modules**.
- Welcomes the activities in the area of **asylum processes**, including the Quality Matrix, the management of an Exclusion Network, and the activities undertaken to promote the use of practical tools.
- Is satisfied that a **Vulnerability Expert Network** was established and that progress was made in developing practical cooperation tools and in organising dedicated and thematic activities on **vulnerable groups**.
- Notes the ongoing activities in the area of cooperation with **members of the courts and tribunals**, including the development of tailor-made professional development materials, and organisation of several professional development activities, in particular the EASO High Level Judicial Roundtable at the CJEU in November 2018.
- Notes the delivery of high-quality and well-perceived activities within the context of the **Dublin network** and **Reception network**, including the publication of operational standards and indicators on reception conditions for children.
- Notes the progress made in providing common analyses and **country guidance** notes.
- Notes the increased interest from Third Countries and EU+ countries for EASO to engage in the **External Dimension** (Third Country support, resettlement and complementary pathways).
- Notes the high level of activities in the area of the external dimension with **third country support** activities for the Western Balkans, including in the context of the Instrument for Pre-accession Assistance, activities for Turkey within the framework of the EASO-DGMM Roadmap for

cooperation, and the increased level of constructive cooperation between EASO and the Western Balkan region as well as EASO and the Turkish Directorate General of Migration Management.

- Notes the conclusions of the feasibility assessment for operational support to Member States **resettling** from Turkey, and EASO's preparatory work for the Resettlement Support Facility (RSF) pilot project, and the development of the **resettlement training module**, which was piloted and used to support EU+ countries.
- Appreciates the stable number of civil society organisations in the in the **Consultative Forum** membership and their valuable input provided, and EASO's activities to involve and engage them.
- Notes the high level of EASO's **communication** activities and stakeholder engagements that seek to inform interested parties on the activities of EASO and asylum-related matters.
- Welcomes that the press outreach has more than doubled to an audience of 4.1 billion, and recognises the achievements in **social media monitoring** by providing comprehensive analysis and reporting.
- Notes that the availability of **ICT** systems and technical solutions in the field of asylum for the EU+ has increased, and the systems have further been streamlined to support EASO's internal operations.

3. Specific observations on EASO management, external evaluations and internal controls

- Notes the **budget amendment** that was required during 2018 to account for the Associate Countries' contributions, thus increasing the commitment appropriations (CA) and payment appropriations (PA) from €91.97M to €97.66M.
- Notes that EASO managed a total of €128.88M of CA and €106.2M of PA, **executing** 90.57% and 80.65% respectively.
- Notes that the **EU subsidy** (C1) amounted to €91.97M of CA and PA and EASO implemented 95.02% of the former and 88.08% of the latter (compared with 96.88% and 92.03% respectively in 2017).
- Notes that EASO **carried forward** €26.37M from 2017 and paid 86.30% of this amount in 2018. An amount of €561,552.30 was carried forward again to 2019.
- Notes that the total amount **carried forward** from 2018 to 2019 is €25.74M in CA and €5.5M in PA, as commitments carried forward on Title 3 are differentiated appropriations and only the CA can be automatically carried over whereas the PA has to be cancelled.
- Notes that the Executive Director and the Executive Director a.i. effected 11 **budget transfers** during 2018, of which 6 were within budget titles and 5 between titles. Three out of five budget transfers effected between titles were executed by a decision of the Management Board since they exceeded 10% threshold laid down in the Article 27(1)(a) of the EASO Financial Regulation.
- Notes that, in the area of **procurement**, there was a highly significant reduction in direct awards based on recorded exceptions (1.1% of the total procurement procedures) during 2018, compared with 9.5% in 2017.
- Notes that in 2018 EASO processed 8,726 **payments** (compared with 8,380 in 2017), of which 1,121 were made after the legal deadline (13% in 2018 compared with 23% in 2017), and €12,418.63 were paid in **late interest** on 20 invoices booked in 2018. The Board acknowledges the actions taken to reduce late payments, welcomes the improvement registered by the fourth quarter of 2018 when the **late payment rate** fell to 8% on average. Despite the improvements, notes that the ratio of late payments during 2018 is considered high and calls for the monitoring and supervision arrangements to be stepped up until systemic delays are eliminated.

- Notes that on 31 December 2018, EASO had 219 **staff members** appointed and in service (including 9 offered positions and 3 IPA project staff), of which 151 were Temporary Agents, 64 were Contract Agents and 4 were Seconded National Experts. EASO made 91 job offers during 2018.
- Emphasises the importance of allocating sufficient resources to **recruitment** of staff to fill the increasing number of new posts and fill management vacancies at Head of Department, Head of Unit and Head of Sector level in the revised organisational structure.
- Notes that **ex post controls** were implemented by external contractors in 2018 and the benefit such controls will have towards providing assurance to EASO management on compliance with applicable rules and procedures as well identification of any weakness requiring rectification.
- Notes that, during 2018, 60 **exceptions** with a total value of €611,833.04 were documented, mainly relating to deviation from contractual provisions and Financial Regulations; this value represents 0.7% (12.2% in 2017) of the total subsidy from the EU Budget. Notes that during 2018, 36 **non-compliance events** were recorded with a total value of €869,387.03.
- Notes that a new EASO Financial Manual and Standard Operating Procedures on Procurement Rules and Contracts Management were prepared for adoption in February 2019.
- Notes that there is a process in place for the EASO Management Team to analyse the causes and identify improvement actions for implementation.
- Notes the progress made towards implementing actions resulting from July 2018 **follow-up audit** engagement conducted by the Internal Audit Service, and acknowledges the report which was received in January 2019. Moreover, notes that the Internal Audit Service had carried out a three-yearly strategic risk assessment exercise in 2018, and had agreed the audit topics for the audit cycle 2018-2020 with the former Executive Director.
- Notes the **reservation** of the Executive Director a.i. on the lack of an effective and efficient internal control in 2017.
- Welcomes that an internal control self-assessment was conducted for the first time by EASO in the third quarter 2018 and that various inefficiencies and gaps have been identified and corrective actions were discussed and agreed by EASO Management.
- Notes that during the second half of 2018 and the first months of 2019, the Agency has made considerable efforts to improve the Internal Control Systems.
- Notes that a new internal control self-assessment, based on the new Internal Control framework adopted by the MB in the last quarter of 2018 and monitoring criteria approved by the Executive Director a.i., was conducted on the second quarter of 2019. The results of this internal control self-assessment still show a lack of an overall effective and efficient internal controls in EASO:
 - 2 (12%) of the Internal Control Principles are efficient and are functioning (Category 1);
 - 10 (59%) of the Internal Control Principles are partially efficient, meaning that are present and functioning but needs major improvements (Category 2);
 - 5 (29%) of the Internal Control Principles are not efficient and whilst are present, requires significant improvements (Category 3).
- Notes the reservation of the Executive Director a.i. on the lack of an overall effective and efficient internal control during 2018, as the control procedures put in place during that period did not yet give the necessary guarantees concerning the legality and regularity of the underlying transactions. This reservation has to be qualified from a quantitative point of view based on the materiality of the payments stemming from contracts concluded in 2016 and 2017 and declared

irregular by the European Court of Auditors for 2018 on their preliminary findings and the financial impact of exceptions for the same period.

- Notes that EASO had to manage multiple locations without relevant management positions being systematically in place

CONCLUSIONS:

- Notes that the Executive Director a.i. was appointed on 6 June 2018.
- Notes that the Executive Director a.i. expresses a qualified assurance opinion on whether, the resources assigned to the activities described in this report, have been used for their intended purpose and in accordance with the principles of sound financial management for 2018, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions because of the significance of the matters described in the Reservation part of this report.
- Welcomes the Governance Action Plan addressed by the ED a.i. to the MB at its 29th meeting in September 2018, and up-dated periodically, proposed a set of measurable objectives and deliverables along a timeline, with the priorities for the Agency on the following three objectives: a) Trust building (internally and externally); b) Reinforcing the internal governance framework and c) Rebuilding internal capacity.
- Welcomes the corrective action plans resulting from 2017 and 2018 internal controls self-assessments carried out by the Management Team based on COSO internal control framework methodology.
- Welcomes all the relevant controls and corrective actions that have been implemented and are described in Part IV of this report “Summary of the most relevant controls implemented by the Management Team” as a result of the Governance and Internal Control action plans.
- Welcomes that 88% of the corrective actions identified during the 2018 internal control self-assessment are already in progress or implemented.

Expresses its concerns and makes the following recommendations:

- The Management Board recognises that under the new Executive Director a.i., EASO has considerably improved the working arrangements and effective communication channels in order to facilitate the EASO Management Board’s role on overseeing the Agency’s **governance, risk management and internal control** practices. Particularly, the Agency assesses and communicates the internal control state of play, as well as deficiencies and corrective actions in a timely manner to the Management Board and the Commission. These communication channels should be reviewed as and when necessary.
- With regard to the systemic nature of **non-compliance** in EASO procurement and Human Resources procedures, the Management Board recognises that under new leadership EASO has started to take the necessary steps to ensure that compliance is front and centre in the culture and conduct of all its activities. As example, the Management Board welcomes the two internal control self-assessment exercises, which have led to the identification of a comprehensive set of corrective actions and recommends to be kept up-dated on the state of implementation periodically.
- The Management Board believes that the subsequent **corrective actions regarding the internal control** are needed:
 - Reinforcing the Agency’s staff, in line with the Recruitment Plan elaborated by the Executive Director a.i., as staff is key towards overcoming systemic, structural, and internal control

shortcomings, as well as continue putting in place improved HR policies, procedures and processes.

- To further develop the risk management process in EASO in order to make sure that EASO risk identification and risk assessment is effective and efficient and is integrated into the annual activity planning of the office.
- To develop business continuity plans based on a business impact analysis following corporate guidance and trained staff, to ensure that the Agency can continue working to the extent possible in case of a major disruption.
- Further develop control systems to provide reasonable assurance to prevent fraud and other unethical practices and irregularities.
- Continue the implementation of the Agency's new Internal Control Framework (adopted in December 2018) in compliance with the regulatory framework.
- To develop an internal ex-post control capability and an internal audit capability in order to perform ongoing and/or separate assessments to ascertain whether the components of the internal control are present and functioning.
- Continue the monitoring the Agency's performance based on the adopted criteria and baselines for the minimum standards (both principles and characteristics), taking into account their specificities and risks.

On the other hand, the Management Board expresses its satisfaction of EASO's overall performance in 2018 and thanks the staff for their commitment and achievements throughout the year.

In the light of the above, **the Management Board adopts this opinion** and requests that the EASO Consolidated Annual Activity Report 2018 be forwarded, together with the analysis and assessment, to the European Parliament, the Council, the European Commission and the European Court of Auditors.

Introduction

EASO's mission and guiding principles

EASO's mission is to contribute to the implementation and development of the CEAS by providing support and facilitating, coordinating and strengthening practical cooperation among EU+ countries as an independent centre of expertise on asylum.

In fulfilling its mission, EASO observes the following principles:

- providing comprehensive and timely support to requesting Member States;
- stimulating quality and efficiency of the asylum and reception systems of Member States;
- acting as an independent and impartial centre of expertise;
- providing accurate and up-to-date data, analysis and assessments on asylum-related matters;
- supporting Member States in taking up their responsibilities in the field of asylum and in showing solidarity with Member States whose asylum systems are under pressure;
- facilitating and stimulating joint and common practical cooperation measures in the field of asylum, thereby fostering mutual trust among Member States;
- providing evidence-based input to EU policymakers on asylum;
- cooperating with EU institutions, EU agencies and bodies, international organisations and civil society.

EASO's legal basis and activities

EASO was established by Regulation (EU) No 439/2010 of the European Parliament and of the Council. The Regulation makes provisions for the organisation of EASO and establishes its duties. Other duties of the Agency stem from the asylum *acquis*.

EASO conducts a number of activities within the legal framework, namely:

- **permanent support:** supporting and stimulating the common quality of the asylum process through common training, common asylum training material, common quality and common Country of Origin Information (COI);
- **special support:** tailor-made assistance, capacity building, relocation, specific support and special quality control tools;
- **technical and operational assistance:** organising and providing assistance to Member States subject to particular pressures on their asylum and reception systems;
- **information and analysis:** sharing and merging information and data, analyses and assessments at EU level, including EU-wide trend analyses and assessments;
- **third-country support:** supporting the external dimension of the Common European Asylum System, supporting partnerships with third countries to reach common solutions, including by capacity building and regional protection programmes, and coordinating Member States' actions on resettlement.

The conditions and challenges under which EASO operates are described in more detail in part covering major developments. In summary, the year 2018 was yet again an important year for the Agency as it faced continued challenges brought about by the number of applicants for international protection in the EU+ that placed pressure on the asylum procedures of EU+ countries, particularly those facing substantial and/or sudden increases in arrivals, and Member States that had to deal with second instance applications resulting from the high influx during 2015 and 2016.

As provisional political agreement was reached on 28 June 2017 in the inter-institutional discussions on a proposed Regulation transforming EASO into a full-fledged Agency, the European Union Agency for Asylum, EASO embarked on preparatory activities to plan for its potential future role and responsibilities. On 12 September 2018 the European Commission proposed an amended proposal for the EUAA Regulation, building on the provisional agreement reached by the co-legislators in 2017. The targeted changes to the proposed EUAA Regulation are being negotiated by the two co-legislators.

Organisation and administrative structure

The administrative and management structure of EASO comprises of the Management Board as well as the Executive Director and the staff of the Agency.

The Executive Director, in exercising the responsibilities laid down in Article 31 of the EASO Regulation, is supported by the Executive Office, including the Accounting Officer, the Communications and Stakeholders Unit, the Liaison Officers to the EU Institutions and to Frontex, and the Senior Advisor.

The Department of Asylum Support contributes to the implementation of the CEAS by providing support with the aim of enhancing the capacities of EU+ countries to implement the CEAS through common training, coordinated practical cooperation and through the development of operational standards and guidance.

The Department of Operations develops and implements a comprehensive approach for EASO activities in the field of operations, bringing together situational and country of origin information and intelligence, operational planning and intra and extra-EU operational support under one coordinated framework. Operations is underpinned by operational protocols and tools and a planning and evaluation mechanism to ensure optimal results.

The Department of Administration provides support systems and services to the core areas of work and support the ED and EASO staff on the legality, regularity and sound financial management implementation of the SPD and budget as adopted by the Management Board.

The organisational chart is presented in Annex III.

EASO conducts its activities from the headquarters in Valletta Harbour, Malta, from three operational offices in Rome, Athens and Nicosia, and a liaison office in Brussels.

Organisational accountability

The Management Board shall ensure that the Agency performs the duties assigned to it. It shall be the Agency's planning and monitoring body.

The Executive Director is independent in the performance of his duties and is accountable to the Management Board for his activities. He reports to the European Parliament and to the Council on the performance of his duties when invited to do so.

The managers and staff of EASO are held to account in the exercise of their duties in accordance with their respective reporting lines within the organisational structure.

Executive Summary

Migration continued to be a key policy priority in the European Union during 2018. Efforts made by the EU and its Member States to manage migration were yielding positive results in the Eastern Mediterranean. Nevertheless, rising numbers on the Central Mediterranean route led to the European Commission's 'Action plan on measures to support Italy, reduce pressure along the Central Mediterranean route and increase solidarity' of 4 July 2017². In this context, EASO was to further increase the number of mobile teams in Italy supporting the processing of applications.

On 27 September 2017, the Commission issued a communication to the EU Institutions on the Delivery of the European Agenda on Migration³. It noted that the migratory pressure on Italy and Greece remained high, due to the accumulated backlog from the influx during 2016 and first half of 2017. The Commission also reiterated that the assistance provided by EASO to Italy and Greece should continue and, where needed, be further reinforced.

The Commission recommendation on enhancing legal pathways for persons in need of international protection⁴ that was also issued on 27 September invited Member States to resettle in fulfilment of their pledges, in close cooperation with UNHCR and with support from EASO as appropriate.

Moreover, in the abovementioned communication, the Commission invited EASO to coordinate a pilot project on private sponsorship schemes with interested Member States and engaging a wide variety of relevant civil society organisations, international organisations, and potential private sponsors in cooperation with the Member States. EASO delivered this in 2018.

By the end of 2018, over 34,600 persons had been relocated under an EU-coordinated effort that started in 2015 thus contributing to significantly reducing the pressure on the asylum systems of Italy and Greece. As the Council Decisions of 2015 applied to migrants in clear need of international protection arriving in the territory of Italy and Greece until 26 September 2017⁵, there was an immediate priority to ensure that all the remaining eligible persons were relocated swiftly. The Commission communication called upon EASO to continue providing and, where needed, further reinforce assistance to Italy and Greece.

In the light of the operating and special support plans signed with the respective authorities of Italy, Greece, Bulgaria and Cyprus and the ongoing developments in the area of migration, EASO was highly active in supporting Member States in dealing with continued pressure on their asylum procedures, as well as in capacity building. The sustained high level of operational activities were delivered by EASO staff with the support of Member State experts, contracted interim staff and contracted interpreters and cultural mediators.

EASO also delivered well on its other core business areas, namely on information and analysis, training and asylum support and external dimension, and also in horizontal activities.

Throughout 2018 EASO engaged closely with its stakeholders, including the Management Board, Member States, Commission, Council, European Parliament, Justice and Home Affairs EU agencies and civil society organisations. The eighth annual plenary meeting of the EASO Consultative Forum, held in Brussels on 5th December 2018, focused on reception, including challenges and future perspectives. brought together participants from civil society organizations in EU+ and non-EU countries.

² SEC(2017) 339.

³ COM(2017) 558 final.

⁴ C(2017) 6504.

⁵ The relocation procedures concluded in Spring 2018.

As a provisional political agreement was reached in June 2017 between the co-legislators on the proposed Regulation transforming EASO into a full-fledged Agency, the European Union Agency for Asylum, EASO continued to build its preparedness for the operationalisation of its future mandate.

The following table summarises the major achievements.

EASO's main results in 2018
<p>Operational support in Italy</p> <ul style="list-style-type: none"> • 1 Operating Plan was implemented • 58% of expert needs were met on average • 41% of cases (22,821) were identified and processed with EASO's support in Italy
<p>Operational support in Greece</p> <ul style="list-style-type: none"> • 1 Operating Plan was implemented • 96% of expert needs were met on average • 82% of interviews (8,958) were processed with EASO's support in Greece
<p>Operational support for other EU Member States</p> <ul style="list-style-type: none"> • 2 Special Support Plans were implemented (Cyprus, Bulgaria)
<p>Third country support and Resettlement</p> <ul style="list-style-type: none"> • 47 capacity building activities were implemented • 92% participant satisfaction in Western Balkans and Turkey • 82% participant satisfaction in North Africa and other countries • 4 activities were implemented for the Resettlement support (preparations for the RSF pilot project)
<p>Planning, evaluation and support tools</p> <ul style="list-style-type: none"> • 7 templates were developed in support of the establishment of Operating Plans • 5 sets of periodic/mid-term monitoring reports were issued on current Operating Plans • 2 evaluation initiatives on previous Operating Plans were carried out • The EAIPS was tested and launched • 100% of deployed experts accessed information on the IDS operational platforms • 82% of users were satisfied with the EAIPS • 84% of Member States were taking part and 93% were satisfied with the AIP NCP meetings • 10 training programmes were developed and 38 were delivered • 1,680 trainees were participating and 36 trainers were involved
<p>Country of Origin Information (COI)</p> <ul style="list-style-type: none"> • 23 COI reports were produced • +2,853 increase (27,564) in downloads of COI products • 22 meetings were held • 137 COI queries were answered
<p>Early Warning and Preparedness (EPS)</p> <ul style="list-style-type: none"> • 2 draft/prototype Early Warning Reports were concluded and published • 96% of users were satisfied with quality and use of analytical products • 52 digital weekly dashboard reports were produced for each operational area • 51 WOSA Reports, 12 MTAR Reports, 7 Analytical Briefs, 4 Dublin Analyses, 4 Reception Analyses, 12 Public LAT Reports, and 7 Resettlement Reports were produced

EASO's main results in 2018

Information and Documentation System

- 2 working days to include information on new developments
- 90% of thematic pages had complete standardized references
- 10 IDS outputs were provided

Training

- 10 operational training programmes were developed and 160 sessions were delivered
- 6 modules were initiated for development, upgrade or update and 7 training modules were finalised
- 3 training plans were developed and 12 sessions were delivered
- 7,104 persons were trained within national training sessions
- 457 national training sessions were administered by EASO
- 34 train-the-trainers' sessions were delivered
- 5 training sessions for EASO staff members were delivered
- 86 different language versions were built on the e-learning platform
- 29 language translations of modules were delivered
- 96% of participants were satisfied with the training
- 92% of participants were satisfied with the new e-learning experience

Asylum processes

- 1 thematic meeting and 1 EASO Asylum Processes Network meeting was organised
- 92% of participants were satisfied with meetings
- 3 practical tools were developed
- 3 activities were held to promote the practical tools
- 2 common practical tools were consulted with civil society and other organisations

Activities on vulnerable applicants

- 3 thematic activities were organised
- 87% of participants were satisfied with activities
- 2 common practical tools were developed
- The Vulnerability Experts' Network was established
- The EASO Quality Assurance tool was developed

Cooperation with members of the courts and tribunals

- 2 sets of professional development materials were developed and published
- 13 professional development meetings were organised
- 264 members of the courts and tribunals participated
- 96% of participants were satisfied with professional development sessions
- 31 stakeholders were maintained and 4 new were engaged
- A high-level EASO Judicial Roundtable at the CJEU was organised
- Annual planning and coordination meeting of the EASO Network of Courts and Tribunals was organised

EASO networks

- Dublin: 2 Steering Group meetings were organised with 93% of participant satisfaction, 2 Expert Group meetings were organised with 89% of participant satisfaction, 4 quarterly update reports and 2 Dublin-related guides and/or practical tools were produced
- Exclusion: 2 meetings were organised with 92% of participant satisfaction, 2 Expert Group meetings were organised with 89% participant satisfaction, 1 guide/practical tool was produced

EASO's main results in 2018

Country guidance for convergence

- 3 questionnaires/surveys were conducted
- 1 Common Analysis and Country Guidance Note was developed
- 5 Country Guidance Network meetings were held
- 88% of participants were satisfied with the Network meetings

Civil Society and Consultative Forum

- 35 new working contacts were established with CSOs in the field of international protection
- 6 consultations with civil society were conducted
- 135+ organisations were consulted in each process

Communication and Stakeholder Relations

- Press outreach more than doubled to an audience of 4.1 billion
- 290 press interviews/questions were addressed
- 123 meetings with key stakeholders were held
- 51 VIP visits and other visits to EASO were held
- 31 information meetings/events were held
- 5 integrated communication campaigns were organised
- 4 briefings with the expert public were held
- 4 press visits in Member States were organised
- 105% increase in EASO website views
- 86% increase in Twitter and Facebook following
- 200 dossiers were translated into various languages
- 11 EASO Newsletters were issued
- Regular Social Media Monitoring Reports were produced

PART I: ACHIEVEMENTS OF THE YEAR

EASO's priorities in 2018

EASO's priorities in 2018 were:

Operational support, planning and evaluation

- Further develop operational support based on identified and emerging needs of Italy, Greece and Cyprus, as well as other potential frontline Member States.
- Provide operational and technical support to Member States in order to assist them in implementing the new CEAS proposals in a timely and effective manner.
- Support capacity building in key EU neighbouring third countries' asylum and reception systems, namely in the Western Balkans region, Turkey and North Africa.
- Strengthen the EU's role in the area of resettlement, in cooperation with the European Commission, UNHCR and other implementing partners, including IOM.
- Make use of and further develop a number of tools to implement its operational activities.
- Implement specific support activities for the Relocation and operations in the hotspots.
- Implement a pilot project on private sponsorship schemes, in close coordination with the Commission, and fully participate in the parallel Commission study.
- Continuously improve the planning of operational support and further develop working methodologies to draft operating plans.
- Enhance capacity to monitor and evaluate operational activities, with a major focus on the results from the implementation of operating plans, and to improve their effectiveness and efficiency.

Information, analysis and knowledge development

- Develop a comprehensive EU COI system, raising and harmonising standards of COI together with EU+ countries and other key stakeholders, as well as strengthening EASO's role as a 'clearing house' of national COI.
- Foster the creation of an effective situational picture on asylum-related migration, as well as an early warning functionality, through the further development of EPS data collection and the integration of findings of the research on activities on early warning and understanding root causes.
- Establish the IDS as the basis for operational analyses to be provided on current challenges and areas of potential crises.
- Further integrate the Asylum Information System focusing on improving the functionalities of individual entities and creating additional interlinkages between constituent parts.
- Foster convergence in applying assessment criteria by coordinating efforts among Member States to engage in and develop a common analysis providing guidance in the situation in specific countries of origin.

Asylum support

- Consolidate EASO's Training Curriculum by keeping its existing training material abreast of new developments as well as continue to organise train-the-trainers sessions.
- Provide learning and training opportunities to improve the knowledge, skills and competences in relevant authorities and of experts to be deployed in asylum support teams.
- Further continue and enhance practical cooperation activities for the collection and exchange of information on Member States' current practices and policies in relation to the CEAS.

- Further develop the dedicated network of reception authorities in line with the European Agenda on Migration.
- Continue to mainstream aspects related to vulnerable groups in all activities to encourage policy coherence in this field, including in the context of operational support, training and other asylum support activities.
- Advance the joint preparation of professional development materials for members of national courts and tribunals, as well as their subsequent dissemination to identified partners.
- Continue to enhance the activities of the Dublin Network and reinforce the cooperation, information-sharing and exchanges of best practices between the participating national Dublin Units.
- Continue to enhance the activities of the EASO Exclusion Network and reinforce the cooperation, information-sharing and exchange of best practices on exclusion-related issues between the participating EU+ States.

Horizontal activities

- Further promote the participation of representatives from civil society, strengthen the quality and effectiveness of consultations, and explore direct involvement of civil society in EASO's support activities through the implementation of pilot activities.
- In line with the new EUAA Regulation, make a proposal for the setup (composition and working methods) of the revised Consultative Forum based on lessons learnt its establishment.
- Promote multidirectional synergies with all relevant stakeholders of EASO's cooperation network as well as strengthen coordination, flow of information, convergence and coherence of policies and practices related to EASO's mandate.
- Continue to increase the availability of ICT systems and technical solutions in the field of asylum for the EU+, and further improve systems to support EASO's internal operations to meet the demands of growth in size as well as increase in tasks and responsibilities.

EASO's key performance indicator

EASO's overall Key Performance Indicator represented the Agency's ability to conduct its core business and to meet the specific objectives set out in the Work Programme.

Consequently, EASO's Key Performance Indicator was represented by a qualitative indicator aiming at demonstrating the impact of the Agency's support to the implementation of the CEAS, taking into account:

- (i) the tasks laid down in the EASO Regulation, the recast EU asylum acquis and other related EU documents and the Agency's progress in implementing activities to fulfil these tasks;
- (ii) the requests made by the EU+ countries, the European Commission, the Council of the EU, the European Parliament and other EU institutions, agencies and bodies to develop and execute additional EASO activities in order to support the implementation of the CEAS;
- (iii) the opinions expressed by the EU+ countries, the European Commission, the Council of the EU, the European Parliament, other EU institutions, agencies and bodies and other EASO partners on the Agency's work.

The Work Programme identified a number of specific objectives which were structured according to the SMART (specific, measurable, achievable, realistic, time-bound) principle. In order to measure the Agency's performance, indicators were developed for each objective, together with the expected output and timeframe.

I.1 Operational support

I.1.1 Italy

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Contribute to enhanced capacity of the Italian authorities to implement the CEAS and respond to high influx of mixed migration flows.	<ul style="list-style-type: none"> Operating Plan signed and implemented No. of experts deployed vs needs No. of foreseen support measures implemented No. of national authority participants in support measures Level of satisfaction of Italian authorities with support measures 	<ul style="list-style-type: none"> Operating plan implemented 85% of expert needs met 100% support measures implemented 150 national authority participants involved in support measures 	<ul style="list-style-type: none"> Target achieved The Operating Plan was implemented as planned. Target not achieved 58% of expert needs were met on average. Target achieved The support measures were initiated and implemented as agreed. Target exceeded 795 national authority participants were involved in training activities.
	<ul style="list-style-type: none"> No. of induction/training/workshop activities carried out 	<ul style="list-style-type: none"> 25 	<ul style="list-style-type: none"> Target exceeded 39 induction briefings for MS experts were held, 48 training activities were organised.
	<ul style="list-style-type: none"> No. of procedures/workflows amended/revised with input from EASO 	<ul style="list-style-type: none"> 4 	<ul style="list-style-type: none"> Target not achieved 3 procedures/workflows were amended/revised with input from EASO: <ul style="list-style-type: none"> - Work Instructions for caseworkers in the Territorial Commissions - Work Instructions for caseworkers in the Questura - Training Handbook for volunteer guardians
	<ul style="list-style-type: none"> No. of COI-related activities carried out 	<ul style="list-style-type: none"> 3 	<ul style="list-style-type: none"> Target exceeded 5 COI-related activities were carried out: <ul style="list-style-type: none"> - Mali COI Factsheet - 2 international conferences on relevant COI - 1 Italian expert (Mali COI Factsheet) was deployed to French COI Unit - 1 Swiss expert (Ivory Coast COI Factsheet) was deployed to Italian COI Unit - 2 Italian experts (Ivory Coast COI Factsheet) were deployed to Swiss COI Unit

	<ul style="list-style-type: none"> • Degree of adoption and implementation of outputs of support measures 	<ul style="list-style-type: none"> • 100% of outputs used/adopted 	<ul style="list-style-type: none"> • Target achieved The outputs were used/adopted as intended.
2. Taking into account the operational needs in 2018, contribute to enhance the capacity of the Italian authorities to face the mixed migratory flows under the regular procedure and hotspot approach	<ul style="list-style-type: none"> • Operating Plan(s) signed and implemented • No. of experts deployed vs needs • No. of foreseen support measures implemented • Level of satisfaction of Italian authorities with support measures 	<ul style="list-style-type: none"> • 1 Operating Plan implemented • 85% of expert needs met • 100% of support measures implemented • 80% in satisfaction surveys 	<ul style="list-style-type: none"> • Target achieved 1 Operating Plan was implemented as planned. • Target not achieved 62% of expert needs were met on average. • Target achieved The support measures were initiated and implemented as agreed. • Target not achieved 79.1% satisfaction was reached on average (91.5% from training, 66.7% based on external evaluation results).
	<ul style="list-style-type: none"> • % of cases identified and processed with the support of EASO experts 	<ul style="list-style-type: none"> • 50% of cases identified and processed with EASO's support 	<ul style="list-style-type: none"> • Target not achieved 40.6% of cases were identified and processed with EASO's support (22,821 registrations were completed out of 56,161 cases lodged nation-wide in Italy).

I.1.2 Greece

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Contribute to enhanced capacity of the Greek authorities to implement the CEAS, Dublin support and COI	<ul style="list-style-type: none"> • Operating Plan signed and implemented • No. of experts deployed vs needs • No. of foreseen support measures implemented • No. of national authority participants in support measures 	<ul style="list-style-type: none"> • 1 Operating Plan implemented • 85% of expert needs met • 100% support measures implemented • 170 national authority 	<ul style="list-style-type: none"> • Target achieved The Operating Plan was implemented as planned, certain measures were extended into 2019. • Target not achieved 83% of expert needs were met on average. • Target achieved The support measures initiated and implemented as agreed. • Target not achieved 98 national authority participants were involved in support measures.

	<ul style="list-style-type: none"> • Level of satisfaction of Greek authorities with support measures • Degree of adoption and implementation of the outputs of the support measures 	<p>participants in support measures</p> <ul style="list-style-type: none"> • 80% in satisfaction surveys • 100% of outputs used/adopted 	<ul style="list-style-type: none"> • Target not achieved 66.7% satisfaction was reached on average (based on external evaluation results). • Target achieved All outputs were used/adopted as intended.
2. Taking into account the operational needs in 2018, contribute to enhanced capacity of the Greek authorities to process applications of applicants for international protection	<ul style="list-style-type: none"> • Operating Plan(s) signed and implemented • No. of experts deployed versus needs • No. of foreseen support measures implemented • Level of satisfaction of Greek authorities with the support measures • % of interviews processed with the support of EASO experts 	<ul style="list-style-type: none"> • 1 Operating Plan implemented • 85% of expert needs met • 100% of support measures implemented • 80% in satisfaction surveys • 100% of outputs used/adopted • 50% of interviews processed with EASO support 	<ul style="list-style-type: none"> • Target achieved The Operating Plan was implemented as planned, some measures were extended into 2019. • Target exceeded 96% of expert needs were met on average. • Target achieved The support measures were initiated and implemented as agreed. • Target not achieved 66.7% satisfaction was reached on average (based on external evaluation results). • Target achieved The outputs were used/adopted as intended. • Target exceeded 81.7% of interviews were processed with EASO's support (8,958 interviews out of 10,970 interviews conducted on the five Greek islands with established hotspots).

I.1.3 Other EU Member States

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Contribute to enhanced capacity of requesting EU MS national authorities to implement the	<ul style="list-style-type: none"> • No. of Support Plans implemented • No. of support measures implemented 	<ul style="list-style-type: none"> • 2 Support Plans implemented • 100% of support measures implemented 	<ul style="list-style-type: none"> • Target achieved 2 Special Support Plans were implemented as planned (Cyprus, Bulgaria). • Target achieved The support measures were initiated and implemented as agreed.

<p>revised CEAS and respond to high influx of mixed migration flows</p>	<ul style="list-style-type: none"> • No. of national authority participants in support measures • Level of satisfaction of the host EU+ countries • % of new procedures and practices put in place 	<ul style="list-style-type: none"> • 80% in satisfaction surveys • 100% of proposed procedures put in place 	<ul style="list-style-type: none"> • Target not achieved 66.4% satisfaction was reached on average (based on external evaluation results; 62.5% for Bulgaria, 70.1% for Cyprus). • Target achieved The outputs were used/adopted as intended.
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I.2 External dimension

I.2.1 Third country support

Objective 2018	Indicator 2018	Target 2018	Results 2018
<p>1. WB and Turkey: Provide capacity building and, where appropriate, operational support to WB and Turkey for the management of fluctuating migration flows and for the development and adoption of improved asylum and international protection systems, in line with EU requirements</p>	<ul style="list-style-type: none"> • No. of IPA related activities with EASO involvement implemented • No. of capacity building activities implemented • No. of other support measures, including operational, implemented • Level of satisfaction of partner countries involved 	<ul style="list-style-type: none"> • 25 capacity building activities implemented • Min 80% in satisfaction surveys • 100% of proposed procedures put in place • Min 4 countries supported have taken clear steps to establish/adjust national AS and practices 	<ul style="list-style-type: none"> • Target exceeded 47 capacity building activities were implemented (29 in WB, 18 in Turkey under pilot/2nd EASO-DGMM Roadmap). • Target exceeded 92.1% participant satisfaction was reached on average (95% in WB, 89.6% / 91.7% in Turkey under pilot / 2nd EASO-DGMM Roadmap). • Target achieved The proposed procedures were implemented as intended. • Target N/A Target was de-prioritised due to lack of human resources and competing priorities. 3 countries with which EASO had closer and more sustainable cooperation have shown relevant progress (Serbia, North Macedonia, Turkey), however, the impact can be better measured over a multi-annual timeframe.

<p>2. North Africa and other countries, as appropriate: Provide capacity building and, where appropriate, operational support to contribute to and complement the implementation of RDPPs, with a particular regional focus on North Africa (Pillar 1 of the RDPP North Africa) and to follow up on the Valletta Summit Action Plan of November 2015 by providing, as appropriate, training and improve the quality of the asylum process, in countries of origin, transit and destination. In addition to the particular regional focus on North Africa, EASO will, in close coordination with the</p>	<ul style="list-style-type: none"> • No. of RDPPs and or complementing activities with EASO’s involvement • No. and type of capacity building activities implemented • No. of meetings, trainings and workshops • No. of participants • Level of satisfaction of participants/ stakeholders • Use of output of meetings • Level of satisfaction of stakeholders involved 	<ul style="list-style-type: none"> • 15 support measures and/or capacity building activities implemented • Min 80% in satisfaction surveys • 100% of proposed procedures put in place • Min 3 countries supported have taken clear steps to establish/adjust national AS and practices 	<ul style="list-style-type: none"> • Target not achieved 4 support measures and/or capacity building activities were implemented (2 RDPP North Africa related activities, 1 External Dimension Network meeting, 1 negotiation skills workshop), due to limited availability of human resources and other priorities. • Target exceeded 81.5% participant satisfaction was reached on average. • Target achieved The proposed procedures were implemented as intended. • Target N/A Target was de-prioritised due to limited availability of human resources and other priorities; the impact can be better measured over a multi-annual timeframe.
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<p>Commission and EEAS, consider support to the priority countries included in the partnership framework approach defined by the 2016 Commission Communication on the establishment of a Partnership Framework with TCs under the European Agenda on Migration</p>			
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I.2.2 Resettlement

Objective 2018	Indicator 2018	Target 2018	Results 2018
<p>1. Contribute to the enhanced implementation of the European resettlement schemes</p>	<ul style="list-style-type: none"> • No. of activities specifically targeting EU+ countries which have limited prior experience with resettlement organised • No. of activities undertaken to support the European Resettlement scheme 	<ul style="list-style-type: none"> • 1 support activity implemented • Min 80% in satisfaction surveys 	<ul style="list-style-type: none"> • Target exceeded 4 support activities implemented (incl. preparations for the RSF pilot project). • Target N/A Satisfaction of beneficiaries of activities was not measured because it was not considered suitable in the context of the RSF pilot project.

	<ul style="list-style-type: none"> • Level of satisfaction of beneficiaries of activities 		
	<ul style="list-style-type: none"> • Level of satisfaction of EU+ countries participating in the pilot project 	<ul style="list-style-type: none"> • Min 80% 	<ul style="list-style-type: none"> • Target N/A Satisfaction of participating EU+ countries was not measured in 2018 because the RSF pilot project will become operational in 2019.
	<ul style="list-style-type: none"> • New methodologies and tools developed and promoted, also in cooperation with ongoing EU projects in this field (e.g. common tools and training materials in the context of EU-Frank) 	<ul style="list-style-type: none"> • Tools developed and used to support EU+ countries 	<ul style="list-style-type: none"> • Target achieved Several tools were developed in cooperation with EU-FRANK to support EU+ countries in planning and implementation of resettlement operations, the main one being the Resettlement training module.
	<ul style="list-style-type: none"> • Level of satisfaction with methodologies and tools 	<ul style="list-style-type: none"> • Min 80% 	<ul style="list-style-type: none"> • Target achieved 80% participant satisfaction was reached on average (pilot training on the Resettlement).

I.3 Planning, evaluation and support tools

I.3.1 Support activities and tools for operations

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Operating Plans are established through a consultative process based on a robust and reliable needs assessment in a timely manner,	<ul style="list-style-type: none"> • No. of templates and/or methodologies developed in support of the establishment of Operating Plans 	<ul style="list-style-type: none"> • 4 	<ul style="list-style-type: none"> • Target exceeded 7 templates have been developed in support of the establishment of Operating Plans: <ul style="list-style-type: none"> - Comprehensive Needs Assessment Report Template - Prioritised Needs Assessment Report Template - Multi-Annual Operational Roadmap Template - Draft Results Framework Template - Example of an Additional Tool: Stakeholder Profile Summary Sheet

monitored closely, reviewed at mid-term and evaluated upon completion			<ul style="list-style-type: none"> - Updated OP/SSP template (new sections for communication, data protection, safety and security, and restructuring of the measures) - Updated financial planning template (now measure-based)
	<ul style="list-style-type: none"> • % of new/amended Operating Plans that make use of the new templates/methodologies 	<ul style="list-style-type: none"> • 100% 	<ul style="list-style-type: none"> • Target achieved All new/amended Operating Plans (Italy, Greece, Cyprus) made use of the new templates/methodologies.
	<ul style="list-style-type: none"> • % of new/amended Operating Plans that include the needs for specific support tools 	<ul style="list-style-type: none"> • 100% 	<ul style="list-style-type: none"> • Target achieved All new/amended Operating Plans (Italy, Greece, Cyprus) include the needs for specific support tools.
2. Enhance the deployment of MS experts to provide operational support to asylum and reception systems and support the deployment of experts from the EAIPS	<ul style="list-style-type: none"> • EAIPS developed and tested • Degree of satisfaction of EU+ countries with the EAIPS 	<ul style="list-style-type: none"> • EAIPS developed and tested • Min 80% in satisfaction surveys 	<ul style="list-style-type: none"> • Target achieved The tool was developed in 2017, tested early 2018 and officially launched in February during the NCP meeting. • Target exceeded 82.3% satisfaction was reached on average (feedback from 11/2018 AIP NCP meeting).
	<ul style="list-style-type: none"> • No. of SOPs and operational processes developed/refined 	<ul style="list-style-type: none"> • Existing tools maintained/further developed • 2 new tools developed 	<ul style="list-style-type: none"> • Target achieved The existing tools were maintained or further developed. • Target not achieved 1 new tool was developed.
	<ul style="list-style-type: none"> • No. of NCP meetings • No. of participants • Level of satisfaction of participants • Use of outputs of meetings 	<ul style="list-style-type: none"> • 2 NCP meetings • 80% MS participating • 80% on satisfaction surveys 	<ul style="list-style-type: none"> • Target achieved 2 AIP NCP meetings were held (12-13 February, 8-9 November). • Target exceeded 84% of Member States were participating on average (89% from the 1st meeting 02/2018, 79% from the 2nd meeting 11/2018). • Target exceeded 92.6% participant satisfaction was reached on average (feedback from 11/2018 AIP NCP meeting).

		<ul style="list-style-type: none"> • 100% of participants using outputs 	<ul style="list-style-type: none"> • Target achieved The outputs were used as intended.
	<ul style="list-style-type: none"> • Usage of operational platforms developed to support information sharing with deployed experts within the IDS 	<ul style="list-style-type: none"> • 100% of deployed experts accessing the information on IDS operational platforms 	<ul style="list-style-type: none"> • Target achieved 100% deployed experts were accessing the information on the IDS operational platforms.
3. Enhance the access of all MS to interpretation services across the EU	<ul style="list-style-type: none"> • No. of contacts established between EU+ countries to use the LAL 	<ul style="list-style-type: none"> • 80% of MS provide information for the updated LAL 	<ul style="list-style-type: none"> • Target not achieved No Member State has provided information for the updated LAL.
	<ul style="list-style-type: none"> • Data gathered on the languages most requested for interpretation 	<ul style="list-style-type: none"> • Data available in top 5 requested languages 	<ul style="list-style-type: none"> • Target exceeded 11 languages were covered through a Framework Contract for remote interpretation of exotic languages in Greece and Bulgaria (Asante-Twi, Bambara, Ewe, Fulani, Igbo, Krio, Mongolian, Nepali, Tamil, Tibetan, Uighur).

I.3.2 Operational training and quality support

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Ensure that EASO deployed experts and other field officers have the adequate knowledge, skills and competences required to perform tasks in the field prior to their	<ul style="list-style-type: none"> • No. of training programmes developed 	<ul style="list-style-type: none"> • 5 	<ul style="list-style-type: none"> • Target exceeded 10 operational training programmes were developed.
	<ul style="list-style-type: none"> • No. of training programmes delivered 	<ul style="list-style-type: none"> • 15 	<ul style="list-style-type: none"> • Target exceeded 38 training programmes were delivered.
	<ul style="list-style-type: none"> • No. of training sessions delivered 	<ul style="list-style-type: none"> • 50 	<ul style="list-style-type: none"> • Target exceeded 160 training sessions were delivered.
	<ul style="list-style-type: none"> • No. of trainees participating 	<ul style="list-style-type: none"> • 350 	<ul style="list-style-type: none"> • Target exceeded 3,219 trainees were participating.

deployments in EASO operations	<ul style="list-style-type: none"> No. of trainers involved (individuals) 	<ul style="list-style-type: none"> 30 	<ul style="list-style-type: none"> Target exceeded 36 trainers were involved.
	<ul style="list-style-type: none"> Level of trainee satisfaction 	<ul style="list-style-type: none"> 80% 	<ul style="list-style-type: none"> Target exceeded 81.5% satisfaction on average.
2. Contribute to well-functioning EU hotspot approach and to relocation activities. Improve and develop procedures, tools and practices for the enhanced implementation of the hotspot approach and relocation procedure. Enhance the capacity of national authorities to implement the hotspot approach and to relocate in cooperation with relevant stakeholders.	<ul style="list-style-type: none"> No. of tools developed Use of the tools developed 	<ul style="list-style-type: none"> 2 new tools developed / existing tools refined 	<ul style="list-style-type: none"> Target exceeded 3 new tools were developed / existing tools refined.
	<ul style="list-style-type: none"> No. of reviewed acts No. of quality reports produced 	<ul style="list-style-type: none"> 100 acts reviewed 10 quality reports 	<ul style="list-style-type: none"> Target not achieved 93 acts were reviewed (76 for Greece, 17 for Cyprus). Target achieved 10 quality reports were produced (8 for Greece, 2 for Cyprus).

I.3.3 Monitoring and evaluation of operations

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. EASO's operations and activities within MS	<ul style="list-style-type: none"> No. of evaluation initiatives on previous Operating 	<ul style="list-style-type: none"> Min 2 	<ul style="list-style-type: none"> Target achieved 2 evaluation initiatives on previous Operating Plans proposing recommendations for future actions were carried out (OP Italy 2017, OP Greece 2017).

and in the field of the external dimension are continuously monitored in terms of budget, resource allocation and performance, and mid-term reviews and final evaluations are conducted	Plans proposing recommendations for future actions		
	<ul style="list-style-type: none"> No. of periodic/mid-term monitoring reports issued on current Operating Plans 	<ul style="list-style-type: none"> 3 reports 	<ul style="list-style-type: none"> Target exceeded 5 sets of periodic/mid-term monitoring reports were issued on current Operating Plans: <ul style="list-style-type: none"> Regular monthly monitoring reports as of May 2018 on OP Greece Regular monthly monitoring reports as of May 2018 on OP Italy Quarterly monitoring reports on OP Italy Mid-term review report on OP Greece Reassessment of OP Italy (measure IT1, methodological support)
	<ul style="list-style-type: none"> New collaborative tools used to monitor implementation of the operations 	<ul style="list-style-type: none"> Min 1 each for Cyprus, Greece and Italy 	<ul style="list-style-type: none"> Target exceeded 3 new collaborative tools were used to monitor implementation of the operations in each country (Cyprus, Greece and Italy: measure-based monthly reports, indicators database, results indicators visualized in PowerBi).

I.4 Information, analysis and knowledge development

I.4.1 Country of Origin Information (COI)

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Enhance and further diversify EU COI production	<ul style="list-style-type: none"> No. of COI products 	<ul style="list-style-type: none"> Up to 14 	<ul style="list-style-type: none"> Target exceeded 23 COI products were produced.
	<ul style="list-style-type: none"> Use of products 	<ul style="list-style-type: none"> Increased no. of downloads Increased use in case law 	<ul style="list-style-type: none"> Target achieved +2,853 increase in downloads (2018: 27,564 downloads, 2017: 24,711 downloads). Target not achieved A study on the use of COI in case law has not yet been conducted.
	<ul style="list-style-type: none"> No. of meetings held 	<ul style="list-style-type: none"> 15 	<ul style="list-style-type: none"> Target exceeded 22 meetings were held (20 thematic meetings on countries of origin, 2 EASO COI Strategic Network meetings).
	<ul style="list-style-type: none"> No. of COI queries answered 	<ul style="list-style-type: none"> 30 	<ul style="list-style-type: none"> Target exceeded 137 COI queries were answered.

	<ul style="list-style-type: none"> No. of MedCOI factsheets/queries 	<ul style="list-style-type: none"> Up to 3 / up to 200 	<ul style="list-style-type: none"> Target achieved 1 MedCOI Factsheet on Ukraine was drafted (not published); 556 queries were processed (535 MedCOI availability requests, 21 accessibility requests).
2. Enhance awareness and use of high-quality COI	<ul style="list-style-type: none"> Use of COI Portal and query system 	<ul style="list-style-type: none"> Increase in no. of users/consultations (+ 5,000) 	<ul style="list-style-type: none"> Target N/A A new analytics platform was introduced in May 2018, which records the number of visits instead (40,809 visits in 2018).
	<ul style="list-style-type: none"> Use of COI and related policy instruments 	<ul style="list-style-type: none"> Evidence of national use of jointly-developed tools 	<ul style="list-style-type: none"> Target N/A No COI evaluations were due in 2018.

I.4.2 Early Warning and Preparedness (EPS)

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Reinforce and potentially expand the Early Warning and Preparedness System to cover all key aspects of the revised CEAS	<ul style="list-style-type: none"> No. of indicators covered by EPS 	<ul style="list-style-type: none"> Pilot data sharing under Stage IV EPS 	<ul style="list-style-type: none"> Target achieved Stage IV proposal and template were sent to the EPS network in March, several Member States have started sharing data, and it was presented to the EPS network in December.
	<ul style="list-style-type: none"> No. of analytical products 	<ul style="list-style-type: none"> 50 WOSA 12 MTAR 6 Analytical Briefs 4 Dublin analyses 4 Reception analyses 12 LAT public 12 resettlements plus <i>ad hoc</i> reports 	<ul style="list-style-type: none"> Target exceeded 51 WOSA were produced. Target achieved 12 MTAR were produced. Target exceeded 7 Analytical Briefs were produced. Target achieved 4 Dublin analyses were produced and presented at the Dublin Network. Target achieved 4 Reception analyses were produced and presented to the Reception Network. Target achieved 12 Public Latest Asylum Trends (LAT) were produced and visitation rates monitored. Target achieved 7 Resettlement Reports were produced and then subsequently the analyses were incorporated into the next 5 MTARs.

	<ul style="list-style-type: none"> Quality and use of analytical products 	<ul style="list-style-type: none"> 80% user satisfaction 	<ul style="list-style-type: none"> Target exceeded 96.4% user satisfaction was reached on average (two CSAT surveys were deployed, one for the MTAR and another for the Analytical Brief).
2. Develop an effective data exchange to analyse EASO's operational activities	<ul style="list-style-type: none"> No. of operational areas monitored 	<ul style="list-style-type: none"> Italy Greece Other areas if relevant 	<ul style="list-style-type: none"> Target achieved Productivity and deployment data were processed from Italy. Target achieved Productivity and deployment data were processed from Greece. Target achieved Productivity and deployment data were processed from Cyprus.
	<ul style="list-style-type: none"> No. of operational analytical products 	<ul style="list-style-type: none"> 1 weekly report in each operational area 	<ul style="list-style-type: none"> Target achieved 52 digital weekly dashboard reports were produced for each operational area.
	<ul style="list-style-type: none"> Quality and use of analytical products 	<ul style="list-style-type: none"> Increased no. of users 	<ul style="list-style-type: none"> Target not achieved A study on the quality and use of analytical products has not yet been conducted.

I.4.3 Information and Documentation System (IDS)

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Establishing a permanent and comprehensive system of real time update of the system and related alerts and notifications, allowing for timely coverage of new developments and ensuring a fully accurate picture of the situation on the ground, including	<ul style="list-style-type: none"> Timeframe for updating of information 	<ul style="list-style-type: none"> Average of 2 working days to include information on new developments 	<ul style="list-style-type: none"> Target achieved 2 working days on average was required to include information on new developments.
	<ul style="list-style-type: none"> % of complete standardized references to each thematic page 	<ul style="list-style-type: none"> 90% fully referenced 	<ul style="list-style-type: none"> Target achieved 90% of thematic pages have been fully referenced (complete standardized references).

source material used			
2. Produce analyses (fact fiches and overviews) indicating areas of challenges and potential crises	• IDS outputs	• 10 outputs provided	• Target achieved 10 outputs were provided.
	• No. of IDS outputs referenced in planning and evaluation of operational activities	• References to IDS outputs in Operating Plans and reports	• Target achieved IDS platforms were referenced in Operating Plans for Italy and Greece as a source of information for deployed teams. ICOP platform was used to support the deployment process for EASO operations with links created to the EAIPS, for consistency and completeness of information the IDS information was used for the needs assessment for the Operating Plan 2019 in Italy.
3. Establishing IDS as the entry reference point for EASO and EU+ stakeholders	• Use of IDS within EASO	• 50 consultations per day	• Target exceeded 311 consultations per day were conducted on average.
	• Use of IDS by EU+ countries	• 60 consultations per day	• Target exceeded 311 consultations per day were conducted on average.

I.4.4 Annual report on the situation of asylum in the EU

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Produce the Annual Report on the Situation of Asylum in the EU	• Use of annual report by external stakeholders	• 100 references	<ul style="list-style-type: none"> • Target exceeded 1,344 (est.) references were made to the annual report by external stakeholders (incl. downloads): - 900 (est.) press clippings - 400 (approx.) downloads (EASO website, the Publications Office website) - 23 references in the reports published by the EU institutions and civil society organisations (including the European Council for Refugees and Exiles) - 12 citations in publicly available academic papers - 5 references in publicly available links on national authority websites (BAMF, FEDASIL, Greek Asylum Service, Cyprus Asylum Service, Refworld) - 3 references in reports and periodic updates (the European Union Agency for Fundamental Rights) - 1 reference in a publicly available Asylum Information Database

I.4.5 Further development of a central Asylum Information Systems

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Further extend COI Portal functionalities	<ul style="list-style-type: none"> No. of additional major versions deployed 	<ul style="list-style-type: none"> 2 	<ul style="list-style-type: none"> Target exceeded 4 additional major versions were deployed (1.1, 1.2, 1.3, 1.4).
	<ul style="list-style-type: none"> Connected systems to the COI Portal 	<ul style="list-style-type: none"> Encourage min 1 more EU+ country to connect 	<ul style="list-style-type: none"> Target achieved 1 more EU+ country (Lithuania) was encouraged to connect (5 countries connected: Finland, France, Ireland, Norway, Sweden).
2. Further improve the interface and functionalities of IDS and integrate statistical information for individual countries, case law, as well as the EASO query system	<ul style="list-style-type: none"> No. of pages with statistical information made available 	<ul style="list-style-type: none"> Relevant statistics made available for each EU+ country page 	<ul style="list-style-type: none"> Target achieved Relevant statistics (incl. statistical visualisations) was made available for each EU+ country page.
	<ul style="list-style-type: none"> No. of pages with case law made available 	<ul style="list-style-type: none"> Relevant case law made available for each EU+ country page (+ EU-level pages) 	<ul style="list-style-type: none"> Target achieved Relevant case law was made available for each EU+ country page (+ EU-level pages).
	<ul style="list-style-type: none"> No. of EASO queries processed through the database 	<ul style="list-style-type: none"> Up to 40 	<ul style="list-style-type: none"> Target not achieved 29 queries were processed.
3. Continue to include relevant information from the AIS on the EASO website, in particular statistical information with a goal of automatizing	<ul style="list-style-type: none"> Availability of dynamic statistics from EPS 	<ul style="list-style-type: none"> Provide targeted, automated statistical information on a regular basis 	<ul style="list-style-type: none"> Target achieved Targeted, automated statistical information was provided on a regular basis (monthly dynamic visualisations on the public website and in restricted areas).

processes and avoiding duplication			
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I.4.6 Research on early warning and understanding root causes

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Complete open projects in programme and disseminate results	<ul style="list-style-type: none"> Pilot exercise for surveying asylum seekers launched 	<ul style="list-style-type: none"> Fact-finding missions to MS reception centres, well-developed methodology, project tendered and evaluated (contract to be signed in early 2019) 	<ul style="list-style-type: none"> Target not achieved Fact-finding missions to three Member States' reception centres took place, the SAM (Surveys to Understand Asylum Related Migration) methodology was developed in cooperation with 5 Member States. Due to staff shortages, the project was not tendered (no evaluation was therefore carried out), however, the technical specifications were drafted.
	<ul style="list-style-type: none"> Methodology for early warning developed, based on big data (internet use in third countries) 	<ul style="list-style-type: none"> Conclude and publish report Disseminate results 	<ul style="list-style-type: none"> Target exceeded 2 draft/prototype Early Warning Reports on Idlib and Tunisia were concluded and published. Target achieved Early warning reports were used by DG HOME in several ISAA (Integrated Situational Awareness and Analysis) reports and published on the IPCR (Integrated Political Crisis Response) platform. In addition some big-data results were used in the Annual Trends Analysis report for 2018 which was disseminated to Member States and the EASO Management Board.
	<ul style="list-style-type: none"> EASO model of asylum-related migration implemented and tested 	<ul style="list-style-type: none"> Conclude relevant projects Publish reports 	<ul style="list-style-type: none"> Target N/A The project was realigned into 2019 (a new analytical framework is being developed which will better separate the analytical needs of the asylum situation from the implementation of the CEAS). Target N/A The project was realigned into 2019 (a new analytical framework is being developed which will better separate the analytical needs of the asylum situation from the implementation of the CEAS).

		<ul style="list-style-type: none"> Disseminate results 	<ul style="list-style-type: none"> Target N/A The project was realigned into 2019 (a new analytical framework is being developed which will better separate the analytical needs of the asylum situation from the implementation of the CEAS).
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I.4.7 Country guidance for convergence

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Information-collection and analysis of divergences in country-specific national decision practices, of the main reasons for these divergences, of the actual situation in the countries of origin, and of existing standards and guidance/tools on relevant elements of the CEAS	<ul style="list-style-type: none"> No. of questionnaires/surveys 	<ul style="list-style-type: none"> 3 	<ul style="list-style-type: none"> Target achieved 3 questionnaires/surveys were conducted.
2. Increase the level of convergence through the joint development of country-specific guidance based on joint EASO COI, EASO horizontal guidance/tools and other relevant input	<ul style="list-style-type: none"> Evaluation of the pilot exercise 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> Target achieved 1 evaluation of the pilot exercise was carried out (the evaluation report was shared with EU+ countries, the European Commission and UNHCR).
	<ul style="list-style-type: none"> Use and review of a commonly agreed methodology for the development of Country Guidance 	<ul style="list-style-type: none"> Methodology for the development of Country Guidance used and reviewed 	<ul style="list-style-type: none"> Target achieved Methodology for the development of Country Guidance was used and reviewed (reviewed on the basis of the evaluation of the pilot and used in new developments of country guidance).
	<ul style="list-style-type: none"> No. of Common Analysis and 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> Target achieved

	Country Guidance Notes to be developed/updated and adopted by the EASO MB		1 Common Analysis and Country Guidance Note was developed/updated and adopted by the EASO MB (incl. publication).
	• No. of Country Guidance Network meetings	• 4	• Target exceeded 5 Country Guidance Network meetings were held.
	• No. of drafting team meetings	• 6	• Target achieved 6 drafting team meetings were held.
	• Level of satisfaction with the Network meetings	• 80% and higher	• Target exceeded 88.4% participant satisfaction was reached on average.

I.5 Asylum support

I.5.1 Training

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Consolidation of the EASO Training Curriculum	• Number of training modules reviewed/updated/upgraded/developed in 2018	• 5 modules reviewed/updated/upgraded/developed	• Target exceeded 7 modules were finalised and piloted (Interview Techniques, Interviewing Vulnerable Persons, Interviewing Children, Interpreters, Resettlement, End of Protection, CEAS). 6 modules were initiated for development/upgrade/update (MedCOI, Module for the Reception of Vulnerable Persons, Module for Managers, Country of Origin Information, Evidence Assessment, Exclusion).
	• Level of satisfaction with the new e-learning experience	• 85% satisfaction rate	• Target exceeded 92% participant satisfaction was reached on average.
	• Number of training modules for which comments were requested by the Reference Group	• 5 training modules	• Target exceeded Comments were requested by the Reference Group on 6 modules: <ul style="list-style-type: none"> - Interviewing Vulnerable Persons (January 2018) – upgrade - Interviewing Children (February 2018) – upgrade - End of Protection (February and August 2018, only for sub-module 1) – upgrade

			<ul style="list-style-type: none"> - CEAS (June 2018) – upgrade - Resettlement (July 2018) – development - Exclusion (December 2018) – upgrade <p>The Reference group was also consulted on the structure of MedCOI training, and for the life-cycle report on the Evidence Assessment module upgrade.</p>
	<ul style="list-style-type: none"> • Development of a mobility programme for certified asylum officials 	<ul style="list-style-type: none"> • A mobility programme is developed 	<ul style="list-style-type: none"> • Target N/A <p>The development of a mobility programme was explored and discussed in the CAWG. CAWG members agreed to focus on the development of the Training Governance System prior to the organisation of a mobility programme.</p>
2. Implementation of the EASO Training Curriculum	<ul style="list-style-type: none"> • No. of persons trained within train-the-trainers' sessions 	<ul style="list-style-type: none"> • 1,250 	<ul style="list-style-type: none"> • Target not achieved <p>524 persons were trained within train-the-trainers' sessions.</p>
	<ul style="list-style-type: none"> • No. of persons trained within national training sessions 	<ul style="list-style-type: none"> • 3,000 	<ul style="list-style-type: none"> • Target exceeded <p>7,104 persons were trained within national training sessions.</p>
	<ul style="list-style-type: none"> • No. of train-the-trainers' sessions delivered 	<ul style="list-style-type: none"> • 16 	<ul style="list-style-type: none"> • Target exceeded <p>34 train-the-trainers' sessions were delivered.</p>
	<ul style="list-style-type: none"> • No. of national training sessions administered by EASO 	<ul style="list-style-type: none"> • 250 	<ul style="list-style-type: none"> • Target exceeded <p>457 national training sessions were administered by EASO.</p>
	<ul style="list-style-type: none"> • No. of different language versions built on the e-learning platform 	<ul style="list-style-type: none"> • 15 	<ul style="list-style-type: none"> • Target exceeded <p>86 different language versions were built on the e-learning platform.</p>
	<ul style="list-style-type: none"> • Level of satisfaction of participants in training sessions 	<ul style="list-style-type: none"> • 85% satisfaction 	<ul style="list-style-type: none"> • Target exceeded <p>96% participant satisfaction was reached on average.</p>

	<ul style="list-style-type: none"> No. of trainers and content experts participating in the trainers' network meetings 	<ul style="list-style-type: none"> 25 	<ul style="list-style-type: none"> Target N/A The Trainers Network Meeting was postponed into March 2019 due to changes in the certification process.
	<ul style="list-style-type: none"> No. of language translations of modules 	<ul style="list-style-type: none"> 21 	<ul style="list-style-type: none"> Target exceeded 29 language translations of modules were delivered (both translated and not yet built online): <ul style="list-style-type: none"> - Interviewing Techniques (20) - Inclusion (3) - SOGI (3) - Interpreting in the Asylum context (1) - Evidence Assessment (1) - Inclusion Advance (1)
3. EASO will establish and develop training on international protection-related topics for its own staff	<ul style="list-style-type: none"> No. of training sessions for staff members 	<ul style="list-style-type: none"> 2 	<ul style="list-style-type: none"> Target exceeded 5 training sessions for staff members were delivered.
	<ul style="list-style-type: none"> No. of EASO staff trained 	<ul style="list-style-type: none"> 50 	<ul style="list-style-type: none"> Target exceeded 151 members of EASO staff were trained.
	<ul style="list-style-type: none"> Satisfaction level of users 	<ul style="list-style-type: none"> 85% satisfaction 	<ul style="list-style-type: none"> Target achieved 85% user satisfaction was reached on average.
4. EASO will engage in consultations with EU+ and third countries in order to collect and analyse needs and develop and/or design training plans	<ul style="list-style-type: none"> No. of field/study visits 	<ul style="list-style-type: none"> 2 	<ul style="list-style-type: none"> Target not achieved 1 study visit was organised (Maltese asylum authorities of the Dublin Office to Poland).
	<ul style="list-style-type: none"> No. of training plans developed 	<ul style="list-style-type: none"> 2 	<ul style="list-style-type: none"> Target exceeded 3 training plans were developed.
	<ul style="list-style-type: none"> No. of sessions delivered 	<ul style="list-style-type: none"> 4 	<ul style="list-style-type: none"> Target exceeded 12 sessions were delivered: <ul style="list-style-type: none"> - 8 training sessions to the Maltese immigration officers (fundamental rights and access to the asylum procedure, trafficking in human beings, identification of vulnerable applicants, intercultural communication, and interview techniques) - 3 core module sessions (inclusion, interview techniques, evidence assessment)

			- 1 training session (Dublin III Regulation)
5. EASO will engage in cooperation with other JHA Agencies to develop and support joint training endeavours and to provide expertise in the development of training material within other Agencies	• No. of joint training activities with other JHA Agencies	• 19	• Target achieved 19 joint training activities with other JHA Agencies were organised: - 13 with Frontex (Operational Briefing Triton, a Mid-level Management Course) - 6 with CEPOL (training courses)
	• JHA Agency experts being part of EASO Reference Group	• 3	• Target achieved 3 JHA Agency experts were part of EASO Reference Group: - 2 from FRA (development of a training module for the interpreters, upgrade of the training module on Interviewing Children) - 1 from Frontex (development of a training module for the interpreters)
	• No. of joint training activities	• 1	• Target achieved 1 joint training activity was organised (consultations with Frontex and Europol on the joint training on the Migration Management Support Teams).

1.5.2 Asylum processes

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Contribute to the targeted collection and exchange of information on the implementation of the CEAS by collecting and analysing information about MS practices and policies on selected aspects of the CEAS	• No. of topics for which information will be collected and analysed	• 1	• Target exceeded 3 topics were covered for information collection and analysis.
	• No. of thematic meetings to be organised	• 1	• Target achieved 1 thematic meeting was organised.
	• Level of satisfaction with thematic meetings	• 80% and higher	• Target exceeded 91% participant satisfaction was reached on average.
	• No. of meetings of the EASO Asylum Processes Network	• 1	• Target achieved 1 meeting of the EASO Asylum Processes Network was organised (22-23 November, in Malta).
	• Level of satisfaction with the meeting of	• 80% and higher	• Target exceeded 92% participant satisfaction was reached on average.

	the EASO Asylum Processes Network		
2. Contribute to achieving common standards of asylum processes throughout the EU by developing common practical tools and guidance targeted at certain aspects of the asylum processes	<ul style="list-style-type: none"> No. of practical tools on asylum processes to be developed and published 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> Target achieved 1 practical tool on asylum processes was developed and published (a practical guide); 2 were developed (EASO guidance on ‘Membership of a Particular Social Group’, EASO practical guidance on ‘Operational Standards and Indicators for the Asylum Procedure’).
	<ul style="list-style-type: none"> No. of common practical tools consulted with civil society and other organisations 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> Target exceeded 2 common practical tools (EASO guidance on ‘Membership of a Particular Social Group’, EASO practical guidance on ‘Operational Standards and Indicators for the Asylum Procedure’) were consulted with civil society and other organisations (COM, UNHCR, ECRE, Odysseus Network).
	<ul style="list-style-type: none"> No. of activities/products developed to promote the practical tools 	<ul style="list-style-type: none"> 2 or more 	<ul style="list-style-type: none"> Target achieved 3 activities were held to promote the practical tools (to the members of the Italian Asylum System, to the Turkish officials, to the members of the Asylum Processes Network).
3. Support MS in the quality management of the national asylum processes	<ul style="list-style-type: none"> No. of relevant activities 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> Target not achieved A meeting on quality management was not organised due to the focus on quality assurance within EASO Operations and limited resources.
	<ul style="list-style-type: none"> Satisfaction of participants in relevant activities 	<ul style="list-style-type: none"> 80% or higher 	<ul style="list-style-type: none"> Target N/A Satisfaction of participants was not measured because a meeting on quality management was not organised, due to the focus on quality assurance within EASO Operations and limited resources.
	<ul style="list-style-type: none"> No. of targeted support tools for quality management activities 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> Target achieved 1 targeted support tool for quality management activities was developed (EASO Quality Assurance tool).

1.5.3 Reception

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Provide a forum for exchange of	<ul style="list-style-type: none"> Meetings organised No. of participants 	<ul style="list-style-type: none"> 4 meetings organised 	<ul style="list-style-type: none"> Target exceeded

information and good practices	<ul style="list-style-type: none"> • Level of satisfaction of participants • Use of output of meetings 	<ul style="list-style-type: none"> • 80% in satisfaction surveys 	<p>8 meetings were organised (2 NCP meetings, 2 thematic workshops, 4 exchange programme visits).</p> <ul style="list-style-type: none"> • Target exceeded 90% meeting participant satisfaction was reached on average.
2. Pool expertise on reception-related issues and provide input to practical cooperation activities organised by EASO in the field of reception	<ul style="list-style-type: none"> • No. of practical tools/guidance to be developed and published 	<ul style="list-style-type: none"> • 1 practical tool developed and published 	<ul style="list-style-type: none"> • Target exceeded 2 practical tools were developed and published (Guidance on Contingency Planning in the Context of Reception, Guidance on Reception Conditions for Unaccompanied Children).
	<ul style="list-style-type: none"> • No. of practical tools/guidance consulted with EASO Reference Group and EASO Network of Reception Authorities 	<ul style="list-style-type: none"> • 1 practical tool consulted with reference group and EASO network of Reception authorities 	<ul style="list-style-type: none"> • Target achieved 1 practical tool was consulted with reference group and EASO network of Reception authorities (Guidance on Operational Standards and Indicators on Reception Conditions for Unaccompanied Children).

I.5.4 Activities on vulnerable applicants

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Encouraging policy coherence by exchange of information and expertise in relation to vulnerable applicants in asylum and reception processes	<ul style="list-style-type: none"> • No. of thematic activities to be organised 	<ul style="list-style-type: none"> • 3 	<ul style="list-style-type: none"> • Target achieved 3 thematic activities were organised (vulnerability experts' Network kick-off meeting, Advisory Group meeting, the First Annual Conference).
	<ul style="list-style-type: none"> • Level of satisfaction with activities 	<ul style="list-style-type: none"> • 80% and higher 	<ul style="list-style-type: none"> • Target exceeded 86.5% participant satisfaction was reached on average.
	<ul style="list-style-type: none"> • Establish a practical cooperation Network on Vulnerable Groups 	<ul style="list-style-type: none"> • Network established 	<ul style="list-style-type: none"> • Target achieved The Vulnerability Experts' Network was established in November 2018.
2. Contribute to achieving common standards and best	<ul style="list-style-type: none"> • No. of common practical tools 	<ul style="list-style-type: none"> • 2 	<ul style="list-style-type: none"> • Target achieved 2 common practical tools were developed and/or published (Practical Guide on Age Assessment, Practical Guide on the Best Interest of the Child).

practices by developing and publishing practical tools on vulnerable applicants	developed and published		
	<ul style="list-style-type: none"> No. of common practical tools consulted with civil society and other organisations 	<ul style="list-style-type: none"> 2 	<ul style="list-style-type: none"> Target achieved 2 common practical tools were consulted with civil society and other organisations.
	<ul style="list-style-type: none"> No. of activities/products developed to promote the usage of practical tools 	<ul style="list-style-type: none"> 2 or more 	<ul style="list-style-type: none"> Target achieved 20 activities/products were developed to promote the usage of practical tools.

I.5.5 Cooperation with members of the courts and tribunals

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Advancing the creation of Professional Development Materials	<ul style="list-style-type: none"> No. of professional development sets for members of courts and tribunals in EU+ countries developed and published 	<ul style="list-style-type: none"> 2 	<ul style="list-style-type: none"> Target achieved 2 professional development sets for members of courts and tribunals in EU+ countries developed and/or published: <ul style="list-style-type: none"> - Detention - Evidence and Credibility Assessment
2. Implementing Professional Development Meetings for members of courts and tribunals	<ul style="list-style-type: none"> No. of professional development meetings (workshops, conferences etc.) organised 	<ul style="list-style-type: none"> 10 	<ul style="list-style-type: none"> Target exceeded 13 professional development meetings (workshops, conferences etc.) were organised: <ul style="list-style-type: none"> - professional development workshops (8) - ad hoc Member State workshops (2) - judicial activities under special support to Bulgaria (2) - regional seminar for Western Balkans judges (1)
	<ul style="list-style-type: none"> No. of participants in professional 	<ul style="list-style-type: none"> 200 members of courts and tribunals to 	<ul style="list-style-type: none"> Target exceeded 264 members of courts and tribunals to participated in professional development meetings organised by EASO.

	development meetings organised	participate in professional development meetings organised by EASO	
	<ul style="list-style-type: none"> No. of conferences for members of courts and tribunals organised 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> Target achieved 1 conference for members of courts and tribunals was organised (EASO High Level Judicial Roundtable with CJEU, ECtHR and IARMJ-Europe).
	<ul style="list-style-type: none"> Level of satisfaction of participants in professional development sessions organised 	<ul style="list-style-type: none"> Min 80% positive satisfaction rating in respect of each session from all replies received 	<ul style="list-style-type: none"> Target exceeded 95.8% participant satisfaction was reached on average.
3. Stimulating dialogue with judicial stakeholders in the field of asylum (incl. enhancing the relationship of EASO with NJTB in the EU+)	<ul style="list-style-type: none"> No. of stakeholders participating in the EASO Network of Court and Tribunal Members 	<ul style="list-style-type: none"> Maintaining the number of stakeholders of 2016 	<ul style="list-style-type: none"> Target exceeded 31 stakeholders were maintained, 4 new were engaged (2016: 31 stakeholders).
	<ul style="list-style-type: none"> No. of coordination and planning meetings of the Network organised 	<ul style="list-style-type: none"> 1 	<ul style="list-style-type: none"> Target achieved 1 coordination and planning meetings of the Network was organised.

I.5.6 Dublin Network

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Enhance cooperation, information-sharing and exchange of	<ul style="list-style-type: none"> No. of meetings organised No. of participants 	<ul style="list-style-type: none"> 2 Steering Group meetings 80% satisfaction 	<ul style="list-style-type: none"> Target achieved 2 Steering Group meetings were organised. Target exceeded 93.4% participant satisfaction was reached on average.

best practices among the 32 national Dublin Units participating in the Dublin Network	<ul style="list-style-type: none"> • Level of satisfaction of participants 		
	<ul style="list-style-type: none"> • No. of quarterly update reports produced and published 	<ul style="list-style-type: none"> • 4 	<ul style="list-style-type: none"> • Target achieved 4 quarterly update reports were produced and published on the EASO Dublin Network Platform.
2. Promote common standards and practices within the Dublin context	<ul style="list-style-type: none"> • No. of meetings organised • No. of participants • Level of satisfaction of participants 	<ul style="list-style-type: none"> • 2 Expert Group meetings • 80% satisfaction 	<ul style="list-style-type: none"> • Target achieved 2 Expert Group meetings were organised (Dublin transfers, DubliNET). • Target exceeded 89.2% participant satisfaction was reached on average.
	<ul style="list-style-type: none"> • No. of Dublin-related guides and/or practical tools identified and developed 	<ul style="list-style-type: none"> • 1 	<ul style="list-style-type: none"> • Target exceeded 2 Dublin-related guides and/or practical tools were identified and developed (EASO Practical Guide on the Implementation of Dublin Regulation, EASO Recommendation on Dublin Transfers).

I.5.7 Exclusion Network

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Enhance cooperation, information-sharing and exchange of best practices among EU+ countries participating in the Exclusion Network	<ul style="list-style-type: none"> • No. of meetings organised • No. of participants • Level of satisfaction of participants 	<ul style="list-style-type: none"> • 2 meetings • 80% of satisfaction 	<ul style="list-style-type: none"> • Target achieved 2 meetings were organised (NCP meeting, Exclusion and Iraq thematic meeting). • Target exceeded 92.3% participant satisfaction was reached on average.
	<ul style="list-style-type: none"> • No. of exclusion-related guides and/or practical tools identified and developed 	<ul style="list-style-type: none"> • 1 guide/practical tool produced 	<ul style="list-style-type: none"> • Target not achieved No guide/practical tool was produced ('The Exclusion Screening Tool on Afghanistan' is in progress, it was consulted with the EASO Exclusion Network in preparation of publication).

I.6 Horizontal activities

I.6.1 Civil society and Consultative Forum

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Enhance multidimensional beneficial synergies between EASO and a diversified set of CSOs working in the field of international protection	<ul style="list-style-type: none"> No. of CSOs participating in EASO's meetings/ activities 	<ul style="list-style-type: none"> 370 	<ul style="list-style-type: none"> Target not achieved 250 CSO representatives in total were participating, in EASO meetings (239) and in activities (11).
	<ul style="list-style-type: none"> No. of pilot activities developed with civil society 	<ul style="list-style-type: none"> 2 	<ul style="list-style-type: none"> Target N/A The activities were cancelled due to lack of human resources. Priority was given to the implementation of 3 Consultative Forum meetings, 6 electronic consultations and the development of a Briefing Paper.
	<ul style="list-style-type: none"> No. of new working contacts established with CSOs in the field of international protection 	<ul style="list-style-type: none"> 30 	<ul style="list-style-type: none"> Target exceeded 35 (approx.) new working contacts were established with CSOs in the field of international protection.
	<ul style="list-style-type: none"> No. and type of consultations with civil society conducted No. of organisations consulted No. of contributions received Use of the contributions received 	<ul style="list-style-type: none"> 6 consultations 120 organisations 75 contributions 	<ul style="list-style-type: none"> Target achieved 6 consultations with civil society were conducted (listed below under contributions). Target exceeded 135+ organisations were consulted in each consultation process. Target exceeded 121 contributions were received: <ul style="list-style-type: none"> - Annual Report on the Situation of Asylum 2017 (28) - Draft EASO Work Programme 2019 (3) - Annual General Report 2017 (0) - Draft EASO Judicial analysis on Detention of applicants for international protection in the context of the Common European Asylum System (7) - Survey on the provision of information feeding in to the CF Thematic Meeting on access to information (49) - Survey on the situation of Bangladeshi nationals in the EU+ (34)

I.6.2 EASO communication and stakeholder relations

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Enhancing the reputation of the Agency and strengthening the credibility with key stakeholders, including other EU Bodies, agencies and Institutions, in particular the European Commission, the European Parliament and the Council of the European Union (including MS)	<ul style="list-style-type: none"> No. of meetings with key stakeholders, including MS and MEPs 	<ul style="list-style-type: none"> 35 	<ul style="list-style-type: none"> Target exceeded 123 meetings with key stakeholders, including MS and MEPs, were held.
	<ul style="list-style-type: none"> No. of VIP visits and other visits to EASO 	<ul style="list-style-type: none"> 20 	<ul style="list-style-type: none"> Target exceeded 51 VIP visits and other visits to EASO were held.
	<ul style="list-style-type: none"> No. of briefings with the expert public 	<ul style="list-style-type: none"> 3 	<ul style="list-style-type: none"> Target exceeded 4 briefings with the expert public were held.
2. Enhancing communication by explaining and promoting EASO's work, tools and activities, and organising communication activities aimed at achieving the overall corporate priorities of the Agency	<ul style="list-style-type: none"> No. of information meetings/events held 	<ul style="list-style-type: none"> 30 	<ul style="list-style-type: none"> Target exceeded 31 information meetings/events were held.
	<ul style="list-style-type: none"> No. of press conferences/meetings 	<ul style="list-style-type: none"> 4 	<ul style="list-style-type: none"> Target not achieved 2 press conferences/meetings were held (planned press conferences in Greece and Italy could not be held for political and/or logistical reasons).
	<ul style="list-style-type: none"> EASO website and social media 	<ul style="list-style-type: none"> 100% increase in monthly page views 	<ul style="list-style-type: none"> Target exceeded 104.8% increase in monthly page views was achieved on average: <ul style="list-style-type: none"> - Consultative Forum +1,150% (66 in 2017, 825 in 2018) - asylum trends +209.8% (7,191 in 2017, 22,280 in 2018) - practical tools +74.2% (5,669 in 2017, 9,873 in 2018) - operations +64.2% (2,072 in 2017, 3,403 in 2018) - COI +55.5% (6,415 in 2017, 9,974 in 2018)

		<ul style="list-style-type: none"> • 200% increase in Twitter and Facebook following 	<ul style="list-style-type: none"> - country reports +50.9% (16,804 in 2017, 25,358 in 2018) - training quality +40.1% (3,212 in 2017, 4,499 in 2018) - information and analysis +23.3% (4,391 in 2017, 5,415 in 2018) - IDS +7% (4,743 in 2017, 5,076 in 2018) - research programme -51.4% (2,431 in 2017, 1,182 in 2018) - Asylum Intervention Pool -18.8% (2,885 in 2017, 2,342 in 2018) - training -14.2% (10,893 in 2017, 9,344 in 2018) - news and events -9.9% (6,433 in 2017, 5,797 in 2018) - courts and tribunals -8% (2,885 in 2017, 2,342 in 2018) - analysis and statistics -1.1% (7,240 in 2017, 7,158 in 2018) <ul style="list-style-type: none"> • Target not achieved 85.6% increase in Twitter and Facebook following was achieved on average: <ul style="list-style-type: none"> - Twitter +14.3% (17,060 in 2017, 19,500 in 2018) - Facebook +156.8% (12,155 in 2017, 31,210 with Greenline Italy page in 2018)
<ul style="list-style-type: none"> • No. of translations and publications 	<ul style="list-style-type: none"> • 88 dossiers translated into various languages • 50 publications dossiers 	<ul style="list-style-type: none"> • Target exceeded 200 dossiers were translated into various languages. • Target exceeded 150 publications dossiers were translated into various languages. 	
<ul style="list-style-type: none"> • Press interviews 	<ul style="list-style-type: none"> • 150 	<ul style="list-style-type: none"> • Target exceeded 290 press interviews (together with press questions) were held. Press outreach more than doubled from a potential audience of 1.9 billion (2017) to 4.1 billion (2018). 	
<ul style="list-style-type: none"> • No. of press visits in MS 	<ul style="list-style-type: none"> • 4 	<ul style="list-style-type: none"> • Target achieved 4 press visits were organised in Member States (exceeded if to include visits of journalists to 'hotspots'). 	
<ul style="list-style-type: none"> • EASO Newsletter 	<ul style="list-style-type: none"> • 11 	<ul style="list-style-type: none"> • Target achieved 11 EASO Newsletters were issued. 	
<ul style="list-style-type: none"> • Social media monitoring 	<ul style="list-style-type: none"> • Weekly and monthly 	<ul style="list-style-type: none"> • Target achieved All weekly and monthly reporting periods were covered through the EASO Weekly and Monthly Analytical Social Media Monitoring Reports, in addition to <i>ad hoc</i> and thematic reports. 	

	<ul style="list-style-type: none"> • Integrated communication campaigns 	<ul style="list-style-type: none"> • 2 	<ul style="list-style-type: none"> • Target exceeded 5 integrated communication campaigns were organised (Nigeria, EASO Operations in Greece, Annual Report 2017 on the Situation of Asylum in the EU, Italy Green Line, Consultative Forum 2018).
<p>3. Organising the EASO MB meeting with the aim of continuously improving the communication channels between the EASO MB members and the EASO Management by increasing the involvement and the participation of the MB members in the activities of EASO and keeping the MB members up to date with latest developments</p>	<ul style="list-style-type: none"> • No. of meetings with the EASO MB members 	<ul style="list-style-type: none"> • 4 (+4 preparatory meetings) 	<ul style="list-style-type: none"> • Target achieved 4 meetings with the EASO MB members were held, 4 preparatory meetings were held.

I.6.3 Information and communications technology

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Deploy and integrate the Agency's information gathering systems in the EASO Extranet	<ul style="list-style-type: none"> • No. of field events captured 	<ul style="list-style-type: none"> • 60% 	<ul style="list-style-type: none"> • Target N/A The first version of the tool deployment was re-scheduled into 2019.
	<ul style="list-style-type: none"> • No. of stakeholder organisations using the available systems 	<ul style="list-style-type: none"> • 100% 	<ul style="list-style-type: none"> • Target achieved 100% stakeholder organisations were using the available systems (100% were using the EAIPS, 100% were using the COI Portal).

2. Deploy and integrate CEAS efficiency tools	<ul style="list-style-type: none"> • Enable the adoption of the tools as a cornerstone of AS systems 	<ul style="list-style-type: none"> • 60% of cases done automatically 	<ul style="list-style-type: none"> • Target not achieved No real data was being fed into the system.
	<ul style="list-style-type: none"> • Time to match and relocate via system 	<ul style="list-style-type: none"> • 3 days 	<ul style="list-style-type: none"> • Target N/A The system was not used by the Greek Asylum Service.
3. Maintain and further integrate the EASO EAIPS	<ul style="list-style-type: none"> • Full automation of field operations through the EAIPS 	<ul style="list-style-type: none"> • 98% of deployments 	<ul style="list-style-type: none"> • Target exceeded 100% of deployments were automated through the EAIPS.
4. Understand and catalogue what systems support the CEAS within the MS AS	<ul style="list-style-type: none"> • Assess and analyse AS IS 	<ul style="list-style-type: none"> • 2 MS assessed 	<ul style="list-style-type: none"> • Target exceeded 17 Member States were assessed and analysed (responses received to the survey).
	<ul style="list-style-type: none"> • No. of stakeholders interviews 	<ul style="list-style-type: none"> • 10 per MS 	<ul style="list-style-type: none"> • Target exceeded 34 stakeholders were interviewed (2 per Member State).
5. Support the development of integrated asylum information systems (COI Portal, IDS, MedCOI) in EASO	<ul style="list-style-type: none"> • Tools uptime 	<ul style="list-style-type: none"> • 90% 	<ul style="list-style-type: none"> • Target exceeded 96.2% tools uptime (downtime 8 out of 208 days).
	<ul style="list-style-type: none"> • Increase usage 	<ul style="list-style-type: none"> • 10% annually 	<ul style="list-style-type: none"> • Target exceeded 300% of annual increase in usage was achieved (2017: 500, 2018: 2,000).
6. Deploy and integrate procurement and finance management tools	<ul style="list-style-type: none"> • Fully integrated and electronic procurement processes 	<ul style="list-style-type: none"> • 60% of procurement done through electronic means 	<ul style="list-style-type: none"> • Target exceeded 80% (est.) of procurement was done through electronic means (done mainly through electronic and paperless flows, only the launching and awards are still circulated on paper).
	<ul style="list-style-type: none"> • Fully integrated and electronic budget processes 	<ul style="list-style-type: none"> • 98% of budget operations done through electronic means 	<ul style="list-style-type: none"> • Target N/A The project was postponed due to a high staff turnover in the Finance Sector and low level of process maturity.
7. Deploy and integrate Operations' administrative and	<ul style="list-style-type: none"> • More workflows added to the Paperless tool 	<ul style="list-style-type: none"> • 70% of identified operational workflows done via Paperless 	<ul style="list-style-type: none"> • Target N/A The project was de-prioritized to facilitate the operational workflows moving towards the EAIPS platform (to maintain only one interface).

financial management workflows through electronic means	<ul style="list-style-type: none"> Time for administrative operations deployment flows reduced 	<ul style="list-style-type: none"> To 5 days 	<ul style="list-style-type: none"> Target N/A The activity will be implemented through the integration of the EAIPS platform.
8. Further integrate the EASO situation centre	<ul style="list-style-type: none"> No. of available/connected EASO systems 	<ul style="list-style-type: none"> 40% of EASO systems connected 	<ul style="list-style-type: none"> Target N/A The Situation Centre project was de-prioritized.
	<ul style="list-style-type: none"> No. of external partners connected 	<ul style="list-style-type: none"> 2 partner systems connected 	<ul style="list-style-type: none"> Target N/A The Situation Centre project was de-prioritized.
9. Achieve enterprise grade systems uptime	<ul style="list-style-type: none"> Systems accumulated uptime 	<ul style="list-style-type: none"> 95% across all platforms and systems 	<ul style="list-style-type: none"> Target exceeded 96.2% tools uptime (downtime 8 out of 208 days).
	<ul style="list-style-type: none"> Time to ticket resolution 	<ul style="list-style-type: none"> Accumulated 8 hours 	<ul style="list-style-type: none"> Target not achieved 11 accumulated hours across all issue types (SLA: 4-80 hours).
10. Further align the EASO digital office with Office 365	<ul style="list-style-type: none"> Clients using Office 365 	<ul style="list-style-type: none"> 10% across all platforms and systems 	<ul style="list-style-type: none"> Target exceeded 16% across all platforms and systems were migrated.
11. Ensure staff working conditions across EASO Headquarters offices	<ul style="list-style-type: none"> Enable faster time to workstation deployment 	<ul style="list-style-type: none"> 3 hours after taking up duty station 	<ul style="list-style-type: none"> Target exceeded Less than 0 hours after taking up duty were the workstations deployed (workstations were fully deployed before taking up duty).
	<ul style="list-style-type: none"> Enable faster time to workstation removal/moving 	<ul style="list-style-type: none"> 12 hours after leaving duty station 	<ul style="list-style-type: none"> Target achieved. Up to 12 hours after leaving duty station workstation removed/moved.

I.6.4 Human resources

Objective 2018	Indicator 2018	Target 2018	Results 2018
1. Implement the EASO staff recruitment plan for 2018	<ul style="list-style-type: none"> % of published posts on the new posts available in 2018 	<ul style="list-style-type: none"> 100% published 	<ul style="list-style-type: none"> Target achieved. 100% of new posts available were published.

PART II (a): MANAGEMENT

II.1 Management Board

In line with Article 29 of the EASO founding Regulation, the Management Board is the planning and monitoring body, and ensures that the Agency performs the duties assigned to it.

It is composed of 35 members and observers (i.e. one member from each Member State, except for Denmark, which is invited to attend as an observer, two members of the European Commission and one representative of UNHCR as a non-voting member UNHCR). Moreover, representatives of the Associate Countries (i.e. Iceland, Liechtenstein, Norway and Switzerland) are invited to attend the meetings of the Management Board as observers.

Four Management Board meetings were held in 2018, on 27-28 February, 5-6 June, 25-26 September and 26-27 November. The latter was hosted in Vienna under the auspices of the Austrian Presidency of the Council of the EU and the Austrian Ministry of Interior.

Furthermore, four Preparatory Group meetings were held in 2018, on 29-30 January (Brussels), 7-8 May (Vienna), 10-11 September (Dublin), and 6-7 November (Vienna), aimed at facilitating the work of the Management Board and preparing for the discussions of the Management Board.

Frontex was regularly invited to take part in relevant items on the Management Board meeting agendas in 2018, in particular with regard to the situation of asylum in the EU and the operations in Italy and Greece.

Regarding 2018 period, the Management Board adopted the following documents and decisions:

- EASO Annual General Activity Report 2017
- EASO Consolidated Annual Activity Report 2017
- Annual Report on the situation of Asylum in the EU+ 2017
- Amendment 1 and Amendment 2 of the Single Programming Document 2018. Work Programme and Budget 2018
- Single Programming Document 2019-2021, including EASO Work Programme and Budget 2019
- EASO Final Accounts 2017
- Decision No 35 on Interim Measures with regard to the Executive Director
- Decision No 36 Launching the suspension procedure with regard to the Executive Director
- Decision No 37 Releasing the Executive Director of EASO from his duties
- Decision No 38 Deputising of the Executive Director of EASO
- Decision No 39 Laying down provision on the application by analogy of the Guide to mission and authorised travel
- Decision No 40 Adopting an opinion on EASO Final Annual Accounts 2017
- Decision No 41 On the holding of a pre-disciplinary hearing
- Decision No 42 On the Internal Control Framework of EASO
- Decision No 43 On the implementation of telework in the European Asylum Support Office
- Decision No 45 On the creation of the function of EASO Liaison Officer to the Management Board

The Management Board also endorsed the following documents:

- EASO Country Guidance on Afghanistan
- EASO Guidance on reception conditions for unaccompanied children: operational standards and indicators

In 2018, the EASO Management Board focused significantly on governance related matters. At the same time, it upheld strategic discussions on the practical management of the CEAS, and the European

Agenda on Migration, and various themes related to the situation of asylum in the EU. It regularly discussed ongoing developments related to EASO operations in Greece, Italy, Cyprus and Bulgaria.

In addition, the Management Board shared its views on EASO's External Dimension activities.

The Management Board continued discussing various aspects related to the operationalisation of the new EUAA mandate. Additional priority areas were identified and approved to continue building the Agency's preparedness to fulfil the new tasks once the EUAA Regulation enters into force.

EASO submitted reports to the Management Board on a bi-weekly basis (22 reports in total) with comprehensive information about the human resource situation, procurement, budget execution, internal control and updates on other key developments. The Management Board also received weekly updates from EASO on the security situation in the hotspots, social media monitoring reports, queries and query reports, EASO vacancy announcements, and weekly and monthly trend analysis reports containing updates on the situation of asylum in the EU.

Several Country Intelligence Reports and Country of Origin Reports were also shared, on Nigeria, Venezuela, Russian Federation, Afghanistan, Myanmar and Pakistan.

II.2 Major developments

Operational activities in 2018 were largely determined by EU policy decisions made in the preceding years. The European Agenda on Migration⁶, adopted on 13 May 2015, gave the strategic direction and outlined a series of steps that the EU should take to build a coherent and comprehensive approach to reap the benefits and address the challenges deriving from migration. The EU-Turkey Statement of 18 March 2016 gave EASO a mandate to support the implementation of several measures in Greece, in particular the admissibility procedure, and subsequent Council Conclusions increased the focus on operational support.

Migration continued to be a key policy priority in the European Union during 2018. Efforts made by the EU and its Member States to manage migration were yielding positive results in the Eastern Mediterranean. Nevertheless, rising numbers on the Central Mediterranean route led to the European Commission's 'Action plan on measures to support Italy, reduce pressure along the Central Mediterranean route and increase solidarity' of 4 July 2017⁷. In this context, EASO was prepared to increase the number of mobile teams supporting processing of applications.

On 27 September 2017, the Commission issued a communication to the EU Institutions on the Delivery of the European Agenda on Migration⁸. It noted that the migratory pressure on Italy and Greece remained high, due to the accumulated backlog from the influx during 2016 and first half of 2017. The Commission also reiterated that the assistance provided by EASO to Italy and Greece should continue and, when needed, be further reinforced.

The Commission recommendation on enhancing legal pathways for persons in need of international protection⁹ that was also issued in 2017 invited Member States to resettle in fulfilment of their pledges, in close cooperation with UNHCR and with support from EASO as appropriate. Moreover, in the abovementioned communication, the Commission invited EASO to coordinate a pilot project on private sponsorship schemes with interested Member States and engaging a wide variety of relevant civil society organisations, international organisations, and potential private sponsors in cooperation with the Member States.

⁶ COM(2015) 240 final.

⁷ SEC(2017) 339.

⁸ COM(2017) 558 final.

⁹ C(2017) 6504.

By the end of 2018, over 34,600 persons had been relocated under an EU-coordinated effort that started in 2015 thus contributing to significantly reducing the pressure on the asylum systems of Italy and Greece. As the Council Decisions of 2015 applied to migrants in clear need of international protection arriving in the territory of Italy and Greece until 26 September 2017, there was an immediate priority to ensure that all the remaining eligible persons were relocated swiftly.

The significant increase in EASO's operational activities required additional financial resources that were made available by the Commission in the third quarter of 2018. These resources were allocated to key areas, namely to operations in Greece and for increased operational support to Italy in the context of the action plan for the Central Mediterranean.

II.3 Budgetary and financial management

II.3.1 Implementation of appropriations

The distribution of appropriations by budget title, the rate of implementation and type of funds are summarised in the following paragraphs.

Revenue in 2018

Details relating to the initial budget as voted and of the one amending budget in 2018 are provided in Annex VI.

Budget line	Description	Voted Budget (€)	Total amendments during 2018 (€)	Final actual appropriations (€)
2000	EU Contribution (Commission subsidy - Titles 1, 2 and 3)	91,971,000.00	-	91,971,000.00
3000	Associate countries contributions	p.m.	5,694,322.29 ¹⁰	5,694,322.29
4000	Other contributions	-	-	-
5000	Administrative operations and miscellaneous income	-	-	-
	Total revenue	91,971,000.00	5,694,322.29	97,665,322.29

¹⁰ Excluding EUR 38,195.14 of Liechtenstein 2018 contributions received after budget amendment 1/2018 (pro memoria).

- **Budget execution of income appropriations per fund source**

Income appropriations					
Budget title	Fund source	Description	Current budget (€)	Revenue received (€)	Remaining balance (€)
2	IC1	EU contribution (Commission subsidy - titles 1, 2 and 3)	91,971,000.00	91,971,000.00	0.00
3	IR1	Associate countries contributions	5,694,322.29	5,732,517.43	0.00
4	IC4	Miscellaneous income		19,985,00	0.00
5	IC1	Administrative operations		8.72	0.00
	IC1	Miscellaneous income		0.00	0.00
	IC4			9,498.73	0.00
		Total income	97,665,322.29	97,733,009.88	0.00

Notes:

1. Miscellaneous income was not budgeted.
2. Recovery order amounting €742,040.20 in title 4 (fund source IR1) was opened as of 31 December 2018 and cashed in January 2019.
3. Title 5 administrative operations includes income from interest.
4. All miscellaneous income relates to recovery of expenses.

- **Associate Countries' contributions**

- **Principality of Liechtenstein**

The European Union signed an arrangement with the Principality of Liechtenstein for its participation in EASO's activities, which entered into force on 1 January 2016. Pursuant to Article 3.1 of the Arrangement, Liechtenstein will contribute an annual sum to EASO calculated in accordance with its Gross Domestic Product (GDP) as a percentage of the GDP of all participating States in accordance with a formula laid down in Annex. For 2018, the contribution agreed by EASO and the Principality of Liechtenstein amounted to €38,195.14.

- **Kingdom of Norway**

The European Union signed an arrangement with the Kingdom of Norway for its participation in EASO's activities, which entered into force on 1 June 2014. Pursuant to Article 3.1 of the Arrangement, Norway will contribute an annual sum to EASO calculated in accordance with its Gross Domestic Product (GDP) as a percentage of the GDP of all participating States in accordance with a formula laid down in Annex. For 2018, the contribution agreed by EASO and the Kingdom of Norway amounted to €2,099,055.18.

- **Swiss Confederation**

The European Union signed an arrangement with the Swiss Confederation for its participation in EASO's activities, which entered into force on 1 March 2016. Pursuant to Article 3.1 of the Arrangement, Switzerland will contribute an annual sum to EASO calculated in accordance with its Gross Domestic Product (GDP) as a percentage of the GDP of all participating States in accordance with a formula laid down in Annex. For 2018, the contribution agreed by EASO and Switzerland amounted to €3,595,266.48.

- **Grants**
 - **IPA grant**

EASO signed a Cooperation Agreement with Frontex within the framework of a grant agreement with the Commission for the implementation of the ‘Regional Support to protection-sensitive migration management in the Western Balkans and Turkey, Component 1’ and received €399,882.44 in 2017 as a second instalment. For 2018, the amount of €380,091.28 has been carried-over from 2017 in order to further implement the activities. The implementation period of the actions shall end on 30 June 2019.

On 20 December 2018 EASO signed a Grant Contract with the Commission for the implementation of the “Regional Support to protection-sensitive migration management system in the Western Balkans and Turkey – Phase II – Contract 3” and the amount of €742,040.50 will be received in 2019.

Expenditure in 2018

In November 2017, the Budgetary Authority decided to increase the EASO initial budget 2018 from €86.97M, as foreseen in the draft EU general budget 2018, to €91.97M. Therefore, EASO’s initial budget 2018 adopted by the Management Board on 15 December 2017 amounted to €91.97M of CA and PA, which were fully financed by the EU subsidy. The budget was amended once and by the end of the financial year reached a total of €97.66M of CA and of PA (including *ad hoc* grants and contributions from the associate countries).

All details about the budget as voted and the amending budget are provided in Annex II.

Contribution from the general budget of the European Union (EU subsidy)

In 2018 the EU subsidy¹¹ increased from €82.98M of CA and €75.37M of PA to €91.97M of CA and of PA (CA +11%, PA +22%). EASO implemented 95.02% of the former and 88.08% of the latter.

Budget title	CA budgeted (€)	CA executed (€)	CA (%)	PA budgeted (€)	PA executed (€)	PA (%)
Title 1	20,336,982.00	19,314,071.60	94.97	20,336,982.00	17,937,211.82	88.20
Title 2	12,184,500.00	9,746,175.94	79.99	12,184,500.00	5,592,660.49	45.90
Title 3	59,449,518.00	58,327,219.14	98.11	59,449,518.00	57,475,191.06	96.68
Total	91,971,000.00	87,387,466.68	95.02	91,971,000.00	81,005,063.37	88.08

Although EASO was faced with a situation of pressure stemming from the increasingly high levels of operational activities, the Agency almost committed in full the commitment appropriations and reached a high ratio of payment appropriation execution, particularly as regards the operational budget. The implementation of the contribution from the EU general budget (C1) at the level of CA and PA is considered to be high.

The following tables show the overall budget execution in 2018 for all fund sources, including the credits from associate countries, grant agreements and carry overs from previous year(s).

In 2018, EASO managed a total of €128.88M of CA and €106.21M of PA, executing 90.57% and 80.65% respectively.

¹¹ C1 credits

Budget title	Description	CA budgeted (€)	CA implemented (€)	CA (%)	PA budgeted (€)	PA consumed (€)	PA (%)
Title 1	Staff expenditure	21,368,028.96	20,237,578.46	94.71	21,368,028.96	18,860,718.68	88.27
Title 2	Infrastructure and operating expenditure	15,637,518.14	12,974,902.30	82.97	15,637,518.14	8,821,386.85	56.41
Title 3	Operational expenditure	91,497,819.25	83,177,729.92	90.91	68,832,113.65	57,754,896.63	83.91
Title 4	Other external projects (grants)	380,091.28	334,338.73	87.96	380,091.28	229,270.60	60.32
	Total expenditure (including carry overs)	128,883,457.63	116,724,549.41	90.57	106,217,752.03	85,666,272.76	80.65

The following tables show the budget execution per budget title and fund source for CA and PA. The fund sources are:

C1: funds from the EU general budget;

C4: amounts recovered in 2018;

C5: amounts recovered in previous years;

C8: automatic carry overs from previous year(s);

R0: associate countries' contributions and grants.

- **Budget execution of commitment appropriations per fund source**

Budget title	Fund Source	CA budgeted (€)	CA implemented (€)	CA (%)
Title 1 – Staff expenditure	C1	20,336,982.00	19,314,071.60	94.97
	C4	4,266.30		
	C8	972,033.18	868,759.38	89.38
	R0	54,747.48	54,747.48	100.00
Total Title 1		21,368,028.96	20,237,578.46	94.71
Title 2 – Infrastructure and operating expenditure	C1	12,184,500.00	9,746,175.94	79.99
	C4	4,135.43		
	C5	78.16		
	C8	2,740,398.30	2,530,533.51	92.34
	R0	708,406.25	698,192.85	98.56
Total Title 2		15,637,518.14	12,974,902.30	82.97
Title 3 – Operational expenditure	C1	59,449,518.00	58,327,219.14	98.11
	C4	21,082.00		
	C5	7,938.30	7,938.30	100.00
	C8	22,663,826.55	19,363,813.26	85.44
	R0	9,355,454.40	5,478,759.22	58.56
Total Title 3		91,497,819.25	83,177,729.92	90.91
Title 4 – Other external projects	R0	380,091.28	334,338.73	87.96%
Total Title 4		380,091.28	334,338.73	87.96%
Total CA		128,883,457.63	116,724,549.41	90.57%

• **Budget execution of payment appropriations per fund source**

Budget title	Fund Source	PA budgeted (€)	PA consumed (€)	PA (%)
Title 1 – Staff expenditure	C1	20,336,982.00	17,937,211.82	88.20
	C4	4,266.30		
	C8	972,033.18	868,759.38	89.38
	R0	54,747.48	54,747.48	100.00
Total Title 1		21,368,028.96	18,860,718.68	88.27
Title 2 – Infrastructure and operating expenditure	C1	12,184,500.00	5,592,660.49	45.90
	C4	4,135.43		
	C5	78.16		
	C8	2,740,398.30	2,530,533.51	92.34
	R0	708,406.25	698,192.85	98.56
Total Title 2		15,637,518.14	8,821,386.85	56.41
Title 3 – Operational expenditure	C1	59,449,518.00	57,475,191.06	96.68
	C4	21,082.00		
	C5	6,059.25	6,059.25	100.00
	R0	9,355,454.40	273,646.32	2.92
Total Title 3		68,832,113.65	57,754,896.63	83.91
Title 4 – Other external projects	R0	380,091.28	229,270.60	60.32
Total Title 4		380,091.28	229,270.60	60.32
Total PA		106,217,752.03	85,666,272.76	80.65

II.3.2 Commitments for actions extending for more than one financial year

Not applicable.

II.3.3 Budget transfers

Article 27 of EASO's Financial Regulation states:

“1. The Executive Director may transfer appropriations:

a) From one title to another up to a maximum of 10% of the appropriations for the year shown on the line from which the transfer is made;

b) From one chapter to another and from one article to another without limit.

“4. The Executive Director shall inform the Management Board as soon as possible of all transfers made...”

In 2018, 11 budget transfers were executed, of which 6 were within budget titles and 5 between titles. More details on budget transfers are provided in Annex II.

II.3.4 Amending budget

The initial EASO budget 2018 was adopted on 15 December 2017 and amounted to €91.97M corresponding to the EU subsidy.

EASO amended its budget once during the year. The operational environment continued to be dynamic during 2018 with ever-increasing EASO activities. The high level of activity in the area of migration once again placed an unforeseen strain on EASO's operational budget (Title 3). Following a detailed mid-year review of the budget conducted in June 2018, the outcome was a shortfall in funds for operational expenditure. The amendment was adopted by the Management Board on 31 July 2018 to include €5.69M in CA and in PA, as contributions received from the Kingdom of Norway and the Swiss Confederation. Moreover, the amendment included budget transfers between titles to partially cover the shortfall in operational budget.

Details of the budget amendment in 2018 are provided in Annex II.

II.3.5 Appropriations carried forward from 2018 to 2019

Automatic carry forward are appropriations that were committed in previous year(s) and not paid by 31 December 2018.

The total amount carried forward from 2018 to 2019 was €25.7M in CA and €5.5M in PA.

As commitments carried forward on Title 3 refer to differentiated appropriations, only the CA are automatically carried over whereas PA are cancelled. Payments under differentiated appropriations will consume 2019 PA.

Overview of Automatic carry-forward (C8) per budget title

Budget Title	CA budgeted (€)	PA budgeted (€)
Title 1	1,376,859.78	1,376,859.78
Title 2	4,153,515.45	4,153,515.45
Title 3	20,217,720.39	0.00
Total	25,748,095.62	5,530,375.23

II.3.6 Appropriations carried forward from 2017 to 2018

EASO carried forward €26.37M from 2017 and paid 84.17% of this amount in 2018. An amount of €561,552.30 was carried forward again to 2019.

II.3.7 Procurement types (Procurement)

In 2018, EASO launched the types of procurement procedures listed in the table below. There has been a significant reduction in direct awards based on recorded exceptions (1.1%) during 2018, compared with 9.5% direct awards based on recorded exceptions reported in 2017.

Type of procedure	Number	Percentage (%)
Open call	21	22.3%
Negotiated with 5 competitors	8	8.5%
Negotiated with 3 competitors	13	13.8%
Negotiated with 1 candidate	44	46.8%
Competitive with negotiation (RAP Article 135)	2	2.1%
Negotiated without prior publication of a contract notice (RAP Article 134)	4	4.3%
Direct award based on recorded exceptions ¹²	1	1.1%
Call for expression of interest	1	1.1%
Total	94	100%

II.3.8 Interest on late payments

During 2018 period, EASO was confronted to systemic delays on the payments processed.

In 2018, EASO processed 8,726 payments, out of which 1,121 did not meet the legal deadline (12.85%). The late interest for 2018 as reported in the draft financial statements is €12,418.63 on 20 invoices booked in 2018.

The budget 2018 increased from €82.98M in 2017 to €91.97M in 2018. As a result of the increase on the operational activities of EASO in 2018 compared with 2017, the table below shows how this increase led to a increase in the number of financial transactions to be processed starting 2017.

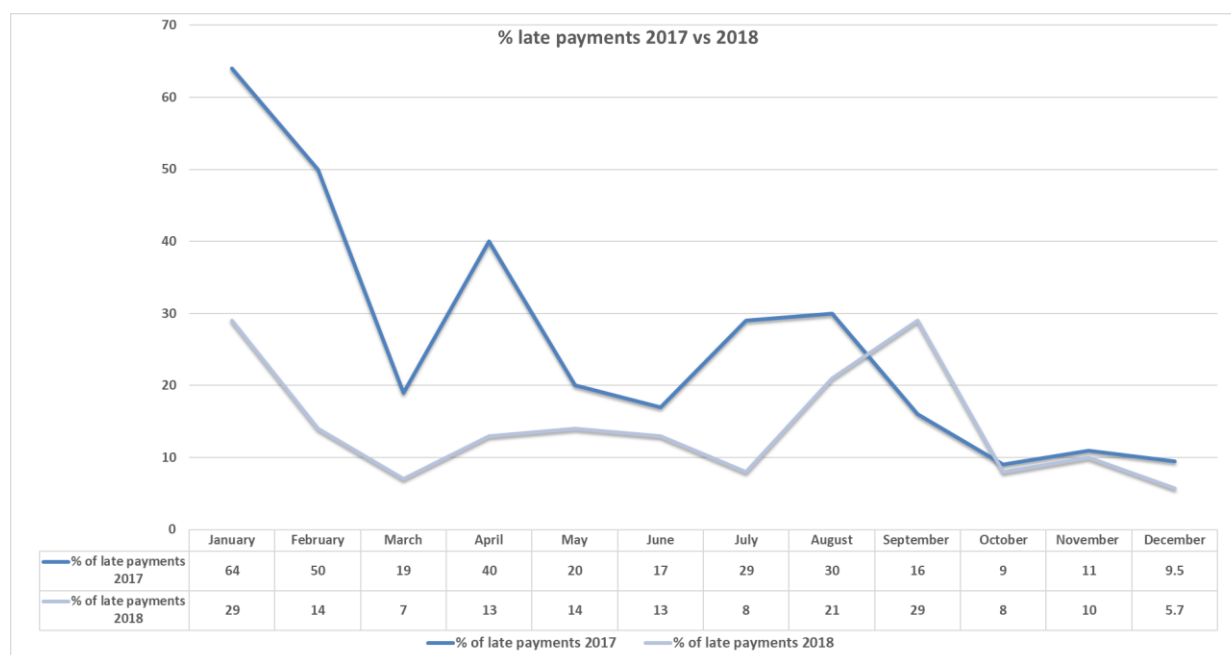


Figure 1: Monthly distribution of payments made in 2017 and 2018.

¹² Refer to Part IV.1 for more details on exceptions in 2018.

Following the corrective action instituted for late payment in 2017, there have been positive results throughout 2018. The following actions had been initiated to decrease the rate of late payments, particularly:

- Updating of the nomination and delegation procedure with updated nominated back-ups;
- Development of new checklists (e.g. for experts reimbursement, mission expenses);
- Improved reporting on monitoring of payment and budget execution;
- Reporting on payment files waiting between different actors;
- Daily monitoring of timeliness of invoices;
- Establishment of an internal Payments Committee and agreement of maximum throughput times for each step;
- A flat rate system for the simplification of reimbursements to candidates attending interviews;
- IT system for missions management upgraded and implemented;
- Based on a partial risk assessment of some financial transactions implemented by the Agency’s Finance and Procurement Unit, for certain transactions with low ex-ante risk (even if ex-post risk is subsequently was high) the verification and authorisation could be done by the Responsible Authorising Officer, resulting in simplification of some financial circuits.

Monthly statistics on late payments in 2018 are provided in the table below.

Month	01	02	03	04	05	06	07	08	09	10	11	12	Total
Payments	581	647	799	561	734	604	774	440	494	869	983	1240	8,726
Late payments	167	92	58	75	103	76	69	94	143	72	101	71	1,121
% Late payments	29%	14%	7%	13%	14%	13%	9%	21%	29%	8%	10%	6%	13%

The increase in the budget in recent years has led in parallel to an increase in the number of payment transactions: 4,861 payments in 2016, 8,381 in 2017, 7,726 in 2018. The table below shows how despite this increase on the number of transactions, the measures taken back in 2017 led to a significant decrease the rate of late payments also in 2018.

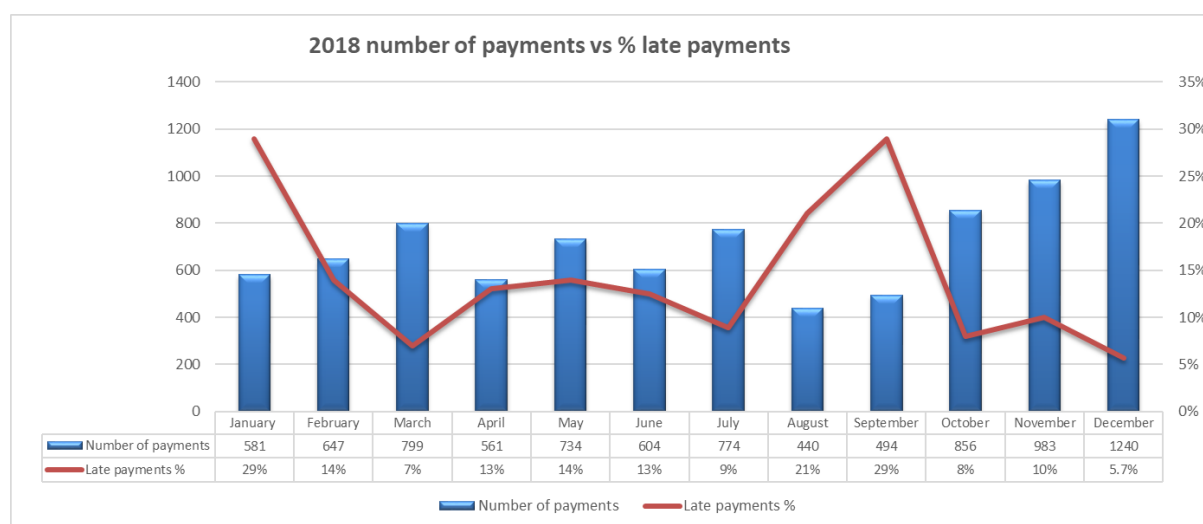


Figure 2: Monthly distribution of payments made in 2018 versus percentage of late payments.

Despite the improvements during 2018 regarding late payments, the ratio is considered high.

EASO Management Team will further enhance monitoring and supervision tools of late payments until systemic delays are eliminated.

II.3.9 Budgetary operations in 2018

EASO's budgetary operations in 2018 are reported above and in Annex VI.

II.4 Human resources management

II.4.1 Major developments

EASO's internal organisational structure is described in the introduction to this report.

59 new Establishment Plan posts for EASO in 2018 were approved by the Budgetary Authority. The Agency concluded 35 recruitment procedures in 2018, and several competitions for posts foreseen in the 2018 Establishment Plan are being finalised in 2019.

In the second half of 2018, the Executive Director a.i. launched an ambitious recruitment plan based on a comprehensive needs assessment to ensure that key positions are filled both in administration and in core business areas. A revised approach to the planning of resources has been implemented in view of the adoption of the SPD 2019-2021 and the SPD 2020-2022. The recruitment of managers was prioritised to continue to fill vacant positions in the organisational chart. The selections of one Head of Department, five Heads of Unit and six Heads of Sector were started. Moreover, six staff members were appointed ad interim managers pending the launch of recruitment procedures to fill the vacancies. EASO made 91 job offers during 2018.

On 31 December 2018, EASO had 219 staff members appointed and in service (includes also 9 offered positions and 3 IPA project staff), 151 of whom were Temporary Agents, 64 Contract Agents and 4 Seconded National Experts.

28 nationalities were represented at the end of 2018. The top six nationalities were Italian (18%), Greek (11%), Belgian (9%), Maltese (9%), French (6%) and Polish (5%). The gender balance was 58% female and 42% male staff members.

The Agency has signed agreements with private/international schools to compensate for the lack of a European School in Malta. In November 2013, The Management Board adopted a Decision on the EASO contribution to school and pre-school fees for children attending a private/international school in Malta and to support their integration in the local environment.

The Decision foresees the provision of adequate financial support to staff members whose children attend these schools. At the end of 2018, EASO had 19 service level agreements in place with education establishments offering pre-school care and 8 agreements with primary and secondary schools in Malta. In addition, two agreements are in place for staff members whose place of employment is different than Malta, namely Warsaw and Athens.

In accordance with paragraph 28 of the European Parliament's Discharge Report, '2011 discharge: performance, financial management and control of EU agencies' (P7_TA(2013)0134), the number of days of leave authorised to each grade under the flexitime leave scheme is reported in the table below.

Category	Grade	No. of staff in grade in 2018 ¹³	Total no of flexitime recuperation days in 2018 ¹⁴	Average no of recuperation days per staff member in grade
Temporary Agents	AD 16	0	0	0
	AD 15	0	0	0
	AD 14	0	0	0
	AD 13	0	0	0
	AD 12	2	0	0
	AD 11	1	0	0
	AD 10	6	0	0
	AD 9	4	18	4.50
	AD 8	13	4	0.31
	AD 7	24	31	1.29
	AD 6	18	10.5	0.58
	AD 5	29	28.5	0.98
	AST 8	0	0	0
	AST 7	0	0	0
	AST 6	0	0	0
	AST 5	2	0	0
	AST 4	10	21.5	2.15
	AST 3	28	29	1.04
	AST 2	1	0	0
AST 1	8	0	0	
Contract Agents	FG IV	24	13.5	0.56
	FG III	36	38.5	1.07
	FG II	1	0	0
	FG I	0	0	0
Seconded National Experts	SNE	3	11	3.67
Total		210	205.5	0.98

II.4.2 Screening/benchmarking exercise

The results of EASO's benchmarking exercise for the years 2017 and 2018 are presented in Annex IV. The distribution of staff resources across the standard job type categories is determined based on staff numbers and the individual job profiles.

In summary, there was a 0.6% decrease in the Operational job types' category (from 64.32% in 2017 to 63.94% in 2018). The Administrative support and coordination job types' category decreased by 3% (from 23.79% in 2017 to 23.08% in 2018). The Neutral job types' category relating to Finance and Control experienced a 9.2% increase (from 11.89% in 2017 to 12.98% in 2018).

¹³ Refers to the number of staff in actual service (includes also 3 IPA project staff) on 31 December 2018, without 9 offered posts.

¹⁴ Refers to the number of flexitime recuperation days taken by the staff throughout 2018.

II.5 Assessment by EASO Management

II.5.1 Results of controls performed by staff of the Agency on the legality and regularity and the four internal control principles objectives (ex-ante, ex-post, internal control self-assessment, evaluations)

As of late 2016, EASO started to implement a partial decentralisation of financial circuits for expenditure operations (commitments, payments, etc.) whilst maintaining central financial verification by staff in the Finance and Procurement Unit. Specifically, this means decentralisation of operational and financial initiation, and operational verification and authorisation, which are performed within the Departments and Units and with a counterweight of the Financial Verification, which is the responsibility of the Finance and Procurement Unit.

In the course of 2017 and 2018, the Agency continued to operate a partially decentralised system of financial management, where the mandatory ex-ante financial verification of each financial transaction was performed by the Finance and Procurement Unit. This step in the financial circuits, which is based on the four-eyes principle, is intended to provide reasonable assurance to the Responsible Authorising Officers on legality, regularity and sound financial management of expenditure operations.

As a result of an internal control self-assessment and a risk analysis of the financial circuits implemented by the office in 2018, EASO concluded that the partial decentralisation implemented in 2016 was not defined and supported by a comprehensive risk analysis taking into account their cost-effectiveness.

In July 2018, the Executive Director a.i. requested a consultancy engagement of the IAS on the decentralisation of EASO's financial and administrative services. The output of the risk analysis implemented by the office was provided to the Internal Audit Service for further assessment. The consultancy engagement included consultations with all EASO Units to assess the merit of the decentralisation. Recommendations by Internal Audit Service is being considered by the EASO Management Team to adapt EASO financial circuits model to the one that gives the 'best-fit' and maximises the cost efficiency of operations (meeting commitments or payment times while adequately managing the risk of error).

As an outcome of the internal control self-assessment conducted in the third quarter of 2018, EASO management concluded on the lack of effective and efficient governance and internal control structures in 2017, which did not receive the attention necessary to provide adequate assurance on the legality and regularity of expenditure operations and of the other internal control objectives in Article 32.2 of the Financial Regulation (sound financial management, prevention, detection, correction of irregularities and fraud and reliable reporting).

Indeed, the results of the internal control self-assessment in the third quarter 2018 led to the conclusion that the majority of Internal Control Standards were either not fully implemented or were in the process of being implemented at the end of 2017.

The results of the internal control self-assessment implemented showed that:

- In 2012, EASO Management Board adopted the Internal Control Standards for effective management. However, the compulsory requirement adopted by the Commission for the implementation of the Internal Control Standards were never duly implemented, documented and explained to EASO staff and management during the first half of 2018.
- Contrary to its Financial Regulation, EASO did not implement an annual internal control self-assessment of the Internal Control Standard for effective management in line with the Management Board Decision N° 17 of 23 November 2012 adopting the Internal Control

Standards for effective management and in particular ICS 15 “Assessment of Internal Control Systems”.

- EASO lacked an internal control framework fully in line with the equivalent minimum standards laid down by the Commission for its own departments, which resulted in a lack of compliance with Article 34 of the EASO Financial Regulation.
- On 14 December 2017, the EASO Management Board adopted its Decision No 34 on a New Internal Control Framework for EASO. However, the Internal Control Framework was not based on the equivalent minimum standards laid down by the Commission for its own departments:
 - the characteristics were not defined;
 - and the principles were not always aligned with those in Chapter II of the Commission Communication on the new version of the Internal Control Framework.

During the second half of 2018 and the first months of 2019, the Agency made considerable efforts to improve the Internal Control Systems as described under part II.5.2. The Executive Director a.i. appointed on 6 June 2018, undertook immediate corrective actions, are summarised in Annex X.

The Management Team implemented and/or planned very relevant controls to improve EASO’s internal control system based on:

- A Governance Action Plan presented by the Executive Director a.i. to the MB at its meeting of 29 September 2018. The action plan is a living document, and is updated periodically, with a set of proposed measurable objectives and deliverables against a timeline. The priorities of the Agency are set against the following three objectives: a) Trust building (internally and externally); b) Reinforcing the internal governance framework; and c) Rebuilding internal capacity.
- The corrective action plans resulting from 2017 and 2018 internal controls self-assessments carried out by the Management Team based on COSO internal control framework methodology.

During Q3 2018, the Executive Director a.i. presented an updated procedure on ‘EASO management of exceptions and non-compliance events’ to ensure that all exceptions were approved by the Authorising Officer. The procedure foresees an ex ante request being made in the case of an exception, that must be supported by identified preventative measures to avoid future recurrences (step prior to approval). In the case of a non-compliance detected after an action has been taken, an ex post note must be filed.

The following exceptions and non-compliance events were registered during 2018:

- 60 exceptions with a total value of €611,833.04 were documented, mostly relating to deviation from contractual provisions and Financial Regulations. The total value represents 0.7% (12.2% in 2017) of the total 2018 EU subsidy.
- A total of 36 non-compliance events were recorded with a total value of €869,387.03.

In May 2019, a new Internal Control Self-Assessment was implemented by EASO Management Team for 2018 period, based on the new Internal Control Framework¹⁵ that was adopted by EASO Management Board in December 2018. The results and corrective actions are presented in Part III of this Consolidated Annual Activity Report and a detailed summary of the main inefficiencies and corrective action is documented in Annex IX of this report.

¹⁵ EASO/MB/2018/159: Decision N° 42 of the Management Board of EASO of 21st December 2018 on the Internal Control Framework of EASO

During the desk review of the above mentioned internal control self-assessment, it was found that exceptions reporting was not totally aligned with the new Internal Control Framework and did not ensure that all instances of overriding controls or deviations from established processes and procedures were documented in exception reports (ex-ante) or non-compliance (ex-post)..

As immediate corrective action, the Executive Director a.i. adopted a new Standard Operating Procedure on exceptions at the end of Q2 2019.

II.5.2 Information on the controls carried out, any weaknesses identified and the actions taken to remedy these

The Internal Control self-assessment implemented in the third quarter of 2018, together with the proposed 47 corrective actions, was presented by the Executive Director a.i. at the 30th Management Board meeting in November 2018:

Corrective Status implementation October 2018	Actions of	Not Started	In progress	Implemented
		5 10.6%	36 76.6%	6 12.8%

The Agency monitors the state of play of the corrective actions to ensure full implementation in line with the established target deadlines. EASO made progress in the implementation of the corrective actions. As of date of this report, only 3 internal control inefficiencies (6%) have not started, 21 inefficiencies (45%) are in progress and 23 inefficiencies (49%) have been implemented.

Corrective Status implementation January 2019	Actions of	Not Started	In progress	Implemented
		3 6%	21 45%	23 49%

Among the most relevant corrective actions already implemented:

- In July 2018, the Executive Director a.i. signed a decision concerning the methodology of carrying out a self-assessment of the Agency against COSO 2013 Internal Control-Integrated Framework. This assessment, whilst compulsory according to EASO Financial Regulation, had not been implemented in previous years.
- On 21 December 2018, the Management Board adopted Decision 42 establishing a revised Internal Control Framework for EASO that repealed EASO Management Board Decision N° 34 adopted on 14 December 2017. The new internal control framework clearly:
 - allow full compliance with the EASO regulatory framework;
 - foresee the appointment of an internal control coordinator;
 - explain the roles and responsibilities of the different actors involved in Internal Control, including the Management Board, the Executive Director, the Internal Control Coordinator and EASO Management;
 - foresee an overall assessment of the functioning of all internal control components at least once a year and report the outcome to the MB;
 - allow to take appropriate action to define the monitoring criteria and baselines for the minimum standards (both principles and characteristics), taking into account their specificities and risks.

- The Agency has also taken immediate action to increase awareness of EASO staff on internal control through tailored training and guidance. From November 2018 to January 2019, 185 colleagues have been trained on the new Internal Control framework, in tailored session to EASO governance and new internal control framework;
- An Internal Control Coordinator was appointed in January 2019 in line with Decision 42 which foresees the creation of an Internal Control Coordinator Function in the Agency;
- A quality officer was recruited and took up duties on 16 March 2019;
- The state of play of internal control inefficiencies linked to the internal control principles is monitored, updated quarterly and reported to the MB;
- A methodology for the upcoming internal control self-assessment, including the monitoring criteria, was proposed, by the internal Control Coordinator and adopted by an Executive Director a.i. on 17 April 2019;
- The Risk Management and Exceptions Standard Operating Procedures have been updated, streamlined and aligned with the regulatory framework and best practices and two new SOPs have been adopted by the ED a.i. in June 2019.

A new Internal Control Self-Assessment for 2018 period, was carried out by EASO Management Team, on the second quarter 2019. The results and corrective actions are explained on Part III of this Consolidated Annual Activity Report and a detailed summary of the main inefficiencies and corrective action is documented in Annex IX of this report.

II.6 Budget implementation tasks entrusted to other services and entities

Not applicable to EASO.

II.7 Assessment of audit results during the reporting year

II.7.1 Internal Audit Service (IAS)

The IAS helps EASO to accomplish its objectives by bringing a systematic, disciplined approach in order to evaluate and improve the effectiveness of risk management, internal control and governance processes. Its tasks include assessing and making appropriate recommendations for improving the risk management, control and governance process in the accomplishment of the following objectives: promoting appropriate ethics and values within the organisation, ensuring effective organisational performance management and accountability, and effectively communicating risk and control information to appropriate areas of the organisation. Thereby it promotes a culture of efficient and effective management within EASO and its departments.

Regular IAS audit engagements:

In 2016 the IAS carried out their last regular audit in EASO (audits in 2017 concerned one fact finding mission and the three year strategic risk assessment exercise) which focused on budget implementation and procurement planning. EASO followed up on the audit recommendations by agreeing on an action plan with the IAS and then implementing this action plan during 2017. Whereas during the first half of 2017 it seemed that EASO was successfully implementing the agreed actions (an accountant and assistant accountant joined the Agency, a procurement planning tool was implemented and key staff was recruited - Head of Sector Finance, Head of Sector Procurement, Head of Unit HR -, many actions concerning late payments were implemented) towards the end of 2017 it became clear that the situation was again deteriorating due to some staff resignations, continued late payment rates as well as the European Court of Auditors qualified opinion linked to procurement procedures. Hence the IAS decided to carry out a follow up audit to analyse the degree of closure of these recommendations.

Consultancy IAS Engagements:

Upon a request from the Executive Director a.i., the IAS carried out a consultancy engagement on decentralization between October 2018 and January 2019.

EASO received the draft of the Consulting Report on Financial Decentralisation in EASO on 17th April 2019. EASO is assessing the draft report and will provide its comments to the IAS by the end of the second quarter 2019. Once the final report is received, EASO will implement an action plan to address the recommendations of the report.

Future IAS audits engagements from 2019-2021

In October 2017, the IAS carried out their 3-year annual strategic risk assessment exercise. As an outcome the topics for future audits from 2019-2021 were identified as follows:

- IT Governance and IT Project Management
- HR Management and Ethics
- Procurement and Contract Management
- Planning, Implementation and Evaluation of Operational Support Plans

These audits are being planned together with the IAS.

The topic chosen for 2019 audit: HR Management and Ethics including sub-processes:

- Planning
- Recruitment
- Training
- Performance appraisal / career development
- Ethics/ ethical behavior

This Audit will start in the last quarter 2019 with a preliminary review of the main sup- processes and procedures and the fieldwork phase will take place during the first quarter 2020.

II.7.2 European Court of Auditors (ECA)

The European Court of Auditors ('ECA') is the external auditor of EASO. Its mission is to audit independently the collection and spending of EU funds. The ECA examines whether financial operations have been properly recorded, legally and regularly executed and managed so as to ensure economy, efficiency and effectiveness.

Annual Report and opinion for the Financial Year 2017

On 9 October 2018, the European Court of Auditors (ECA) published their Annual Report on EU Agencies for the Financial Year 2017. While providing a clear opinion on the reliability of the accounts as well as the legality and regularity of the revenue underlying the accounts, the report confirmed the adverse audit opinion concerning the regularity of EASO's payments underlying the accounts.

In addition to the formal report, EASO has received at working level also the detailed summary of findings. These are being used internally to thoroughly analyze the situation and identify especially the deficiencies in procurement and recruitment processes and procedures and to derive improvement actions that will be carefully monitored. A table with the state of play of implementation of the corrective action for each finding was presented to the Management Board in November 2018 and a revised version of the table was circulated ahead of the 31st Management Board meeting on 18-19 February 2019. The latest updated version of the table is annexed to this note (revision as of April 2019).

Annual Report and opinion for the Financial Year 2018

In view of the negative 2016 report, the IAS fact finding mission and the OLAF investigation, the Court carried out a higher number and more intensive audits during 2018.

ECA carried out its first mission related to the ECA 2018 report (17.09 – 21.09.2018). An audit mission to conclude on 2018 took place between 28 January and 1 February (Malta headquarters) and in Rome offices during the same month. During their visits ECA mainly analyzed procurement samples related to payments, selection procedure files, Internal Control processes and procedures. ECA interviewed the main actors involved on the processes under review and requested the Agency to fill in a questionnaire related to the new internal control framework.

On May 21st, 2019 the European Court of Auditors issued the preliminary observations for the accounts of the Agency for the year that ended 31 December 2018. In the opinion the European Court of Auditors concluded:

- the accounts of the office present fairly, in all material respects, the financial position of the Agency at 31 December 2018, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector.
- The revenue underlying the accounts for the year ended 31 December 2018 is legal and regular on all material aspects.
- The opinion on the legality and regularity of the payments underlying the accounts for the year ended 31 December 2018 was qualified based on the 4 300 188 euros, under contracts concluded irregular by the European Court of Auditors on their reports for the financial years 2016 and 2017 (5% of total 2018 payments).

II.8 Follow-up of recommendations and action plans for audits

Internal Audit Service follow up

A follow up audit by IAS took place during the first week of July 2018 on outstanding IAS recommendations in the European Asylum Support Office (2018). In the same line and taking into account the output of this report the IAS issued on the first quarter 2019 a report on significantly delayed very important and important IAS recommendations 2018.

The outstanding open IAS recommendations relate to the following two former audit engagements:

- Budget Execution and Procurement Plan Implementation (2016)
- Implementation of Support Plan (2014)

In both reports, the IAS identified the following very important and important risks, which may affect the achievement of the business objectives for the processes audited, for which outstanding action still needs to be implemented, to mitigate the residual risks:

- Delays in payment – Staffing and monitoring and reporting (Very important)
- Monitoring of the procurement plan (very important)
- Implementing the ERDMS (important)

In response, the EASO ED a.i. informed the IAS about the progress of the corrective actions and target deadlines for these recommendations:

- The IAS interactive audit follow-up tool "Team Central" was duly updated on 15th and 16th of March. An extract from "Team Central" IT system with the IAS Open Significantly delayed very important and important recommendations and corrective actions" is annexed to this cover note;
- in writing through the "Action Plan in view of IAS in-depth follow up audit on outstanding IAS recommendations in EASO" that was sent to the IAS on 28 February 2019 and is annex to this cover note.

EASO will closely monitor the state of play of the corrective actions proposed and will inform both the MB and the IAS of the progress made. EASO will also report on the number and type of internal audits carried out by the IAS, the recommendations made and the state of play of the corrective actions taken on these recommendations and on the recommendations of previous years in its Consolidated Annual Activity Report (CAAR) 2018.

European Court of Auditors follow up

On May 21st, 2019 the European Court of Auditors issued the preliminary observations for the accounts of the Agency for the year that ended 31 December 2018 and concluded of the following status of the corrective actions taken by the Office in response to the Court's comments from previous years:

- 2013 One Observation On-going.
- 2014 One observation on going and one observation outstanding.
- 2016 Two observations on going.
- 2017 One observation outstanding and 3 observations on-going.

II.9 Follow-up of observations from the Discharge Authority

According to Article 319 of the Treaty on the functioning of the EU, the European Parliament is responsible for giving discharge to the Commission (and EU agencies) in respect of the implementation of the budget. Upon recommendation by the Council and taking into consideration the ECA's annual report, which also includes the Statement of Assurance on the reliability of the accounts and the legality and regularity of underlying transactions, the EP adopts a yearly discharge resolution, with observations and recommendations on budget implementation forming an integral part of its discharge decision.

EASO Budget Discharge 2016

In the context of the budget discharge for 2016, EASO received the draft report from the European Parliament that recalls the material findings made by ECA in relation to two out of five significant procurement procedures from 2016 for which payments were incurred during the year. In reference to the investigation by OLAF, the Budgetary Control Committee issued an opinion to postpone granting EASO discharge in respect of the implementation of the Office's budget for the financial year 2016 until all the relevant information regarding EASO's operations are fully known. In this vein, the Committee asked EASO to report to the discharge authority on the measures taken to remedy the issues identified by the Court before 15 June 2018 and called on OLAF to inform the discharge authority of the outcome of the investigation as soon as it is closed in order to include any relevant findings in the 2016 discharge report of the Office.

On 18 April 2018, the European Parliament decided to postpone the discharge in respect of the implementation of the budget of the Agency for the financial year 2016.

EASO took note of the 24 October 2018 decision of the European Parliament not to grant EASO the discharge in respect of the implementation of its budget for the financial year 2016 despite the positive vote on the draft Report by the Budgetary Control Committee (CONT) on 27 September 2018, which recognises that the “corrective measures taken to date have sufficiently responded to the reservations presented by Parliament in its decision of 18 April 2018 postponing the discharge”.

EASO Budget Discharge 2017

Following a proposal adopted by the European Parliament Committee on Budgetary Control (CONT) on 20 February 2019, the European Parliament confirmed during its plenary session of 24 March 2019 its decision to postpone EASO’s discharge for the financial year 2017. In its press release, the EP underlined that “*The European Court of Auditors had previously pointed to shortcomings in EASO’s procurement procedures*”.

The European Parliament recognised the improvements achieved by EASO’s current management team; however, they stressed that the 2017 budget was still implemented by the previous management.

EASO notes, in particular, the concerns raised with regard to past administrative and financial procedures within the Agency, as the primary reason for the refusal. EASO takes these concerns extremely seriously and has been working hard for several months to address these, in particular through the reforms contained in its Governance Action Plan, which was endorsed by the Management Board in September 2018.

II.10 Investigations by the European Anti-Fraud Office

The mission of the European Anti-Fraud Office (‘OLAF’) is to protect the financial interests of the European Union by detecting, investigating and working towards stopping fraud with European Union funds. The EU and the Member States share responsibility for protecting the EU’s financial interests and fighting fraud.

The OLAF visited EASO’s headquarters twice, in October 2017 and again in January 2018, in the context of an investigation into several areas of the Agency’s functions, including recruitment and procurement. In addition, in 2018, OLAF visited the EASO operational office in Athens, as well as the field operations in Lesbos and Chios.

The EASO Management Board, including the Commission, was informed of the ongoing investigations. The Board immediately requested information and follow-up, and instituted a number of interim measures in exercising its role as the planning and monitoring body of EASO and its responsibilities as laid down in the EASO founding Regulation. As of March 2018, regular bi-weekly comprehensive reports were sent to the Management Board, with particular attention given to recruitment and procurement.

Through their investigation, OLAF identified a number of irregularities, including an alleged breach of procurement procedures resulting in unjustified expenditure for EASO, mismanagement, the abuse of position regarding human resources issues, harassment and inappropriate behaviour towards staff members, as well as breaches of data protection rules. A report was delivered by OLAF in October 2018.

OLAF addressed recommendations for disciplinary action to the EASO Management Board concerning the Agency’s former Executive Director and other members of EASO staff.

PART II (b): EXTERNAL EVALUATIONS

Article 46 of the Agency's founding Regulation states that EASO shall commission an independent external evaluation of its achievements. Following the adoption of the terms of reference by the Management Board and the conclusion of a procurement procedure, EY (formerly Ernst & Young) was commissioned by EASO to conduct an independent external evaluation of EASO's activities covering the period from February 2011 to June 2014. All activities implemented by EASO, across all the EU Member States, were included in the scope of the evaluation. The evaluation was conducted between October 2014 and July 2015.

In particular, the thematic scope of the evaluation covered EU added value, effectiveness and impact of EASO in contributing to the implementation of the CEAS, including the asylum legislative package. The efficiency and quality of working practices during its first years of operations were also examined. The ultimate objective of the external evaluation was to provide concrete recommendations to address possible changes to EASO's legal framework, structural changes to EASO (without amending its legal framework) and a further increase in practical cooperation amongst Member States, in particular in the field of training, data collection, country of origin information and operational support. The evaluation report is published on the EASO website (<https://www.easo.europa.eu/about-us/governance-documents>).

The external evaluators presented their findings and recommendations to the EASO Management Board in January 2016. At that meeting, EASO agreed to develop an action plan to address the recommendations and to report on the state of play of implementation to the Management Board.

Since then, the Management Board has been kept informed of progress made on this action plan and the final version was presented at the Management Board meeting held in September 2017.

The next external evaluation of the Agency will be determined by the Management Board.

PART III: ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS

III.1 Risk Management

EASO operates in a very dynamic environment, undergoing changes in the internal and external conditions and facing risks, which could adversely impact the achievement of the Agency's political, strategic or operational objectives. In this regard, the Agency has developed a procedure on risk management, in order to identify, carefully assess and respond to potential issues that could affect the execution of the Agency's activities and the achievement of its objectives.

The risk management exercise for 2018 was performed in separate workshops, where each Unit identified its objectives and the associated risks, by a combination of bottom-up and top-down approaches. These risks were then assessed and prioritized, based on their likelihood of occurrence and significance of potential impact at a residual level, taking into consideration the existing controls. The risks identified have been captured at the EASO risk register, as an inventory of the risks and the different actions selected by the Agency to address these risks, for regular monitoring and reporting.

The significant and critical risks, which were assessed above the acceptable risk level of the Agency, and which could severely impact the achievement of the Agency's objectives should they materialise, were selected for further assessment and analysis by the EASO management team.

The most important risks associated with the Agency's activities for 2018 are outlined as follows:

- Full compliance with applicable governance standards may not be achieved, due to a slow down and/or delays in the implementation of the renewed governance framework.
- The right contracts may not be in place to meet the Agency's needs, due to a series of causes, such as a delay in the implementation of the procurement plan, lack of adequate market research and access to market, lack of capacity (human resources, specialised training), lack of proper monitoring.
- The adequate staffing levels may not be achieved in a timely manner to reach EASO objectives due to lack of suitable candidates, difficulties in constituting recruitment panels due to high number of recruitments and limited capacity of the recruitment sector to manage a considerable number of simultaneous recruitment procedures.
- The necessary pre-conditions may not be in place for EASO operations, such as hosting arrangements, adequate material conditions and security health and safety frameworks, due to capacity constraints and migratory pressure on hosting states.
- EASO may not fully implement the work programme, due to the insufficient participation of member states.

Respective mitigating actions and controls to reduce those risks to an acceptable level have been selected and are being implemented. The Agency's risk assessment is followed up periodically and updated, to appropriately reflect the changes within the organisation and the implementation of the different actions. Monitoring of and reporting on the identified critical risks and the updates on the risk responses and/or the need for further actions will be reported periodically to the Management Board.

During the Internal Control Self-Assessment, it has been found that the methodology to run the risk management exercise was not fully aligned with EASO Internal Control Framework and general risk management COSO framework minimum standards.

For example, the Risk Management exercises carried out to date in EASO, were not aligned with the strategic planning cycle of the Agency.

The Executive Director a.i. has immediately taken corrective action and updated risk management procedure. The Agency is currently improving its ability to anticipate, prioritise and manage risks. In this context, the Agency is taking a series of actions in order to be able to identify, articulate and assess the risks on an ongoing basis and align the exercise with the Single Programming Document and the implementation of the Agency's Work Programme. EASO management has initiated the necessary steps to ensure that the risk management exercise will be performed in a more comprehensive and thorough way, and integrated in the culture and conduct of all EASO's activities. For example:

- Increase awareness on risk management requirements among all EASO staff.
- Defining the threshold above which risks are considered significant and critical
- To ensure that risks are always identified and formulated adequately and crosscutting risks, affecting several sectors/unit/departments are identified during the workshops.
- To integrate the fraud risk analysis into the overall risk exercise
- To link to the compulsory annual update of the Anti-fraud strategy to the Annual Risk Management Exercise.
- To ensure that risk responses are fully understood and address the risks efficiently.
- To appoint risk management correspondents at the right level and with the required experience.

The Management team concluded that significant risks identified during this exercise at Unit level, shall be further analysed and re-assessed by all the Units during next risk assessment exercise starting in July 2019 and, based on the corrective actions agreed by the Management Team on the Internal control self-assessment action plan, transposed on a revised version of the next procedure on risk management.

III.2 Compliance and effectiveness of the Internal Control Framework (ICF)

III.2.1 Methodology applied for assessment of the compliance and effectiveness of the ICF

The assessment focused on the state of implementation in 2018 of EASO Internal Control Framework (as approved by the Management Board on 21 December 2018¹⁶).

The Internal Control self-Assessment was coordinated by the ICC based on the methodology approved by the ED Decision of the Executive Director¹⁷ of EASO of 17th April 2019 on the Internal Control Framework Monitoring Criteria and Self-Assessment Methodology.

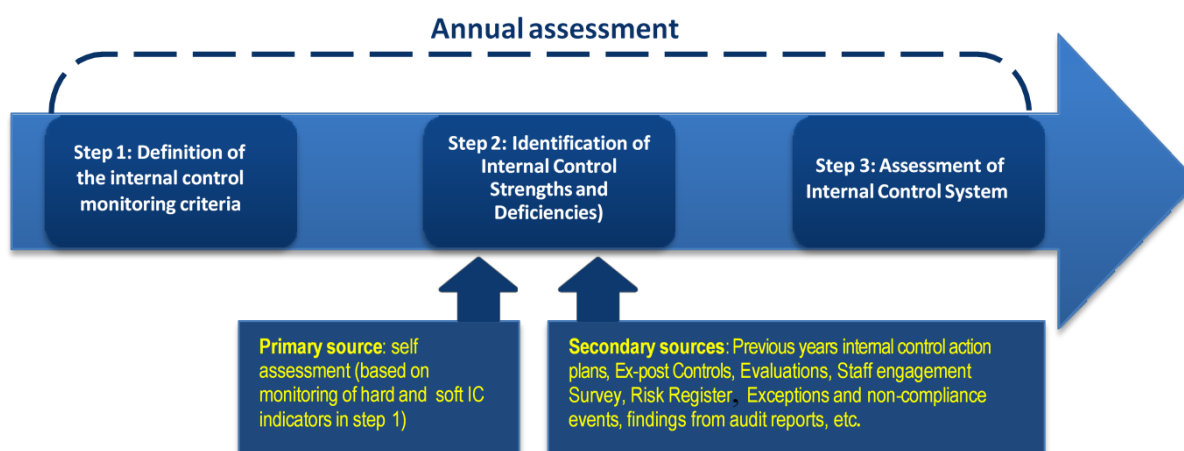
The assessment was performed at three levels

- at the level of the principles (based on the analysis of the detected strengths and deficiencies)
- at the level of the components (based on an analysis of the results at principle level)
- at the level of the internal control system as a whole (based on an analysis of the results at component level).

¹⁶ Management Board Decision N° 42 of 21 December 2018 adopting the Internal Control Framework of EASO

¹⁷ EASO/ED/2019/094

The following three steps were followed by EASO’s Management Team to assess whether the Agency’s internal control system is effective are depicted in the diagram below.



There were two main information sources which were used to identify any internal control strengths and deficiencies within EASO: Primary and Secondary Sources.

- The primary source of information is an analysis of the qualitative and quantitative indicators that are available in Annex XI of this report. The baselines of these indicators will be compared with the defined targets and any identified gaps will determine the existence of deficiencies in the internal control system.
- The secondary source of information is a desk-review of the internal control strengths and inefficiencies identified as a result of:
 - Previous years state of play of internal controls self-assessment corrective action plans.
 - Ex-post control reports
 - Register of exceptions and non-compliance events,
 - Risk Management exercise
 - Audit reports (IAS, ECA, OLAF, etc.)
 - Evaluations of programmes and/or activities which entail significant spending (e.g. Operating Plans)
 - Staff engagement survey and specific surveys
 - Any internal control deficiency reported by the EASO Staff as a result for example of management supervision arrangement, info sessions, surveys, etc.
 - Meetings with key staff supporting the setting-up and functioning of internal control processes and procedures

The Management Team, with the support of the Internal Control Coordinator, classified the severity of internal control deficiencies using professional judgment. The deficiencies identified from the primary and secondary sources of information need to be categorised by severity as follows:

- **Minor deficiency** - it has a minor impact on the presence and/or functioning of the principle. The principle is in place and functions well, only minor improvements are needed.

- Moderate deficiency – it has a moderate impact on the presence and/or functioning of the principle. With such a deficiency, the principle is in place and functions but some improvements are needed.
- Major deficiency – it has a significant impact on the presence and/or functioning of the principle, but the principle is partially effective. With such a deficiency, the principle is partially in place and/or is partially functioning; substantial improvements are needed. When a major deficiency exists, the Executive Director cannot conclude that it has met the requirements of an effective system of internal control.
- Critical deficiency - it has a fundamental impact on the presence and/or functioning of the principle and the principle is not effective. With such a deficiency, the principle is not in place and/or essentially does not function as intended.

At principle level, the existence of a critical internal control deficiency or combination of several major deficiencies determines that the principle in general is not effective.

When a major deficiency or combination of moderate deficiencies exists, the Management Team shall conclude that the principle is partially effective.

A critical/major deficiency in one principle cannot be mitigated to an acceptable level by the effectiveness of other principles.

Following this assessment, the principles and characteristics were classified in one of four categories as follows:

- Category 1 - The principle is present and functioning well, only minor improvements needed.
- Category 2 - The principle control system is present and functioning but some improvements are needed.
- Category 3 - The principle is partially present and functioning, major improvements are needed.
- Category 4 - The principle is not present and is not functioning.

The same rationale applied subsequently at component level and to the overall assessment of the internal control system. If one principle is not present and functioning (category 4) or if several principles need major improvements (category 3), the Management Team shall conclude that the component is not present and functioning and that the system of internal control is not effective.

If one principle needs major improvements (category 3) or if several principles require some improvements (category 2), the Management Team shall conclude that the component is partially present and functioning and that the system of internal control is partially effective.

The final conclusion should be based on professional judgement of all the Management Team with the support of the ICC. In particular, the Management Team has to also assess whether the components are operating together in an integrated manner.

The ICC considered and documented the results of the internal control self-assessment carried out by the Management Team in a final report that also included the overall opinion on the state of play of the internal control systems and recommendation addressed to the Executive Director. This report was the basis for the ICC's declaration in this Consolidated Annual Activity Report ('CAAR').

III.2.2 Information on the principles with which the Agency does not comply yet (fully or partially)

EASO has improved the working arrangements and effective communication channels in order to facilitate the role of its Management Board's in overseeing the Agency's governance, risk management and internal control practices. Particularly, the Agency assesses and communicates the internal control state of play, as well as deficiencies and corrective actions in a timely manner to the Management Board and the Commission.

With regard to the systemic nature of non-compliance and inefficiencies during the first half of 2018, the Internal Control Coordinator concluded that under its new leadership, EASO has started to take the necessary steps to ensure that compliance is front and centre in the culture and conduct of all its activities. As an example, this internal control self-assessment exercise led to the identification of a comprehensive set of corrective actions and recommendations on the state of implementation, with updates presented periodically.

One should be mindful of the fact that with the implementation of new key controls and the allocation of the required resources, expertise and professional experience on internal control (all necessary to be able to provide assurance to the Executive Director in EASO) progress may be presented against a (possible) higher number of captured inefficiencies, gaps and irregularities. In fact, this is a performance indicator, showing that the new internal controls in place are working as intended.

This is normal in an organisation where the COSO Internal Control Framework has only started to be implemented at the end of 2018. Real improvement will require a change of culture and recruiting staff with the appropriate skills and professional experience on internal control and risk management, which calls for very challenging corrective actions within achievable and realistic deadlines.

Overall, as reflected below, the result of the internal control self-assessment led to the conclusion that the majority of Internal Control Principles were present but required major improvements in order to be efficient:

- 2 (12%) of the Internal Control Principles are efficient and are functioning (Category 1);
- 10 (59%) of the Internal Control Principles are partially efficient, meaning that are present and functioning but needs major improvements (Category 2);
- 5 (29%) of the Internal Control Principles are not efficient and whilst are present, requires significant improvements (Category 3).

III.2.3 The reasons for inefficiencies with the Internal Control Framework

The following is a summary of the reasons for the more relevant significant inefficiencies identified by the EASO Management Team during the Internal Control Self-Assessment. The Management Team has already agreed and started implementing the corrective action plan (Detailed table with the inefficiencies and corrective action plan is available in Annex IX):

- The severity of the inefficiencies identified during 2018 period, of internal control systems intended to provide reasonable assurance to prevent fraud and other unethical practices and irregularities, was critical, as key controls were not duly implemented. These include, but are not limited to, the Fraud Risk Assessment, effective and efficient Anti-Fraud Strategy, Sensitive Functions guidance and assessment, whistle-blowers hotlines, effective and efficient whistle-blower policy and guidelines, Ethical Correspondent, a policy on protecting the dignity of the person and preventing psychological and sexual harassment, Confidential Counsellors, etc.
- Moreover, EASO is still operating in a very dynamic environment where its operational tasks in support of Member States is expanding, its budget is increasing continually, the volume of payments is growing and the number and complexity of procurement procedures is on the rise. This is further compounded with the Agency's need to manage multiple locations without having sufficient staff in place (management and non-management).. The internal control systems of EASO are being adapted to mitigate the specific risks of the activities of regional offices.
- The implementation of timely corrective actions is at risk due to the lack of and/or very limited resources with the needed expertise on internal control.
- EASO has made recruitment rules more transparent, but it has not managed to recruit key managerial posts in the Department of Administration. By the closing of this report, the Head of Units for FPU, GAU and HR were under recruitment and not yet in place. A management team for the Department of Administration has been put in place following the suspension of the Head of Department in December 2018. . The Department of Administration is represented by the most senior member of the DOA management team in the EASO Management team meetings.
- Business continuity plans based on a business impact analysis following corporate guidance are being put in place.
- Exception reporting was not effective and efficient and it did not ensure that all instances of overriding controls or deviations from established processes and procedures are documented in exception reports (ex-ante) or non-compliance (ex-post).
- The risk management process is not integrated into the annual activity planning of the office was not effective and efficient as for the reasons provided in point III.1 "Risk Management" of this Internal Control Self-Assessment.
- EASO has not yet implemented an internal ex-post control capability in order to timely identify internal control inefficiencies and corrective actions.
- An internal audit capability was not implemented in order to perform ongoing and/or separate assessments to ascertain whether the components of the internal control are present and functioning.

- Lack of adequate performance monitoring and supervision arrangements in order to eliminate systemic delays of payments.

These planned corrective actions addressing of the internal control inefficiencies are detailed in Annex IX (Internal Control Self-Assessment Corrective Action Plan).

III.2.4 Planned corrective actions to address the situation, including target dates

The Management Team identified 135 corrective actions to immediately address the 68 documented inefficiencies of internal control systems of EASO. The status of implementation of the corrective actions at the date of this report is as following:

Corrective Actions Status of implementation	Not started	In progress	Implemented
	16 (12%)	58 (43%)	61 (45%)

EASO monitors and reports to the MB on the state of implementation of the internal control self-assessment corrective action plan. These planned corrective actions addressing the improvement of the internal control situation are detailed in Annex IX (Internal Control Self-Assessment Corrective Action Plan).

III.2.5 Information on the standards with which the Agency is considered fully compliant (i.e. compliant with all their requirements)

The outcome of the Internal Control Self-Assessment carried out by the Management Team shows that;

- 2 (12%) of the Internal Control Principles are efficient and are functioning (Category 1);
- 10 (59%) of the Internal Control Principles are partially efficient, meaning that are present and functioning but needs major improvements (Category 2);
- 5 (29%) of the Internal Control Principles are not efficient and whilst are present, requires significant improvements (Category 3).

Overall, as reflected below, the result of the internal control self-assessment led to the conclusion that the majority of Internal Control Principles were present but required major improvements in order to be efficient. As from the second half 2018, the Management Team has initiated the necessary steps to ensure that compliance is at the forefront and integrated in the culture and conduct of all EASO's activities. This includes an objective, honest and frank follow-up of the proposed corrective actions contained in the internal control self- assessment report, which was first conducted on the third quarter of year 2018.

This is of paramount importance taking into account that during the 2018 period, and still today, EASO operates in a very dynamic environment where its operational tasks in supporting the Member States are expanding, its budget is continually increasing, the volume of payments is growing, and the number and complexity of procurement procedures is on the rise. This is further compounded by the Agency's needs to manage multiple locations without a sufficient number of staff (both management and non-management) in place, either in the headquarters or in geographically dispersed offices.

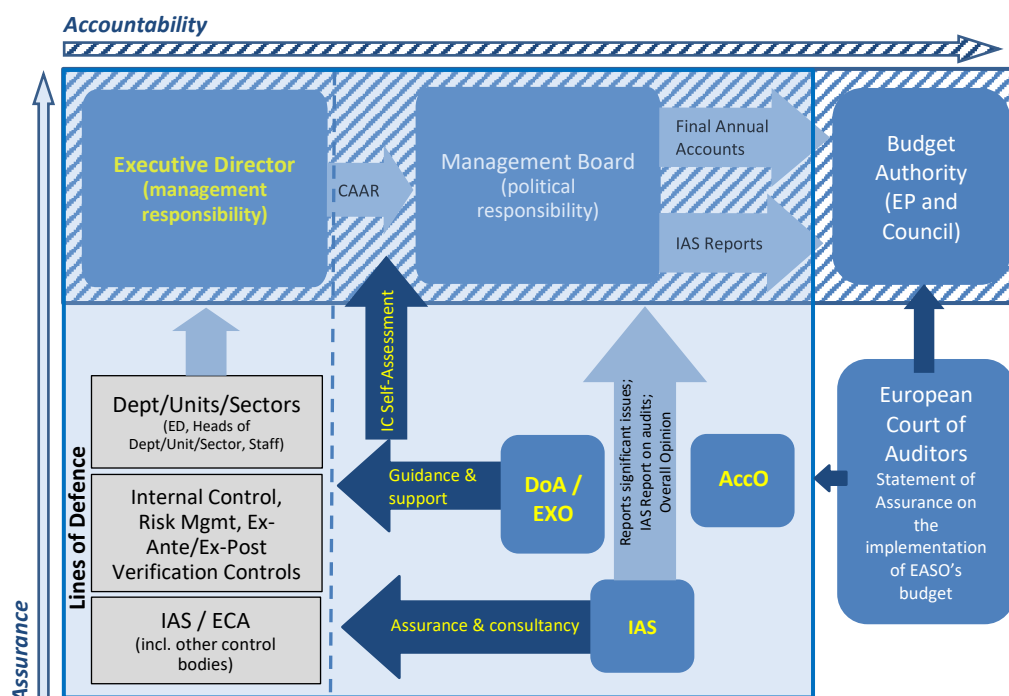
PART IV: MANAGEMENT ASSURANCE

IV.1 Review of the elements supporting assurance

EASO’s governance structure and control strategy are based on four main building blocks of assurance:

- Executive Director, Management and Staff
- Control structure, such as Internal Controls, Risk Management, Ex-ante and Ex-post controls, Internal Legal Capacity, Business Continuity Correspondent, etc.
- Management Board
- Internal/External Control Bodies

EASO’s internal governance structure and control strategy is illustrated in the chart below, explains how the four main blocks of assurance are inter-linked and interact:



The analysis and assessment by the Executive Director a.i. on the efficiency and effectiveness of the above-mentioned building blocks of assurance and of any significant weaknesses reported in Part II and Part III of this report will be the basis for the Authorising Officer’s final declaration of assurance.

IV.2 Reservations

The Executive Director a.i. was appointed on 6 June 2018, which was subsequent to some of the events described in this Consolidated Annual Activity Report. The Executive Director a.i. did not receive a "testament" (internal, for use of the successor) by the former Executive Director, in which the latter reports on the management of the service for the part of the year when he was in charge.

An internal control self-assessment was not been carried out and documented by the former Executive Director, and OLAF investigation on the former Executive Director was on-going, the budget Discharge for 2016 was not granted by the Budget authority and the decision by the Budget Authority on the discharge for 2017 has been postponed.

In addition, at the date of this report, the European Court of Auditors has issued a preliminary qualified opinion on the regularity and legality of the payment for budget implementation 2018 due to irregularities on contracts concluded in 2016 and 2017 on the provision of interim workers in Greece, travel services to the Office and rent for the Office's premises in Lesvos. European Court of Auditor concluded that the irregular payments made by EASO in 2018 under these contracts amounted to 4 300 188 euros (5% of total 2018 payments).

During the second half of 2018 and the first months of 2019, the Executive Director a.i. has made considerable efforts to improve the Internal Control Systems. A summary of the most relevant controls and corrective actions that have been put in place or are in progress, for each internal control principle, is included in Annex 10 of this report "Summary of the most relevant controls adopted by the Management Team" and Annex 9 "Corrective Action Plan".

The Executive Director a.i. cannot provide reasonable assurance that suitable internal controls were in place and working as intended until his appointment on 6 June 2018 and then significant inefficiencies were identified that will require corrective actions to be implemented during 2019 and 2020.

As a result, the Executive Director a.i. has decided to introduce a reservation in his/her declaration of assurance in the CAAR 2018, as the control procedures put in place during 2018, may not give the necessary guarantees concerning the legality and regularity of the underlying transactions for this period, due to the lack of an overall effective and efficient internal controls systems. This reservation is qualified from quantitative point of view based on the materiality of the payments declared irregular by the European Court of Auditors for 2018 period on their preliminary findings, and the financial impact of exceptions and non-compliances. However, from a qualitative point of view, the risk is high that the controls in place did not detect other irregularities.

At the same time, the necessary improvements and reinforcement measures continue being implemented to correct significant weaknesses reported in Part II and Part III of this report. This report takes into account the state of play of the corrective actions at the date of this report, and therefore we have re-assessed the severity of the inefficiencies, following the progress made and the corrective actions agreed by the Management Team in May 2019 and summarised in Annex IX.

IV.2.1 Reservation “Lack of effective and efficient Internal Control and Governance structures”

Based on the results of this internal control self-assessment, performed as described in points III of this report, it is considered that the internal control system in place in 2018 did not provide overall reasonable assurance regarding the achievement of EASO business objectives with respect of:

- compliance with rules and procedures;
- reliable financial and management information;
- safeguarding of assets and information;
- prevention and detection of fraud.

From a materiality quantitative point of view, the lack of effective and efficient internal controls led to irregular expenditure operations processed during 2018 for 4 912 021 euros (5.3% of the total 2018 EU subsidy).

- The combined error from non-compliant payments amounts at least to 4 300 188 euros or 4.68% of the total 2018 EU subsidy (€91,971,000.00). In its audit reports for the financial years 2016 and 2017, the Court had concluded that contracts on the provision of interim workers in Greece, travel services to the Office and rent for the Office's premises in Lesbos are irregular. Payments made in 2018 under these contracts amounted to 4 300 188 euros.
- During 2018, 60 exceptions with a total value of €611,833.04 were documented. The majority of the exceptions in EASO are related to deviation from contractual provisions and Financial Regulations. The total value represents 0.7% of the total 2018 EU subsidy (€91,971,000.00).

From a qualitative point of view the reservation is also material because:

- The outcome of the OLAF investigation concluded in 2018, that has confirmed a number of irregularities which include the breach of procurement procedures, resulting in unjustified expenditure for EASO, mismanagement, the abuse of position regarding human resources issues, harassment and inappropriate behaviour towards staff members, as well as breaches of data protection rules. This report also include recommendations for disciplinary action concerning the former EASO Executive Director and other members of staff;
- The significant reputational risk for EASO;
- The process for registration of exceptions reports did not fully ensure that all instances of ex-ante overriding of controls or deviations from established processes and procedures were documented and justified, duly approved before action is taken and logged centrally, the exact quantitative materiality of the reservation cannot be calculated;
- The risk management process did not ensure the management assessed and identified a risk response for the more relevant significant and critical risks;
- All the Internal Control inefficiencies as described in Part II and III of this CAAR 2018 and its Annexes.

IV.3 Overall conclusion on assurance

The Executive Director a.i. has decided to introduce in his Declaration of Assurance 2018, a reservation for the year 2018 regarding its lack of an effective and efficient internal control systems.

The Declaration of Assurance of the Executive Director in the CAAR is based on an honest and frank assessment. The Executive Director a.i. has taken into consideration as many sources of information as possible. This statement is based on EASO Executive Director a.i. own judgment and on the

information to his disposal, such as the results of the internal control self-assessment implemented by the Management Team, the work of the Internal Audit Service, the lessons learned from the reports of the European Court of Auditors, and the declaration of the Internal Control Coordinator (including her/his recommendations on the overall state of the internal control).

In this declaration of assurance, the Executive Director a.i. takes ownership of successes and failures, get a clear understanding of what is required and consider the state of implementation of the action for improvement/correction of the internal control weaknesses /deficiencies.

The mitigating corrective actions are described in part III of this report and Annex IX (Internal Control Self-Assessment Corrective Action Plan).

IV.3.1 Summary analysis of the conclusions of significant weaknesses reported in Part II and Part III with an impact on the declaration of assurance.

Based on the reports in Part II and Part III, it is concluded that for 2018 the Executive Director a.i. cannot fully rely on the efficiency and effectiveness of all the building blocks of assurance described in point IV.1. and in particular block II. The following is a summary of the conclusions on the significant weaknesses reported in Part II and Part III with an impact on the declaration of assurance:

- i) The Executive Director a.i. was appointed on 6 June 2018, which was subsequent to some of the events described in this Consolidated Annual Activity Report. The Executive Director a.i. did not receive a "testament" (internal, for use of the successor) by the former Executive Director, in which the latter reports on the management of the service for the part of the year when he was in charge.
- ii) Under the former Executive Director internal control standards were not duly implemented and therefore did not provide reasonable assurance to prevent potential wrongdoings and other unethical practices and irregularities.
- iii) EASO identified significant internal control deficiencies or combinations of several major deficiencies in 15 out of 17 Internal Control Principles, and concluded that these 15 principles were either not effectively implemented or partially efficient.
- iv) Even though the standards were approved in 2012 by the Management Board, their compulsory requirements and elements were not documented, approved or explained to the staff and to the management till the end of 2018. As a result, the majority of EASO staff and management were not aware of the internal control concepts and requirements during 2018. Without pre-defined and approved compulsory requirements it was not possible to implement the internal control standards.
- v) The roles and responsibilities of the Responsible Authorising Officers, the Management Board and the Internal Control Coordinator were not formally documented till December 2018.
- vi) During the first half of 2018 EASO partially lacked of a sound financial process to ensure that all instance of overriding of controls or deviations from established processes and procedures were documented and justified, duly approved before action is taken and logged centrally.
- vii) The European Parliament has not granted the discharge for EASO Budget implementation 2016. Nevertheless, the declaration of assurance of the Authorising Officer in the Consolidated Annual Activity Report 2016 did not contain any reservations.
- viii) As for the control bodies reports, the Court issued an adverse opinion concerning legality and regularity of the payments underlying the accounts 2017. The budget discharge 2017 has been postponed,
- ix) The outcome of the OLAF investigation that has confirmed a number of irregularities which include the breach of procurement procedures, resulting in unjustified expenditure for EASO, mismanagement, the abuse of position regarding human resources issues, harassment and inappropriate

behaviour towards staff members, as well as breaches of data protection rules. This outcome also include recommendation for disciplinary action: to the EASO MB concerning the Agency's former EASO ED and other members of EASO staff.

- x) The severity of the inefficiencies identified during 2018 period, of internal control systems intended to provide reasonable assurance to prevent fraud and other unethical practices and irregularities, was critical, as key controls were not duly implemented.
- xi) Moreover, EASO is still operating in a very dynamic environment where its operational tasks in support of Member States is expanding, its budget is increasing continually, the volume of payments is growing and the number and complexity of procurement procedures is on the rise. This is further compounded with the Agency's need to manage multiple locations without having sufficient staff in place (management and non-management). However, the internal control systems of EASO have not been designed to mitigate the specific risks of the activities of regional offices.
- xii) The implementation of timely corrective actions is at risk due to the lack of and/or very limited resources with the needed expertise on internal control.
- xiii) EASO has made recruitment rules more transparent, but it has not managed to recruit key managerial posts in Department of Administration. By the closing of this report, the Head of Units for FPU, GAU and HR were under recruitment and not yet in place. A management team for the Department of Administration has been put in place following the suspension of the Head of Department in December 2018. . The Department of Administration is represented by the most senior member of the DOA management team in the EASO Management team meetings.
- xiv) Business continuity plans based on a business impact analysis following corporate guidance are being put in place.
- xv) Exception reporting was not effective and efficient and it did not ensure that all instances of overriding controls or deviations from established processes and procedures are documented in exception reports (ex-ante) or non-compliance (ex-post).
- xvi) In 2018, there was no Internal Control Coordinator. The ICC was appointed in January 2019.
- xvii) The risk management process is not integrated into the annual activity planning of the office was not effective and efficient as for the reasons provided in point III.1 "Risk Management" of this Internal Control Self-Assessment.
- xviii) EASO did not yet implement an internal ex-post control capability in order to timely identify internal control inefficiencies and corrective actions.
- xix) An internal audit capability was not implemented in order to perform ongoing and/or separate assessments to ascertain whether the components of the internal control are present and functioning.
- xx) Lack of adequate performance monitoring and supervision arrangements in order to eliminate systemic delays of payments.

Declaration of Assurance and Reservations by the Executive Director a.i.

I, the undersigned,

Executive Director a.i. of the European Asylum Support Office,

In my capacity as Authorising Officer for the operating and administrative budget of EASO, I declare that the information contained in this report gives a true and fair view.¹⁸

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

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

I confirm that I am not aware of anything not reported here which could harm the interests of the European Institutions or those of EASO.

Valletta Harbour, 10 June 2019

(original signed)

Jamil Addou
Executive Director a.i.¹⁹

¹⁸ True and fair in this context means a reliable, complete and correct view on the state of affairs in the Agency.

¹⁹ Mr. Jamil Addou was appointed Executive Director *ad interim* on 6 June 2018.

Declaration by the Internal Control Coordinator in charge of Risk Management and Internal Control

I, the undersigned,

In my capacity as the Internal Control Coordinator in charge of risk management and internal control, I declare that in accordance with Decision N° 40 of the Management Board of EASO of 21 December 2018 on the Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control to the Executive Director a.i.

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

Valletta Harbour, 10 June 2019

(original signed)

Gerardo Knouse Ramirez
Internal Control Coordinator²⁰

²⁰ Mr. Gerardo Knouse Ramirez was appointed Internal Control Coordinator in January 2019.

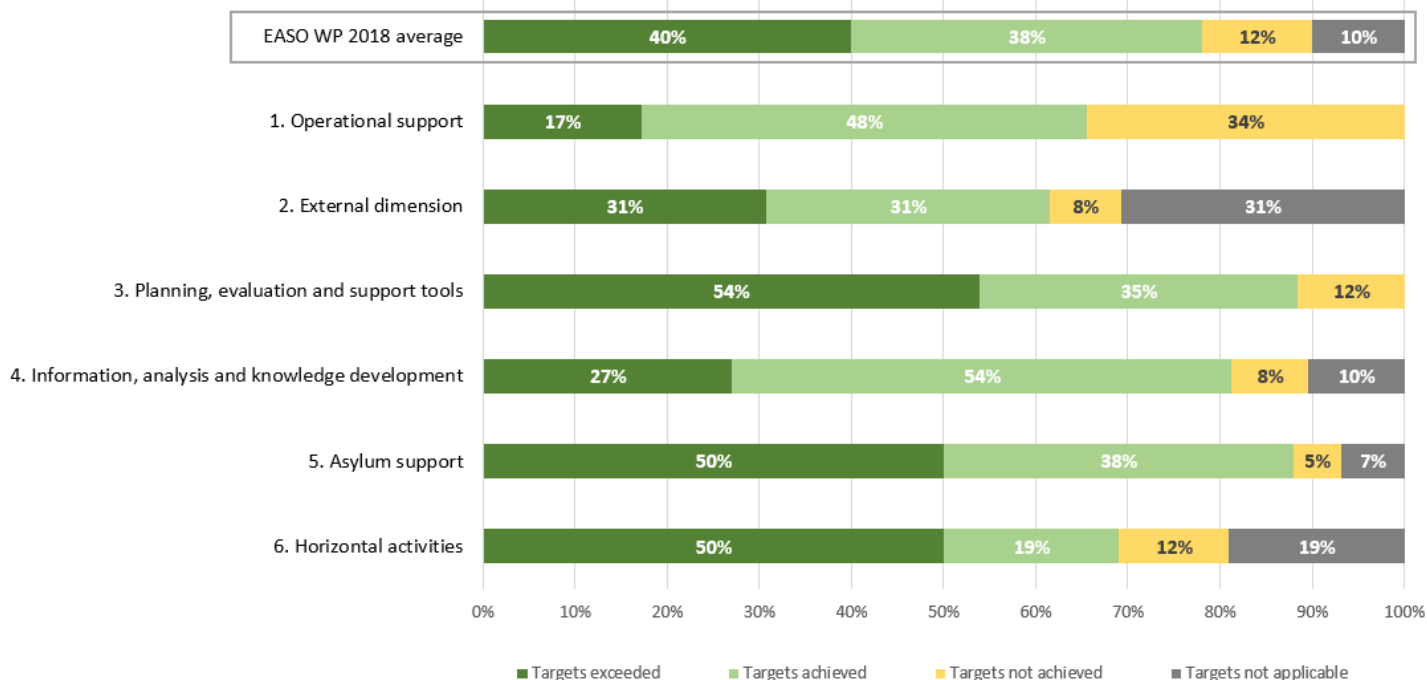
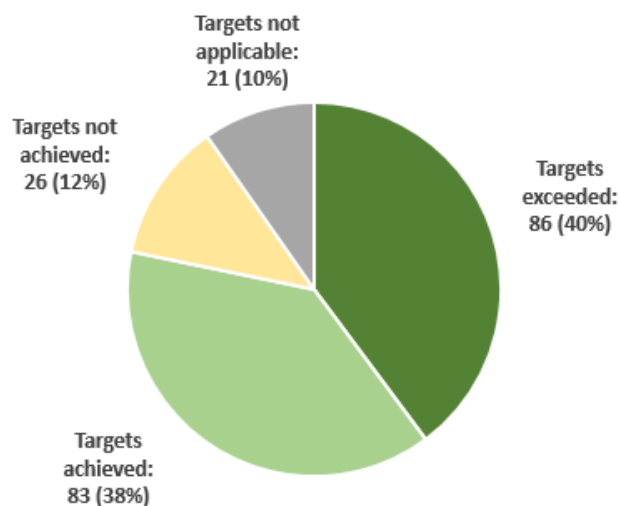
ANNEXES

Annex I: Core Business Statistics

A detailed overview of the results is provided in Part I of this report.

Implementation of the EASO Work Programme 2018

Achievement of targets



Annex II: Statistics on financial management
Detailed budget execution per fund source and budget item.
1. Funds from the EU general budget (C1)
Title 1

Budget line	CA budgeted (€) (1)	Executed commitment (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA budgeted (€) (3)	Executed payment (€) (4)	% Paid (4/3)	RAL (€) (2-4)
A-1101	11,984,482.00	11,563,687.57	96.49%	420,794.43	11,984,482.00	11,563,687.57	96.49%	0.00
A-1102	3,230,000.00	3,194,823.41	98.91%	35,176.59	3,230,000.00	3,194,823.41	98.91%	0.00
A-1103	249,000.00	222,991.47	89.55%	26,008.53	249,000.00	222,991.47	89.55%	0.00
A-1104	0.00			0.00	0.00			
	15,463,482.00	14,981,502.45	96.88%	481,979.55	15,463,482.00	14,981,502.45	96.88%	0.00
A-1201	480,000.00	302,665.80	63.06%	177,334.20	480,000.00	228,815.60	47.67%	73,850.20
	480,000.00	302,665.80	63.06%	177,334.20	480,000.00	228,815.60	47.67%	73,850.20
A-1301	530,000.00	530,000.00	100.00%	0.00	530,000.00	363,146.18	68.52%	166,853.82
	530,000.00	530,000.00	100%	0.00	530,000.00	363,146.18	68.52%	166,853.82
A-1401	163,000.00	126,450.59	77.58%	36,549.41	163,000.00	87,069.94	53.42%	39,380.65
A-1402	100,000.00	28,763.13	28.76%	71,236.87	100,000.00	13,763.13	13.76%	15,000.00
A-1403	810,000.00	809,937.00	99.99%	63.00	810,000.00	642,222.20	79.29%	167,714.80
	1,073,000.00	965,150.72	89.95%	107,849.28	1,073,000.00	743,055.27	69.25%	222,095.45
A-1501	375,000.00	262,242.88	69.93%	112,757.12	375,000.00	143,741.48	38.33%	118,501.40
	375,000.00	262,242.88	69.96%	112,757.12	375,000.00	143,741.48	38.33%	118,501.40
A-1601	2,000,000.00	1,993,914.97	99.70%	6,085.03	2,000,000.00	1,345,904.06	67.30%	648,010.91
A-1602	160,000.00	146,829.44	91.77%	13,170.56	160,000.00	118,481.44	74.05%	28,348.00
A-1603	245,500.00	131,000.00	53.36%	114,500.00	245,500.00	12,000.00	4.89%	119,000.00
	2,405,500.00	2,271,744.41	94.44%	133,755.59	2,405,500.00	1,476,385.50	61.38%	795,358.91
A-1701	10,000.00	765.34	7.65%	9,234.66	10,000.00	565.34	5.65%	200.00
	10,000.00	765.34	7.65%	9,234.66	10,000.00	565.34	5.65%	200.00

Title 2

Budget line	CA budgeted (€) (1)	Executed commitment (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA budgeted (€) (3)	Executed payment (€) (4)	% Paid (4/3)	RAL (€) (2-4)
A-2101	3,676,219.95	2,982,223.17	81.12%	693,996.78	3,676,219.95	2,384,731.92	64.87%	597,491.25
A-2102	780,000.00	729,092.80	93.47%	50,907.20	780,000.00	646,802.21	82.92%	82,290.59
A-2103	986,000.00	277,713.44	28.17%	708,286.56	986,000.00	21,724.00	2.20%	255,989.44
A-2104	120,000.00	71,567.94	59.64%	48,432.06	120,000.00	29,542.19	24.62%	42,025.75
	5,562,219.95	4,060,597.35	73%	1,501,622.60	5,562,219.95	3,082,800.32	55.42%	977,797.03
A-2201	1,196,350.00	1,174,890.12	98.21%	21,459.88	1,196,350.00	361,152.21	30.19%	813,737.91
A-2202	571,000.00	570,689.82	99.95%	310.18	571,000.00	415,834.34	72.83%	154,855.48
A-2203	1,883,136.00	1,775,243.18	94.27%	107,892.82	1,883,136.00	369,781.41	19.64%	1,405,461.77
A-2204	404,085.00	403,694.68	99.90%	390.32	404,085.00	222,002.08	54.94%	181,692.60
A-2205	37,500.00	37,267.89	99.38%	232.11	37,500.00	8,612.12	22.97%	28,655.77
	4,092,071.00	3,961,785.69	96.82%	130,285.31	4,092,071.00	1,377,382.16	33.66%	2,584,403.53
A-2301	100,000.00	60,949.56	60.95%	39,050.44	100,000.00	36,453.14	36.45%	24,496.42
A-2302	12,500.00	6,000.00	48.00%	6,500.00	12,500.00	1,678.17	13.43%	4,321.83
A-2303	33,425.00	30,461.50	91.13%	2,963.50	33,425.00	18,022.34	53.92%	12,439.16
A-2304	453,304.41	267,856.13	59.09%	185,448.28	453,304.41	225,738.51	49.80%	42,117.62
A-2305	67,500.00	57,212.55	84.76%	10,287.45	67,500.00	40,943.73	60.66%	16,268.82
A-2306	435,019.00	198,010.00	45.52%	237,009.00	435,019.00	148,200.00	34.07%	49,810.00
A-2307	813,794.16	709,794.16	87.22%	104,000.00	813,794.16	432,426.24	53.14%	277,367.92
A-2308	185,000.00	18,077.95	9.77%	166,922.05	185,000.00	12,077.95	6.53%	6,000.00
A-2309	335,000.00	280,764.57	83.81%	54,235.43	335,000.00	156,506.90	46.72%	124,257.67
A-2310	8,570.02	8,570.02	100.00%	0.00	8,570.02	8,570.02	100.00%	0.00
A-2311	86,096.46	86,096.46	100.00%	0.00	86,096.46	51,861.01	60.24%	34,235.45
	2,530,209.05	1,723,792.90	68.13%	806,416.15	2,530,209.05	1,132,478.01	44.76%	591,314.89

Title 3

Budget line	CA budgeted (€) (1)	Executed commitment (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA budgeted (€) (3)	Executed payment (€) (4)	% Paid (4/3)	RAL (€) (2-4)
B-3101	139,292.80	135,526.05	97.30%	3,766.75	135,497.63	126,523.71	93.38%	25,998.57
B-3102	626,000.00	563,325.07	89.99%	62,674.93	601,000.00	346,123.74	57.59%	310,868.61
B-3103	1,346,000.00	1,272,051.55	94.51%	73,948.45	1,150,000.00	726,346.27	63.16%	703,871.44
	2,111,292.80	1,970,902.67	93.35%	140,390.13	1,886,497.63	1,198,993.72	63.56%	1,040,738.62
B-3201	1,626,000.00	1,621,955.82	99.75%	4,044.18	2,196,000.00	2,045,345.38	93.14%	571,638.47
B-3202	2,100,520.00	2,099,580.27	99.96%	939.73	2,141,520.00	1,663,289.16	77.67%	927,299.68
B-3203	1,685,000.00	1,590,117.13	94.37%	94,882.87	1,685,000.00	1,252,077.90	74.31%	628,926.98
	5,411,520.00	5,311,653.22	98.15%	99,866.78	6,022,520.00	4,960,712.44	82.37%	2,127,865.13
B-3301	51,620,705.20	50,772,136.66	98.36%	848,568.54	51,205,500.37	51,064,303.75	99.72%	16,415,999.42
	51,620,705.20	50,772,136.66	98.36%	848,568.54	51,205,500.37	51,064,303.75	99.72%	16,415,999.42
B-3401	132,000.00	118,092.09	89.46%	13,907.91	124,000.00	97,877.14	78.93%	43,058.00
B-3402	174,000.00	154,434.50	88.76%	19,565.50	211,000.00	153,304.01	72.66%	28,506.92
	306,000.00	272,526.59	89.06%	33,473.41	335,000.00	251,181.15	74.98%	71,564.92
	91,971,000.00	87,387,466.68	95.02%	4,583,533.32	91,971,000.00	81,005,063.37	88.08%	25,186,543.32

2. Amounts recovered in 2018 (C4)

Budget line	CA transaction amount (€) (1)	Executed commitment amount (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	RAL (€) (2-4)
A-1201	274.80			274.80	274.80			
	274.80			274.80	274.80			
A-1301	2,141.50			2,141.50	2,141.50			
	2,141.50			2,141.50	2,141.50			
A-1603	1,850.00			1,850.00	1,850.00			
	1,850.00			1,850.00	1,850.00			
A-2201	4,135.43			4,135.43	4,135.43			
	4,135.43			4,135.43	4,135.43			
B-3103	274.00			274.00	274.00			

	274.00			274.00	274.00		
B-3301	20,808.00			20,808.00	20,808.00		
	20,808.00			20,808.00	20,808.00		
	29,483.73			29,483.73	29,483.73		

3. Amounts recovered in previous years (C5)

Budget line	CA transaction amount (€) (1)	Executed commitment amount (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	R A L (€) (2-4)
A-2104	78.16			78.16	78.16			
	78.16			78.16	78.16			
B-3301	7,938.30	7,938.30	100.00%	0.00	6,059.25	6,059.25	100.00%	0.00
	7,938.30	7,938.30	100%	0.00	6,059.25	6,059.25	100%	0.00
	8,016.46	7,938.30	99.03%	78.16	6,137.41	6,059.25	98.73%	0.00

4. Automatic carry-overs from previous year(s) C8

Title 1

Budget line	CA transaction amount (€) (1)	Executed commitment amount (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	RAL (€) (2-4)
A-1201	56,542.82	33,552.12	59.34%	22,990.70	56,542.82	33,552.12	59.34%	0.00
	56,542.82	33,552.12	59.34%	22,990.70	56,542.82	33,552.12	59.34%	0.00
A-1301	81,698.50	47,813.88	58.52%	33,884.62	81,698.50	47,813.88	58.52%	0.00
	81,698.50	47,813.88	58.52%	33,884.62	81,698.50	47,813.88	58.52%	0.00
A-1401	23,400.00	19,317.07	82.55%	4,082.93	23,400.00	19,317.07	82.55%	0.00
A-1402	6,000.00	5,492.36	91.54%	507.64	6,000.00	5,492.36	91.54%	0.00
A-1403	238,577.84	238,317.24	99.89%	260.60	238,577.84	238,317.24	99.89%	0.00
	267,977.84	263,126.67	98.19%	4,851.17	267,977.84	263,126.67	98.19%	0.00
A-1501	29,223.15	24,050.31	82.30%	5,172.84	29,223.15	24,050.31	82.30%	0.00
	29,223.15	24,050.31	82.30%	5,172.84	29,223.15	24,050.31	82.30%	0.00
A-1601	435,462.87	421,310.94	96.75%	14,151.93	435,462.87	421,310.94	96.75%	0.00

A-1602	64,300.00	62,787.46	97.65%	1,512.54	64,300.00	62,787.46	97.65%	0.00
A-1603	36,828.00	16,118.00	43.77%	20,710.00	36,828.00	16,118.00	43.77%	0.00
	536,590.87	500,216.40	93.22%	36,374.47	536,590.87	500,216.40	93.22%	0.00

Title 2

Budget line	CA transaction amount (€) (1)	Executed commitment amount (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	RAL (€) (2-4)
A-2101	379,398.15	342,609.51	90.30%	36,788.64	379,398.15	342,609.51	90.30%	0.00
A-2102	110,649.91	92,046.85	83.19%	18,603.06	110,649.91	92,046.85	83.19%	0.00
A-2103	711,857.59	640,367.07	89.96%	71,490.52	711,857.59	640,367.07	89.96%	0.00
A-2104	408,299.89	408,299.89	100.00%	0.00	408,299.89	408,299.89	100.00%	0.00
	1,610,205.54	1,483,323.32	92.12%	126,882.22	1,610,205.54	1,483,323.32	92.12%	0.00
A-2201	201,886.32	188,200.56	93.22%	13,685.76	201,886.32	188,200.56	93.22%	0.00
A-2202	89,563.62	89,221.98	99.62%	341.64	89,563.62	89,221.98	99.62%	0.00
A-2203	302,511.92	300,804.47	99.44%	1,707.45	302,511.92	300,804.47	99.44%	0.00
A-2204	78,064.06	61,052.92	78.21%	17,011.14	78,064.06	61,052.92	78.21%	0.00
A-2205	21,787.28	20,634.29	94.71%	1,152.99	21,787.28	20,634.29	94.71%	0.00
	693,813.20	659,914.22	95.11%	33,898.98	693,813.20	659,914.22	95.11%	0.00
A-2301	21,407.82	20,669.80	96.55%	738.02	21,407.82	20,669.80	96.55%	0.00
A-2302	729.62	729.62	100.00%	0.00	729.62	729.62	100.00%	0.00
A-2303	11,575.00	11,575.00	100.00%	0.00	11,575.00	11,575.00	100.00%	0.00
A-2304	29,228.84	23,667.31	80.97%	5,561.53	29,228.84	23,667.31	80.97%	0.00
A-2305	36,708.81	36,117.73	98.39%	591.08	36,708.81	36,117.73	98.39%	0.00
A-2306	131,431.00	129,615.00	98.62%	1,816.00	131,431.00	129,615.00	98.62%	0.00
A-2307	61,449.96	60,156.21	97.89%	1,293.75	61,449.96	60,156.21	97.89%	0.00
A-2308	28,968.27	28,968.27	100.00%	0.00	28,968.27	28,968.27	100.00%	0.00
A-2309	109,395.59	72,119.22	65.93%	37,276.37	109,395.59	72,119.22	65.93%	0.00
A-2310	872.80	0.00	0.00%	872.80	872.80	0.00	0.00%	0.00
A-2311	4,611.85	3,677.81	79.75%	934.04	4,611.85	3,677.81	79.75%	0.00
	436,379.56	387,295.97	88.75%	49,083.59	436,379.56	387,295.97	88.75%	0.00

Title 3

Budget line	CA transaction amount (€) (1)	Executed commitment amount (€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	RAL (€) (2-4)
B-3101	21,072.74	16,996.23	80.66%	4,076.51	0.00			0.00
B-3102	299,705.13	288,717.28	96.33%	10,987.85	0.00			195,050.00
B-3103	309,862.05	175,967.41	56.79%	133,894.64	0.00			17,801.25
	630,639.92	481,680.92	76.38%	148,959.00	0.00			212,851.25
B-3201	1,168,038.71	1,028,032.10	88.01%	140,006.61	0.00			33,004.07
B-3202	561,704.69	529,294.88	94.23%	32,409.81	0.00			38,286.31
B-3203	461,236.74	303,311.88	65.76%	157,924.86	0.00			12,424.13
	2,190,980.14	1,860,638.86	84.92%	330,341.28	0.00			83,714.51
B-3301	19,780,198.16	16,971,093.64	85.80%	2,809,104.52	0.00			264,806.18
	19,780,198.16	16,971,093.64	85.80%	2,809,104.52	0.00			264,806.18
B-3401	31,796.00	22,843.05	71.84%	8,952.95	0.00			0.00
B-3402	30,212.33	27,556.79	91.21%	2,655.54	0.00			180.36
	62,008.33	50,399.84	81.28%	11,608.49	0.00			180.36
	26,376,258.03	22,763,106.15	86.30%	3,613,151.88	3,712,431.48	3,399,292.89	91.57%	561,552.30

5. Associate countries contributions and grants (R0)

Budget line	CA transaction amount (€) (1)	Executed commitment amount(€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	RAL (€) (2-4)
A-1601	54,747.48	54,747.48	100.00%	0.00	54,747.48	54,747.48	100.00%	0.00
	54,747.48	54,747.48	100%	0.00	54,747.48	54,747.48	100%	0.00
A-2103	1,217.48	1,217.48	100.00%	0.00	1,217.48	1,217.48	100.00%	0.00
	1,217.48	1,217.48	100%	0.00	1,217.48	1,217.48	100%	0.00
A-2201	345,764.61	345,764.61	100.00%	0.00	345,764.61	345,764.61	100.00%	0.00
A-2203	202,026.25	197,926.25	97.97%	4,100.00	202,026.25	197,926.25	97.97%	0.00
A-2204	94,103.26	88,064.18	93.58%	6,039.08	94,103.26	88,064.18	93.58%	0.00
	641,894.12	631,755.04	98.42%	10,139.08	641,894.12	631,755.04	98.42%	0.00

Budget line	CA transaction amount (€) (1)	Executed commitment amount(€) (2)	% Committed (2/1)	Credit not used (€) (1-2)	PA transaction amount (€) (3)	Executed payment amount (€) (4)	% Paid (4/3)	RAL (€) (2-4)
A-2305	60,000.00	60,000.00	100.00%	0.00	60,000.00	60,000.00	100.00%	0.00
A-2311	5,294.65	5,220.33	98.60%	74.32	5,294.65	5,220.33	98.60%	0.00
	65,294.65	65,220.33	99.89%	74.32	65,294.65	65,220.33	99.89%	0.00
B-3201	178,659.40	88,876.40	49.75%	89,783.00	248,659.40	28,876.40	11.61%	60,000.00
B-3202	70,000.00	70,000.00	100.00%	0.00	0.00	0.00	0.00%	70,000.00
B-3203	0.00	0.00	0.00%	0.00	50,000.00	0.00	0.00%	0.00
	248,659.40	158,876.40	63.89%	89,783.00	298,659.40	28,876.40	9.67%	130,000.00
B-3301	9,106,795.00	5,319,882.82	58.42%	3,786,912.18	9,056,795.00	244,769.92	2.70%	5,075,112.90
	9,106,795.00	5,319,882.82	58.42%	3,786,912.18	9,056,795.00	244,769.92	2.70%	5,075,112.90
B-4102	380,091.28	334,338.73	87.96%	45,752.55	380,091.28	229,270.60	60.32%	105,068.13
	380,091.28	334,338.73	87.96%	45,752.55	380,091.28	229,270.60	60.32%	105,068.13
	10,498,699.41	6,566,038.28	62.54%	3,932,661.13	10,498,699.41	1,255,857.25	11.96%	5,310,181.03

Budget transfers' list per quarter
Quarter 1

Date	Budget Position Description	Budget Line	Commitment Appropriation	Pay Appropriation
14/03/2018 C1	TA BASIC SALARIES	A01101	-650,000.00	-650,000.00
	INTERIM SERVICES	A01601	650,000.00	650,000.00
	BUILDING SECURITY	A02102	150,000.00	150,000.00
	STAT & OFFICE SUPP	A02301	-150,000.00	-150,000.00

Quarter 2

Date	Budget Position Description	Budget Line	Commitment Appropriation	Pay Appropriation
11/06/2018 C1	BUILDING SECURITY	A02102	320,000.00	320,000.00
	BUSINESS CONSULTANCY	A02306	-320,000.00	-320,000.00
	IDS	B03101	54,000	54,000
	DATA ANALYSIS & RESE	B03102	-54,000	-54,000

Quarter 3

Date	Budget Position Description	Budget Line	Commitment Appropriation	Pay Appropriation
17/07/2018 C1	BUILDING RENTAL	A02101	502,000.00	502,000.00
	BUILDING SECURITY	A02102	50,000.00	50,000.00
	FITING OUT PREMISES	A02103	536,000.00	536,000.00
	OFFICE EQUIPMENT	A02104	-630,000.00	-630,000.00
	ICT EQUIPMENT	A02201	-280,000.00	-280,000.00
	ICT MAINTENANCE	A02202	9,000.00	9,000.00
	ICT SUPPORT SERVICES	A02203	441,000.00	441,000.00
	TELECOMMUNICATION CH	A02204	48,000.00	48,000.00
RECORD MANAGEMENT EX	A02205	-15,000.00	-15,000.00	
	BANK & FIN CHARGES	A02302	5,000.00	5,000.00
	LEGAL EXP	A02303	-100,500.00	-100,500.00
	MEETINGS EXP	A02304	57,000.00	57,000.00
	BUSINESS CONSULT	A02306	-332,500.00	-332,500.00
	TRANSLATIONS	A02307	-80,000.00	-80,000.00
	PUBLICATION	A02308	-40,000.00	-40,000.00
	COMMUNICATION	A02309	-40,000.00	-40,000.00
	ADM SUPPORT	A02310	-70,000.00	-70,000.00
	POSTAGE	A02311	-60,000.00	-60,000.00
	IDS	B03101	30,000.00	20,000.00
	DATA ANALYSIS & RESE	B03102	-350,000.00	-125,000.00
	COUNTRY OF ORIGIN IN	B03103	-54,000.00	-
	EASO TRAINING	B03201	380,000.00	950,000.00
	ASYLUM PROCESS	B03202	-160,000.00	111,000.00
	EXTERNAL DIMENSION	B03203	-595,000.00	-815,000.00
OPERATIONAL SUPPORT	B03301	688,000.00	-241,000.00	
CIVIL SOCIETY	B03401	7,000.00	-11,000.00	
STAKEHOLDER	B03402	54,000.00	111,000.00	
01/08/2018	TA BASIC SALARIES	A01101	-5,250,000.00	-5,250,000.00

Date	Budget Position Description	Budget Line	Commitment Appropriation	Pay Appropriation
C1	CONTRACT AGENTS	A01102	-460,000.00	-460,000.00
	REST & CANT	A01401	-2,000.00	-2,000.00
	OPERATIONAL SUPPORT	B03301	5,712,000.00	5,712,000.00
01/08/2018 R0	INTERIM SERVICES	A01601	-81,491.22	-81,491.22
	BUILDING RENTAL	A02101	-56,209.61	-56,209.61
	FITING OUT PREMISES	A02103	-98,782.52	-98,782.52
	OFFICE EQUIPMENT	A02104	-3,024.75	-3,024.75
	ICT EQUIPMENT	A02201	-91,347.57	-91,347.57
	ICT SUPPORT SERVICES	A02203	-2,135.23	-2,135.23
	TELECOMMUNICATION CH	A02204	-6,082.11	-6,082.11
	LEGAL EXP	A02303	-4,700.00	-4,700.00
	BUSINESS CONSULT	A02306	-141,649.25	-141,649.25
	EASO TRAINING	B03201	-91,144.52	-91,144.52
	OPERATIONAL SUPPORT	B03301	583,802.98	583,802.98
	CIVIL SOCIETY	B03401	-7,236.20	-7,236.20
05/09/2018 C1	TA BASIC SALARIES	A01101	-99,571.00	-99,571.00
	ICT EQUIPMENT	A02201	91,350.00	91,350.00
	ICT SUPPORT SERVICES	A02203	2,136.00	2,136.00
	TELECOMMUNICATION CH	A02204	6,085.00	6,085.00

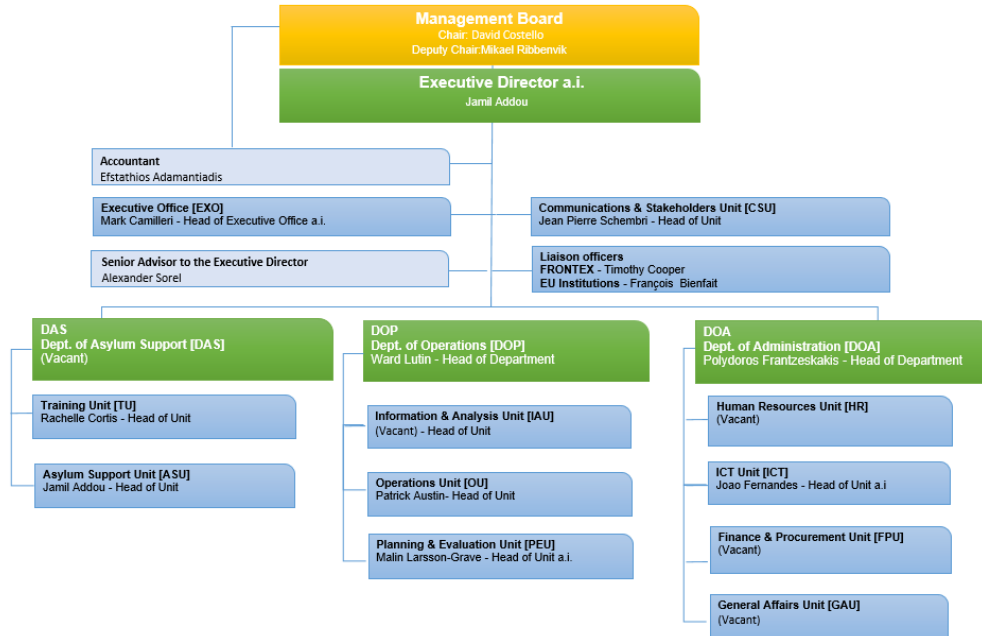
Quarter 4

Date	Budget Position Description	Budget Line	Commitment Appropriation	Pay Appropriation
04/10/2018 C1	TA BASIC SALARIES	A01101	99,571.00	99,571.00
	CONTRACT AGENTS	A01102	-90,000.00	-90,000.00
	ADM MISSION EXP	A01301	90,000.00	90,000.00
	BUSINESS CONSULT	A02306	-99,571.00	-99,571.00
	ASYLUM PROCESS	B03202	230,000.00	0.00
	OPERATIONAL SUPPORT	B03301	-275,000.00	-35,000.00
	CIVIL SOCIETY	B03401	25,000.00	35,000.00
	STAKEHOLDER	B03402	20,000.00	0.00
30/10/2018 C1	ICT MAINTENANCE	A02202	50,000.00	50,000.00
	ICT SUPPORT SERVICES	A02203	-50,000.00	-50,000.00
19/11/2019 C1	TA BASIC SALARIES	A01101	-1,000,000.00	-1,000,000.00
	CONTRACT AGENTS	A01102	-720,000.00	-720,000.00
	SNE	A01103	-120,000.00	-120,000.00
	TRAINEES	A01104	-32,500.00	-32,500.00
	REICRUITMENT	A01201	-50,000.00	-50,000.00
	ADM MISSION EXP	A01301	50,000.00	50,000.00
	SOC-MED INFRASTRUCT	A01401	-135,000.00	-135,000.00
	MEDICAL SERVICES	A01402	-150,000.00	-150,000.00
	LEGAL SERVICES/HR	A01603	-154,500.00	-154,500.00
	ICT EQUIPMENT	A02201	750,000.00	750,000.00
	ICT MAINTENANCE	A02202	62,000.00	62,000.00
	ICT SUPPORT SERVICES	A02203	450,000.00	450,000.00
	TELECOMMUNICATION	A02204	50,000.00	50,000.00
OPERATIONAL SUPPORT	B03301	1,000,000.00	1,000,000.00	

Date	Budget Position Description	Budget Line	Commitment Appropriation	Pay Appropriation
30/11/2018 C1	IDS	B03101	-24,707.20	-18,502.37
	DATA ANALYSIS & RESE	B03102	-350,000.00	-600,000.00
	COI	B03103	-100,000.00	-350,000.00
	EASO TRAINING	B03201	-130,000.00	-130,000.00
	EXTERNAL DIMENSION	B03203	-220,000.00	0.00
	OPERATIONAL SUPPORT	B03301	824,707.20	1,098,502.37
11/12/2018 C1	BUILDING RENTAL	A02101	-20,780.05	-20,780.05
	LEGAL EXP	A02303	-66,075.00	-66,075.00
	MEETINGS EXP	A02304	21,304.41	21,304.41
	BUSINESS CONSULT	A02306	-12,910.00	-12,910.00
	TRANSLATIONS	A02307	93,794.16	93,794.16
	ADM SUPPORT	A02310	-11,429.98	-11,429.98
	POSTAGE	A02311	-3,903.54	-3,903.54

Annex III: Organisational Chart

EASO’s organisation chart applicable at the end of 2018.



Annex IV: Establishment Plan and Additional Information on Human Resources Management
Establishment Plan

Category and grade	Authorised under the Union Budget 2018		Amending Budget 2018		Plan at end of 2018 ²¹	
	Official	TA	Official	TA	Official	TA
AD 16	-	0	-	-	-	0
AD 15	-	1	-	-	-	1
AD 14	-	0	-	-	-	0
AD 13	-	1	-	-	-	1
AD 12	-	4	-	-	-	4
AD 11	-	1	-	-	-	1
AD 10	-	11	-	-	-	11
AD 9	-	8	-	-	-	8
AD 8	-	30	-	-	-	30
AD 7	-	44	-	-	-	44
AD 6	-	16	-	-	-	16
AD 5	-	19	-	-	-	19
Total AD	-	135	-	-	-	135
AST 11	-	0	-	-	-	0
AST 10	-	0	-	-	-	0
AST 9	-	0	-	-	-	0
AST 8	-	0	-	-	-	0
AST 7	-	0	-	-	-	0
AST 6	-	0	-	-	-	0
AST 5	-	5	-	-	-	5
AST 4	-	30	-	-	-	30
AST 3	-	35	-	-	-	35
AST 2	-	5	-	-	-	5
AST 1	-	4	-	-	-	4
Total AST	-	79	-	-	-	79
Total	0	214	0	0	0	214

²¹ The Establishment Plan was not modified by the budget amendment; no modifications were made during 2018 by application of the flexibility rule.

Entry level for each type of post

Key functions	Type of contract (TA or CA)	Function group, grade of recruitment (entry level)	Administrative support or operations
Head of Department (level 2) ²²	TA	AD 12	- Operations - Administrative
Head of Unit (level 3)	TA	AD 10	- Operations - Administrative
Head of Sector (level 4)	TA	AD 8	- Operations - Administrative
Senior Officer / Coordinator	TA	AD 7 – AD 8	- Operations - Administrative
Officer	TA	AD 5 – AD 6	- Operations - Administrative
Assistant	TA	AST 1 – AST 5	- Operations - Administrative
Officer	CA	FG IV	- Operations - Administrative
Assistant / Coordinator	CA	FG III	- Operations - Administrative
Assistant	CA	FG II	- Operations - Administrative
Assistant / Driver	CA	FG I	- Administrative

Benchmarking exercise

Job type (sub) category	2017 (%)	2018 (%)
Administrative support and coordination	23.79	23.08
Administrative support	21.36	19.71
Coordination	2.43	3.37
Operational	64.32	63.94
General operational	52.18	50.00
Programme management	4.37	4.33
Top-level operational coordination	4.85	7.21
Evaluation and impact assessment	1.92	2.40
Neutral	11.89	12.98
Finance	9.47	11.06
Control	2.42	1.92

²² Level in the Agency structure, where level 1 is the post of the Executive Director.

Annex V: Human and Financial Resources by Activity

Financial resources represent the Commitment Appropriations (C1) by activity area.

Activity	Human resources ²³					Financial resources
	AD	AST	CA	SNE	Total	Title 3
3. Operational support						€51,897,848.26
3.1. Italy	8	4	4		16	€ 21,619,112.54
3.2. Greece	10	6	5		21	€ 26,897,355.20
3.3. Other EU Member States	2	1	1		4	€ 1,791,263.39
3.4 External dimension						€ 1,590,117.13
3.4.1. Third country support	3	1	3 ²⁴		7 ²⁵	€ 1,388,243.08 ²⁶
3.4.2. Resettlement	1	1		1	3	€ 201,874.05
4. Planning, evaluation and support tools						€ 804,202.44
4.1. Support activities and tools for operations	4	2	1		7	€ 236,446.67
4.2. Operational training and quality support	7	1			8	€ 339,796.91
4.3. Monitoring and evaluation of operations	2				2	€ 227,958.86
5. Information, analysis and knowledge development						€ 1,970,902.67
5.1. Country of Origin Information (COI)	11	4	1	1	17	€ 1,214,024.27
5.2. Early warning and Preparedness (EPS)	5	3	3	1	12	€ 310,483.81
5.3. Information and Documentation System (IDS)	1				1	€ 123,510.25
5.4. Annual report on the situation of asylum in the EU		3	1		4	€ 12,015.80
5.5. Further development of a central AIS		1	1		2	€ 203,895.15
5.6. Research programme on early warning and understanding root causes	1				1	€ 48,946.11
5.7. Country guidance for convergence	1				1	€ 58,027.28
6. Asylum support						€ 3,381,739.18
6.1. Training	6	3	5		14	€ 1,289,556.16
6.2. Asylum processes	2		1		3	€ 409,101.89
6.3. Reception	3				3	€ 345,141.15
6.4. Activities on vulnerable applicants	2			1	3	€ 481,684.43
6.5. Cooperation with members of the courts and tribunals	2				2	€ 710,403.03
6.6. Dublin network	2				2	€ 103,146.00
6.7. Exclusion network	1				1	€ 42,706.52

²³ Indicates the number of staff in active service (210) and offered positions (9).

²⁴ Includes the staff under an earmarked IPA-funded project (3 CA).

²⁵ Includes the staff under an earmarked IPA-funded project (3 CA).

²⁶ Commitment appropriations of the IPA project were made from Title 4 (€334,338.73).

Activity	Human resources ²⁷					Financial resources
	AD	AST	CA	SNE	Total	Title 3
8. Horizontal activities						€ 272,526.59
8.1. Civil society and Consultative Forum	1				1	€ 118,092.09
8.2.EASO communication and stakeholder relations	2	3	2		7	€ 154,434.50
8.3 Information and communications technology	8	3	12		23	-
TOTAL Operational	85	36	40	4	165	€ 58,327,219.14
Activity	AD	AST	CA	SNE	Total	Titles 1 and 2
Other staff allocated to other horizontal/administrative activities	15	15	24		54	€ 29,060,247.54
TOTAL	100	51	64	4	219	€ 87,387,466.68

²⁷ Indicates the number of staff in active service (210) and offered positions (9).

Annex VI: Specific Annexes Relating to Part II

EASO's report on budgetary and financial management as required under the provisions of Article 47 of the EASO Financial Regulation²⁸ is available on the Agency's website (<https://www.easo.europa.eu/governance-documents>).

Revenue in 2018

Details relating to the initial budget as voted and of the amending budget in 2018.

Budget line	Description	Voted Budget (€)	Budget amendment (€)	Final budget (€)
2000	EU Contribution (Commission subsidy - Titles 1, 2 and 3)	91,971,000.00	0.00	91,971,000.00
3000	Associate countries contributions	p.m.	5,694,322.29 ²⁹	5,694,322.29
4000	Other contributions	0.00	0.00	0.00
5000	Administrative operations and miscellaneous income	0.00	0.00	0.00
	Total revenue	91,971,000	5,694,322.29	97,665,322.29

Expenditure in 2018

Details relating to the initial budget as voted and of the amending budget in 2018.

²⁸ 'The authorising officer shall report to the management board on the performance of his duties in a form of a consolidated annual activity report containing: (a) information on ... the report on budgetary and financial management without prejudice to Articles 92, 96 and 97.'

²⁹ Excluding €38,195.14 of Liechtenstein 2018 contribution received after budget amendment 1/2018 (pro memoria).

Commitment appropriations (CA)

Budget title	Description	CA		
		Voted Budget (€)	Budget amendment including budget transfers (€)	Final budget (€)
1	Staff expenditure	28,360,982.00	-8,024,000.00	20,336,982.00
2	Infrastructure and operating expenditures	10,872,500.00	1,312,000.00	12,184,500.00
3	Operational expenditures	52,737,518.00	12,406,322.29	65,143,840.29
4	Other external projects	0.00	0.00	0.00
	Total expenditure	91,971,000.00	5,694,322.29³⁰	97,665,322.29

Payment appropriations (PA)

Budget title	Description	PA		
		Voted Budget (€)	Budget amendment (€)	Final budget (€)
1	Staff expenditure	28,360,982.00	-8,024,000.00	20,336,982.00
2	Infrastructure and operating expenditures	10,872,500.00	1,312,000.00	12,184,500.00
3	Operational expenditures	52,737,518.00	12,406,322.29	65,143,840.29
4	Other external projects	0.00	0.00	0.00
	Total expenditure	91,971,000.00	5,694,322.29³¹	97,665,322.29

³⁰ Excluding €38,195.14 of Liechtenstein 2018 contribution received after budget amendment 1/2018 (pro memoria).

³¹ Excluding €38,195.14 of Liechtenstein 2018 contribution received after budget amendment 1/2018 (pro memoria).

Data protection activities

In accordance with the obligation laid down by Article 24 of Regulation (EC) 45/2001 on all community institutions and bodies to appoint a person as Data Protection Officer (DPO), EASO recruited a temporary agent as Data Protection Officer (DPO) in 2017. The DPO functions and duties refer exclusively to ensuring in an independent manner that EASO fully complies with its data protection obligations pursuant to Regulation (EC) 45/2001 and all other relevant rules. As Regulation 45/2001 had been under revision and was replaced in December 2018 by a new Regulation applicable to EU agencies and bodies (Regulation (EU) 2018/1725), preparations were made in order to make sure that EASO is prepared for the changes brought by the new legal framework. These focused, in particular, to the action needed in the event a data breach occurs – one of the key new issues under the new regulation. EASO's SOP on ensuring compliance with data protection regulations reflects this change.

The Decision on the appointment of EASO's DPO sets the data protection principles and rules applicable to EASO as well as clarifies role and tasks of the DPO concerning the monitoring and supervision of those rules and principles. It is also required that the DPO shall monitor and ensure that the provisions laid down in the Regulation are applied by EASO. The European Data Protection Supervisor (EDPS) shall, in cooperation with the DPO, supervise the Agency's compliance with the Regulation.

The activities and the actions carried out by the DPO during 2018 were related to monitoring and ensuring compliance with Regulation 45/2001 and an assessment of the status of compliance of the Agency.

- Data protection awareness

One of the key missions of the DPO is to raise data protection awareness among EASO staff. During 2018, the DPO held awareness sessions for EASO staff in all of EASO's departments.

The training sessions focused on providing staff with general information on the key concepts used in the data protection Regulation, the stakeholders involved, data subjects' rights, areas covered by the EDPS Guidance, as well as how the principles provided by the legal framework can be translated into staff member's daily activities and how to ensure compliance in this field.

- Other procedures and policies

The DPO provided advice and comments during the drafting of EASO SOP on the procedures of Data Protection Compliance Support (EASO/SOP/09).

- Opinion and guidance

There are projects involving processing operations that include personal data where the DPO is requested to provide requirements or an assessment. Such cases refer, amongst others, to the use of personal data in electronic human resources systems, various ICT services, CCTV systems and security access control on EASO premises.

Generally, staff members requested the DPO's advice or assessment on these issues at an early stage in process development, sufficiently so that the DPO's input can be taken into account.

- DPO Network meetings

The DPO attended two DPO Network meetings, including the meeting for DPOs from all EU agencies and bodies and the more restricted group of DPOs from the JHA agencies. The themes addressed referred to changes brought by the new data protection regulation applicable to EU agencies and bodies starting 2018, which will align these provisions with those of the General Data Protection Regulation.

Cases concerning EASO by the Court of Justice of the European Union (CJEU) in 2018

1. [T-610/16 - PC v EASO](#)

Subject matter: Staff Regulations of officials and Conditions of Employment of other servants.
Order of the President of the General Court of 16 January 2018.

2. [T-181/17 - PC v EASO](#)

Subject matter: Staff Regulations of officials and Conditions of Employment of other servants.
Order of the President of the General Court of 16 January 2018.

3. [T-129/17 RENV - DI v EASO](#)

Subject matter: Staff Regulations of officials and Conditions of Employment of other servants.
Judgment of the General Court (Ninth Chamber) of 25 October 2018.

4. [T-116/18 - Darmanin v EASO](#)

Subject matter: Staff Regulations of officials and Conditions of Employment of other servants.
Order of the President of the Third Chamber of the General Court of 12 December 2018.

Cases concerning EASO or requests made by the European Ombudsman in 2018

1. [Case 378/2018/JF](#)

The European Asylum Support Office's' (EASO) failure to reply to a complaint.

On 28 November 2016, the complainant submitted a complaint to the European Asylum Support Office pursuant to Article 90(2) of the Staff Regulations. As the complainant had not received a reply after more than one year, she turned to the European Ombudsman.

The Ombudsman's inquiry team contacted EASO. EASO then replied to the complainant on 30 April 2018. As a reply had been sent, the complaint was resolved and the European Ombudsman decided to close the case on 17 May 2018.

2. [Case 735/2017/MDC](#)

The European Asylum Support Office's' (EASO) involvement in the decision-making process concerning admissibility of applications for international protection submitted in the Greek Hotspots, in particular shortcomings in admissibility interviews.

The complaint was made by the German NGO, European Center for Constitutional and Human Rights. It claims that (i) the European Asylum Support Office acts outside of its mandate under EU law by effectively deciding on the admissibility of applications for international protection lodged by migrants in the context of the 'admissibility interviews' it carries out in the 'hotspots' on the Greek islands; and (ii) when conducting such interviews, EASO fails to comply with the provisions on 'the right to be heard' in the Charter of Fundamental Rights (Article 41), as well as EASO's own guidelines.

The European Ombudsman inquired into these claims. The Ombudsman accepts that this complaint raises genuine concerns about the extent of the involvement of EASO personnel in assessing asylum applications in the Greek hotspots and about the quality of, and procedural fairness in, the conduct of admissibility interviews. Nevertheless, for the reasons outlined in the decision, the Ombudsman decided that further inquiries into the issues raised in the complaint are not justified and she therefore closed the inquiry on 5 July 2018. The primary reason for the Ombudsman's decision is that responsibility for decisions on individual asylum applications rests with the Greek authorities.

3. [Case 1616/2018/EIS](#)

The European Asylum Support Office's' (EASO) failure to meaningfully react to concerns about the quality of the living conditions in a Greek hotspot.

On an unknown date, the complainant, an asylum seeker, contacted staff members of the European Asylum Support Office in the Greek hotspot Vial about the living conditions there. As the complainant did not receive a reply, he turned to the European Ombudsman on 13 September 2018.

The Ombudsman's inquiry team contacted EASO. EASO then replied to the complainant on 24 October 2018. It provided a brief overview of its activities in the hotspots since 2015 and explained its responsibility in the area. As a reply had been sent, the complaint was resolved and the European Ombudsman decided to close the case on 12 November 2018.

4. Case 1139/2018/MDC

Concerns the alleged misconduct of EASO staff when conducting interviews with asylum seekers in the Greek 'hotspots'. Latest correspondence received from the European Ombudsman on 8 March 2019, with a deadline for EASO to reply by 7 June 2019.

5. Complaint 1646/2017/MMO

Recent follow-up letter received from the European Ombudsman on 6 March 2019 regarding how EASO carried out a selection procedure to recruit legal assistants (interim staff in EL). In its latest communication, the European Ombudsman has notified EASO of its decision to close this inquiry; with a further request for EASO to report back on its intentions to address a series of shortcomings identified in this case. The deadline for EASO to reply is 31 May 2019.

6. Complaint 1230/2017/EIS

Complaint concerning EASO's refusal to grant full access to documents relating to the Agency's general operational plans, the deployment of asylum support teams and the operational plans at hotspots. On 6 August 2018, EASO was notified of the decision of the Ombudsman to close this inquiry, citing that no further inquiries are justified into the complaint.

7. Complaint 803/2018/THH

Inquiry into EASO's refusal to grant public access to the report of the study carried out by McKinsey & Company concerning the asylum system in Greece. In its letter dated 31 July 2018, EASO was informed of the decision of the European Ombudsman to close this inquiry on the basis that EASO has accepted the Ombudsman's proposal for a solution.

Public access to EASO documents in 2018

Article 17(1) of Regulation (EC) no 1049/2001 of the European Parliament and of the Council of 30 May 2001, regarding public access to European Parliament, Council and Commission documents, provides that "Each institution shall publish annually a report for the preceding year including the number of cases in which the institution refused to grant access to documents, the reasons for such refusals and the number of sensitive documents not recorded in the register."

The right of citizens to request and obtain public access to documents held by the EU institutions, bodies, offices and agencies is an essential part of EU citizenship.

EASO remains committed to the **principle of transparency**; documents that could possibly be relevant to the public interest are already published and accessible on the EASO website. Moreover, access to the vast majority of the documents requested by the applicants are being granted. Applications are being processed favourably and a substantial number of documents have already been disclosed.

From 2018 onwards, EASO has improved its practice in line with the EC Regulation 1049/2001, i.e. in the event of an application relating to a very long document or to a very large number of documents, or in the event that a clarification related to an unclear request is needed, the Agency proactively confers with the applicant informally, with a view to finding a fair solution, and with intention to meet the needs of the applicant. By maintaining this practice, EASO demonstrates its openness, transparency and willingness to suit the requests in the best possible way.

All **incoming requests** for access to documents are treated as a request falling under the provisions of Regulation (EC) No 1049/2001 regarding public access to European Parliament, Council and Commission documents, which also applies to EASO documents, and in accordance with Management Board Decision No 6 of 20 September 2011 laying down practical arrangements regarding public access to EASO documents.

EASO received 22 requests for access to documents in 2018. There has been an increase in the number of incoming application compared to the previous years, reflecting an increased awareness of the Agency's activities. Most applications for access to documents are processed favourably.

The most frequently requested documents were EASO Operating Plans and requests related to staff selection procedures.

Type of request for access to documents	Number in 2018
Initial requests for access to documents	18
<i>Full access granted</i>	12
<i>Partial access granted</i>	7
<i>Refusal</i>	0
<i>Not applicable</i>	3
Confirmatory requests	4
Complaints to the EU Ombudsman	2
Cases before the EU Courts	0
Exceptions laid down in Article 4 of EC Regulation No 1049/2001	7
Deadline extensions	2

The grounds for partial or total refusal most frequently evoked were exceptions foreseen in Regulation (EC) No 1049/2001, mainly:

- Article 4(1), public security and international relations;
- Article 4(2), commercial interests of legal person, including intellectual property;
- Article 4(3), where the disclosure could seriously undermine the institution's decision-making process.

In four cases, the request was not applicable as the requested information was not available to EASO. Referrals to the appropriate authorities were provided.

EASO examined four confirmatory requests. The Agency held informal contacts with the requestor and a fair solution was found.

Consultation of a Member State or third parties took place in several cases related mainly to requests concerning Operating Plans.

A deadline extension was applied in two cases due to the requests being related to a large number of documents. The applicants were informed on the extensions in line with the Regulation.

Annex VII: Specific Annexes Relating to Part III

Not applicable.

Annex VIII: Annual Accounts

EASO's Final Annual Accounts 2018 are available after approval by the Management Board on the Agency's website at <https://www.easo.europa.eu/governance-documents>

Annex IX: Internal Control Self-Assessment Corrective Action Plan (extract)

No	Internal Control Deficiency Description	Corrective action proposed	Target date	State of paly of implementation (not started / in progress / implemented)	Affected IC principle
1	General standards of “Code of good administrative behaviour”, including the Agency’s expectations on integrity and ethical values, by analogy to those code of conduct of the Commission, have not been documented, implemented and explained to EASO Staff.	1. Implementation of EASO Code of Conduct. 2. A general info-session to all staff on the “Code of good administrative behaviour” to be provided. 3. Awareness on the code of conduct to be promoted during training sessions on ethics and integrity (delivered every year at EASO) and during the induction programme.	Q4 2019 Q4 2019 Q2 2019	In progress In progress Implemented	1
2	EASO did not adopt a policy on protecting the dignity of the person and preventing psychological and sexual harassment, by analogy to the model decision of the Commission.	4. EASO to apply, by analogy to the Commission decision, a policy on protecting the dignity of the person and preventing psychological and sexual harassment. 5. Implementation of the decision through SOPs, guidance, info-sessions, training and appointment of relevant functions (SOPs and guidance). 6. Training provided in Lesvos on Workplace diversity and harassment with all the staff present (statutory, interim, MS, interpreters).	Q3 2019 Q1 2020 Q4 2018	In progress In progress Implemented	1
3	EASO has not appointed Confidential Counsellors.	7. HR to consider the possibility of outsourcing the following corrective actions in order to implement the policy on protecting the dignity of the person and preventing psychological and sexual harassment. 8. Charter of task and responsibilities and job description for counsellors. 9. Call for expression of interest for independent counsellors. 10. Training of eligible counsellors. 11. Appointment of counsellors by ED.	Q3 2019 Q4 2019 Q4 2019 Q1 2020 Q2 2020	In progress Not started Not started Not started Not started	1
4	Verifying Agents in the procurement team did not receive and acknowledge the Code of professional standards for staff responsible for ex-ante verification.	12. Head of Procurement Sector has taken the necessary corrective actions to ensure that the Verifying Agents in the procurement team acknowledge and sign the code of professional standards.	Q2 2019	Implemented	1
5	EASO’s policy on the prevention and management of conflict of interests is in place since November 2013, but is not updated.	13. The Agency will update this policy. 14. A benchmarking process to be agreed by the MT. 15. Annual update/reminder about the declaration of absence of conflict of interest (ACol) to be sent to all EASO staff.	Q4 2019 Q2 2019 Q3 2019	In progress Implemented In progress	1
6	Results of Staff engagement survey, conducted at the end of 2017, showed that at EASO tone at the top perception was poor, particularly regarding the right working environment, fair treatment of staff and integrity of the decisions.	16. A Governance Action plan has been developed and identified several actions to reinforce the tone at the top. 17. Continuous attention will be needed throughout 2019.	Q1 2019 Q2 2020	Implemented In progress	1
7	EASO has not appointed an Ethics Correspondent.	18. EASO will appoint an Ethics Correspondent and back up; Develop charter of task,	Q4 2019	In progress	1

No	Internal Control Deficiency Description	Corrective action proposed	Target date	State of paly of implementation (not started / in progress / implemented)	Affected IC principle
		responsibilities and job description; Training of Ethics Correspondent, where appropriate.			
8	During 2018, the extended MT and the staff participation rate of specific training on Respect and dignity was low. A specific training on ethics and integrity for managers was not organised during 2018.	19. Compulsory training sessions on ethics and integrity and on respect and dignity for managers were organised. 20. Additional training sessions on Respect and dignity will be provided and managers will encourage staff participation.	Q3 2019 Q4 2019	In progress In progress	1
9	During the ICSA survey, 78% of the managers and 33% of staff replied the Internal Control Questionnaire. The internal controls culture in EASO needs to be further strengthened and the perception of staff on internal controls as an additional administrative burden to be changed.	21. Several management meetings have been organised on internal control, to identify monitoring criteria and assess inefficiencies and corrective actions. 22. The ED, with the support of the ICC, to provide EASO MT every year with at least one workshop on the COSO internal framework and its added value.	Q1 & Q2 2019 Q4 2019	Implemented In progress	1
10	ICC had not been appointed.	23. New Internal Control Framework proposed by the ED and adopted by the MB, including the roles and responsibilities of the ICC. 24. ICC has been appointed.	Q4 2018 Q1 2019	Implemented Implemented	2
11	During 2018, ED a.i. was not in a position to express an opinion on the assurance that the resources assigned to the activities described in CAAR 2017 had been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place gave the necessary guarantees concerning the legality and regularity of the underlying transactions, because of the significance of the matters described in the Reservation introduced.	25. A corrective action to address the inefficiencies on the inadequacy of the internal control procedure to be put in place.	Q4 2018	Implemented	2
12	Until first half of 2018, there were no appropriate communication arrangements to report to the MB on Internal Control.	26. ED to report periodically to the MB on the state of EASO internal control systems. 27. Regular reporting to the MB on general governance indicators for monitoring of the management carried out by the ED to the MB.	Q4 2018 Q3 2019	Implemented In progress	2
13	Management supervision covering performance, sound financial management, legality and regularity aspects is not supported by an ex-post control capability in-house.	28. Ex-post controls internal capability to be implemented in EASO by engaging the required Human Resource. 29. EASO, with the support of a contractor, implemented ex-post controls (e.g. on Financial Circuits, Interims in Greece, FCM and the validation of financial systems).	Q4 2019 Q4 2018	In progress Implemented	3

No	Internal Control Deficiency Description	Corrective action proposed	Target date	State of paly of implementation (not started / in progress / implemented)	Affected IC principle
14	Management supervision covering performance, sound financial management, legality and regularity aspects of the processes and procedure is not supported by an Internal Audit Capability.	30. EASO to create an Internal Audit Capability	Q4 2019	In progress	3
15	Management supervision covering both legality and regularity aspects was not supported by an internal legal officer capability. Red flags were detected and concerns were identified regarding legal service contracts without clear documentation of the services requested or delivered during the first half of 2018.	31. Senior Legal Officer was recruited and took up duties on 16 April 2019. 32. EASO intends to launch recruitment procedures to reinforce the internal legal function.	Q2 2019 Q4 2019	Implemented In progress	3
16	Lack of adequate supervision arrangements, oversight mechanisms, structures, reporting lines and appropriate authorities and responsibilities, in order to implement and monitor the Internal Control Framework. The internal control framework in place did not include the minimum standards referred to in EASO Financial Regulation. The minimum standards were not implemented by EASO until 2018.	33. New Internal Control Framework documented and adopted by the MB to be in line with the minimum standards adopted by the Commission for its own departments.	Q4 2018	Implemented	3
17	Supervision tools in the pursuit of the reduction of payment delays are not adequate. The monitoring of late payments needs to be stepped up until systemic delays have been eliminated. Supervision arrangements are poor and rarely implemented, regarding the performance of the actors in the financial circuits.	34. Supervision arrangements on performance assessment to be put in place, regarding the Financial Initiation and authorisation roles. All RAOs to document and report on those annually to the AO. 35. Performance reports based on the supervision arrangements for Financial Verifying Agents to be addressed by the FPU to the MT. These performance reports to clearly consider all the tasks of the jobholders, including those that are horizontal.	Q4 2019 Q2 2019	In progress Implemented	3
18	ED Decision guiding the sensitive functions process does not exist.	36. EASO ED Decision guiding the sensitive functions process to be in place.	Q2 2019	Implemented	3
19	A staff policy where the posts and functions in EASO are described and aligned with the needed competences and skills is not available. A competence map has not been developed for all the	37. A process has been implemented to update EASO job descriptions. 38. A training competence framework for all staff involved in the Financial Circuits has been documented, approved and communicated to all RAOs through an Administrative Circular.	Q4 2019 Q2 2019	In progress Implemented	4

No	Internal Control Deficiency Description	Corrective action proposed	Target date	State of paly of implementation (not started / in progress / implemented)	Affected IC principle
	recognised centre of corporate support”.				
22	EASO has not implemented guidelines to promote internal mobility, to strike the right balance between continuity and renewal.	47. EASO has started discussion at the level of the management, in order to implement guidelines to promote internal mobility. Guidelines to be developed.	Q1 2020	In progress	4
23	An exit procedure for staff leaving EASO and guidance on hand over reporting to ensure continuity of operation was not documented and shared with the staff. A hand over report procedure with guidelines for EASO staff leaving on the minimum content and to whom address a hand over report was not made available and approved by the MT.	48. An exit procedure, including guidance on hand over report, to be formalised and adopted by EDD and implemented.	Q2 2019	Implemented	4
24	FPU did not manage to interact on day-to-day to duly support the regional offices. Communication should be improved with regular missions on both directions. - FIAs do not often perform financial operations within deadlines and in accordance with the formal rules and procedures. - Staff with FIA tasks have not always the minimum experience and skills, are not always adequately trained and aware of their responsibilities.	49. FPU developed several SOPs and guidance to support initiating agent on regional officers. 50. Coordination meetings and VC between DOA and DOP are performed. Training on procurement, finance and internal control are provided in regional offices. 51. Training and regular visits from DOA managers regularly and upon request. DOP and DOA to agree on a calendar. 52. Focal point for the Regional Officer to be recruited to support on procurement (selection process in progress). 53. FPU to be reinforced with 14 new colleagues. 54. 8 new appointments in DOP with finance and procurement profile. 55. MT to ensure recruitment procedures consider the minimum grade and competences required for attracting and retaining suitable candidates on the FPU. 56. All RAOs, with the support of the FPU, to ensure that effective and efficient supervision arrangements are in place for Financial Initiating Agents. Performance Supervision Report regarding the quality and delays on the implementation of the expenditure files to be documented. 57. Roles and responsibilities of the RAO and particularly charter of tasks and responsibilities to be explained to all RAOs through info-sessions implemented by the Finance Team. 58. All RAOs at least once per year to attend info-sessions on roles and responsibilities and to sign again the charter of tasks and responsibilities.	Q1 2019 Q1 2019 Q2 2019 Q3 2019 Q4 2019 Q1 & Q2 2018 Q2 2019 Q4 2019 Q1 2018 Q4 2019 Q3 2019	Implemented Implemented Implemented In progress In progress Implemented Implemented In progress Implemented In progress In progress	4

No	Internal Control Deficiency Description	Corrective action proposed	Target date	State of paly of implementation (not started / in progress / implemented)	Affected IC principle
		59. Performance at all levels of financial circuits to be taken into account by the MT when defining the control structure and the financial circuits.			
25	There is room for improving the quality and timely reporting of the appraisal process.	60. An electronic online system for the appraisal exercise has been developed and launched. 61. Assessment criteria have been added to both Probation and Appraisal report. 62. Line managers instructed to "improve the quality of the probation report by including the relevant conclusions and examples to support the assessment". 63. Quality of the probation and appraisal report templates has been improved by adding the relevant conclusions and examples to support the assessment. 64. HR guidance on addressing underperformance has been developed and communicated to line managers, together with the guidelines for objective settings. 65. SOP in order to improve the process for reclassification and appraisal exercises to be developed and implemented. 66. HR workshops delivered to enhance the general culture of appraisal process targeting both staff and reporting officers.	Q1 2019 Q1 2019 Q3 2018 Q1 2019 Q1 2019 Q4 2019 Q1 2018	Implemented Implemented Implemented Implemented Implemented In progress Implemented	5
26	Units/sectors do not always have an up-to-date mission statement duly approved by the MT and aligned across all hierarchical levels, down to the tasks and objectives assigned to individual staff members. <ul style="list-style-type: none"> - 56% of the staff answering the ICSA 2018 survey stated that "management gives EASO staff a clear picture of the mission and goals of EASO" and they have "a clear understanding of EASO objectives on the SPD". - During the risk assessment procedure Operational Units tend to identify objectives others than those documented in the SPD to identify risks. 	67. All Units to produce and agree on a concise mission statement explaining the objectives, targets and performance indicators for the year. 68. Exercise to document Units' missions, objectives, targets and indicators, to be approved by MT, discussed and agreed at Unit level, before the Risk Management exercise.	Q2 2019 Q3 2019	Implemented In progress	6
27	Administrative Units' mission, objectives, expected results and targets, with the exception of ICT, are not documented in the SPD and reported in the CAAR.	69. SPD 2021 will describe what the Agency aims to deliver in the respective outlook period towards achieving SMART objectives for the remaining horizontal administrative activities (HR, Procurement, Logistics, Finance, Budget) and include the expected results and targets.	Q4 2020	In progress	6

No	Internal Control Deficiency Description	Corrective action proposed	Target date	State of paly of implementation (not started / in progress / implemented)	Affected IC principle
28	EASO SPD and particularly the WP do not take into account the results of the Risk Management Process of EASO.	70. The new SOP on Risk Management will align the risk management process with the SPD process. As from 2020, significant and critical risks will be reported in the SPD.	Q3 2019	In progress	6
29	Before setting objectives, management has not defined the acceptable level of variation related to their achievement (risk tolerance).	71. ED to set the level of risk considered acceptable by the Agency in pursuit of its strategic objectives (Risk Tolerance).	Q2 2019	Implemented	6
30	62% of managers answering the ICSA survey agree that "non-financial internal reporting provides management with accurate and complete information needed to manage the organisation at Agency, department and unit level".	72. EASO MT to further assess the reason why only 62% of managers rely on non-financial internal reporting in order to manage the organisation at Agency, department and unit level.	Q3 2019	In progress	6
31	EASO MT has not documented and agreed on the risk tolerance for specific procurement procedures. Lack of duly documented specific risk management exercises of high expenditure procurement projects before launching the procedure and during the most important phases of the procedure.	73. Procurement Sector has made available to all RAOs a guidance on procurement risk management as part of the SOP on procurement. 74. The MT to agree and document clear instructions addressed to all RAOs on when risk assessment for specific procurement projects has to be implemented, by defining the risk tolerance for every specific procurement procedure. 75. FPU to adopt a methodology with templates, forms and checklist to support EASO RAOs on procurement risk management exercise for specific procurement projects.	Q1 2019 Q3 2019 Q4 2019	Implemented In progress In progress	6
32	EASO risk identification and risk assessment is not integrated into the annual activity planning of EASO.	76. Revised SOP on risk management to be adopted, to align the risk identification and risk assessment with the annual activity planning.	Q3 2019	In progress	7
33	The risk management does not feed from a sufficient range of sources to identify all relevant risks.	77. New SOP on risk management foresees the MT to assess significant and critical risks identified through the Internal Controls Self-assessment exercise, ex-post and ex-ante controls, exceptions procedure.	Q3 2019	In progress	7
34	The current risk management process does not allow for the systematic identification and assessment of cross-cutting risks across several Units and Departments.	78. Consolidated risk register to be prepared by the ICC/QO and reviewed quarterly by MT.	Q4 2019	In progress	7
35	RM Correspondents do not always have an understanding of the activities under assessment or the necessary skills and professional experience/training on Internal Control and Risk Management.	79. RM Correspondents follow appropriate training on IC and RM, and they have an overall overview of all the processes & procedures managed by the Unit.	Q3 2019	In progress	7

No	Internal Control Deficiency Description	Corrective action proposed	Target date	State of paly of implementation (not started / in progress / implemented)	Affected IC principle
36	Lack of understanding on the roles and responsibilities of RAOs vis a vis Risk Management Process and lack of adequate effective and efficient supervision arrangements Standard operating procedure on Risk Management, adopted on December 2016, was not aligned with the implementation guide of the Commission.	80. Training on risk management and info sessions to all the Units before the annual exercise. 81. Periodic reports to the MT on critical and significant risks for further analysis and reassessment. 82. RAOs to put supervision arrangements within their teams to ensure a minimum quality level of the output.	Q3 2019 Q4 2019 Q3 2019	In progress Implemented In progress	7
37	EASO risk assessment did not integrate the fraud risk analysis into the overall risk exercise.	83. New SOP, methodology and guidance on Anti-Fraud Strategy to be adopted. Risk of fraud to be considered when identifying risks. 84. General anti-fraud training has been and will continue to be delivered throughout the year, which will allow improving the quality of the fraud risk assessment.	Q3 2019 Q1 2019	In progress Implemented	8
38	The risk assessment and the anti-fraud strategy not implemented in accordance with the minimum standards adopted by the Commission for its own departments and the best international practices.	85. The results of the Fraud Risk Assessment 2019 to feed into the annual update of the Anti-Fraud strategy of the Agency. The Anti-Fraud strategy of EASO should be cross-referenced with the annual risk exercise to ensure completeness. 86. Risk identification and assessment workshop to be conducted, to assess possible incentives, pressures, opportunities and attitudes, which may lead to any type of fraud, notably fraudulent reporting, loss of assets, disclosure of sensitive information and corruption. Action plan with risk responses and corrective actions to be agreed by management, with clearly identified target dates. 87. Info-sessions on the new Anti-Fraud Strategy to be implemented.	Q4 2019 Q4 2019 Q1 2020	Not started Not started Not started	8
39	EASO risk assessment does not always duly assess and consider changes in policies which could significantly impact the internal control system with new regulatory provisions.	88. Risk assessment to be implemented on the scope of the new provisions, including lost opportunities, to define and document effective risk responses. An action plan with the risk responses to be documented to ensure compliance.	Q3 2019	In progress	9
40	EASO country operations need to be better integrated into the Internal Control System of the Agency.	89. HoS or UCPs nominated as RM correspondents to liaise with the HQ. 90. IAS consultancy implemented to address issues with decentralised financial circuits and related inherent risks.	Q3 2019 Q4 2019	In progress Implemented	9
41	Ex-ante nomination of staff involved in financial circuits (financial initiation) does not always conform to legislative requirements (non-statutory staff acting as financial initiating agents).	91. All interim financial initiating agents (FIA) to be replaced by statutory staff. An exception prior to a non-compliance to be filled in and approved by line managers responsible for interims nominated FIA. 92. Former EASO Financial Manual, foreseeing the appointment of interim staff as legal and	Q4 2019 Q1 2019	In progress Implemented	10

No	Internal Control Deficiency Description	Corrective action proposed	Target date	State of paly of implementation (not started / in progress / implemented)	Affected IC principle
		regular, repealed by an ED Decision, and new EASO Finance Manual adopted.			
42	Risk factors for sensitive functions and mitigating controls to reduce the risk of misuse of powers have not been identified.	93. ED to identify and document the sensitive functions. The risk identified to be managed by mitigating controls, documented and approved by the MT.	Q3 2019	In progress	10
43	Financial circuits have not been defined with due consideration of the risks and cost-effectiveness.	94. IAS consultancy engagement on the decentralisation of EASO's financial and administrative services. Recommendations by IAS to be considered by the MT.	Q4 2019	In progress	10
44	Lack of documented pre-defined and agreed controls activities and control strategy, to prevent errors and irregularities before the authorisation of operations and to mitigate risks of non-achievement of objectives.	95. Finance Manual, including Governance and Control Strategy, developed and approved by ED. 96. Control strategy to be updated at least annually, by taking into account risk and cost-effectiveness.	Q1 2019 Q4 2019	Implemented Implemented	10
45	Lack of updated Business Impact Analysis (BIA) and implementation of Business Continuity Plan (BCP) at full organisational level.	97. BCP to be developed and well maintained, exercised and revised regularly. DOA is responsible to set up a proper Business Continuity in EASO 98. EED on the establishment of a Business Continuity (BC) Governance Board adopted. 99. BIA and BCP to be documented and assessed periodically.	Q4 2018 Q2 2019 Q4 2020	Implemented Implemented Not started	10
46	Lack of formally appointed business continuity manager.	100. Business Continuity manager is the appointed HoDOA. An appointment to be made of a back up to the Business continuity manager and chair of BC board to be notified.	Q2 2019	Implemented	10
47	Some EASO IT systems have not been tested in the context of a Disaster Recovery Planning.	101. EASO IT systems to be tested in the context of Disaster Recovery Planning. IT to assess and document the criticality of all IT systems, make the necessary improvements and update BCP.	Q4 2019	In progress	10
48	Information systems security standards not duly approved and documented.	102. EDD on the "Information Systems Security Standards" in EASO adopted.	Q2 2019	Implemented	11
49	Lack of formal establishment of a Security Governance Board.	103. EDD on the establishment of an Information Security Governance Board "EASO/ED/2019/060" adopted.	Q2 2019	Implemented	11
50	ICT security aspects not formalised in governance documents and/or policies.	104. Guidelines, templates and checklists to be developed, to support a common approach to security requirements.	Q1 2020	Not started	11
51	BIA (Business Impact Analysts) are not always formally signed by the System owners.	105. All BIAs to be formally signed by the System owners.	Q4 2020	Not started	11
52	EASO Project Management methodology is generic and very high-level.	106. More detailed guidelines and instructions supporting project management and streamlining the process to be produced and addressed to the relevant actors.	Q2 2020	Not started	11
53	Processes and procedures for the implementation and control	107. Identification of missing processes and procedures and update of those already	Q1 2020	Not started	12

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	of the Agency's/Unit's activities are not always adequately documented, comply with the regulatory provisions, well disseminated, accessible and up-to-date.	documented. Mapping processes and procedures per Unit. Process landscape to be re-discussed and agreed with management team. 108. Process-mapping tool to be made accessible to all staff.	Q2 2020	Not started	
54	The exception process of documentation, approval and registration, was not effective and efficient.	109. Decision on exception procedure amended, to better identify cases and to make sure they are approved by the ED. 110. New amendment to be made, to align the procedure with the new Internal Control Framework. 111. Several info-sessions to be run in order to increase awareness.	Q3 2018 Q2 2019 Q3 2019	Implemented Implemented In progress	12
55	Cases of exceptions due to lack of awareness of newly appointed authorising officers by delegation.	112. Supervision arrangements by authorising officers to ensure that newly appointed colleagues and, particularly, those with high-level responsibilities, including authorisation rights, are aware of their roles and responsibilities. Section to be added to the form for middle managers, where roles and responsibilities are explained. 113. A newly appointed authorising officer by delegation to undertake individual induction training. Where relevant and depending on the nature of the function, HR will arrange induction trainings with other Agencies, EC relevant services and DG responsible for similar roles and responsibilities.	Q3 2019 Q3 2019	In progress In progress	12
56	Formal rules have not been developed for handling non-classified sensitive information.	114. Security Rules and rules on protecting RESTREINT UE/EU RESTRICTED information in EASO are documented and approved.	Q2 2019	Implemented	13
57	EASO Record Retention and Disposal Policy not yet formally approved.	115. EASO Business classification scheme, Record retention and disposal policy to be finalised and approved.	Q1 2020	In progress	13
58	Lack of central and common physical paper archive.	116. EASO to establish a single formalised physical archive with adequate security measure for all departments and to merge all current decentralised archives into one, governed by appropriate procedures.	Q1 2021	Not started	13
59	ERDMS has not been fully implemented (HR and Operations Unit).	117. All EASO Units and departments will migrate to ERDMS (only two units remaining)	Q4 2019	In progress	13
60	% of staff trained on the usage of the Electronic Records (28%) and the Documents Management System (ERDMS) (45%) is low.	118. Management to encourage staff to attend relevant training.	Q4 2019	In progress	13
61	Whistleblowing procedure, approved in September 2017, was not communicated to all staff. This procedure was not	119. MB Decision on whistleblowing developed by analogy with the Commission guidelines, adopted by the MB and communicated to all staff.	Q2 2019	Implemented	14

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	updated in 2018 to reflect the new Commission Guidelines.	120. Resources have been allocated for its implementation (SOPs, trainings, guidance, etc.) 121. EASO HR and EXO organise info-sessions on the new procedures, the rights and obligations of whistleblowers.	Q2 2019 Q4 2019	Implemented Not started	
62	During the first half of 2018, the former ED did not communicate internally the challenges, the actions taken, the results achieved, and the responsibilities of internal control. The compulsory requirements were not documented, approved and explained to staff and management.	122. Tailored training on internal control delivered to senior staff. 123. Further training provided to all relevant EASO staff. 124. Guidance on new internal control framework implementation included in the Finance Manual, and communicated to all staff.	Q1 2018 Q1 2019 Q1 2019	Implemented Implemented Implemented	14
63	Minutes of Management Team, Departments and Units meetings were not regularly uploaded and accessible by all staff members on EASO ERDMs, during the first half of 2018.	125. ED a.i. has instructed the management team to make sure that minutes of Departments' and Units' meetings are regularly uploaded on EASO ERDMs and are accessible by all staff members. The same applies to MT meetings.	Q1 2019	Implemented	14
64	Lack of guidance/tool regarding the systematic reporting of deviations of internal rules and guidelines, including inefficiencies, other than exceptions and non-compliances and how to propose and follow up corrective actions.	126. Transposing the guidance of the Commission, regarding measures to be taken to address inefficiencies and irregularities reported by staff. 127. Adequate supervision arrangements to be defined to guarantee that corrective actions are duly implemented. 128. A new procedure to be discussed with the MT to address the inefficiency.	Q4 2018 Q4 2019 Q3 2019	Implemented In progress In progress	16
65	New Internal Control Framework was not in line with the minimum standards implemented by the Commission for its own departments. Until 2018, EASO had not adopted monitoring criteria in line with EASO regulatory framework.	129. EASO MB adopted the new Commission's Internal Control Framework in line with the minimum standards adopted by the Commission for its own departments.	Q4 2018	Implemented	16
66	Majority of managers and staff, participating in 2017 ICSA, did not have a sufficient understanding of Internal Control.	130. New Internal Control Framework proposed by the ED and adopted by the MB. 131. Training for EASO staff involved in Financial Circuits, Management Team, Heads of Sectors and quality and risk management correspondent has been provided (tailored to EASO risk environment).	Q4 2018 Q4 2018	Implemented Implemented	16
67	In 2018, the system to monitor the procurement plan implementation was not monitoring significant delays in e-procurement and reporting	132. A follow-up system has been centrally developed in procurement sector, designed and implemented. Units are reminded twice a month and asked to provide reasons for the delays.	Q1 2019	Implemented	16

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	them to OIAs, Line Managers, RAOs and Procurement Sector. Procurement sector was not closely analysing the reasons for the delays in order to take corrective actions.	133. Delays in procurement to be brought to the MT attention periodically. 134. Short version of procurement training for the Management to be proposed.	Q2 2019	Implemented	
			Q2 2019	Implemented	
68	During the first half of 2018, the former ED did not communicate properly the significant and material inefficiencies of the internal controls to the MB.	135. ED a.i. regularly informs the MB of any potentially significant issues related to internal control, audits and OLAF investigations, as well as material budgetary and financial issues, which might have an impact on the sound management of appropriations or which could hamper the attainment of the objectives set.	Q3 2018	Implemented	17