EASO
Single Programming Document

Multi-annual Programming 2021-2023

Work Programme 2021

29 September 2020

TABLE OF CONTENTS

Foreword

As we continuously strive to improve on the effective delivery of EASO's mandate, we draw on lessons learned from past successes, weaknesses and challenges which provide potential for improvement. In 2021, we mark the 10-year anniversary since the EASO became operational on 19 May 2011; a good time to take stock of the knowledge and expertise acquired over the years, and effectively apply this to EASO's future planning.

It is this approach that was followed in the preparation of the EASO Single Programming Document, which incorporates a *multi-annual plan for 2021-2023*, and an *annual Work Programme for 2021*. The 2021 Work Programme builds on EASO's ongoing support to Member States, whilst seeking to address new and increasing demands, in particular in the field of operational support to Member States, training and asylum knowledge development.

An integral part of EASO's mission in 2021 will be its sustained *operational support* to Member States subject to pressures on their asylum and reception systems, through proactive and tailor-made measures, together with specific support for temporary emergency operations, as required, and *ad hoc* disembarkations/voluntary relocation exercises. EASO will maintain support to Member States in their resettlement efforts, and to interested EU+ countries in the planning and implementation of complementary pathways to international protection.

Central to EASO's work is the *development of a wide knowledge base on asylum in the EU+.* This can only be achieved through sustained practical and technical cooperation with the Member States. EASO will also implement and further consolidate MedCOI activities, and develop common analyses, practical tools, and guidance notes, including on main countries of origins, with a view to strengthen its contribution to the implementation of the CEAS in EU+.

In the area of *training and professional development*, EASO will continue to deliver and enhance training and capacity building activities through the European Asylum Curriculum. This includes training and coaching to deployed experts prior to and during their deployment to Member States who have signed an Operating Plan with EASO.

It is important to consider that as the tasks of EASO continue to increase, so is the demand on its budget and workforce.

When I took on the position of Executive Director of EASO over a year ago, I was intent on seeing that the Agency, and those that stood to benefit from its support, capitalise on the rich experience and credibility earned by EASO for its work in providing operational and technical support to Member States. The internal restructuring of EASO, which took effect in 2020, mirrors the priority areas of the Agency as a true centre of knowledge and expertise on asylum; intensifying its training and professional development for asylum experts; and strengthening EASO's operational role. It is a structure carefully modelled to enable the agency to deliver its support in the most effective and efficient manner building on the skills and expertise of its staff.

Of course the outbreak of the COVID-19 pandemic has had an impact on EASO's working methods. However, I am proud to say that business continuity has been assured throughout the Agency's activities, demonstrating the adaptability and resilience of the Agency and its staff. Likewise, it is expected that the pandemic will continue to have some impact on the Agency's activities in 2021, although it remains difficult to determine to which extent. The Work Programme takes this into account, with the expectation of a 'new normal' going forward.

With the European Commission expected to present a new Pact on Migration and Asylum shortly, thereby relaunching discussions on the reform of the CEAS, we also eagerly look forward to the conclusion of negotiations and the adoption of the draft Regulation transforming EASO into the EU Asylum Agency. Given the continued uncertainty around when the draft Regulation might be adopted and its final content, this Single Programming Document has been drawn up on the basis of EASO's current Founding Regulation, with preparatory measures for the operationalisation of the proposal transforming EASO into the European Union Agency for Asylum (EUAA). However, the new mandate

is urgently needed, as developments over the past years have rendered the current 10-year old mandate out of date and insufficient to meet today's realities.

With a reinforced mandate and the right level of resources, I am confident that EASO will continue to strengthen its role as a key player in the implementation and improved functioning of the CEAS.

Nina Gregori

EASO Executive Director

List of acronyms

AD	Administrator
AEAJ	Association of European Administrative Judges
AST	Assistant
CA	Contract agent
CEAS	Common European Asylum System
CEPOL	European Union Agency for Law Enforcement Training
COI	Country of Origin Information
CSO	Civil Society Organisation
EASO	European Asylum Support Office
EEAS	European External Action Service
EMAS	Emergency Assistance Grant Scheme
EMN	European Migration Network
EPRA	European Platform of Reception Agencies
EPS	Early warning and Preparedness System
EU	European Union
EU+	EU Member States and Associate Countries
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
Eurojust	The European Union's Judicial Cooperation Unit
Europol	European Union Agency for Law Enforcement Cooperation
FRA	European Union Agency for Fundamental Rights
Frontex	European Border and Coast Guard Agency
FTE	Full-time equivalent
GDISC	General Directors' Immigration Service Conference
IARLJ	International Association of Refugee Law Judges
IDS	Information Documentation System
IGC	Intergovernmental Consultations on Migration, Asylum and Refugees
IPA	Instrument for Pre-Accession Assistance
IOM	International Organization for Migration
JHA	Justice and Home Affairs
KCMD	Knowledge Centre on Migration and Demography
LMS	e-Learning management system
MedCOI	Medical Country of Origin Information
MFF	Multiannual Financial Framework
NCP	National Contact Point
RDPP	Regional Development and Protection Programme
UNHCR	United Nations High Commissioner for Refugees
WB	Western Balkans

Mission statement

Mission of the European Asylum Support Office

As a centre of expertise, the European Asylum Support Office's (EASO) mission is to contribute to the implementation of the Common European Asylum System (CEAS) by enhancing practical cooperation, stimulating information exchange, ensuring convergence in the assessment of protection needs in the Member States, and providing operational and technical assistance to Member States subject to pressure on their asylum and reception systems.

EASO's principles

In fulfilling its mission, EASO observes the following principles:

- Stimulating quality and efficiency of the asylum procedures, reception conditions of Member States and the assessment of protection needs across the Union through the promotion of EU law and development of operational standards;
- Ensuring greater convergence in the assessment of protection needs across the Union;
- Acting as an independent and impartial centre of expertise;
- Ensuring the protection and promotion of fundamental rights and principles, as enshrined in the Charter of Fundamental Rights of the European Union, in the implementation of asylum-related activities[1];
- Enhancing practical cooperation and information exchange among Member States in the field of asylum;
- Providing timely and up-to-date data, analysis and assessments on asylum-related matters;
- Providing evidence-based input to EU policymakers on asylum;
- Cooperating with EU institutions, EU agencies and bodies, international organisations and civil society.

EASO's founding act

Regulation (EU) No 439/2010[2] established EASO on 19 May 2010. Article 1 of the Regulation stipulates:

> "*A European Asylum Support Office (the Support Office) is hereby established in order to help to improve the implementation of the Common European Asylum System (the CEAS), to strengthen practical cooperation among Member States on asylum and to provide and/or coordinate the provision of operational support to Member States subject to particular pressure on their asylum and reception systems*".

EASO's administrative and management structure comprises a Management Board and an Executive Director. The Management Board is the planning and monitoring body of EASO, which aims to ensure that the Agency performs effectively its duties. The Executive Director is independent in the performance of her tasks and is the legal representative of EASO. The Executive Director is responsible, inter alia, for the administrative management of EASO and for the implementation of the Annual Work Programme and the decisions of the Management Board.

---

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

[2] Regulation (EU) No 439/2010 of the European Parliament and of the Council of 19 May 2010 establishing a European Asylum Support Office, OJ L 132, 29.5.2010, p. 11.

On 4 May 2016, the Commission presented a proposal to transform EASO into a fully-fledged EU Agency for Asylum with increased competences. On 12 September 2018, the Commission presented a further amended Proposal. Negotiations on these Proposals have not yet been completed.

Organisation of the Agency

The Agency's administrative and management structure is comprised of the Management Board, the Executive Director, and the Consultative Forum.

The Management Board gives general orientation for the Agency's activities and ensures that the Agency performs its tasks. Its key functions include the appointment of the Executive Director and the Accounting Officer. The Board adopts the Agency's key governance documents, including the Single Programming Document, annual budget and annual reports, as well as a number of rules, policies and technical documents.

The Management Board is composed of one representative from each Member State and two members from the European Commission, and a non-voting representative of the United Nations High Commissioner for Refugees (UNHCR). Denmark is invited to attend Board meetings without the right to vote[3]. Countries that concluded agreements with the EU and participate in the Agency's work, i.e. Iceland, Liechtenstein, Norway and Switzerland, participate as observers in the Management Board.

The Executive Director is independent in the performance of her tasks and is the legal representative of the Agency. The Executive Director is responsible, inter alia, for the management of the Agency, the implementation of the single programming document, the budget and the decisions of the Management Board, reporting on the Agency's activities and preparing the draft statement of estimates of revenue and expenditure. The Executive Director also has responsibilities in the areas of operations and asylum support.

The Consultative Forum constitutes a mechanism for the exchange of information and sharing of knowledge with relevant civil society organisations and competent bodies operating in the field of asylum. It advises the Executive Director and the Management Board in matters related to asylum.

The Executive Director is supported by Heads of Centre or Department, Heads of Unit, Heads of Sector and Liaison Officers.

The Operational Support Centre develops and implements a comprehensive approach for activities in the field of operations, bringing together operational planning, programming and monitoring to deliver intra and extra-EU operational support under one coordinated framework. The Centre provides operational and technical assistance to Member States, including the deployment of asylum support teams. It also coordinates cooperation with third countries in matters related to the external dimension of the CEAS.

The Training and Professional Development Centre 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.

The Asylum Knowledge Centre 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 coordinated practical cooperation and through the development and monitoring of operational standards, indicators, guidance and best practices.

The Administration Department provides support systems and services to the key areas of work.

The Agency's organisation chart is included as Annex X to this document, reflecting the organisational structure in effect as of 1 January 2020.

---

[3] Provisions on the United Kingdom are currently pending.

SECTION I. GENERAL CONTEXT

Policy context

Migration continues to be a key policy priority in the European Union (EU). Efforts made by the EU and its Member States (MS) to manage migration have yielded positive results. Migratory flows have significantly declined since 2015 but the situation remains volatile as shown by the recent increase in arrivals in the Eastern Mediterranean. The pressure on national asylum systems is still higher than pre-crisis levels.

Currently, besides the Treaty on the Functioning of the European Union and the Charter of Fundamental Rights of the European Union, EASO operates on the basis of its founding Regulation and within the framework of the legislation constituting the Common European Asylum System (CEAS). This includes the Reception Conditions Directive laying down standards for the reception of applicants for international protection; the Asylum Procedures Directive on common procedures for granting and withdrawing international protection; the Qualification Directive on standards for the qualification of third-country nationals or stateless persons as beneficiaries of international protection, for a uniform status for refugees or for persons eligible for subsidiary protection and for the content of protection granted; the Dublin Regulation establishing the criteria and mechanisms for determining the Member State responsible for examining an application for international protection; and the Eurodac Regulation on the establishment of Eurodac for the comparison of fingerprints for the effective application of the Dublin Regulation.

The Common European Asylum System (CEAS) sustained extreme pressure during the migration crisis that peaked in 2015 and several serious dysfunctions were exposed. Following its Communication of 6 April 2016 entitled "Towards a reform of the Common European Asylum System and enhancing legal avenues to Europe", the Commission presented seven legislative proposals on 4 May and 13 July 2016 aimed at reforming the CEAS. These include the Proposal recasting the Dublin Regulation, the conversion of the Qualification Directive and Asylum Procedures Directive into Regulations, the recast of the Reception Conditions Directive and the Eurodac Regulation, a new Proposal for a Union Resettlement Framework, and the Proposal to transform EASO into a fully-fledged European Union Agency for Asylum (EUAA). A further amended Proposal establishing the EU Agency for Asylum was issued by the Commission on 12 September 2018.

The proposals transforming EASO into the EUAA envisage increased competences for the Agency. Likewise, the other legislative proposals reforming the CEAS would have an impact on the Agency to varying degrees.

Taking into consideration the state of play of the inter-institutional negotiations on the CEAS package at the end of 2017, it was expected that the EUAA Regulation could be adopted in mid-2018. However, there continues to be a delay in adoption.

A new College of Commissioners took office in December 2019. A New Pact on Migration and Asylum, relaunching the reform of asylum rules, was announced by Commission President Ursula von der Leyen and is expected soon.

Therefore, the situation in relation to the reform of the CEAS, including the Proposal transforming EASO into the EUAA, remains uncertain. Since it is currently not clear if/when the Proposal(s) transforming EASO into the EUAA might be adopted and what the content would be, EASO is continuing to operate on the basis of its current mandate as set out in Regulation (EU) No 439/2010. Only preparatory measures are being undertaken with a view to a possible eventual transition, to the extent that such preparatory measures are planned and undertaken, keeping in mind the expected outcome, to the extent that such preparatory measures are possible within the limits of the available resources and the current mandate.

The following are assumptions and risks that the Agency has identified for 2021.

Planning assumptions

The SPD 2021-2023 is based on two main planning assumptions:

- The Agency will continue to deliver its current mandate, while undertaking preparatory measures for the operationalisation of the new expected mandate following the agreed priorities;

- The Agency's human and financial resources request for 2021 is continuously needs-based, and based on the Agency's current mandate, and remains therefore at €142 million annual budget and 550 staff.

External and internal factors influencing multi-annual programming

- Lack of clarity on how the Proposal transforming EASO into the EUAA might develop and when it might be adopted, creates uncertainty and challenges in relation to planning that would enable efficient operationalisation of a new mandate while also continuing to implement core business activities.

  - *Mitigation: The Agency will proceed with preparatory measures for a possible transition to the EUAA, in cooperation with the European Commission and the Management Board. It will monitor developments and regularly review the situation in order to adjust such preparatory measures if necessary.*

- Member State experts continue to be essential for operations and EASO will continue to secure the maximum nominations possible. However, due to the scale of operations now foreseen, the lack of flexible complementary deployment mechanisms is impacting the ability of the Agency to quickly scale up and down operations as necessary, to ensure business continuity of its operations and improve efficiency through longer-term deployments, improved planning and delivery capabilities, and reduced administration.

  - *Mitigation: The Agency will continue to engage with the Member States via the National Contact Points, the Management Board and respective Ministers responsible for asylum in Member States to ensure sufficient numbers of experts are deployed, especially for Cyprus and Malta nominations, and made available for the asylum intervention pool. EASO will engage with NCPs to ensure nominations in a COVID-19 secure environment. In parallel, the Agency will explore and establish, as appropriate, alternative deployment systems.*

- The budget for 2021 will depend on the outcome of negotiations on the Multiannual Financial Framework 2021-2027. Should EASO not be granted the budget and staff complement that have been identified as necessary on the basis of a needs assessment, this will impact on the Agency's ability to deliver on planned activities.

  - *Mitigation: The Agency will continue to engage in discussions with the European Commission and with the budgetary authority to ensure that sufficient budget and staff in line with the agency's needs based assessment are duly given to the agency.*

- No sufficient contingency funds in the Agency budget to cover the financing of unforeseen urgent requests for operational and technical support.

  - *Mitigation: With the adoption of amendment 1 to the 2020 budget EASO has created a budget item where to allocate […] contingency funds necessary to cover expenditure stemming from unforeseeable and urgent operational activities supporting to MS. In 2020 EASO decided to allocate the AC contributions 2020 (€ 6.36 million) in this budget item, these funds may not suffice. The Agency will therefore continue to engage with the Commission to identify options for funding situations requiring rapid operational intervention or major unforeseen operational expenditure, such as earmarking emergency reserve funds within the Agency's budget.*

- The COVID-19 pandemic may limit the ability of the agency to perform some of its planned activities thus impacting on the delivery of its work programme.

    - *Mitigation: The Agency will continuously monitor the implementation of its activities and make the necessary adjustments including increased use of remote and online tools and solutions to continue delivering on its planned activities and programmes.*

SECTION II. MULTI-ANNUAL PROGRAMMING 2021-2023

1   Multi-annual Work Programme

1.1 Operational support

1.1.1 Operational support to Member States

Multi-annual strategic objective: MA01	
Description of objective	Upon approved request, effectively assess, prioritise, plan, implement, monitor and evaluate direct operational, technical and emergency support to Member States based on approved budgets, clear entry, exit and sustainability strategies, in line with the Agency's mandate, thus enabling Member States to respond to particular pressure on their asylum and reception systems.
Expected results	- The Agency's operations are implemented as prescribed in the EASO Regulation and the Agency's Operations Manual. - The Agency's operations are delivered within an effective project management framework, and contribute to improved coordination, enhanced capacity and capability of Member States to respond to pressure on their asylum and reception systems. - Operational multi-annual programming documents and Results Frameworks are in place and aligned with the Single Planning Document (SPD) planning process, to inform operational planning. - Annual operational budgets are set based on the prioritised operational needs and regular in depth consultation with the Commission. Budgets are monitored and reviewed using a continuous and rigorous monthly financial monitoring framework.
Performance indicators (with data sources)	**Targets**
% of implementation of annual Operating Plan (OP) Measures and Outputs as per the Result Framework for each operation (data source: monitoring and evaluation reports).	Minimum 85% implementation of OP measures on an annual basis by 2023[4]
% of EASO operations planned and implemented applying the methodology of the EASO Operations Manual (data source: internal records on annual planning, signed Operating Plans).	All operations (100%) planned and implemented applying the EASO Operations Manual methodology by December 2023
% of Multi-annual programme (MAP) documents and Result Frameworks (RF) aligned with the SPD planning cycle (data source: internal records on annual planning).	100% of MAPs and RF in place for all countries where EASO has operations, updated for 2021-2023
% implementation of monthly budget forecasting and monitoring system by COU teams; % of annual consumption of budgetary appropriations (data source: COU budget monitoring system, ABAC reports).	All operations (100%) apply a real time budget monitoring system Minimum 95% commitment appropriations reached on an annual basis

Multiannual strategic objective: MA02	
Description of objective	Develop and implement operational systems and tools to ensure flexibility (scale up, scale down and rapid response), effectiveness and efficiency of operational support and deployment management

---

4   In line with the duration of the specific Operating Plan.

Expected results	- EASO deployment management optimised. - EASO has developed and maintains the required operational capacity to respond appropriately, in a professional and timely manner across all operations. - Alternative deployment system developed and implemented. - Effective tools for contingency planning in place.
Performance indicators (with data sources)	**Targets**
% coverage of the deployment process through the EAIPS. % downtime of the system on an annual basis (data source: EAIPS project files and statistics).	EAIPS covers 100% of the deployment process by the end of 2023 Maximum 5% downtime for the use of the EAIPS on an annual basis
Degree of development and implementation of alternative deployment systems (data source: internal statistics on the use of EASO alternative deployment system).	100% of the system identified by the end of 2020 and implemented by the end of 2022
% of timely responses by EASO, making use of contingency planning tools (data source: internal statistics/reports per event).	100% of EASO new operational activities activated within the maximum statutory limits or best practices and making use of EASO's contingency planning tools

The Agency will continue to **enhance its operational support** to EU Member States based on the prioritisation of current and emerging needs and using the formal project management methodology piloted in 2018, to fully implement the EU Asylum *acquis* and to respond to particular pressure on EU Member States' asylum and reception systems, taking into account the trends in arrivals and migration routes. The support provided to frontline Member States will continue, depending on the operational situation and the concrete needs of those Member States. Where the pressure on the asylum and reception systems has decreased, EASO will implement exit strategies including handing over all or selected activities to the host Member State, while focusing on continued capacity building if required to ensure sustainability of the support provided.

In this regard, the Agency will target its operational support to the specific arising needs based on annual **strategic prioritisation** and pre-defined entry, exit and sustainability strategies as defined in multi-annual roadmaps for countries where EASO has Operating Plans, in the context of requests from EU Member States and on-going consultations with the Commission. The Agency's activities will range from immediate support in a crisis situation to medium and longer-term operations and related capacity building activities for the receiving Member States with regard to both their asylum and reception systems. This will also include direct operational support upon request for host Member States and receiving Member States for ad hoc disembarkations / voluntary relocation exercises under the direct coordination of the European Commission, and other emergency response interventions, as needed. Early consultations with the European Commission to ensure complementarity with other Union support actions, will be ensured.

The Agency's support will be delivered on the basis of agreed **Operating Plans** and **specific project plans**, comprising support measures in a range of operational areas such as:

- Supporting Member States to further develop the national systems for management of international protection and reception services;
- Supporting Member States with identification and registration of third-country nationals and examination of applications for international protection, at first instance and, where appropriate and in full respect of judicial independence, also at second instance;
- Facilitating the examination of applications for international protection or providing national authorities with the necessary assistance in the procedure for international protection;
- Facilitating Member States' technical cooperation in processing applications for international protection;

- Supporting with the provision of information on the international protection procedure;
- Supporting with the implementation of the Dublin Regulation;
- Advising, coordinating and providing operational and technical assistance for the setting up or provision of emergency reception facilities to the Member States;
- Supporting Member States to ensure that children's rights and child protection are safeguarded, in particular as regards unaccompanied minors;
- Supporting with the relocation or transfer of asylum seekers / beneficiaries of international protection within the EU including through implementation of both structured and ad hoc relocation programmes and projects;
- Deploying asylum support teams, as necessary, in close collaboration with the relevant national authorities, EU agencies and implementing partners;
- Providing interpretation services, administrative support, the necessary infrastructure and logistics, and technical equipment.

When agreeing Operating Plans and the specific support measures with each Member State, **budgetary allocations** required for the implementation of the Operating Plans and specific project plans will be developed from the outset. Complementarity and the avoidance of duplication of funding will be paramount in the determination of required budgets. Such budgets will be developed in close consultation with the European Commission and will be monitored on a continuous basis using a robust financial monitoring framework. Budgetary requirements will be reviewed, revised and updated in close consultation with the European Commission.

The Agency will continue to enhance the planning, needs assessment, design, implementation, monitoring and evaluation of operations, including by further developing and completing the EASO **Operations Manual.** The Agency will therefore fully implement its validated system for the programmatic and process monitoring and evaluation of operations as defined in the Operations Manual, allowing for regular review and improvement of operational performance. The monitoring and evaluation results will feed back into the planning process to support better planning of operations. Should the Proposal transforming EASO into the EUAA be adopted, retaining the role of the Fundamental Rights Officer, the latter's observations would also feed into the planning of operations.

Given the large-scale operational activities that the Agency implements on the ground in frontline Member States and the ad hoc disembarkation/voluntary relocation operations in Italy and Malta, and more recently in Greece and Cyprus, further refinement of planning and contingency preparedness will be necessary. Planning activities covering human and financial resources, procurement of services and goods, as well as the Agency's operational and logistical preparedness will be updated continuously and relevant operational and contingency plan(s) prepared to ensure EASO is ready to meet future operational needs.

EASO will **further develop and make use of a number of tools** to implement its operational activities, including the EAIPS, the-end-to-end electronic system for deployment and reimbursement of experts, an updated pool of experts, and implement a business case in respect of an alternative deployment system. The Agency will also explore other horizontal operational and related technical solutions that will enhance operational support and joint processing carried out by asylum support teams, a modular end-to-end operations suite of tools to support operations in the areas of asylum and reception and including also the processing of resettlement and relocation applications.

In addition, improved **coordination and consultation with stakeholders** in the requesting Member State(s) will be pursued to enhance the quality and speed at which support can be delivered. Mobile teams, including facilities and personnel to be deployed even more rapidly when required to address emergency situations or short term interventions on the ground, will continue to be delivered by ensuring that contracting and procurement arrangements are 'fit for purpose'. Whenever possible, the Agency will aim to have a permanent presence in the country requesting support to allow for dedicated and continuous support, liaison and coordination.

In Member States where UNHCR and IOM are operational and have the capacity to contribute to the request for operational and technical assistance, the Agency will coordinate with UNHCR and IOM on the implementation of Operating Plans, where appropriate, and upon agreement with the Member State concerned.

1.1.2 External dimension

Multi-annual strategic objective: MA03	
Description of objective	Enhance the implementation of the External Dimension of the CEAS by supporting increased resettlement efforts by EU+ countries and by supporting third countries' capacity in the field of international protection, based on the revised External Cooperation Strategy (ECS).
Expected results	- EU+ countries are better supported in the implementation of the European and national resettlement schemes, as well as in respect to complementary pathways to international protection. - Working Arrangements (WAs) and national Roadmaps are in place; specific projects (e.g. under the framework of the Regional Development and Protection Programme (RDPP) North Africa, the regional IPA-funded project for Western Balkans and Turkey) are implemented, allowing for graduated capacity-building actions implemented in support of third countries' improved capacities in the field of international protection within the framework of the ECS.
Performance indicators (with data sources)	**Targets**
Number of activities organised by the Agency, within the wider framework of the Commission's coordination, to enhance the coordination and cooperation among European and EU+ countries resettlement programmes (data source: monitoring reports).	The Agency provides stronger coordination and support to EU+ countries on resettlement (increase by 10% annually), within the wider framework of EU external relations policy
The Resettlement Support Facility (RSF) concept is implemented fully, expanded and replicated where appropriate (data source: RSF project files).	The RSF concept is expanded in Turkey and replicated in other third country(ies) as appropriate and based on minimum 80% overall stakeholder satisfaction as per the evaluation(s) of the RSF in Istanbul
Roadmaps, projects and, where appropriate, WA in place to cover foreseen capacity building and, where appropriate, operational activities.	The necessary actions for the development of WAs, Roadmaps and projects are timely put in place. WAs, Roadmaps and projects are timely implemented and extended as necessary. WAs, Roadmaps and projects are monitored and evaluated following the EASO methodology and with minimum 75% overall stakeholder satisfaction.

The Agency will **support the External Dimension of the CEAS** in agreement with the European Commission and within the framework of the EU external relations policy while taking into account the Working Arrangement for cooperation on external action signed with the European Commission on 11 January 2018, in accordance with the Common Approach on decentralised Agencies. Consequently, the activities of the Agency in the External Dimension are targeted to the priority areas

that have been agreed in the Agency's External Cooperation Strategy (ECS). This Strategy was reviewed and updated in 2019 and defines the planned direction for the Agency's interventions in the coming years. EASO external actions are well coordinated with all relevant services of the European institutions to ensure complementarity with other EU policies and support to third countries as well as to avoid a dispersal of efforts and resources.

In the field of **resettlement**, the Agency will coordinate and manage the EASO Resettlement and Humanitarian Admission Network set up in 2020. The Agency will support EU+ countries in the implementation of the Union Resettlement Framework Regulation, when in place and upon the request of the EU+ countries concerned, which can also benefit from the support of Liaison Officers in Third Countries when in place and relevant. Specifically, the Agency, based on evaluation recommendations, shall continue and/or expand the Resettlement Support Facility (RSF) in Turkey. The Agency will continue to explore how the RSF concept can be further developed and replicated, depending on the evaluation of the outcomes of the pilot project and subsequent approval by the Management Board to further such activities. The Agency will also support the European Commission and EU+ countries (based on the agreed SOP), if and when a political agreement is reached to implement the Voluntary Humanitarian Admission Scheme (VHAS) in Turkey.

Resettlement is an area in which information should be gathered and analysed and on which training has been developed. The Agency will continue to support wider coordination on resettlement among EU+ countries within the framework set by the Commission and the development and delivery of common information, training materials and tools to be used by EU+ countries engaging in resettlement programmes, also following the transfer of the EU-FRANK project[5] results to the Agency in 2020.

The Agency will continue to support planning and implementation of Complementary Pathways to international protection with interested EU+ countries through peer-support initiatives and soft measures, building on the pilot project on Private Sponsorship Programmes undertaken in 2018 at the invitation of the European Commission[6].

Furthermore, the Agency shall **facilitate and encourage practical cooperation between EU+ countries and Third Countries**, within the framework of the EU external relations policy, including with regard to the protection of fundamental rights, and in cooperation with the European External Action Service (EEAS). This will be done in a coordinated manner, including through the EASO Third Country Cooperation Network set up in 2020, and with a view to promoting EU standards on asylum and reception, and assisting Third Countries with expertise and capacity building for their own asylum and reception systems, as well as to implement activities complementary to initiatives such as the Regional Development and Protection Programmes (RDPPs). This will also include support to EU+ countries in the design and delivery of e.g. bilateral programmes for Third Countries related to asylum and reception. This range of activities may be supported by the EASO staff hosted by the EEAS/EU Delegations e.g. in Turkey and Serbia who play an important role of coordination and support synergies between EASO's work and the overall EU policy framework. Should the Proposal transforming EASO into the EUAA be adopted, retaining the possibility for the Agency to deploy the Liaison Officers, the abovementioned activities would also be further supported by such Liaison Officers.

The geographical priorities lie in the Western Balkans (WB) region, Turkey, the Middle East and North Africa (MENA) region and, as appropriate, other Third Countries, as outlined in the EU external relations policy documents. The Agency will continue to provide capacity building support to Third Countries, including through trainings, provision of expertise, development of national tools based on EASO's and EU+ best practices, for capacity development of the staff of national authorities working in the field of

---

5   European Union Action on Facilitating Resettlement and Refugee Admission through New Knowledge, financed by the European Asylum, Migration and Integration Fund (January 2016-June 2019).
6   The Agency has taken into account the recommendations of the European Commission "Study on the feasibility and added value of sponsorship schemes as a possible pathway to safe channels for admission to the EU, including resettlement", October 2018.

international protection/asylum and reception. As appropriate, the Agency will assist with improving the quality of the asylum process and reception conditions in countries of origin, transit and destination, as highlighted in EU external relations policy documents. Such support will be targeted and limited to priority countries and coordinated with the European Commission and the EEAS, including EU Delegations.

Facilitation and encouragement of cooperation between EU+ countries and third countries will be explored as and when appropriate. Modalities and tools for providing appropriate and rapid support will be explored together with relevant stakeholders in Third Countries, the European Commission and the EEAS including EU Delegations, in line with the broader EU external relations policy.

1.2 Asylum Knowledge

1.2.1 Third Country Information and Guidance

Multi-annual strategic objective: MA04	
Description of objective	Enhance cooperation on and exchange of country of origin information between Member States, and provide Union level information on third countries, based on which the level of convergence can be improved through Common Analysis, Country Guidance Notes, Horizontal and Practical Tools and Operational Support Plans.
Expected results	- Making available high quality national and EU-level COI products in support of: 1. MS policy and decision making procedures; 2. EASO Common Analysis and Country Guidance processes; and 3. EASO operational support and external dimension activities. - Enhancing cooperation between MS in the field of COI, aiming to strengthen information exchange, build capacity and increase quality in accordance with common methodological standards, through a network approach. - Guaranteeing the availability of high quality medical country of origin information and where possible increasing efficiency in the provision and use of it, in support of MS decision and policy makers in procedures relevant or related to asylum. - Supporting the decision and policy making processes in MS by way of common analysis and guidance notes, aiming at convergence in decisions on International Protection.

Performance indicators (with data sources)	Targets
Number of reports and other COI products on third countries produced and/or updated annually (data source: COI Portal, operational COI pages, products shared by email to stakeholders).	20 (a single product should be counted against an average of 100 pages, including introduction, bibliography etc.)
Web portal on third country information, with increased functionalities both as regard the public and the restricted sections (data source: portal statistics tool).	Portal fully functional +10% increase in number of visits annually
COI Networks for the exchange of information, the mapping of national COI initiatives, the contribution to EU-level products, as well as a Union-level COI query system (data source: calendar, email, collaborative spaces in COI Portal, evaluation report).	10 specialised networks running on key third countries or topics; and 1 COI strategic network 1 annual meeting for each network, with minimum 80% overall participant satisfaction Evaluation of the COI networks' added value by external consultant finalised, and implementation of lessons learned

Effectively responding to identified and agreed MS needs in medical COI (data source: MedCOI database and COI portal).	Responses provided to more than 90% of received individual requests (10% buffer for pending requests at the end of the year) 5 COI products on health care situation produced annually (a single product should be counted against an average of 100 pages, including introduction, bibliography etc.)
Number of countries of origin per year covered by new, updated or revised guidance notes and common analysis, endorsed by the Management Board (data source: internal records, such as Management Board Meeting reports, EASO website).	3
Country Guidance Network activities to support the exchange of information and the development, review and update of common analysis and guidance on main countries of origin (data source: internal records, such as agendas, meeting reports, survey reports, meeting evaluation forms and report).	1 annual Network meeting concerning general and strategic topics and with minimum 80% overall participant satisfaction Minimum 2 Network meetings organised per development/ update of country guidance 3 to 8 meetings of the Drafting Team of selected national experts organised per development/update of country guidance

In the area of **Country of Origin Information (COI)**, the Agency will support efficiency and quality in asylum decision and policy-making by aiming to support and strengthen the COI capacity in the Member States and at Union level.

The Agency will draw up and regularly update reports, query responses and other products on relevant third countries and thematic issues (such as security situation, availability and accessibility of medical treatment (**MedCOI**), socio-economic circumstances, targeting of profiles, including vulnerable or minority groups, etc.), in line with the principles and quality standards as established in its COI report methodology. The Agency will particularly do this in support of Member States COI specialist networks, Member States with an operational support plan, and in support of the development of common analysis, country guidance notes, horizontal guidance or practical tools for asylum decision and policy makers in the Member States. The Agency will also provide the Commission with information relevant for the designation of safe countries of origin and safe third countries, upon request.

The Agency will organise network meetings and other COI events, including country-specific or thematic seminars and conferences, methodological and skill development workshops.

For the sharing of information, the Agency will manage and further develop a web portal.

On **Country Guidance**, to assist Member States in the assessment of relevant applications for international protection and with a view to fostering convergence, the Agency will coordinate efforts among Member States to develop common analysis and guidance notes on specific countries of origin. The Agency will ensure that the common analysis and guidance notes are kept under regular review and updated as necessary.

1.2.2 Situational Awareness

Information and Analysis

Multi-annual strategic objective: MA05	
Description of objective	Provide comprehensive information and analysis on the implementation of the CEAS in interaction with European stakeholders
Expected results	- Comprehensive information about the implementation of the CEAS collected from all relevant sources in real time, cross-checked across sources, referenced along established standards and validated by relevant stakeholders, as needed. - EU+ countries gaining easy access to comprehensive information of interest to them and able to communicate their information needs to be addressed by EASO. - EASO Case Law database operational as a consolidated point of reference on jurisprudence on asylum. - Situational overviews, periodical updates and other analytical products developed to address information needs of internal and external stakeholders in an attractive format. - Analytical methodologies and approaches advanced though cooperation and exchange. - High quality Annual Report produced serving as a flagship product of EASO and a reference document for the CEAS.
Performance indicators (with data sources)	**Targets**
Volume of consultations on the IDS (data source: platform user analytics).	+10% annually
Percentage of thematic pages up-to-date (no later than 3 months) in IDS, reported annually (data source: platforms records of updates).	75%
Number of external stakeholders introduced to EASO Case Law database to contribute (data source: communication and input records).	20
EASO Case Law database and thematic extracts referenced in EASO outputs (data sources: EASO products referencing).	20
Number of analytical overviews and situational updates drafted (data source: EASO records of documents, IDS platform, EASO website, emails).	26
Number of joint initiatives in information exchange and analytical products (data source: EASO records of documents, EASO website, IDS platform, calendar, emails).	2
Volume of consultations of Annual Report (data source: EASO website user analytics).	5,000
Outputs accompanying Annual Report developed and made available (data source: EASO website user analytics).	3
User satisfaction with IDS, EASO Case Law Database, EASO Query Portal and Annual Report (data source: survey results).	75%

The **Information and Documentation System** provides a single point of comprehensive information on the CEAS, covering the organisation of EU+ countries' asylum and reception systems, as well as an overview of the practical implementation of all key aspects of the CEAS for relevant stakeholders (EU+ countries, EU institutions, and agencies, international organisations and, ultimately via public outputs, civil society and the general public).

IDS will act as a database and web portal on Union, national and international asylum instruments, policies and practices and will support interaction of its users with EASO and communication of relevant information needs. **EASO Case Law** database as a public resource documents asylum-related jurisprudence of national and European courts. A wide range of **situational awareness outputs** is prepared and distributed, addressing information requests and proposing own analysis through situational overviews, periodical updates and other analytical products. Analytical methodologies and approaches will be advanced though cooperation and exchange with partners and experts in the field to contribute to the accurate and comprehensive situational picture of asylum.

The EASO Query System, further promotes information exchange between EU+ countries on topical issues, accompanied with analytical reports providing additional insights.

Annual Report on the Situation of Asylum in the EU is established as the flagship product in the field and the reference source for an overview of developments in the functioning in the CEAS against a broader migration and fundamental rights background.

Data Analysis and Research

Multi-annual strategic objective: MA06	
Description of objective	To have efficient systems in place to understand, analyse, research and convey the asylum situation, the processing of applications in Member States, and the operational support provided by EASO.
Expected results	- All EU+ countries sharing standardised Early Warning and Preparedness (EPS) indicators on the asylum situation and processing of applications in Member States. - Partner organisations such as Frontex, Europol, JRC, UNHCR & IOM actively involved in exploring synergies, information exchanges and joint analyses - Full but flexible Operational Data Collection (ODC) in place to quantify Operational Support provided by the Agency in terms of deployments, the fulfilment of measures and any mechanisms in place for ad hoc disembarkations/relocations. - Ground breaking research on early warning to forecast any sudden arrival of large numbers of third country nationals, which may cause particular pressure on asylum and reception systems. - System in place for the large scale survey in EU+ reception centres in order to collect testimonies directly from applicants on topics such as, push and pull factors and secondary movements. - Publishing of original research in international peer reviewed journals.
Performance indicators (with data sources)	**Targets**
Proportion of EPS indicators and breakdowns that are exchanged among EU countries (data source: EPS compliance dashboards).	100% EPS indicators and breakdowns exchanged by all EU+ countries
Proportion of Operational Measures that are covered by results indicators (data source: ODC dashboards).	100% of Operational Measures covered by results indicators
Proportion of EASO Operations for which Operational Analyses and factsheets are regularly produced (data source: DARS product directory).	100% - Operational Analyses, factsheets and Operational Briefs produced for all EASO operations
Number of EASO Early Warning Reports produced per year (data source: DARS product directory).	12: Early Warning reports produced on a monthly basis
Number of strategic analyses (data source: DARS product directory).	1 Data Analysis for EASO Annual Report 12 Analytical Briefs

	10 Strategic analyses 5 Joint reports with EU+ countries and/or external partners 10 ad hoc reports 20 Country Intelligence Reports
Number of academic papers published in international peer-reviewed journals (data source: Google Scholar).	3 papers accepted, in submission or in preparation
Number of interviews conducted under Stage II of SAM project (data source: SAM dashboards).	4,000

Data Analysis and Research will exploit multiple sources of data to provide accurate and up-to-date analyses of trends in the asylum situation as well as the operational support provided by the agency. Such activities will be performed within an analytical framework that provides for the complementary approaches of **nowcasting, forecasting and scenarios** of international protection in the EU over multiple time frames.

The Agency's **Early Warning and Preparedness** (EPS) system already includes data on all major aspects of the CEAS but it will be updated to reflect any new legislative framework. The latter will include data on capacity available in EU+ countries to register and process asylum applications and manage reception systems, as well as decision making and processing times. Moreover, **Operational Data Collection (ODC)** will continue to quantify the evolving nature of operational support provided by the Agency including any mechanism for ad hoc disembarkations/relocations and will feed into more effective needs assessments, monitoring and evaluation frameworks as well as **Operational Analyses**.

The aim of EASO's **early warning and forecasting** system is to warn of mixed migration flows arriving in the EU+. This area of work will be expanded by exploiting new sources of Open and Big Data and by employing more sophisticated and accurate predictive analytics. The Research Programme will launch large scale **surveys of asylum applicants** in reception centres. Open source qualitative research on the situation in countries of origin and transit will also contracted out in a large-scale interinstitutional tender for **Country Intelligence Reports (CIR)**.

Strategic Analysis in the Agency will continue to develop using all data and tools at its disposal to create a sophisticated analytical portfolio that communicates the key asylum and migration trends to high-level decision makers and fora across the European Union. Analyses will increasingly be performed in a cooperative sense with key partners, including other Agencies (e.g. **secondary movements** with Member States, Frontex and Europol) and organisations such as IOM and UNHCR. To ensure that a long term perspective also forms part of the asylum situation, Strategic Analysis will also cooperate with multiple external stakeholders in expanding in the area of **scenario development** to provide high level strategic decision makers with visibility over possible asylum situations in years to come.

1.2.3 Asylum Cooperation and Guidance

Multi-annual strategic objective: MA07	
Description of objective	Provide asylum technical support to EU+ countries with the aim of enhancing their capacities to implement the CEAS.
Expected results	- Enhanced practical cooperation through gathering, analysing and exchanging information of the implementation of the CEAS - Increased knowledge and technical skills of asylum practitioners working on international protection. - Support to and promotion of innovation and IT solutions in asylum processes and reception systems. - EU+ and third countries capacity and skills to identify, assess and respond to the needs of vulnerable persons is strengthened.

	- Increased convergence in quality standards throughout the whole asylum chain, including Dublin, asylum processes, reception and of courts and tribunals in the field of international protection. - Improved implementation of CEAS throughout the whole asylum chain, including Dublin, asylum processes, reception and of courts and tribunals. - Increased awareness and enhanced use of EASO products among all MS. - Improved asylum systems in countries under particular pressure and in external dimension by implementing guidance, practical tools and standards and indicators in the fields of reception, vulnerability, Dublin and asylum. - Effective quality support in operational activities in countries under particular pressure and in external dimension. - Enhanced judicial dialogue between members of Courts and Tribunals in the field of asylum. - Increased convergence in decision making in second instance by implementing common judicial analyses and professional development material for members of courts and tribunals.

Performance indicators (with data sources)	Targets
Engagement of relevant stakeholders in practical cooperation activities organised by the Agency's thematic networks (i.e. Asylum Processes, Dublin, Reception, Exclusion and Vulnerability) (data sources: meeting evaluation forms, meeting reports, exchange activities evaluation forms, newsletters made available on respective network platforms, query answers made available on respective information platforms, Working Groups' progress reports).	At least 19 practical cooperation activities organised per year during the reference period, and with minimum 80% overall participant satisfaction.
Operational standards, indicators, guidance, best practices and practical tools have been developed or updated to align with the new CEAS legislation, and published (data sources: Quality Matrix and thematic reports published on network platforms, operational standards, indicators, guidance and practical tools published on EASO website or network platforms).	At least 13 guidance documents developed/updated and published per year during the reference period.
Professional development materials for members of courts and tribunals developed/updated and implemented (data sources: developed professional materials, progress reports).	At least 4 sets of professional development material developed, reviewed or updated per year during the reference period.
Engagement of members of courts and tribunals in professional development sessions organised by the Agency (data sources: calls for expression of interest, evaluation forms/reports, progress reports).	At least 250 members participating every year during the reference period, and with minimum 80% overall participant satisfaction.

During these three years, the Agency will continue providing asylum support to EU+ countries with the aim of enhancing their capacities to implement the CEAS, including in the framework of emergency and/or special support activities, and to strengthen capacities of third country national authorities on protection-related matters.

Asylum processes

The Agency will further support Member States in achieving common standards and high quality processes within the CEAS. To that end, the Agency will:

- Continue to develop operational standards, indicators, guidance, best practices and common practical tools to support the implementation of the CEAS and asylum processes based on identified needs and good practices. These operational standards and indicators provide a practical perspective on key provisions of the common legal instruments and thus help Member States to assess whether their national asylum and reception systems are set up and functioning in line with the CEAS. In addition, the Agency's guidance and common practical tools are meant to translate the requirements of the common legal instruments into user-friendly practical instruments to be used by Member States' officials across the EU and beyond in their daily work building on best practices.

- Further support Member States in the quality management of their national asylum processes through the organisation of specific activities and the development of targeted products.

- The Agency will further develop the **Exclusion Network** with the aim of reinforcing cooperation, information-sharing and exchange of best practices on exclusion as well as promoting common standards and practices by developing specific operational standards, indicators, guidance and promotion of best practices in relation to the implementation of the legal provisions on exclusion.

Asylum Thematic Cooperation

The Agency will further deliver support in dedicated thematic cooperation, especially through:

- The **Network of Reception Authorities**, where the Agency fosters the exchange of information and best practices on reception systems within the framework of the CEAS, practical cooperation and the development of specific operational standards, indicators, guidance and best practice on reception as well as practical tools to help Member States to implement these standards and indicators. Furthermore, through the reception network's exchange programme and thematic workshops for practitioner's working in the field of reception, more in-depth-discussions, practical cooperation and capacity building between peers are organised on specific activities in reception.

- Continuing facilitating and coordinating a **dedicated network of national Dublin Units**. The network aims at enhancing practical cooperation and information sharing among the national Dublin Units in the EU+ countries participating in the network as well as supporting the implementation of the Dublin Regulation through the development of specific operational standards, indicators, guidance and best practices.

- Enhanced capacity and skills of EU+ countries, as well as selected third countries, to mainstream efforts to identify, respond, reduce and prevent vulnerability of asylum seekers and with a focus that vulnerability aspects are taken into account to ensure appropriate Asylum procedures and reception conditions. To fulfil this primary objective, the Agency fosters practical cooperation between Member States and integrates considerations related to vulnerable persons in all activities, including to provide expert support to Operations. A particular focus is given to the assessment of special needs and referrals to adequate support to address vulnerability issues at the national level.
  The Vulnerability Experts Network (**VEN**) which will serve as a platform for the exchange of practices among the members and for the provision of expertise and guidance on vulnerability-specific issues (such as identification, assessment of special needs or referral to adequate support) in the context of international protection. Furthermore, the coordination of the Vulnerability Experts Network and the collaboration with other networks will serve to promote convergence with EU standards in the asylum and reception systems of Member States.

Cooperation with members of courts and tribunals

The Agency will continue to further strengthen cooperation with EU+ countries' courts and tribunals in line with the objective of contributing to the coherent implementation of the CEAS and advancing

practical cooperation among EU+ countries on asylum, including under EASO Operating Plans and its External Dimension's activities.

The materials to be developed are intended to provide members of courts and tribunals with a European understanding of the asylum *acquis* in light of the case law of the Court of Justice of the European Union, the European Court of Human Rights and Members States' courts, as well as on the basis of other relevant sources of law. Professional development activities offered in full respect of the independence of national courts and tribunals will, in turn, allow to foster convergence and consistency in the application of international protection law.

1.3 Training and professional development

Multi-annual strategic objective: MA08	
Description of objective	- Develop and provide training and capacity building development support to asylum and reception officials, including officials of the national authorities of Member States under pressure, through the European Asylum Curriculum enabling them to acquire the knowledge, skills, responsibility and autonomy to perform their duties - Provide training support to deployed experts prior and during their deployment in Member States having signed an Operating Plan with EASO.
Expected results	- Strengthening of knowledge, skills, responsibility and autonomy of asylum and reception officials through the implementation of the European Asylum Curriculum. - Increasing capacity of national trainers in the area of asylum and reception in EU+ countries through the train-the-trainer methodology. Implementation of a Training Needs Assessment Methodology, including the use of the European Sectorial Qualification Framework for asylum and reception officials to identify training needs and potential gaps. - Assessment of learning outcomes leading to a certification of qualification implemented - Deployed experts in Member States who signed an Operating Plan with EASO, receive the necessary training prior to and during their deployment, including training specific to the operational and technical assistance. - Targeted trainings and capacity building activities delivered to Member States national authorities under particular pressure in the framework of emergency or special support. - Bespoke (ad hoc) training programmes targeting specific needs of asylum and reception national authorities developed and delivered when requested. - Following the outcome of inter-institutional negotiations, implement specific training for Migration Management Support Teams. - Training and capacity building activities implemented in third countries in the framework of EASO external action strategy. - Achieving full alignment of the EASO training activities in line with the standards and guidelines for quality assurance in the area of education and vocational training.
Performance indicators (with data sources)	**Targets**

Asylum and reception officials completing a training module or course successfully achieved learning outcomes (data source: Learning Management System).	80% of registered participants opting for the certificate of qualification having successfully achieved the indicated learning outcomes
Increased capacity of EU+ trainers in several modules of the European Asylum Curriculum (data source: Learning Management System).	Number of participants in train-the-trainer programmes successfully certified as trainers (50 certified as trainers by the end of 2023)
Various modules forming part of the European Asylum Curriculum implemented in national administrations (data source: Learning Management System).	National training sessions in one or more modules organised in 80% of EU+ countries.
Member States' deployed experts receive training prior to and during their deployment (data source: Learning Management System).	Training sessions for deployed experts organised, delivered and evaluated (with minimum 80% overall participant satisfaction), based on deployed experts' training needs
Training and capacity building activities implemented to support Member States national authorities under particular pressures (data source: Learning Management System).	Training activities are organised and supported in Member States under particular pressure under the framework of Operating Plans, and with minimum 80% overall participant satisfaction
Training and capacity building activities implemented in third countries (data source: Learning Management System).	Training activities are organised and supported under the framework of Roadmaps or other agreements

EASO's mandate for training is derived from Article 6 of the Regulation (EU) No 439/2010 of the European Parliament and of the Council, of 19 May 2010, establishing a European Asylum Support Office (hereafter called the EASO Regulation) mandating EASO to establish and develop training to members of all national administrations and courts and tribunals, and national services responsible for asylum matters in the Member States. Such training shall be developed in close cooperation with Member States' asylum authorities. Moreover, it is stated that the training offered shall be of high quality. To ensure the high quality of its training activities, EASO will, throughout this programming period continue to work towards achieving full alignment of its training activities in line with the standards and guidelines for quality assurance in the area of education and vocational training. This will prepare the Agency to continue, if deemed feasible with its work towards establishing an academic master's Degree Programme.

EASO will continue to further develop the European Asylum Curriculum as its main training programme for building and supporting the development of knowledge, skills, responsibility and autonomy of asylum and reception officials working in national administrations, experts to be deployed in asylum support teams and deployed experts and officials working in operations.

In line with the EASO Training and Learning Strategy, the Agency will continue to engage in guided group discussions with Training National Contact Points and Member States' working groups, to strengthen the European Sectorial Qualification Framework (ESQF) for asylum and reception officials. The ESQF will continue to provide guidance on what asylum, reception officers should know, and they should be able to do, in order to perform their duties and tasks, under a specified degree of responsibility and autonomy. This common framework, serves as a guide when designing training and assist in identifying potential training needs and gaps. Additionally, EASO will maintain focus on the

learner and what the learner should know and able to do at the end of a learning sequence, and how this can be demonstrated.

To develop and upgrade its Curriculum, EASO will continue to work closely with Member States to assess the training needs in the area of asylum and reception and develop training material in collaboration with Member States and external experts and, where appropriate, with the relevant JHA Agencies, academic institutions and other relevant training networks and organisations. EASO will continue to collaborate with the Reference Group, members of the academia and civil society when developing and upgrading training material.

The Agency will remain committed to strengthen its work with EU+ countries, particularly through its Training National Contact Points Network, Trainer's Network and other networks. In this regard, the Agency consults national administrations to analyse training needs, and where required, develop and implement general, thematic or ad hoc training activities, including the possibility of on-the-job coaching. Through this approach, EASO will further adhere to methods that promote practical cooperation and facilitate the sharing of good practices among EU+ countries. Similar training activities could be foreseen for third countries.

EASO will continue to increase the capacity of trainers in the area of asylum and reception in EU+ countries through the train-the-trainer methodology. Implementation on a national level will continue to be supported through various measures, including bespoke support to EU+ countries. In order to be able to timely respond to particular needs which might emerge in national administrations when it comes to the training of their staff, the Agency will continue to provide general, thematic and ad hoc support to EU+ countries when requested. This type of support will be based on an individual needs assessment and the Training Plan drafted as a proposal of tailor-made support.

EASO will continue to design and implement training activities as part of the Operating Plans signed with Member States under particular pressure. EASO will provide pre-deployment training for members of the asylum support teams as well as specialised training focused on the specific tasks to be performed on the ground. The Agency will also invest in capacity building of national authorities in Member States under particular pressure by providing tailor made training support based on the need assessment. EASO will support the expansion of national pools of trainers, delivery of national training sessions as well as organisation of specialised sessions required due to particular circumstances. EASO will also continue, in cooperation with Frontex and Europol, the development of a joint training for members of the Migration Management Support Teams (MMSTs). The Agency will furthermore continue to implement capacity building activities with third countries having signed an agreement with EASO as part of EASO's external dimension strategy.

By the end of this programming period, EASO will start to make the necessarily preparations to undertake external quality assurance activities, by an external Agency formally recognised as quality assurance agency to perform such an endeavour.

1.4 Horizontal and governance activities

Multi-annual strategic objective: MA09	
Description of objective	Continue to reinforce governance, and provide tailored communication and ensure a high level of cooperation and coordination with stakeholders, including civil society, while also undertaking preparatory measures for the possible transition from EASO to the EUAA.
Expected results	- Reinforced governance with enhanced and integrated management systems. - Continued consultation with the Consultative Forum. - A high level of cooperation and coordination with stakeholders. - Implementation of the Information and Communication Technology Multi-Annual Strategy.

	- Implementation of the EASO Communication Plan 2021. - Preparatory measures for transitioning towards the EUAA planned for and undertaken.
Performance indicators (with data sources)	**Targets**
Development and consolidation of the quality documentation, optimisation of procedures for efficiency gains and appropriate description of the processes. Adopting and implementing the Quality Management Action Plan. (data source: Quality Management Action Plan).	100% of the Quality Management Action Plan implemented by the end of 2021
The ICT Strategy is adapted (data source: EASO ICT Strategy 2019-2021, minutes of the Management Team meetings).	Objectives and milestones are implemented according to the 2019-2021 strategy and in line with the direction of the ICT governance board. The strategy is regularly reviewed and implemented actions are evaluated before the end of the year. Consideration is given that if necessary, and depending on the changing of the landscape of EASO's mission, adjustments to the strategy can be proposed.
Timely implementation of audit recommendations and internal control self-assessment corrective actions (data source: ExO periodic monitoring reports).	90% annually
Timely implementation of preparatory measures for the expected transition towards the EUAA (data source: the EUAA Roadmap).	100% implemented as per EUAA Roadmap
Increased effectiveness of external communication (data source: the Agency's Annual Press Report).	70% (on average) press score reached by 2023

Consultative Forum and cooperation with civil society

The Agency will continue to engage with civil society in a constructive two-way dialogue. This is done primarily through the Consultative Forum, which provides a structured platform for the exchange of information and sharing of knowledge. The Consultative Forum secretariat will continue to promote the participation of selected civil society representatives in relevant meetings/activities, and will also participate and contribute to civil society networks and activities of other Justice and Home Affairs (JHA) agencies' Consultative Forums, channelling relevant information to the Agency.

Preparatory measures relating to the expected reinforcement of the Consultative Forum functioning as envisaged in the Proposal transforming EASO into the EUAA will be undertaken, particularly with the preparation of a concept, in cooperation with civil society, setting out the possible revised format for the Consultative Forum, including a system for chairing the forum.

Cooperation with the European Commission, the Council of the European Union and the European Parliament

As a decentralised EU Agency with its own governance structure, the Agency acts within the policies and institutional framework of the EU.

Strong cooperation links exist with the European Commission in all Agency activities. The European Commission is invited to give its opinion on specific documents to be adopted by the Management Board in line with the EASO Regulation as well as the Agency's Financial Regulation, while certain tasks such as development of operational standards, indicators, guidance and best practices are carried out in close and continuous cooperation with the European Commission.

The Agency will also continue to strengthen the relations and exchange of information with the Council of the European Union and the European Parliament, in particular, in view of the revision of the CEAS, which has a direct impact on the activities and work of the Agency. In line with the EASO Regulation, the Agency sends its Single Programming Document, including the Annual Work Programme and budget, the Consolidated Annual Activity Report, the Annual Report on the Situation of Asylum in the EU, and the final accounts to the European Parliament, the Council of the European Union, the European Commission and the European Court of Auditors. The Executive Director is regularly invited to report to, or participate in discussions in, the European Parliament and the Justice and Home Affairs Council.

Cooperation with Associate Countries

The Agency will continue its cooperation with the Associate Countries[7] on the basis of the working arrangements that were signed between the EU and the respective countries. These working arrangements permit the Associate Countries to participate in the Agency's work and their entitlement to support from the Agency.

The Associate Countries are represented on the Management Board as observers. Moreover, their nationals may be engaged under contract by the Agency.

Cooperation with EU agencies

The Agency promotes strong cooperation with other EU agencies and in particular, JHA Agencies. The Agency is a member of both the EU Agencies' Network and of the JHA Agencies' Network. The Agency will continue participating actively in the relevant activities organised in the context of these networks and will also continue to strengthen bilateral relations with the JHA agencies, particularly on the basis of the Working Arrangements signed with Frontex (the European Border and Coast Guard Agency), the Fundamental Rights Agency (FRA) and eu-LISA. An exchange of letters with Europol is to be concluded in 2020.

Cooperation with UNHCR and other international organisations

In fulfilling its tasks, the Agency acts in close cooperation with UNHCR and with other relevant international and intergovernmental organisations.

With regard to UNHCR, the Agency cooperates closely with and involves UNHCR in all areas covered by the EASO Regulation. The UNHCR enjoys observer status in EASO's Management Board and has a permanent liaison office to the Agency based in Malta. On the basis of the Working Arrangement signed between EASO and UNHCR in 2013 and being updated in 2020, the Agency and UNHCR will continue building on the existing cooperation and explore further areas of cooperation. Regular coordination meetings and technical thematic meetings at the Agency's headquarters, operational meetings in the field, and senior management meetings will continue to promote cooperation and coordination of joint work in these fields as well as high level discussion on EU asylum policy.

On the basis of a working arrangement signed between EASO and the IOM in 2019, the Agency will continue to strengthen cooperation and jointly implement activities. Others include the Council of Europe, the General Directors of Immigration Services Conference (GDISC), the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC) and the International Centre for Migration Policy Development (ICMPD).

The Agency will regularly exchange views, participate in meetings and conferences and will actively contribute to the work of international organisations to ensure complementarity and avoid duplication of work.

---

[7]   Principality of Liechtenstein, Kingdom of Norway and Swiss Confederation. The working arrangement with Iceland has not yet entered into force.

Communication

The Agency ensures that its updated Communication Strategy is coherent, relevant and coordinated with the strategies and activities of the European Union and its institutions, in line with the Common Approach on Decentralised Agencies. It is aligned and coordinated with the respective communication services of the European Commission when external communication relates to major policies of the Union or its image as a whole.

The Agency shall continue to increase the visibility of the Agency's role, tools, values and work by communicating in a consistent, efficient, transparent and accurate manner through the flow of easily intelligible messages both internally and externally. It will continue to promote the achievements of the Agency, with one of the main challenges being to ensure that the Agency is portrayed as an operational Agency, which provides real added value to Member States. At the same time, it must be ensured that the Agency's staff is also motivated by keeping them informed not only about what other Centres are doing, but also on what the Agency is doing externally and how external audiences perceive and react to its activities.

In order to reach this objective, the Agency will continue to implement communication campaigns and strive to communicate proactively via modern communication tools, based on its new Communication Strategy (2020). The Agency will also place focus on mainstreaming public familiarity of the Agency's name and operations through more use of major international and European news networks and distribution services.

Furthermore, the Agency will continue ensuring professional quality in all its publications, and progressively shift to more modern, interactive, publication tools. The Agency will continue to invest to provide better support and create engaging content through in-house video production, and design and printing services. Moreover, the Agency will explore new cooperation opportunities with communication services of Member States' asylum authorities. The Agency will also contribute to the creation of an EU public sphere by engaging with the public, contributing to and stimulating discussion on EU asylum policy.

The Agency's efforts will be aligned with the core objectives highlighted in the Agency's annual Communication Plan. In 2021, the Agency's communications will continue placing particular emphasis on the situation of asylum in the EU+, EASO's operations, and linkages with broader relevant geo-political developments. Wherever possible, the Agency will coordinate efforts with the Commission's communication service, particularly for external communication relating to important policies of the Union or its image as a whole.

Information and Communication Technology

The information and Communication Technology in EASO's core business context has, primarily, the end goal of facilitating and fostering the access to International Protection for Asylum seekers. To achieve this goal, the continued ICT strategy for 2021 attempts to bring into one vision the maturity of these Information Systems, including Data Protection and Information Security practices that the Agency has to offer to both internal stakeholders but also to external stakeholders with a direct or with an indirect interaction with EASO.

Efforts have been put in place to underline the importance of harmonization of CEAS also through technical IT solutions that standardise procedures and support quality to asylum processes and decisions. Many ongoing initiatives in the present work programme that are the direct result of the daily work of Operations and of the Asylum Support functions have clearly brought to light the existing gaps in information systems and in the efficiency and effectiveness of information access in Member States.

In the end, our strategy for 2021 in terms of Information Systems must meet the goals of having our users and external partners continued satisfaction with EASO's ICT products; its continued capacity to seek agility in the ways the users can consume and share the Agency's digital information and to bring efficient and effective Asylum policy to Member States.

The Agency ICT is also naturally taking into account the opinion and expertise of its partners in the build-up of its new ICT tools. In this context, it will be especially necessary to work together with eu-LISA, Frontex and other JHA partners in order to ensure synergies and complementarity.

Governance activities

During 2017 and 2018, the Agency experienced serious governance and management-related problems, which led to the resignation of the former Executive Director. An investigation by the EU Anti-Fraud Office (OLAF) was launched in October 2017. The Agency was not granted budget discharge for the years 2016 and 2017.

On 6 June 2018, upon taking up duty, the then interim Executive Director of EASO elaborated a Governance Action Plan and presented it to the Management Board in September 2018. The overall aim of this plan was to bring the Agency back to normal functioning by restoring trust internally and externally, reinforcing the governance structure, and rebuilding internal capacity.

At its 31st meeting held in February 2019, the EASO Management Board appointed Ms Nina Gregori as the new Executive Director of the Agency. Ms Gregori took up office in June 2019. At this same meeting, the Board also elected its new Chairperson, Dr David Costello, Member of the Board from Ireland, and elected Mikael Ribbenvik, Member of the Board from Sweden, as Deputy Chairperson.

In an effort to strengthen relations with its Management Board and reinforce communication channels, in June 2019, a procedure for quarterly reporting to the Management Board was established to keep track of progress towards predefined objectives across key areas of governance, specifically: in the implementation of the EASO Work Programme; Human Resources; Staff Engagement; Internal Control; Procurement; and Budget and Finance. The first such report was presented to the Management Board in October 2019 in line with MB Decision No 53, which was later repealed by MB Decision 60.

On 26 November 2019, the Executive Director of EASO, Ms Nina Gregori presented a **new organogram for the Agency** to the Management Board for its endorsement. The new structure came into effect on 1 January 2020. The Management Board adopted minor revisions to the organogram on 4 September 2020.

The restructuring was to reflect three priority areas identified for the Agency: to strengthen the Agency's operational role; intensify the training activities and professional development for asylum experts; and prove EASO's role as a true centre of knowledge and expertise on asylum with the production of guidance tools, and enhanced statistical, analytical and research work.

The three core activities built into three separate centres of expertise, knowledge and development: an Operational Support Centre (C1); a Training and Professional Development Centre (C2); and an Asylum Knowledge Centre (C3). The new organisational structure also focused on strengthening the Executive Office and its responsibilities covering corporate planning and reporting, legal affairs and data protection, internal control, risk management, and quality management.

An important step undertaken in 2019 was the re-establishment of the legal function within the Agency, and plans for a further strengthening of its function through additional resources planned for 2020. Action was also taken to ensure compliance with the Data Protection Regulation. The new data protection processes envisaged under the future EUAA Regulation will require added checks (in comparison to the current EASO Regulation) to ensure compliance with data protection principles.

With a focus on streamlining quality management across the Agency's activities, measures were introduced as a response to requirements and principles stemming from the applicable framework, and in line with internal control principles. Priority is also given to corporate planning, monitoring and reporting capabilities, including forecasting, prioritisation and contingency planning exercises. A corporate security dimension will also be implemented in 2020.

EASO has also continued to strive for full compliance with the internal control principles, and performs regular assessments to measure the effectiveness and further improve on the efficiency of its internal

control system. A new Internal Control Self-Assessment was carried out in April-May 2020, focusing on the state of implementation of EASO Internal Control Framework. During this annual exercise, the internal control monitoring criteria, outcome of the staff engagement survey 2019, results of internal controls action plans, risk register, register of exceptions and non-compliances were assessed. The final report from ECA and IAS for the financial year 2019 were not available at the time of writing.

Following the statement of assurance as to the reliability of EASO's accounts and the legality and regularity of the underlying transactions issued by the Court of Auditors for the financial year 2018, the European Parliament adopted a decision on 13 May 2020 to grant the Executive Director of the EASO discharge in respect of the implementation of the Office's budget for the financial year 2018.

Internal Control Framework

EASO is functioning within the New Internal Control Framework as adopted by the MB decision on 21 December 2018.

The new Decision *inter alia*:

- allows full compliance with the Agency's regulatory framework;
- foresees the appointment of an Internal Control Coordinator;
- explains the roles and responsibilities of the different actors involved in Internal Control, including the Management Board, the Executive Director, the Internal Control Coordinator and the Management;
- foresees an overall assessment of the functioning of all internal control components at least once a year and report the outcome to the Management Board (MB);
- allows 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 Internal Control Coordinator was appointed in January 2019. Since then EASO is building upon internal control and ex-post control capability. In 2020 following the reorganisation in EASO, a separate sector for Internal Control and Risk Management was established. The Agency will consequently improve the awareness and understanding of Internal Controls Standards by all staff, in particular through training, information and support activities.

Despite the high level of trained staff in the new Internal Control framework and fraud prevention (from November 2018 to November 2019 around 90% of colleagues involved on the Financial Circuits were trained, EASO will continue awareness raising on internal control by at least providing four dedicated trainings session for staff in 2021.

Annual Internal Control Self-Assessment (ICSA) is to performed every year following the methodology for the internal control self-assessment 2020 and 2021, including the updated monitoring criteria and adopted in Q2 2020. In 2020, the ICSA was carried out between April and May. The results of the assessment are reflected in the CAAR 2019.

The Risk Management and exception processes have been updated, streamlined and aligned with the regulatory framework and best practices.

The Agency intends to fully implement a Quality Management System and ensure its continual improvement, in line with the applicable framework and the internal control principles.

The 2018-2020 three-year audit cycle of the Commission's Internal Audit Service will continue to run and is expected to be followed by the triennial risk assessment in preparation for the next cycle. The Agency will continue to work on implementing actions to address previous audit findings and collaborate as best as possible with the Internal Audit Service to ensure that annual audits provide added value for the Agency.

The Executive Director has approved the anti-fraud methodology on 8 April 2020 and the risks related to fraud were identified by the managing team consequently. EASO Anti-fraud Strategy was adopted

by the Management Board on 6 July 2020. The Agency will maintain its positive working relationship with the European Court of Auditors in their role as the Agency's external auditor. In the light of the Agency's commitment to combatting fraud, cooperation with the European Anti-fraud Office will continue, as and when required.

The Agency is fully committed to ensuring excellent working relations with the European Ombudsman. A dedicated staff member acting as the contact person, coordinates all requests received and recommendations, thus ensuring that they continue to be followed up on with the utmost diligence.

Implementation of the new EUAA Regulation

The Proposal transforming EASO into the EUAA envisages several new competencies, responsibilities and tasks to the Agency and extends existing ones.

The Executive Director established an internal EUAA Implementation Task Force (EITF) in the first half of 2017 to coordinate preparatory measures for the potential new tasks. Among the preparatory measures, the Management Board has held exchanges on various priorities identified, and a Roadmap has been developed for the gradual implementation of the preparatory measures.

The increase in the Agency's responsibilities and tasks arising from the proposed EUAA Regulation and the Proposals reforming the CEAS could present a challenge if adopted in 2021, as the Agency will have to prioritise implementation measures that must take place once the Regulation is adopted over daily core-business activities. This challenge could be compounded should a new migration crisis develop in parallel.

2   Human and financial resources – outlook for the years 2021-2023

2.1 Overview of the past and current situation

Financial resources

The foreseen resources have until now not fully reflected the Agency's needs to deliver its mandate whilst taking into account unforeseen developments in the area of asylum and migration. Budget amendments were required to ensure that the Agency had the required resources to deliver operational and technical support to Member States and run its administration between 2016and 2020. The initial budget for 2016 amounted to €19.4 million and was subsequently amended four times to reach a total of €65.4 million in commitment appropriations and €53.1 million in payment appropriations (including €1.5 million from the Associate countries contribution). The budget for 2017 was initially €69.2 million and was amended twice to reach €86.8 million in commitment appropriations and €79.2 million in payment appropriations (including €3.81 million from the Associate countries contribution). The initial budgets for 2018 and 2019 were also increased with the AC contributions: €5.69 million in 2018 and €5.33 million in 2019, reaching a final budget of €97.6 million in commitment and payment appropriations in 2018 and €102 million in commitment and payment appropriations in 2019.

The initial EASO budget request for 2020 was €138.9 million, it was endorsed by the European Commission and included in the draft 2020 EU general budget. The final EU general budget 2020 adopted by the Budgetary Authority in November 2019 allotted EASO an amount of €114.07 million due to the delay in the EUAA Regulation adoption, which was €24.7 million less than the Agency's needs based request. Consequently, the budget 2020 and the EASO SPD 2020-2022, including the Work Programme 2020 had to be amended. A revised budget 2020 and SPD 2020-2022 including Work Programme 2020 were adopted by the Management Board on 28 January 2020. On 21 April 2020, the amount of €10 million was included in the Amending budget No 1 of the EU for the financial year 2020[8]. This amount was incorporated in EASO budget through its first amendment on 14 August 2020. At the same time, the AC contribution of €6.36 million were included in the 2020 budget.

The budgets for 2021, 2022 and 2023 depend on the outcome of negotiations on the Multiannual Financial Framework 2021-2027. The following table shows the expected evolution of the budget in the period of 2020 to 2023 It should be noted that the budget estimates do not take into account the possible future adoption of the Proposal transforming EASO into the EUAA, since there is no clear indication as to if/when a new mandate will be adopted and what its content would be. Therefore, should the Proposal establishing the EUAA be adopted, the Agency's budget needs would need to be reassessed in order to enable the Agency to carry out the new tasks that an expanded mandate would bring about.

Title	Expenditure type	2020 (€) – including AC contributions (R0)	2021 (€)	2022 (€)	2023 (€)
1	Staff expenditure	37,296,930	45,425,568		
2	Infrastructure and operating expenditure	14,853,369	14,300,176		
3	Operational expenditure	78,286,313	82,388,590		
	Total expenditure	**130,436,612**	**142,114,334**	**171,400,000**	**174,830,000**

---

[8]   Official Journal of the European Union, L 126/1 (p. 38).

The budget for 2021 will depend on the outcome of still ongoing negotiations on the Multiannual Financial Framework 2021-2027. The adoption of the new MFF has been delayed, hence, at this stage, EASO can only reflect the amounts in the current MFF 2021-27 proposal that foresees EUR 171.4 million budget for 2022 and EUR 174.83 million budget for 2023.

The exceptional circumstances for this budgeting cycle, namely i) last year of the MFF 2014-2020; ii) new MFF (2021 -2027) still under negotiations; iii) the implications of Brexit on the longer term budget, allow EASO to detail its financial needs for 2022 -2023 promptly after the adoption of the MFF.

For the Agency to carry out its tasks effectively, the number of staff members is foreseen to increase to 500 by 2020. Consequently, the staff component of the expenditures will absorb a considerable part of the resources allocated in each financial year.

The staff expenditure on Title 1 and the infrastructure and operating expenditure on Title 2 in the period 2021-2023 are foreseen to increase in line with the increase in size of the Agency.

A major operational expense on Title 3 of the Agency's budget is the provision of experts for asylum support teams deployed in operations, including the operational hotspots, in order to provide the required support to Member States facing asylum pressure. The resources engaged by the Agency include Member State experts and individual experts nominated by Member States, as well as interpreters, cultural mediators, interim caseworkers and interim support staff engaged from service providers by means of framework contracts.

Human resources

The Agency will require more resources during 2021 to 2023 to fulfil its mandate. Since the Agency is growing, a certain critical mass is being achieved; more resources will be allocated to operational Units. An increase of 50 additional staff is required in 2021 in order to effectively deliver on EASO's current tasks. This additional staff will go to reinforce field operations, training development and delivery, information and analysis, practical tools, governance activities and administrative functions.

At the request of the Commission, the Agency has provided its staff plan for the period to be covered by the new post-2020 Multiannual Financial Framework. It is envisaged that around 10% cumulative increase on the total staff in 2021 will be required by 2027. In the same way as for the budgetary resources, it should be noted that the staff requirements set out in the table below do not take into account the possible adoption of the Proposal transforming EASO into the EUAA, since there is no clear indication if/when the Proposal will be adopted and what its content will be. Therefore, should the Proposal be adopted, the staff needs of the agency would need to be reassessed.

The following table and graph summarise the increase in human resources 2021-2023.

Staff	2020	2021	2022	2023
Temporary agents (posts)	366	403	403	403
Contract agents (FTEs)	123	135	135	135
Seconded national experts (FTEs)	11	12	12	12
Total	**500**	**550**	**550**	**550**
Growth compared to previous year (posts/positions)		+ 50	+ 0	+ 0
Growth compared to previous year (%)		10.0	0.0	0.0

2.1.1 Expenditure for 2019

The EASO budget 2019 initially amounted to €96.7 million. With the first amendment, €5.3 million from the Associate Countries contributions and €920k IPA grant were added (R0 funds) to reach a total of €102 million in commitment appropriations and payment appropriations

Fund Source	CA budgeted (€) – EU subsidy and IPA grant	CA consumed (€) – EU subsidy and IPA grant	CA %	PA budgeted (€) – EU subsidy and IPA grant	PA consumed (€) – EU subsidy and IPA grant	PA %
C1 - EU general budget contribution	96 686 000.00	92 062 461.53	95.22%	96 686 000.00	86 880 899.48	89.86%
R0 – Grants (IPA)	919,913.34	564,865.58	61.40%	919,913.34	344,533.48	36.59%
Total	**97,605,913.34**	**92,627,327.11**	**94.90%**	**97,605,913.34**	**87,225,432.96**	**89.36%**

In 2019, the execution of the EU subsidy in commitment appropriations reached 95% and that of payment appropriations reached 90%.

The execution of the funds received from the Associate countries was of €5,15 million in commitment appropriations and €3.60 million in payment appropriations. The executed funds concern the fresh credits received in 2019 and also funds carried over from the previous year.

2.1.2 Staff population overview for 2019

On 31 December 2019 the staff headcount was 318 together with offered positions. Statutory staff (including the IPA project staff[9]) as well as seconded national experts were represented. The composition was 228 Temporary Agents, 80 Contract Agents, and 10 Seconded National Experts.

2.2 Resource programming for the years 2021-2023

2.2.1 Financial resources

Revenue

Based on the current level of operational activities, the Agency needs for 2021 a total budget of €142.1million. This would enable the Agency to fulfil the tasks as set out in its current mandate. The Agency will continue to engage with the Commission in the context of discussions on the Multiannual Financial Framework 2021-2027 and the implications of EU Budget constraints and challenges. Moreover, as stated above, the Agency's budget requirements will need to be reassessed should its mandate be expanded with a transformation into the EUAA.

The contribution from the general budget of the European Union has always represented by far the major share of the Agency's budget and will continue to be so in 2021-2023. The said contribution will be proportionally complemented by the funds received from Associate Countries: the Principality of Liechtenstein, the Kingdom of Norway and the Swiss Confederation. The Agency may also be managing resources stemming from i) grants signed with other entities (such as the European Commission to continue existing projects or start new ones), ii) from arrangements signed with the Member States.

---

9 The staff funded under an earmarked IPA-funded project for Western Balkans and Turkey (Title 4).

Expenditure

The Agency will implement its activities in all areas outlined in this programming document. Operational expenditures on Title 3 are expected to increase significantly in the coming years, as long as the asylum pressure on Member States persists.

The increases in Title 1 and Title 2 will reflect the planned growth in human resources and the related increase in infrastructure to accommodate all recruited staff (including office space, equipment, meeting rooms, etc.).

2.2.2 Human resources

Resource outlook for the years 2021-2023

A) Growth of existing tasks

On 31 December 2019, the Agency filled 318[10] temporary agent, contract agent and seconded national expert posts of the total number of 390 authorised posts for 2019. Annex III reflects the detailed staff plans for the years 2021 to 2023.

The annual audit published by the European Court of Auditors on 9 October 2018 highlighted shortcomings in the Agency's internal controls, mainly in relation to public procurement and recruitment procedures. To address this, the Agency adopted a recruitment procedure, which guarantees separation of roles and functions between different actors, better fraud prevention, and increased quality control together with increased sourcing and selection tools. An e-Recruitment tool will be implemented to increase efficiency and transparency.

The Agency continues to support Member States with the implementation of the CEAS, with strengthened operational activities continuing to be required and in particular, with support through the Agency's operations required in Member States facing asylum pressure. The Agency has been operating at the very limits of its current mandate with an increased operational support role and assignment of additional tasks (such as the Council Decisions on provisional measures to support Italy and Greece, support to the EU-Turkey Statement, Council Conclusions on country guidance, and post disembarkation activities and relocation from Italy and Malta). As a result, notwithstanding the fact that its mandate has remained the same under the 2010 founding Regulation, existing activities have been broadened in scope or intensity.

In order to fulfil the tasks set out in this programming document, the Agency estimates that 50 additional staff will be required in 2021. As also indicated above, this will need to be further reviewed if/when the Proposal transforming EASO into the EUAA is adopted, allocating the Agency additional new tasks.

B) Efficiency gains

In the coming years, the Agency will continue to identify and implement improvements to its systems and procedures to further increase efficiency in its operations and administrative activities. A principal objective is to simplify processes and procedures as much as possible, while ensuring full compliance with the applicable rules as well as effective internal controls. In doing so, the Agency will ensure that:

- Less time is spent on repetitive and labour-intensive tasks; thus more time will be available to work on tasks that have higher added value;
- Fewer human errors are made through the reduction of procedural steps and automation of processes, where possible;
- A risk-based approach is taken to ensure that efforts are more focused on tasks that require enhanced control;
- The proportion of staff working in Administration is reduced insofar as possible compared to staff working in core operations, without jeopardising the essential deliverables of the Agency.

---

[10] Including offer letters and IPA project staff (staff funded under an earmarked IPA-funded project for Western Balkans and Turkey and not part of the EASO Establishment Plan).

The Agency is developing and continuously improving the quality management system and the risk management processes, aiming at enhanced organisational performance and further efficiency gains. The Agency's work on internal processes and procedures, identifying improvement opportunities and applying process re-engineering and optimisation, will further enhance the effectiveness and efficiency of the Agency's administrative and operational activities. . The Agency will also invest further in the automation of several administrative processes (Human Resources, Procurement and Finance) and processes in operational areas (e.g. deployment of experts), where several initiatives have already been taken and will be further developed. Should the Proposal transforming EASO into the EUAA be adopted, the Agency will take the opportunity to improve its business process as it re-designs key processes for the operationalisation of the new mandate.

C) Negative priorities/decrease of existing tasks

A reduction in legally-required tasks during the period 2021 to 2023 is not foreseen. On the contrary, should the Proposal transforming EASO into the EUAA be adopted, the Agency's tasks are expected to increase significantly. The Agency, in collaboration with the European Commission, will seek to identify tasks and activities that could be postponed. In the context of the recurrent need for more resources, negative priorities along with potential efficiency gains shall be identified and appropriately addressed as necessary.

D) Redeployment

The Agency had implemented the mandatory 5% staff reduction, i.e. a loss of 2 posts between 2014 and 2017. As the Agency was initially in the start-up phase and later on received new tasks, the additional staff resulted in an overall net increase that did not require measures for redeployment of staff. The Agency would require an annual increase in staff until 2021, based on an anticipated increase in workload. Identification of opportunities for redeployment of staff assigned to horizontal and administrative activities may be considered. Administrative support, however, shall remain proportionally reinforced.

Conclusion on evolution of resources compared to the Commission Communication 2014-2020

The 2013 Commission Communication on Programming of human and financial resources for decentralised agencies for 2014 to 2020 allocated to EASO, financial resources amounting to 0.7% of the Multiannual Financial Framework Heading 3 - Security and Citizenship[11].

The Agency used to be one of the smallest agencies under Heading 3, both in terms of financial and human resources. The developments in the migration situation and the EU's political response have changed the situation significantly. The ceilings set by the Multiannual Financial Framework 2014 to 2020 for the Agency were exceeded by all EASO budgets in the period 2015-2018 due to the measures taken to face the unprecedented migratory pressure and an increased number of tasks allocated to the Agency. An even larger growth in the Agency's activities can be realistically expected should the Proposal transforming EASO into the EUAA be adopted.

The following table shows the evolution of the Agency budget vis-à-vis the Multiannual Financial Framework 2014-2020 and 2021-2027. The budgets for 2021-2023 are subject to revision as they depend on the outcome of negotiations on the Multiannual Financial Framework 2021-2027.

	2019 (€ M)	2020 (€ M)	2021 (€ M)	2022 (€ M)	2023 (€ M)
Current MFF 2014-2020	96.7	124.1	-	-	-
New MFF 2021-2027 (draft)	-	-	137.81	171.4	174.83
New EASO budget request	96.7	138.8	142.1	171.4	174.8

---

[11]   Total of €109.35 million.

[12]   As foreseen in the Statement of Estimates of the European Commission for the financial year 2020 SEC(2019)250 - June 2019.

SECTION III. WORK PROGRAMME 2021

1   Executive Summary

The Work Programme 2021, which is an integral part of the Single Programming Document 2021-2023, is based on the EASO Regulation and only preparatory measures for the operationalisation of the proposal transforming EASO into the European Union Agency for Asylum (EUAA) are therefore envisaged, based on the draft version of the EUAA Regulation as it stood in December 2017.

EASO will continue strengthening its **operational and technical capability**. One key area for the Agency is the operational and technical assistance provided to Member States under particular pressure, delivered in line with the agreed Operating Plans. EASO will also continue supporting flexible deployment mechanisms in frontline Member States, supported by tailored tools. Specific operational support for the implementation of the CEAS and operations in the hotspots will be maintained, including together with specific support for short-term emergency operations.

EASO will contribute to strengthening the EU's role in **resettlement**, by offering support to EU+ countries in cooperation with the European Commission and UNHCR. The Agency will continue to support the implementation of training and the development of operational tools to be used by Member States engaging in resettlement programmes, and facilitate planning and implementation of complementary pathways to international protection. Cooperation with authorities of third countries continues, promoting EU asylum standards.

In the area of **asylum knowledge**, the Agency will continue to assist Member States and foster convergence in the assessment of applications for international protection, together with developing and consolidating the EU COI system and MedCOI activities. Strategic data management will be maintained, including the predictive analytics using big data and machine learning. Asylum thematic cooperation will be promoted through professional networks of Member States' asylum and reception authorities, to exchange information and best practices, pool expertise, and develop specific tools and guidance. Judicial dialogue in the field of asylum and enhancement of professional development activities for members of courts and tribunals will be promoted.

Training and professional development will be continuously provided to support capacity building, especially to national authorities in Member States under particular pressure. Specialised thematic courses are available to Member State experts deployed by the Agency and also to its own staff. Further steps will be taken towards certification and accreditation of the EASO training curriculum. The Agency will be strengthening the design and infrastructure of the e-learning management system, serving as a single source of information.

EASO will continue collaborating with institutional stakeholders and other actors in the field, and will advocate strong cooperation especially among the JHA agencies. The Agency will further develop its positive relationship with **civil society** representatives in various areas of its work through targeted consultations, transparency and outreach activities. Tailored efforts will be taken to further reinforce **governance** and internal control aspects.

This programming document constitutes the framework financing decision for the implementation of planned activities. In view of the largely unpredictable nature of developments in the migration field in the EU, which have a direct impact on the Agency's operations, the Agency will have to continue to respond in a timely and proactive manner to evolving circumstances. Moreover, the COVID-19 pandemic, which had a negative impact on the implementation of the Work Programme 2020, might limit the Agency's ability to carry out some planned activities. Changes to the Work Programme along with financial implications are therefore likely to occur.

This Work Programme 2021, takes into account the opinion of the European Commission delivered to the Agency on 4 September 2020, together with feedback received from the JHA agencies and members of the EASO Consultative Forum. The document was first endorsed by the EASO

Management Board on 26 November 2019, revised on 19 June 2020 and adopted on 29 September 2020[13].

The Agency priorities 2021

During 2020, the Agency delivered the multiannual programme ensuring continuity and expansion of its key activities for the benefit of the EU+ and third countries. In 2021, the Agency will continue delivering its Work Programme following the same notion: ensuring continuity through prioritisation of its key activities for the benefit of the EU+ and third countries. At the same time, preparatory measures for the transition of EASO to the EUAA are planned keeping in mind the expected outcome and within the limits of the existing mandate, and to the extent that resources permit (since no additional budget and human resources linked to the EUAA *per se* are envisaged, given the current uncertainty about the adoption of the Proposal transforming EASO into the EUAA).

(I) Operational support, operational planning, monitoring and evaluation

- Provide operational support to Member States under particular pressure on their asylum and reception systems by applying proactive and tailor-made approaches, addressing the varied needs of Member States.

- Establish/maintain collaborative partnerships with Member States for effective launch, continuation or conclusion of operations in a planned, timely and flexible way.

- Provide *specific* support for temporary emergency operations, as required, including *ad hoc* disembarkations/voluntary relocation exercises, humanitarian corridors, humanitarian evacuations.

- Apply a rigorous project and budget management framework, and a results-based approach, as provided by the Agency's Operations Manual to all operational support activities with clear entry, exit and sustainability strategies, in line with the Agency's mandate.

- Continue implementing a fidelity monitoring approach, measuring the implementation of EASO operations in real time. Ensure EASO operations benefit from systematic and objective evaluations leading to management response and institutional learning.

- Improve EASO operational response capabilities, ensuring organisational capacity and flexibility to scale up and scale down when required, including by developing contingency planning capabilities.

- Develop, test and utilise innovation-based operational and deployment tools to ensure the Agency has the capacity to respond to emerging operational needs in a timely, efficient and appropriate manner.

(II) External dimension

- In line with the Agency's External Cooperation Strategy, continue the Agency's support to resettling EU+ countries by (1) enhancing support for European and EU+ countries' Resettlement programmes, (2) further develop, on the basis of the results from the Turkey-based Resettlement Support Facility (RSF) pilot project, resettlement-related support to EU+ countries, (3) if feasible and relevant (after political agreement), contribute to the implementation of the SOP for the Voluntary Humanitarian Admission Scheme in Turkey.

---

[13] After adoption of the EU budget 2021, the SPD shall be adopted by the Management Board. It shall become definitive after final adoption of the Union budget setting the amount of the contribution and the establishment plan. If necessary the budget of the Agency and its establishment plan shall be adjusted accordingly (as stipulated in the EASO Financial Regulation Art. 33).

- Continue to support the planning and implementation of complementary pathways to international protection with interested EU+ countries and in cooperation with EU+ countries.

- Continue cooperation with EU+ countries, the European Commission, and other relevant stakeholders in view of capacity building of key third countries' asylum and reception systems.

- Continue capacity building activities in third countries in a planned, timely and flexible way, based on defined entry, exit and sustainability strategies, within a rigorous project and budget management framework, and with sufficient organisational capacity to scale up and scale down when required.

(III) Asylum knowledge

- Assist Member States and foster convergence in the assessment of applications for international protection, by coordinating efforts among Member States to develop common analyses and guidance notes on the main countries of origin.

- Further develop and consolidate the EU COI system, fostering cooperation through COI networks, and gathering relevant, reliable, objective, accurate and up-to-date information on relevant third countries, including in support of country guidance and EASO operations.

- Implement and further consolidate MedCOI activities after a successful transfer of the MedCOI Project to the Agency.

- Collect and manage strategic data, underpin a comprehensive analytical portfolio on the asylum situation and the processing of applications in the Member States.

- Increase effectiveness of predictive analytics using big data and machine learning to provide early warning and forecasting of mixed migration flows.

- Flexibly expand Operational Analyses describing in detail the operational context and support provided by EASO to host Member States.

- Further advance an integrated approach to information exchange and swift response to information needs of EU+ stakeholders concerning the implementation of the CEAS with high quality analytical outputs based on diverse and comprehensive range of sources and professional dialogue with leading expert institutions and actors in the field.

- Maintain a consolidated live repository through state-of-the-art platforms documenting factual developments in EU+ countries asylum systems, including legislation, policies and practices, and case law, serving as point of reference for EASO activities with EU+ partners.

- Organise practical cooperation meetings through professional thematic networks on key issues and challenges faced by Member States asylum and reception authorities in the implementation of the CEAS through the exchange of views and good practices, involving all key stakeholders in the field, peer-to-peer exchange and through working towards the formulation of common solutions.

- Develop practical tools, guidance and operational standards and indicators to facilitate convergence in the practical implementation of the CEAS and increase the quality, fairness and efficiency of MS asylum procedures and reception system. Support the roll-out of the tools in the MS and contribute to targeted assistance to MS.

- Facilitate judicial dialogue in the field of asylum and enhance the professional development activities for members of courts and tribunals, as well continuously increase support to second instance level under Operating Plans and on basis of ad hoc requests of MS.

(IV) Training and Professional Development

- Continue and enhance training and capacity building activities through the European Asylum Curriculum.

- Enable asylum and reception officials to acquire the knowledge, skills, responsibility and autonomy to perform their duties, and continue to increase the capacity of national trainers in the area of asylum and reception in EU+ countries through the train-the-trainer methodology.

- Provide training and coaching support to deployed experts prior to and during their deployment in Member States having signed an Operating Plan with EASO.

- Further provide capacity building to national authorities in Member States under particular pressure by delivering tailor made training support based on the need assessment and implement specific training for Migration Management Support Teams, when needed.

(V) Horizontal activities

- Implement revised working methods and tools for improvement of the Management Board's governance responsibilities.

- Enhance external communication and strengthen relations and coordination with stakeholders, flow of information, convergence and coherence of policies and practices related to the Agency's mandate.

- Deliver comprehensive IT systems and solutions to fulfil the Agency's mission effectively and efficiently.

(VI) Reinforcing governance and the Internal Control Framework

- Continue to build the Agency's governance and Internal Control Framework (ICF), with an emphasis on further improvement of horizontal functions such as legal, internal audit, quality assurance, risk, financial, document and records management, as well as full implementation of all actions as required by audits of the European Court of Auditors and the Internal Audit Service of the European Commission.

- Provide reasonable assurance at all levels of the organisation, on the legality, regularity and sound financial management in the Work Programme activities' implementation.

- Improve regulatory compliance and inform the European Commission without delay of any cases of fraud, financial irregularities and investigations.

(VII) Transition towards the EUAA Regulation

- Undertake preparatory measures for the operationalisation of the proposal transforming EASO into the EUAA, according to the agreed priorities and the dedicated Roadmap, in collaboration with the Management Board and the European Commission, and in consultation with stakeholders, where required.

EASO's Key Performance Indicator

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

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

- 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;

- 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;
- 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 identifies a number of specific objectives which are structured according to the SMART (specific, measurable, achievable, realistic, time-bound) principle. In order to measure the Agency's performance, RACER (relevant, accepted, credible, easy to monitor and robust) indicators are developed for each objective, together with the expected output and timeframe.

2 Activities

2.1 Operational support

2.1.1 Italy

The Agency's operational support to Italy is provided to the national and local offices of the asylum and reception authorities: the Department of Public Security (DPS), and selected local offices, according to peak flows, of the Immigration and Border Police; the National Asylum Commission, including its COI Unit; the Department of Civil Liberties and Immigration, including its Dublin Unit; and the Specialised Sections of Italy's Tribunals and the Supreme Court of Cassation.

The Agency will continuously **review its operational support** based on the identified and emerging needs of Italy within a validated planning and monitoring framework, and taking into account the trends in arrivals and migration routes, to fully implement the EU asylum *acquis* and to respond to particular pressure on its asylum and reception systems in a sustainable manner. Furthermore, the continuous review of the support will take into account the environment in which the Agency operated in 2020 and will be operating in the near future, with particular regard to occupational health, safety and security circumstances, EU policies of solidarity on managing asylum-seekers arrivals, potential threats and ensuing emergencies such as the one recently triggered by the COVID-19 outbreak. The Agency will implement its role as mandated by the EU institutions and in line with the legislative framework in place.

The support measures to be agreed by the Agency and the Italian Authorities will be formalised with the signature of an Operating Plan, published on the Agency's website. The Operating Plan will build on the EASO Multi-annual programming document for Italy, which captures the operational planning of the Agency over a three-year cycle, and on the evaluation results of the Operating Plans from the previous years.

EASO will follow an *emergency* logic, in respect of the support to ad-hoc events such as disembarkations of SAR operations or to addressing eventual backlog due to COVID-19 temporary suspension of activities, alongside continued structural capacity building support following a *consolidation* logic with a view to gradually transitioning to an *exit* phase. This would reflect both the overall reduction in migration in-flows to Italy compared to 2015-2017 and the successful reduction of the backlog in 2019 by the national authorities with EASO's support. However, there has been a sharp increase in migration flows to Italy in the second and third quarters in 2020, which has led to increased demands on the asylum and reception systems in Italy.

The support to the Italian authorities in 2021 is therefore expected to continue, while addressing COVID-19 specific issues, focusing on capacity building related to the national asylum and reception systems, including in terms of harmonised case management systems and Italy's contingency planning capacity. In accordance with the CEAS and based on its practical experience and established good practices, the Agency will provide support in amending relevant national asylum and reception related SOPs, working procedures and workflows. EASO will also support the establishment of national self-assessment mechanisms, aimed at promoting quality of asylum procedures in the registration phase and in terms of reception standards.

In parallel, building on the 2020 pilot project and consequent full-scale intervention in support of Italy's judicial authorities, EASO will continue its support concerning the absorption of backlog of cases before the Tribunals' Specialised Sections, including reduction in the length of the procedure, as well as the enhancement of the quality of COI researches through the deployment of research officers and promotion of professional development activities to the Tribunals' Specialised Sections in international protection matters and other judicial authorities as it may be requested by Italian authorities.

In implementing the signed Operating Plan 2021, the Agency will provide operational support by deploying asylum support teams, promoting capacity building activities and may provide other support, as required, including logistics (such as mobile offices, rental and setting-up of facilities, and equipment) as well as the

necessary services (such as interpretations/cultural mediation, administrative support, interim staff and transport).

The Agency will cooperate with the relevant bodies in the provision of such support, devoting special attention to practical cooperation with Frontex and other stakeholders. The Agency will also maintain its regular participation in the EU Regional Task Force as well as collaboration with main partners, such as UNHCR and IOM.

The main challenges for the Agency remain the ever changing political and operational environment in which it has to plan and operate, with COVID-19 being one of the most recent and compelling emergencies impacting interventions at operational level. Throughout the year, on the basis of any change in the circumstances on the ground, and in agreement with the Italian authorities, the Agency will adjust its intervention providing appropriate support to address emerging needs.

The increased requests that have emerged in Italy for 2021 are a direct result of the significant impact of COVID-19 and the consequent need for additional support for registration and ad hoc disembarkations. These particular workflows have had to be fundamentally reviewed and upscaled to address COVID-19 OSH restrictions.

	2021 (planned)	**2019 (actual)**
Financial resources	**EUR 11,118,100**[14] (3301 Operational Support - Italy)	**EUR 17,870,288** (3301 Operational Support - Italy)
Human resources	7 AD, 5 AST, 6 CA, 1 SNE	6 AD, 3 AST, 1 SNE

An indicative breakdown of the above allocated appropriations for operational support in Italy is provided below.

Type of costs	Estimated expenditure (EUR)
Deployment of experts	273,600
Interim services (asylum and reception, support, missions)	9,264,500
Interpretation/cultural mediation services	1,300,000
Training costs (participants, catering and venues)	120,000
Other direct costs (EASO staff missions, stationery and office supplies, ICT, translations, etc.)	160,000
	11,118,100

The financial resources for operational support are indicative. These will be aligned with the annual planning of the specific Operating Plan, the prioritised needs assessment and the activities to be implemented. R0 provisions can be further utilised for Operational budgeting to secure the additional budget requirements to the available appropriations.

Objective 1
Taking into account the situation on the ground and the specific needs in 2021, and at the request of the Italian authorities, provide relevant support to Italy to increase the capacity and quality in processing applications for international protection at administrative and judicial instances to alleviate the pressure on the national asylum and reception systems.
Link to the multi-annual objective(s)
▪ MA01
Main outputs/actions (2021)
▪ Deployment of asylum support teams to build capacity of relevant asylum authorities responsible for registration of international protection applications to enhance processing capacity, quality of registration procedures and implementation of self-assessment mechanisms.
▪ Deployment of asylum support teams to build capacity of the National Asylum Commission's, including COI Unit and its query system, as well as the capacity of the Dublin Unit in processing of outgoing Dublin cases.

---

[14] In case of operational needs, R0 provisions can be further utilised for Operational budgeting.

- Support, including through deployments, to relevant national asylum services for the development of management tools, including information systems and databases integration, to enhance digitalisation and streamlining of procedures for centralised monitoring, data analysis and automated reporting.
- Deployment of asylum support teams and professional development activities to relevant judicial authorities, i.e. Tribunals, Court of Cassation and its General Prosecutor's Office, to support the absorption of backlog and improve quality of COI researches.
- Provision and maintenance of infrastructure (such as mobile offices, rental, fit-out and maintenance of facilities, and equipment), as well as the necessary services (such as interpreters, interpretation/cultural mediation, transport services, administrative support, interim and expert staff and security, etc.), based on approved request, to facilitate the implementation of the measures in the Operating Plan.

Expected results (2021)
- Enhanced operational skills and capacity of the relevant authorities to process and assess the quality of registrations of applications for international protection and implement related quality self-assessment systems.
- Increased capacity of the concerned Italian authorities in respect of COI, including the further development of the COI Unit.
- Increased productivity of the Dublin Unit to process requests.
- Improved capacity of the Italian authorities to efficiently manage and monitor the asylum and reception system, including for UAMs, through enhanced and integrated information systems.
- Asylum judicial backlog improved absorption and quality of COI researches increased.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
% of implementation of the relevant measures of the Operating Plan	N/A	85%	Progress reports
National self-assessment mechanism supported by EASO through development and implementation of monitoring tools to improve quality of registrations of applications for international protection.	N/A	Self-assessment mechanism fully endorsed	Internal monitoring records, measure-based monthly reports, progress reports
Number of COI researches supported by EASO (Capacity on COI increased in the COI Unit with the support of the Agency).	N/A	30	Monitoring reports Progress reports
Number of outgoing Dublin cases processed by the national authorities with the capacity building support of the Agency.	N/A	1,500	Monitoring reports Progress reports
C3 annexes and other EASO tools embedded into SUA.	N/A	100% integration of EASO tools in SUA relevant parts	Monitoring reports Progress reports
Adoption of enhanced scheduling tool across Italy's Immigration Offices.	N/A	100%	Monitoring reports Progress reports
Number of files prepared by judicial authorities with the support of the Agency, including in support of the Court of Cassation.	N/A	10,000	Monitoring reports Progress reports
Number of COI researches supported at second instance.	N/A	4,000	Monitoring reports Progress reports

Objective 2

Taking into account the situation on the ground and the specific needs in 2021, and at the request of the Italian authorities, provide relevant support to build the capacity of the national reception authorities and mainstream a national reception-monitoring framework.

Link to the multi-annual objective(s)
▪ MA01

Main outputs/actions (2021)
- ▪ Capacity building support to central authorities in reception management activities.
- ▪ Support to central reception authorities in the implementation of an effective reception monitoring framework.
- ▪ Provision and maintenance of infrastructure (such as mobile offices, rental, fit-out and maintenance of facilities, and equipment), as well as the necessary services (such as interpretation/cultural mediation, transport services, administrative support, interim staff and security, etc.), based on approved request, to facilitate the implementation of the measures in the Operating Plan.

Expected results (2021)
- ▪ Increased technical, managerial and operational capacity of the reception authorities.
- ▪ National reception monitoring framework supported by the Agency to ensure assessment of the quality of the reception system.
- ▪ Enhanced operational skills and technical knowledge of reception authorities as a result of professional development initiatives.

Indicators	**Latest result** (CAAR 2018)	**Target 2021**	**Data source**
% of implementation of the relevant measures of the Operating Plan.	N/A	85%	Progress reports
National Reception Monitoring Framework endorsed.	N/A	100%	Monitoring reports Progress reports

Objective 3
Taking into account the situation on the ground, and at the request of the Italian authorities, provide relevant support for ad hoc disembarkations/voluntary relocation operations in support of the concerned Italian authorities and participating Member States.

Link to the multi-annual objective(s)
▪ MA01

Main outputs/actions (2021)
- ▪ Deployment of asylum support teams and EASO staff to implement EASO tasks as per the agreed SOPs for ad hoc disembarkation/voluntary relocation events.
- ▪ Support to the concerned Italian authorities in completing the pre-registration, registration and subsequent processing of relocation files.
- ▪ Support to the Member States participating in the relocation exercises (mission support, interpretation, application of matching criteria support, conducting of interviews on behalf of MSs as appropriate).
- ▪ Capacity building to reception centres and relevant authorities to ensure effective information provision on voluntary relocation.

Expected results (2021)
- ▪ Ad hoc disembarkation/voluntary relocation operations delivered, under the coordination of the European Commission, in support of the concerned Italian authorities (Dublin Unit, DPS, DCLI/Reception Office) and participating Member States in a timely, efficient and coordinated manner.

Indicators	**Latest result** (CAAR 2018)	**Target 2021**	**Data source**
% and number of ad hoc disembarkation / voluntary relocation events managed with EASO support.	N/A	100% of all requested and agreed events	Internal monitoring reports on ad hoc events

% and number of reception centres supported by the Agency.	N/A	100% of centres hosting AHD applicants	Internal monitoring reports

2.1.2 Greece

The Agency's operational support to Greece is provided on the mainland and on the islands. The Agency is present in five hotspots on the Aegean islands, as well as in Athens, Thessaloniki and across locations on the mainland.

The Agency will continuously **review and develop its operational support** based on the identified and emerging needs of Greece within a validated planning and monitoring framework, and taking into account the trends in arrivals and migration routes, to fully implement the EU asylum *acquis* and to respond to particular pressure on its asylum and reception systems in a sustainable manner. The Agency will implement its role as mandated by the EU institutions and in line with the legislative framework in place in Greece.

The support measures to be agreed by the Agency and the Greek Authorities will be formalised with the signature of an Operating Plan, published on the Agency's website. Within the context of the EASO multi-annual programming for Greece, and the sustained pressure on the asylum and reception systems of Greece, EASO foresees continued support to Greece with a specific focus on support for the border procedure (implementation of the EU-Turkey Statement), support for increased processing within the regular procedure and both national and hotspot level support for reception. The outbreak of the COVID-19 in 2020, and the impact it is likely to have on operational activities, will also be taken into consideration when formulating the 2021 support.

The Agency will adjust its interventions and provide appropriate support in line with the needs on the ground and the evolving situation in Greece in accordance with the Operating Plan to be agreed with the Greek authorities, through prioritised needs assessment and taking into account the evaluation results of the Operating Plans from the previous years.

The main areas of the Agency's support are expected to include:

- Support to the National Asylum and Reception Authorities to strategically plan and manage the Asylum and Reception System by enhancing coordination mechanisms and capacity building;
- Support to the Asylum Service to process applications for international protection at first instance on the islands;
- Support to the Asylum Service to process applications for international protection at first instance on the mainland;
- Support to the Dublin Unit to process outgoing requests according to the Dublin Regulation criteria;
- Support to the Appeals Authority in issuing second instance decisions;
- Support to the national reception authorities to strategically plan and manage the National Reception System;
- Support to the National Reception Authorities to manage second line reception;
- Support to the Greek Authorities to manage and implement relocation programmes from Greece under the coordination of the Commission and within the common agreed procedure with the participating Member States.

In implementing the signed Operating Plan 2021, the Agency will deploy asylum support teams and provide other support, as required, including logistics (such as mobile offices, rental, fit-out and maintenance of facilities and equipment), as well as the necessary services (such as interpretation, administrative support, interim staff, transport and security, etc). All such operational support will be developed and provided within the framework of a rigorous project and budget management methodology and a clear prioritisation of needs.

The support to be provided by the Agency in 2021 to enhance the asylum and reception systems will be in complementarity with the assistance provided under the Emergency Assistance Grant Scheme (EMAS) to the Greek Asylum Service (GAS), as well as to other involved stakeholders.

The Agency will cooperate with other relevant bodies in the provision of such support to avoid duplication of efforts, devoting special attention to practical cooperation with Frontex and other stakeholders. The Agency will also maintain its regular participation in the EU Regional Task Force and other relevant inter-agency fora.

The main challenges towards the Agency remain the unstable political and operational environment in which it has to plan and operate, with COVID-19 being one of the most recent and compelling emergencies, impacting interventions at operational level. To this end, throughout the year, on the basis of any change in the circumstances on the ground, and in agreement with the Greek authorities, the Agency will adjust its intervention providing adequate support to address emerging needs.

	2021 (planned)	2019 (actual)
Financial resources	**EUR 45,704,305**[15] (3301 Operational Support - Greece)	**EUR 25,625,445** (3301 Operational Support - Greece)
Human resources	11 AD, 13 AST, 13 CA	8 AD, 9 AST, 5 CA

An indicative breakdown of the above allocated appropriations for operational support in Greece is provided below.

Type of costs	Estimated expenditure (EUR)
Deployment of experts	165,600
Interim workers (asylum and reception, office and field coordination, missions)	26,269,145
Interpretation services	15,259,100
Training costs (participants, venue and catering)	140,000
Other direct costs (EASO staff missions, security, buildings rental and maintenance, cleaning services, stationery and office supplies, medical supplements, etc.)	3,870,460
	45,704,305

The financial resources for operational support are indicative. These will be aligned with the annual planning of the specific Operating Plan, the prioritised needs assessment and the activities to be implemented. R0 provisions can be further utilised for Operational budgeting to secure the additional budget requirements to the available appropriations.

Objective 1 Support the Asylum Service and Appeals Authority to implement the asylum procedure efficiently and in a timely manner, ensuring the protection of fundamental rights of applicants for international protection towards the implementation of the EU Asylum Acquis.
Link to the multi-annual objective(s) ▪ MA01
Main outputs/actions (2021) ▪ Deployment of asylum support teams to the Asylum Service and Appeals Authority to strategically plan and manage the asylum system. ▪ Deployment of asylum support teams to the Asylum Service for processing applications for international protection at first instance on the islands. ▪ Deployment of asylum support teams to the Asylum Service for processing applications for international protection at first instance on the mainland.

---

[15] In case of operational needs, R0 provisions can be further utilised for Operational budgeting.

- Deployment of asylum support teams to the Dublin Unit to process outgoing requests according to the Dublin Regulation criteria.
- Deployment of asylum support teams to the Appeals Authority for support in issuing second instance decisions.
- Provision of additional support, based on approved request, including logistics (such as mobile offices, rental, fit-out and maintenance of facilities and equipment), as well as necessary services for EASO operations (such as interpretation/, interim staff, transport and security, etc.), to facilitate the implementation of the measures in the Operating Plan.

Expected results (2021)
- Increased rate of processing applications for international protection as a result of increased capacity through deployment by EASO of asylum support teams (ASTs) on the Greek islands.
- Increased rate of processing applications for international protection as a result of increased capacity through deployment by EASO of asylum support teams on the Greek mainland.
- Increased rate of processing of Dublin files as a result of increased capacity through deployment by EASO of asylum support team members to the Dublin Unit.
- Increased rate of processing of second instance appeals as a result of increased capacity through deployment by EASO of Rapporteurs to the Appeals Authority.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
% of implementation of the relevant sub-measures of the Operating Plan.	N/A	85%	Progress Reports
Number of registrations of applications processed with EASO support (Islands & Mainland).	83% border procedure 33% regular procedure	TBD	Monitoring reports
Number of interviews conducted with EASO support (Islands & Mainland).	N/A	TBD	Monitoring reports
Number of opinions delivered with EASO support (Islands & Mainland).	N/A	TBD	Monitoring reports
Number of outgoing Dublin requests prepared with EASO support.	N/A	TBD	Monitoring reports
Number of second instance reports for the Committees prepared with EASO support.	N/A	TBD	Monitoring reports

Objective 2
Support the National Reception Authorities to manage and operate the National Reception System, towards the implementation of the minimum EU reception standards.

Link to the multi-annual objective(s)
- MA01

Main outputs/actions (2021)
- Deployment of support teams to the National Reception Authorities to strategically plan and manage the National Reception System.
- Deployment of support teams to the National Reception Authorities to manage first-line reception with the implementation of SOPs and guidance for communication and information provision, vulnerability and child protection procedures by deploying support teams with multidisciplinary profiles of experts.
- Deployment of support teams to the National Reception Authorities to manage second line reception with the implementation of the National Reception Monitoring Framework and the daily management of the sites in Greek mainland by deploying support teams with multidisciplinary profiles of experts.
- Provision of additional support, based on approved request, including infrastructure (such as mobile offices, rental, fit-out and maintenance of facilities, and equipment), as well as the necessary services

(such as interpretation/cultural mediation, transport services, administrative support, interim support staff, security, etc.), to facilitate the implementation of the measures in the Operating Plan.

Expected results (2021)
- Enhanced coordination planning, implementation and technical capacity of the Reception Authorities for first and second line reception management.
- Strengthened capacity of the relevant national authorities to enhance and monitor reception conditions.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
% of implementation of the relevant sub-measures of the Operating Plan.	N/A	85%	Progress Reports
% of implementation of activities related to communication and information provision, vulnerability and child protection procedures of first-line reception facilities.	N/A	85%	Progress Reports
% of implementation of activities in the management of second-line reception facilities, including the implementation of the National Reception Monitoring Framework.	N/A	85%	Progress Reports

Objective 3
Support the Greek Authorities, taking into account the specific needs in 2021, to manage and implement relocation from Greece under the coordination of the Commission and through common agreed procedures with the participating Member States.

Link to the multi-annual objective(s)
- MA01

Main outputs/actions (2021)
- Deployment of asylum support teams and EASO staff to provide support to the concerned Greek authorities and participating Member States for emergency and temporary operational events, within the framework of agreed SOPs and in a timely and coordinated manner.

Expected results (2021)
- Strengthened capacity of the relevant national authorities to manage and coordinate emergency and temporary operational events.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number and % of emergency and/or temporary operational events managed with EASO support.	N/A	100% of all requested and agreed events	Final Reports (one per event)

2.1.3 Cyprus

Within the context of the increased migration flows to Cyprus, the Agency's operational support is provided in various locations in Cyprus, including in the Asylum Service premises in Nicosia, the Kofinou Reception Centre, the first reception centre in Pournara, and in six locations where registrations take place.

The Agency will continue to review and develop its operational support based on the emerging needs of Cyprus to fully implement the EU asylum acquis and to respond to particular pressure on its asylum and reception systems. The Agency will implement its role as mandated by the EU institutions and in line with the legislative framework in place.

The support measures to be agreed by the Agency and the Cypriot Authorities will be formalised with the signature of an Operating Plan, published on the Agency's website. Within the context of the multi-annual programming for Cyprus, on the basis of the evaluation results of the Operating Plans from the

previous years, and considering the continuing trend in arrivals to Cyprus, EASO foresees a continuation of the increased support provided to the Cypriot authorities. The Agency's Multi-Annual Programming Document for Cyprus will further inform and direct the specific measures to be included in the 2021 Operating Plan and will identify specific exit and sustainability strategies to be implemented, where possible, and only once targets are met in terms of backlog stabilisation and reduction at first and second instance and quality standards in reception are met. The outbreak of the COVID-19 in 2020, and the impact it is likely to have on the operational activities, will also be taken into consideration when formulating the 2021 support.

On the basis of the above, operational support in 2021 is expected to involve: maintained deployment support for the processing of applications at first instance in terms of information provision, registration and asylum interviews including specific continued support for the Examination Centre in Pournara. Additional support is foreseen for further development of the Dublin Unit and Quality Unit, planned to be established by the Cypriot Asylum Service in 2020. EASO also foresees: support for the building of capacity around COI; assistance to the Asylum Service in building effective reception management systems at national level; support for development and implementation of effective first and second line reception management; support for vulnerability assessment and referral; technical support for enhanced national coordination of reception services; support for the management of the reception centres in Kofinou and Pournara, including support for the management of Safe Zones; further support for the development and handing over of reception management systems to the concerned parties and finally increased second instance support to the International Protection Administrative Court. EASO will also provide support upon approved request for all emergency or temporary relocation programmes coordinated by the European Commission.

In implementing the signed Operating Plan 2021, the Agency will deploy asylum support teams and provide other support, upon approved request, including logistics (such as mobile offices, rental, fit-out and maintenance of facilities and equipment), as well as the necessary services (such as interpretation/cultural mediation, administrative support, interim staff or support services, transport and security, etc.). It is envisaged, inter alia, that the support may include support for the implementation and operationalization of the developed case and file management systems, as appropriate, to enhance processing capacity and better manage backlogs. The Agency will cooperate with the relevant bodies in the provision of such support.

The main challenges towards the Agency remain the unstable political and operational environment in which it has to plan and operate, with COVID-19 being one of the most recent and compelling emergencies, impacting interventions at operational level. Throughout the year, on the basis of any change in the circumstances on the ground, and in agreement with the Cypriot authorities, the Agency will adjust its intervention providing appropriate support to address emerging needs.

	2021 (planned)	2019 (actual)
Financial resources	EUR 8,111,668[16] (3301 Operational Support - Cyprus)	EUR 2,332,340 (3301 Operational Support - Cyprus)
Human resources	4 AD, 3 AST, 4 CA	0.5 AD, 1.5 AST, 1 CA

An indicative breakdown of the above allocated appropriations for operational support in Cyprus is provided below.

Type of cost	Estimated expenditure (EUR)
Deployment of experts	576,000
Interim staff (asylum, reception and missions)	4,225,088
Interpretation services	3,157,056
Training costs (training/study visit participants, catering and venues)	39,624

---

[16] In case of operational needs, R0 provisions can be further utilised for Operational budgeting.

Type of cost	Estimated expenditure (EUR)
Other direct costs (EASO staff missions, stationery and office supplies, rental, transport, security, etc.)	113,900
	8,111,668

The financial resources for operational support are indicative. These will be aligned with the annual planning of the specific Operating Plan, the prioritised needs assessment and the activities to be implemented. R0 provisions can be further utilised for Operational budgeting to secure the additional budget requirements to the available appropriations.

Objective 1

Taking into account the situation on the ground and the specific needs in 2021, and at the request of the Cypriot authorities, provide relevant operational support to the Cypriot Asylum Service to process applications for international protection and stabilise and/or reduce backlogs, depending on the actual influxes, in the overall processing of applications for international protection at first and second instance.

Link to the multi-annual objective(s)

▪ MA01

Main outputs/actions (2021)

▪ Deployment of asylum support teams to stabilise and/or reduce backlogs, depending on the actual influxes, in registration and in the processing of applications for international protection at first instance, including continued deployment of registration officers; further increased deployment of asylum support teams to conduct interviews and draft opinions.
▪ Provision of support for enhancement of the second instance through deployment of Research Officers and/or other needed support to the IPAC.
▪ Provision of further support for enhancement of the Quality Unit and Dublin Unit, both established by the Cypriot Asylum Service (CAS) with support from EASO.
▪ Further support for the development of CAS capacity on COI.
▪ Provision and maintenance of infrastructure (such as mobile offices, rental, fit-out and maintenance of facilities, and equipment), as well as services (such as interpretation/cultural mediation, transport services, administrative support, caseworkers and support staff and security), upon approved request, to facilitate the implementation of the measures in the Operating Plan.

Expected results (2021)

▪ Increased rate of information provision for and registrations of applicants for international protection.
▪ Increased rate of processing applications for international protection at first instance.
▪ Increased rate of processing applications for international protection at second instance.
▪ Improved procedures and tools for processing applications for international protection, including relevant tools, databases and procedures for backlog management, case management and case scheduling.
▪ Further enhancement of the Dublin Unit, to be established within the Cypriot Asylum Service.
▪ Further enhancement of the Quality Unit, to be established within the Cypriot Asylum Service.
▪ Improved COI capacity with the Cypriot Asylum Service.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
% of implementation of the relevant measures of the Operating Plan.	N/A	85%	Progress reports
Number and % of registrations conducted with EASO support.	N/A	TBD	Monitoring reports
Number of asylum interviews processed with the support of the Agency.	N/A	TBD	Monitoring reports
Number of second instance files prepared with the support of the Agency.	N/A	TBD	Monitoring reports

Number of Dublin cases processed with the support of the Agency.	N/A	TBD	Monitoring reports
Number of quality reviews processed by the Quality Unit (subject to establishment of the Quality Unit in 2020).	N/A	TBD	Monitoring reports

Objective 2

Taking into account the situation on the ground and the specific needs in 2021, and at the request of the Cypriot authorities, provide direct operational support to the reception authorities to strengthen the national reception systems, and the specific management of first and second line reception systems.

Link to the multi-annual objective(s)
▪ MA01

Main outputs/actions (2021)
▪ Deployment of asylum support teams to Pournara and Kofinou reception centres and to central allocation authorities to enhance their capacity to manage the reception systems.
▪ Provision and maintenance of infrastructure (such as mobile offices, rental, fit-out and maintenance of facilities, and equipment), as well as necessary services (such as interpretation/cultural mediation, transport services, administrative support, caseworkers and support staff and security), upon approved request, to facilitate the implementation of the measures in the Operating Plan.

Expected results (2021)
▪ Identification and development of national reception management systems, including development of agreed central reception allocation systems.
▪ Clear referral pathways identified and agreed for the effective referral of vulnerable individuals within the national allocation system and specifically within the first and second line reception systems and also linked to the stages of the asylum process.
▪ Strengthened capacity of the relevant national authorities to enhance and monitor reception conditions.
▪ First line reception related workflows on information provision, vulnerability, registration and reception allocation further enhanced including those relating to Safe Zone management.
▪ Second line reception related workflows further enhanced as they relate to registration, vulnerability referrals and allocations.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
% of implementation of the relevant measures of the Operating Plan.	N/A	85%	Progress reports
% of implementation of the Early Identification System for vulnerable applicants.	Early identification assessment for vulnerable groups in place at registration level	100% early identification system in place and implemented	Early identification system reports
Level of harmonisation and application of the data collection systems (Kofinou and Pournara).	Initial profiling and creation of badges for residents started	100% harmonised data collection systems in place	Harmonised data collection systems reports
Level of development of the central allocation system - % completion of the drafting of SOPs and working instructions around central reception allocations – including referral pathways to concerned authorities.	N/A	75%	Progress reports

Level of the development and functioning of the first line reception related workflows as they relate to registration, vulnerability referrals and allocations.	N/A	100%	Pournara Safe Zone reports

Objective 3
Taking into account the situation on the ground, and at the request of the Cypriot authorities, provide relevant support in a timely and coordinated manner for ad hoc relocation events, to the concerned Cypriot authorities and, where relevant, participating Member States.

Link to the multi-annual objective(s)
▪ MA01

Main outputs/actions (2021)
▪ Deployment of asylum support teams and EASO staff to manage ad hoc events relocation operations within the framework of agreed SOPs.
▪ Support to the concerned Cypriot authorities in implementing the SOPs.
▪ Support to the Member States participating in the specific ad hoc relocation event.

Expected results (2021)
▪ Ad hoc support provided to the concerned Cypriot authorities and participating Member States in a timely and coordinated manner.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
% and number of ad hoc relocation events managed with EASO support.	N/A	100% of events requested by national authorities and agreed by EASO	Internal records

2.1.4 Malta

EASO has been assisting the Office of the Refugee Commissioner of Malta since 2017 in terms of, for example, training support, and through involvement in a number of EASO Networks. In 2019 EASO and Malta cooperated in *ad hoc* voluntary relocation exercises taking place on the Maltese territory. This cooperation included support for the registration and lodging of applications for international protection, information provision, support for vulnerability assessments, and support for the Dublin Unit.

On 5 June 2019, the Maltese authorities submitted a formal request to EASO for support in the area of processing of applications for international protection, including support for information provision, the registration and lodging of the application, support in the decision making process through drafting of Evaluation Reports[17] on individual applications submitted to the Refugee Commissioner's Office for decision and support for the Dublin Unit. An Operating Plan was signed on 24th June 2019 with the overall objective to ensure that persons in need of protection in Malta have access to the international protection determination procedure, and that the procedure at first instance is concluded as swiftly as possible, as per indications in the CEAS. The Plan pursued the following specific objectives:

1. Ensuring swift access to the procedure for international protection in Malta, including the registration and lodging of the application;
2. Increasing Malta's capacity to deal with its asylum backlog;
3. Enhancing the capacity of the Maltese Dublin Unit in line with the CEAS asylum standards.

Support provided by EASO in 2019 has involved tailor-made assistance, capacity building, technical expertise and quality control tools - in line with the needs indicated by the Maltese authorities - up to the end of 2019 focussing exclusively on three asylum related measures. EASO's support in 2020 further

---

[17] 'Evaluation Report' is the term used by the Refugee Commissioner Office for the legal opinion concerning individual applications for asylum.

builds on the asylum-related measures and extends to support in reception management and capacity building.

Building on the support provided in 2019 and 2020, EASO will tailor its support to the needs in 2021 in agreement with the Maltese authorities. A new Operating Plan for 2021 will be signed upon the request of the Permanent Secretary, Ministry for Home Affairs, National Security and Law Enforcement, developed and provided within the framework of rigorous project and budget management methodology and clear prioritisation of needs. In 2021 there may be a shift to structural support for the development of national management and coordination systems for asylum and reception as the EASO support assists with the reduction in backlogs at registration and first instance decisions. This is dependent on influxes and other external factors. EASO will develop a Multi-Annual Programming Document for Malta, which will indicate the exit and sustainability strategies, where possible, and that will inform the measures of the annual Operating Plan, also addressing possible further requests for support from the Maltese authorities. The outbreak of the COVID-19 i, and the impact it is likely to have on operational activities, will also be taken into consideration when formulating the 2021 support.

In implementing the Operating Plan 2021, EASO will deploy asylum support teams and will provide other support, upon approved request, including logistics (such as mobile offices, rental, fit-out and maintenance of facilities and equipment), as well as the necessary services (such as interpretation/cultural mediation, administrative support, interim staff, transport and security, etc.). It is envisaged, *inter alia*, that the support will also include further developing case and file management systems to enhance processing capacity and reduce backlog. The Agency will cooperate with the relevant bodies in the provision of such support.

Throughout the year, on the basis of any change in the circumstances on the ground, and in agreement with the Maltese authorities, the Agency will adjust its intervention providing appropriate support to address emerging needs.

	2021 (planned)	2019 (actual)
Financial resources	**EUR 3,349,462**[18] (3301 Operational Support - Malta)	**N/A**[19] (3301 Operational Support - Malta)
Human resources	2 AD, 2 AST, 1 CA, 1 SNE	0.75 AD, 0.5 AST, 1 SNE[20]

An indicative breakdown of the above allocated appropriations for operational support in Malta is provided below.

Type of cost	Estimated expenditure (EUR)
Deployment of experts	308,000
Interim staff	1,473,954
Interpretation services	860,682
Training costs (training/study visit participants, catering and venues)	5,000
Other direct costs (EASO staff missions, containers, transport, car rental, stationery, PPE, ICT, cleaning, venue and catering, office rental, etc.)	701,880
	3,349,462

The financial resources for operational support are indicative. These will be aligned with the annual planning of the specific Operating Plan, the prioritised needs assessment and the activities to be implemented. R0 provisions can be further utilised for Operational budgeting to secure the additional budget requirements to the available appropriations.

---

[18] In case of operational needs, R0 provisions can be further utilised for Operational budgeting.

[19] The Operating Plan for EASO operational support to Malta started in 2019 using €1,016,008 of R0 funds.

[20] *Ibid*.

Objective 1

Taking into account the specific needs in 2021, enhance the capacity of the Maltese authorities to process applications for international protection, to reduce registration and first instance backlogs, to provide information to applicants, and to strengthen the quality system of the Office of the Refugee Commissioner and increase the processing capacity of the Dublin Unit.

Link to the multi-annual objective(s)
▪ MA01

Main outputs/actions (2021)
▪ Deployment of asylum support teams, for information provision, to reduce backlogs in registration and in the processing of applications for international protection at first instance, as well as to strengthen the processing capacity of the Dublin Unit and the asylum quality system.
▪ Deployment of asylum support teams for initial identification of potential indicators of vulnerability.
▪ Provision of additional support, upon approved request, including logistics (such as mobile offices, rental, fit-out and maintenance of facilities and equipment), as well as necessary services (such as interpretation, administrative support, interim support staff, transport and security, etc.), to facilitate the implementation of the measures in the Operating Plan.

Expected results (2021)
▪ Improved information provision to applicants for international protection.
▪ Increased rate of registration of applications for international protection.
▪ Increased rate of processing applications for international protection.
▪ Strengthened capacity of the Dublin Unit.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
% of implementation of the relevant measures of the Operating Plan.	N/A	85%	Progress reports
Number of information provision sessions delivered by EASO.	N/A	TBD	Monitoring reports
Number of registrations of applications processed with EASO support.	N/A	TBD	Monitoring reports
Number of interviews conducted with EASO support.	N/A	TBD	Monitoring reports
Number of Evaluation Reports drafted with EASO support.	N/A	TBD	Monitoring reports
Number of Dublin files processed with EASO support.	N/A	TBD	Monitoring reports

Objective 2

Taking into account the situation on the ground and the specific needs in 2021, and at the request of the Maltese authorities, provide operational support to the Maltese authorities to strengthen the national reception system.

Link to the multi-annual objective(s)
▪ MA01

Main outputs/actions (2021)
▪ Deployment of asylum support teams for reception coordination and management support activities.
▪ Deployment of asylum support teams to increase vulnerability assessment and age assessment capacity of the national reception authority.
▪ Deployment of asylum support teams to establish vulnerability focal points in each reception centre.
▪ Provision and maintenance of additional support, including infrastructure (such as mobile offices, rental, fit-out and maintenance of facilities, and equipment), as well as the necessary services (such as interpreters, cultural mediators, transport services, administrative support, interim caseworkers and support staff and security), upon approved request, to facilitate the implementation of the measures in the Operating Plan.

Expected results (2021)

- Improved reception coordination and management.
- Increased capacity of the national reception authority to perform vulnerability assessments.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
% of implementation of the relevant measures of the Operating Plan.	N/A	85%	Progress reports
Number of vulnerability assessments performed with support from EASO.	N/A	TBD	Monitoring reports
Number of age assessments performed with support from EASO.	N/A	TBD	Monitoring reports
Number of reception centres with effective referral mechanisms in place through the designation of focal points.	N/A	TBD	Monitoring reports
Number of referrals with support from EASO.	N/A	TBD	Monitoring reports

Objective 3
Taking into account the situation on the ground, and at the request of the Maltese authorities, provide relevant support within agreed SOPs for ad hoc disembarkations/voluntary relocation operations in support of the concerned Maltese authorities and participating Member States.
Link to the multi-annual objective(s)
▪ MA01
Main outputs/actions (2021)
▪ Deployment of asylum support teams and EASO staff to manage ad hoc disembarkation/voluntary relocation events within agreed SOPs.   ▪ Support to the concerned Maltese authorities in completing the pre-registration, registration and subsequent processing of relocation files.   ▪ Support to the Member States participating in the relocation exercises through selection/ matching and subsequent support (mission support, interpretation, remote selection support, conducting selections on behalf of MSs as appropriate).
Expected results (2021)
▪ Ad hoc disembarkation/voluntary relocation operations delivered in support of the concerned Maltese authorities and participating Member States in a timely and coordinated manner.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
% and number of ad hoc disembarkation/ voluntary relocation events managed with EASO support.	N/A	100% of voluntary relocation events agreed	Internal report for each event

2.1.5 Other operational activities

The aim of the proposed new mandate for the Agency is to **provide enhanced operational support** to Member States in order to assist them in implementing the revised CEAS in a timely and effective manner. This implies the provision of operational assistance to deal with areas of concern or areas that require further attention in the asylum and reception systems of the different Member States.

Thus, the Agency will further develop its operational support based on the emerging needs of Member States to fully implement the EU asylum *acquis* and to respond to particular pressure on their asylum and reception systems. The Agency will tailor its operational support to the specific needs that arise as well as the requests from Member States.

Support will take the form of targeted measures to Member States with certain identified and specific needs related to the coherent and comprehensive implementation of the EU asylum *acquis* (including tailor-made assistance, capacity building, specific support and special quality control processes).

The Agency will provide emergency support to EU+ countries subject to particular pressure by deploying EASO staff and asylum support teams and by providing other support as required, within the CEAS legislative framework. The Agency will coordinate closely with the European Commission cooperate with relevant bodies in the provision of such support, devoting special attention to practical cooperation with Frontex and other stakeholders.

The Agency will further review and develop its operational capacity to respond to requests for support by building internal operational response capacity and contingency planning expertise. The modular Operations Toolkit will be further developed to support Member States who may experience particular pressure on their asylum and/or reception systems.

The Agency will respond, as needed, to specific requests for operational support, in line with the provisions of its Regulation. In 2019 and 2020 EASO has responded to a number of ad hoc disembarkation / voluntary relocations exercises and has developed a structured operational response involving information provision, registration, selection and matching, tailored support to the respective Dublin Units and wider support to host Member States and participating Member States as required. Based on the support delivered in 2020, EASO will further develop its operational preparedness and capacity to deliver rapid operational support for single or multiple disembarkation events, using a standardised and agreed operational response (SOPs as developed in 2019/2020), in coordination with the European Commission.

	2021 (planned)	2019 (actual)
Financial resources	**EUR 50,000** (3301 Operational Support)	**EUR 368,900** (3301 Operational Support)
Human resources	2 AD, 1 CA	0.25 AD, 0.25 AST

| **Objective 1** |
| Enhance the Agency's capacity to respond effectively to different operational scenarios across Member States whose asylum and reception systems are facing disproportionate pressure. |
| **Link to the multi-annual objective(s)** |
| ▪ MA01 |
| **Main outputs/actions (2021)** |
| ▪ Finalise the Contingency Planning Manual, as required, and components of the Operations Toolkit (alternative deployment system). |
| ▪ Provide the necessary support to Member States to develop contingency systems as relevant. |
| **Expected results (2021)** |
| ▪ The Agency's operational capacity and deployment, procurement and administrative systems are strengthened and aligned in order to provide effective, efficient and rapid-response support to Member States. |
| ▪ The Agency has the capacity and expertise to support Member States in designing response strategies to rapidly address disproportionate pressure on their asylum and reception systems and build efficient contingency plans. |

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of tools developed or updated (alternative deployment system).	N/A	1	Progress reports
Number of Manuals/User Guides prepared.	N/A	1	Contingency Planning Manual/ User Guide

| **Objective 2** |
| Respond to rapid response needs as they arise upon approved request from Member States in a timely, efficient, planned, structured and coordinated operational manner. |
| **Link to the multi-annual objective(s)** |

▪ MA01	

Main outputs/actions (2021)
- Deliver timely, efficient, coordinated, rapid response operations upon approved request to Member States.
- Asylum support teams deployed to support rapid response needs upon approved request of Member States in close coordination with the Commission.

Expected results (2021)
- EASO has developed internal standby capacity (human, technical, logistical and financial) to ensure timely and rapid response to operational needs.
- EASO responds to rapid response needs upon request in a timely, efficient, planned, structured and coordinated operational manner.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
% and number of timely operational responses.	N/A	100% of approved requests responded to within agreed timeframe	Operational records and activity reports

2.1.6 External dimension

2.1.6.1 Networks and external relations

Within the framework of the EU external relations policy, the Agency will facilitate and encourage cooperation between EU+ countries, as well as between EU+ countries and Third Countries, in the External Dimension of the CEAS. This includes coordination and management of the External Dimension Networks of EU+ National Contact Points (NCPs) covering the i) Resettlement and Humanitarian Admission Network and ii) Third Country Cooperation Network.

The Agency will manage and further develop the two Networks by organising NCP meetings and activities involving relevant stakeholders as appropriate. The meetings will be a chance for the NCPs to discuss the Agency's activities and practical cooperation, including planning, coordination and identification of synergies in terms of resettlement and third country support actions in Third Countries by EU+ countries. The Agency will organise general Network meetings, complemented with thematic/geographical Working Group meetings. Additional thematic, practical cooperation meetings or activities may also be organised.

EASO will continue coordination and implementation of agreed frameworks for cooperation with Third Countries (TCs), including through Working Arrangements (WAs). Furthermore, EASO will work in preparation of the deployment of Liaison Officers to TCs, in line with the provisions included in the draft EUAA Regulation.

EASO will continue developing specific Knowledge Management tools and techniques, providing added value to EU+ countries' participation in the Networks. This approach aims at enhancing cooperation and coordination through eased access to existing knowledge held in EASO, EU+ countries and with other relevant stakeholders, by creating more effective peer-to-peer exchanges. This will support EU+ countries in addressing their commitments to international solidarity more effectively, avoiding duplications and creating meaningful synergies.

	2021 (planned)	2019 (actual)
Financial resources	**EUR 108,000** (3203 External dimension and resettlement)	**EUR 86,125** (3203 External dimension and resettlement)
Human resources	1 AD, 3 AST	0.5 AD, 2 AST

Objective 1

Manage and further develop practical cooperation among EU+ countries on activities pertaining to the Agency's External Dimension mandate.

Link to the multi-annual objective(s)
- MA03

Main outputs/actions (2021)
- Manage and implement two Networks on External Dimension, through meetings and consultations, as well as other Network activities agreed between the members of the two Networks.
- Implement specialised Working Groups, through meetings and consultations, as well as other Working Group activities agreed between the Working Group members.
- Improve, refine and expand coordination tools (e.g. activity planning calendar).

Expected results (2021)
- The two Networks of EU+ countries NCPs and experts involved in External Dimension activities are functioning effectively.
- The relevant Working Groups are functioning effectively.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of Networks meetings organised.	2	5	Operational/ administrative records; meeting reports
Specialised Working Groups in place and active.	N/A	4	Operational/ administrative records; meeting reports
Level of satisfaction of the participants involved in the Networks and the Working Groups.	N/A	80%	Surveys; statistical data collection
Number of tools implemented to enhance the coordination role of the Networks.	N/A	4	Operational/ administrative records; tools in place

Objective 2

Manage and further enhance the cooperation with Third Countries (TCs) on matters related to External Dimension, in a planned and structured manner in conjunction with concerned EU+ countries and the Commission.

Link to the multi-annual objective(s)
- MA02

Main outputs/actions (2021)
- Develop, consult, agree and implement Working Arrangements with key TCs.
- Consultative meetings with relevant stakeholders held to prepare the required arrangements for the deployment of Liaison Officers to TCs.

Expected results (2021)
- Working Arrangements (WAs) signed and in place with key TCs.
- Preparatory work for the deployment of Liaison Officers (LOs) to TCs completed.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of WAs signed.	N/A	3	Operational/ administrative records; WA signed

Number of consultative meetings held with relevant stakeholders in preparation of the deployment of LOs.	N/A	8	Operational/ administrative records; meeting reports

Objective 3
Continue the development/use of specific Knowledge Management tools and techniques, for enhancing cooperation and coordination between EU+ countries in the field of TC support.
Link to the multi-annual objective(s)
▪ MA03
Main outputs/actions (2021)
▪ Continue the development and management of knowledge management tools and techniques.   ▪ Pilot knowledge management tools in relation to, and in support of, activities pertaining to the Agency's External Dimension mandate.
Expected results (2021)
▪ Eased access to, and improved sharing of, existing relevant knowledge held in EASO, EU+ countries and with other relevant stakeholders.   ▪ More effective peer-to-peer exchanges created.

Indicators	**Latest result** (CAAR 2018)	**Target 2021**	**Data source**
Number of knowledge management tools/techniques developed, implemented or updated.	N/A	3	Operational/ administrative records, reports; business cases developed
Level of satisfaction of the participants who used the knowledge management tools/techniques.	N/A	80%	Surveys; statistical data collection

2.1.6.2 Resettlement and Humanitarian Admission

The Agency aims to strengthen the EU's role in the area of Resettlement and Humanitarian Admission, in cooperation with the European Commission, UNHCR, IOM, other implementing partners and relevant stakeholders, with a view to supporting EU+ countries in meeting the international protection needs of refugees in Third Countries and showing solidarity with their host countries. The Agency will, in close cooperation with the Commission, further develop and enhance the central coordination of EU-wide and EU+ countries' resettlement programmes.

At the request, and based on the operational needs, of EU+ countries, the Agency will provide assistance in coordinating technical cooperation, facilitating the sharing of infrastructure and logistical support, including through the implementation and subsequent continuation and/or replication, where appropriate, of the Resettlement Support Facility (RSF) in Istanbul. The Agency will facilitate coordination, effectiveness and efficiency of EU and EU+ countries' resettlement efforts, by further developing resettlement-related support in Turkey. This could be extended to other Third Countries at the request and based on the needs of EU+ countries.

The agency will continue to provide support and guidance to EU+ countries in light of the disruptions to their resettlement and humanitarian admissions programs caused by the Covid-19 situation by providing a platform for joint and coordinated responses, and by identifying and implementing alternative and adequate ways of working, including via the Resettlement Support Facility (RSF) in Istanbul, with the aim to continue resettlement operations. The Agency will participate in the implementation of international agreements concluded by the European Union with Third Countries in the area of resettlement, such as

the Voluntary Humanitarian Admission Scheme, if applicable, subject to prior approval of the Commission and after consultation with the Management Board[21].

The Agency will continue to support the planning and implementation of Complementary Pathways to international protection with interested EU+ countries through continued engagement with EU+ countries and other relevant stakeholders in the area of Private Sponsorship Programmes (PSP), peer-support initiatives and soft measures, building on the pilot project on PSP undertaken in 2018 at the invitation of the Commission. The Agency will also consider Monitoring and Evaluation (M&E) of Resettlement and Complementary Pathways Programmes to support EU+ countries in the sustainable set-up of such programmes.

Stakeholders Management remains essential in the Resettlement work of the Agency via participation in relevant fora, as well as bilaterally with UNHCR and IOM. With the 2020 introduction and subsequent implementation of the Resettlement and Complementary Pathways Network, the Agency has a stronger coordination role towards EU+ countries to address important issues which have an impact on EU Resettlement as a whole.

Should the proposal for a Regulation establishing a Union Resettlement Framework be adopted, this will also be an important development strengthening the role of the Agency.

	2021 (planned)	**2019 (actual)**
Financial resources	**EUR 1,610,000** (3203 External dimension and resettlement)	**EUR 602,628** (3203 External dimension and resettlement)
Human resources	3 AD, 1 CA, 1 SNE	2 AD, 0.25 AST, 1 SNE

Objective 1
Facilitate cooperation, coordination and use of capacity building tools in the area of Resettlement, including support to the implementation of the Union Resettlement Framework Regulation should this be adopted.[22]
Link to the multi-annual objective(s)
▪ MA03
Main outputs/actions (2021)
▪ Enhance technical cooperation among EU+ countries on specific topics of interest in the area of Resettlement and Complementary Pathways.   ▪ Cooperate with Third Countries and relevant international organisations in the area of Resettlement.   ▪ Organise Resettlement training for EU+ Countries.   ▪ Continue the development and management of tools related to Resettlement operations.   ▪ Ensure that resettlement related data is collected and shared in a timely manner with EU+ countries.
Expected results (2021)
▪ Enhanced technical cooperation among EU+ countries in the field of Resettlement and Complementary Pathways, including under the Union Resettlement Framework Regulation if adopted.   ▪ EASO Resettlement trainings and tools are used effectively and with added value for EU+ countries.   ▪ Resettlement related data is collected and shared between EU+ countries.   ▪ Increased cooperation with relevant stakeholders in the area of Resettlement and Complementary Pathways.

Indicators	**Latest result** ([CAAR 2018](#))	**Target 2021**	**Data source**
Number of meetings organised with relevant stakeholders aimed at enhancing cooperation in the field of Resettlement	4	6	Operational/ administrative

---

[21] Article 35(2) of the draft EUAA Regulation.
[22] Based on the draft Regulation establishing the Union Resettlement Framework, to be rolled out in 2020.

and Complementary Pathways (including under the Union Resettlement Framework Regulation, if adopted).			records; meeting reports
Level of satisfaction of EU+ countries involved in the above activities.	N/A	80%	Operational/ administrative records; satisfaction surveys
Number of participants in the EASO Resettlement trainings (including operational trainings as from 2020).	14	40+	Operational/ administrative records
Level of satisfaction of the participants involved in the EASO Resettlement trainings.	80%	80%	Operational/ administrative records; satisfaction surveys
Number of tools related to Resettlement operations used by EU+ countries.	1	5	Operational/ administrative records; surveys; reports; statistical data collection

Objective 2 Sharing of infrastructure and logistical support towards EU+ countries in selected Third Countries is in place through the RSF concept, adapted to the context of the relevant Third Country.
Link to the multi-annual objective(s) ▪ MA03
Main outputs/actions (2021) ▪ Implement the sharing of infrastructure and logistical support towards EU+ countries in Turkey through the continuation / expansion of the RSF. ▪ Plan and operationally organise selection and pre-departure orientation missions in cooperation with EU+ countries. ▪ Explore, further develop and, as appropriate, replicate the RSF concept in other host countries where there is a need (adapted to the relevant Third Country). ▪ Strategic meetings held, in coordination and cooperation with the Commission and other key stakeholders, including UNHCR and IOM.
Expected results (2021) ▪ One additional RSF (or similar) analysed, planned, and possibly piloted. ▪ Innovations identified in the current RSF mainstreamed. ▪ Added value is created in terms of enhancing operational coordination of EU+ countries resettlement operations. ▪ Cooperation between EU+ countries in Resettlement operations is stimulated. ▪ EU+ countries are better supported in fulfilling their Resettlement pledges.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of EU+ countries using the RSF concept for selection missions and pre-departure orientation missions.	N/A	10	Operational/ administrative records
Number of selection missions and pre-departure orientation missions (physically or remotely) implemented through the RSF concept (or through a similar/adapted concept).	N/A	15 selections missions 10 pre-departure orientation missions	Operational/ administrative records Periodical activity reports
Concept Note (CN) and Project plan for additional RSF (similar/adapted) developed.	N/A	1	Draft CN and Project plan developed

Objective 3
Support interested EU+ countries in the planning and implementation of Complementary Pathways to international protection in the EU, including Private Sponsorship Programmes.

Link to the multi-annual objective(s)
▪ MA03

Main outputs/actions (2021)
▪ Organise thematic meetings for EU+ countries' officials involved in planning and implementation of Complementary Pathways to international protection in the EU. ▪ Develop and/or adapt thematic outputs. ▪ Support, upon request, the planning and implementation of Complementary Pathways to international protection through tailor-made support actions. ▪ Continue mapping and supporting EU+ countries' Monitoring and Evaluation (M&E) systems in the field of Resettlement and Complementary Pathways Programmes.

Expected results (2021)
▪ Enhanced information sharing and coordination between interested EU+ countries in the planning and implementation of Complementary Pathways to international protection. ▪ When requested, tailor-made support actions for EU+ countries are developed and supported. ▪ Enhanced coordination on Complementary Pathways to international protection, including with UNHCR and other relevant stakeholders.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of activities aimed at supporting interested EU+ countries in the planning and implementation of Complementary Pathways to international protection in the EU.	4	6	Operational/ administrative records; periodical activity reports
Level of satisfaction of EU+ countries involved in the above activities.	80%	80%	Operational/ administrative records

2.1.6.3 Third country support

In line with the External Cooperation Strategy (ECS) adopted in February 2019 and within the framework of the EU external relations policy, the Agency will cooperate with the authorities of Third Countries, in particular with a view to promoting Union standards on asylum and reception, and assisting Third Countries as regards expertise and capacity building for their own asylum and reception systems. The Agency will, as appropriate, support the approach of renewed partnerships with Third Countries, through the partnership framework approach developed according to the situation and needs of each partner Third Country, depending on whether it is a country of origin, transit or destination.

The Agency will continue delivering capacity building support actions to key Third Countries' asylum and reception systems, defined and based on a project management approach, in line with the EASO Operations Manual. In particular, the Agency will continue to provide support to Turkey, the Western Balkan (WB) and Middle East and North Africa (MENA) Region. This will be implemented through the Agency's own budget, including EU+ countries' earmarked contributions for project initiatives as well as through the implementation of the Instrument for Pre-Accession Assistance (IPA) Programme[23], in partnership with Frontex, IOM and UNHCR. The Agency will also provide support in close cooperation with, and, as appropriate, under the framework of, relevant Regional Development and Protection Programmes (RDPPs).

---

[23] Regional Support to Protection-Sensitive Migration Management systems in the Western Balkans and Turkey, phase II.

The support will be based on the Agency's methodology of assessing needs compared to the Agency's capacity to respond, and in continuous dialogue with the respective Third Countries and in close coordination with other actors present in the Third Countries. Where appropriate, activities will be outlined in Roadmap documents agreed between EASO and a given Third Country or institution, aimed at improving the protection-sensitive operational response to mixed migratory movements and at strengthening the asylum and reception systems. EASO interventions will be based on a clear prioritisation of needs and a logic model for intervention.

In addition to the above mentioned capacity building activities, which will be provided on a number of international protection/asylum and reception related topics, the Agency will facilitate and encourage practical cooperation between EU+ countries and Third Countries. This may involve specific support for EU+ countries in developing bilateral programmes related to asylum and reception in Third Countries.

The Agency's interventions to support Third Countries will be done in close cooperation with the European Commission, EEAS and respective EU Delegations/offices in TCs, EU+ countries, Frontex, UNHCR, IOM and other relevant actors.

	2021 (planned)	2019 (actual)
Financial resources	**EUR 563,000** (3203 External dimension and resettlement) (4102 IPA programme: Regional Support to protection-sensitive migration management systems in the Western Balkans and Turkey, phase II: 01/07/2019 - 30/06/2021: EUR 1,475,000)[24] (4101 Czech Republic voluntary and earmarked contributions to EASO Regional Pilot Project in support of North Africa/RDPP NA, Q4 2020 – Q1 2024: EUR 550,000)[25]	**EUR 738,382** (3203 External dimension and resettlement) (4102 IPA programme: Regional Support to protection-sensitive migration management systems in the Western Balkans and Turkey, phase II: 01/01/2016 – 30/06/2019: EUR 1,325,436)
Human resources	5 AD, 3 CA[26]	3 AD

Objective 1
Strengthen cooperation with, and provide capacity building support to, **Western Balkan** national administrations' to improve capacities to manage fluctuating migration movements and to develop the asylum and reception systems in a protection sensitive manner, including on matters concerning persons with special needs, in line with EU standards and in the context of the EU accession process.
Link to the multi-annual objective(s) ▪ MA03
Main outputs/actions (2021) ▪ Implement capacity building activities and, as appropriate, operational support, in cooperation with WB administrations within the framework of jointly developed Roadmaps and/or under the framework of the IPA regional project "Regional support to Protection-Sensitive Migration

---

[24] Request for no cost extension of 6 months submitted to DG NEAR pending decision.

[25] A Danish voluntary and earmarked contribution to the EASO Regional Pilot Project in support of North Africa /RDPP NA is expected.

[26] Excludes 5 CA posts allocated to the IPA project (Title 4) and 5 CA posts planned for the EASO Regional Pilot Project in support of North Africa/RDPP NA.

Management systems in the Western Balkans and Turkey"[27] Phase II, building on lessons learned from the Agency's previous engagement.
- Implement four Roadmaps in the WB, creating tailor made support with national ownership, enhanced synergies and complementarity with that of relevant actors in the countries and with direct access to the WB administrations.
- Implement the regional IPA funded project, enhancing regional cooperation in the Western Balkans and convergence with EU standards and best practices in relation with asylum and reception.
- Conduct/participate in technical and senior officials meetings to pave the way towards the establishment of Working Arrangements with relevant WB administrations.
- Participate to a number of strategic meetings such as National/Regional Steering Committee meetings related to the regional IPA II project implementation, consultation on the enlargement package, including at country level, and with key stakeholders, including EU+ countries, European Commission/EU Delegations or offices, Frontex, UNHCR, IOM, etc.
- Contribute at technical level to the EU policy dialogue with WB administrations.

Expected results (2021)
- The Agency's support to Western Balkan national administrations is delivered, including within the framework of the IPA project "Regional support to Protection-Sensitive Migration Management systems in the Western Balkans and Turkey" Phase II.
- Agreed Roadmaps between EASO and four WB countries are under implementation.
- Reporting on the IPA regional project is completed by EASO, demonstrating a high degree of achievement of agreed results as per the project work plan including in view of project budget consumption.
- Improved skills, capacity and knowledge developed by the WB national administrations in the field of asylum and reception.
- WB national asylum and reception systems and practices are further in line with EU legislation and best practices, in light of the EU accession process.
- Regional cooperation in the field of asylum at WB level is enhanced.

Indicators	Latest result ([CAAR 2018])	Target 2021	Data source
Number of Roadmaps in place and implemented following project management methodology in line with the Operations Manual, with a clear prioritisation of needs and defined entry and exit strategies.	2 Roadmaps under implementation	4 Roadmaps under implementation; 4 Roadmap mid-term reviews initiated; WAs with WB administrations under discussion/ agreed	Agreed Roadmaps in place; Mid-term reviews; Periodical activity reports; National/Regional Steering Committee meeting reports
Number of activities implemented under Roadmaps/the IPA-funded Project.	29	35	Operational and administrative records; periodical activity reports and final project reports sent to the European Commission

---

[27] IPA II Programme (phase I) "Regional Support to Protection-Sensitive Migration Management in the Western Balkans and Turkey" is a multi-agency initiative that started in January 2016 and ended in June 2019. Within this framework, the Agency implemented asylum-related capacity building actions in the Western Balkans and Turkey. EASO had a specific focus on Serbia and North Macedonia). The IPA project phase II (July 2019- June 2021) is now under implementation.

Level of satisfaction of the partner countries involved.	95%	80%	Activity evaluation reports

---

Objective 2

Strengthen cooperation with, and deliver capacity building actions, to the Directorate General of Migration Management (DGMM) of the Turkish Ministry of Interior to improve knowledge and working methodology in the field of asylum, including on matters concerning persons with special needs and in managing fluctuating migration movements.

Link to the multi-annual objective(s)
- MA03

Main outputs/actions (2021)
- Implement capacity building activities to support DGMM/Turkey within the framework of the jointly developed EASO-DGMM Roadmap 2019-2021.
- Final evaluation of present cooperation, followed by a needs assessment and a series of consultations and formulation meetings to inform the new cooperation framework (Roadmap) for the next period.
- Conduct/participate in technical and senior officials meetings to pave the way towards the establishment of Working Arrangements with the respective Turkish authorities (including DGMM).
- Participate to a number of strategic coordination meetings, including at country level, with the key stakeholders, including EU+ countries, European Commission/EU Delegation in Ankara, Frontex, UNHCR, IOM, ICMPD, etc.
- Contribute at technical level to the EU policy dialogue with Turkey.

Expected results (2021)
- The Agency support to DGMM is delivered within the framework of the jointly developed EASO-DGMM Roadmap (2019-2021) for cooperation.
- A new/extended EASO-DGMM Roadmap is agreed based on the Agency's project management approach.
- Improved skills, capacity, and knowledge, including development of innovative tools by Turkish authorities (DGMM) in the field of asylum, based on a peer-to-peer approach.
- Strengthened cooperation and relations with key stakeholders.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of Roadmaps in place and implemented following project management methodology in line with the Operations Manual, with a clear prioritisation of needs and defined entry and exit strategies.	1 Pilot Roadmap completed 1 new Roadmap formulated, adopted and under implementation	1 Roadmap under implementation and completed; 1 new Roadmap formulated, based on mid-term and final reviews EASO-DGMM Working Arrangement under discussion / agreed	Agreed Roadmaps in place; Mid-term review; Periodical activity reports; Senior Official Meeting reports
Number of activities implemented as per the agreed Roadmaps.	18	20	Periodical activity reports
Level of satisfaction of the partner countries involved.	92%	80%	Activity evaluation/feedback reports

---

Objective 3

Strengthen cooperation with, and provide capacity building actions to, Middle East and North African (MENA) countries to improve knowledge and capacities to manage fluctuating migration movements and

to develop the asylum and reception systems, including on matters concerning persons with special needs.

Link to the multi-annual objective(s)
▪ MA03

Main outputs/actions (2021)
- Implement capacity building activities to support MENA countries within the framework of the jointly developed cooperation documents (Roadmaps and/or specific projects) or as contribution to other stakeholders programmes/projects (e.g. ICMPD's JEMPAS II in Jordan).
- Establish and implement a regional pilot project under the umbrella of the RDPP NA, contributing to enhancing EU involvement in the implementation of international protection actions in the North Africa region.
- Contribute to, *inter alia*, the Migration Dialogues[28], Mobility Partnerships[29] and the Partnership Framework Approach in strategically targeted Third Countries, including through participation in strategic meetings, in coordination and cooperation with EU+ countries, the European Commission/EU Delegations, Frontex, UNHCR, IOM, etc.
- Conduct/participate in technical and senior officials meetings to pave the way towards the establishment of Working Arrangements with relevant MENA countries.
- Contribute at technical level to the EU policy dialogue with MENA administrations.

Expected results (2021)
- The Agency support to MENA Region countries is delivered, including within the framework of Roadmaps/projects as appropriate.
- Improved skills, capacity and knowledge developed by the national authorities in the MENA countries in the field of asylum and reception.
- Cooperation and relations with key stakeholders are deepened.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of Roadmaps/projects, as appropriate, established/ implemented following project management methodology in line with the Operations Manual, with a clear prioritisation of needs and defined entry and exit strategies.	N/A	3	Agreed Roadmaps/ projects under development or in place as appropriate; Periodical activity reports; Senior Official Meeting reports
Number of activities implemented as per cooperation documents.	N/A	8	Periodical activity reports
Level of satisfaction of the partner countries involved.	N/A	80%	Activity evaluation/feedback reports

2.2 Operational support and tools, programming, monitoring and evaluation of operations

2.2.1 Operational support and operational tools

The Agency's operational and technical assistance to Member States is governed by **Operating Plans**, agreed upon by the Agency and the host Member State. Rapid Response support – for example when the Agency provides support for ad hoc disembarkations / voluntary relocation operations to Member

---

[28] For example in relation to the Migration Dialogue between the European Union and Egypt.
[29] The objective will also contribute to other regional processes, such as the Prague and the Budapest processes, the Rabat and the Khartoum processes, and the Euromed activities.

States, – is agreed through Special Project Plans. Support to third countries is agreed in **Working Arrangements, Roadmaps and specific projects**.

The drafting of an Operating Plan can be initiated at the request of a Member State or upon the initiative of the Agency, with the agreement of the Member State concerned. The Plan sets out in detail the conditions for the provision of the operational and technical assistance and the deployment of asylum support teams, and the specific measures to be implemented. In Member States where UNHCR and other relevant actors are operational and have the capacity to contribute to the request for operational and technical assistance, the Agency coordinates on the implementation of the Operating Plan, where appropriate, and upon agreement of the Member State concerned. Should the Proposal transforming EASO into the EUAA be adopted retaining the role of a Fundamental Rights Officer, the latter, as well as participating Member States, where necessary, would be consulted during the drafting process.

Working Arrangements, Roadmaps and Projects are not governed by the same regulatory framework as Operating Plans, nevertheless the Agency will similarly apply a structured and rigorous project management methodology to all operational projects as defined in the Operations Manual. The methodology applied is however graduated dependent on the scale and complexity of the context as required.

The Agency also aims to **continually improve the planning of operational support** and will further refine its working methodologies for drafting of Operating Plans and other projects as noted above. The Plans will continue to be based on thorough needs assessments and consultations with participating Member States, as well as on robust planning building on the existing knowledge, experience gained and lessons learned. The Agency will look into creating synergies with other tools and/or capabilities within the Agency to ensure the most efficient use of resources and outputs.

The Agency will continue to build on its ability to rapidly provide support to Member States, in particular in situations of disproportionate pressure on their asylum and reception systems**. Contingency planning capabilities and preparedness** will be reviewed and further enhanced to adapt the Agency's support to Member States in the event of sudden emergency needs.

The Agency will make use of and **further develop or refine tools to implement its operational activities**. The Agency will develop and implement alternative deployment systems to ensure rapid response. EASO will **maintain an open channel of communication with the NCPs** on all matters pertaining to experts deployed in operational support activities, and provide assistance on all issues relating to their deployment. The Agency will further develop as necessary its Asylum Intervention Pool System (EAIPS) to ensure the quality and coherence of deliverables in operational support, management and monitoring of deployments in a coherent manner.

In order to have enhance access to wider **interpretation,** the Agency will continue to support EU+ countries in having easy access to available languages for interpretation. In implementing the abovementioned activities, the Agency will build on its expertise in all areas of intervention and cooperate with other relevant JHA agencies, as appropriate.

	2021 (planned)	**2019 (actual)**
Financial resources	EUR 499,240 (3301 Operational support)	EUR 485,643 (3301 Operational support)
Human resources	4 AD, 4 AST, 1 CA	3.5 AD, 2.5 AST, 1 CA

Objective 1
EASO Operations Toolbox is further enhanced to ensure appropriate tools are available for the delivery of operations.
Link to the multi-annual objective(s)
▪ MA01, MA02
Main outputs/actions (2021)

- Continuously refine and update existing tools and/or develop new tools to enhance EASO's operational response capabilities.
- Test and implement innovative operational tools to support operations. All tools will be proofed against the need arising from adaptations due to COVID-19. Further, specific tools, which enhance remote processing, will be explored (e.g. self-registration tools, remote interview technology tools).
- Support the creation, updating and maintenance of appropriate knowledge management/ information sharing tools.
- Support the development of relevant tools for Member States in respect of efficient reception and asylum systems.

Expected results (2021)
- Operational tools developed and implemented to support operations and enhance EASO's and/or Member States' operational response capabilities.
- Knowledge management / information sharing tools supported.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Number of tools/guides developed or updated as a part of the EASO Operations Toolbox[30].	N/A	2	Project documentation

---

Objective 2
Continue to enhance the deployment of experts to asylum support teams. Establish complimentary mechanisms to ensure that the Agency has the capacity to respond rapidly to emergency needs in a timely, efficient and appropriate manner. Maintain open channel of communication with the NCPs on all matters pertaining to deployment of MS experts.

Link to the multi-annual objective(s)
- MA01, MA02, MA03

Main outputs/actions (2021)
- Further develop the EAIPS to introduce more functionalities, as required.
- Further develop, implement and support the management of complimentary/alternative deployment management systems.
- Continue to collaborate with Member States to ensure quotas for nominations are met.
- Organise regular meetings with NCPs, including bilateral meetings, to keep open channel of communication and discuss deployment matters.
- Create, update and maintain country-specific information for the Agency operations on Country Operations Platforms.

Expected results (2021)
- Enhanced capability of the Agency and Member States for deployment to asylum support teams.
- Improved practical tool (EAIPS) for the deployment of experts and other personnel to provide operational support.
- Improved monitoring of the deployment and reimbursement of experts for the asylum support teams.
- Regular communication with NCPs maintained via the EAIPS and dedicated NCP meetings.
- Country-specific information available for each operation to facilitate deployments.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
EAIPS new functionalities fully completed.	100%	100%	Project documentation
Degree of satisfaction of EU+ countries with the EAIPS.	82%	80%	Satisfaction survey
Number of new deployment mechanisms identified and implemented.	N/A	1	Project documentation

---

[30] Ref. as per section 1.5, as the outcomes support both objectives.

Number of practical cooperation meetings organised, incl. meetings with the NCP network in the EU+ countries.	2	At least 2	Meeting documentation
Degree of satisfaction of NCP meeting participants with the meeting outcomes.	93%	Min 80%	Feedback forms
Country-specific information for the Agency operations created within the Country Operations Platforms.	1 for each operation	1 for each operation	Country Operations Platforms
Percentage of experts having access to the Country Operations Platforms.	100%	100%	Country Operations Platforms statistics

2.2.2 Programming, monitoring and evaluation of operations

The Agency's operations are based on sound programming, monitoring and evaluation processes as described in the EASO Operations Manual, which is composed of complementary User Guides. The Operations Manual provides methodological guidance for results-based operations which require entry, exit and sustainability strategies and enhancement in planning, implementation, monitoring and evaluation.

With respect to **Programming of Operations**, thorough needs assessments will inform the design, identification and formulation of EASO programmes and projects. A results-based approach underpins the operational planning of strategic programmes and projects (e.g. Operating Plans) involving the development of results frameworks, implementation plans, monitoring plans, internal/external evaluations and other project management tools. Programming will also ensure that programme design and planning happens in line with the strategy set out at C1 level and at EASO level, i.e. strategies on reception and asylum process (elements), external dimension strategy and any other strategic documents.

Monitoring and Evaluation of operations enhances feedback mechanisms, which allow adaptive and reflective management responses. EASO has adopted a dual approach: fidelity monitoring will be used to ensure effective adaptive monitoring and, in parallel, a blend of internal and external evaluations will be used to provide reflective evaluations.

	2021 (planned)	2019 (actual)
Financial resources	**EUR 278,800** (3301 Operational support)	**EUR 246,106** (3301 Operational Support)
Human resources	6 AD, 4 CA	4 AD, 4 CA

Objective 1 EASO Operations Manual provides methodological framework and clear guidance on project cycle management phases to all EASO operations in MSs and in the external dimension.
Link to the multi-annual objective(s)   ▪ MA01, MA03
Main outputs/actions (2021)   ▪ Guide operations with practical and fit-for-purpose methodologies and user guides for all phases of the project cycle management as reflected in the Operations Manual.   ▪ Finalise the Operations Manual, including drafting Design and Planning User Guide and Evaluation User Guide as well as revising Needs Assessment and Monitoring user guides.
Expected results (2021)   ▪ The Operations Manual and its User Guides are finalised, validated, disseminated and adopted across EASO operations in MSs and the External Dimension.   ▪ Operations are guided with practical and fit-for-purpose methodologies as reflected in the Operations Manual.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of chapters drafted, validated and launched as part of EASO Operations Manual.	N/A	5	PMES internal reporting

Objective 2
Centre programmes and projects are identified, articulated and delivered within the framework of C1 strategic vision and in adherence to C1 PM methodology.

Link to the multi-annual objective(s)
▪ MA01, MA03

Main outputs/actions (2021)
▪ Ensure that programme design and planning happens in line with the strategy set out at C1 level and at EASO level, external dimension strategy and any other strategic documents.
▪ Provide technical and methodological support and guidance to strategic initiatives and hands-on activities.
▪ A response mechanism to requests for strategic and technical support from other parts of EASO is well-established and implemented, as appropriate.

Expected results (2021)
▪ EASO interventions in MSs and in the External Dimension are designed within the framework of the strategy set out at C1 and agency level and aligned to other strategic documents.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
A C1 programming team is established.	N/A	1	PMES internal reporting
# of strategic and technical support actions conducted.	N/A	3	PMES internal reporting

Objective 3
EASO's operations, defined as programmes, plans and projects, are built upon an assessment of needs, an intervention logic and a harmonised used of the result-based approach.

Link to the multi-annual objective(s)
▪ MA01, MA03

Main outputs/actions (2021)
▪ Provide methodological, technical and operational support to needs assessment exercises, interventions design across EASO operations.
▪ Improve, refine and expand the project management tools for needs assessment, design and planning of operations.
▪ Provide capacity building, and support institutional knowledge transfers, around programming and planning, as appropriate.

Expected results (2021)
▪ All operations, with the support of the programming function, are based on thorough needs assessment and are backed up by a formalised list of design and planning documents (User Guides/minimum standard checklists).
▪ Operations are guided with practical and fit-for-purpose methodologies for needs assessment, design and planning as reflected in the Operations Manual.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of needs assessments carried out before operations are formulated.	N/A	4	Needs assessments reports
# of EASO interventions (including operating plans, roadmaps, etc.) accompanied by a results framework, including SMART indicators and targets.	N/A	4	Project documentation (RFs) for each intervention

Objective 4
A Fidelity Monitoring approach, using Results and Process Indicators and framing the process of measuring the implementation of EASO's interventions, is in place and able to ensure adaptive feedback *in real time* to Centre for Operations Management Teams, ensuring fidelity to programmes and plans and facilitating required changes.

Link to the multi-annual objective(s)
▪   MA01, MA03

Main outputs/actions (2021)
▪   Design Fidelity Monitoring Plans with operations teams and promote their usage.
▪   Provide strategic guidance and direct support in view of the application of fidelity monitoring in EASO Operations.
▪   Improve, refine and expand centralised monitoring tools for results and process monitoring and lead on customisation and usage across EASO operations.
▪   Establish and make continuous use of actionable feedback loops through a fidelity monitoring approach.

Expected results (2021)
▪   EASO's operations rely on actionable feedback loops through a fidelity monitoring approach.
▪   Operations are guided with practical and fit-for-purpose methodologies for adaptive fidelity monitoring as per the Operations Manual.

Indicators	**Latest result** (CAAR 2018)	**Target 2021**	**Data source**
# of EASO interventions (including operating plans, special support plans, roadmaps, etc.) having an effective Monitoring Plan in place.	N/A	6	Monitoring Plan
# of EASO interventions (including operating plans, special support plans, roadmaps, etc.) for which fidelity monitoring feedback loop mechanisms are established.	N/A	6	PMES internal reporting

Objective 5
EASO operations benefit from systematic and objective (internal and external) evaluations leading to management response and institutional learning, including in terms of human resources and sound financial management.

Link to the multi-annual objective(s)
▪   MA01, MA03

Main outputs/actions (2021)
▪   Provide strategic guidance and direct support in view of the application of the undertaking of reflective evaluations across EASO Operations.
▪   Ensure the production of evaluation reports and Management Response Sheets with actions and timeliness for all Centre Plans and specific projects.
▪   Ensure that the evaluation recommendations and the Management Response Sheets are timely reported to and scrutinised by EASO Management Team and Manamgement Board, as needed.
▪   Improve, refine and expand relevant project management tools for evaluation.
▪   Provide capacity building, and support institutional knowledge transfers, around evaluation, as appropriate.

Expected results (2021)
▪   EASO's operations are reflective on, and draw lessons from their relevance, efficiency, effectiveness, complementarity and added value.
▪   Operations are guided with practical and fit-for-purpose methodologies for reflective evaluations as per the Operations Manual.

Indicators	**Latest result** (CAAR 2018)	**Target 2021**	**Data source**

Number of evaluation exercises conducted by PMES (internal) or contracted by PMES to contractors (external) guiding EASO operations.	N/A	6	Evaluation reports

2.3 Asylum knowledge

2.3.1 Country of Origin Information

Acting as an independent and impartial centre of expertise and with a view to supporting Member States in their asylum decisions and policy making and furthering the quality, efficiency and convergence in the assessment of protection needs across the EU, the Agency will draw up and regularly update reports, query responses and other products on relevant third countries and thematic issues, such as security situation, socio-economic circumstances, targeting of profiles, including vulnerable or minority groups, etc., in line with the principles and quality standards as established in its COI report methodology. The Agency will particularly do this in support of:

- Member States COI specialist networks;
- Member States with an operational support plan;
- Development of Common Analysis, Country Guidance Notes, or Practical Tools for asylum decision and policy makers in the Member States;
- The Commission with information relevant for the designation of safe countries of origin and safe third countries, upon request.

In the framework of Member States' **COI specialist networks**, the Agency will support enhancing cooperation on country of origin information, seeking synergies and avoiding duplication of efforts, knowledge generation and capacity building in specialised COI research and analysis. In practice, this can be improved by accurately mapping national and EU-level needs for COI, by effectively sharing national production plans on a dedicated platform, increasing mutual involvement in peer review and the joint production of national and EU-level COI products and by running an EU-level COI query system. The Agency will continue organising network meetings and other COI events, including country-specific or thematic seminars and conferences, methodological and skill development workshops. The Agency will further explore analytical methodologies in the field of COI and will continue to develop or update research methodologies, common formats, practical guides, and/or other products on topics requiring advanced expertise, such as specific information on children, or on other persons belonging to vulnerable groups, or regarding possible tools used for COI research, such as online research tools and fact-finding missions. For the sharing of information, the Agency will manage and further develop a web portal.

The Agency will reinforce **COI support to its operations** in frontline Member States by providing relevant COI products (e.g. query responses, factsheets), delivering country-specific or thematic briefings, methodological training, workshops or other capacity building activities in collaboration with other Member States. The Agency will also continue its COI activities in third countries in the framework of the external dimension.

In line with the Council Conclusions of 21 April 2016 regarding country guidance, the Agency will continue to draw up and regularly update EU-level COI products in support of the development of Common Analysis and Country Guidance Notes.

Cooperation with civil society experts in the field of COI will be strengthened. More specifically, the Agency intends to invite civil society organisations to a number of COI-related meetings, workshops and conferences, and will continue to involve external experts as speakers and panel members. Civil society actors specialised in the field of COI will be consulted on methodologies and may, where needed, be invited to contribute to the COI production. In addition, regular informal consultation sessions will be organised with civil society actors in the field of COI.

	2021 (planned)	2019 (actual)
Financial resources	**EUR 970,000** (3103 Country of Origin Information)	**EUR 1,205,487**[31] (3103 Country of Origin Information)
Human resources	15 AD, 2 AST, 5 CA	10 AD, 4 AST, 4 CA, 1 SNE

Objective 1
EASO aims to draw up and regularly update COI reports, COI queries and other products, in line with the EASO COI Report Methodology and based on a wide variety of sources, including interviews with specialised and expert sources. Such products will be published in the COI portal, EASO website and/or disseminated among the relevant networks or stakeholders.
Link to the multi-annual objective(s)
▪ MA04
Main outputs/actions (2021)
▪ Produce COI reports, query responses and other products.
Expected results (2021)
▪ This objective aims to support efficiency and quality in the decision and policy-making procedures related to International Protection, through supporting the MS COI Specialist Networks, Frontline MS with operational support plans, the development of Common Analysis, Country Guidance Notes, and the Practical Tools.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Percentage of joint production, Europeanisation initiatives in the MS specialist networks facilitated leading to successful finalisation and/or publication of the COI products.	N/A	80%	Network meeting reports, email exchange, publication on EASO COI Portal, website and internal dissemination in operations, COI networks etc.
Percentage of initiatives for COI reports, COI queries and other relevant products for operational support activities fulfilled.	N/A	80%	Requests from operations, COI queries from operations responded to, publication on COI portal or dissemination with operations
Proportion of Country Guidance developments supported by timely drawing up or updating necessary EU-level COI products; and supporting Country Guidance Network and Drafting Team meetings, in which EASO COI expert(s) participate to provide relevant COI input.	100%	100%	Publication on EASO COI portal and dissemination among Country Guidance network and drafting teams; Participations COI experts registered for each meeting
Percentage of COI products delivered as input to Practical Tools.	N/A	100%	Joint development initiatives with ACGU such as exclusion tools, dissemination in relevant networks
Percentage of requests by COM for information in support of SCO/STC assessment responded to.	N/A	100%	Dissemination with COM

[31] This included also MedCOI, now planned separately.

Number of FFMs conducted in view of reaching out to relevant specialised and expert sources in the field.	N/A	2	Missions to third countries by COI staff

Objective 2
EASO aims to enhance cooperation, information exchange, capacity building, knowledge generation and quality in COI work by way of supporting member States' COI networks and organising relevant events.

Link to the multi-annual objective(s)
- MA04

Main outputs/actions (2021)
- EASO aims to enhance cooperation, information exchange, capacity building, knowledge generation and quality in COI work by way of supporting member States' COI networks and organising relevant events.

Expected results (2021)
- By bringing people together in events, networks, facilitating exchange and discussing COI work EASO aims to enhance cooperation, build capacity and work on quality in COI. This should support the production of national and EU-level COI, as a factual base for decision and policy makers.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Number of COI-related workshops, meetings and conferences organised, including minimum 1 specific event for each COI network.	22	20	Meeting calendar, invitations
Level of satisfaction of participants.	N/A	80%	Meeting evaluation forms filled in by participants on different aspects of the meeting (averages)
Exchange on needs, national production plans, knowledge generation effectively managed for each COI specialist network on a dedicated collaborative online platform.	N/A	100%	Uploaded documents in platform for each network: needs assessment, mapping national plans, knowledge generation products such as source lists
Percentage of COI events successfully organised based on agreed planning in operational support activities and with external dimension.	N/A	100%	Calendar, operational plans, exchange with operation

Objective 3
Enhance quality and support capacity building in COI research.

Link to the multi-annual objective(s)
- MA04

Main outputs/actions (2021)
- Support capacity building and quality in COI work by organising methodological events, skill development workshops, producing/updating methodological products and facilitating peer review initiatives.

Expected results (2021)

- By way of organising these activities, the Agency aims to strengthen the COI functions in MS for the sake of efficiency and quality decision and policy making processes.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Organise methodological and skill development workshops.	N/A	5, with min 80% participant satisfaction	Calendar, participants list
Develop/update relevant COI methodological guides.	N/A	1	Publication on website
Percentage of peer review initiatives facilitated in EASO COI networks and/or for EASO publications, including written peer review and implementation/evaluation meetings where relevant.	N/A	90%	Acknowledgements' sections COI publications, network exchange, peer review meetings invitations/participant list

Objective 4
EASO aims to make available relevant and qualitative COI products by publishing relevant EU-level products, connecting national COI databases and uploading in cooperation with MS their relevant products.
Link to the multi-annual objective(s)
▪ MA04
Main outputs/actions (2021)
▪ By publishing relevant EU-level products, connecting national COI databases and uploading in cooperation with MS their relevant products, EASO aims to make available relevant and qualitative COI products.
Expected results (2021)
▪ By making these products available, EASO aims to support qualitative decision and policy making, by providing an objective factual evidence base on the situation in relevant countries of origin or third countries.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Number of COI Portal visits.	40,809	60,000	Analytics tool for COI Portal

2.3.2 MedCOI

The MedCOI project was established to improve access to Medical Country of Origin Information (MedCOI) for national migration and asylum authorities in Europe. This project was subsequently funded by the European Refugee Fund (ERF) and the European Asylum, Migration and Integration Fund (AMIF). The AMIF-funded MedCOI4 project included 14 partner countries and was implemented by project teams in The Netherlands (Dutch Medical Advisors Office, BMA) and Belgium (Belgian Desk on Accessibility, BDA).

The objective of the project was to provide and share reliable MedCOI to national migration and asylum authorities in Europe in order to support accurate and fair decisions in international protection and other migration procedures.

In 2017, EASO started a transfer project, aiming at a gradual take-over of the MedCOI activities, with maximum guarantee for maintaining quality and continuing the level of service to the current users. This transfer project ran from 2017 until 2020, with the objective of EASO becoming fully capable to deliver the MedCOI services as a part of its core business activities to all EU+ countries.

The EASO MedCOI service relies on a worldwide network of medical experts that provide up to date information on the availability and accessibility of medical treatment possibilities in countries of origin. Based on this information, combined with desk research, the EASO MedCOI produces responses to individual requests from EU+ countries, general medical country reports, and maintains a database holding the information which is accessible to EU+ countries' relevant administrations. The MedCOI services are subject to quality assurance activities such as validations, audits, and peer reviews. Medical advisors are involved in the process to guarantee quality and medical accuracy of the information; and to give guidance to the users.

	2021 (planned)	2019 (actual)
Financial resources	EUR 800,000 (3103 Country of Origin Information)	EUR N/A[32] (3103 Country of Origin Information)
Human resources	5 AD, 6 AST, 1 CA, 1 SNE	N/A[33]

Objective 1
Produce relevant high quality medical country of origin information and make it available to MS users.

Link to the multi-annual objective(s)
▪ MA04

Main outputs/actions (2021)
▪ Provide responses to MedCOI requests for availability and accessibility of medical treatment for individual cases.
▪ Produce COI products on the health care situation.
▪ Manage a MedCOI Portal and database, for the management of the individual request workflows, and for efficient access to MedCOI information by the MS.

Expected results (2021)
▪ By making such information on medical treatments and health care situation in relevant countries of origin or third countries, EASO aims to support qualitative decision and policy making in International Protection or related fields, by way of providing a factual evidence base.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Response rate to individual requests (baseline number of requests expected is about 1,200 per year).	N/A	90%	Statistics from MedCOI database
User satisfaction rate.	N/A	80%	Survey
Number of products produced/updated (a single product should be counted against an average of 100 pages, including introduction, bibliography etc.).	1	5	Publication on the EASO COI Portal, website and/or dissemination among MedCOI users
Conduct fact-finding missions (FFMs).	N/A	1	Missions COI staff to third countries
MedCOI Portal and Database fully functional for users, EASO MedCOI team and providers of information.	N/A	>95% of time	ICT data

Objective 2
▪ Increasing efficiency in the provision and use of MedCOI information, in support of MS decision and policy makers in procedures relevant or related to international protection.

---

[32] MedCOI was not planned separately from COI activities in Work Programme 2019.
[33] *Ibid.*

Link to the multi-annual objective(s)
▪ MA04

Main outputs/actions (2021)
▪ EASO aims to guarantee efficient access to information and qualitative use by end-users by way of providing training and briefings on the framework in which the information is collected, provided and used; on medical knowledge and understanding; and on the products, and portal to manage workflows.

Expected results (2021)
▪ Improved understanding and capabilities for the use of MedCOI information by users.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Rate of certification of database users (searching and launching requests) via training (EASO Training Modules on MedCOI).	N/A	100%	Training and database user statistics
Organise user events, in which briefings are given.	N/A	1	Agenda, calendar, invitations

2.3.3 Country guidance

Based on the Council Conclusions of 21 April 2016, the Agency will continue to implement its country guidance activities. In particular, the Agency will continue to coordinate the efforts of Member States to produce common analyses and guidance notes on main countries of origin, with the aim to assist in the assessment of applications for international protection and with a view to fostering convergence in asylum decision-making in the EU+. The common analyses and guidance notes will be kept under regular review, and updated as necessary.

The Agency will continue to coordinate, support and develop the network of senior-level policy officials from EU Member States, Switzerland and Norway, i.e. the Country Guidance Network, established for these purposes. The Agency will organise country-specific meetings in the context of a particular development or update of country guidance, as well as general and strategic meetings, with the aim to enhance cooperation in this area. The efficient work of the Network will be further supported via written consultations and exchange of relevant information facilitated by the Agency.

Drafting teams of selected national experts will be set up for each development and update of country guidance. Their work will be coordinated and supported by the Agency, including though the organisation of physical or virtual meetings.

The Agency will also continue to involve the European Commission and UNHCR in the country guidance development, review and update. The Agency will also continue to involve the European Commission and UNHCR in the country guidance development, review and update, by inviting them to provide relevant input to written consultations and during Country Guidance Network meetings.

The guidance notes produced via this process will be submitted to the EASO Management Board for endorsement. They shall be submitted by the Executive Director after consulting the European Commission.

	2021 (planned)	**2019 (actual)**
Financial resources	EUR 400,000 (3103 Country of Origin Information)	EUR 110,833 (3103 Country of Origin Information)
Human resources	4 AD, 2 AST, 1 CA	1 AD, 1 AST, 1 CA

Objective 1

Enhance convergence in EU+ decision-making practices through the development, reviewing and updating, as needed, of common analyses and guidance notes as a result of coordinated efforts among Member States.

Link to the multi-annual objective(s)
▪ MA04

Main outputs/actions (2021)
▪ Foster MS cooperation in jointly assessing the situation in main countries of origin by coordinating and facilitating the development, review and update of common analysis and guidance notes in the framework of the Country Guidance Network.
▪ Facilitate the exchange of information among Member States, relevant to the purposes of the development of common analysis and guidance.

Expected results (2021)
▪ EASO aims to develop together with MS common analysis and guidance notes on main countries of origin in order to achieve higher levels of convergence in decision making in International Protection.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of country guidance processes, including country guidance development, review and/or update, which are finalised at the level of the Country Guidance Network and guidance notes presented to the MB for endorsement.	1	4	Draft notes sent to MB for endorsement
Number of Network meetings organised.	5	8	Calendar, agendas, invitations
Level of satisfaction among participants with the network meetings.	88.4%	80%	Evaluation forms filled in after meetings (averages)
Numbers of surveys to the Network launched and processed in the framework of the development, review or update of country guidance.	3	4	Survey reports

Objective 2

Actively disseminate, explain and promote the guidance notes in EASO's operations, other activities and with external stakeholders.

Link to the multi-annual objective(s)
▪ MA04

Main outputs/actions (2021)
▪ Participate in relevant events for the promotion of the guidance notes.

Expected results (2021)
▪ Aiming at informing relevant stakeholders and users in order to stimulate further convergence in decision practice.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Organise or participate in a number of events, and activities, such as trainings, conferences, brown bag lunches, workshops, giving presentations and briefings on country guidance notes in EASO or externally.	N/A	6	Agendas, CG Staff missions, participation in activities

Objective 3
Develop an understanding of the use of country guidance published by EASO at the EU+ level.
Link to the multi-annual objective(s)
▪ MA04
Main outputs/actions (2021)
▪ Collect information on the use and impact of country guidance published by EASO in national practice in first (administrative) instance.   ▪ Collect information on the use country guidance and other EASO products in national jurisprudence, and the jurisprudence of the Court of Justice of the European Union (CJEU) and the European Court of Human Rights (ECtHR).   ▪ Analyse collected information pertaining to the use of country guidance to inform the planning of further activities in relation to Objective 1 and Objective 2.
Expected results (2021)
▪ Understand current use of country guidance documents by national determining authorities and appeal bodies, as well as by the CJEU and ECtHR, and by other stakeholders.   ▪ Feed information regarding the use of other EASO products in jurisprudence in relevant processes as well as in the EASO Case Law Database.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Implementation of a study on the use of EASO products in jurisprudence.	N/A	1	Project documentation
Number of surveys to the Country Guidance Network on the use of country guidance documents published by EASO.	2	1	Survey report
Number of surveys to other stakeholders on the use of country guidance documents published by EASO.	N/A	1	Survey report

2.3.4 Data Analysis and Research

EASO's Data Analysis and Research activities include the Data Hub, the Research Programme on Early Warning and Root Causes, and Strategic Analysis.

Data Hub

The EASO Data Hub designs, collects and manages all of EASO's core statistical information including:
- Harmonised EPS data shared by the EU+ countries on the asylum and reception situation, plus the processing of applications;
- Operational data collection (ODC) by Country Operations Unit so as to quantify the operational support provided by the Agency;
- Big data on conflict and disruptive events in countries of origin and transit;
- Data on Eurodac hits shared by DG Home;
- Data on irregular migration shared by EBCGA;
- Data on global applications shared by UNHCR.

The statistical data are processed and then visualised, analysed and delivered according to the specific needs of individual consumers.

Fundamental to this work is EASO's **EPS Network**, in which all EU+ countries exchange standardised weekly, monthly and quarterly statistical data on the asylum situation and processing of applications by Member States. Members of the EPS Network do not just exchange data with EASO, but they also have access to a suite of electronic dashboards containing their own data, and data exchanged by other members of the network, consolidated into a common and definitive EU asylum situation. The EPS data exchange will be further developed in 2021 to continue underpinning EASO's early warning system

according to Art.9 (3) of EASOs founding regulation (439/2010) and Art.33 of the Dublin III Regulation. In addition indicators can be further developed to address any new information requirements of the Agency, such as the adoption of the new asylum package and analytical work to underpin the new monitoring function.

Every week the Data Hub will rapidly process asylum data shared by EU+ countries, and generate the Weekly Overview of the Asylum Situation (WOSA), which forms part of EASO's weekly contribution to the Integrated Situational Awareness and Analysis (**ISAA**) report.

Resettlement and complementary pathways are key components of the CEAS. The Data Hub will oversee the exchange and validation of information on third-country nationals effectively resettled including transfers supported by EASO.

The Data Hub will also, in collaboration with relevant EU agencies, international organisations, and third countries, explore possibilities to gather and manage **additional sources of information**, both quantitative and qualitative, on migratory trends to and within the EU insofar as they may have an impact on the asylum situation. This includes working closely with Frontex, UNHCR, FRA, Eurostat, Commission, KCMD, EMN, FRA, JRC, IOM, as well as the relevant authorities in third countries, where relevant. This covers participation in meetings organised by different actors on a wide range of data-related topics, but also joint analytical work.

The Data Hub will also design, oversee and manage EASO's **operational data collection (ODC)** to quantify i) operational support provided by the Agency and ii) additional granularity of the asylum situation in host Member States. Operational data collection will comprise of data collected and reported by the Country Operations Unit (**COU**) on the numbers and profiles of experts deployed by the Agency, and their productivity in terms of quantifiable measures of the support they provide. Operational data collection will also comprise of additional information provided by relevant authorities in each host Member State, and data collected during temporary or **ad hoc disembarkations and relocation exercises**. Operational data will be analysed by the Data Hub for the purposes of planning, needs assessments, monitoring and evaluation coordinated by the Programing, Monitoring and Evaluation Sector (**MES**), and also for Operational Analyses which include detailed analyses of the operational environment. Outputs of this work will include multiple electronic dashboards for daily use across the Operational Support Centre (C1), as well as monthly Monitoring dashboards and reports, quarterly Operational Factsheets, Operational Briefs and semi-annual Operational Analyses.

To reflect the extended scope of the shared information, the portfolio of electronic dashboards produced by the Data Hub will be expanded to cover the asylum and reception situation, processing of applications in Member States, data generated by the Agency's research programme, operational support provided by the Agency as well as information exchanges with partner organisations. In addition, the range of stakeholders will also be expanded to include internal stakeholders such as the Agency staff in the headquarters and coordinators in the operational areas, Member States and Management Board Members, and, where relevant, the public via the Agency website.

Research Programme on Early Warning and Root Causes

The research programme manages an early warning and forecasting system and produces a deep understanding of the root causes of asylum-related migration to the EU+. The forward-facing system is designed to improve Member State and European preparedness in terms of allocating funds, planning resources and launching operational responses. The need for early warning has been emphasised in the European Agenda on Migration, which notes that "identifying risk trends is increasingly necessary for effective operational preparedness. (…) The relevant agencies should develop an effective situational picture to feed into policy-making and response preparation at national and European levels". A related point is made in draft EUAA Regulation.

Firstly, the research programme analyses **big data to provide early warning and forecasts** of mixed migration flows towards the EU. This work is in the early stages of cooperation with Frontex who have shared additional data for inclusion in the EASO system. In 2021, the project will continue to deliver monthly Early Warning Reports to core stakeholders, plus the system will be upgraded to account for

transit countries such as Turkey and Libya, will be upgraded to include Global Applications shared by UNHCR and will continue to reduce complexity into repeatable narratives suitable for a wider audience.

Secondly, the research programme will oversee a **large-scale survey project (SAM)**, to ask asylum seekers in reception centres in the EU about push and pull factors, routes taken, secondary movements and final destinations. **The operationalisation of SAM may be reduced or postponed because of COVID-19 emergency measures in place**, but if functional it will provide important first-hand operational information on migrant experiences and expectations, which can be used to better understand at the EU level the motivations behind specific types of asylum seekers. Although some small-scale surveys already take place in some countries, no system currently exists to examine the situation at the EU level. At the external border, Frontex oversees the debriefing of newly arrived migrants, and so an agreement has already been reached to coordinate efforts, to have common questions in both surveys, and to share selected results, which will create for the first time an integrated EU picture of migrant/asylum seeker experiences. . If it is not possible to implement this project EASO will work on alternative ways of reaching the reception population with questionnaires.

The research programme builds on collaboration with other actors, such as the ANSA Network, JRC and the KCMD, GDISC Prognosis subnetwork, Frontex, Europol, FRA, DG Research, Eurostat, IOM, UNHCR, Member States' asylum authorities and several universities. These intimate cooperation initiatives ensure that there are no major overlaps with other research being conducted at the EU level.

Strategic Analysis

Strategic analysis at EASO is an outward-facing activity, which aims to combine sources of information managed by the **Data Hub** and data generated by the **Research Programme** in order to comprehensively analyse and communicate the asylum situation and the processing of applications in Member States to a wide range of external stakeholders. With a focus on communication and visualisation, this area of work aims to elucidate complex phenomena in order to clearly illustrate and communicate data trends that are confirmed by multiple sources of information. EASO Strategic Analyses are not limited by reporting periods nor are they mechanical or prescriptive – instead they use clear language and visualisations to clarify the most important and most recent developments in the asylum situation.

Strategic analyses form part of a well-structured analytical portfolio, complemented by responses to ad hoc requests from core stakeholders. The current portfolio includes Chapter 2 of the EASO **Annual Report on the Situation of Asylum in the EU**. More-frequent analyses include the monthly **Analytical Brief** produced for high-level decision makers, as well as The Annual Trends Analytical Report (**ATAR**) complemented by its semi-annual counterpart (**STAR**). A key product that receives many visitors on the EASO website and facilitates well-informed public discourse is the public Latest Asylum Trends (**LAT**) with associated press releases and social media promotion. Joint analyses are also regularly performed in collaboration with other EASO units such as Quarterly Update to the Dublin network and Quarterly Updates to the Reception network.

The Strategic analysis team receive many ad hoc requests for expedient topical analyses, e.g. those requested by DG Home for inclusion in the Integrated Situation Awareness and Analysis (**ISAA**) report, or the Post Visa Liberalisation Monitoring Mechanism (**PVLMM**) report.

In cooperation with EU+ countries, the Strategic Analysis team will continue to analyse **secondary movements** in terms of asylum shopping as well as joint analyses with Frontex and Europol in terms of mixed migration flows. In cooperation with a broad range of stakeholders, the Strategic analysis team will also continue to develop the methodology for developing **scenarios** so that a longer-term perspective of the asylum situation can be taken into account.

Finally, EASO will continue to contract a private company or research consortium to exploit open sources and local knowledge networks, to produce **Country Intelligence Reports**. In order to pool resources and increase inter-agency cooperation, this activity will be carried out in cooperation with other EU institutions such as Frontex.

	2021 (planned)	**2019 (actual)**
Financial resources	EUR 895,000 (3102 Data analysis and research)	EUR 594,179 (3102 Data analysis and research)
Human resources	11.5 AD, 11 AST, 2 CA, 2 SNE	8.5 AD, 5 AST, 1 CA, 1 SNE

Objective 1

To lead and ensure effective and efficient development of all information exchanges that quantify the asylum and reception situation and processing of applications in Member States.

Link to the multi-annual objective(s)

▪ MA06

Main outputs/actions (2021)

▪ Datasets containing processed and standardised information on the asylum situation and processing of applications in Member States.
▪ Processed and effective information shared by the data hub to all stakeholders via pivot tables, dashboards and other means.
▪ Weekly Information exchange with the Commission.
▪ Responses to ad hoc requests for charts/tables, data overviews and PPTs.

Expected results (2021)

▪ EASO is able underpin its work with a detailed understanding of the EU and global asylum situation, and the way that applications are processed in EU+ countries.
▪ EASO is able to produce an advanced analytical portfolio heavily underpinned by information managed and delivered by the Data Hub.
▪ EASO is able to publish ground-breaking research based on information managed and delivered by the Data Hub, the Commission is able to deliver an ISAA report that effectively portrays the asylum situation in EU+ countries.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Percentage of indicators and breakdowns that are shared by all EPS Network Members.	70%	80%	Analysis and monitoring of compliance
Number of advisory group meetings held, potentially in online formats.	2	2, with min 80% participant satisfaction	Internal records and reporting
Number of contributions to the ISAA report (1 contribution = WOSA, charts, tables & situation reports).	50	50	Internal records and reporting, registration numbers
Number of ad hoc requests for data overviews/PPTs from EASO staff and core external stakeholders (DG Home F2, GSC, PEC).	47%	60%	Internal records and reporting, registration numbers

Objective 2

To lead and ensure effective and efficient management of EASOs Operational Data Collection and analysis.

Link to the multi-annual objective(s)

▪ MA06

Main outputs/actions (2021)

▪ Electronic products that enable the Operational Support Centre (C1) to have a single view on the results indicators and the support provided by the Agency. Operational Briefs for high level meetings.
▪ Operational Analyses for practitioners.
▪ Operational factsheets for ad hoc updates.
▪ Operational needs assessments.
▪ Monitoring workspace and reports to support PMES.

Expected results (2021)
- EASO is able to perform effective needs assessments.
- EASO is able to monitor the number and type of experts it deploys to different operational areas.
- EASO is able to fully understand and adapt to the operational environment in host Member States.
- EASO is able to monitor and evaluate the operational support it provides.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Percentage of Operational Measures covered by effective operational data collection.	90%	100%	Internal records and reporting
Number of Situational Reports.	50	50	Internal records and reporting
Number of Operational needs assessments.	N/A	4	Internal records and reporting
Number of Monitoring Reports.	N/A	12	Internal records and reporting
Number of Operational Factsheets.	N/A	24	Internal records and reporting
Number of Operational Analyses.	2	8	Internal records and reporting
Number of Operational Briefs.	N/A	4	Internal records and reporting

Objective 3

To timely deliver accurate and reliable research on (i) big data for early warning (ii) testimonies collected directly from applicants, (iii) the situation in countries of origin and transit.

Link to the multi-annual objective(s)
- MA06

Main outputs/actions (2021)
- Early Warning Reports.
- Analyses of testimonies.
- Country Intelligence Reports.

Expected results (2021)
- EASO, Member States and Commission able to anticipate arrivals/applicants and therefore plan suitable responses.
- Data driven analyses are complemented with testimonies to produce more effective analyses, and provide a better understanding of the asylum situation.
- Data driven analyses are complemented with independent open source information on the situation in countries of origin/transit and provide a better understating of the asylum situation.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Number of SAM surveys conducted.	N/A	4,000	Monthly contact with service provider; mid-year review of progress reports
Number of electronic products based on surveys.	N/A	12	Monthly contacts with service providers; mid-year review of progress reports
Number of Early Warning Reports.	N/A	12	Internal records and reporting

Number of Country Intelligence Reports produced.	N/A	36	Monthly contacts with service providers; mid-year review of progress reports
Number of Early Warning Advisory group meetings.	N/A	2, with min 80% participant satisfaction	Internal records and reporting

Objective 4
Produce high quality strategic analysis products for a wide range of external stakeholders.

Link to the multi-annual objective(s)
▪   MA06

Main outputs/actions (2021)
▪   EASO Analytical Brief.
▪   Annual and Semi-annual Trends Analysis Reports.
▪   Quarterly Reports on Dublin and Reception.
▪   Joint analyses with Frontex, Europol and others.
▪   Asylum chapters for the ISAA report.
▪   Responses to ad hoc requests.

Expected results (2021)
▪   EASO, Member States and Commission furnished with detailed understanding of the asylum situation Evidence informed policy development at the EU and national levels.
▪   Well-informed public discourse on the topic of asylum.

Indicators	**Latest result** (CAAR 2018)	**Target 2021**	**Data source**
Number of times EASO products are disseminated at high-level meetings (JHA, SCIFA, HLWG, MB).	17	25	Internal records, reports
Number of times that EASO is invited to EU meetings, other Agencies, Member State events and fora to deliver analytical PPTs.	N/A	7	Internal records, reports
Number of monthly hits to the LAT webpage.	28,000	50,000	Internal records, reports
Number of Advisory Groups.	2	2	Internal records, reports
Number of Asylum chapters in the ISAA report.	N/A	50	Internal records, reports
Number of joint analyses performed with EU+ countries and/or partner organisations.	2	5	Internal records, reports

2.3.5 Information and Analysis

EASO's Information and Analysis portfolio includes information management in EASO IDS and Case Law Database, the development of situational awareness outputs on CEAS, and the Annual Report on the situation of asylum in the EU.

Information management in EASO IDS and Case Law Database

EASO is mandated to organise, coordinate and promote the exchange of information between the Member States' asylum authorities and between the Commission and the Member States' asylum authorities concerning the implementation of all relevant instruments of the asylum acquis of the Union. To that end, the Support Office may create factual, legal and case-law databases on national, Union and international asylum instruments making use, inter alia, of existing arrangements. Without prejudice to

the activities of the Support Office pursuant to Article 15 and 16, no personal data shall be stored in such databases, unless such data has been obtained by the Support Office from documents that are publicly accessible.

The IDS (Information and Documentation System) provides a single point of comprehensive and up to date information on the organisation of EU+ countries' asylum and reception systems in terms of policies and practices, relevant legislation and jurisprudence, as well as an overview of the practical functioning of all key aspects of the CEAS, including a comprehensive list of relevant sources and outputs from other stakeholders. This adds value by meeting the challenge of gaining a wide range, up-to-date and easily-consultable overview of the state of play of national asylum systems across EU+ countries and at EU+ level as such and making it available to Member States and the European Commission. Information from IDS is highly relevant when preparing EU overviews on laws, policies and practices in order to compare and contrast national context. To this end IDS serves as a factual and legal database on national, Union and international asylum instruments.

EASO Case Law database provides an up-to-date and comprehensive reference on national and European jurisprudence relevant to asylum, made available to all interested parties by standardized registrations of cases and search function, as well as related resources such as overview of national appeal systems. In 2021, the main objective is to make the system even more responsive for EU+ stakeholders' requests for information thanks to a fully up to date baseline information on IDS, including comprehensive country profiles.

New task in 2021 is the operationalization of an interactive navigation interface for the users to support communication with EASO, feedback on provided resources and submission of relevant information. This is in response to a growing volume of users across national administrations and the increasing volume of interconnected resources available.

Development of situational awareness outputs on CEAS

Rapid changes in the legislative and policy environment of asylum in the EU+ counties underscore the need for situational overviews presenting the state of play of current issues of interest and thematic areas of CEAS tailor made to suit information needs through the outputs' format and content. Outputs follow state of the art methodologies and serve as channel of cooperation with other stakeholders in the field promoting synergies and exchange of knowledge.

In 2021 situational awareness outputs will be further developed with an emphasis on public dissemination.

Annual Report on the situation of asylum in the EU

As part of the Asylum Report, EASO makes a comprehensive comparative analysis with the aim of improving the quality, consistency and effectiveness of the CEAS.

Relevant information is derived from regular year-long work and enhanced dedicated collection of information, in collaboration of several stakeholders, including international organizations, EMN, civil society, other EU institutions, academia and research institutes.

In 2021 the Report shall be further enriched with dedicated special features and topical sections, focusing on the current points of interest. Related outputs will be developed to accompany the narrative report via searchable databases and visual aids.

Following launch, additional outreach activities will be organised to promote the use of AR in scientific research and academic work. This builds upon links and mutual exchange on ongoing research established with academic and research initiatives so far.

	2021 (planned)	2019 (actual)
Financial resources	**EUR 310,000** (3101 Information and Documentation System and Annual Report)	**EUR 194,384** (3101 Information and Documentation System and Annual Report)

Human resources	7.5 AD, 7 AST, 2 CA, 2 SNE	3AD, 4 AST, 2 CA

Objective 1
Effective and efficient management of EASO Information and Documentation System.
Link to the multi-annual objective(s)
▪ MA05
Main outputs/actions (2021)
▪ IDS pages filled in and validated in cooperation with EU+ countries.
▪ Further standardization of sources, updates and legislative references.
▪ User management – creation of new user accounts, further optimization of user experience, interaction of users with EASO facilitated.
▪ Strategic consultations with IDS Advisory Group maintained.
▪ Tailored information activities organised with EU+ countries in view of further development and promotion of IDS.
▪ Cooperation with Frontex (ECRet) on IDS resources related to return continued.
▪ User survey completed and responses analysed.
Expected results (2021)
▪ Comprehensive information about the implementation of the CEAS collected from all relevant sources in real time.
▪ Gathered information compiled and cross-checked across sources, referenced along established. standards and validated by relevant stakeholders, as needed.
▪ EU+ countries gaining easy access to comprehensive information of interest to them and able to communicate their information needs to be addressed by EASO.
▪ Information published in an attractive and user-friendly manner and promoted in the relevant fora.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Percentage share of thematic pages in IDS maintained up to date (updated in the last six months).	N/A	75%	Monthly overview of updated thematic pages, via platform user analytics, communication bulletins informing countries about updates in thematic sessions
EU+ countries' satisfaction on IDS.	N/A	75% satisfaction	One user survey (indicators for surveys - number of respondents, results of qualitative analysis of user satisfaction and experience)

Objective 2
Ensure management of EASO Case Law database.
Link to the multi-annual objective(s)
▪ MA05
Main outputs/actions (2021)
▪ Coordination of contributions and case registrations.
▪ Presentation of EASO Case Law database to external stakeholders (including in meetings and workshops) and establishing cooperation.
▪ Expert exchanges of experiences and methodologies with stakeholders maintaining EU-level case law resources.

- Thematic overviews and other outputs prepared for referencing.

Expected results (2021)
- EASO Case Law database fully rolled out to key external stakeholders.
- EASO Case Law database operational as a consolidated point of reference on jurisprudence on asylum.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Number of external stakeholders introduced to EASO Case Law database to contribute.	N/A	20 stakeholders contributing	Quarterly, communication with external stakeholders, contribution of external stakeholders
EASO Case Law database and thematic extracts referenced in EASO outputs.	N/A	20	Quarterly, thematic extracts from EASO Case Law database and references to EASO Case Law database and links included in EASO outputs, internal records
Users' satisfaction with EASO Case Law database.	N/A	75% satisfaction	One user survey (indicators for surveys - number of respondents, results of qualitative analysis of user satisfaction and experience)

Objective 3
Provision of timely, accurate and reliable situational overviews and analysis on key areas and aspects of CEAS.

Link to the multi-annual objective(s)
- MA05

Main outputs/actions (2021)
- Elaboration of situational overviews (in a variety of formats) on current thematic issues of interest in CEAS analysing EU+ countries' policies and practices and relevant horizontal issues.
- Drafting of periodical bulletins and summaries of recent developments in asylum policies and practices.
- Launching of publicly available analytical products on current thematic issues of interest in CEAS, including for general public.
- Expert exchange on experiences and methodologies with stakeholders providing asylum-related analytical products.
- Joint initiatives in information exchange and analytical products with partners (FRA, EMN, IGC).
- Addressing ad hoc requests for information and analysis by internal and external stakeholders.
- Cooperation with EASO external dimension and operational activities by providing outputs and analysis on relevant aspects of CEAS for the purpose of capacity-building in third countries and normative needs assessments.

Expected results (2021)
- Situational overviews, periodical bulletins and other analytical products developed.
- Information needs of internal and external stakeholders addressed.
- Analytical methodologies and approaches advanced though cooperation and exchange.

Indicators	Latest result	Target 2021	Data source

	(CAAR 2018)		
Number of analytical overviews drafted.	10	20	EASO records of drafted overviews
Number of situational updates on recent developments.	N/A	6	EASO records of updates published
Number of joint initiatives in information exchange and analytical products.	N/A	2	EASO records of prepared products

Objective 4
Ensure the effective management of the EASO query system and analytical query reports.

Link to the multi-annual objective(s)
▪ MA05

Main outputs/actions (2021)
▪ Development of analytical query reports.
▪ Operating the EASO Query Portal for all participating EU+ countries and networks.
▪ Standardization of processes in query launching, information compilation and reports.
▪ Organise a meeting of the Query Cluster with other stakeholders maintaining query systems on migration (including EMN, GDISC and IGC).
▪ Joint queries launched.
▪ Provision of induction and support to Query Portal users.

Expected results (2021)
▪ EASO Query platform operational for all functionalities.
▪ Continued cooperation with EMN, GDISC and IGC in the framework of Query Cluster.
▪ Analytical query reports drafted along standardized methodology.
▪ Portal users familiar and satisfied with the Query Portal.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
All functionalities of the Query Portal operational (proposing, withdrawal, launching, compilation, reports, repository).	N/A	6 functionalities operational	Monthly, daily operation of the platform, user statistics, feedback from users (survey)
Exchange within the Query Cluster maintained.	1 meeting held, joint leaflet drafted	1 meeting held, information on ongoing queries exchanged joint leaflet updated	Quarterly, ongoing communication, meeting notes and reports, online overview
Joint queries launched with other stakeholders.	N/A	3 queries launched	Quarterly, queries referenced as sources on IDS, outputs made available on IDS
Users' satisfaction with Query Portal.	N/A	≥80% satisfaction	One user survey (indicators for surveys - number of respondents, results of qualitative analysis of user satisfaction and experience)

| Objective 5 |
| Produce a high quality Asylum Report serving as a flagship product of EASO and a reference document for the CEAS. |

Link to the multi-annual objective(s)
▪ MA05

Main outputs/actions (2021)
▪ Produce an analytical annual report describing the implementation of the CEAS based on robust sources gathered from a wide range of stakeholders.
▪ Consult relevant expert stakeholders in the field for targeted contribution to the Asylum Report.
▪ Expert exchanges of experiences and methodologies with stakeholders publishing relevant reports at EU level.
▪ Publish the annual report in an attractive and user-friendly format and promote it in relevant fora via thematic workshops.
▪ Development of related outputs accompanying the Asylum Report, including searchable databases of key changes in legislation, policies and institutional setups.

Expected results (2021)
▪ Engagement of relevant stakeholders and intended audience in the production and use of Asylum Report via inputs during drafting and increased use once published.
▪ Annual Report established as the "go to" document on CEAS.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Volume of consultations of Asylum Report.	N/A	5,000	EASO website
Level of satisfaction of users/readers with the content of Asylum Report.	N/A	75%	Survey
Outputs accompanying Asylum Report developed and made available.	N/A	3	EASO website

2.3.6 Asylum processes and quality support to operations

In accordance with its overall aim of supporting Member States in achieving common standards and high-quality asylum processes within the CEAS, the Agency will **further continue and enhance its practical cooperation activities** with a view to collecting and exchanging information on Member States' current practices and policies in relation to the CEAS implementation.

To effectively support practical cooperation between the Agency and Member States on all activities relevant to the work on asylum processes, the Agency will continue to facilitate the work of the **Asylum Processes Network.**

In 2021 practical cooperation activities will continue to be undertaken to cover specific topics in relation to the implementation of the CEAS identified by the Asylum Processes Network. During thematic meetings Member States' experts will discuss best practices and current challenges and share information and expertise. This will be complemented with shorter online meetings to discuss urgent practical challenges depending on the situation.

In addition, based on needs and best practices identified during annual network meetings and thematic meetings, the Agency will continue to develop common operational standards and indicators, guidance, collections of best practices and practical tools in relation to asylum processes. The Agency's operational standards and indicators provide a practical perspective on key provisions of the common legal instruments and thus help Member States assess whether the practical set up and functioning of national asylum procedures are corresponding with the provisions of the CEAS.

The Agency guidelines and common practical tools are further meant to translate the requirements of the common legal instruments into user-friendly practical instruments which can be used by Member States' officials and relevant stakeholders across the EU and beyond in their daily work to build on best practices or to serve as benchmarks for the improvement of already existing national tools. The exact

topics of the practical guides and tools to be developed and of the thematic meetings to be organised, will be determined through a needs assessment with the members of the Asylum Processes Network.

The Agency will in particular invest in supporting innovation and IT solutions within asylum processes by the creation of a platform for the exchange of good practices and developing IT tools which can be made available to all MS. The Agency will in this regard continue to support asylum administrations with their response to the COVID-19 pandemic.

The Agency will also actively promote and support the application of operational standards and indicators, guidance and practical tools in national administrations and evaluate their implementation.

Furthermore, the Agency will continue its support to quality management mechanisms at EU and national levels.

The Agency will consider all relevant sources of information during this process and may, where necessary, consult relevant stakeholders, such as competent international organisations, particularly UNHCR, FRA, academia and civil society.

Synergies will be maintained with the work of the Contact Committees organised by the European Commission.

In 2021, the Agency will continue to enhance the activities of the **Exclusion Network** and reinforce the cooperation, information-sharing and exchange of best practices on exclusion-related issues between the participating EU+ countries. The Agency will further strengthen its cooperation with the Genocide Network of Eurojust and the International Criminal Court and other relevant international stakeholders. Moreover, the Agency will further promote common standards and practices by developing operational standards, indicators, guidance, best practices and practical tools in relation to exclusion considerations.

The Agency will strengthen the quality of the work of the asylum support teams through the provision of second line quality support. This **quality support to operations** aims at ensuring consistency of the work carried out by the asylum support teams with the EASO guidance and tools developed to support the implementation of the Common European Asylum System. The tools and guidance are further the basis for the activities established by the Agency in support of the different Operating Plans and Roadmaps and other cooperation agreements of the Agency.

Quality support to operations includes the development of standard operating procedures, templates, guidance, information and ad hoc practical tools for the asylum support teams. Quality support aims as much as possible to strengthen the quality assurance mechanisms of the national asylum administrations where the Agency has operations.

In operations where asylum support teams conduct personal interviews and/or drafts opinions on the first instance the second line support may also consists of the quality review of a selected number of interviews and/or opinions. Feedback based on this quality review can be provided on an individual level, using the EASO Quality Assurance Tool, or through a synthesis report that is shared with all the members of the asylum support team. This type of support is as much as possible integrated in existing national quality assurance measures.

Particular attention is given to the identification of vulnerable persons in the EASO operations, including the vulnerability assessments, the provision of adequate procedural guarantees and the necessary referral mechanisms.

Information sessions, workshops, coaching and self-assessments of standards and indicators are activities that will be carried out to support the implementation of the Operating Plans and the External Dimension Strategy. Further support is provided to the needs assessments in the context of the formulation of new operating plans.

	2021 (planned)	**2019 (actual)**
Financial resources	**EUR 1,149,312** (3202 Asylum processes)	**EUR 417,468** (3202 Asylum processes)
Human resources	15 AD, 4 AST, 3 CA, 1 SNE	9 AD, 2 AST, 1 CA, 1 SNE

(i) Asylum Processes Network

Objective 1
Provision of practical cooperation and exchange of best practices activities among Member States on asylum processes, quality management and selected aspects of the CEAS within the framework of the EASO Asylum Processes Network.
Link to the multi-annual objective(s)
▪ MA07
Main outputs/actions (2021)
The objective will be achieved by way of network and thematic meetings as well as exchange visits on targeted aspects of the asylum process to help identify and address challenges and enhance EU + capacities to implementing CEAS.
▪ Organise at least 1 Annual Asylum Processes Network National Contact Point Meeting.
▪ Organise at least 2 thematic meetings of the Asylum Processes Network. The thematic meetings can also take the form of targeted online meetings to respond to an urgent development.
▪ Organise at least 2 exchange visits among interested MS in the field of quality management and process improvement.
Expected results (2021)
▪ Enhanced practical cooperation through exchanging information and discussing challenges and best practices on asylum processes within CEAS.
▪ Identification of the needs for the development of common practical tools and guidance.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of practical cooperation meetings of the Asylum Processes Network.	2	3	EASO admin. records / quarterly
Level of satisfaction with Asylum Processes Network meetings.	91%	80%	Meeting evaluation forms
Number of exchange visits organised.	N/A	2	EASO admin. records / quarterly

Objective 2
Collect, update and analyse information about Member State's practices and policies on asylum processes and selected aspects of the CEAS to help identify related needs and best practices and thus contribute to the multi-annual objective of enhancing EU + countries capacities to implement CEAS.
Link to the multi-annual objective(s)
▪ MA07
Main outputs/actions (2021)
The objective will be achieved by compilation and/or update of Quality Matrix and/or thematic reports on the practical implementation of the CEAS to help identify needs and best practices and thus enhance EU+ countries capacities to implement CEAS.
Based on the results of the thematic meetings of the Asylum Processes Network, the Agency will publish as well targeted practical recommendations on topics related to asylum processes.
Expected results (2021)
▪ Enhanced practical cooperation and benchmarking through gathering, analysing and exchanging information on asylum processes within CEAS.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of reports published.	1	4	Reports published on Network Platform / quarterly

Objective 3

Develop common practical tools, guidance, operational standards and indicators and collection of best practices and support innovation in asylum processes.

Link to the multi-annual objective(s)
▪ MA08

Main outputs/actions (2021)

The objective will be achieved by way of development and publication of practical tools through expert working groups to help address identified challenges and promote common solutions in the implementation of CEAS across the EU.
▪ Development and publication of 3 practical tools.
▪ Organise (9) Working Group Meetings for the development of practical tools. Some working group meetings, such as those aimed at reviewing the comments of the reference group, can be held online.
▪ Support activities on innovation of asylum processes and practical tools.

Expected results (2021)
▪ Increased knowledge and technical skills of asylum case officers, front line staff, support staff and management in the implementation of the CEAS.
▪ Improvement of national asylum processes based on commonly agreed practical tools, guidance, operational standards and indicators and collection of best practices.
▪ Increased convergence in quality standards for asylum processes.
▪ Innovation and IT solutions in asylum processes are supported and promoted.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of operational standards, indicators, guidance, collected best practices and practical tools developed or updated and published.	1	3	Products published on the EASO website and/or Network platform / quarterly
The progress of the development process in the development of operational standards, indicators, guidance, best practices and practical tools.	N/A	100%	EASO admin. records / quarterly
Number of innovation processes supported, carried out or organised.	N/A	2	EASO admin. records / quarterly

Objective 4

Implement outreach activities to promote and roll out practical tools and guidance and thus enhance EU + countries capacities to implement CEAS.

Link to the multi-annual objective(s)
▪ MA07

Main outputs/actions (2021)

The objective will be achieved by way of outreach activities, including translation to achieve EU wide awareness and use of EASO tools and thus enhance EU+ countries capacities to implement CEAS:
▪ Implementation of at least 6 outreach activities (e.g. promotional newsletters, videos, field visits and other workshops);
▪ Translations of practical tools in MS languages upon request by the MS.

Expected results (2021)
▪ Increased awareness and use of EASO practical tools related to asylum processes in MS.
▪ Increased knowledge and technical skills of asylum case officers, front line staff, support staff and management in the implementation of the CEAS.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source

Number of outreach activities to promote and roll out operational standards, indicators, guidance, best practices and practical tools.	N/A	6	EASO admin. records / quarterly
Number of translations of practical tools and guidance.	N/A	20	EASO website and/or Network Platform / quarterly

(ii) Exclusion Network

Objective 1
Promote practical cooperation and exchange of best practice among Member States on the Exclusion processes in the framework of the EASO Exclusion Network.
Link to the multi-annual objective(s)
▪ MA07
Main outputs/actions (2021)
The objective will be achieved by way of network and thematic meetings as well as periodic newsletter sharing to help identify and address challenges and enhance EU + capacities in implementing CEAS in the area of Exclusion: ▪ Organise at least 1 Annual Exclusion Network National Contact Point Meeting;   ▪ Organise at least 1 thematic meeting of the Exclusion Network;   ▪ Share periodic newsletters with the Network members on the latest developments of exclusion related issues.
Expected results (2021)
▪ Enhanced practical cooperation through exchanging information and discussing challenges and best practices on exclusion processes within CEAS.   ▪ Identification of the needs for common practical tools and guidance.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Number of practical cooperation meetings of the Exclusion Network.	2	2	Meeting reports available on the Network platform/ quarterly
Level of satisfaction with the Exclusion Network meetings.	92%	80%	Meeting evaluation forms / quarterly
Number of periodic newsletters shared with members of the Exclusion Network.	4	4	Newsletters available on the Network platform / quarterly

Objective 2
Develop common operational standards and indicators, practical tools, guidance and the collection of best practices.
Link to the multi-annual objective(s)
▪ MA08
Main outputs/actions (2021)
The objective will be achieved by way of development and roll out of practical tools through expert working groups to help address identified challenges and promote common solutions in the implementation of CEAS in the area of Exclusion: ▪ Develop, update and publish at least 2 operational standards, indicators, guidance, collection of best practices and practical tools in relation to exclusion;   ▪ Organise at least 2 Working Group meetings for the development of operational standards and indicators, guidance and practical tools. Some of the working group meetings may be held online;

- Organise/develop at least two outreach activities/products to promote and roll out operational standards, indicators, guidance, best practices and practical tools in relation to exclusion.

Expected results (2021)
▪ Increased knowledge and technical skills of asylum case officers for the identification and assessment of potential exclusion cases.
▪ Improvement of asylum processes related to exclusion based on commonly agreed practical tools, guidance, operational standards and indicators and collection of best practices.
▪ Increased convergence in quality standards for the identification and assessment of exclusion cases.

Indicators	**Latest result** ([CAAR 2018](#))	**Target 2021**	**Data source**
Number of operational standards, indicators, guidance, collection of best practices and practical tools in relation to exclusion developed or updated and published.	1	2	Tools made available on the Network platform or on Operations platforms / quarterly
The progress of the development process in the development of operational standards, indicators, guidance, best practices and practical tools.	N/A	100%	EASO admin. records / quarterly
Number of outreach activities and/or products developed to promote and roll out operational standards, indicators, guidance, best practices and practical tools in relation to exclusion.	N/A	2	EASO admin. records / quarterly

(iii) Quality support to operations

Objective 1
Support to relevant operational measures related to asylum processes and quality assurance in Operating Plans through quality review, capacity building and the development of guidance and tools.
Link to the multi-annual objective(s)
▪ MA01, MA02, MA07
Main outputs/actions (2021)
▪ The objective will be achieved by way of development of Standard operating procedures, working instructions, templates, ad hoc guidance, , dedicated quality meetings etc., to be implemented in support to operations to help address challenges in the implementation of CEAS in EU countries under particular pressure.
▪ In EASO operations which follow the 'embedded' model, the objective will further be achieved through supporting and/or organising joint quality assurance measures with the national asylum authorities.
▪ In operations where EASO directly manages the work of the ASTs involved in supporting the interview and decision making process of the national asylum authorities, the objective will be achieved by way of ex-post quality feedback reports based on random and/or thematic batches of anonymised cases assessing the overall quality of the deliverables and providing individual and/or general guidance on how to improve the quality and efficiency of CEAS implementation in EU countries under particular pressure.
Expected results (2021)
▪ The quality of the deliverables of EASO asylum support teams engaged in conducting interviews and drafting opinions or evaluations in the support of the refugee status determination is improved.
▪ EASO Operations are equipped with tools and mechanisms to ensure that the deliverables in the context of asylum procedures are consistent with the provision of the CEAS and with the commonly agreed standards as reflected in EASO practical tools and guides.

- The quality assurance mechanisms in countries where EASO has operations are established and/or strengthened and supported.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of new tools developed or existing tools refined.	3	6	Tools made available on operations information platforms / quarterly
Number of quality assurance activities of the national asylum authorities supported.	N/A	10	EASO admin. records / quarterly
Number of reviewed interview transcripts and opinions or evaluation forms.	93	60	EASO admin. records / quarterly
Number of quality feedback reports.	10	5	Reports made available on operations information platforms / quarterly

Objective 2
Enhance professional know-how and skills by means of information sessions, workshops, coaching and assessments supporting the implementation of the Operating Plans and the External Dimension Strategy.
Link to the multi-annual objective(s)
▪ MA01, MA03, MA07
Main outputs/actions (2021)
▪ The objective will be achieved by way of implementation of workshops, on-the-job-coaching sessions, assessments and process improvement activities on asylum processes and quality management in the context of EASO Operating Plans, Roadmaps and other cooperation agreements - to enhance capacities of MS under particular pressure to implement CEAS.
Expected results (2021)
▪ Increased awareness and use of EASO practical tools related to asylum processes in EASO operations in the context of Operating Plans, Roadmaps and other cooperation agreements.
▪ Increased knowledge and technical skills of asylum case officers, front line staff, support staff and management in the implementation of the CEAS in the context of the implementation of EASO Operating Plans, Roadmaps and other cooperation agreements.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of asylum processes related activities implemented.	N/A	8	Tools made available on operations country platforms / quarterly

2.3.7 Asylum thematic cooperation

The development of the Practical Cooperation Networks serves different objectives. Besides information exchange and enhancing the knowledge and quality in the framework of the CEAS in all its different components, the networks serve to identify Member States needs to be addressed during the year and to provide expertise for the development of practical tools, guidance and standards and indicators based on common and good practices in Member States.

These tools and guidance are not only used by Member States in their daily work, but are also the basis for the activities established by the Agency in support of the different Operating Plans and Roadmaps of the Agency. Information sessions, workshops, coaching, assessments of standards and indicators are also activities aiming the same objectives.

In 2021 the Agency will continue to foster exchange of information, know-how and best practices in the areas of reception, vulnerability and Dublin by facilitating greater involvement of MS in Network cooperation.

The Agency will further foster the exchange of information and best practices **on reception systems,** pool expertise and develop specific tools and guidance and enhance data collection in the field of reception within the framework of the CEAS through the facilitation of the Network of Reception Authorities. Furthermore, through the reception network's exchange programme and thematic workshops for practitioner's working in the field of reception, more in-depth-discussions, practical cooperation and capacity building between peers are organised on specific activities in reception themes. A specific activity for senior managers and executive directors of Reception authorities is organised to facilitate exchange of views on strategic and managerial issues in the area of reception.

Enhancing Reception systems in countries under particular pressure, EASO uses its practical tools, Standards and indicators and guidance in support of the implementation of operating plans and in the external dimension.

The Agency addresses issues related to **vulnerable persons** such as children, including unaccompanied children, victims of trafficking in human beings, persons subjected to torture, serious psychological, physical and sexual violence and other cruel and inhuman treatment, persons at risk because of their gender, gender identity or sexual orientation and any other person with special needs like elderly persons, single parents, etc. In addition, EASO develops guidance and methodologies to support asylum and reception authorities in enforcing the wellbeing of staff especially first line officers.

To do so, the Agency will continue to integrate aspects related to vulnerable persons in all its activities to encourage policy coherence, such as in the context of operations, training and other asylum support activities.

The Agency will continue to encourage practical cooperation and information sharing among EU+ countries and other relevant experts on issues relating to vulnerable persons.

Practical cooperation activities will be undertaken to foster convergence in line with EU standards related to the identification and support afforded to vulnerable persons in the asylum and reception systems of the Member States.

Operational standards, indicators, guidance, best practices and practical support tools, including in the context of operational support, will be developed to assist Member States in dealing with vulnerable persons. The Agency will also continue its cooperation with the European Commission and other EU institutions, bodies and agencies, such as CEPOL, Europol, FRA and Frontex, as well as UNHCR, Unicef, IOM and ICRC with regard to vulnerable persons. In doing so, it will take into account the general work on child protection and the protection of the rights of the child developed, inter alia, by the European Commission in the 2017 Communication on the Protection of Children in Migration[34]. It will also take an active part in the cooperation between the European Commission and the Justice and Home Affairs Agencies in actions aimed at the eradication of trafficking in human beings.

In 2021, the Agency will continue to enhance the activities of the **Network of Dublin Units** and reinforce the cooperation, information-sharing and exchanges of best practices between the participating national Dublin Units in order to ensure Member States' compliance with CEAS. In line with the European Agenda on Migration, EASO will continue to support the Member States in applying the Dublin Regulation. As stated in the European Agenda on Migration, EU+ countries are responsible for allocating adequate resources to increase the number of Dublin transfers and reduce delays related to these transfers. EU+ countries also need to consistently apply the legal clauses related to family reunification and make broader

---

[34] COM(2017) 211.

and more regular use of the discretionary clauses which would help to relieve the pressure on the Member States at the external borders. Through workshops, meetings, practical tools and thematic sessions, the EASO Network of Dublin Units will support the Member States in fulfilling these obligations.

The Agency will enhance the exchange of information and best practices through the exchange programme for Dublin officials in the EU+. The exchange programme aims at improving practical cooperation between Dublin Units and the exchange of best practices. The exchange programmes will be evaluated and reports on the outcome of those activities will be shared with members of the EASO Network of Dublin Units.

The Agency will continue its cooperation with eu-LISA and Frontex to ensure synergies and complementarity in making use of Eurodac and related technical solutions more efficiently for Member States, as well as improving the quality of the information exchanged by facilitating practical cooperation within the Dublin Network.

Furthermore, the Agency will promote common standards and practices by developing operational standards, indicators, guidance, best practices and practical tools targeting specific aspects of the Dublin system.

The Agency will strengthen the network of NCPs to expand NCP engagement as active promoters of EASO operational standards, indicators, guidance, best practices and practical tools to assure increased awareness and use of EASO products among all MS. To the same aim the Agency will facilitate the adaptation of tools to the national contexts of MS where needed.

Where indicated in operating plans, the Agency will strengthen Dublin Units by providing technical support to improve their Dublin processes and make them more efficient.

	2021 (planned)	**2019 (actual)**
Financial resources	**EUR 1,627,824** (3202 Asylum Cooperation)	**EUR 1,012,369** (3202 Asylum Cooperation)
Human resources	12 AD, 2 AST, 4 CA	8 AD, 2 AST

(i) Vulnerability Experts Network

Objective 1
Coordinate the Vulnerability Experts Network in support of practical cooperation and exchange of best practice between Member States in dealing with vulnerable persons.
Link to the multi-annual objective(s)
▪ MA08
Main outputs/actions (2021)
The objective will be achieved by way of network and thematic meetings to help identify and address challenges and enhance EU+ capacities on mainstreaming vulnerability in all aspects of CEAS implementation: ▪ Organise at least 3 VEN meetings;   ▪ VEN meetings evaluation forms;   ▪ Organise at least 2 thematic meetings;   ▪ Thematic meetings evaluation forms.
Expected results (2021)
▪ Enhanced practical cooperation through gathering, analysing and exchanging information on mainstreaming vulnerability within CEAS.   ▪ Increased convergence in quality standards vis-à-vis vulnerability throughout the whole asylum chain, including Dublin, asylum processes, reception and of courts and tribunals.

Indicators	**Latest result** (CAAR 2018)	**Target 2021**	**Data source**
Number of meetings of VEN.	N/A	3	EASO admin. records / quarterly

Level of satisfaction with VEN meetings.	N/A	80%	Meetings evaluation forms after each event
Number of Thematic Expert Meetings.	3	2	EASO admin. records / quarterly
Level of satisfaction with the thematic meetings.	87%	80%	Meeting evaluation forms after each event
Number of members of the VEN involved in VEN activities.	N/A	80%	EASO admin. records / quarterly
Number of surveys designed and analysed.	N/A	2	EASO admin records/ quarterly
Number of MS having participated in the surveys.	NA	70%	EASO admin records/ quarterly
Number of Periodic Updates shared with VEN network.	NA	4	EASO admin records

Objective 2

Develop common operational standards and indicators, practical tools, guidance and collect best practices on vulnerability.

Link to the multi-annual objective(s):
- MA08

Main outputs/actions (2021)

The objective will be achieved by development and publication of practical tools through expert working groups to help address identified challenges and promote common solutions in the implementation of CEAS across the EU:
- Development and publication of 4 practical tools;
- Organise at least 6 Working Group Meetings.

Expected results (2021)
- Increased knowledge and technical skills of asylum practitioners working on vulnerability issues.
- EU+ and third countries capacity and skills to identify, assess and respond to the needs of vulnerable persons are strengthened.
- Increased convergence in quality standards vis-à-vis vulnerability throughout the whole asylum chain, including Dublin, asylum processes, reception and of courts and tribunals.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Number of operational standards, indicators, guidance, collected best practices and practical tools in relation to vulnerable persons developed or updated.	2	4	Mission reports, meeting reports, developed products / quarterly
Number of Expert groups established for the development of operational standards, indicators, guidance.	NA	3	EASO admin. records / quarterly
Number Expert Working Group Meetings for the development of operational standards, indicators, guidance.	NA	9	EASO admin. records / quarterly
MS satisfaction with newly developed operational standards, indicators, guidance.	NA	80%	EASO admin. records / quarterly

Objective 3
To achieve wide awareness and use of EASO practical tools and guidance on vulnerability, promote and disseminate those tools to enhance MS capacities for mainstreaming vulnerability in the implementation of all aspects of CEAS.

Link to the multi-annual objective(s)
▪ MA08

Main outputs/actions (2021)
The objective will be achieved by the conduct of promotional and dissemination activities to be the outcome of targeted dissemination plans to achieve EU wide awareness and use of EASO tools and thus help enhance MS capacities to mainstream vulnerability in all aspects of CEAS implementation: ▪ 4 dissemination plans for practical tools' dissemination developed; ▪ 20 promotional and dissemination activities implemented (e.g. promotional newsletters, videos, promotional field visits, other relevant activities); ▪ 10 translations of practical tools in MS languages.

Expected results (2021)
▪ Increased awareness and use of vulnerability related EASO practical tools in MS. ▪ Increased knowledge and technical skills of asylum practitioners working on vulnerability issues.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Number of activities to promote and disseminate operational standards, indicators, guidance, best practices and practical tools.	20	20	EASO admin. records / quarterly
Number of translations of practical tools and guidance.	N/A	10	EASO admin. records / quarterly

Objective 4
Provide timely and effective expert support on vulnerability to EASO operations on an ongoing basis to help mainstream vulnerability throughout the whole asylum chain in countries under particular pressure.

Link to the multi-annual objective(s)
▪ MA08

Main outputs/actions (2021)
The objective will be achieved by way of 10 activities in support to operations to aid capacities of MS under particular pressure mainstream vulnerability in all aspects of CEAS implementation.

Expected results (2021)
▪ Increased knowledge and technical skills of asylum practitioners working on vulnerability issues in countries under particular pressure. ▪ EU countries under particular pressure and third countries capacity and skills to identify, assess and respond to the needs of vulnerable persons is strengthened.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Number of activities implemented to support operations.	N/A	10	EASO admin. records / quarterly

(ii) Network of Dublin Units

Objective 1
Coordinate the Network of Dublin Units to support practical cooperation and exchange of best practice between Member States on Dublin through, including maintaining an online platform and sharing periodic newsletters with members of the network.

Link to the multi-annual objective(s)
▪ MA08

Main outputs/actions (2021)

The objective will be achieved by way of network and thematic meetings as well as periodic newsletters to help identify and address challenges and enhance EU + capacities to implement CEAS with respect to Dublin:
- Organise at least 2 Steering Group meetings of Network of Dublin Units;
- Evaluation forms Steering Group meetings;
- Organise at least 2 Thematic Expert Meetings;
- Evaluation Forms Thematic Expert meetings;
- 4 Periodic Newsletters.

Expected results (2021)
- Enhanced practical cooperation through gathering, analysing and exchanging information on the challenges and good practices in the implementation of Dublin.
- Increased convergence in quality standards vis-à-vis implementation of the Dublin Regulation.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of Steering Group Meetings of the Network of Dublin Units (NDB).	2	2	EASO admin. records / quarterly
Level of satisfaction with the NCP meetings of NDU.	93%	80%	Meeting evaluation forms after each event
Number of Thematic Expert Meetings organised.	2	2	EASO admin. records / quarterly
Level of satisfaction with the thematic meetings.	89%	80%	Meeting evaluation forms after each event
Number of MS involved in Dublin Network Activities.	N/A	80%	EASO admin. records / quarterly
Number of surveys designed and finalised.	N/A	2	EASO admin. records/ quarterly
Number of MS having participated in the surveys.	N/A	70%	EASO admin. records/ quarterly
Number of Periodic Newsletters shared with members of NDU.	N/A	4	EASO admin. records / quarterly

Objective 2
Develop common operational standards and indicators, practical tools, guidance and collect best practices to contribute to the promotion of correct and effective implementation of the Dublin Regulation throughout the EU.

Link to the multi-annual objective(s)
- MA08

Main outputs/actions (2021)
The objective will be achieved by development and publication of practical tools through expert working groups to help address challenges and promote common solutions in the implementation of CEAS across the EU:
- Development and publication of 2 practical tools;
- Organise at least 6 of Working Group Meetings.

Expected results (2021)
- EU+ countries capacity and skills to implement the Dublin Regulation is strengthened.
- Increased convergence in quality standards vis-à-vis the implementation of the Dublin Regulation.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of operational standards, indicators, guidance, best practices and practical tools in	2	2	Mission reports, meeting reports, developed

relation to the Dublin regulation developed or updated and published.			products / quarterly
Number of Expert groups established for the development of operational standards, indicators, guidance.	NA	2	EASO admin. records / quarterly
Number of Expert Working Group Meetings for the development of operational standards, indicators, guidance.	NA	6	EASO admin. records / quarterly
MS satisfaction with newly developed operational standards, indicators, guidance.	NA	80%	EASO admin. records / quarterly

Objective 3
To achieve wider awareness and use of EASO practical tools and guidance in the area of Dublin, promote and disseminate them to enhance EU + capacities to implement CEAS with respect to Dublin.
Link to the multi-annual objective(s)
▪ MA08
Main outputs/actions (2021)
The objective will be achieved by the conduct of promotional and dissemination activities to be the outcome of targeted dissemination plans to achieve EU wide awareness and use of EASO tools and thus help enhance MS capacities to implement CEAS in the area of Dublin: ▪ 2 dissemination plans for practical tools' dissemination developed;   ▪ 8 promotional and dissemination activities implemented (e.g. promotional newsletters, videos, promotional field visits, other relevant activities);   ▪ 10 translations of practical tools in MS languages.
Expected results (2021)
▪ Increased awareness and use of Dublin related EASO practical tools and guidance by MS.   ▪ EU+ countries capacity and skills to implement the Dublin Regulation is strengthened.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Number of activities to promote and disseminate operational standards, indicators, guidance, best practices and practical tools.	N/A	8	EASO admin. records / quarterly
Number of translations of practical tools and guidance.	N/A	10	EASO admin. records / quarterly / Publications on website

Objective 4
Organise and exchange activities for Dublin officials in the framework of the EASO Network of Dublin Units.
Link to the multi-annual objective(s)
▪ MA08
Main outputs/actions (2021)
The objective will be achieved by way of exchange visits on targeted topics in the context of Dublin based on expressed interest by particular MS thus supporting the exchange of know how to enhance those countries' capacities to implement CEAS: ▪ At least 2 exchange activities organised;   ▪ Evaluation forms exchange activities;   ▪ Evaluation Report on Exchange activities.
Expected results (2021)
▪ Enhanced practical cooperation among MS in the implementation of Dublin.   ▪ EU+ countries capacity and skills to implement the Dublin Regulation is strengthened.

Indicators	Latest result	Target 2021	Data source

	([CAAR 2018](#))		
Number of exchange activities organised.	N/A	2	EASO admin. records, exchange activities reports / quarterly
Level of satisfaction of participants in exchange activities.	N/A	80%	Exchange activity evaluation forms after each event

Objective 5
Provide timely and effective support to operations to strengthen Dublin Units in countries under particular pressure by providing technical support to improve their Dublin processes and make them more efficient.

Link to the multi-annual objective(s)
▪ MA08

Main outputs/actions (2021)
This objective will be achieved by the conduct of 2 activities in support to operations in countries under particular pressure.

Expected results (2021)
Enhanced capabilities in countries under particular pressure to implement the Dublin Regulation.

Indicators	**Latest result** ([CAAR 2018](#))	**Target 2021**	**Data source**
Number of activities related to support to operations.	N/A	2	EASO admin. records / quarterly

(iii) Network of Reception Authorities

Objective 1
Coordinate the Network of the Reception Authorities to support practical cooperation and exchange of best practice between MS on reception, including maintaining an online platform and sharing a periodic newsletter with members of the network.

Link to the multi-annual objective(s)
▪ MA08

Main outputs/actions (2021)
The objective will be achieved by way of network and thematic meetings as well as periodic updates to help identify and address challenges and enhance EU + capacities to implement CEAS with respect to reception: ▪ 2 meetings of the Network of Reception Authorities organised; ▪ Evaluation Forms NCP meetings of NRA; ▪ Organise at least 2 thematic expert meetings; ▪ Evaluation forms thematic expert meetings; ▪ At least 4 of periodic updates; ▪ At least 2 of Reception Network periodic Newsletters.

Expected results (2021)
▪ Enhanced practical cooperation among MS through gathering, analysing and exchanging information on good practices and challenges in the implementation of reception conditions. ▪ Increased convergence in quality standards in reception.

Indicators	**Latest result** ([CAAR 2018](#))	**Target 2021**	**Data source**
Number of NCP meetings of the Network of Reception Authorities organised (NRA).	2	2	EASO admin. records / quarterly
Level of Satisfaction with the NCP meetings of NRA.	N/A	80%	Meeting evaluation forms after each event

Number of Thematic Expert Meetings organised.	2	2	EASO admin. records / quarterly
Level of satisfaction with Thematic Expert Meetings.	90%	80%	Meeting evaluation forms after each event
Number of MS involved in Reception Network Activities.	N/A	80%	EASO registration forms / quarterly
Number of surveys designed and analysed.	N/A	2	EASO admin. records / quarterly
Number of MS having participated in the surveys.	N/A	70%	EASO admin. records / quarterly
Number of periodic updates shared with members of NRA.	N/A	4	Updates / quarterly
Number of Reception Network Newsletter shared with members of NRA and relevant stakeholders.	N/A	2	Newsletter / quarterly

Objective 2
Develop common operational standards and indicators, practical tools, guidance and collection of best practices, taking into account the reform of the CEAS to support the correct and effective implementation of reception conditions throughout the EU.

Link to the multi-annual objective(s)
▪ MA08

Main outputs/actions (2021)
The objective will be achieved by way of development of practical tools through expert working groups meetings to help address challenges and promote common solutions in the implementation of CEAS in the area of reception:
▪ Development and publication of 2 practical tools;
▪ Organisation of at least 6 Working Group Meetings.

Expected results (2021)
▪ Increased knowledge and technical skills of asylum officials and practitioners for better implementation of reception conditions.
▪ Increased convergence in quality standards in reception.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of operational standards, indicators, guidance, best practices and practical tools in relation to reception developed or updated and published.	2	2	Mission reports, meeting reports, developed products / quarterly
Number of Expert groups established for the development of operational standards, indicators, guidance.	NA	2	EASO admin. records/ quarterly
Number of Expert Working Group Meetings for the development of operational standards, indicators, guidance.	NA	6	EASO admin. records/ quarterly
Level of satisfaction with newly developed operational standards, indicators, guidance.	NA	80%	EASO admin. records/ quarterly

Objective 3
To achieve wider awareness and use of EASO practical tools and guidance in the area of reception, promote and disseminate those tools and thus help enhance EU+ capacities for the implementation of CEAS in the area of reception.

Link to the multi-annual objective(s)

▪ MA08

Main outputs/actions (2021)

The objective will be achieved by the conduct of promotional and dissemination activities to be the outcome of targeted dissemination plans to achieve EU wide awareness and use of EASO tools and thus help enhance MS capacities to implement CEAS in the area of reception:

▪ 2 dissemination plans for practical tools' dissemination developed;
▪ 2 promotional and dissemination activities developed (e.g. promotional newsletters, videos, promotional field visits, other relevant activities);
▪ 10 translations of practical tools in MS languages.

Expected results (2021)

▪ Increased awareness and use among MS of the reception related EASO practical tools.
▪ Increased knowledge and technical skills of asylum officials and practitioners for better implementation of reception conditions.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of activities to promote and disseminate operational standards, indicators, guidance, best practices and practical tools.	N/A	2	EASO admin. records / quarterly
Number of translations of practical tools and guidance.	N/A	10	EASO admin. records / quarterly publications on the website

Objective 4

Enhance the exchange of information and best practices through the established exchange programme of reception officials in the EU+.

Link to the multi-annual objective(s)

▪ MA08

Main outputs/actions (2021)

The objective will be achieved by way of exchange visits on targeted topics in the context of reception based on expressed interest by particular MS thus supporting the exchange of know how to enhance those countries' capacities to implement CEAS:

▪ At least 2 exchange activities organised;
▪ Evaluation forms exchange activities;
▪ Evaluation report exchange activities.

Expected results (2021)

▪ Enhanced practical cooperation among MS based on good practices exchange to help address challenges in the implementation of reception conditions.
▪ Increased knowledge and technical skills of asylum officials and practitioners for better implementation of reception conditions.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of exchange activities organised.	N/A	2	EASO admin. records / quarterly
Level of satisfaction of participants with exchange activities.	N/A	80%	Exchange activities evaluation forms after each event

Objective 5

To enhance cooperation among MS and further harmonise reception conditions in Europe, a specific activity for senior managers and executive directors of Reception authorities is organised, to exchange views on strategic and managerial issues in the area of reception.

Link to the multi-annual objective(s)			
▪ MA08			

Main outputs/actions (2021)

The objective will be achieved by way of thematic meetings for senior managers of Reception authorities on strategic issues, based on expressed interest by MS:
- At least 2 strategic thematic activities organised;
- Evaluation forms exchange activities;
- Evaluation report exchange activities.

Expected results (2021)
- Enhanced strategic cooperation among MS Reception authorities, based on exchange of views to help address challenges in the area of reception.

Indicators	**Latest result** (CAAR 2018)	**Target 2021**	**Data source**
Number of activities organised.	N/A	2	EASO admin. records / quarterly
Level of satisfaction of participants.	N/A	80%	Evaluation forms after each event

Objective 6

To enhance capacities for the implementation of CEAS in MS under particular pressure, provide timely and effective support to operations to strengthen reception systems in those countries.

Link to the multi-annual objective(s)			
▪ MA08			

Main outputs/actions (2021)
- The objective will be achieved by the implementation of 8 quality activities in support to operations to enhance the capacity of countries under particular pressure implement CEAS in the area of reception.

Expected results (2021)
- Enhanced reception systems of MS under particular pressure and in the external dimension.

Indicators	**Latest result** (CAAR 2018)	**Target 2021**	**Data source**
Number of activities related to support to operations.	N/A	8	EASO admin. records / quarterly /mission reports of support activities related to operations

2.3.8 Cooperation with members of courts and tribunals

Building on its mandate to establish and develop training activities in international protection law available to EU+ members of courts and tribunals, EASO is supporting a Network comprising of EU MS + Norway and Switzerland courts and tribunals, the Court of Justice of the European Union (CJEU) and the European Court of Human Rights (ECtHR), judicial associations, including the Association of European Administrative Judges (AEAJ) and the International Association of Refugee and Migration Judges (IARMJ) as well as other key actors including UNHCR, FRA, ERA and the European Judicial Training Network (EJTN).

In line with its founding Regulation and the subsequent methodology agreed to by the members of this Network, the Agency will support the establishment and enhancing of professional development series (PDS) that, include judicial analyses, compilations of jurisprudence and judicial trainers' guidance notes as well as their subsequent dissemination.

In addition, the Agency will continue to organise professional development workshops in full respect of the independence of national courts and tribunals, as well as increase the promotion of their organisation at the national level as well as the regional level, in different Member States' languages. The Agency will

also, where necessary, initiate, implement and promote further practical cooperation activities that will serve to contribute to the coherent implementation of the CEAS and advance practical cooperation among members of courts and tribunals in EU+ countries, also in line with the Agency's External Dimension Strategy.

At all times, the Agency will continue to facilitate judicial dialogue in the field of asylum and increase support, according to the needs identified, to second instance level under operating plans and on basis of **ad hoc** request of Member States.

The Agency will aim to maintain the complete representation of all EU+ countries within the network of court and tribunal members and to ensure active engagement from as many EU+ countries as possible, including those falling under the EASO Operating Plans and External Dimension's scope of activities. In particular, emphasis will continue to be put on enhancing the distribution channels to ensure a wide dissemination of all PDS materials developed for members of courts and tribunals, including through the engagement of national judicial training bodies, as well as supporting the organisation of professional development activities at national and regional level.

The Agency will further strengthen the partnership with judicial associations, including AEAJ and IARMJ and EJTN, ERA FRA, UNHCR and other relevant international and intergovernmental organisations in order to promote professional development of members of courts and tribunals.

Considering the diverse professional development structures in place in the EU+ countries in the area of international protection law, the Agency brings a genuine added value to the harmonisation of professional development standards and by ensuring that the materials available both reflect a truly European understanding of the asylum acquis and are of a high quality.

The diverse forms of judicial organisation, in the EU+ countries undoubtedly represent a challenge. However, the Agency already has a well-functioning and robust network of national contact persons from each EU+ country as well as additional relevant stakeholders. Ensuring the successful implementation of the activities outlined above will foster the objective of contributing to the coherent implementation of the CEAS and advancing concrete and genuine cooperation among EU+ countries in international protection law.

	2021 (planned)	**2019 (actual)**
Financial resources	**EUR 1,350,400** (3202 Asylum processes)	**EUR 805,073** (3202 Asylum processes)
Human resources	4 AD, 3 AST, 3 CA	2 AD, 2 AST, 2CA

Objective 1
Ensure the development of the EASO Professional Development Series (PDS) as training support and reference material for members of courts and tribunals.
Link to the multi-annual objective(s)
▪ MA08
Main outputs/actions (2021)
The objective will be achieved by way of high calibre judicial analysis to support members of courts and tribunals in line with recent developments and jurisprudence and thus improve their capacities to implement CEAS by: ▪ Developing, reviewing and upgrading judicial analyses, compilations of jurisprudence and judicial trainers' guidance notes; ▪ Ensuring the coverage of the whole spectrum of international protection law by the PDS and the update of the existing material in line with the latest legal developments and jurisprudence.
Expected results (2021)
▪ Better informed professionals on recent legal developments and jurisprudence, including good practices aiding their work at national level in view of correct and effective implementation of CEAS.

- Enhanced professional knowledge and skills among professionals in MS for correct and effective implementation of CEAS by members of courts and tribunals.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Sets of professional development materials (judicial analysis, compilation of jurisprudence, judicial trainers' guidance notes or other material) developed, reviewed or updated.	2 new sets of PDS	4 sets of professional development material, reviewed, developed or updated	Administrative records / specific contracts signed with the contractor / publications on EASO website

Objective 2
Organise professional development meetings for members of courts and tribunals and stimulate horizontal dialogue between judicial stakeholders in the field of international protection.

Link to the multi-annual objective(s)
- MA08

Main outputs/actions (2021)
- Increasing the offer of professional development workshops in English language in Malta and/or other EU MS and in other EU languages at the national or regional level, as relevant.
- Designing and delivering online virtual trainings (webinars / online workshops).
- Strengthening the judicial dialogue with the ECtHR and the CJEU.
- Reinforcing cooperation with judicial associations and judicial European and national training.

Expected results (2021)
- Reinforced professional knowledge and skills for the members of courts and tribunals, allowing a better and more harmonised implementation of the CEAS in the different MS.
- Increased number of members of courts and tribunals involved in EASO professional development activities.
- Increased dissemination and use of the EASO professional development series among the members of courts and tribunals.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of professional development activities.	14 (meetings)	16	Administrative records, meeting agendas
Number of participants in professional development activities.	264	350	Invitations letters, participants lists, certificates of attendance
Level of satisfaction of participants in professional development activities.	95.8%	80%	Evaluation reports based on evaluation forms
Number of meetings of the EASO Network of Courts and Tribunals organised.	1	2	Meeting agenda, administrative records
Number of biannual periodic newsletters sent to the EASO Network of Courts and Tribunals.	N/A	2	Newsletters, administrative records

Objective 3
Increase capacities for CEAS implementation at the level of judicial authorities in the framework of the measures supporting them in the EASO Operating Plans, including in the External Dimension.

Link to the multi-annual objective(s)

▪ MA08

Main outputs/actions (2021)

The objective will be achieved by:
- Providing expert support to EASO operations, including in the External Dimension, with regard to the measures implemented at the second instance level.

Expected results (2021)
- Advanced practical cooperation among EU+ countries on asylum, including under the EASO Operating Plans and External Dimension's scope of activities.
- Enhanced capacity to reduce backlogs in second instances in Italy.
- Enhanced support to the International Protection Administrative Court of Cyprus (second instance).
- Enhanced coherency in the implementation of the CEAS with respect to Appeal authorities and courts and tribunal in Greece.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Number of activities in support of operating plans.	N/A	9	Administrative records
Number of activities in support of External Dimension.	N/A	3	Administrative records

2.4 Training and professional development

2.4.1 Development and consolidation of the EASO Training Curriculum

The EASO Training Curriculum is one of EASO's main practical tools contributing to the effective and harmonised implementation of the CEAS. It covers the entire field of international protection and is composed of a significant number of modules forming potential distinct blocks of learning to form complete and comprehensive learning programmes for asylum and reception officials. Each learning block, or module, is designed to meet specific educational standards for asylum and reception officials derived from the European Sectoral Qualification Framework (ESQF). The Curriculum reflects the learning needs of officials working in national administrations responsible for asylum and reception matters, personnel deployed as part of EASO Operating Plans or as part of the Migration Management Support Teams.

In this Work Programme, EASO, will continue to develop, review and maintain the Training Curriculum, specifically designed to target officials with different profiles in the field of asylum and reception, in particular asylum case workers, reception officers, COI researchers, registration officers, Dublin officers, team leaders and managers in national authorities, resettlement officers as well as interpreters working in the field of asylum.

Adhering to a learner centred approach, the development of all training material is based on the established training needs required for a specific task and informed by the methodology adopted, particularly through the implementation of the European Sectoral Qualification Framework for Asylum and Reception Officials (ESQF). Additionally, EASO will be contributing by conducting individualised training needs assessment tailored to assess the needs of a country, in particular in the framework of the preparations for a new annual Operating Plan or Roadmap.

EASO will continue to design and review learning outcomes based on the occupational standards required for a specific task, design entry requirements for each course, design valid and reliable assessment strategies to assess the achievement of learning outcomes and set up a policy for recognition of prior learning and its assessment in accordance with on the Bologna and Copenhagen process.

EASO, will ensure that the training modules, comprising inter alia of courses for trainers', courses for trainees, and courses and workshops for Continuing Professional Development (CPD), are well designed for its intended target audience. EASO will also take the necessary measures to avoid potential overlaps within its training programmes. The design of the Curriculum will continue to be based on a

comprehensive blended learning methodology that utilises a range of learning methods including e-learning, face-to-face training that encourages peer learning and supported work-based learning to provide rich learning environments to promote learner engagement. Given that EASO will also cater for the needs of countries under pressure from fluctuation in migration, there may be additional requirements to adapt modules established within the EASO Training Curriculum for that context as well as the need to develop new training modules. When required, EASO will design specific learning interventions to meet urgent operational needs.

In its work on new developments, updates or upgrades, the Agency will continue to work closely with Member States and external experts and, where appropriate, cooperate with the relevant JHA Agencies, training entities and academic institutions. The Agency will continue to engage JHA Agencies, UNHCR and Civil Society Organisations in the framework of the Training Reference Group in reviewing the content of the modules. EASO's goal is to design 'fit for purpose training', assessable and robust learning outcomes and valid and reliable assessments. In turn, this will be guaranteed through the certificate of achieved learning, that the intended learning outcomes have been achieved, i.e. the learner has the necessary learning to perform the prescribed task as reflected in the ESQF for Asylum and Reception officials.

The Agency will continue to coordinate and respond to the need of EU+ to translate related training material into the national languages and to provide required auxiliary support related the organisation of training sessions, such as interpretation services required for a training session, venue and equipment etc.

	2021 (planned)	2019 (actual)
Financial resources	EUR 1,025,000 (3201 Training)	N/A[35] (3201 Training)
Human resources	16 AD, 4 AST, 2 CA	5 AD, 5 AST, 1 CA

Objective 1

Annual training needs assessment implemented and forms the basis of identifying learning and training needs and gaps in EU+ countries and inform strategically new areas of developments for year N+1 development plan. Training Curriculum continues to be aligned with standards and guidelines of quality assurance in the area of education and vocational training through the design of new training modules and reviews.

Link to the multi-annual objective(s)
- MA07

Main outputs/actions (2021)
- Module Templates and Assessment Strategies reviewed.
- Yearly needs assessments for year N+1 completed.
- New modules designed in line with the quality guidelines and standards in the field of higher education and vocational training to address identified training gaps.
- Modules reviewed and aligned with the quality guidelines and standards in the field of higher education and vocational training to address identified training gaps.
- Bi-annual National Contact Point meetings.
- EASO Training Newsletter.
- EASO Training Brochure.
- Translated language Module versions available in LMS.

Expected results (2021)
- Training needs and gaps in the area of asylum and reception identified mainly through the ESQF and form the basis for the development and review of the EASO Training Curriculum.
- Strengthening the curriculum for trainers to support them in consolidating their content related knowledge and facilitating training following a learner-centred approach. The alignment of the identified modules with the standards and guidelines for quality assurance in the area of education

---

[35] Activity changed in 2021.

and vocational training, including the alignment of the modules and their intended learning outcomes to the respective level in the ESQF, assessment methods, identification of pre-requisites, entry requirements and accurate workload estimations.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Annual Training Needs Assessment conducted.	N/A	Annual needs assessment implemented, as basis for the identification of needs and gaps	Documentation and internal records, Needs Assessment for year 2022
Number of new modules designed in line with the quality guidelines and standards in the field of higher education and vocational training to address identified training gaps.	N/A	2 newly developed modules	Documentation and internal records,
Percentage satisfaction with the pilot session of newly developed and review modules.	N/A	70% satisfaction rate of trainees attending the session	Evaluation questionnaire of the pilot session
Number of modules reviewed and aligned with the quality guidelines and standards in the field of higher education and vocational training.	N/A	5 modules reviewed	Documentation and internal records
EASO Training Brochure updated.	N/A	Update of the EASO Training Brochure	Publication

2.4.2 Implementation of EASO Training Curriculum

EASO will continue to strengthen corporate relationships with EU+ countries national administrations, through planning, organisation, delivery and implementation of train-the-trainer and national training programmes. EASO will also continue to actively respond and support the implementation of training related activities within the framework of Operational Plans with the respective Member States. Furthermore, EASO will continue to support capacity building and training related activities in third countries falling within the scope of the EASO External Action Strategy.

In implementing its Curriculum, EASO will continue to use blended learning methods, including e-learning, face-to-face sessions, webinars, on-the job training and job-coaching. EASO will expand its work aiming at providing the trainees with the possibility to undertake assessment in order to certify achievement of the learning outcomes. The main method of delivery of the training, will remain through the online platform and EASO will continue to administer and manage an e-learning management system (LMS). EASO will continue to implement its' train-the-trainer methodology to support the sustainability of learning and capacity building in the area of asylum and reception through the multiplier effect, a structure which continues to prove efficient and cost effective. EASO will continue to coordinate and evaluate the implementation of the Training Curriculum through the selection of trainers.

(i) Train-the-trainer Programmes

EASO will continue to implement a 'train-the-trainer' methodology to sustain a multiplier effect for training delivery across EU+ countries. EASO will deliver trainers programmes aimed to enable EASO trainers deliver the training programmes of the EASO Curriculum. The trainers will deliver EASO training sessions, in the respective of national administration, under the guidance of the EASO Focal Point. EASO

training delivery will consist of delivery of train-the-trainer programmes by trainers drawn from the EASO Trainers Pool as well as provision of Continuing Professional Development opportunities for the trainers to further expand and solidify their knowledge, skills and competences as trainers in the area of expertise. EASO will also continue to provide support to trainers through its network for EASO Trainers.

(ii) National Training Sessions

EASO will continue to provide support to Member States in delivery of the national training programmes in EASO Training Curriculum. The delivery of EASO training programmes in national training sessions should be done by certified national trainers trained by EASO. Certified national training session will remain voluntary and at the discretion of the EU+ countries. EASO will also explore possibilities for providing Member States with support with on the job coaching. EASO might use interpretation for the delivery in order to ensure effectiveness and sustainability.

(iii) Operational Training in the framework of Operating Plans and Capacity Building Activities in Third Countries

EASO will coordinate and implement training and capacity building activities as part of its operational plans with Member States or agreements with third countries. A specific Training Plan will be developed per annual Operating Plan signed by EASO and the concerned Member States. This plan, based on a training needs assessment, will guide various elements related to the types of trainings to be delivered, their formats, the target groups, the topics addressed, its evaluation and sustainability. Similarly, training proposals will be developed for cooperation with third countries based on geographical priority regions.

EASO will also continue to deliver structured and formalised operational induction training for Member States experts, members of the Migration Management Support Teams as well as its own staff members involved in the Agency's operational activities. Moreover, EASO will continue to provide operational thematic training based on profiles from of the experts' tasks to be undertaken and their specific training needs. To ensure that such training correspond well to the needs it is carefully tailored for different categories of experts that EASO deploys, always maintaining the highest possible quality standards. Specific training to targeted audiences will be held, for example interpreters and cultural mediators to ensure that the corresponding tasks are performed professionally and in a harmonised way. Operational thematic training will also be delivered, upon request, to the local authorities in charge of various steps of the asylum process, such as registration of the application for international protection, Dublin procedure, reception, and collection of country of origin information.

The Agency will continue delivering on-the-job coaching to targeted audiences in order to further assist in the transfer of knowledge and skills into responsibility and autonomy in their day-to-day job.

The Agency will also consider the need to use interpretation for the delivery in order to ensure effectiveness and sustainability.

(iv) Ad hoc, thematic, and tailor-made support training and capacity building to national administrations in Member States

Recognising that Member States have specific training and capacity building needs, due to their organisational remit, size and range of other internal and external factors, EASO aims to strengthen its bespoke support to national asylum and reception administrations. A more flexible training system will provide the possibility for Member States requesting specific or urgent assistance to create tailor made training pathways for their officials to build programmes directly related to their professional learning needs.

To manage flexible learning pathways and ensure that programmes are consistent and relevant to training needs, EASO will work closely with Training NCPs to define and tailor learning programmes, The Agency will also provide the possibility of delivering on-the-job training to assist Member States recruiting new officers and on-the job coaching to targeted audiences in order to further assist in the transfer of knowledge and skills into responsibility and autonomy in their day-to-day job.

The Agency will also consider the need to translate related training material into the national languages and/or to use interpretation for the delivery in order to ensure effectiveness and sustainability.

(v) Training to EASO staff members in the field of asylum and international protection

The Agency will continue to use its Training Curriculum internally to enhance the professional development of its staff, notably on the key aspects of the CEAS. The Agency will support the training of its own staff on international protection-related matters, using its curriculum and within the scope of an annual staff training programme. The Agency will also use its curriculum to train interims, supporting EASO's work in the field of operations as well as staff members forming part of the internal EASO roster for staff members to be deployed in operations.

	2021 (planned)	**2019 (actual)**
Financial resources	EUR 875,000 (3201 Training)	N/A[36] (3201 Training)
Human resources	13 AD, 5 AST, 1 SNE	N/A

Objective 1
Management and implementation of train-the-trainer programmes delivered in line with the established quality standards. Support the implementation of national training programmes.

Link to the multi-annual objective(s)
▪ MA07

Main outputs/actions (2021)
▪ Annual Training Plan.
▪ Pool of Trainers updated.
▪ Annual Trainers' Network meeting.
▪ Train-the-trainers sessions.
▪ National Training sessions.
▪ Survey and Evaluation Reports.

Expected results (2021)
▪ Increased capacity of EU+ certified trainers in several modules of the European Asylum Curriculum.
▪ Strengthened knowledge and skills, empowered responsibility and autonomy of asylum and reception officials of the national authorities.

Indicators	**Latest result** (CAAR 2018)	**Target 2021**	**Data source**
Percentage of EU+ countries implementing one or more modules in their national context.	N/A	70%	Learning Management System
Number of participants completing a train-the-trainer course in EASO modules.	524	550	Learning Management System
Overall satisfaction rate of participants trained as trainers.	N/A	80%	Learning Management System
Number of participations in Continuous Professional Development sessions.	N/A	50	Learning Management System
Number of participations in national trainings implemented in EU+ national administrations.	N/A	5,750	Learning Management System

---

[36] Activity changed in 2021.

Number of EU+ Member States who opt to implement at least one certified module version.	N/A	5 EU+ countries opt to use a certified version	Learning Management System
Annual rate of multiplier effect.	N/A	1 : 8	Learning Management System

Objective 2
Establishment, management and delivery of EASO Operational Training in the framework of Operating Plans.
Link to the multi-annual objective(s)
▪ MA07
Main outputs/actions (2021)
▪ Operational Training plans.   ▪ Operational Training sessions.   ▪ On-the-job coaching and on-the-job training sessions.   ▪ Survey and Evaluation Reports.   ▪ Training Plan for national authorities in Member States under particular pressure.
Expected results (2021)
▪ Deployed experts in Member States who signed an Operating Plan with EASO, receive the necessary training prior to and/or during their deployment, including training specific to the operational and technical assistance.   ▪ Targeted training and capacity building activities delivered to Member States' national authorities under particular pressure in the framework of an emergency or special support plan.   ▪ Training and capacity building activities implemented in third countries in the framework of EASO external action strategy.

Indicators	Latest result ([CAAR 2018](#))	Target 2021	Data source
Number of experts participations in the induction training.	N/A	300	Learning Management System
Number of experts participations in the thematic training.	N/A	400	Learning Management System
Number of experts participations in the on-the-job coaching.	N/A	200	Learning Management System
Percentage of satisfaction of deployed experts.	81%	80%	Evaluation questionnaire
Percentage of deployed experts participating in EASO induction training sessions considered training as relevant for their work after 3 months of being deployed.	N/A	70%	Evaluation questionnaire
Number of national authorities officials participations in EASO training.	N/A	200	Learning Management System

Objective 3
Enhanced capacity building of national authorities in Member States requesting tailor-made, ad hoc training support from EASO.
Link to the multi-annual objective(s)
▪ MA07
Main outputs/actions (2021)
▪ Tailor made and ad hoc training plans for national authorities in Member States.   ▪ Evaluation and survey results.
Expected results (2021)

- Tailor made and/or ad hoc training programmes targeting specific needs of asylum and reception national authorities developed and delivered when requested.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of ad hoc training sessions delivered for various profiles within national authorities.	N/A	2	Learning Management System
Percentage of satisfaction of participants in ad hoc training sessions.	N/A	70%	Learning Management System

---

Objective 4
Enhanced capacity building of national authorities in third countries.

Link to the multi-annual objective(s)
- MA07

Main outputs/actions (2021)
- Training proposals for third countries.
- Training and capacity building interventions in third countries.
- Evaluation and survey reports.

Expected results (2021)
- Targeted trainings and capacity building activities delivered to third countries national authorities within the framework of a roadmap.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Training interventions to support specific needs of third countries.	N/A	3 interventions with 3 separate third countries	Learning Management System
Number of third country participations in train-the-trainer sessions.	N/A	25	Learning Management System
Percentage of satisfaction of participants to the regional train-the-trainer sessions organised for the third countries.	N/A	70%	Learning Management System
Number of third country participations in national sessions.	N/A	350	Learning Management System

---

Objective 5
Enhanced capacity of EASO staff members in the field of asylum.

Link to the multi-annual objective(s)
- MA07

Main outputs/actions (2021)
- Training Plans for staff members.
- EASO staff training sessions.
- Evaluation and survey reports.

Expected results (2021)
- Targeted trainings delivered to EASO staff members.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of staff training sessions.	2 annual training programmes for staff	8 training sessions	Documentation and internal records
Number of EASO staff participations in staff training sessions.	151	150	Learning Management System
Percentage of participant satisfaction.	N/A	80%	Learning Management System

2.4.3 Management of EASO's Training Governance System

EASO ensures that training is delivered to consistently high-level standards through coordinated activities across the training cycle. This will be done, *inter alia,* through the management of quality and governance issues that emerge during training delivery forming an integral part of the evaluation cycle, ensuring consistency in delivery standards wherever EASO training is delivered. In order to achieve this objective, EASO will continue to adopt a more comprehensive approach to evaluation which also encompasses internal quality assurance. Through the management of its Training Governance System EASAO will align, implement and monitor the requirements of the quality standards established in the area of education and vocational training EASO will thus engage in periodic reviews and reporting of training standards in courses. EASO will ensure that training participants have the possibility to forward complaints about any issue related to delivery of EASO training through an appropriate mechanism and structure. EASO will continue to ensure liaison and coordination of training governance related issues and will continue to organise meetings and work with external groups and panels involved in training standards activities.

EASO will strengthen the support offered to EASO Trainers to ensure that the measures in the Training Governance System are implemented consistently. The support will include training in the assessment of modules and acting as an external assessor and the enhancement of Trainer networks to share expertise and good practice.

EASO will undertake comprehensive preparations for a quality review body to ensure consistency in the quality level of EASO's training sessions as well as detect potential faults or systematic errors will be initiated during this Work Programme.

Preparations will primarily include identification of areas for quality enhancement, evaluation of training, assessment of quality indicators, periodic reviews and reports on standards of EASO training, verification of quality and accreditation standards for programmes and qualifications as well as the examination of qualitative and quantitative data.

EASO trainings will continue to follow a student-centred learning methodology through its blended learning approach. The approach includes an extensive online phase and timely face-to-face training sessions. EASO will provide a single entry point for all information related to training, reduce the administrative processes for users, and focusing on building automated processes. These measures will also support the internal implementation and monitoring of the training governance system.

EASO will also continue to support all LMS users on a daily basis, through the provision of services such as the user registration process, making online courses available to users in national languages and helpdesk services. EASO will also continue working towards optimising process automation and facilitate monitoring of and reporting on training related activities for national administrations.

EASO will continue with business needs analysis of the priority administrative procedures of the TGS with the aim of identifying the technologies supporting the development of the relevant features and integrations with existing systems.

	2021 (planned)	2019 (actual)
Financial resources	EUR 1,000,000 (3201 Training)	N/A[37] (3201 Training)
Human resources	8 AD, 5 AST, 7 CA	N/A

Objective 1
Ensuring a transparent and an accountable management of training activities.
Link to the multi-annual objective(s)
▪   MA07

---

[37] Activity changed in 2021.

Main outputs/actions (2021)
- Guidelines and Standards on EASO training governance system reviewed.
- Evaluation of training delivery.
- Administering Learning Management System and Helpdesk services.
- Management and administration of Integrated Training online tools.
- External Evaluator reports.
- Annual Action Plan for quality enhancement.
- Implementation of the Transition Plan into the Training Governance System.
- Certification and Accreditation Working Group/Training Standards Advisory Group meetings.
- Reference Group meetings.
- Produce the Annual Training Report.

Expected results (2021)
- Achieve full alignment of the EASO training activities in line with the standards and guidelines for quality Assurance in the area of education and vocational training.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
ETNA tool pilot evaluation.	N/A	100%	Documentation and internal records
Feasibility study on National Qualification Framework completed.	N/A	100%	Documentation and internal records
Automated national EU+ countries training fact sheets.	N/A	100%	Learning Management System
Overall number of online sessions administered on the LMS.	N/A	460	Learning Management System
Timely response to helpdesk requests.	N/A	80% of the helpdesk requests responded to within 3 working days	Request monitoring system (ticketing)
User satisfaction rate of LMS.	N/A	80% satisfaction rate	Learning Management System

2.5 Horizontal activities

2.5.1 Consultative Forum and civil society

In order to **reinforce the cooperation** between the Agency and civil society, the Agency will continue to engage with civil society through various types of consultations and activities, including the organisation of Consultative Forum meetings, electronic consultations on key documents and facilitate the direct involvement of select civil society organisations in various areas of the Agency's work.

The implementation of Consultative Forum information exchange and networking activities will be optimised. Civil society organisations (CSOs) will be consulted in the preparations of Consultative Forum meetings, and more focus will be placed on the organisation of smaller-scale thematic/geographic consultation meetings. To facilitate accessibility, EASO endeavours to organise CF meetings in easily reachable locations. Where relevant, participation in CF activities by operational NGOs as well as refugee and diaspora-led organisations will be prioritized. The quality and effectiveness of electronic consultations on key documents will be improved by reinforcing the feedback flow to responding organisations. The Agency will continue to promote the participation of select civil society representatives in relevant meetings and activities.

The Agency will continue to actively participate in civil society networks in the field of asylum, at EU and national levels, identifying developments relevant for the Agency, reviewing and channelling inputs, providing contributions where appropriate. Furthermore, the Agency will contribute to the activities of the Consultative Forums of other JHA Agencies.

	2021 (planned)	2019 (actual)
Financial resources	EUR 160,000 (3401 Cooperation with civil society)	EUR 118,692 (3401 Cooperation with civil society)
Human resources	1 AD, 1 AST	1 AD, 1 AST

Objective 1
Reinforce cooperation between EASO and civil society.
Link to the multi-annual objective(s)
▪ MA09
Main outputs/actions (2021)
▪ Organise and implement Consultative Forum meetings (Annual Plenary and thematic/geographic consultation meetings).
▪ Consult relevant CSOs on key documents, such as the Work Programme, the Annual Report on the Situation of Asylum in the EU, and the Annual General Report.
▪ Facilitate, where appropriate, involvement of relevant CSOs in different areas and related activities of the Agency's work (e.g. training, COI, asylum processes, vulnerable persons, Annual Report on the Situation of Asylum, resettlement and complementary pathways, etc.).
▪ Contribute to the activities of the Consultative Forum of other JHA Agencies.
▪ Participate in civil society networks in the field of asylum at EU and national levels identifying developments relevant for the Agency, reviewing and channelling inputs, providing contributions where appropriate.
Expected results (2021)
▪ Reinforced cooperation between EASO and civil society.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of Consultative Forum meetings organised.	N/A	3	Meeting reports
Number of participants in CF meetings and activities and extent of satisfaction.	250	250, with min 80% stakeholder satisfaction	Meeting evaluation forms
Number of consultations held with CSOs.	6	6	Progress report, consultation calendar on CF website
Number and examples of areas (and related Agency activities) in which select CSOs were invited to participate (e.g. activities related to training, COI, asylum processes, vulnerable persons).	N/A	4	Internal reports
Number of activities of other JHA Agencies' Consultative Fora in which the Agency participated or contributed to.	N/A	4	Meeting reports
Number of civil society networks in which the Agency participated.	N/A	4	Mission and meeting reports

2.5.2 Governance activities

The Agency conducted an impact analysis in 2017 to determine the actions that were likely to be required for the eventual transition of EASO into the EUAA, as per the Proposal establishing the EUAA. Since the situation is currently uncertain with regard to whether/when the Proposal might be adopted and what its content might be, the Agency will continue to take only preparatory measures for the eventual possible transition into the EUAA. Such preparatory measures will be taken on the basis of agreed priority areas as set out in the related Roadmap, in a coordinated manner. Such preparatory actions include consultations with various stakeholders, to ensure a comprehensive and collaborative approach.

The EASO's **Internal Control Framework**, which was adopted in 2018 in accordance with the minimum standards adopted by the European Commission, is designed to provide reasonable assurance regarding the achievement of (i) effectiveness, efficiency and economy of operations (ii) reliability of reporting (iii) safeguarding of assets and information (iv) prevention, detection, correction and follow-up of fraud and irregularities and (v) adequate management of risks relating to the legality and regularity of the underlying transactions. EASO strives for full compliance with the internal control principles, and performs regular assessments to measure the effectiveness and further improve the efficiency of its internal control system.

The implementation of internal control framework is reinforced with the **ex post controls** function. Ex post controls will provide additional level of assurance for the reliability and integrity of operational and financial information and further evaluate the economy and efficiency of the use of EASO resources. The ex post control function will contribute to the overall effectiveness of the internal control framework by conducting self-assessments and annual reviews, as prioritised in annual ex post controls programme.

In order to meet the expectation from the Internal Control Framework on **risk management**, EASO has developed a procedure on risk management, in order to identify, assess and respond to potential issues that could affect the execution of the Agency's activities and the achievement of its objectives. The risk identification exercise is performed by a combination of bottom-up and top-down approaches. EASO has initiated steps to ensure that the risk management exercise is performed in a more comprehensive and thorough way, and integrated in the culture and conduct of all EASO's activities. The risk assessment is being followed up at regular intervals throughout the year and updated, to appropriately reflect the changes within the organisation and the implementation of the different actions.

The Agency has started and will continue to develop and implement a **quality management system** across the range of the Agency's activities, further implementing requirements and principles stemming from the applicable framework, in line with the internal control principles. EASO will further improve the documents and records management, while working on the process redesign and optimisation, further enhancing the organisational performance. EASO is aiming at a harmonised quality assurance service across the different areas of activity, consolidating all policies, processes and procedures and continue improving the efficiency and effectiveness of its performance, enabling informed decision-making and adhering to a systematic performance monitoring and reporting practice. EASO is planning to reinforce its commitment to pursue further improvements in the organisational performance by **implementing horizontal evaluations into its quality assurance system.** Evaluations will be carried out to assess the effectiveness and the impact across the range of the Agency's activities and deliverables. The evaluation topics will be based on the strategic and operational needs of the Agency, in line with the identified risks and non-conformities, and action plans will follow for the implementation of the evaluation recommendations. The Agency will gather and assess quantitative and qualitative evidence for the impact of EASO's activities and deliverables, and proceed to the implementation of the evaluation recommendations.

The **Internal Audit Service (IAS)** of the European Commission reviews and evaluates risk-management, governance and internal-control processes at EASO, to provide objective assurance and consulting services designed to add value and improve the Agency's activities. On the basis of the risk assessment concerning EASO's process landscape, the following audit topics were identified in the strategic three year audit planning, in the following order: (a) HR management, (b) IT Governance & IT Project

Management, (c) Planning, Implementation and Evaluation of Operational Support and (d) Procurement and Contract Management. 2020-2021 will focus on IT Governance & IT Project Management in the current three-year audit cycle of the IAS. The Agency will continue to work on implementing actions to address the previous audit findings, monitor and report on the implementation of recommendations within the agreed deadlines and collaborate with the Service to ensure that the audits provide added value for EASO.

The Agency will further enhance its corporate **planning, monitoring and reporting** capabilities, including forecasting, prioritisation and contingency planning exercises. In addition to the above, a corporate security dimension will be implemented.

As concerns **legal affairs**, the Agency has re-established its legal function with the aim to ensure that implementation of the Work Programme is in compliance with the applicable legal framework. Legal advice is provided on matters related to contracts and procurement, staff, corporate governance, intellectual property rights and inter-institutional matters, and in particular in relation to operational support. These also include handling public access to document requests, dealing with complaints submitted to the European Ombudsman, representing the Agency before the Court of Justice of the European Union, and liaising with European Commission representatives and other external stakeholders.

The Agency will continue its actions in order to ensure compliance with the **Data Protection** Regulation.

The new Data Protection Regulation adopted in December 2018 reinforces the existing privacy principles and streamlines them across the Union, while at the same time does away with some bureaucratic elements. Prior checks with the European Data Protection Supervisor are no longer required. Under the new Data Protection Regulation, processes with a higher degree of risk for individuals' privacy have to undergo a Data Protection Impact Assessment (DPIA).

In the area of **EASO communication**, the Agency will continue establishing and maintaining excellent long-standing press relations, ensuring plentiful interaction with the press. Regular, accurate press coverage of the Agency's activities is crucial in order to gain visibility, legitimacy and credibility. In 2020, the Agency will continue to pro-actively approach and invite the media regularly for press briefings, both at EASO headquarters and in the field. In addition, the Agency's Internal Communication Plan for 2020 will continue taking into account the changes the Agency is going through, and informing staff members about them accordingly. Internal communication will continue to significantly improve through events, publications, and internal documents and tools.

 The Agency will continue strengthening its **relations with stakeholders**, ensuring its activities are consistent with relevant priorities at EU level while also informing policy development. Continued cooperation with stakeholders will also ensure coordination and coherence of related activities.

Cooperation will be taken forward with the European Commission, the Council of the European Union, the European Parliament, the EEAS and other relevant stakeholders both at technical and at high-level. The Agency will also maintain close contacts with Member States - and in particular with host country authorities and other relevant authorities – at technical, strategic and political level. The horizontal cooperation with other EU agencies will carry on in 2021, both through the EU Agencies' Network and the JHA agencies Network, as well as through bilateral collaboration on the basis of Working Arrangements, Exchange of Letters and Cooperation Plans. An exchange of letters with Europol is to be concluded in 2020.

EASO will continue to strengthen horizontal cooperation and ensure coordination of activities with international organisations. Cooperation with UNHCR and IOM will be pursued on the basis of the Working Arrangement signed between EASO and UNHCR in 2013 and being updated in 2020, and the Working Arrangement signed between EASO and IOM in 2019. Other organisations include the Council of Europe, the General Directors of Immigration Services Conference (GDISC), the Intergovernmental Consultations on Migration Asylum and Refugees (IGC) and ICMPD. As for the latter two, EASO will cooperate with them on the basis of Exchange of Letters to be signed in 2020 and priorities established during Senior Management Consultations. EASO will also consider strategic cooperation with third

countries, also with a view to preparation for the enhanced mandate envisaged in the draft EUAA Regulation.

Should the Proposal transforming EASO into the EUAA be adopted, Working Arrangements and Exchanges of Letters will need to be updated to reflect the Agency's new mandate.

A high level conference is envisaged to be organised, bringing together key stakeholders, to mark the 10th Anniversary from when EASO became fully operational.

	2021 (planned)	**2019 (actual)**
Financial resources	EUR 433,479[38] (3402 Cooperation with stakeholders)	EUR 197,856 (3402 Cooperation with stakeholders)
Human resources	N/A[39]	2 AD, 1 AST, 1 CA[40]

Objective 1

Continue to reinforce governance, and provide tailored communication and ensure a high level of cooperation and coordination with stakeholders, including with a view to preparation for the possible enhanced mandate if the Proposal establishing the EUAA is adopted.

Link to the multi-annual objective(s)
- MA09

Main outputs/actions (2021)
- Implement preparatory measures for the eventual transition to the provisions of the Proposal transforming EASO into the EUAA.
- Incorporate new programming, planning and reporting requirements into relevant public corporate documents.
- Further improve the level of implementation of the Agency's new Internal Control Framework adopted in 2018.
- Monitor and report on the risks identified during the Agency's annual risk identification and assessment exercise, as well as the risks identified by the European Court of Auditors and the Internal Audit Service of the Commission.
- Coordinate corporate document and records management.
- Provide support for quality management services, process analysis and optimisation, and continuous improvement.
- Provide continuously high quality legal advice and assurance.
- Manage judicial and quasi-judicial proceedings, including legal representation in court proceedings.
- Assess the Agency processes that require a data protection impact assessment. Promotion of the Agency, both externally and internally, via major news networks, communication products, social media platforms.
- Organise press interviews with national and EU or Brussels-based journalists, as well as strategic press interviews to coincide with specific events and developments.
- Organise press visits with particular focus on the Agency operational activities.
- Issue press releases to coincide with major events, publications, developments, etc.
- Ensure a high level of cooperation and coordination with stakeholders' exchange of information, contribute to policy development.

Expected results (2021)
- Preparation for the mandate envisaged in the draft EUAA is ensured to the extent possible, within the limits of the current mandate.
- Improved governance systems and overall reputation.

---

[38] Foreseen primarily for stakeholder events of operational nature.

[39] Part of 'Resources allocated to governance, administrative and other horizontal activities' (see Annex I).

[40] Staff under governance activities were part of 'Resources allocated to governance, administrative and other horizontal activities'.

- Efficient processes and reduced administrative burdens, while ensuring increased availability of reliable information on decision making, corporate performance and level of compliance.
- The Agency is a recognised and trusted counterpart in the field and contributes to discussions relevant to its mandate.
- The Agency enjoys a high level of coordination and cooperation with stakeholders in areas of its mandate, duplication is avoided, and the Agency enjoys higher visibility and credibility.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Implementation of the preparatory measures as envisaged in the EUAA Roadmap.	N/A	100%	Internal review
Adoption and publication of corporate planning and programming documents and mandatory corporate reports in line with new regulatory requirements and within legal deadlines.	N/A	100%	MB meeting minutes, EASO website
Management awareness of the new Internal Control Framework (% of managers attending internal control training).	N/A	85%	Course attendance records
Timely implementation of the Agency's Internal Control Self-Assessment Action Plan.	N/A	90%	State of play of implementation of the IC Self-Assessment Action Plan
Timely implementation of agreed risk responses in the Agency's Risk Register.	N/A	90%	State of play of implementation of the Risk Register
Compliance and performance index (regulations, decisions, standards, policies and procedures applicable to EASO).	N/A	80%	Identification, development and consolidation of EASO documentation Quality assessment Awareness raising and training activities Centralisation of quality assurance and quality management functions
Timely assessment of the Agency processes requiring notification to DPO including DPIA (Data Protection Impact Assessment).	N/A	100%	DPIA Report (for each specific process notified to DPO)
Timely provision of legal advice to ensure compliance with legal, administrative and policy obligations.	N/A	90%	Monitoring reports from an IT tool implemented (e.g. JIRA), annual report of legal affairs
Percentage of change in the Agency website average monthly users.	105% increase in monthly page views	+30%	Web analytics
Total percentage of change in social media followers on all EASO channels.	86% increase in Twitter and Facebook following	+30%	Social media analytics

Percentage of change in monthly average social media reach.	N/A	+50% compared to 2020	Social media analytics
Reach of mentions of EASO in Press.	N/A	6 billion	Meltwater analytical tool
Media exposure: number of news publications mentioning EASO.	N/A	4,000	Meltwater analytical tool
Number of press interviews and questions.	N/A	150	Internal review
Number of VIP meetings held with key stakeholders.	31	50	Internal review
Number of bilateral and multilateral meetings held at strategic/horizontal level.	35	60	Internal review
Number of external meetings and/or events participated in.	N/A	70	Internal review
Number of networking/information events organised for stakeholders.	N/A	4	Internal review
Timely provision of briefings/LTTs as required.	N/A	100%	Internal review
Timely replies to enquiries received via the EASO INFO mailbox.	N/A	90%	Internal review
Percentage of access to documents requests timely responded to.	N/A	100%	Internal review

ANNEXES

Annex I   Resource allocation per activity 2021

Annex II   Financial resources 2021-2023

Annex III   Human resources quantitative

Annex IV   Human resources qualitative

Annex V   Building policy

Annex VI   Privileges and immunities

Annex VII   Evaluations

Annex VIII   Risks

Annex IX   Procurement plan 2021

Annex X   Organisational chart

Annex I: Resource allocation per activity 2021

Activity	Human resources 2021					Financial resources (Titles 3-4)
	AD	AST	CA	SNE	Total	
2.1 Operational support	**35**	**26**	**29**	**3**	**93**	**€70,614,535[1]**
2.1.1 Italy	7	5	6	1	**19**	€11,118,100
2.1.2 Greece	11	13	13	0	**37**	€45,704,305
2.1.3 Cyprus	4	3	4	0	**11**	€8,111,668
2.1.4 Malta	2	2	1	1	**6**	€3,349,462
2.1.5 Other operational activities	2	0	1	0	**3**	€50,000
2.1.6 External dimension	9	3	4	1	**17**	€2,281,000
2.1.6.1 Networks and external relations	*1*	*3*	*0*	*0*	*4*	*€108,000*
2.1.6.2 Resettlement and Humanitarian Admission	*3*	*0*	*1*	*1*	*5*	*€1,610,000*
2.1.6.3 Third country support	*5*	*0*	*3*	*0*	*8[2]*	*€563,000*
2.2 Operational support and tools, programming, monitoring and evaluation of operations	**10**	**4**	**5**	**0**	**19**	**€778,040**
2.2.1 Operational support and operational tools	4	4	1	0	**9**	€499,240
2.2.2 Programming, monitoring and evaluation of operations	6	0	4	0	**10**	€278,800
2.3 Asylum knowledge	**74**	**37**	**21**	**6**	**138**	**€7,502,536**
2.3.1 Country of Origin Information	15	2	5	0	**22**	€970,000
2.3.2 MedCOI	5	6	1	1	**13**	€800,000
2.3.3 Country guidance	4	2	1	0	**7**	€400,000
2.3.4 Data Analysis and Research	11.5	11	2	2	**26.5**	€895,000
2.3.5 Information and analysis	7.5	7	2	2	**18.5**	€310,000
2.3.6 Asylum processes and quality support to operations	15	4	3	1	**23**	€1,149,312
2.3.7 Asylum thematic cooperation	12	2	4	0	**18**	€1,627,824
2.3.8 Cooperation with members of courts and tribunals	4	3	3	0	**10**	€1,350,400
2.4 Training and professional development	**37**	**14**	**9**	**1**	**61**	**€2,900,000**
2.4.1 Development and consolidation of the EASO Training Curriculum	16	4	2	0	**22**	€1,025,000

---

[1] In case of operational needs, R0 provisions can be further utilised for Operational budgeting.

[2] Excludes 5 CA posts allocated to the IPA project (Title 4) and 5 CA posts planned for the EASO Regional Pilot Project in support of North Africa/RDPP NA.

Activity	Human resources 2021					Financial resources (Titles 3-4)
	AD	AST	CA	SNE	Total	
2.4.2 Implementation of EASO Training Curriculum	13	5	0	1	**19**	€875,000
2.4.3 Management of EASO's Training Governance System	8	5	7	0	**20**	€1,000,000
2.5 Horizontal activities	**1**	**1**	**0**	**0**	**2**	**€593,479**
2.5.1 Consultative Forum and civil society	1	1	0	0	**2**	€160,000
2.5.2 Governance activities					**N/A[3]**	€433,479[4]
TOTAL operational (Title 3)	**157**	**82**	**64**	**10**	**313**	**€82,388,590**
Resources allocated to governance, administrative and other horizontal activities (Title 1, Title 2)	**97**	**67**	**71**	**2**	**237**	€59,725,744
Ad hoc grants (Title 4)						p.m.
TOTAL	**254**	**149**	**135**	**12**	**550**	**€142,114,334**

---

[3] Staff allocation is part of 'Resources allocated to governance, administrative and other horizontal activities'.
[4] Foreseen primarily for stakeholder events of operational nature.

Annex II: Financial resources 2021-2023

Table 1: Expenditure[5]

Expenditure	2020		2021	
	Commitment appropriations (€) - including AC contributions (R0)	Payment appropriations (€) - including AC contributions (R0)	Commitment appropriations (€)	Payment appropriations (€)
Title 1	37,296,930	37,296,930	45,425,568	45,425,568
Title 2	14,853,369	14,853,369	14,300,176	14,300,176
Title 3	78,286,313	78,286,313	82,388,590	82,388,590
Title 4[6] (earmarked)	p.m.	p.m.	p.m.	p.m.
Total expenditure	**130,436,612**	**130,436,612**	**142,114,334**	**142,114,334**

---

[5]   The budget for 2021 will depend on the outcome of still ongoing negotiations on the Multiannual Financial Framework 2021-2027.
[6]   Estimated/expected.

Expenditure	Commitment Appropriations						
	Executed budget 2019* (EU subsidy and IPA grant)	Budget 2020 (€)		VAR 2020 / 2019	Envisaged in 2021	Envisaged in 2022*	Envisaged in 2023[7]
		Agency request	Adopted Budget (including AC contributions - R0)				
Title 1 - Staff expenditure	**24,816,896**	**45,425,568**	**3 37,296,930**		**45,425,568**		
11 Salaries & allowances	18,029,440	39,373,398	3 30,806,600		39,373,398		
- of which establishment plan posts	*14,280,637*	*31,108,163*	*20,747,600*		*31,108,163*		
- of which external personnel	*3,748,803*	*8,265,235*	*5,454,500*		*8,265,235*		
12 Expenditure relating to Staff recruitment	714,460	624,320	295,032		624,320		
13 Mission expenses	466,723	669,500	530,000		669,500		
14 Socio-medical infrastructure	1,838,077	2,210,000	1,813,016		2,210,000		
15 Training	492,995	751,900	762,863		751,900		
16 External Services	3,273,249	1,786,150	3,086,419		1,786,150		
17 Representation expenses	1,952	10,300	8,000		10,300		
Title 2 - Infrastructure and operating expenditure	**12,077,824**	**14,300,176**	**14,853,369**		**14,300,176**		
21 Rental of buildings and associated costs[8]	6,112,703	6,535,000	7,844,926		6,535,000		
22 Information and communication technology	3,877,291	5,056,476	4,889,512		5,056,476		
23 Current administrative expenditure	2,087,830	2,708,700	2,118,931		2,708,700		
Title 3 - Operational expenditure	**60,316,936**	**79,671,906**	**78,286,312**		**82,388,590**		

---

[7] The adoption of the new MFF has been delayed, hence, at this stage, EASO can only reflect the amounts in the current MFF 2021-27 proposal that foresees EUR 171.4 million budget for 2022 and EUR 174.83 million budget for 2023. The exceptional circumstances for this budgeting cycle, namely i) last year of the MFF 2014-2020; ii) new MFF (2021-2027) still under negotiations; iii) the implications of Brexit on the longer term budget, allow EASO to detail its financial needs for 2022-2023 promptly after the adoption of the MFF.

[8] Including possible repayment of interest; detailed information as regards building policy provided in Table in Annex V.

Expenditure	Commitment Appropriations						
	Executed budget 2019* (EU subsidy and IPA grant)	Budget 2020 (€)		VAR 2020 / 2019	Envisaged in 2021	Envisaged in 2022*	Envisaged in 2023[7]
		Agency request	Adopted Budget (including AC contributions - R0)				
31 Information, Analysis and Knowledge Development	2,329,305	3,115,000	1,847,387		3,375,000		
32 Support for MS practical cooperation	5,593,165	10,726,813	5,402,306		9,823,236		
33 Operational support	46,928,723	65,154,093	64,405,008		68,596,875		
34 Cooperation with civil society and stakeholders	316,548	346,000	268,000		593,479		
35 EUAA monitoring of application of the CEAS		330,000	0		0		
36 Other Operational activities		0	6,363,611		0		
Title 4 – EASO participation in external projects	**564,866**	**p.m.**	**p.m.**		**p.m.**		
Total expenditure	**92,627,328**	**138,758,306**	**130,436,611**		**142,114,334**	**171,400,000**	**174,828,000**

*   Appropriations corresponding to the EU subsidy 2019and IPA grant.

Expenditure	Payment Appropriations						
	Executed budget 2019*(EU subsidy and IPA grant)	Budget 2020 (€)		VAR 2020 / 2019	Envisaged in 2021	Envisaged in 2022*	Envisaged in 2023[9]
		Agency request	Adopted Budget (including AC contributions - R0)				
Title 1 - Staff expenditure	**22,866,866**	**44,807,200**	**37,296,930**		**45,425,568**		
11 Salaries & allowances	18,029,440	38,226,600	30,806,600		39,373,398		
- of which establishment plan posts	*14,280,637*	*30,202,100*	*20,747,600*		*31,108,163*		
- of which external personnel	*3,748,803*	*8,024,500*	*5,454,500*		*8,265,235*		
12 Expenditure relating to Staff recruitment	573,987	897,600	295,032		624,320		
13 Mission expenses	376,515	650,000	530,000		669,500		
14 Socio-medical infrastructure	1,578,869	2,140,000	1,808,016		2,210,000		
15 Training	238,995	730,000	762,863		751,900		
16 External Services	2,067,108	2,153,000	3,086,419		1,786,150		
17 Representation expenses	1,952	10,000	8,000		10,300		
Title 2 - Infrastructure and operating expenditure	**7,883,835**	**14,279,200**	**14,853,369**		**14,300,176**		
21 Rental of buildings and associated costs[10]	4,862,330	6,740,000	7,844,926		6,535,000		

---

[9]   The adoption of the new MFF has been delayed, hence, at this stage, EASO can only reflect the amounts in the current MFF 2021-27 proposal that foresees EUR 171.4 million budget for 2022 and EUR 174.83 million budget for 2023. The exceptional circumstances for this budgeting cycle, namely i) last year of the MFF 2014-2020; ii) new MFF (2021 -2027) still under negotiations; iii) the implications of Brexit on the longer term budget, allow EASO to detail its financial needs for 2022 -2023 promptly after the adoption of the MFF.

[10]   Including possible repayment of interest; detailed information as regards building policy provided in Table in Annex V.

*   Appropriations corresponding to the EU subsidy 2019, and IPA grant.

Expenditure	Payment Appropriations						
	Executed budget 2019*(EU subsidy and IPA grant)	Budget 2020 (€)		VAR 2020 / 2019	Envisaged in 2021	Envisaged in 2022*	Envisaged in 2023[9]
		Agency request	Adopted Budget (including AC contributions - R0)				
22 Information and communication technology	1,514,963	4,909,200	4,889,512		5,056,476		
23 Current administrative expenditure	1,506,542	2,630,000	2,118,931		2,708,700		
Title 3 - Operational expenditure	**56,135,999**	**79,671,906**	**78,286,312**		**82,388,590**		
31 Information, Analysis and Knowledge Development	2,518,627	3,115,000	1,448,511		3,375,000		
32 Support for MS practical cooperation	4,740,562	10,726,813	5,155,809		9,823,236		
33 Operational support	48,584,771	65,154,093	65,050,381		68,596,875		
34 Cooperation with civil society and stakeholders	292,039	346,000	268,000		593,479		
35 EUAA monitoring of application of the CEAS		330,000	0		0		
36 Other Operational activities		0	6,363,611		p.m.		
Title 4 – EASO participation in external projects*	**344,533**	**p.m.**	**p.m.**		**p.m.**		
Total expenditure	**87,231,233**	**l38,758,306**	**130,436,611**		**142,114,334**	**171,400,000**	**174,828,000**

Table 2: Revenue[11]

Revenue	2020	2021
	Adopted Budget (€)	Budget Forecast (€)
EU contribution	124,073,000	142,114,334
Other revenue (EFTA)	6,363,611	p.m.
Other revenue (EMAS) - earmarked	-	-
Other revenue (IPA and ENP) - earmarked	p.m.	p.m.
Other revenue – accrued interest	p.m.	p.m.
Other revenue (MS contributions)	p.m.	p.m.
Total revenue	**130,436,611**	**142,114,334**

Revenue	2019	2020		VAR 2020 / 2019 (€)	Envisaged in 2021 (€)	Envisaged in 2022 (€)	Envisaged in 2023 (€)[12]
	Executed budget (€)	As requested by the Agency (€)	Adopted Budget (€)				
1 Revenue from fees and charges							
2. EU contribution	**92,062,461**	**138,758,306**	**124,073,000**		**142,114,334**	**171,400,000**	**174,828,000**
- of which Administrative (Title 1 and Title 2)	36,894,720	59,086,400	52,150,299		59,725,744		
- of which Operational (Title 3)	55,167,741	79,671,906	71,922,701		82,388,590		
- of which assigned revenues deriving from previous years' surpluses							
3 Third countries contribution (incl. EFTA and candidate countries)	**5,149,195**	**p.m.**	**6,363,611**		**p.m.**	**p.m.**	
- of which EFTA	5,149,195	p.m.	6,363,611		p.m.	p.m.	
- of which Candidate Countries							
4 Other contributions	**564,866**		**p.m**				

---

[11] The budget for 2021 will depend on the outcome of still ongoing negotiations on the Multiannual Financial Framework 2021-2027.

[12] The adoption of the new MFF has been delayed, hence, at this stage, EASO can only reflect the amounts in the current MFF 2021-2027 proposal that foresees EUR 171.4 million budget for 2022 and EUR 174.83 million budget for 2023. The exceptional circumstances for this budgeting cycle, namely i) last year of the MFF 2014-2020; ii) new MFF (2021-2027) still under negotiations; iii) the implications of Brexit on the longer term budget, allow EASO to detail its financial needs for 2022-2023 promptly after the adoption of the MFF.

Revenue	2019	2020		VAR 2020 / 2019 (€)	Envisaged in 2021 (€)	Envisaged in 2022 (€)	Envisaged in 2023 (€)[12]
	Executed budget (€)	As requested by the Agency (€)	Adopted Budget (€)				
- of which delegation agreement, ad hoc grants	564,866	**p.m.**	**p.m**		**p.m.**	**p.m.**	
- of which MS contributions	0	0	p.m.		p.m.	p.m.	
Total revenue	**97,776,522**	**138,758,306**	**130,436,611**		**142,114,334**	**171,400,000**	**174,828,000**

Table 3: Budget outturn and cancellation of appropriations

Calculation budget outturn

Budget outturn (€)		2017	2018	2019
Revenue actually received (+)		79,642,732.37	97,733,009.88	102,820,564
Payments made (-)		-72,809,815.36	-82,266,979.87	-90,853,249
Carry-over of appropriations (-)		-8,484,750.87	-14,802,701.12	-17,575,187
Cancellation of appropriations carried over (+)		341,189.03	313,138.59	643,599
Adjustment for carry over of assigned revenue appropriations from previous year (+)		3,965,310.60	4,772,319.39	9,272,326
Exchange rate differences (+/-)		-1,508.97	-3,205.79	-4,432
Adjustment for negative balance from previous year (-)		-	-	
Total		**2,653,156.80**	**5,745,581.08**	**4,303,620**

- **Budget outturn**

In accordance with EASO Regulation, the revenue and resources of the Agency shall consist, in particular, of:

(a) a contribution from the Union entered in the general budget of the European Union;

(b) any voluntary contribution from the Member States;

(c) charges for publications and any service provided by the Agency;

(d) a contribution from Associate Countries.

The expenditure of the Agency shall cover staff remuneration, infrastructure and administrative expenditure, and operational expenditure, and is divided into four titles as follows:

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

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

Commitments are entered in the accounts on the basis of the legal commitments entered into up to 31 December and payments on the basis of the payments made by the Accounting Officer by 31 December of that year, at the latest. The Agency has non-differentiated appropriations for titles 1 and 2 (commitment and payment appropriations are equal and linked) and differentiated appropriations for title 3 and title 4.

The carry-over is intended to cover pending expenditure at the end of the year (several invoices and debit notes from contractors and EU institutions/agencies were pending to be received). Carry-over of appropriations relates to:

- Title 1: Staff expenditure such as missions, schooling and representation/miscellaneous costs;
- Title 2: Infrastructure and operating expenditure (IT hardware, software and related services, etc.), administrative assistance from other EU institutions (e.g. Service Level Agreements with PMO), translations and publications, business consultancy and organisation costs of Management Board meetings;
- Title 3: Operational expenditure such as translations and publications, organisation of events, reimbursement of participants/experts to meetings organised by the Agency, etc.
- Title 4: Operational expenditure for specific projects (ENP countries participating in the work of the Agency) such as translations, staff travel costs, organisation of events, reimbursement of participants/experts to meetings organised by the Agency, etc.

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

C4 appropriations (internally assigned funds) are carried over automatically to the following financial year as C5 appropriations, together with the payment appropriations.

R0 appropriations (externally assigned funds) are carried over automatically to the following financial year together with the payment appropriations.

Differentiated C1 appropriations (Title 3) corresponding to obligations duly contracted at the close of the financial year are carried over automatically to the following financial year, under C8 appropriations, without the payment appropriations.

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

Annex III: Human resources – quantitative[13]

Table 1 – Staff population and its evolution; Overview of all categories of staff

Staff population		Authorised under EU budget 2018	Actually filled as of 31.12.2018[14]	Authorised under EU budget for year 2019	Actually filled as of 31.12.2019[15]	Authorised under EU budget for year 2020	Envisaged in 2021	Envisaged in 2022	Envisaged in 2023
Officials	AD	0	0	0	0	0	0	0	0
	AST	0	0	0	0	0	0	0	0
	AST/SC	0	0	0	0	0	0	0	0
TA	AD	135	100	179	146	231	254	254	254
	AST	79	51	105	82	135	149	149	149
	AST/SC	0	0	0	0	0	0	0	0
Total		**214**	**151**	**284**	**228**	**366**	**403**	**403**	**403**
CA GF IV		33	25	49	33	64	70	70	70
CA GF III		35	38	36	28	49	54	54	54
CA GF II		3	1	10	16[16]	10	11	11	11
CA GF I		1	0	0	0	0	0	0	0
Total CA		**72**	**64[17]**	**95**	**77[18]**	**123**	**135**	**135**	**135**
SNE		**11**	**4**	**11**	**10**	**11**	**12**	**12**	**12**
Structural service providers					*TBC[19]*				
TOTAL		**297**	**219[20]**	**390**	**315**	**500**	**550[21]**	**550[22]**	**550[23]**

---

[13] The requested budget increase and increase in the staff allocation by 50 posts in 2021, are required in order for EASO to fulfil its tasks as per its current mandate. They are however dependent on the outcome of the negotiations on the MFF 2021-2027. The envisaged staff beyond 2020 is indicative.

[14] Positions (not FTEs), in active service.

[15] Consolidated data on 31.12.2019, excluding offered posts. For the Contract Agents, Includes 3 CA positions that were financed from Title 4 (staff funded under an earmarked IPA-funded project for Western Balkans & Turkey and not part of the EASO Establishment Plan) & 9 offered positions.

[16] 3 FG III posts were downgraded to FG II.

[17] Includes 3 CA positions that were financed from Title 4 (staff funded under an earmarked IPA-funded project for Western Balkans and Turkey). 64 was the actual headcount of CAs on 31.12.2018.

[18] 3 FG III posts were downgraded to FG II. The IPA CAs are not included.

[19] To be confirmed at a later stage.

[20] Includes 3 CA positions that were financed from Title 4 (staff funded under an earmarked IPA-funded project for Western Balkans & Turkey and not part of the EASO Establishment Plan) & 9 offered positions.

[21] This estimate of staff required for 2021 (additional 50 posts) is based on an assessment of needs in order for the Agency to fulfil its tasks, in order to provide the necessary support to all Member States particularly those under pressure, and taking into account the expansion of tasks/scope of tasks resulting for instance from Council Conclusions. The envisaged staff beyond 2020 is indicative.

[22] The envisaged staff beyond 2020 is indicative.

[23] The envisaged staff beyond 2020 is indicative.

| *External staff for occasional replacement[24]* | | | | | | | | |

Staff population	Posts available in 2018	Actually filled as of 31.12.2018	In budget for year 2019	Actually filled as of 31.12.2019[25]	In budget for year 2020	Envisaged in 2021	Envisaged in 2022[26]	Envisaged in 2023[27]
CA GF IV	33	25	49	34	64	70	70	70
CA GF III	35	38	36	29	49	54	54	54
CA GF II	3	1	10	17[28]	10	11	11	11
CA GFI	1	0	0	0	0	0	0	0
Total CA (by positions)	**72**	**64[29]**	**95**	**80[30]**	**123**	**135**	**135**	**135**

A recruitment plan, drawn up in Q4 2019, based on a comprehensive needs assessment, is being implemented in 2020 aiming at filling most of the authorised posts. The focus is both on filling urgent vacant posts and at the same time in increasing the number of filled management position posts. In the beginning of 2020, 12 selections were ongoing and 46 new ones were planned, of which 36 were expected to be finalised by the end of 2020. This would result in an implementation of over 85% of the authorised posts. The COVID-19 situation has slowed down the execution of this plan as from March 2020. More than 160 planned interviews had to be postponed and the *modus operandus* of executing selection procedures and interviews had to be reviewed. As the new remote interviewing and testing process takes more time and requires more resources to operate, this is expected to have an impact on the pace of implementation of the recruitment plan.

The 50 additional staff requested for 2021 will go to reinforce field operations, training development and delivery, information and analysis, practical tools, governance activities and administrative functions.

---

[24] Four providers are used by the Agency in order to employ administration, finance and other interim support staff based on the range of approved profiles within the contracts. They are based in Malta, Greece, Cyprus and Italy. The population of such interim support staff is approximately: Malta 59, Italy 26, Cyprus 1 and Greece 45. This number may increase subject to future foreseen needs.

[25] Consolidated data on 31.12.2019, including offered posts. For the Contract Agents, Includes 3 CA positions that were financed from Title 4 (staff funded under an earmarked IPA-funded project for Western Balkans & Turkey and not part of the EASO Establishment Plan) & 9 offered positions.

[26] This estimate of staff required for 2021 (additional 50 posts) is based on an assessment of needs in order for the Agency to fulfil its tasks, in order to provide the necessary support to all Member States particularly those under pressure, and taking into account the expansion of tasks/scope of tasks resulting for instance from Council Conclusions. The envisaged staff beyond 2020 is indicative.

[27] The envisaged staff beyond 2020 is indicative.

[28] 3 FG III posts were downgraded to FG II. The IPA CAs are included (filled: 1 FG IV, 1 FG III; offered: 1 FG II).

[29] Includes 3 CA positions that were financed from Title 4 (staff funded under an earmarked IPA-funded project for Western Balkans and Turkey and not part of the EASO Establishment Plan). The figure 64 was the actual headcount for CAs on 31.12.2018.

[30] Includes 3 CA positions that were financed from Title 4 (staff funded under an earmarked IPA-funded project for Western Balkans and Turkey). 80 was the actual headcount of CAs on 31.10.2019.

Table 2 – Multiannual staff policy plan for the years 2021-2023[31]

Category and grade	Establishment plan in EU Budget 2019		Modifications in year 2019 in application of flexibility rule		Establishment plan in EU Budget 2020		Establishment plan 2021		Establishment plan 2022		Establishment plan 2023	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16	0	0	0	0	0	0	0	0	0	0	0	0
AD 15	0	1	0	0	0	1	0	1	0	1	0	1
AD 14	0	0	0	0	0	0	0	0	0	0	0	0
AD 13	0	2	0	0	0	3	0	3	0	3	0	3
AD 12	0	4	0	0	0	5	0	6	0	6	0	6
AD 11	0	2	0	0	0	3	0	4	0	5	0	5
AD 10	0	15	0	0	0	16	0	18	0	19	0	19
AD 9	0	15	0	0	0	22	0	24	0	25	0	25
AD 8	0	41	0	0	0	58	0	63	0	64	0	64
AD 7	0	57	0	0	0	70	0	75	0	75	0	75
AD 6	0	19	0	0	0	30	0	40	0	39	0	39
AD 5	0	23	0	0	0	23	0	20	0	17	0	17
Total AD	**0**	**179**	**0**	**0**	**0**	**231**	**0**	**254**	**0**	**254**	**0**	**254**
AST 11	0	0	0	0	0	0	0	0	0	0	0	0
AST 10	0	0	0	0	0	0	0	0	0	0	0	0
AST 9	0	0	0	0	0	0	0	0	0	0	0	0
AST 8	0	0	0	0	0	0	0	0	0	0	0	0
AST 7	0	0	0	0	0	0	0	0	0	0	0	0
AST 6	0	0	0	0	0	4	0	4	0	4	0	4
AST 5	0	10	0	0	0	18	0	20	0	21	0	21
AST 4	0	40	0	0	0	49	0	53	0	54	0	54
AST 3	0	45	0	0	0	55	0	61	0	61	0	61
AST 2	0	8	0	0	0	9	0	11	0	9	0	9
AST 1	0	2	0	0	0	0	0	0	0	0	0	0
Total AST	**0**	**105**	**0**	**0**	**0**	**135**	**0**	**149**	**0**	**149**	**0**	**149**
AST/SC1	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC2	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC3	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC4	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC5	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC6	0	0	0	0	0	0	0	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL	**0**	**284**	**0**	**0**	**0**	**366**	**0**	**403**	**0**	**403**	**0**	**403**

---

[31] The requested increase in staff allocation by 50 posts in 2021 are required in order for EASO to fulfil its tasks as per its current mandate. They are however dependent on the outcome of the negotiations on the MFF 2021-2027. The envisaged staff beyond 2020 is indicative.

Annex IV: Human resources – qualitative

A. Recruitment policy

The agency's recruitment policy, as regards selection procedures, the entry grades of different categories of staff, the type and duration of employment and different job profiles, is aligned with the 2014 Staff Regulations and implementing rules thereto, as well as the conclusion of the agreements for the participation of associate countries in the Agency activities.

The main principles of the recruitment policy are fairness, transparency and equal treatment. Any discrimination on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability age or sexual orientation is prohibited.

a. Officials

Currently, no officials are foreseen in the Agency's establishment plan.

b. Temporary agents

The Agency employs temporary agents on long-term employment to carry out its technical, administrative and management tasks of a permanent or long-term nature. These include tasks that are directly related to the implementation of the Agency's core activities, as defined in its founding Regulation, and tasks related to the management and functioning of the Agency aimed at providing technical and administrative support to its core business.

Temporary agents on long-term employment are offered a five-year contract. The contract may be renewed not more than once for a fixed period. Any further renewal is for an indefinite period. Temporary agents are recruited in line with the Agency's Implementing Rules on engagement and use of temporary staff under Article 2(f), adopted by the Agency's Management Board, as well as Article 53 of the Conditions of Employment of other Servants (CEOS)[32].

Examples of job profiles include administrative tasks (Administrative Assistant, Finance and Budget Assistant, Procurement Officer), operational tasks (Field Officer), and management (Head of Administration Department).

The Agency may also employ temporary agents on short-term employment to fulfil specific technical and administrative tasks of a limited duration. The duration of the contract is determined by that of the tasks.

c. Contract agents

In addition to Temporary Agents, the Agency also recruits Contract Agents. The decision to recruit a Contract Agent lies with the appointing authority and is decided on a case-by-case basis, depending on the justification for the short or long-term requirement identified by the requesting Department. The justification can be a specific project, workload, uncertainty about the need for a Temporary Agent, and a resource need pending recruitment of a Temporary Agent.

In accordance with the function groups and grades defined by Article 80 of the CEOS, the Contract Agents function groups II, III and IV are assigned to tasks aimed at providing administrative, linguistic, scientific and drafting support to the work of Temporary Agents.

In line with Article 85 of the CEOS, Contract Agents are offered a contract, which might be renewed once, with the first two contracts covering a total period of at least six months for contract agents in FGI, and nine months for contract agents in FGII to IV. The initial contract shall not be for more than five years, and the first renewal shall again not exceed five years. Depending on the Agency's specific needs, Contract Agents on long-term employment are offered a three-year contract, which may be renewed once for another three years. Any further renewal is for an indefinite period. Examples of job profiles include technical experts in asylum-related domains, and support staff (e.g. IT Assistant).

---

[32] Regulation No 31 (EEC), 11 (EAEC), laying down the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Economic Community and the European Atomic Energy Community. OJ 45, 14.6.1962, p. 1385.

The Agency may also employ Contract Agents on short-term employment contracts to fulfil tasks of a technical and administrative nature of a limited duration, similar to those assigned to Temporary Agents on short-term employment. In principle, such contracts are renewed only once and these agents are not offered a second renewal of their contract for an indefinite period.

d. Seconded national experts

Seconded national experts (SNEs) are selected by the Agency to benefit from their high level of expertise and up-to-date knowledge. They are engaged in particular in areas where the expertise is not readily available or is required temporarily to perform specific tasks. The legal framework for the selection of SNEs is found in Management Board Decision No. 1 of 25 November 2010. In line with this Decision, SNEs are not employed by the Agency, but continue their employment relationship with the seconding organisation. The length of the initial contract is 1 year with the possibility of extensions.

Examples of job profiles include operational tasks (Resettlement Expert), project tasks (Statistics Expert), and expert knowledge (MedCOI Expert).

e. Structural service providers

The Agency concludes framework contracts with interim service providers for the provision of interim agents in its Headquarters and in the Member States where it provides support. These cover a number of profiles, including secretary/clerical tasks, administrative support, communication support, human resources support, procurement/financial support, project assistant, and caseworker.

B. Appraisal of performance and reclassification/promotions

Tables 1 and 2 are to be interpreted as follows. The staff members reclassified from one grade to the next higher grade are included in the numbers against their grade prior to being reclassified, e.g. a staff member who was reclassified from AD7 to AD8 is included in the number of reclassified staff in the AD7 row.

Table 1 - Reclassification of temporary staff

Category and grade	Staff in activity at 01.01.2018[33]		How many staff members were promoted/ reclassified in 2019		Average number of years in grade of reclassified/ promoted staff members
	officials	TA	officials	TA	
AD 16					
AD 15					
AD 14					
AD 13					
AD 12		2			
AD 11		1			
AD 10		7		1	4.6
AD 9		4			
AD 8		13		2	3
AD 7		24		5	3.1
AD 6		18		4	2.8
AD 5		31		6	2.5
Total AD		**100**		**18**	

---

[33] Status as of 31.10.2019 (excludes offered posts).

AST 11				
AST 10				
AST 9				
AST 8				
AST 7				
AST 6				
AST 5		2		
AST 4		10		
AST 3		28	3	2.7
AST 2		1		
AST 1		10		
Total AST		**51**	**3**	
AST/SC1				
AST/SC2				
AST/SC3				
AST/SC4				
AST/SC5				
AST/SC6				
Total AST/SC				
Total		**151**	**21**	

Table 2 -Reclassification of contract staff

Function Group	Grade	Staff in activity at 01.01.2018[34]	How many staff members were reclassified in Year 2019	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16	1		
	15			
	14	16	2	3
	13	6	1	3.3
CA III	12	1		
	11			
	10	6		
	9	17		
	8	13	1	2.8
CA II	7			
	6			
	5	2		
	4			
CA I	3			
	2	1		
	1			
Total		**63**	**4**	

---

[34] Excludes 3 IPA project staff due to non-eligibility (contract duration less than 3 years).

The Agency's policy on performance appraisal and promotion/reclassification – short description

Annex IB is an integral part of the reclassification procedure. The Agency evaluates each year the staff needs and decides on reclassification, taking the needs of the service into account. In 2017, the Agency adopted a new policy for Human Resource Management (EASO/POL/01). In the new policy, performance appraisal is framed within an effective performance appraisal system that allows staff members to (i) have a clear understanding of the work expected from them, (ii) receive ongoing feedback regarding their performances, (iii) be reclassified based on merit, (iv) identify development opportunities, and (v) address performance that does not meet expectations.

The legal bases for the performance appraisal exercise are two Management Board decisions of 18 January 2016, one concerning temporary agents and the other concerning contract agents. The general provisions implement Article 43 (for temporary agents) and Article 87(1) (for contract agents) of the CEOS and implement the first paragraph of Article 44 of the Staff Regulations.

Policy and decisions state that when apprising performance, consideration shall be given to the competencies demonstrated by the respective staff member in performing the assigned tasks, particularly one's ability, efficiency and conduct in the service, taking into account the context within which duties have been performed.

In the case of reclassification, the Human Resource policy bases the process on consideration of the comparative merits of the staff members eligible for reclassification. In undertaking this comparative examination, the Agency takes the following into consideration (i) reports on the staff members drawn up since their last reclassification, if any, (ii) the appraisal reports, (iii) the use in the execution of their duties of languages other than the language for which they produced evidence of thorough knowledge, and (iv) the level of responsibilities exercised.

The legal basis for the reclassification exercise are the two Management Board decisions of 18 January 2016, one concerning temporary agents and the other concerning contract agents. The general provisions implement Article 54 (for temporary agents) and Article 87(3) (for contract agents) of the CEOS.

C. Mobility policy

On 18 January 2016, the Management Board adopted a decision laying down general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of the CEOS. The decision foresees the filling of vacant posts by internal mobility or by mobility between Union agencies as well as engagement following an external selection procedure.

Mobility within the Agency

A member of temporary staff 2(f) of the Agency may be re-assigned to a new post by written decision of the Executive Director, without impact on the staff member's current contract of employment with the agency.

The Executive Director may also decide to fill a post following internal publication. In this case, internal mobility is reserved for temporary staff 2(f) who are engaged within the agency in the function group and grade belonging to the grade bracket indicated in the internal publication. The selected member of temporary staff 2(f) is assigned to the new post without impact on his/her current contract of employment with the Agency.

The Agency's temporary staff 2(f) may also apply for and participate in external selection procedures launched by the Agency.

Mobility between Union agencies

The Executive Director may also decide to advertise a vacant post for temporary staff 2(f) by means of an interagency publication, with a view to attracting temporary staff 2(f) that are employed by other Union agencies. That publication may be done at the same time as or following the internal publication.

**Mobility between the Agency and the institutions**

Mobility of staff members between the Agency and the EU institutions can be achieved through transfer of officials from the EU institutions to the Agency, transfer of agents from the Agency to the EU institutions, and engagement of officials from EU institutions as temporary staff 2(f) who have been successful in the Agency's

selection process for temporary staff 2(f). The development of the above-mentioned mobility is directly influenced by the availability and attractiveness of temporary vacant posts for the profiles and expertise similar to those available in the EU institutions.

D. Gender and geographical balance

Gender balance

The Agency applies an equal opportunities policy and accepts staff members without distinction on the grounds of sex, race, colour, ethnic or social origin, genetic features, language, and religion, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation.
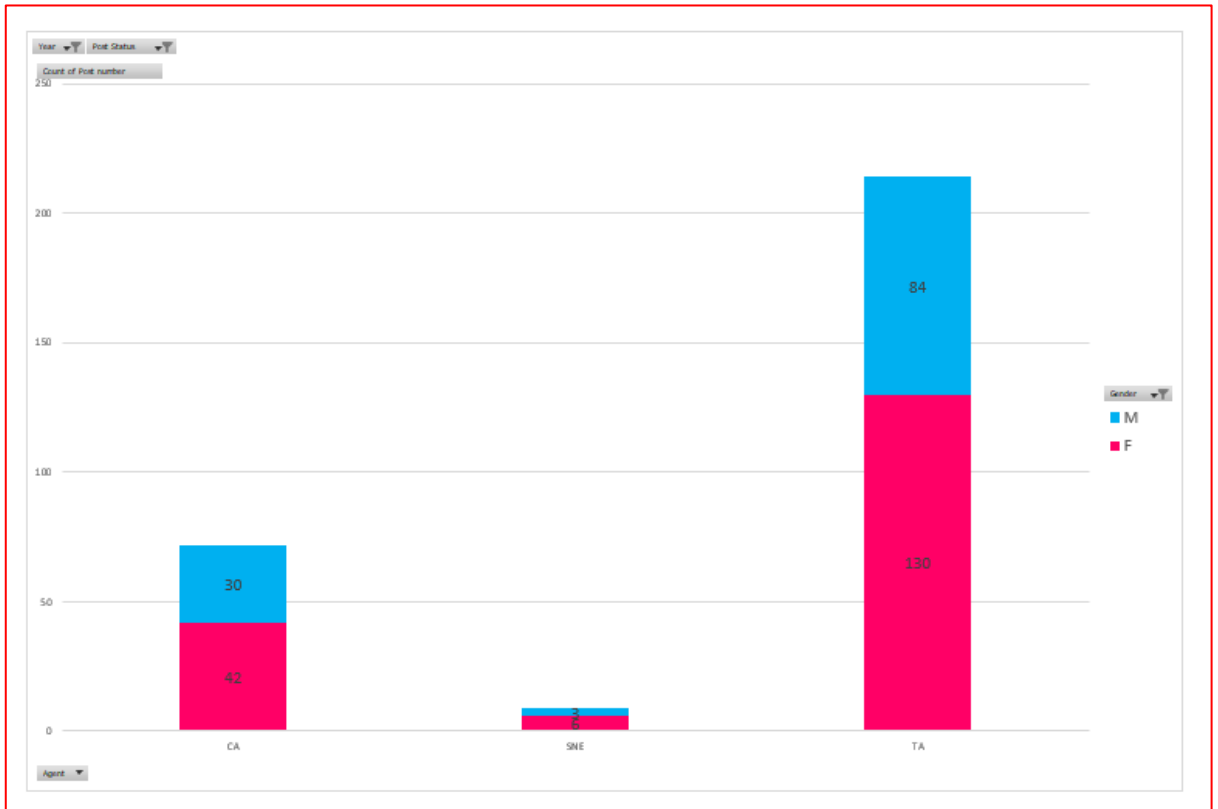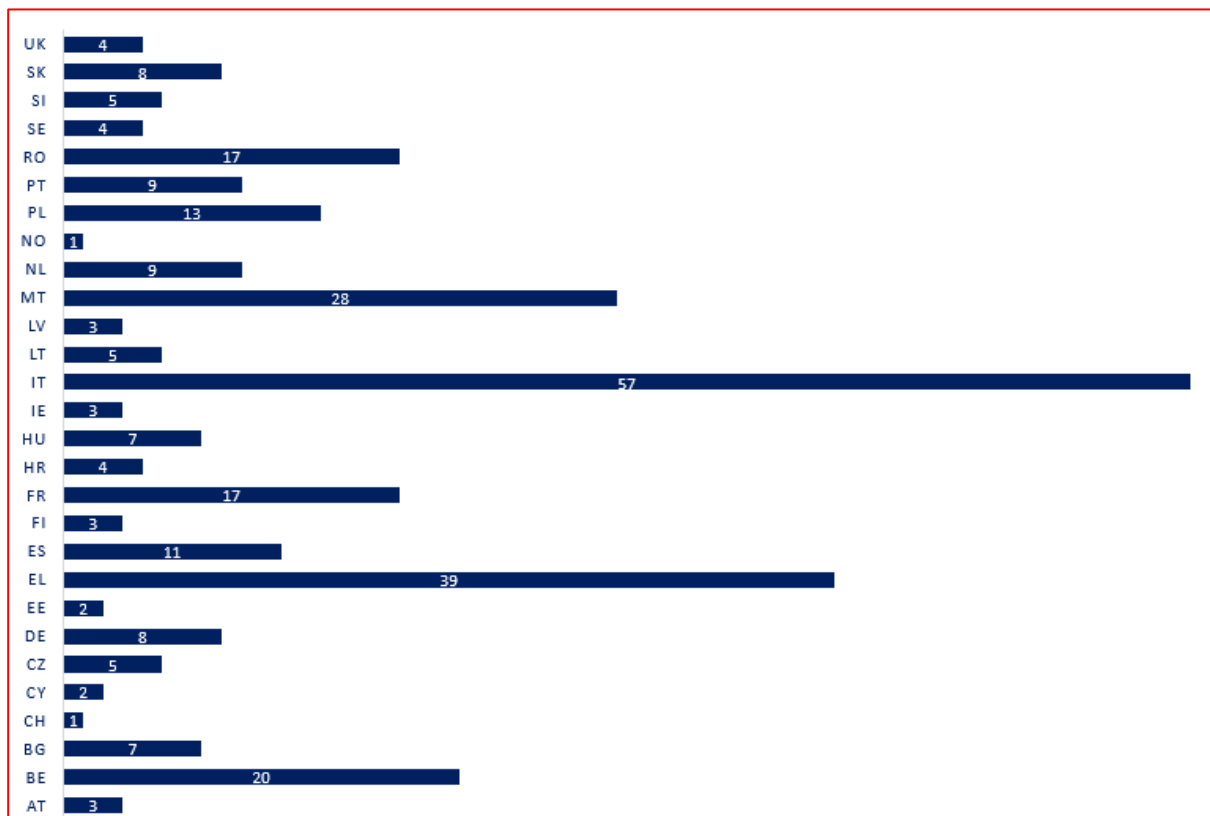
Row Labels	F	M	Grand Total
CA	42	30	72
SNE	6	3	9
TA	130	84	214
Grand Total	**178**	**117**	**295**

Geographical balance

28 nationalities were represented as of 31.12.2019, as illustrated below.

Row Labels	
AT	3
BE	20
BG	7
CH	1
CY	2
CZ	5
DE	8
EE	2
EL	39
ES	11

FI	3
FR	17
HR	4
HU	7
IE	3
IT	57
LT	5
LV	3
MT	28
NL	9
NO	1
PL	13
PT	9
RO	17
SE	4
SI	5
SK	8
UK	4
Grand Total	**295**

E. Schooling

The Agency needs to attract, engage and retain staff of the highest standards of ability, efficiency and integrity, recruited on the broadest possible geographical basis from among nationals of EU Member States and associate countries. Statutory staff members of EU institutions, including some EU agencies, enjoy free access to European schools under the condition that they have a contract of at least one year.

The Agency considers it necessary to support its statutory staff members whose children attend fee-paying private/international schools while in active employment. This has become even more important now that the Agency's staff is growing at a very fast rate. Due to the projected increase in staff in the forthcoming years, it is crucial that the Agency has a solid ground in guaranteeing appropriate, cost-free education to all staff members' children. In this respect, the Management Board adopted in August 2016 two Decisions regarding the pre-school and school costs reimbursement enabling the Agency to conclude service contracts with childcare facilities and private/international schools not only in Malta but also in other places of assignment. Pre-school and school attendance is therefore considered as cost-free for children of the Agency's statutory staff.

As a relatively young Agency, the Agency has staff that is namely in a younger category. Therefore, the schooling needs are for children within the age range from one to ten years old. It is expected that this trend will remain unchanged in the forthcoming years. However, the recruitment of more senior staff might have an impact on the age demographics resulting in the need to accommodate children in higher grades of secondary education.

One of the problems that the Agency is facing in the schooling area is a limited possibility to follow the International Baccalaureate (IB) curriculum. The IB is offered in full by only one international school in Malta. This school is in high demand and places are limited. Moreover, the school is not planning an enlargement.

At the end of October 2019, the Agency had 22 service level agreements in place with education establishments offering pre-school care and 7 agreements with primary and secondary schools in Malta. In addition, 7 agreements are in place in places of employment outside Malta, namely in Italy, Greece, Belgium and Poland.

Annex V: Building policy

Buildings

	Name, location and type of building	Other Comment
Headquarters in **Malta**	The Agency premises, Xatt l-Għassara tal-Għeneb (Winemakers Wharf), Valletta Harbour	
Surface area (in square metres) - Of which office space - Of which non-office space	12,290 sqm - 9,208 sqm - 3,082 sqm In addition, there are 130 parking spaces in the garage situated at Level -1 of the building.	The final deed was signed on 12 October 2018, all areas have been handed over as of February 2019.
Annual rent (in EUR)	€2,069,356	
Type and duration of rental contract	The initial lease agreement entered into force on 19 June 2011 with a date of termination set at 18 June 2020. The lease agreement was subject to possible extensions by mutual consent of the parties, for further periods of 3 years each. The initial lease agreement was for Block A and the Agency officially moved into the building on 3 September 2012. The lease agreement was amended in 2016 to incorporate floors in Block C, and then again in January of 2018 to include some more areas in Blocks B and C.	A lease agreement absorbing the initial lease agreement and the two further addendums was signed on 12 October 2018, with the lease period of 9 years from its commencement (until 11 October 2027). The lease agreement is still subject to possible extensions by mutual consent of the parties, for further periods of 3 years each.
Host country grant or support	The Maltese Government gave support in kind to the value of circa €500,000.	
Present value of the building	N/A (building on a lease)	

	Premises outside Malta	**Other Comment**
Operational office in **Rome, Italy**, with an area of circa 540 sqm. Rental rate of €276,331 per annum.	Office on Via IV Novembre, Rome consisting of office spaces, meeting rooms and training rooms.	Amount includes 12k contingency for ancillary services and ISTAT.
Operational office in **Athens, Greece**, with an area of 708 sqm. Rental rate €78,877.20 per annum.	Office on El. Venizelou (Panepistimiou) Street, Athens 3rd floor consisting of office space, meeting rooms, training rooms.	8 Parking spaces at a separate location for €13,440 per year. Both office lease and parking spaces are set to expire 31.07.2020.
Operational offices in **Nicosia, Cyprus** Total surface: 570 sqm Total rental rate: €90,000 per annum	**Office 1**: l 70 Archbishop Makarios III Avenue, 5th Floor, Afemia House, 1077 Nicosia, Cyprus Area/surface: 267 sqm Annual rental costs: € 42,000 Duration of contract: until 17.07.2022 **Office 2**: 4th floor of Cronos Court 66 Arch. Makariou III Ave. Nicosia, Cyprus Area/surface: 303 sqm Annual rental costs: € 48,000 Duration of contract: until 13.01.2021	Additional temporary office (Office 2) was leased in January 2020 for a period of 1 year to address the growing space requirements of EASO operations in Cyprus, until a regional office is established.
Liaison office in **Brussels, Belgium** consisting of 42 sqm. Rental rate of €11,148 per annum.	Office on Avenue d'Auderghem, Brussels consisting of office spaces	Rental rate includes €1.908 annually for ancillary services as part of the contract.

Mobile and fixed office space (non-administrative appropriations)

The Agency has put in place mobile offices (containers) in Italy, Greece and Cyprus. These containers normally serve as workstations and service areas for the Agency staff in the hotspots and operational locations, including interim caseworkers and assistants, and the Agency deployed experts and interpreters who register asylum seekers and conduct interviews in the hotspots as well as reception facilities.

In June 2017, the Agency signed a lease for 600 sqm of office space on the island of Lesvos to improve the working conditions and safety of staff and experts in the hotspots and to provide much-needed additional space.

Office space has also been leased in Nicosia in 2017, for use as working space for EASO staff, experts, interim staff and interpreters deployed by EASO in Cyprus. In 2018 EASO launched a procedure to renew the lease of office space. The contract for a lease of facilities and ancillary services was signed on 18 September 2018 for an initial period of 10 months (as specified above). In 2019 EASO carried out a procurement procedure for additional temporary office space, for a duration of one year, non-renewable. At the same time EASO is planning to launch a tender to establish a contract for EASO premises in Cyprus, which will expand the available office space in line with the growing needs and the increase of operations in Cyprus.

Building projects in execution phase

Headquarters in Malta

The principal building project in the execution phase relates to the Agency's headquarters extension in Valletta Harbour, Malta.

In view of the expanding role of the Agency and increase in staff, the Agency's building strategy was to acquire additional office space within its current location in close collaboration with Transport Malta and the Government of Malta, which are the co-owners of the building.

The Agency's staff has increased significantly and is expected to continue to increase in the coming years in order for EASO to fulfil its tasks. The headcount should reach 550 by 2021. As capacity in Blocks A and C will not accommodate all of the 550 staff, as well as the corresponding growing need for space to accommodate meetings, mandatory training and administrative requirements, in May 2016 the Agency submitted a request to the Council and the European Parliament to extend its office space by acquiring Block B in the same office complex. Following the approvals granted in July 2016, the Agency moved ahead to take over all of Transport Malta's complex located in Xatt l-Għassara tal-Għeneb (Winemakers Wharf) in Valletta Harbour.

The tenant owners, Transport Malta (TM), have vacated the complex and the lease agreement was signed on 12 October 2018. The compound has been vacated entirely by TM in February 2019. Currently necessary refurbishment of Block B is underway in order to expand the staff offices to Block B before the end of 2020. Whereas, several compound related amendments to common spaces will continue well into 2020, this also applies to necessary refurbishment of offices in Block A on level 3.

Due to COVID-19, the further refurbishment all building blocks A, B and C, have incurred significant delay. It is therefore expected that these will extend well into 2021.

Annex VI: Privileges and immunities

The Seat Agreement between the Government of Malta and EASO was signed in 2011.

The agreement describes the privileges and immunities that the Agency's statutory staff benefit from. The main advantages are VAT-exempted purchases, the details of which are available in the document published in the following link:

https://www.easo.europa.eu/sites/default/files/EASO%20SEAT%20AGREEMENT%20EN%20and%20MT.pdf

Annex VII: Evaluations

Article 46 of the former EASO Regulation stated that the Agency had to commission an independent external evaluation of its achievements. Following the adoption of the Terms of Reference of the Management Board and the applicable procurement procedure, EY (ex-Ernst & Young) was mandated by the Agency to conduct the independent external evaluation of the Agency's activities covering the period from February 2011 to June 2014. All activities implemented by the Agency were covered, across all the Member States of the European Union. The evaluation was conducted between October 2014 and July 2015.

The next five-year evaluation would have been due in 2019, which was postponed as the entry into force of the EUAA Regulation was expected. The next external evaluation of the Agency will therefore be determined by the Management Board.

Since 2019, six independent external evaluations have been implemented on EASO operational interventions in Italy (OP2018 and OP2019), Greece (OP2018 and OP2019) and Cyprus (Special Support Plan period 2014-2018; OP 2019). The 2014-2018 evaluations were carried out by individual experts, whereas the 2019 evaluations were performed by the company Bearing Point. The overall aim of these evaluations was to determine the relevance effectiveness and efficiency of the operational activities performed by the Agency. The evaluations provided recommendations to support EASO internal decision-making and to improve operations and future interventions. In general, the recommendations related to lessons learned and good practices in each country of EASO activities. This included approaches to measures on asylum procedures and reception, the implementation of the results and monitoring frameworks, the existence and operation of systems, tools and mechanisms to manage quality and the effect and sustainability of training activities. It also referred to internal learning within EASO and challenges and opportunities to optimise similar operations in the future. EASO country project management action plans were developed as response the recommendations and were shared with the EASO Management Board.

A new sector has been created through the reorganisation in the Executive Office, to deal with Quality Management and Evaluations. EASO is planning to reinforce its commitment to pursue further improvements in the organisational performance by implementing horizontal evaluations into its quality assurance system. Evaluations will be carried out to assess the effectiveness and the impact across the range of the Agency's activities and deliverables. The evaluation topics will be based on the strategic and operational needs of the Agency, in line with the identified risks and non-conformities, and action plans will follow for the implementation of the evaluation recommendations.

Annex VIII: Risks

Scope

Risk assessment in EASO is a dynamic and iterative process for identifying and assessing risks which could affect the achievement of objectives, and for determining how such risks should be managed. Such a process in EASO is governed by the following four principles of its Internal Control Framework[35]:

EASO Risk Assessment Principles
• The Agency specifies objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives.   • The Agency identifies risks to the achievement of its objectives across the organisation and analyses risks as a basis for determining how the risks should be managed.   • The Agency considers the potential for fraud in assessing risks to the achievement of objectives.   • The Agency identifies and assesses changes that could significantly impact the internal control system.

The Annual Risk Management process is divided into five steps, as shown in the following diagram:
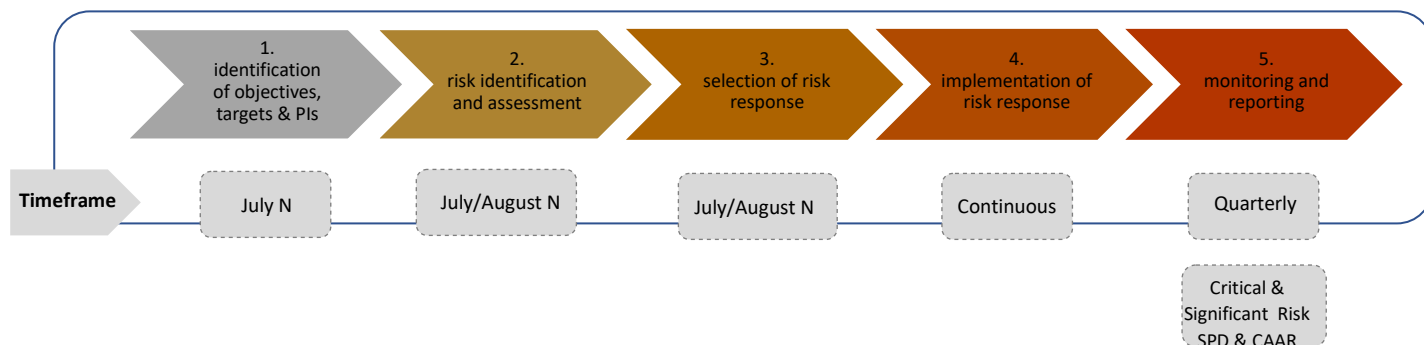
Objective Setting

In July 2020, an objective setting exercise was launched and coordinated by the Executive Office in order to ensure a discussion in all Units. At this stage an up-date of every Unit Mission, Overall Objectives, SMART Objectives, Tasks/Activities, Specific Targets and Key Performance Indicators relevant to their activities, processes and procedures took place.

The output of such objective setting exercise was documented by the Executive Office in a compendium detailing every Unit's Mission, Overall Objectives, SMART Objectives, Tasks/Activities, Specific Targets and Key Performance Indicators (hereafter compendium) that has been endorsed by the EASO Management Team and the Executive Director. The compendium will be consistently filtered down from the top to the various levels

---

[35] EASO/MB/2018/159 of 21.12.2018 on the Decision № 42 of the MB on the Internal Control Framework of EASO.

of the organisation by making it available on the EASO intranet, so that it is communicated and understood by the management and staff.

Risk Management

Based on the objectives, targets and Performance Indicators set by all Units, the risk identification exercise was performed by a combination of bottom-up and top-down approaches:
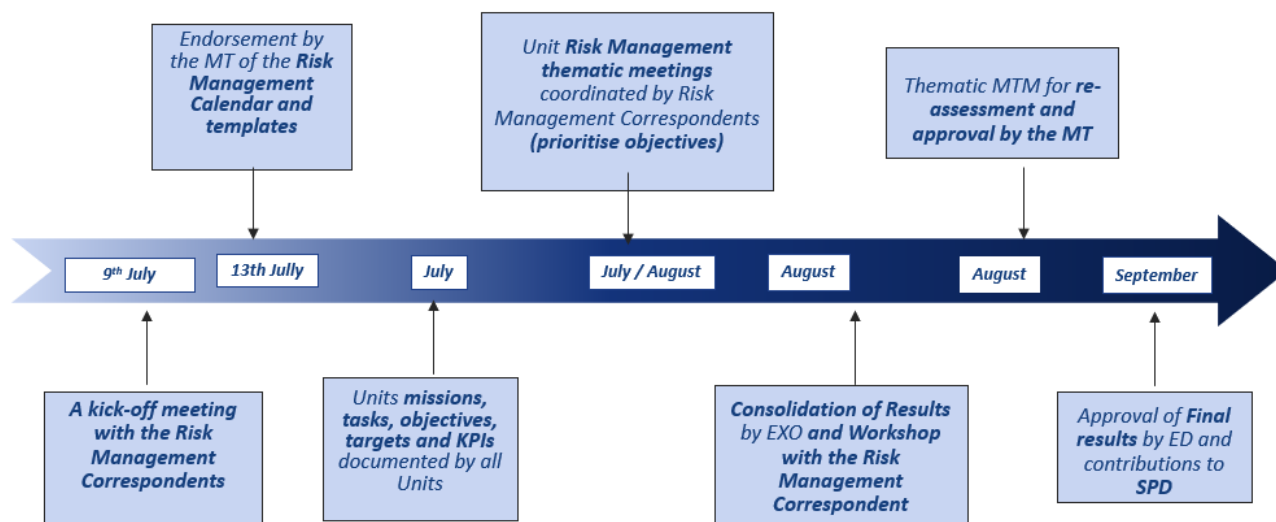
The risks identified were assessed based on the likelihood of occurrence and significance of potential impact at a residual level, taking into consideration the existing controls.

Respective mitigating actions and controls to reduce these risks to an acceptable level were selected. These and are being followed up periodically and updated, to appropriately reflect any relevant changes within the organization and the state of play of implementation of the different actions.

Monitoring of and reporting on the identified critical and significant risks, and the updates on the risk responses and/or the need for further actions are reported quarterly to the Management Board.

EASO Risk Register

Following the 2020 annual assessment exercise, 3 critical risks have been reported in the EASO Central Risk Register:

#	Risk description as re-assessed by EASO Management Team	Final Risk Exposure
1	**CROSS-CUTTING RISK ON COVID-19** Due to the outbreak of the COVID-19 pandemic and the uncertainty of its development there is a risks of staff health and safety, business discontinuity, disruption and delays of some EASO activities, including events and external activities such as trainings, meetings organised by the Agency, deployment of experts or events where Agency staff participates, which may impact the achievement of EASO medium and long term objectives.	Critical

2	**CROSS-CUTTING RISK ON THE HIGH DEPENDENCY ON THE INPUT AND COOPERATION FROM MEMBER STATES** Due to the high dependency on input from and cooperation by MS, EASO may not be able to deliver the activities foreseen on the WP (SPD) resulting on the not implementation of our mandate in a compliant, efficient and effective manner.	Critical
3	**CROSS-CUTTING RISK ON THE COMPLEXITY OF TEMPORARY AGENCY WORKERS (INTERIMS)** Due to the lack of alternative deployment mechanisms and the complexity of temporary agency workers (interims) contracts in the countries where EASO operates, , there is a risk that business continuity cannot be ensured, which might result in a failure to implement the Operating Plans.	Critical

Risk Monitoring

The Risk Responses for the critical risks are defined and documented in the EASO Central Risk Register and monitored quarterly and reported by the Management Team to the Management Board. In total, 18 monitoring actions against the above 3 critical risks have been recorded on EASO central Risk Register.

Fraud Risk Management

The EASO Anti-Fraud Strategy 2020-22 is also part of EASO's risk management process, but given the importance and complexity of the issue, fraud risk assessment has been addressed in a dedicated, comprehensive specific fraud risk management process. This fraud risk management process was run in parallel of the annual risk management exercise, though closely interlinked with it and based on the COSO fraud risk management methodology. Therefore, despite it being part of the internal control system, the EASO fraud risk management process is deemed as a separate, additional tool to further strengthen the internal control systems.

As a result, EASO has defined how anti-fraud objectives and priority measures are addressed based on the outcome of the fraud risk assessment exercise that took into account the Agency's control activities that are in place to prevent fraud.

A qualitative fraud risk assessment was carried out by the Management Team in May 2020 and coordinated by the Internal Control Coordinator, based on a pre-defined methodology approved by the Executive Director. It focused on vulnerabilities to fraud in the EASO's internal control systems and identified areas for improvement in the Anti-Fraud Strategy 2020-22 approved by EASO MB in July 2020.

Conclusion and the way forward

The Agency has improved its ability to anticipate, prioritise and manage risks. In this context, the Agency has taken a series of actions in order to be able to identify, articulate and assess the risks on an on-going basis. The Agency's risk assessment is followed up periodically and updated in Quarterly Risk Management Reports, to appropriately reflect the changes within the organisation and the implementation of the different actions. EASO management has taken the necessary steps to ensure that the risk management exercise is performed in more comprehensive and thorough way, and integrated in the culture and conduct of all EASO's activities. This includes an objective and thorough follow up of the proposed corrective actions contained in risk register, and the reassessment of risks. This is of paramount importance taking into account that EASO operates in a very dynamic environment, and undergoing changes in the internal and external conditions.

Annex IX: Procurement plan 2021

Administrative Notice

Economic operators interested in being invited to participate in the negotiated procedures may express their interest by writing to CONTRACTS@easo.europa.eu before the planned launch date indicated in the table below.

This notification is made pursuant to Article 163.2 and Annex I 3.1 of Regulation (EU, Euratom) 2018/1046 that provides for appropriate ex ante publicity on the internet of contracts with a value up to €144,000.

The estimated amounts for services, supplies, works and building contracts are indicative and will be adjusted according to needs as they arise.

EASO Contracts (multi-annual, planned)

No	Title of Activity	Contract subject	Estimated total value	Type of Purchase	Type of Contract	Planned launch	Type of procedure
1	2.1.1 Italy 2.1.2 Greece	Provision of containers and mobile offices	€27,500,000	Supply	Framework Contract	Q1/2021	Open call for tender
2	2.1 Operational support	Medical support	€60,000	Supply	Framework Contract	Q2/2021	Negotiated procedure
3	2.1.1 Italy	Safety items**	€40,000	Supply	Framework Contract	Q1/2021	Negotiated procedure
4	2.1.1 Italy	Repair and maintenance works	€60,000	Services	Framework Contract	Q1/2021	Negotiated procedure
5	2.1.1 Italy 2.1.2 Greece	Provision of office supplies and stationery**	€350,000	Supply	Framework Contracts	Q2/2021	Open call for tender
6	2.1.2 Greece	Cleaning services in Greece mainland and in the islands**	€1,200,000	Services	Framework Contract	Q3/2021	Open call for tender
7	2.1.2 Greece	Rental of office space in Thessaloniki	€520,000	Building	Direct Contract	Q1/2021	Negotiated procedure
8	2.1.4 Malta	Provision of cleaning services for EASO in Malta**	€1,900,000	Services	Framework contract	Q1 2021	Open call for tender
9	2.1.4 Malta	Supply of fuel**	€30,000	Supply	Framework contract	Q1 2021	Negotiated procedure

No	Title of Activity	Contract subject	Estimated total value	Type of Purchase	Type of Contract	Planned launch	Type of procedure
10	2.1.6.2 Resettlement and Humanitarian Admission	Resettlement Support and Resettlement Support Facility services in Ankara	€1,000,000	Services	Framework Contract	Q3/2021	Open call for tender
11	2.1.6.2 Resettlement and Humanitarian Admission	Resettlement Support and Resettlement Support Facility services in a third country other than Turkey	€2,000,000	Services	Framework Contract	Q1/2021	Open call for tender
12	2.3.4 Data analysis and research	Consultancy services Update of D3 visualisations	€10,000	Services	Direct Contract	Q1/2021	Negotiated procedure
13	2.3.4 Data analysis and research	Consultancy services Update of scenario report	€50,000	Services	Direct Contract	Q1/2021	Negotiated procedure
14	2.3.3 Country Guidance	Consultancy for study on the use of EASO products in jurisprudence	€450,000	Services	Framework contract	Q3 2021	Open call for tender

*** Framework Contract used for operational and administrative expenditure*

Annex X: Organisational chart