



EASO multi-annual work programme 2014-2016

“Towards a coherent
implementation of the
Common European Asylum System”

November 2013

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1 Introduction

The European Union offers its citizens an area of freedom, security and justice. In the field of asylum and international protection, the EU constitutes a single area where the right to asylum should be upheld by a Common European Asylum System (CEAS), with a view to offering appropriate status to any third-country national requiring international protection.

In recent years, important steps forward have been undertaken in the development of the CEAS by the European Commission, the Council of the EU and the European Parliament in order to develop the policy, legal and financial support instruments in the field of asylum.

However, the current state of play of the CEAS is characterised by different processes, conditions and outcomes for similar situations; different uses of EASO training in Member States and different levels of participation in EASO practical cooperation activities; different views on the production and use of common COI products and activities; different practices on data collection and different interpretations of common definitions regarding data.

In this context, there is a need for greater harmonisation at practical and operational level; more convergence on decisions; more common products and activities (e.g. COI reports, trends analysis, training programmes); high quality asylum systems; more comparable data; greater efficiency by pooling resources; and increased solidarity, responsibility and mutual trust.

Therefore, the second phase of the EU asylum acquis provides the legal basis for greater harmonisation and sets higher quality standards to ensure uniform statuses, high common conditions of protection and common features in asylum procedures for those in need of international protection. Furthermore, the period 2014-2016 will be the first years of the new multiannual programme in the field of Justice and Home Affairs, which will lead the policies and actions in this area. Finally, the new Multiannual Financial Framework 2014-2020 (MFF), which includes the new Asylum and Migration Fund, will be fully implemented.

Following the entry into force of the legal instruments of this second phase of the CEAS in 2012 and 2013 and in line with the new multiannual Justice and Home Affairs programme and the new MFF, the period of 2014-2016 is essential towards a coherent implementation of the CEAS.

In achieving this goal, EASO plays a key role by supporting the EU Institutions and bodies and the Member States. In order to achieve a coherent implementation of the CEAS, EASO is assigned the task to promote common practices which lead to a situation where similar cases are given similar treatment resulting in a similar outcome. EASO will support Member States in the implementation process through advanced practical cooperation measures and evidence based policy input.

In this regard, EASO's multi-annual work programme (MAWP) 2014-2016 is the first mid-term strategic plan of EASO, highlighting its vision for that period and translating its mission into priorities and objectives. The multi-annual work programme is in line with the Common Approach on EU decentralised Agencies and its roadmap which call for multi-annual activity planning linked with multi-annual resource planning, particularly with regard to budgetary and human resources. In this regard, EASO follows a comprehensive approach concerning planning and thus the MAWP sets the framework inspiring the EASO annual work programmes, the EASO Multi-Annual Staff Policy Plan 2014-2016 and the EASO annual establishment plans and estimates for revenue and expenditure during this period. The MAWP will be updated on a yearly basis.

The MAWP ensures transparency of EASO's priorities and activities in the mid-term perspective vis-à-vis EU Member States, EU Institutions and citizens.

This MAWP was adopted by the EASO Management Board on 29 November 2013, enabling the Executive Director to perform his duties within this strategic framework while retaining the necessary flexibility to respond to changing scenarios and circumstances while implementing the priorities and objectives set in the MAWP.

The goals and objectives of the MAWP are set without prejudice to the adoption of the annual work programmes and are subject to the availability of the necessary human, financial and material resources as decided by the Budgetary Authority and the EASO Management Board.

1.1 EASO's mission

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 Member States as an independent centre of expertise on asylum.

1.2 EASO's tasks

In order to fulfil its mission, EASO's main tasks in the period 2014-2016 are providing:

- practical and technical support to Member States and the EU Institutions;
- operational support to Member States with specific needs and to Member States subject to particular pressure on their asylum and reception systems, including the coordination of asylum support teams made up of national asylum experts; and
- scientific input for EU policymaking and legislation in all areas having a direct or indirect impact on asylum.

EASO's principal activities to be implemented during 2014-2016 can be divided as follows:

- **permanent support:** supporting and stimulating the common quality of the asylum process and systems through common training, common asylum training material, common quality processes and common country of origin information (COI);
- **special support:** providing tailor-made assistance, capacity building, specific support, including promoting relocation activities, and special quality-control processes;
- **emergency support:** organising solidarity for Member States subject to particular pressures by providing temporary support and assistance to repair or rebuild asylum and reception systems;
- **information and analysis support:** collecting and sharing information and data, analyses and assessments at EU level, including common trend analyses and common assessments for an Early warning and Preparedness System which could feed into the early warning, preparedness and crisis management mechanism provided for in Article 33 of the recast Dublin III regulation;
- **third-country support:** supporting the external dimension of the CEAS, supporting partnerships with third countries and international organisations, promoting capacity building and regional protection programmes, and coordinating Member States' actions on resettlement.

1.3 EASO's principles

In the years 2014-2016, EASO's principles to fulfil these tasks will be the following:

- organising support and assistance for the general or specific needs of the Member States' asylum systems;
- coordinating and stimulating operational cooperation between Member States and enhancing quality;
- acting as an independent centre of expertise on asylum and as a trusted partner;
- organising common analyses and common assessments of asylum data;
- facilitating and stimulating joint action and coherence within the asylum field;

- respecting the responsibility of Member States and their asylum decisions;
- cooperating with the European Commission, the European Parliament and the Council of the European Union, as well as other EU institutions, agencies and bodies;
- involving civil society and international and intergovernmental organisations;
- provide EU wide added value and ensure complementarity to the work of EU Institutions, Agencies and bodies, national authorities and other stakeholders; and
- performing its duties as a service-oriented, impartial and transparent organisation within the EU legal, policy and institutional framework.

1.4 EASO's institutional context

As a regulatory EU decentralised Agency having its own governance structure, EASO acts within the policies and institutional framework of the EU. In this context, the political responsibility for the area of asylum lies with the European Commissioner responsible for Home Affairs and thus strong cooperation links exist with the European Commission on all EASO activities.

In addition, relevant documents, such as the EASO work programme or the Annual Activity Report are sent to the European Parliament, the Council of the EU and the European Commission.

Moreover, the EASO Executive Director is regularly invited to report to the Justice and Home Affairs Council with regard to the CEAS and is reporting and presenting relevant documents as well specific topics related to EASO's work, to the European Parliament.

EASO's internal structure comprises a Management Board and an Executive Director. The Management Board is the governing and planning body of EASO. Its key functions include the appointment of the Executive Director, the adoption of the work programmes and annual reports of EASO and the adoption of the budget. Furthermore, the Management Board has the overall responsibility for ensuring that EASO performs effectively its duties. The EASO Management Board is composed of one member from each Member State – except Denmark –, two members from the European Commission and one non-voting member of the United Nations High Commissioner for Refugees (UNHCR). All members are appointed on the basis of their experience, professional responsibility and high degree of expertise in the field of asylum. Denmark is invited to attend as observer all meetings of the Management Board and other relevant meetings.

The associated countries (Iceland, Liechtenstein, Norway and Switzerland) are invited to participate in the discussions as observers, in line with the arrangements negotiated in 2013.

The Executive Director is independent in the performance of his tasks, is the legal representative of the Agency and is responsible, inter alia, for the administrative management of EASO and for the implementation of the work programme and the decisions of the Management Board.

Additionally, EASO's institutional context is completed by a broad cooperation network composed by international and intergovernmental organisations, EU bodies and Agencies, members of the academia and of the European and national courts and tribunals, as well as representatives from civil society.

In this respect, EASO acts in close cooperation with UNHCR and with other relevant international and intergovernmental organisations, such as the International Organisation for Migration (IOM), the Council of Europe, the General Directors' of Immigration Services Conference (GDISC) or the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC).

EASO cooperates closely with other EU agencies as member of the interagency coordination network and gives special attention to its bilateral and multilateral cooperation with the Agencies in the Justice and Home Affairs field, such as Frontex, FRA, Europol, CEPOL, Eurojust and EU-Lisa.

EASO devotes particular attention to the relations with the academic world and with the members of European and Member States' tribunals and courts, including through the International

Association of Refugee Law Judges (IARLJ), as well as with the Association of European Administrative Judges (AEAJ).

Finally, the Consultative Forum constitutes a mechanism for the exchange of information and pooling of knowledge between EASO and relevant stakeholders. Since 2011, EASO has deepened its relationship with civil society and has sought their input on various themes in line with the Consultative Forum Operational Plan.



2 EASO's vision for 2014-2016

2.1 Key factors eventually impacting EASO's work

The migration and asylum processes are dynamic, multifaceted and constantly evolving. Thus mid and long-term planning for EASO is subject to external and internal key factors and key developments which may potentially impact its work in the years 2014-2016. A non-exhaustive list of key external and internal factors is outlined hereunder.

Key external factors:

- New multiannual programme in the field of Justice and Home Affairs for 2014-2019;
- New Multiannual Financial Framework of the EU 2014-2020, particularly the Asylum and Migration Fund;
- Substantial changes in asylum flows to and within the EU;
- Changes in the capacities of Member States to manage effectively asylum flows;
- Developments in key countries of origin, transit and return;
- Capacity of Member States to commit resources to EASO and to the CEAS in general;
- Substantial changes in the EU asylum and migration policy and in the asylum package of the CEAS;
- Developments in the approach towards the external dimension of the EU;
- Changes in the perception and commitment of the EASO network vis-à-vis EASO (e.g. EU Institutions, Agencies and bodies, Member States, civil society organisations, members of the courts and tribunals, international organisations);
- Outcome of the internal and external evaluations of EASO to be completed respectively in 2013 and 2014;
- Revision of EASO's mandate and founding Regulation.

Key internal factors:

- Performance in the achievement of EASO's objectives and added value and quality of the EASO activities and products;
- Decisions on allocation of budgetary and human resources for EASO;
- Changes in EASO organisation due to changing environment, new or modified tasks and available human and budgetary resources;
- Ability to attract and retain highly skilled and performing staff within EASO;
- Entry into force of the arrangements for the participation of the associated countries in EASO;
- Further development of the cooperation with the EASO network of partners and stakeholders;
- Effective development of EASO's IT infrastructure and administration.

2.2 Goals and objectives for the period 2014-2016

In the period 2014-2016, EASO will focus its efforts on supporting Member States' implementation of the asylum acquis following the adoption of the legal instruments of the CEAS.

With the adoption of the EU asylum package, the focus should therefore be directed towards ensuring effective and coherent implementation of the EU asylum acquis. Key to the further development of the CEAS is sufficient capacity in Member States' national asylum systems. EASO will have a more central role in coordinating these capacity building measures through training, practical cooperation activities, COI and quality reports.

EASO's current products, activities and programmes already bring EU-wide added value. Thus EASO will consolidate and develop further its existing core activities, but new activities could be promoted following a step-by-step approach, including by organising pilot projects. The commitment of Member States to support EASO and to actively participate in its activities is crucial to reach this common goal.

For 2014-2016, EASO seeks to achieve the goals and objectives identified hereunder.

2.2.1 Strengthening the role for common training and professional development in the field of asylum

In the field of training and professional development, common training in order to have a common understanding of the CEAS is crucial. The number of Member States benefiting from the EASO Training Curriculum has increased in the past two years since it was taken over by EASO. The EASO Training Modules are developed with Member States' experts and are constantly updated to reflect recent developments and more modules are added every year.

During 2014-2016, key objectives in the field of training and professional development are the following:

- Continue updating the training modules and learning materials to reflect the developments of the recast EU asylum acquis as well as other developments, such as case law and jurisprudence, and to mainstream issues related to gender and vulnerable persons;
- Develop new training modules to address the demands and the needs of asylum officials working in this field;
- Further consolidate the experts' and trainers' pools and the reference group. EASO's trainers and experts will continue to be selected on the basis of high quality standards. EASO will invest resources in order to retain and attract high quality EASO trainers and experts;
- Develop and promote a comprehensive core training programme to be progressively followed by the Member States'. A European Certification process, using the EASO Training Curriculum will be explored to ensure that those officials that deal with asylum claims have an adequate level of knowledge that is common across the EU;
- Enhance tailor made training and professional development for special situations and groups (e.g. judges, border guards, legal practitioners), regional training and the use of information technology tools. Providing training to members of the courts and tribunals and boosting communication between second and first instance would greatly improve the application of the acquis and thus the functioning of the CEAS. A specialised European curriculum and advanced workshops will also be developed by EASO in cooperation with members of the judiciary and other relevant partners;
- Further develop the quality of EASO training by investing in the impact assessment and evaluation of the training activities and develop monitoring tools accordingly (starting with the Training cockpit);

- Extend the use of modern technology, innovative training tools and methodologies on didactics, adaptable to the specific needs of Member States.

2.2.2 Improving the quality of asylum processes and decisions

EASO will continue its activities to improve the quality of the asylum decisions and processes. Not all Member States have quality systems which allow them to take decisions and review their conformity with the legal requirements and the appropriateness of the policies chosen.

The key objectives in the field of quality processes during 2014-2016 are the following:

- Support the establishment of quality processes and procedures in all Member States;
- Develop common practical tools and materials, such as handbooks and manuals related to the implementation of the revised EU asylum acquis and the latest jurisprudence in issues such as interviewing techniques, credibility, evidence assessment, use of COI in the asylum procedure. These tools and materials will be developed in close cooperation with the Member States, the European Commission and, where relevant, UNHCR;
- Identify of key quality needs and EU-wide assessment of quality in asylum processes in line with the methodology of the EASO Quality Matrix;
- Establish common criteria to support a harmonised definition of 'quality' across EU Member States;
- Identify good practices and support practical cooperation in sharing of good practices with the aim of increasing coherence in the implementation of the new asylum acquis.

2.2.3 More common Country of Origin Information (COI)

The availability and use of high-quality Country of Origin Information (COI) is one of the cornerstones of quality decision-making in asylum cases. In line with the recast EU asylum acquis, EASO aims to support the development of a comprehensive EU COI system, raising and harmonising standards on COI and content together with Member States and other key stakeholders (e.g. courts and tribunals, research bodies, international organisations). To this end, given the considerable capacity in COI production already existing in the EU and its Member States, the creation and pooling of COI should be rationalized and thus the network approach adopted by EASO will accurately map needs for COI at EU level, and consequently help to fill gaps and avoid duplication.

Along this line, EASO's objectives for the next three years are the following:

- Continue providing COI by the on-going development of the COI-portal facilitating the connection of further databases;
- Develop COI-networks on key countries of origin, transit and return;
- Produce more COI reports in accordance with the EASO COI methodology in cooperation with Member States ensuring a European dimension to them;
- Start coordinating joint fact finding missions.

2.2.4 Fostering advanced practical cooperation

A coherent implementation of the CEAS requires common practices. Promoting practical cooperation and common practices constitutes an essential duty for EASO. Therefore, EASO aims at continuing with the implementation of practical cooperation activities (country specific, legal and thematic) and reinforce its specialised networks. EASO will streamline the methodology and activities to promote practical cooperation in the field of asylum.

Besides these activities, certain advanced practical cooperation activities, such as initiatives on joint or supported processing of asylum applications by experts from various Member States coordinated by EASO could be explored during this period.

The objectives in the period 2014-2016 will relate to:

- Organise practical cooperation workshops, expert meetings, conferences, and networks with a country specific, a legal or a thematic focus;
- Develop practical cooperation initiatives and materials;
- Coordinate advanced practical cooperation projects on joint or supported processing.

2.2.5 Better identification of vulnerable persons

In line with the new asylum acquis, particular attention should be given to vulnerable persons, including victims of trafficking in human beings and unaccompanied minors, in the asylum processes.

In this regard, during 2014-2016, the following objectives will be pursued:

- Consolidate the work concerning unaccompanied minors, particularly, by addressing thematic issues such as age assessment and family tracing. EASO will also support Member States on other key issues as identified in the EU action plan for unaccompanied minors;
- Provide evidence based input to eventual new plans on unaccompanied minors, victims of trafficking in human beings or other vulnerable persons at EU level;
- Foster practical cooperation in cooperation with the European Commission with key stakeholders, including EU Institutions, bodies and Agencies, as well as international and civil society organisations, regarding protection of vulnerable persons;
- Mainstream the perspective of vulnerable persons in all the areas of EASO's work and support policy coherence in this field;
- Develop specific practical cooperation and training initiatives and materials, including on detection and referral of vulnerable persons.

2.2.6 Promoting EU-wide information, documentation and Early warning, Preparedness and Crisis Management Systems

A significant way of supporting the development of the CEAS is through easy exchange of information. EU-wide information in the area of asylum brings clear added value to policy and decision-making.

Moreover, the early warning, preparedness and crisis management systems are essential tools for a well-functioning CEAS. EASO is developing an Early warning and Preparedness System (EPS) that aims at providing Member States, the European Commission, the Council of the European Union and the European Parliament with accurate, timely information and analyses on flows of asylum seekers to and within the EU and the Member States' capacity to respond to them. The EASO EPS will feed into the early warning, preparedness and crisis management mechanism provided for in Article 33 of the recast Dublin III regulation.

Therefore, EASO's objectives in this area during 2014-2016 will be the following:

- Establish an information and documentation system providing a single point of information on Member States' asylum systems and organisations, as well as on national and European factual, legal and case-law developments;
- Further develop the EPS and EASO's related activities and products, such as the annual, the quarterly and the monthly reports. The EASO activities in this field will feed into the application of Article 33 of the Dublin Regulation;

- Promote the production, collection and ready access to regular, updated and comparable data across all Member States regarding the key aspects of flows and national preparedness, in line with a set of indicators developed in cooperation with the Member States, DG Home Affairs, Eurostat and Frontex.

2.2.7 Providing effective operational support

EASO will further develop its special support measures in the form of targeted measures to Member States with certain identified and specific needs related to the implementation of the revised EU asylum acquis (tailor-made assistance, capacity building, relocation, specific support and special quality control process).

In addition, within the framework of the implementation of the revised EU asylum acquis and on the basis of the request of a Member State and an Operating Plan, EASO will provide emergency support to Member States subject to particular pressure by deploying Member States' experts in the form of Asylum Support Teams or by providing other support as required.

Where relevant, EASO's operational support actions will complement any actions undertaken within the framework of Article 33 mechanism of the Dublin III Regulation.

In this sense, EASO's key objectives for 2014-2016 are:

- Increase EASO's ability to react quickly to request for operational support and reinforce the quality of EASO's support for the Member States' implementation of the CEAS;
- Reinforce EASO's coordination of operational support and facilitate the participation of Member States' experts in the Asylum Support Teams;
- Enhance operational coordination with other partners, such as UNHCR, IOM and Frontex to respond more effectively and efficiently to specific or emergency needs;
- Develop a toolbox for crisis management in order to be better prepared for an EU coordinated response to emergency or specific situations;
- Support activities on relocation of beneficiaries of international protection.

2.2.8 Promoting adequate reception conditions and integration

There are considerable differences in reception capacity and conditions in Member States. Besides, there is a lack of monitoring of capacity and standards at EU level. EASO, in cooperation with existing organisations and networks in this area (e.g. the European Platform of Reception Agencies (EPRA)), should devote specific efforts to support Member States' reception capacity and reception conditions in conformity with the new asylum package.

In addition, the new asylum acquis foresees several provisions on integration, particularly on access to education and to the labour market, which should consequently be considered in a comprehensive way in the field of asylum.

Key objectives during 2014-2016 will be:

- Start exchanging information and best practices on reception systems and on integration within the framework of the CEAS;
- Foster the establishment reception monitoring systems and contingency planning for possible influxes of migrants;
- Explore the possibilities of transnational projects/initiatives aimed at rationalising the use of reception capacity in the EU, and possibly also for creating intra-national capacity.

2.2.9 Fostering synergies between migration and asylum policies, including on return

Without prejudice to its specificities, asylum and international protection policies form part of a wider EU legal framework in the field of migration. In this regard, return of persons whose asylum application has been rejected is considered an integral part of the asylum systems. However, in view of the responsibilities of other organisations in the field of return, EASO does not intend to engage in the operational aspects of return.

In the period 2014-2016, EASO will seek the following objectives:

- Foster coherence in the implementation of activities in the field of migration and asylum, in cooperation with relevant organisations and existing networks;
- Explore possibilities of exchanging information and best practices to mainstream elements relevant to return in the asylum systems;
- Develop COI relevant to key countries of origin, transit and return.

2.2.10 Supporting the external dimension of the CEAS

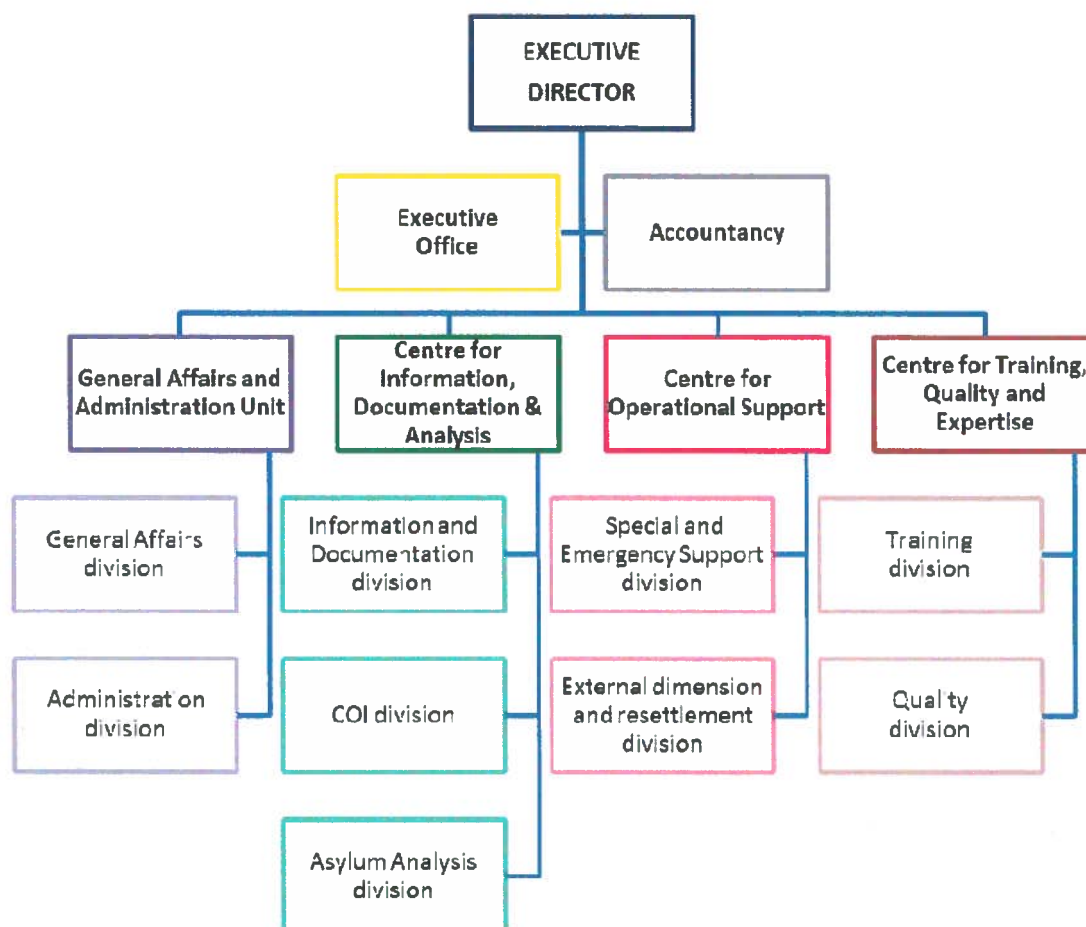
The link between the internal and the external dimension of the activities in the field of migration and asylum is clear. In this regard, a coherent relation between the internal and the external dimensions of the EU asylum policy should be reinforced. In line with the EASO External Action Strategy adopted in 2013, EASO will support EU and Member States' actions on the external dimension of the CEAS in agreement with the European Commission and within the framework of the general EU external relations policy particularly the Global Approach on Migration and Mobility.

In the period 2014-2016, EASO's aims will be as follows:

- Coordinate the provision of information, data and analysis that could inform policy decisions in this field in cooperation with the European Commission and the European External Action Service (EEAS) through the EU Delegations present in third countries;
- Exercise a coordinating role in exchanging information, best practices and methodologies on resettlement in cooperation with UNHCR and IOM. EASO could also explore implementing other actions on resettlement, such as playing the role of clearing house within the EU;
- Support capacity building activities in key third countries' asylum and reception systems, in particular their capacity to provide effective protection;
- Explore the implementation of support activities within Regional Protection Programmes.

2.3 EASO's organisation

2.3.1 The EASO organogram for the period 2014-2016



With regard to the governance and administrative structure of EASO, the Agency will continue seeking its main goal to deliver a high quality service in order to fulfil effectively and efficiently its mission and objectives.

Further development of the EASO organisation 2014-2016 may take place in line with the implementation of the Common Approach on EU decentralised Agencies and its roadmap, the outcomes of the internal and external evaluations of EASO and the audits conducted by the Internal Audit Service and the European Court of Auditors.

The Management Board will continue implementing its functions as the governing and planning body of EASO in order to ensure that EASO performs effectively its duties, whereas the Executive Director will be responsible for the administrative management of EASO and for the implementation of the multi-annual and annual work programmes and the decisions of the Management Board.

EASO foresees for 2014-2016 an investment in order to further develop efficient internal procedures, to increase the internal controls of the organisation, to provide advanced training to staff on all EASO related subjects, hence reinforcing capacity building and career development, to continue the recruitment processes and to support the operational units/centres. In line with its Communication Strategy, EASO will enhance its internal and external communication efforts.

A particular focus will be put on EASO's IT and knowledge management systems, in order to reinforce EASO's support activities to Member States, including through the learning platform, the COI portal, the Information and Documentation System or the EASO website. Furthermore, advanced consultation tools will be developed. In addition, further consolidation and improvement of the ICT business continuity and infrastructure will be fostered.

2.3.2 EASO's network

With regard to its cooperation network, EASO aims at achieving the following key objectives for 2014-2016:

- Enhance the relations with the EU Institutions, in particular, the European Parliament, the Council of the EU, and the European Commission;
- Play a supporting role on the Multiannual Financial Framework and the new arrangements on EU funding in the field of asylum and migration. In this sense, EASO will provide information on EU operational priorities and practical cooperation possibilities and on Member States' specific priorities which could be taken into consideration for targeted funding in the field of asylum and reception in accordance with the CEAS;
- Continue developing the cooperation with other EU bodies and Agencies bilaterally and multilaterally. At bilateral level, particular attention will be devoted to the EU Agencies in the field of Justice and Home Affairs, such as Frontex, FRA, Europol, CEPOL Eurojust and EU-Lisa. Multilaterally, special efforts will be devoted to the JHA Agencies' network, which EASO will Chair in 2014, and the overall EU Agencies' coordination network and its specific networks, such as the permanent group on general implementing rules and the Inter-Agency Legal Network (IALN);
- Enhance the relations, engagement and consultations, including the development of effective methods of online consultations, with civil society organisations, particularly within the EASO Consultative Forum;
- Further develop the cooperation with the academia and the members of the European and national courts and tribunals, including through the International Association of Refugee Law Judges (IARLJ), as well as with the Association of European Administrative Judges (AEAJ);
- Continue the cooperation with UNHCR and other relevant international and intergovernmental organisations working in the area of asylum, such as the International Organisation for Migration (IOM), the Council of Europe, the General Directors' of Immigration Services Conference (GDISC) or the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC).

2.3.3 EASO's staff and budget overview for 2014-2016

The fulfilment of EASO's objectives is subject to the availability of the necessary human, financial and material resources as decided by the Budgetary Authority. In this sense, the figures included in the staff and budget overview hereunder are outlined without prejudice to the decisions of the Budgetary Authority on the respective annual budgets and annual establishment plans.

2.3.3.1 Staff overview for 2014-2016

Given its mission and tasks EASO is a human resource intensive organisation, as it promotes practical cooperation and provides expertise to the EU and to Member States in order to implement the CEAS.

Therefore, the EASO human resources should increase in the period 2014-2016 in order to be in a position to effectively perform the tasks originally assigned, the new tasks attributed by the recast asylum acquis (e.g. the Early warning and Preparedness System under the Article 33 of the Dublin Regulation mechanism), and the foreseeable future tasks to be determined by the EU Institutions in the period 2014-2016,.

According to the draft EASO Multi-Annual Staff Policy Plan (MSPP) 2014-2016, EASO will increase by 10 new staff members in 2014, reaching the number of 86. Following the MSPP, EASO will reach a total number of 91 staff members and 96 staff members in 2015 and 2016, respectively.

Implementing rules to the new Staff Regulations will be adopted during this period and staff development policies will be further implemented to ensure the adequate capacity building and new opportunities to EASO staff members.

2.3.3.2 Budget overview

EASO's revenue consists of a contribution from the EU entered in the general budget of the European Union; any voluntary contribution from the Member States; charges for publications and any service provided by EASO; and a contribution from the associated countries.

Due to the relevance of the EU subsidy within the EASO budget, the allocation of necessary resources is crucial in order to achieve the goals outlined in the MAWP.

Acknowledging the resources constraints in the EU, EASO will request revenue in a sound and balanced manner and will ensure prudent control of expenditure, in order to perform current and eventual future tasks effectively and expediently. EASO will continue its bottom-up approach to budgeting, involving all Units/Centres in EASO's budgetary cycle. Following the Multi-Annual Financial Framework 2014-2020, the proposed EU contribution to EASO for 2014 is €14,66 million, and for 2015 and 2016 is €15,03 and €15,33 million, respectively.

Any new tasks assigned to EASO as decided by the EU Institutions would need to be appropriately funded and resourced for the Agency to be able to perform them effectively.