



EASO Work Programme 2021

Draft

26 November 2019

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Notes on the Draft Work Programme 2021

This document is an extract from the Agency's Draft Single Programming Document 2021-2023, endorsed by the Management Board on 26 November 2019.

It is a preliminary draft planning document, delivering the Agency's current mandate whilst transitioning towards the EUAA (European Union Agency for Asylum) Regulation based on pre-agreed operationalisation priorities.

The needs-based human and financial resource planning may, however, be affected by the outcome of the EU general budget decision on the next Multiannual Financial Framework 2021-2027.

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 activities¹;
- 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 439/2010² 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

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.

performance of his 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.

The Executive Director is supported by Heads of Department, Heads of Unit, Heads of Sector and Liaison Officers. EASO's organisation chart is annexed to this document.

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 vote³. 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 his 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 the management team, senior adviser and Liaison Officers to the EU institutions and to Frontex.

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 overhaul of the Dublin system, 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 relating to the EUAA 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, and must also be taken into account in the context of planning and operationalising the EUAA.

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, as some Member States are of the view that the CEAS legislative package, which also includes the Proposal for a EUAA Regulation, must be adopted together in view of the direct and indirect links between the different legislative proposals, there continues to be a delay in adoption until there is agreement on all legislative proposals.

Moreover, a new College of Commissioners is due to take up office shortly. Commission President-elect Ursula von der Leyen has announced plans for a New Pact on Migration and Asylum and the relaunch of the reform of asylum rules.

Therefore, the situation in relation to the reform of the CEAS, including the Proposal transforming EASO into the EUAA, remains uncertain.

Nevertheless, considering the extent of the proposed changes to the founding Regulation and to the other legislative instruments in the CEAS, sufficient preparation for the operationalisation of the new Agency will be key and will need to be gradual. Therefore, several preparatory measures are already

underway, others will be put in place upon entry into force, and yet other measures will be implemented progressively in the months following entry into force.

The first full year of implementation of the new EUAA Regulation is now expected to be 2022, making 2021 the year of transition.

The transition of the Agency from its current mandate to the new one might present a number of challenges both from an administrative and operational perspective. 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 transitioning towards the new mandate, by delivering its current mandate following the agreed priorities and undertaking necessary preparatory work;
- The Agency's human and financial resources request for 2021 is continuously needs-based and remains therefore at €142 million annual budget (+2% compared to 2020) and 550 staff (+10% compared to 2020).

External and internal factors influencing multi-annual programming

- Entry into force of the **new EUAA Regulation may be delayed** beyond 2022, thus slowing down the operationalisation of the new Agency.
 - *Mitigation: The Agency will proceed with its internal processes to prepare for and initiate the operationalisation of the new EUAA Regulation, in cooperation with the European Commission and its Management Board.*
- The **workload** arising from EUAA operationalisation and implementation as well as core-business activities will not permit additional high priority initiatives and projects, thus limiting the Agency's capacity to take on unplanned activities.
 - *Mitigation: The Agency will prioritise the work and tasks in 2021 and review the situation regularly to address changing and emerging priorities.*
- Lack of sufficient numbers of **Member States' experts** to be deployed in operations managed by the Agency, particularly those in the hotspots, thus slowing and limiting the Agency in setting up asylum support teams or contributing to migration management support teams.
 - *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 and made available for the asylum reserve pool. The Agency will also continue to complement Member State experts with interpreters, cultural mediators, interim caseworkers and interim support staff engaged from service providers by means of framework contracts. The feasibility of alternative deployment models will be explored for the future.*
- **No earmarked contingency funds in the Agency budget** to cover the financing of unforeseen urgent requests for operational and technical support.
 - *Mitigation: The Agency will 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.*

- There may be **insufficient numbers of posts at the required grades** to attract the right candidates for the new job profiles agreed in the EUAA Regulation Proposal that were not in the original Commission Proposal, thus impacting on the operationalisation of the EUAA.
 - *Mitigation: The Agency will continue to engage in discussions with the European Commission and its Management Board on a review of the human resource requirements of the Agency to address the needs arising from the new mandate.*

SECTION II. WORK PROGRAMME 2021

The Agency priorities 2021

During 2020, the Agency will deliver the multiannual programme with the focus being the operationalisation of and transitioning towards the EUAA Regulation as well as 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: operationalisation of and transitioning towards the EUAA Regulation, whilst ensuring continuity through prioritisation of its key activities for the benefit of the EU+ and third countries.

(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.
- Depending on the outcome of inter-institutional negotiations, implement specific support activities for operations in the hotspots connected with migration management support teams.
- 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 based on approved budgets; this includes 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 responses 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 cooperation with EU+ countries, the European Commission, and other relevant stakeholders in view of helping build 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.
- 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.

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

(III) Information, analysis and knowledge development

- 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 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 of EASO 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

- On the basis of draft EUAA Regulation, continue to operationalise and implement the agreed actions in all areas of activity, according to the agreed priorities in dedicated action plans, in collaboration with the Management Board and the European Commission, and in consultation with stakeholders, where required.

2 Activities

2.1 Operational support

2.1.1 Italy

The Agency's operational support to Italy is provided across the national territory and various reception centres across Italy. The Agency is also present in the national and local offices of the asylum authorities and other relevant institutions, in the Dublin Unit in Rome, in the National Asylum Commission, in the offices of the Immigration and Border Police, including locations covered by roving teams, subject to arrivals.

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. The Agency will implement its role as mandated by the EU institutions and in line with the new 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. The Multi-Annual programming document for Italy will be updated and aligned with the SPD planning cycle; it will inform and direct the specific measures to be included in the 2021 Operating Plan and will identify the specific exit and sustainability strategies to be implemented.

In this context, and on the condition that there are no major changes to the political and operational situation in Italy, the Agency foresees continued reduced operational support but continued structural capacity building support (e.g. for the Dublin and COI Units) and support for ad-hoc disembarkations, reflecting both the reduction in migration in-flows to Italy and the successful reduction of the backlog in 2019 and 2020 by the national authorities with EASO's support.

The support to the Italian authorities in 2021 is expected to continue therefore to focus on capacity building related to building effective national systems in asylum and reception including in terms of harmonised case management systems and Italy's contingency planning capacity. In accordance with the revised CEAS and based on its practical experience in operations taking place in Italy and established good practices, the Agency will provide support in amending relevant national asylum and reception related SOPs, working instructions, working procedures and workflows. EASO will also support the establishment of national quality monitoring systems in the National Asylum Commission and national systems for the monitoring of reception standards.

In parallel, and building on the pilots implemented in 2020, EASO will support the reduction of the backlog of appeals at second instance through the deployment of research officers to support all Tribunals in Italy. These deployments will be supplemented by required training and coaching support.

In implementing the signed Operating Plan 2021, the Agency will provide operational support by deploying asylum support teams⁴, and 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 cultural mediators, administrative support, interim support staff and transport).

⁴ In line with Article 19a of the EUAA Regulation proposal, asylum support teams shall consist of experts from the Agency's own staff, including experts employed and trained for fieldwork, and experts from Member States or experts seconded by Member States to the Agency.

The Agency will cooperate with the relevant bodies in the provision of such support, devoting special attention to practical cooperation with Frontex/EBCG and other stakeholders. The Agency will also maintain its regular participation in the EU Regional Task Force.

The main challenges towards the Agency remain the unstable political and operational environment in which it has to plan and operate. 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.

	2021 (planned)	2018 (actual)
Financial resources	EUR 10,718,100⁵ (3301 Operational Support - Italy)	EUR 24,377,170 (3301 Operational Support - Italy)
Human resources	4 AD, 3 AST, 4 CA, 1 SNE	3 AD, 2 AST, 2 CA

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. A breakdown of the estimated expenditure for operational support in Italy is provided below.

Type of costs	Estimated expenditure (EUR)
Deployment of experts	966,000
Interim workers (asylum and reception, support)	7,592,582
Interim missions	300,000
Interpreters	985,608
Training costs (participants, catering and venues)	684,310
EASO staff missions	144,000
Other direct costs (stationery and office supplies, ICT, etc.)	45,600
	10,718,100

Objective 1

Contribute to enhanced coordination, technical and structural capacity of the Italian authorities to implement the CEAS with particular focus on support for the development of national asylum and support systems for registration, information provision, asylum quality monitoring and reception monitoring.

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2021)

- Implementation of targeted measures under the agreed Operating Plan for Italy, based on the EASO Operations Manual methodology, while maintaining close relations with the Commission, the Italian authorities and other relevant stakeholders.
- Support through capacity-building activities and related strategic deployments/secondments, inter alia, at second instance and on COI, Dublin, quality monitoring of both asylum and reception systems and systems for development of information provision services, enhanced registration and the identification of vulnerabilities.
- Monitoring of the Operating Plan to confirm the measures remain valid or inform required changes to the Plan. Continuous re-assessment of the measures through a validated monitoring methodology.

Expected results (2021)

- Improved coordination, technical and managerial skills and capacity of the relevant authorities regarding asylum and reception.
- Harmonisation and enhanced coordination of procedures and workflows in place at national level for the enhanced implementation of the CEAS in respect of the prioritised asylum and reception needs of the concerned Italian authorities.

⁵ In case of operational needs, RO provisions can be further utilised for Operational budgeting.

- Reduction in the national backlog of appeals within the Tribunals

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Level of achievement of output indicators for capacity building measures in the 2021 Operation Plan.	N/A	Min 80% of output indicators achieved	Monitoring report Evaluation report
Level of implementation of support measures as planned, according to the logical framework of the Operating Plan, including amendments, if applicable.	85%	Maximum of 1 measure not fully implemented	Progress report Monitoring report Evaluation report
Percentage of outputs, including tools to support asylum and reception systems, agreed with the Italian authorities delivered.	100%	100%	Progress report Monitoring report Evaluation report

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 increase the capacity and quality in processing applications for international protection at first and second instance to alleviate the pressure on the national asylum and reception systems.

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2021)

- Implementation of targeted measures under the agreed Operating Plan for Italy, based on the EASO Operations Manual methodology.
- Deployment of asylum support teams to the Tribunals in order to support the reduction in backlogs in second instance.
- Deployments to relevant national asylum services to further improve the functioning of the DCLI, the National Asylum Commission including its Quality Unit, and to the Dublin Unit and COI Unit.
- Deployments to national asylum services to support the development of end to end case management and related database integration
- Maintenance and provision of additional 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), as appropriate, 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 applications and assess the quality of decisions on applications for international protection and implement related quality monitoring systems.
- Backlog at second instance reduced by 35% of December 2020 total through direct support delivered by asylum support team members seconded by the Agency to the 26 Appeals Tribunals.
- Increased productivity of the Dublin Unit to process requests through secondments.
- Increased capacity of the concerned Italian authorities in respect of COI, including the further development of the COI Unit.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Level of achievement of output indicators for asylum-support measures in the 2021 Operation Plan.	N/A	Min 85% of output indicators achieved	Monitoring report Evaluation report
System in place to assess the quality of decisions on applications for international protection, and implement related quality monitoring systems.	N/A	Quality System fully functioning	Progress report Evaluation report

Reduction in the national backlog at second instance.	N/A	# files processed at second instance (35% of baseline as at December 2020)	National Statistics and reports
Capacity on Dublin significantly increased through secondment of personnel and further development of the Dublin Unit.	N/A	Increased processing capacity of Dublin requests based on baseline to be set in January 2021	Internal monitoring records, statistics, progress reports Impact assessment
Capacity on COI significantly increased through secondment of personnel and further development of the COI Unit.	N/A	Increased capacity based on baseline to be set in January 2021	Internal monitoring records, statistics, progress reports Impact assessment / evaluation report
SUA system significantly improved and enhanced	N/A	100% SUA system relevant to EASO actions implemented	Internal monitoring records, statistics, progress reports Impact assessment / evaluation report

Objective 3

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)

- Implementation of targeted measures under the agreed Operating Plan for Italy, based on the EASO Operations Manual methodology.
- Deployment of asylum support teams for reception management activities.
- Mainstreaming an effective reception monitoring framework and support for central reception allocations.
- Maintenance and provision of additional 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), as appropriate, to facilitate the implementation of the measures in the Operating Plan.

Expected results (2021)

- Increased technical, managerial and operational capacity of the reception authorities.
- Reception quality monitoring system piloted tested and mainstreamed into the first and second line reception services.
- Enhanced operational skills and technical knowledge of reception authorities as a result of dedicated professional development pathways.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Level of achievement of output indicators for reception-support measures in the 2021 Operation Plan.	N/A	Min 85% of output indicators achieved	Monitoring report Evaluation report

National Reception Monitoring Framework mainstreamed.	N/A	National Reception Monitoring Framework in place	Monitoring report Evaluation report
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Objective 4

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 (Dublin Unit) 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 (DCLI and Dublin Unit) 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 for selection (mission support, interpretation, remote selection support, conducting of selections on behalf of MSs as appropriate).

Expected results (2021)

- Ad hoc disembarkation/voluntary relocation operations delivered in support of the concerned Italian authorities (Dublin Unit) and participating Member States in a timely, efficient and coordinated manner.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
EASO response capacity (in time) to ad-hoc events.	N/A	Average of 24 hours from the request	OPU reports on ad hoc events
Number of ad hoc disembarkation / voluntary relocation events managed with EASO support.	N/A	100% of all events	OPU reports on ad hoc events

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 new legislative framework in place.

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 considering the continuing trend of increased arrivals to Greece, EASO foresees continued support to Greece at the 2020 levels 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 EASO Multi-Annual Programming Document for Greece will be updated and aligned with the SPD planning cycle; it will 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.

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 analysis 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:

- Targeted support to the Greek authorities in the border procedure (implementing the EU-Turkey Statement) and increasing the processing capacity in the border procedure, including in terms of registration, information provision, interviews and related drafting of legal opinions.
- Targeted support to the Greek authorities in increasing the processing capacity in the regular procedure including in terms of registration, information provision, interviews and related drafting of legal opinions and support for the processing in the Dublin Unit.
- Support for the Appeals authority through the secondment of Rapporteurs (Research Officers) and other staff in order to increase the processing capacity at second instance.
- Support for reception in terms of piloting and mainstreaming an effective reception monitoring framework and in terms of support for central reception allocations.
- Support to the Reception & Identification Service (RIS) for the management and coordination of reception centres across the mainland.
- Targeted support in terms of capacity building to the concerned national authorities managing asylum and reception.

In implementing the signed Operating Plan 2021, the Agency will deploy asylum support teams⁶ 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 interpreters, administrative support, interim caseworkers and support staff, transport and security). 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 AMIF 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/EBCG 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. 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)	2018 (actual)
Financial resources	EUR 44,539,305⁷ (3301 Operational Support - Greece)	EUR 29,410,986 (3301 Operational Support - Greece)
Human resources	11 AD, 13 AST, 10 CA	6 AD, 5 AST, 6 CA

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

⁶ In line with Article 19a, of the EUAA Regulation proposal, asylum support teams shall consist of experts from the Agency's own staff, including experts employed and trained for fieldwork, and experts from Member States or experts seconded by Member States to the Agency.

⁷ In case of operational needs, RO provisions can be further utilised for Operational budgeting.

implemented. A breakdown of the estimated expenditure for operational support in Greece is provided below.

Type of costs	Estimated expenditure (EUR)
Deployment of experts	1,656,000
Interim workers (asylum and reception, office and field coordination)	25,425,275
Interim missions	620,000
Interpreters	14,109,660
Training costs (participants, venue and catering)	534,050
Security	1,560,000
EASO staff missions	316,800
Other direct costs (buildings rental and maintenance, cleaning services, stationery and office supplies, medical supplements, etc.)	317,520
	44,539,305

Objective 1

Contribute to enhanced coordination and technical capacity of the Greek authorities to implement the CEAS, and to manage their asylum and reception systems with a particular focus on intensive support for the border and regular procedure, including support for second instance appeals and support for the coordination and management of reception.

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2021)

- Implementation of targeted measures under the agreed Operating Plan for Greece, based on the EASO Operations Manual methodology whilst maintaining close relations with the Commission, the Greek authorities and other relevant stakeholders.
- Support through capacity-building activities and related strategic deployments/secondments including project management personnel to GAS and RIS.
- Monitoring of the Operating Plan to confirm the measures remain valid or inform required changes to the Plan. Continuous re-assessment of the measures through the validated monitoring methodology.

Expected results (2021)

- Improved planning, coordination, technical and managerial skills and capacity of the relevant Greek authorities regarding various elements of the CEAS.
- Enhanced procedures and tools for the effective implementation of the CEAS.
- Harmonisation and enhanced coordination of procedures and workflows in place at national level for the enhanced implementation of the CEAS in respect of the prioritised needs of the concerned Greek authorities.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Level of achievement of output indicators for capacity building measures in the 2021 Operating Plan.	N/A	Min 85% of output indicators achieved	Monitoring report Evaluation report
Level of implementation of support measures as planned, according to the logical framework of the Operating Plan, including amendments, if applicable.	100%	Maximum of 1 measure not fully implemented	Progress report Monitoring report Evaluation report
Percentage of outputs, including tools to support asylum and reception systems, agreed with the Greek authorities delivered.	100%	100%	Progress report Monitoring report Evaluation report

Objective 2

Taking into account the situation on the ground and the specific needs in 2021, and at the request of the Greek authorities, provide relevant operational support to increase the capacity and quality in processing applications for international protection at first and second instance and alleviate the pressure on the national asylum systems.

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2021)

- Implementation of targeted measures under the agreed Operating Plan for Greece, based on the EASO Operations Manual methodology.
- Deployment of Asylum Support Teams or mixed migration support teams, to increase capacity in registration and in the processing of applications for international protection at first instance in the border and regular procedure, and the secondment of Rapporteurs to the Appeals Authority at second instance.
- Provision of other support, as required, including logistics (such as mobile offices, rental, fit-out and maintenance of facilities and equipment), as well as necessary services (such as interpreters, administrative support, interim caseworkers and support staff, transport and security), to facilitate the implementation of the measures in the Operating Plan.

Expected results (2021)

- Increased rate of processing applications for international protection through the deployment of Asylum Support Teams (ASTs) to the border procedure, as a result of the increased capacity.
- Increased rate of processing applications for international protection through the deployment of Asylum Support Teams to the regular procedure, as a result of the increased capacity.
- Increased rate of processing of second instance appeals through the secondment of Rapporteurs to the Appeals Authority, as a result of the increased capacity.
- Enhanced procedures and tools for implementation of asylum procedures (i.e. admissibility and eligibility assessment).
- Enhanced skills and knowledge of the relevant authorities to process applications for international protection (i.e. admissibility and eligibility assessment) including implementing related quality monitoring systems through the deployment of Asylum Support Team members to the GAS Training Unit.
- Increased rate of processing of Dublin files through the deployment of Asylum Support Team members to the Dublin Unit, as a result of the increased capacity.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Level of achievement of output indicators for asylum-support measures in the 2021 Operation Plan.	N/A	Min 85% of output indicators achieved	Monitoring report Evaluation report
Percentage of registrations of applications processed with EASO support	83% border procedure 33% regular procedure	Min 65% on average per month, subject to maintaining 2019 capacities and application numbers	Monitoring report Evaluation report
Increased processing rate through the deployment of ASTs, by meeting minimum productivity targets for asylum processing at first instance.	3.5 cases/caseworker p/wk in border and regular procedure	3.5 cases/caseworker p/wk in border and regular procedure	Monitoring report Evaluation report
Increased training and reviewing capacity of the GAS Training & Quality Units	N/A	Improved performance of	Internal records, progress and/or evaluation reports

		GAS Training & Quality Units	
Percentage of asylum interviews at first instance processed with the support of the Agency in the Regular Procedure.	N/A	30% of all files processed with EASO support	Internal records, progress and/or evaluation reports
Percentage of asylum interviews at first instance processed with the support of the Agency in the Border Procedure.	82%	80% of all files processed with EASO support	Internal records, statistics, reports

Objective 3

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

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2021)

- Implementation of targeted measures under the agreed Operating Plan for Greece, based on the EASO Operations Manual methodology.
- Deployment of asylum support teams to support RIS in the coordination and management of reception centres at first and second line across Greece.
- Mainstreaming an effective national reception monitoring framework and support for central reception allocations.
- Maintenance and provision of additional 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), as appropriate, to facilitate the implementation of the measures in the Operating Plan.

Expected results (2021)

- Enhanced coordination planning, implementation and technical capacity of RIS 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
Level of achievement of output indicators for reception-support measures in the 2021 Operation Plan.	N/A	Min 85% of output indicators achieved	Monitoring report Evaluation report
Evidence that first and second line reception centres better coordinated and managed by RIS	N/A	Positive improvement in regard to management and coordination meetings	Records of coordination & management meetings Monitoring report Evaluation report
Evidence of improvement of reception conditions based on the monitoring of reception facilities using EASO operational standards and indicators for reception conditions.	N/A	Positive improvement from monitoring or evaluation activities	Monitoring report Evaluation report

Objective 4

Taking into account the situation on the ground, and at the request of the Greek authorities, provide relevant support in a timely and coordinated manner for ad hoc events to the concerned Greek 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 all ad hoc events.
- Support to the concerned Greek authorities in implementing the required actions.
- Support to the Member States participating in the ad hoc events.

Expected results (2021)

- Ad hoc support for emergency and temporary operational events provided to the concerned Greek authorities and participating Member States in a timely and coordinated manner.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
EASO response capacity (in time) to ad-hoc events.	N/A	Average of 24 hours from the request	Internal report for each event
Number of ad hoc events managed with EASO support.	N/A	100% of all events	Internal report for each event

2.1.3 Cyprus

Within the context of the increased migration flows to Cyprus, the Agency's operational support to Cyprus is provided in Nicosia, in Kofinou Reception Centre and the first line reception centre in Pournara, in addition to up to six locations where registrations takes place across the territory of Cyprus and additional locations where asylum interviews are conducted.

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 new 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 in 2021 of the increased support to the Cypriot authorities through 2020. The Agency will update its Multi-Annual Programming Document for Cyprus and align it with the current SPD planning cycle; it will inform and direct the specific measures to be included in the 2021 Operating Plan and will identify the specific exit and sustainability strategies to be implemented, where possible, once targets are met in terms of backlog reduction at first and second instance and quality standards in reception are met.

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 and support for further development of the Dublin Unit and Quality Unit, established 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; including support for vulnerability assessment and referral; technical support for the 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 Special Appeals Court.

In implementing the signed Operating Plan 2021, the Agency will deploy asylum support teams⁸ 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 interpreters, cultural mediators, administrative support, interim caseworkers and support staff, transport and security). It is envisaged, *inter alia*, that the support will also include developing case and file management systems to enhance processing capacity and better manage backlogs. The Agency will cooperate with other 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. 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)	2018 (actual)
Financial resources	EUR 8,111,668⁹ (3301 Operational Support - Cyprus)	EUR 1,841,263 (3301 Operational Support - Cyprus)
Human resources	2 AD, 5 AST, 2 CA	0.75 AD, 1.5 AST

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. A breakdown of the estimated expenditure for operational support in Cyprus is provided below.

Type of cost	Estimated expenditure (EUR)
Deployment of experts	576,000
Interim staff	3,608,244
Interim missions	28,800
Interpreters	3,727,080
Training costs (training/study visit participants, catering and venues)	72,644
EASO staff missions	60,000
Other direct costs (stationery and office supplies, etc.)	38,900
	8,111,668

Objective 1

Contribute to enhanced coordination and technical capacity of the Cypriot authorities to implement the CEAS, and to manage their asylum and reception systems, with particular focus on support for registration, the examination of applications for international protection and support for reception.

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2021)

- Implementation of targeted measures under the agreed Operating Plan for Cyprus, based on the EASO Operations Manual methodology.
- Support through capacity-building activities and related strategic deployments/secondments.
- Monitoring of the Operating Plan to confirm the measures remain valid or inform required changes to the Plan. Continuous re-assessment of the measures through the monitoring methodology.

Expected results (2021)

- Enhanced procedures and tools for the effective implementation of the CEAS.

⁸ In line with Article 19a, of the EUAA Regulation proposal, asylum support teams shall consist of experts from the Agency's own staff, including experts employed and trained for fieldwork, and experts from Member States or experts seconded by Member States to the Agency.

⁹ In case of operational needs, RO provisions can be further utilised for Operational budgeting.

- Improved coordination, technical and managerial skills and capacity of relevant authorities regarding various elements of the CEAS.
- Harmonisation and enhanced coordination of procedures and workflows in place at national level for the enhanced implementation of the CEAS in respect of the prioritised needs of the concerned Cypriot authorities.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Level of achievement of output indicators for capacity building measures in the 2021 Operating Plan.	N/A	Min 85% of output indicators achieved	Monitoring report Evaluation report
Level of implementation of support measures as planned, according to the logical framework of the Operating Plan, including amendments, if applicable.	100%	Maximum of 1 measure not fully implemented	Progress report Monitoring report Evaluation report
Percentage of outputs, including tools to support asylum and reception systems, agreed with the Cypriot authorities delivered.	100%	100%	Progress report Monitoring report Evaluation report

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 relevant operational support to the Cypriot Asylum Service to process applications for international protection and reduce backlogs in the processing of applications for international protection at first and second instance.

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2021)

- Implementation of targeted measures under the agreed Operating Plan for Cyprus, based on the EASO Operations Manual methodology.
- Deployment of Asylum Support Teams to reduce backlogs 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 to teams to conduct interviews and draft opinions.
- Provision of further support for enhancement of the Quality Unit and Dublin Unit, both established with the support of EASO within the Cypriot Asylum Service.
- Further support for the development of CAS capacity on COI.

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
- 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.
- Enhanced skills and knowledge of the relevant authorities to process applications for international protection both at first and second instance through relevant training and coaching and peer to peer exchanges.
- Further enhancement of the Dublin Unit, established within the Cypriot Asylum Service.
- Further enhancement of the Quality Unit, established within the Cypriot Asylum Service.
- Improved COI capacity with the Cypriot Asylum Service.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Level of achievement of output indicators for asylum-support measures in the 2021 Operation Plan.	N/A	Min 85% of output indicators achieved	Monitoring report Evaluation report
Median duration from registration request to registration. Percentage of registrations conducted with EASO support.	55% (as of July 2018, half-year)	75%	Registration reports
Number of SOPs revised and validated.	1	At least 2	Progress report Evaluation report
Percentage of backlog asylum interviews processed with the support of the Agency.	65%	50%	Internal records, statistics, reports
Number of tools and data management systems developed and implemented.	N/A	3	Internal records, statistics, reports
Percentage of backlog second instance files processed with the support of the Agency.	N/A	30%	Monitoring report Evaluation report
Percentage of Dublin cases processed with the support of the Agency.	N/A	50% cases processed	Internal records
Quality Unit implements a sample quality check system.	N/A	5% of all applications undergo quality check	Internal records

Objective 3

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 system, and the specific management of first and second line reception systems.

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2021)

- Implementation of targeted measures under the agreed Operating Plan for Cyprus, based on the EASO Operations Manual methodology.
- Deployment of Asylum Support Teams to Pournara and Kofinou and to central allocation authorities to provide support to Cyprus to enhance the capacity to manage the reception systems.
- Maintenance and provision of additional 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), as appropriate, to facilitate the implementation of the measures in the Operating Plan.

Expected results (2021)

- Enhanced operational skills and technical knowledge of the relevant authorities for national reception management and coordination.
- 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
Level of achievement of output indicators for reception-support measures in the 2021 Operation Plan.	N/A	Min 85% of output indicators achieved	Monitoring report Evaluation report
Evidence of improvement of reception conditions based on EASO operational standards and indicators of reception conditions.	N/A	Positive assessment from monitoring or evaluation activities	Monitoring report Evaluation report
Level 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	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, measured by the % completion of the drafting of SOPs and working instructions around central reception allocations – including referral pathways to concerned authorities.	N/A	50%	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 4

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 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 all ad hoc events.
- Support to the concerned Cypriot authorities in implementing the required actions.
- Support to the Member States participating in the specific ad hoc 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
EASO response capacity (in time) to ad-hoc events.	N/A	Average of 24 hours from the request	Internal records
Number of ad hoc events managed with EASO support.	N/A	100% of all events	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 wider 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 Reports¹⁰ on individual applications submitted to the Refugee Commissioners 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 under EASO's mandate in 2019 has involved tailor-made assistance, capacity building, technical expertise and quality control tools - in line with the needs indicated to EASO by the Maltese authorities - up to the end of 2019 focussing exclusively on three asylum related measures. EASO's support in 2020 further builds on the asylum-related measures and will extend 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 then be signed upon the request of the Permanent Secretary, Ministry for Home Affairs and National Security, developed and provided within the framework of rigorous project and budget management methodology and clear prioritisation of needs. It is expected that there will be a shift in 2021 to support for second instance and more 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 decision. EASO will develop a three year Multi-Annual Programming Document for Malta, aligned with the SPD planning cycle, which will indicate the exit and sustainability strategies, where possible, and that will fully inform the annual Operating Plan that may be required to address possible requests for support from the Maltese authorities.

In implementing the Operating Plan 2021, EASO will deploy Asylum Support Teams¹¹ and provide other support, as required, including logistics (such as mobile offices, rental, fit-out and maintenance of

¹⁰ 'Drafting Evaluation Report' is the term used by the Refugee Commissioner for the drafting of legal opinion concerning individual applications for asylum.

¹¹ In line with Article 19a, of the EUAA Regulation proposal, asylum support teams shall consist of experts from the Agency's own staff, including experts employed and trained for fieldwork, and experts from Member States or experts seconded by Member States to the Agency.

facilities and equipment), as well as the necessary services (such as interpreters, cultural mediators, administrative support, interim caseworkers and support staff, transport and security). It is envisaged, *inter alia*, that the support will also include developing case and file management systems to enhance processing capacity and reduce backlog. The Agency will cooperate with other 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)	2018 (actual)
Financial resources	EUR 2,994,972¹² (3301 Operational Support - Malta)	EUR N/A (3301 Operational Support - Malta)
Human resources	2 AD, 2 AST, 2 CA, 1 SNE	N/A

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. A breakdown of the estimated expenditure for operational support in Malta is provided below.

Type of cost	Estimated expenditure (EUR)
Deployment of experts	474,000
Interim staff	1,375,980
Interim missions	7,200
Interpreters	1,064,880
Training costs (training/study visit participants, catering and venues)	27,312
EASO staff missions	30,000
Other direct costs (stationery and office supplies, etc.)	15,600
	2,994,972

Objective 1

Contribute to enhanced capacity of the Maltese authorities to implement the CEAS, and to manage their asylum and reception systems, with particular focus on support for registration, the examination of applications for international protection and support for the Dublin Unit.

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2021)

- Implementation of targeted measures under the agreed Operating Plan to Malta, based on the EASO Operations Manual methodology. Maintaining close relations with the Commission, the Maltese authorities and other relevant stakeholders.
- Support through capacity-building activities and related strategic deployments/secondments.
- Monitoring of the Operating Plan to confirm the measures remain valid or inform required changes to the Plan. Continuous re-assessment of the measures through the monitoring methodology.

Expected results (2021)

- Improved capacity of the relevant Maltese authorities regarding various elements of the CEAS.
- Enhanced procedures and tools for the effective implementation of the CEAS.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Level of achievement of output indicators for capacity building measures in the 2021 Operating Plan.	N/A	Min 85% of output indicators achieved	Monitoring report Evaluation report

¹² In case of operational needs, R0 provisions can be further utilised for Operational budgeting.

Level of implementation of support measures as planned, according to the logical framework of the Operating Plan, including amendments, if applicable.	N/A	Maximum of 1 measure not fully implemented	Progress report Monitoring report Evaluation report
Percentage of outputs, including tools to support asylum and reception systems, agreed with the Maltese authorities delivered.	N/A	100%	Progress report Monitoring report Evaluation report

Objective 2

Taking into account the specific needs in 2021, enhance the capacity of the Maltese authorities to process applications for international protection, significantly reducing registration and first and second instance backlogs, providing necessary information to applicants and strengthening the quality system of the Office of the Refugee Commissioner and increasing the processing capacity of the Dublin Unit.

Link to the multi-annual objective(s)

- MA01

Main outputs/actions (2021)

- Implementation of targeted measures under the agreed Operating Plan to Malta, based on the EASO Operations Manual methodology.
- 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.
- Deployment of Asylum Support Teams to support processing of appeals at second instance.
- Provision of other support, as required, including logistics (such as mobile offices, rental, fit-out and maintenance of facilities and equipment), as well as necessary services (such as interpreters, administrative support, interim caseworkers and support staff, transport and security), to facilitate the implementation of the measures in the Operating Plan.

Expected results (2021)

- Increased rate of registration of applications for international protection
- Improved information provision for arrivals and applicants for international protection.
- Increased rate of processing applications for international protection.
- Enhanced procedures and tools for implementation of asylum procedures (i.e. admissibility and eligibility assessment).
- Enhanced skills and knowledge of the relevant authorities to process applications for international protection (including registration and the backlog of asylum applications).
- Strengthened capacity of the Dublin Unit.
- Increased rate of processing of appeals at second instance

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Level of achievement of output indicators for asylum-support measures in the 2021 Operation Plan.	N/A	Min 85% of output indicators achieved	Monitoring report Evaluation report
Percentage of backlog asylum cases processed with the support of the Agency.	N/A	50%	Internal records, statistics, reports

Objective 3

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)

- Implementation of targeted measures under the agreed Operating Plan to Malta, based on the EASO Operations Manual methodology.

<ul style="list-style-type: none"> ▪ Deployment of asylum support teams for reception management activities. ▪ Maintenance and provision of additional 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), as appropriate, to facilitate the implementation of the measures in the Operating Plan. 			
Expected results (2021) <ul style="list-style-type: none"> ▪ Enhanced operational skills and technical knowledge of the relevant authorities for reception management. ▪ Strengthened capacity of the relevant national authorities to enhance and monitor reception conditions. ▪ Improved reception management. 			
Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Level of achievement of output indicators for reception-support measures in the 2021 Operation Plan.	N/A	Min 85% of output indicators achieved	Monitoring report Evaluation report
Evidence of improvement of reception conditions based on EASO operational standards and indicators of reception conditions.	N/A	Positive assessment from monitoring or evaluation activities	Monitoring report Evaluation report

Objective 4 Taking into account the situation on the ground, and at the request of the Maltese authorities, provide relevant support for ad hoc disembarkations/voluntary relocation operations in support of the concerned Maltese authorities (Dublin Unit) and participating Member States.			
Link to the multi-annual objective(s) <ul style="list-style-type: none"> ▪ MA01 			
Main outputs/actions (2021) <ul style="list-style-type: none"> ▪ Deployment of Asylum Support teams and EASO staff to manage all ad hoc disembarkation/voluntary relocation events. ▪ Support to the concerned Maltese authorities (Dublin Unit) 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 for selection (mission support, interpretation, remote selection support, conducting of selections on behalf of MSs as appropriate). 			
Expected results (2021) <ul style="list-style-type: none"> ▪ Ad hoc disembarkation/voluntary relocation operations delivered in support of the concerned Maltese authorities (Dublin Unit) and participating Member States in a timely and coordinated manner. 			
Indicators	Latest result (CAAR 2018)	Target 2021	Data source
EASO response capacity (in time) to ad-hoc events.	N/A	Average of 24 hours from the request	Internal report for each event
Number of ad hoc disembarkation/voluntary relocation events managed.	N/A	100% of all events	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 frameworks 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 EU+ countries' experts, EASO staff and interim staff as part of Asylum Support Teams or Migration Management Support Teams by providing other support as required, within the CEAS legislative framework. The Agency will cooperate with relevant bodies in the provision of such support, devoting special attention to practical cooperation with Frontex/EBCG and other stakeholders.

The Agency will develop its operational capacity to respond to requests for support by building internal operational response capacity and contingency planning expertise. The EASO Operations Manual will be further developed and enhanced to strengthen the framework for the Agency's operational responses. 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 EASO has responded to a number of ad hoc disembarkation / voluntary relocations in Italy and Malta 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 2019, 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)	2018 (actual)
Financial resources	EUR 650,000 (3301 Operational Support)	EUR 0 (3301 Operational Support)
Human resources	1 AD, 1 AST	N/A

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)

- Update the Contingency Planning Manual, as required, and components of the Operations Toolkit.
- 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.	N/A	1	Progress reports
Number of Manuals/User Guides updated, validated and tested.	N/A	1	EASO Operations Manual
Response capacity to ad hoc events ensured within in short time.	N/A	Within 24 hours from the request	Internal reports for each event

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 responses to rapid response 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
Number of timely operational responses.	N/A	100% of approved requests responded to within 24 hours	Operational records and activity reports

2.1.6 External dimension

2.1.6.1 External relations and capacity building

Within the framework of the EU external relations policy and in line with the EUAA Regulation proposal¹³, the Agency will facilitate and encourage cooperation between Member States, as well as between Member States and Third Countries, in the External Dimension of the CEAS. This includes further developing, and the management of, the External Dimension Networks of EU+ National Contact Points (NCPs) covering i) Resettlement and Complementary Pathways and ii) support to Third Countries

The Agency will manage and further develop the two Networks by organising NCP meetings involving relevant stakeholders as appropriate. The meetings will be a chance for NCPs to discuss the Agency's activities and practical cooperation, including planning, coordination and identification of synergies with related capacity building actions 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 may be organised for specific activities.

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

¹³ Proposal for a Regulation of the European Parliament and of the Council on the European Union Agency for Asylum and repealing Regulation (EU) No 439/2010.

preparation of the deployment of Liaison Officers to TCs, in line with the provisions included in the draft EUAA Regulation¹⁴.

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)	2018 (actual)
Financial resources	EUR 193,200 (3203 External dimension and resettlement)	N/A (3203 External dimension and resettlement)
Human resources	1 AD, 3 AST	N/A

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 implemented.	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	85%	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

¹⁴ The References to the draft EUAA Regulation refer to the text dated 4 December 2017, which was provisionally agreed between the Presidency and the European Parliament and taken note of by COREPER.

Objective 2 Manage and further enhance the cooperation with Third Countries (TCs) on matters related to resettlement, as well as asylum and reception, 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 Third Countries. ▪ Consultative meetings with relevant stakeholders to prepare the required arrangements for the deployment of LOs 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 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 stakeholder. ▪ More effective peer-to-peer exchanges created.			
Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of knowledge management tools/techniques developed or implemented.	N/A	3	Operational/ administrative records, reports; business cases developed
Level of satisfaction of the participants involved in the development/design process of the tools/techniques.	N/A	85%	Surveys; statistical data collection

2.1.6.2 Resettlement and complementary pathways to international protection

The Agency aims to strengthen the EU's role in the area of Resettlement and Complementary Pathways to international protection, in cooperation with the European Commission, UNHCR and other implementing partners, including IOM, 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 proposal for a Regulation establishing a Union Resettlement Framework will be an important development to strengthen the role of the Agency, once adopted. The Agency will, in close cooperation with the Commission, further develop and enhance the central coordination of EU-wide and Member States' resettlement programmes.

At the request, and based on the operational needs, of Member States, 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) pilot project in Turkey. The Agency will facilitate coordination, effectiveness and efficiency of EU and Member States' 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 Member States.

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 Board¹⁵.

The Agency will continue to support the planning and implementation of Complementary Pathways to international protection with interested Member States through continued engagement with Member States 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 & 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 introduction and implementation of a Resettlement and Complementary Pathways Network, the Agency will have a stronger coordination role towards EU+ countries to address important issues which have an impact on EU Resettlement as a whole.

	2021 (planned)	2018 (actual)
Financial resources	EUR 1,699,000 (3203 External dimension and resettlement)	EUR 900,000 (3203 External dimension and resettlement)
Human resources	4 AD, 1 AST, 2 CA	2 AD, 1 SNE

Objective 1

When adopted, support to the implementation of the Union Resettlement Framework Regulation¹⁶, including by facilitating cooperation, coordination and use of capacity building tools in the area of Resettlement.

Link to the multi-annual objective(s)

- MA03

Main outputs/actions (2021)

- Enhance technical cooperation among Member States 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.

¹⁵ Article 35(2) of the EUAA Regulation proposal.

¹⁶ Based on the draft Regulation establishing the Union Resettlement Framework, to be rolled out in 2020.

Expected results (2021)

- Enhanced technical cooperation among Member States 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 with relevant stakeholders aimed at enhancing cooperation in the field of Resettlement and Complementary Pathways (under the Union Resettlement Framework Regulation, when adopted).	4	6	Operational/ administrative records; meeting reports
Level of satisfaction of Member States involved in the above activities.	N/A	80%	Operational/ administrative records; satisfaction surveys
Number of participants in the EASO Resettlement training (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

The sharing of infrastructure and logistical support towards EU+ Countries in selected Third Countries is in place through the RSF concept, or through a similar concept adapted to 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.
- Continue exploring how the approach developed can be refined and replicated in other host countries where there is a need (concept similar to RSF adapted to the relevant Third Country).
- Strategic meetings, 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 implemented through the RSF concept (or through a similar 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 (or similar) 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 & Evaluation (M&E) systems in the field of Resettlement and Complementary Pathways Programmes.

Expected results (2021)

- Enhanced information sharing and coordination between interested Member States in the planning and implementation of Complementary Pathways to international protection.
- When requested, tailor-made support actions for Member States 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%	85%	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 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 as well as through the implementation of the Instrument for Pre-Accession Assistance (IPA) Programme¹⁷, in partnership with Frontex/EBCG, 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).

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 and asylum and reception related topics, the Agency will facilitate and encourage practical cooperation between Member States and Third Countries. This may involve specific support for Member States 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/EBCG, UNHCR, IOM and other relevant actors.

	2021 (planned)	2018 (actual)
Financial resources	EUR 903,500 (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)	EUR 1,100,000 (3203 External dimension and resettlement) (4102 IPA programme: Regional Support to protection-sensitive migration management systems in the Western Balkans and Turkey, phase II: 01/01/2016 – 30/06/2019: EUR 1,325,436)
Human resources	4 AD, 1 AST, 2 CA	2 AD, 1 AST

Objective 1

Strengthen cooperation with and provide capacity building support to **Western Balkan** administrations' to improve capacities to manage fluctuating migration movements and to develop the asylum and reception systems in a protection sensitive manner, in line with EU standards and in the context of the EU accession process.

Link to the multi-annual objective(s)

- MA03

¹⁷ Regional Support to Protection-Sensitive Migration Management systems in the Western Balkans and Turkey, phase II.

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 Management systems in the Western Balkans and Turkey”¹⁸ Phase II, building on lessons learned from the Agency’s previous engagement.¹⁹
- Implement the four Roadmaps in WB, creating a tailor made support with national ownership, enhanced synergies and complementarity with all relevant actors in the countries and with direct access to the WB administrations.
- 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 Steering Committee meetings, consultation on the enlargement package and Task Force to the WB Strategy.
- Contribute at technical level to the EU policy dialogue with WB administrations.

Expected results (2021)

- The Agency’s support to Western Balkan administrations is delivered, including under the framework of the IPA project “Regional support to Protection-Sensitive Migration Management systems in the Western Balkans and Turkey” Phase II.
- The agreed Roadmaps between EASO and four WB countries are under implementation.
- Improved skills, capacity and knowledge of WB 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 EU accession process.
- Regional cooperation in the field of asylum at WB level is enhanced.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Roadmaps are in place and implemented following project management methodology in line with the Operations Manual, with a clear prioritisation of need 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 Steering Committee meeting reports
Number of activities implemented under Roadmaps/the IPA-funded Project.	29	35	Operational and administrative records; periodical activity reports
Level of satisfaction of the partner countries involved.	95%	85%	Activity evaluation reports; mid-year and end-of-year satisfaction surveys

¹⁸ 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.

¹⁹ Applicable, *inter alia*, to Morocco, Tunisia and Jordan.

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, especially on matters concerning vulnerable groups 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 will inform the new cooperation framework (Roadmap) for the next period.
- Technical and senior officials meetings to pave the way towards the establishment of Working Arrangements with DGMM.
- Participate to a number of strategic coordination meetings, including at country level, with the key stakeholders.
- 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.
- Improvement of skills, capacity and knowledge and development of innovative tools by Turkish authorities (DGMM) in the field of asylum, based on a peer-to-peer approach.
- Cooperation and relations with key stakeholders, in particular at country level, are deepened.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Roadmap in place and implemented following project management methodology in line with the Operations Manual, with a clear prioritisation of need and defined entry and exit strategies.	1 Pilot Roadmap completed 1 new Roadmap formulate, 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.	18	20	Periodical activity reports
Level of satisfaction of the partner countries involved.	92%	85%	Activity evaluation reports; mid-year and end-of-year satisfaction surveys

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.

Link to the multi-annual objective(s)			
<ul style="list-style-type: none"> MA03 			
Main outputs/actions (2021)			
<ul style="list-style-type: none"> Implement capacity building activities to support MENA countries within the framework of the jointly developed cooperation documents (Roadmaps/projects). Contribute to, <i>inter alia</i>, the Migration Dialogues²⁰, Mobility Partnerships²¹ and the Partnership Framework Approach in strategically targeted Third Countries, through strategic meetings, in coordination and cooperation with the Commission and other key stakeholders, including UNHCR and IOM. 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 WB administrations. 			
Expected results (2021)			
<ul style="list-style-type: none"> The Agency support to MENA Region countries is delivered, including within the framework of Roadmaps/projects as appropriate depending on the country. Improved skills, capacity and knowledge of 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
Roadmap/project, as appropriate depending on the specific countries, in place and implemented following project management methodology in line with the Operations Manual, with a clear prioritisation of need 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 as per cooperation documents implemented.	N/A	8	Periodical activity reports
Level of satisfaction of the partner countries involved.	N/A	80%	Activity evaluation reports; mid-year and end-of-year satisfaction surveys

2.2 Operational support and tools, 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 States - is agreed through Special Project Plans. Support to third countries is agreed in **Working Arrangements and Roadmaps**.

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, including experts from the Asylum Reserve Pool (ARP). Under the future EUAA, the

²⁰ For example in relation to the Migration Dialogue between the European Union and Egypt.

²¹ 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.

Agency's Fundamental Rights Officer, as well as participating Member States, where necessary, are consulted during the drafting process.

Working Arrangements, Roadmaps and Special Project Plans are not governed by the same regulatory framework as Operating Plans, nevertheless the Agency will apply the same 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 plan required.

The Agency 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 and preparedness** will be further developed rapidly to adapt the Agency's support to the needs of Member States that may emerge due to changed migratory routes. The Agency will continue to develop budget forecasting and budget monitoring capabilities.

The Agency will make use of and **further develop or refine tools to implement its operational activities**. The Agency will continue to plan for the full establishment of the Asylum Reserve Pool in close cooperation with the National Contact Points (NCPs) and will implement other complimentary deployment mechanisms such as internal and external roster 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 and complete its Asylum Intervention and Reserve 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 access to wider **interpretation**, the Agency will continue to support EU+ countries in having easy access to all available languages for interpretation in the other EU+ countries through the **List of Available Languages (LAL)**. The Agency will monitor the use of the LAL by EU+ countries and, depending on the outcome of the identification of tools, will work on technical solutions for EU+ countries to facilitate use of the LAL.

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)	2018 (actual)
Financial resources	EUR 591,360 (3301 Operational support)	EUR 313,327 (3301 Operational support)
Human resources	4.5 AD, 2 AST, 1 CA	4.25 AD, 1.5 AST

Objective 1

Operating Plans are developed in a timely and efficient manner, on the basis of a comprehensive and prioritised needs assessment, through a consultative process, full-cycle project management, agreed implementation and monitoring and evaluation methodologies, and in line with the EASO Operations Manual. Third Country Roadmaps and Special project plans are similarly developed using the application of the Operations Manual methodology, dependent on the scale and complexity. 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)

- Apply the Operations Manual to all operations – Operating Plans, Special Project Plans, Third Country Roadmaps, specific projects, as relevant.
- Continuously refine budget forecasting, management and monitoring capabilities.
- Test and implement innovative operational tools to support operations.

Expected results (2021)

- All plans developed and implemented using validated project management methodology as contained in the Operations Manual. Enhanced consultative process when establishing operating plans and communication of the long term needs with participating Member States.
- Operational tools implemented to support operations.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Percentage of new or amended Operating plans that make use of the new project management templates/methodologies.	100%	100%	Operating Plan Planning/Design documentation
Number of Guides/Manuals developed or updated as a part of the EASO Operations Manual	1	1	EASO Operations Manual
Number of tools developed or updated as a part of the EASO Operations Toolbox	N/A	2	Project documentation

Objective 2

Continue to plan for the establishment of the Asylum Reserve Pool in collaboration with the NCPs and enhance the deployment of experts to asylum support teams, including in the context of migration management 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, including planning for ARP deployment management.
- Implement complimentary deployment management systems including internal and external rosters
- 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 manners.
- Create, update and maintain country-specific information platforms for the Agency operations created within the Information and Documentation System (IDS).

Expected results (2021)

- The Agency and Member State capability for deployment to migration management support teams established and maintained.
- Improved practical tool 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 the dedicated NCP meetings.
- Country-specific information available for each operation to facilitate deployments.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
EAIPS fully completed.	100%	100%	Project documentation
Degree of satisfaction of EU+ countries with the EAIPS.	82%	80%	Satisfaction survey

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 85%	Feedback forms
Country-specific information platforms for the Agency operations created within the Information and Documentation System (IDS).	1 for each operation	1 for each operation	IDS
Percentage of experts having access to operational platforms developed to support information sharing with deployed experts within the IDS.	100%	100%	IDS

Objective 3

Enhance the access of all Member States to interpretation services across the EU.

Link to the multi-annual objective(s)

- MA01, MA02, MA03

Main outputs/actions (2021)

- Work on implementing a technical solution for increased use of the LAL.
- Review, update and monitor the LAL for interpretation services.

Expected results (2021)

- Maintenance and update of a tool for enhanced use of LAL.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Percentage of Member States providing updated information for maintenance of LAL.	N/A	Min 80%	LAL database

2.2.2 Planning, monitoring and evaluation of operations

The Agency's operations are based on sound planning (including needs assessment and design), monitoring and evaluation processes described in the EASO Operations Manual, which is composed of complementary User Guides. The Operations Manual captures that EASO operational support has evolved from demand-driven emergency response to a combination of continued demand-driven emergency response and more structured, results-based operations which require entry, exit and sustainability strategies and enhancement in planning, implementation, monitoring and evaluation.

With respect to **Planning of Operations**, thorough needs assessment will inform the identification and formulation of EASO programmes and projects to ensure that the most relevant results are planned. Results-based management underpins the operational planning and design of strategic programmes and projects (e.g. Operating Plans) involving the development of results frameworks, programmatic planning, implementation planning, monitoring plans, internal/external evaluations and other project management tools.

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)	2018 (actual)
Financial resources	EUR 426,470 (3301 Operational support)	EUR 180,015 (3301 Operational Support)
Human resources	7 AD, 1 AST, 5 CA	2 AD, 1 CA

Objective 1

EASO's operations, defined as programmes and projects, are built upon a thorough needs assessment and apply a formalised result-based design and planning approach.

Link to the multi-annual objective(s)

- MA01, MA03

Main outputs/actions (2021)

- Implement results-based planning, needs assessment and design to the EASO support to Member States prior to the agreement of an Operating Plan.
- Implement results-based planning, needs assessment and design to EASO's support as part of its External Dimension work.
- Improve, refine and expand the project management tools for results-based planning, needs assessment and design of operations.

Expected results (2021)

- All operations, with the support of the planning 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).
- Improved, refined and expanded Operational Manual (User Guides on Needs Assessment, Design, Implementation in place/reviewed).

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of needs assessments carried out before operations are formulated.	N/A	5	Needs assessments reports; Administrative records
Number of revised User Guides on needs assessment, design and implementation.	N/A	3	Publication/distribution of the User Guides
Percentage of new or amended operations that fully apply the formalised methodologies.	N/A	100%	Compliance with respective needs assessment, design, implementation minimum standards checklist

Objective 2

A robust monitoring and evaluation system, which contributes to the delivery and effectiveness of EASO's operations in Member States and, as appropriate, in the External Dimension, is in place.

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 fidelity monitoring and the undertaking of reflective evaluations in EASO Operations.
- Improve, refine and expand relevant project management tools for monitoring and evaluation.
- Provide capacity building, and support institutional knowledge transfers, around monitoring and evaluation as appropriate.

Expected results (2021)

- EASO's operations rely on actionable feedback loops through a fidelity monitoring approach;
- 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 adaptive fidelity monitoring and reflective evaluations as reflected in the Operational Manual.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of Operating Plans, and other operations projects that have a Monitoring Plan in place.	N/A	7	Existence of respective Monitoring Plan
Percentage of active EASO operations guided by completed evaluations which fed into formulation.	N/A	100%	Availability of evaluation documents; availability of programmatic documents
Number of User Guides on Monitoring and Evaluation.	N/A	2	Availability of User Guides

2.3 Information, analysis, guidance and exchange of knowledge

2.3.1 Country of Origin Information

Under the new EUAA Regulation proposal, the Agency will be a centre for gathering relevant, reliable, accurate and up-to-date information on countries of origin, including information on persons belonging to vulnerable groups, such as children. It shall draw up and regularly update reports and other COI products, taking into account information from a wide variety of sources.

The Agency aims to **develop further the EU COI system**, enhancing cooperation, raising and harmonising standards of COI together with EU+ countries and other key stakeholders.

In line with the Council Conclusions of 21 April 2016 and the EUAA Regulation proposal regarding country guidance, the COI production will need to be significantly boosted to be able to produce the factual basis on which common analysis and guidance notes can be developed.

The Agency will further explore the use of 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. In addition, the Agency will continue organising expert meetings, workshops and conferences, involving also external experts, aimed at sharing and generating knowledge on third countries as well as strengthening COI research capacity.

The Agency's role as a clearing house of national COI will be strengthened as requested in the European Agenda on Migration. The EUAA Regulation proposal calls for the coordination of national COI production initiatives by establishing and managing networks among Member States on COI. In practice, this coordination can be improved by effectively sharing national production plans on a dedicated platform, increasing the 'Europeanisation' of selected national COI products through the Agency's reviewing mechanisms, and boosting the joint production of the COI products. To this end, the creation and sharing of COI will be further rationalised and harmonised via the network approach adopted by the Agency. The Agency will, via specialist networks, accurately map needs for COI at EU level and help to fill gaps and avoid duplication. The COI network will also contribute to a COI query system.

In order to increase the access to COI for relevant stakeholders, the Agency will continue to develop the COI Portal.

The Agency will also provide the Commission with factual information relevant for the designation of Safe Countries of Origin and Safe Third Countries, as needed.

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.

Finally, the Agency will continue to provide COI support to the Agency's operations in frontline Member States as well as to the Agencies' activities in third countries in the framework of the external dimension.

	2021 (planned)	2018 (actual)
Financial resources	EUR 1,200,000 (3103 Country of Origin Information)	EUR 1,126,218²² (3103 Country of Origin Information)
Human resources	13 AD, 3 AST, 3.5 CA	9 AD, 3 AST, 1 CA, 3 SNE ²³

Objective 1

EASO aims to produce in the network approach aiming at making relevant COI available for MS decision and policy makers, for country guidance and for EASO's operations and external dimension activities. 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 and other products.
- Update and/or further develop COI methodologies, as needed.
- Manage COI networks and enhance cooperation.
- Organise COI-related workshops, meetings and conferences.
- Manage COI query system(s).
- Manage the COI Portal.
- Provide COI expertise and support in the development, review and/or update of country guidance.
- Provide COI expertise and support to the Agency's operations in frontline Member States and Third Countries (External Dimension).
- Conduct fact-finding missions.

Expected results (2021)

- This objective aims to achieve the provision of a qualitative factual base for decision and guidance developments in International Protection.
- In addition, by way of cooperating on these deliverables, in the COI network approach, EASO aims to enhance cooperation between MS and increase common standards and quality in the COI work

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of COI reports and other products produced/updated (a single product should be counted against an average of 100 pages, including introduction, bibliography etc.).	23	20	Publication on EASO COI Portal, website and internal dissemination in operations, COI networks etc.
Number of COI methodologies/guides developed or updated.	N/A	1	Publication on EASO COI Portal, website
Proportion of Country Guidance Network and Drafting Team meetings, in which EASO COI expert(s) participate to provide relevant input.	100%	100%	Participations COI experts registered for each meeting

²² This included also MedCOI, now planned separately.

²³ *Ibid.*

Number of FFM's conducted.	N/A	2	Missions to third countries by COI staff
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Objective 2

Manage COI networks and enhance cooperation. Organise COI-related workshops, meetings and conferences.

Link to the multi-annual objective(s)

- MA04

Main outputs/actions (2021)

- EASO aims to enhance cooperation, increasing information exchange, building capacity, and increasing quality in COI work by way of managing COI networks and organising relevant events in which people meet to coordinate this cooperation.

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 lay the foundation of increased joint 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 managed.	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)

Objective 3

Produce COI reports and other products.

Update and/or further develop COI methodologies, as needed.

Link to the multi-annual objective(s)

- MA04

Main outputs/actions (2021)

- Manage query systems and coordinate responding to COI queries from MS and EASO operations in supported MS.
- Support EASO's operation plans in supported MS in the field of COI by way of activities related information provision, capacity building, etc.

Expected results (2021)

- By way of temporarily delivering a query response service and organising capacity building activities EASO aims to strengthen the COI functions in supported MS for the sake of qualitative decision and policy making processes.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Response rate to COI queries in the general network query system and in query systems in support of the Agency's operations in frontline Member States.	N/A	90%	Query system management systems (workflows in operations, IDS system, and email workflows)

Number of activities organised or participated in for the COI support of EASO operations (trainings, briefings, workshops, ...).	N/A	10	Participations COI experts registered for each meeting; missions by COI staff for such activities
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Objective 4

Manage a COI Portal to make relevant and qualitative national and EU-level COI products available to the public and relevant stakeholders.

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	40,000	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, when EASO became fully capable to deliver the MedCOI services as a part of its core business activities and the service was made available 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)	2018 (actual)
Financial resources	EUR 800,000 (3103 Country of Origin Information)	EUR N/A²⁴ (3103 Country of Origin Information)
Human resources	4 AD, 5 AST, 0.5 CA, 1 SNE	N/A ²⁵

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 1,500 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.

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.

²⁴ MedCOI was not a separate activity in 2018.

²⁵ *Ibid.*

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, and in line with the tasks envisaged to be assigned to the Agency by the EUAA Regulation proposal, 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 by applicants from the respective countries of origin 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. In this regard, 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 related to the country guidance activities. 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 through the organisation of meetings.

The Agency will also continue to involve the European Commission and UNHCR in the country guidance development, review and update. The European Commission shall be invited to provide relevant input to written consultations and during Country Guidance Network meetings, and its input shall be taken into account with particular regard to the EU acquis and the relevant case law. UNHCR shall be invited to provide input related to their available guidance concerning relevant general questions of qualification for international protection and concerning the specific country of origin, and its input shall be taken into account. In particular, UNHCR shall be invited to participate in written consultations in the development and update of country guidance and can be invited to participate in 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)	2018 (actual)
Financial resources	EUR 170,000 (3103 Country of Origin Information)	EUR 150,000 (3103 Country of Origin Information)
Human resources	3 AD, 2 AST, 1 CA	4 AD, 1 AST

Objective 1

Produce, review and update as needed 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)			
<ul style="list-style-type: none"> EASO aims to coordinate and facilitate the production of common analysis and guidance notes by MS in a senior-level policy network. 			
Expected results (2021)			
<ul style="list-style-type: none"> 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

Objective 2			
Coordinate and facilitate MS cooperation on the development of common analysis and guidance notes on main countries of origin in a senior-level policy network.			
Link to the multi-annual objective(s)			
<ul style="list-style-type: none"> MA04 			
Main outputs/actions (2021)			
<ul style="list-style-type: none"> Coordinate and facilitate the Country Guidance Network. Facilitate the exchange of information among Member States, relevant to the purposes of the development of common analysis and guidance. Set up, coordinate and facilitate Country Guidance Drafting Teams of selected national experts for each development and update of country guidance. 			
Expected results (2021)			
<ul style="list-style-type: none"> Aiming at convergence, facilitate the cooperation between MS to achieve this. 			
Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of Network meetings organised.	5	8	Calendar, agendas, invitations
Level of satisfaction among participants with the network meetings.	88.4%	85%	Evaluation forms filled in during 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 3			
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)			
<ul style="list-style-type: none"> MA04 			
Main outputs/actions (2021)			
<ul style="list-style-type: none"> Participate in relevant events for the promotion of the guidance notes. 			
Expected results (2021)			
<ul style="list-style-type: none"> 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, activities, such as trainings, conferences, brown bag lunches, workshops, giving presentations and briefings on country guidance notes in EASO or external activities.	N/A	6	CG Staff missions, participation in activities

2.3.4 EASO Data Hub

The EASO Data Hub designs, collects and manages all of EASO's statistical information relating to:

- i. The asylum and reception situation, and the processing of applications by Member States;
- ii. Operational support provided by the Agency.

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 the 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 EASO's founding regulation (439/2010) and Art.33 of the Dublin III Regulation. In addition indicators shall 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/EBCGA, 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** 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 Operations Unit (**OPU**) 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**. Operational data will be analysed by the Data Hub for the purposes of planning, needs assessments, monitoring and evaluation coordinated by the Planning and Evaluation Unit (**PEU**), and also for Operational Analyses which also include elements of the operational environment. Outputs of this work will include multiple electronic dashboards for daily use across the Department of Operations, as well as monthly Monitoring reports, quarterly Operational Factsheets, 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 and operational support provided by the Agency. 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.

	2021 (planned)	2018 (actual)
Financial resources	EUR 245,000 (3102 Data analysis and research)	EUR 175 000 (3102 Data analysis and research)
Human resources	4 AD, 3 AST, 4 CA, 1 SNE	4 AD, 2 AST, 1 CA, 2 SNE

Objective 1

To lead and develop 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.

Expected results (2021)

- EASO is able underpin its work with a detailed understanding of the asylum situation, and the way that applications are processed in Member States.
- RSS is able to produce an analytical and research portfolio based on the information managed and delivered by the Data Hub.
- The Commission is able to deliver an ISAA report that effectively portrays the asylum situation in Member States.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Percentage of indicators that are fully shared by all EPS Network Members.	70%	80%	Review of implementation of data collection from Member States
Number of advisory group meetings held.	2	2	Internal records and reporting
Number of contributions to the ISAA report.	50	50	Internal records and reporting
Percentage satisfaction with analytical products.	80%	90%	User satisfaction survey

Objective 2

To lead and manage EASOs Operational Data Collection and analysis.

Link to the multi-annual objective(s)

- MA06

Main outputs/actions (2021)

- Electronic products that enable DOP to have a single view on the results indicators and the support provided by the Agency.
- Operational factsheets quarterly, and for MB and other meetings.

- Operational needs assessments.
- Monthly Monitoring Reports.
- Operational Analyses.

Expected results (2021)

- EASO and Member States are able to understand 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
Percentage satisfaction with analytical products.	80%	90%	User satisfaction survey

2.3.5 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 the EUAA Regulation proposal.

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, 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. This 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/EBCG 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.

Finally, the research programme 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/EBCG, in the form of an inter-institutional procurement procedure.

The research programme builds on collaboration with other actors, such as the ANSA Network, JRC and the KCMD, GDISC Prognosis subnetwork, Frontex/EBCG, 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.

	2021 (planned)	2018 (actual)
Financial resources	EUR 550,000 (3102 Data analysis and research)	EUR 650,000 (3102 Data analysis and research)
Human resources	3.5 AD, 2 AST	1 AD, 2 AST

Objective 1

To deliver 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	9,000	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

2.3.6 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 update (**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 (**PVLM**) 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.

	2021 (planned)	2018 (actual)
Financial resources	EUR 100,000 (3102 Data analysis and research)	EUR 165 000 (3102 Data analysis and research)
Human resources	4 AD, 3 AST, 1 SNE	3 AD, 2 AST

Objective 1

Underpin the production of 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.
- Reports on Dublin and Reception.
- Joint analyses with Frontex, Europol, IOM and others.
- Responses to ad hoc requests.

Expected results (2021)

- Better informed strategic planning.
- Evidence based policy.
- Well-informed public discourse.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of times products are disseminated at high-level meetings (JHA, SCIFA, HLWG, MB).	17	25	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

2.3.7 Information and Documentation System

IDS 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.

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 and wide range of analytical outputs tailor-made for various purposes, 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.

	2021 (planned)	2018 (actual)
Financial resources	EUR 465,000 (3101 Information and Documentation System and Annual Report)	EUR 104,000 (3101 Information and Documentation System and Annual Report)
Human resources	6 AD, 5 AST, 1 CA, 1 SNE	1.5 AD, 3 AST

Objective 1

Further consolidation of the contents of IDS platform.

Link to the multi-annual objective(s)

- MA05

Main outputs/actions (2021)

- IDS pages filled in and validated in cooperation with EU+ countries.
- User management – creation of new user accounts, optimization of user experience, interaction of users with EASO facilitated.
- User survey completed and responses analysed.
- Analytical outputs provided.
- IDS Advisory Group meeting organised.
- Tailored information workshops organised with EU+ countries in view of further development and promotion of IDS.

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 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
- Regular analytical outputs describing the implementation of the CEAS for a better overview of the current situation produced, in line with the Agency, EU+ countries' and stakeholders information needs.
- Information and regular analytical outputs 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 three months).	N/A	75%	Monthly overview of updated thematic pages, via platform user analytics, communication bulletins informing countries about updates in thematic sessions
Percentage of thematic pages in IDS validated by EU+ countries.	N/A	90%	Monthly overview of validated thematic pages, internal IDS records; communication bulletins informing countries about and sections pending validation
Volume of daily consultations of IDS.	311 consultations or day on average	+40% on each indicator, (number of monthly page views; number of unique visitors /per month; returning visitors/ per month; usage measured by number of visits) compared to 2019, bounce rate 4%	Monthly extracts from User Analytics Indicators for IDS (number of monthly page views; number of unique visitors /per month; bounce rate/per month; returning visitors/ per month; usage measured by number of visits)
EU+ countries' feedback on IDS.	N/A	≥80% satisfaction	One user survey (indicators for surveys - number of respondents, results of qualitative analysis of user satisfaction and experience)

Number of analytical outputs finalised.	10	31	Quarterly, progress reports, outputs made available on IDS
Number of events, including meetings and thematic workshops, where use of the platform is promoted.	N/A	15	Quarterly, progress reports, meeting minutes

Objective 2

Advancing the EASO query system.

Link to the multi-annual objective(s)

- MA05

Main outputs/actions (2021)

- Operating the EASO query platform for all participating EU+ countries.
- Organise a meeting of the Query Cluster.
- Joint queries launched.

Expected results (2021)

- EASO Query platform operational for all functionalities.
- Continued cooperation with EMN, GDISC and IGC in the framework of Query Cluster.
- EASO queries fully integrated as a source for IDS.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
All functionalities of the Query Platform operational (proposing, withdrawal, launching, compilation, reports, repository).	N/A	8 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, list of EASO queries on EMN-IES updated, 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

Objective 3

Development of IDS on Case Law.

Link to the multi-annual objective(s)

- MA05

Main outputs/actions (2021)

- Presentation of IDS on case law to external stakeholders (including in meetings and workshops) and establishing cooperation.
- Thematic overviews and other outputs prepared for referencing.
- Research tool on references to EASO products in jurisprudence.

Expected results (2021)

- IDS on Case Law fully rolled out to key external stakeholders.
- IDS on Case Law operational as a consolidated point of reference on jurisprudence for relevant EASO products.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of external stakeholders introduced to IDS on Case Law to contribute.	N/A	20 stakeholders contributing	Quarterly, communication with external stakeholders, contribution of external stakeholders
IDS on Case Law and thematic extracts from IDS on Case Law referenced in EASO outputs.	N/A	20	Quarterly, thematic extracts from IDS on Case Law and references to IDS on Case Law and links included in EASO outputs, internal records

Objective 4

Further optimisation of IDS operational platforms.

Link to the multi-annual objective(s)

- MA01, MA05

Main outputs/actions (2021)

- Management of IDS operational platforms.
- Coordination of platforms' development along harmonised structure and verification of consistency of contents.
- Coordination of user management for operational platforms.
- Provision of outputs for planning and evaluation of EASO operations.

Expected results (2021)

- IDS operational platforms maintained for all relevant EASO operations.
- Harmonised structure and content of IDS operational platforms maintained.
- Relevant stakeholders involved in operations gaining easy access to comprehensive information of interest to them.
- Analytical operational outputs, such as contributions to normative needs assessments, produced, feeding into planning and evaluation of EASO operations.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Operational platforms active in countries with active EASO operations (following the signing of Operating Plans).	100% (3)	100%	Monthly, platforms made available online
Harmonised structure and content introduced for all platforms.	N/A	All active platforms created along one structure and content	Monthly, internal records, SOPs and workflows for structure and contents of operations platforms
Access to platforms provided to all relevant actors.	100% of deployed experts accessing the information on operational platforms	100%	Monthly, internal records (IDS and ICT), user statistics

Tailor-made contributions provided to planning and evaluation of EASO operations.	3	4	Quarterly, internal records (IDS, ERDMS)
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2.3.8 Annual Report on the situation of asylum in the EU

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

In 2021 the Report shall be further enriched with dedicated special features and topical sections, focusing on the current points of interest.

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)	2018 (actual)
Financial resources	EUR 5,000 (3101 Information and Documentation System and annual report)	EUR 30,000 (3101 Information and Documentation System and annual report)
Human resources	2 AD, 2 AST, 1 CA	0.5 AD, 3 AST

Objective 1

Produce a high quality Annual 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 expert stakeholders in the field for feedback and targeted contribution to the Annual Report.
- Publish the annual report in an attractive and user-friendly format and promote it in relevant fora via thematic workshops.

Expected results (2021)

- Engage relevant stakeholders and intended audience in the production and use of Annual Report via inputs during drafting and increased use once published.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Percentage of Member States, as well as UNHCR, providing input to the annual report according to the methodology and within agreed timeframes.	N/A	100%	Annual Report
Number of civil society organisations providing input to the annual report according to the methodology and within agreed timeframes.	N/A	35	Annual Report
Number of new references and sources included in the bibliography.	N/A	75	Annual Report
Volume of consultations of Annual Report.	N/A	5,000	EASO website
Level of satisfaction of users/readers with the content of annual report.	N/A	100%	Survey

2.4 Asylum support

2.4.1 Asylum processes and quality support to operations

In accordance with its overall aim of supporting Member States in achieving common standards and high-quality 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. This mapping of Member States' practices and policies also feeds into the collection of information under the monitoring of the operational and technical application of the CEAS upon adoption of the EUAA Regulation.

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.

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 to 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 to be used by Member States' officials and relevant stakeholders across the EU and beyond in their daily work building on best practices or to serve as benchmarks for the improvement of already existing national tools.

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 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. It also includes a query system for deployed experts, where answers to the questions cannot be formulated locally.

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.

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.

	2021 (planned)	2018 (actual)
Financial resources	EUR 1,344,904 (3202 Asylum processes)	EUR 432,913 (3202 Asylum processes)
Human resources	14 AD, 6 AST, 3 CA, 1 SNE	TBD

(i) Asylum Processes Network

Objective 1

To achieve correct and effective implementation of asylum processes of the CEAS, provision of support to practical cooperation and exchange of best practices between Member States on asylum processes, quality management and selected aspects of the CEAS through the facilitation of the Asylum Processes Network. The objective will contribute to the multi-annual objective of enhancing EU + countries capacities to implement CEAS.

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 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.
- 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 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

To achieve convergence in the correct and effective implementation of asylum processes of the CEAS, collect, update and analyse information about Member State's practices and policies on 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)

- MA08

Main outputs/actions (2021)

The objective will be achieved by compilation and/or update of Quality Matrix and 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.

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	3	Reports published on Network Platform / quarterly

Objective 3

To achieve correct and effective implementation of asylum processes of the CEAS throughout the EU, support in development of common practical tools, guidance, operational standards and indicators and collection of best practices. The objective will contribute to the multi-annual objective of enhancing EU+ countries capacities to implement CEAS.

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 2 practical tools.
- Organise (9) Working Group Meetings for the development of 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.

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

Objective 4 To achieve convergence in the correct and effective implementation of asylum processes of the CEAS, promote and disseminate developed practical tools and guidance and thus enhance EU + countries capacities to implement CEAS.			
Link to the multi-annual objective(s) ▪ MA08			
Main outputs/actions (2021) The objective will be achieved by way of promotional and dissemination activities, including translation to achieve EU wide awareness and use of EASO tools and thus enhance EU+ countries capacities to implement CEAS: <ul style="list-style-type: none"> ▪ Implementation of at least 4 promotional and dissemination activities (e.g. promotional newsletters, videos, promotional field visits, other relevant activities). ▪ Translations of practical tools in MS languages upon request by the MS. 			
Expected results (2021) <ul style="list-style-type: none"> ▪ 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 activities to promote and disseminate 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 To achieve convergence in CEAS implementation in the area of Exclusion, support practical cooperation and exchange of best practice between Member States on the Exclusion processes through the facilitation of the EASO Exclusion Network. The objective will contribute to the multi-annual objective of enhancing EU+ capacities to implement CEAS.			
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 newsletter sharing to help identify and address challenges and enhance EU + capacities in implementing CEAS in the area of Exclusion: <ul style="list-style-type: none"> ▪ 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) <ul style="list-style-type: none"> ▪ Enhanced practical cooperation through exchanging information and discussing challenges and best practices on asylum 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 Asylum Processes 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

Support the correct and effective implementation of the CEAS provisions regarding exclusion throughout the EU+ by developing 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, updated 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 organised for the development of operational standards and indicators, guidance and practical tools.
- Organise at least two activities and products developed to promote and roll out operational standards, indicators, guidance, best practices and practical tools in relation to exclusion.
- Share 4 periodic newsletters with members of the Exclusion Network.

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 activities and 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**

To achieve convergence in the implementation of CEAS especially with regard to countries under particular pressure, support the improvement and development of procedures, tools and practices for the enhanced implementation of the hotspot approach and of other relevant measures in Operating

Plans. The objective will contribute to the multi-annual objective of enhancing EU + capacities to implement CEAS.

Link to the multi-annual objective(s)

- MA08

Main outputs/actions (2021)

- The objective will be achieved by way of development of Standard operating procedures, templates, ad hoc guidance, query responses, 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.

Expected results (2021)

- 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 commonly agreed standards as reflected in EASO practical tools and guides and training modules.

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 or procedural related queries answered or updated.	27	30	Query answers made available on operations information platforms / quarterly
Dedicated quality meetings with Asylum Support Team representatives in the field.	N/A	9	EASO admin. records / quarterly

Objective 2

To achieve convergence in the implementation of CEAS especially with regard to MS under particular pressure by regular monitoring and assessment of the quality of outputs of deployed experts and effective quality management support.

Link to the multi-annual objective(s)

- MA08

Main outputs/actions (2021)

- 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 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.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of reviewed interview transcripts and opinions or evaluation forms.	93	160	EASO admin. records / quarterly
Number of quality feedback reports.	10	15	Reports made available on operations information

			platforms / quarterly
Objective 3 To achieve convergence in the implementation of CEAS especially with regard to EU countries under particular pressure enhance professional know how and skills through conduct information sessions, workshops, coaching, assessments of standards and indicators supporting the implementation of the Operating Plans and the External Dimension Strategy			
Link to the multi-annual objective(s) ▪ MA08			
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

2.4.2 Practical cooperation networks

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 are also sources of expertise to develop 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.

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/EBCG, 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 Migration²⁶. 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 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/ECGB 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

²⁶ COM(2017) 211.

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)	2018 (actual)
Financial resources	EUR 1,940,711 (3202 Asylum Cooperation)	EUR 929,948 (3202 Asylum Cooperation)
Human resources	13 AD, 3.5 AST, 3 CA, 1 SNE	TBD

(i) Vulnerability Experts Network

Objective 1

To achieve convergence of implementation of CEAS with respect to vulnerability, coordinate the Vulnerability Experts Network in support of practical cooperation and exchange of best practice between Member States in dealing with vulnerable persons. The objective will contribute to the multi-annual objective of enhancing EU+ countries capacities to implement CEAS by mainstreaming issues of vulnerability in all aspects of CEAS.

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

Objective 2

To achieve convergence of implementation of CEAS with respect to vulnerability, develop common operational standards and indicators, practical tools, guidance and collect best practices on vulnerability and thus contribute to mainstreaming vulnerability in all aspects of CEAS implementation.

Link to the multi-annual objective(s): <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Development and publication of 2 practical tools. Organise at least 4 Working Group Meetings. 			
Expected results (2021) <ul style="list-style-type: none"> 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	2	Mission reports, meeting reports, developed products / 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

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 form mainstreaming vulnerability in the implementation of all aspects of CEAS.			
Link to the multi-annual objective(s) <ul style="list-style-type: none"> 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. <ul style="list-style-type: none"> 4 dissemination plans for practical tools' dissemination developed. 4 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) <ul style="list-style-type: none"> 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

To achieve convergence in the implementation of CEAS with respect to countries under particular pressure, provision of 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**

To achieve convergence in the implementation of CEAS in the area of Dublin, 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. The objective will contribute to the multi-annual objective of enhancing EU + countries 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 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 NDU.
- 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	22	EASO admin. records / quarterly
Number of Periodic Newsletters shared with members of NDU.	N/A	4	EASO admin. records / quarterly

Objective 2

To achieve convergence in the implementation of CEAS with respect to Dublin, 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 4 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 relation to the Dublin regulation developed or updated and published.	2	2	Mission reports, meeting reports, developed products / 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

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.
- 2 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	4	EASO admin. records / quarterly
Number of translations of practical tools and guidance.	N/A	10	EASO admin. records / quarterly / Publications on website

Objective 4

To achieve convergence in the implementation of CEAS with respect to Dublin, organise and exchange activities for Dublin officials in the framework of the EASO Network of Dublin Units. The objective will contribute to the multi-annual objective of enhancing MS capacities for CEAS implementation.

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 (CAAR 2018)	Target 2021	Data source
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

To achieve convergence in the implementation of CEAS with respect to Dublin, 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**

To achieve convergence in the implementation of CEAS with respect to reception, 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	22	EASO registration forms / 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

To achieve convergence in the implementation CEAS in the area of reception, 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 4 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
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

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

To achieve convergence in the implementation of CEAS with respect to reception, 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 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

2.4.3 Cooperation with members of courts and tribunals

Furthering 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 European Courts (CJEU and ECtHR), judicial associations, including the International Association of Refugee and Migration Judges (IARMJ) and the Association of European Administrative Judges (AEAJ) and 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 by the members of this Network, the Agency will support the establishment and advancing of professional development materials tailor made by and for members of courts and tribunals, including judicial analyses, compilations of jurisprudence and judicial trainer's guidance notes as well as their subsequent dissemination.

In addition, the Agency will continue to offer 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 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 IARMJ and the AEAJ, EJTN, 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 can bring a genuine added value in 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)	2018 (actual)
Financial resources	EUR 1,350,400 (3202 Asylum processes)	EUR 690,768 (3202 Asylum processes)
Human resources	5 AD, 4 AST, 3 CA	TBD

Objective 1

To achieve convergence in the implementation of CEAS at the level courts and tribunals, in full respect of the principle of judicial independence; different chapters of the EASO professional development series are adequately developed or upgraded as support training 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 aid guidance to EU MS in line with recent developments and jurisprudence and thus improve their capacities to implement CEAS with respect to Courts and tribunals:

- Developing, reviewing and upgrading judicial analyses, compilations of jurisprudence and judicial trainer's guidance notes based on the needs expressed by the Network of courts and tribunals;
- Coverage of the whole spectrum of EU law on international protection by PDS with view of updating the existing material in line with recent 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 with respect to Courts and Tribunals.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
New sets of professional development materials consisting of a Judicial Analysis and/or a Compilation of Jurisprudence and/or a Judicial Trainer's Guidance Note (or other appropriate material) developed and made available to relevant stakeholders on a topic to be agreed in consensus with the network of court and tribunal members.	2 new sets of PDS	1 new set of professional development material	Working groups consisting of MS experts that will work on the development of materials, 3 to 4 meetings of the working group per year, assignments to the contractor for the development of new material under the existing framework contract, progress reports
Existing sets of professional development materials reviewed and, if necessary, updated.	N/A	4 existing materials reviewed and updated if necessary	Assignments to the contractor for the review/update of material, progress reports

Objective 2

To achieve convergence in CEAS implementation with respect to Courts and Tribunals, conduct professional development meetings for members of courts and tribunals and stimulate dialogue with judicial stakeholders in the field of asylum. The objective will contribute to the multi-annual objective of enhancing EU + countries capacities to implement CEAS.

Link to the multi-annual objective(s)

- MA08

Main outputs/actions (2021)

The objective will be achieved by strengthening regional activities in regional languages, strengthening the judicial dialogue with the ECtHR and the CJEU, increasing the offer of professional development workshops in English language in Malta and in other languages at the national or regional level.

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 diffusion and use of EASO professional development materials for members of courts and tribunals.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of professional development activities.	14 (meetings)	16	Calls for expression of interest using NCPS and key stakeholders of the Network for targeted dissemination, internal records, progress reports
Number of participants in professional development activities.	264	350	Calls for expression of interest using NCPS and key stakeholders of the Network for targeted dissemination, internal records, progress reports
Level of satisfaction of participants in professional development activities.	95.8%	80%	Evaluation reports based on evaluation forms filled in by the participants, progress reports
Number of coordination and planning meetings of the Network organised.	1	1	Internal records, progress reports
Number of biannual periodic newsletters shared with the Network.	N/A	2	Internal records, progress reports

Objective 3

To increase capacities for CEAS implementation in MS under particular pressure, provide support to the Operating Plans and External Dimension activities relating to members of courts and tribunals.

Link to the multi-annual objective(s)

- MA08

Main outputs/actions (2021)

The objective will be achieved by:

- Contributing to the capacity building at the second instance in the External Dimension of CEAS, especially in the area of Western Balkans;
- Providing tailored support to members of courts and tribunals of countries under operating plans;
- Providing support to the 2nd instance in Greece to issue decision timely.

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 courts and tribunals in countries under particular pressure, in particular in Greece.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of activities in support of operating plans.	N/A	11	Internal records, progress reports
Number of activities in support of External Dimension.	N/A	3	Internal records, progress reports

2.5 Training and professional development

2.5.1 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 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 occupational 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 and national authorities responsible for asylum and reception matters, officials 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 having 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 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 policies 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 thus take the necessary measures to avoid potential overlaps within its training programmes. The design of the Curriculum will continue to be based on rich blended learning methodology that utilises 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 the Training Reference Group in reviewing the content of the modules. EASO's goal is to design 'fit for purpose training',

assessable learning outcomes and valid and reliable assessments. In turn, this will be guaranteed through the certificate of qualification, that the intended learning outcomes have been achieved, i.e. the learner is able to do the prescribed task.

	2021 (planned)	2018 (actual)
Financial resources	EUR 1,400,000 (3201 EASO training)	EUR 964,462 (3201 EASO training)
Human resources	9 AD, 6 AST, 2 CA	4 AD, 1 AST

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.

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 upgrade of the EASO Training Curriculum.
- The alignment of the identified modules with the standards and guidelines for quality assurance in the area of education 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
Tailor made training needs assessments conducted for specific countries experiencing particular pressure.	N/A	Needs assessment/s implemented, as basis of the EASO's training related response in Operating Plans / Roadmaps	Documentation and internal records

		with third countries	
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 post-pilot session of newly developments.	N/A	80% satisfaction rate of trainees attending the session	Evaluation questionnaire of the post-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
Percentage of satisfaction rate on-the-job training and coaching programmes developed and piloted.	N/A	70% satisfaction rate	Evaluation questionnaire
Percentage satisfaction with the post-pilot session of reviewed modules.	N/A	80% satisfaction rate of trainees attending the session	Evaluation questionnaires of the post-pilot session

2.5.2 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. EASO will also 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, on-the job training and job-coaching. 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 strategy 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, coaches' assessors and external verifiers, implementation of recognition of prior learning procedures and admission standards.

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.

(i) Train-the-trainer and National Training Programmes

EASO will continue to implement a 'train-the-trainer' approach to sustain a multiplier effect for training delivery across EU+ countries. EASO trains trainers to become certified EASO trainers and can deliver the modules of the EASO Curriculum, the certified trainers then deliver EASO training, under the guidance of the EASO Focal Point, in their national organisations. EASO training delivery will consist of: delivery of train-the-trainer programmes by certified trainers drawn from the EASO Trainer Pool and the delivery of

EASO training programmes in national training sessions by certified national trainers trained by EASO. Certified national training session will remain voluntary and at the discretion of the EU+ countries. EASO will continue to provide support to trainers, through its network for EASO Trainers, including the offer of continuing professional development.

EASO will continue to support LMS users on a daily basis, through the provision of services such as the user registration process, helpdesk services and the provision of online training courses in national languages. EASO will also continue working towards optimising process automatization and facilitate monitoring of and reporting on training related activities for national administrations.

EASO will also continue to provide support to Member States incorporating the curriculum in their national training programmes, and will be supporting national administrations, whenever feasible, by providing national language versions of the modules within the European Asylum Curriculum and/or to use interpretation for the delivery in order to ensure effectiveness and sustainability.

(ii) 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 (with Member States) or Roadmap (third country) signed by EASO and the concerned country. 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.

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 operations. Moreover, EASO will continue to provide operational thematic training based on the profiles of the experts tasks to be undertaken and their specific training needs. Such training is carefully tailored for different categories of experts that EASO deploys, to ensure that they correspond well to the needs whilst maintaining the highest possible quality standards. Specific training to targeting audience, for example interpreters and cultural mediators to ensure that interpretation during applicants' registrations and personal interviews is performed professionally and in a harmonised way. The Agency will also continue delivering on-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.

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 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.

(iii) 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 to create tailor made training pathways for their officials to build programmes directly related to their professional learning needs. Through the development of its European Sectoral Qualification Framework (ESQF), EASO is in a position to assess Member States training needs and offer rapid and tailor-made training programmes, without lowering its training quality standards.

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, including programmes that lead to certification. The Agency will also provide the possibility of delivering

on-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.

(iv) 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 knowledge 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)	2018 (actual)
Financial resources	EUR 500,000 (3201 Training)	EUR 332,400 (3201 Training)
Human resources	14 AD, 3 AST, 3 CA, 1 SNE	6 AD

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.
- Language versions of modules.
- Annual Training Report.

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 modules in their national context.	N/A	80%	Learning Management System
Number of participations completing a train-the-trainer course in various EASO modules.	524	550	Learning Management System
Percentage of participants opting for a certified session and achieving a certificate of qualification as trainers in various modules.	N/A	60% achieve a certificate during the first attempt	Learning Management System
Overall satisfaction rate of participants trained as trainers.	N/A	80%	Learning Management System

Number of participations in national trainings implemented in EU+ national administrations.	N/A	5,750	Learning Management System
Percentage of EU+ Member States who opt to implement at least one certified module version.	N/A	30% of EU+ countries opt to use a certified version	Learning Management System
Asylum and reception officials who attended a certified version of the training sessions successfully achieved learning outcomes.	N/A	60% achieve a certificate during the first attempt	Learning Management System
Percentage of trainees participating in national training sessions consider training as relevant for their current work after a period of 6 months of completing the training module.	N/A	70% satisfaction rate	Learning Management System
Annual rate of multiplier effect.	N/A	1 : 12	Learning Management System

Objective 2

Establishment, management and delivery of EASO Training Programmes in Operational Training in the framework of Operating Plans and in the framework of Roadmaps with third countries.

Link to the multi-annual objective(s)

- MA07

Main outputs/actions (2021)

- Pre-deployment training plans.
- Operational Training plans.
- Operational Training sessions.
- On-the-job coaching and on-the-job training sessions.
- Survey and Evaluation Reports.
- Annual Training Report.

Expected results (2021)

- 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.
- 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
Percentage of experts nominated completing pre-deployment training.	N/A	100%	Learning Management System
Percentage of experts achieving learning outcomes of the pre-deployment training.	N/A	60% achieve a certificate during the first attempt	Learning Management System
Percentage satisfaction of participants completing pre-deployment trainings.	N/A	80%	Evaluation questionnaire
Number of deployed experts participating in operational training programmes.	N/A	1,500	Learning Management System
Percentage satisfaction of deployed experts.	81%	80%	Evaluation questionnaire

Percentage of deployed experts participating in national training sessions considered training as relevant for their work after 1 month of being deployed.	N/A	70%	Evaluation questionnaire
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Objective 3

Enhanced capacity building of national authorities in Member States under particular pressure in training their own staff.

Link to the multi-annual objective(s)

- MA07

Main outputs/actions (2021)

- Training Plan for national authorities in Member States under particular pressure.
- Evaluation and Survey results.

Expected results (2021)

- Targeted trainings and capacity building activities delivered to Member States' national authorities under particular pressure in the framework of an emergency or special support plan.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of training programmes/sessions delivered for various profiles within national authorities.	N/A	10	Learning Management System
Percentage satisfaction of employees participating a training session/programme consider that their training is relevant for their current work after a period of 6 months of completing the training session/programme.	N/A	70%	Learning Management System

Objective 4

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 training programmes/sessions delivered for various profiles within national authorities.	N/A	2	Learning Management System
Percentage satisfaction of participants in ad hoc training programmes/sessions.	N/A	70%	Learning Management System
Percentage satisfaction of employees participating in a tailor made or ad hoc intervention consider that their training is relevant for their current work after a period of 6 months of completing the training session/programme.	N/A	70%	Learning Management System

Objective 5			
Enhanced capacity building of national authorities in third countries.			
Link to the multi-annual objective(s)			
<ul style="list-style-type: none"> MA07 			
Main outputs/actions (2021)			
<ul style="list-style-type: none"> Training plans for third countries. Training and capacity building interventions in third countries. Evaluation and survey reports. 			
Expected results (2021)			
<ul style="list-style-type: none"> 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 and capacity building interventions to rapidly support specific needs of third countries.	N/A	3 interventions with 3 separate third countries	Learning Management System
Number of third country participants in train-the-trainer sessions.	N/A	25	Learning Management System
Percentage satisfaction of participants.	N/A	80%	Learning Management System
Percentage of third countries collaborating with EASO that organise at least one national training sessions.	N/A	40%	Learning Management System
Number of third country participants in national sessions.	N/A	350	Learning Management System
Percentage of participant satisfaction.	N/A	70%	Learning Management System

Objective 6			
Enhanced capacity of EASO staff members in the field of asylum.			
Link to the multi-annual objective(s)			
<ul style="list-style-type: none"> MA07 			
Main outputs/actions (2021)			
<ul style="list-style-type: none"> Training Plans for staff members. EASO staff training sessions. Evaluation and survey reports. 			
Expected results (2021)			
<ul style="list-style-type: none"> Targeted trainings delivered to EASO staff members. 			
Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Annual staff training programmes.	2 annual training programmes for staff	4 training programmes for staff	Documentation and internal records
Percentage of recruited staff members attending at least one training session by the end of the year following the recruitment year.	N/A	80%	Learning Management System, HR lists of newcomers
Percentage of participant satisfaction.	N/A	80%	Learning Management System

2.5.3 Management of EASO's Training Governance System

EASO will manage quality and governance issues that emerge during training delivery and ensure 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 internal quality assurance, through the management of its Training Governance System to align, implement and monitor the requirements of the quality standards established in area of education and vocational training particularly the Standards and Guidelines for Quality Assurance in European Higher Education Area (ESG 2015- part 1). EASO will thus engage in evaluating and analysing 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, including, the quality of learning facilities or resources, the failure of EASO to implement or follow up on an administrative process and unfair or inappropriate treatment by a trainer, coach or another learner. EASO will continue to ensure liaison and coordination of governance related issues and will continue to organise the meetings and work with external groups and panels involved in training standards activities.

EASO trainings will continue to follow student-centred learning methodologies through its blended learning methodology. This approach will continue to be reflected in the EASO learning system, which 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 'clients', and will focus on building automated processes. These measures will also support the internal implementation and monitoring of the training governance system.

EASO will strengthen the support offered to EASO trainers to ensure that the measures in the Training Governance System are implemented consistently. This 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.

Preparations for a quality review with an external quality assurance 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.

	2021 (planned)	2018 (actual)
Financial resources	EUR 1,000,000 (3201 Training)	EUR 325,094 (3201 Training)
Human resources	8 AD, 4 AST, 5 CA	2 AD, 1 AST, 2 CA

Objective 1

Ensuring a transparent and an accountable management of training activities.

Link to the multi-annual objective(s)

- MA07

Main outputs/actions (2021)

- Guidelines and Standards on EASO training governance system reviewed.
- Quality review of assessments in expected results and the output.
- Administering Learning Management System and Helpdesk services.
- External Evaluator reports.
- Training Standards Advisory Group meetings.
- Reference Group meetings.

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
Students' grades awarded a distinction or fail reviewed by an external evaluator during the established evaluation period.	N/A	100%	External Evaluator Report
Percentage of sampled assessments awarded a pass grade reviewed yearly against pre-defined criteria.	N/A	20% of all assessments reviewed	External Evaluator Report
Automated national EU+ countries training fact sheets.	N/A	100%	Learning Management System
Timely resolving helpdesk requests.	N/A	80% of the helpdesk requests resolved within 1 working day	Learning Management System
Satisfaction rate of LMS users.	N/A	80% satisfaction rate	Learning Management System
Reaction time to address complaints received from trainees.	N/A	Replies to trainees submitted within 14 working days	Helpdesk

2.6 Operationalisation of the EUAA monitoring of operational and technical application of the CEAS

In line with the EU Agenda on Migration and upon adoption of the EUAA Regulation, the Agency will undertake preparatory work to monitor operational and technical application of the CEAS, to prevent or identify possible shortcomings in the asylum and reception systems of Member States and to assess their capacity and preparedness to manage situations of disproportionate pressure so as to enhance the efficiency of those systems. The actual monitoring will not be carried out in 2021, however, staff recruitment will be performed as planned to enable preparatory work for resource deployment.

The monitoring is planned to cover all aspects of the CEAS, in particular: the Dublin system, procedures for international protection, the application of criteria for assessing the need for protection and the type of protection granted, including as regards the respect of fundamental rights, child protection safeguards and the specific needs of persons in a vulnerable situation; staff available and capacity in terms of translation and interpretation, as well as the capacity to handle and manage asylum cases efficiently, including the handling of appeals, without prejudice to the judicial independence and with full respect to the organisation of the judiciary of each Member State; the reception conditions, capacity, infrastructure, equipment and, to the extent possible, financial resources.

The Agency will prepare to set up teams of experts to carry out the monitoring exercise and draft a report setting out their findings (upon adoption of the EUAA Regulation).

The Agency will be also ready to support Member States by providing ad hoc training plans following the results of the monitoring exercise when requested.

	2021 (planned)	2018 (actual)
Financial resources	EUR 330,000 (3501 Monitoring of application of the CEAS)	N/A (3501 Monitoring of application of the CEAS)
Human resources	10 AD, 2 AST, 3 CA	N/A

Objective 1 Prepare the monitoring of the operational and technical application of the CEAS.			
Link to the multi-annual objective(s) ▪ MA09			
Main outputs/actions (2021) ▪ A proposal for a common methodology has been developed which includes proposed objective criteria against which the monitoring shall be carried out, together with a description of the methods. ▪ Development of processes and tools for the monitoring mechanism, such as practical arrangements for on-site visits including short-notice visits, together with rules and principles for the establishment of the teams of experts.			
Expected results (2021) ▪ A proposal for a common methodology for the monitoring mechanism has been developed. ▪ Support tools for the implementation of the monitoring have been developed.			
Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Number of technical preparation meetings with Member States.	N/A		
Number of monitoring tools developed.	N/A		

2.7 Horizontal activities

2.7.1 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. 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 EUAA Regulation proposal foresees a revision of the composition and working methods of the Consultative Forum. To this end, the Agency will start working on devising the future set-up of the Consultative Forum.

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)	2018 (actual)
Financial resources	EUR 160,000 (3401 Cooperation with civil society)	EUR 106,602 (3401 Cooperation with civil society)
Human resources	2 AD	1 AD, 1 AST

Objective 1

Develop and implement preparatory activities for the revised format of the Consultative Forum under the EUAA Regulation proposal.

Link to the multi-annual objective(s)

- MA10

Main outputs/actions (2021)

- Develop a proposal for the Management Board setting out suggestions for a revised composition and modalities for the transmission of information for the CF under the EUAA (upon adoption of the EUAA Regulation).
- Involve and consult the CF in the development of the Agency's work on fundamental rights (e.g. Fundamental Rights Strategy, complaints mechanism)
- 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, 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)

- Successful implementation of preparatory activities for a revised CF under the EUAA (e.g. consultation meeting with key stakeholders on desired composition of a revised CF, development of a proposal setting out suggestions for a revised CF under the EUAA, etc.).

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Extent and examples of preparatory actions for a revised CF under the EUAA (upon its adoption).	N/A	2	Meeting reports, internal reports, progress report
Number of Consultative Forum meetings.	N/A	3	Meeting reports
Number of participants in CF meetings and extent of satisfaction.	250	250	Meeting evaluation forms
Number of consultations 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

2.7.2 Other horizontal activities

The Agency conducted an impact analysis in 2017 to determine the actions that were required for the implementation **of the new draft EUAA Regulation**. In 2021, the Agency will continue to implement the agreed actions to transition provisions of the new Regulation Proposal, according to the agreed priorities.

Consultations will be held with stakeholders, such as the Member States, the Commission and the Consultative Forum, to ensure a collaborative approach in delivering those outputs that impact on the stakeholders.

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 will be 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 **quality management system**, which is being implemented in compliance with the ISO 9001:2015 standard, will be further enhanced and fully aligned with the new internal control framework, streamlining all related activities under continuous improvement. The risk management methodology and the recommendations from the ex post evaluations will be integrated into EASO's plan-do-check-act cycle, meeting the requirements of process, project and programme management. EASO will further coordinate the documents and records management, including archiving, while providing support on process analysis and process management. EASO is aiming at a harmonised quality assurance service, via the consolidation of all related policies, processes and standards, improving the efficiency and effectiveness of its performance, enabling informed decision-making and adhering to a systematic performance monitoring and reporting practice.

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. The year 2020 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 improve its programme and project **planning, monitoring and reporting** capabilities, including forecasting and prioritisation exercises.

As concerns **legal affairs**, the Agency shall ensure implementation of the Work Programme 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 dealing with complaints submitted

to the European Ombudsman, representing the Agency before the European Court of Justice, and cooperating with European Commission representatives.

The Agency will continue its actions in order to ensure compliance with the **Data Protection** Regulation. As the proposal for the EUAA Regulation allows for further data processing, compared with the EASO Regulation, these new processes will also have to be checked in order to ensure compliance with data protection principles.

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. Ex-ante data protection notifications to the Data Protection Officer and prior checks with the European Data Protection Supervisor are no longer required. Processes with a higher degree of risk for individuals' privacy have to undergo a specific impact assessment.

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.

In the area of **stakeholder relations**, the Agency will continue strengthening its cooperation with the European Commission, the Council of the European Union, the European Parliament, EU Member States, the EEAS and other relevant stakeholders. The Agency will also maintain close contacts with Member States authorities, including the host country authorities, countries of operations authorities and other relevant authorities. The cooperation between the EU agencies will carry on in 2021, both through the EU agencies' networks, in particular the JHA agencies network, and through bilateral collaboration. Enhanced cooperation and coordination of activities on the ground will be promoted in the context of the hotspot approach among all participating agencies, in particular Frontex/EBCG, eu-LISA, Eurojust, Europol and FRA. The Agency will continue cooperating with Frontex on the basis of the EASO-Frontex Cooperation Plan 2019-2021, and with Europol on the basis of an exchange of letters in 2019. On the basis of the working arrangement signed between EASO and UNHCR in 2013, the Agency and UNHCR will consider the possibility of a updated arrangement to reflect existing levels of cooperation, and explore further areas of cooperation. On the basis of a working arrangement signed between EASO and the IOM in 2019, EASO will continue to strengthen cooperation and jointly implement activities. Other stakeholders include the Council of Europe, the General Directors of Immigration Services Conference (GDISC), the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC) and ICMPD.

	2021 (planned)	2018 (actual)
Financial resources	N/A (No allocated costs in Title 3)	N/A (No allocated costs in Title 3)
Human resources	13 AD, 11 AST, 12 CA, 3 SNE	TBD

Objective 1

Continue the transformation to a fully-fledged Agency that delivers the new mandate in the EUAA Regulation proposal, through reinforced governance and continuous tailored communication and stakeholder activities.

Link to the multi-annual objective(s)

- MA10

Main outputs/actions (2021)

- Implement agreed actions and deliver outputs, in line with priorities.
- Hold consultations with stakeholders, as required, during implementation of actions.

- 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 process management, 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 to avoid overlaps and promote synergies.

Expected results (2021)

- Agreed actions implemented as prioritised/agreed.
- Stakeholders consulted on actions that have an impact on them.
- Improved governance systems and overall reputation.
- 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 discussion relevant to its mandate.
- The Agency enjoys a high level of coordination and cooperation with stakeholders in areas of its mandate.

Indicators	Latest result (CAAR 2018)	Target 2021	Data source
Operationalisation/implementation of priority areas of the Agency towards the EUAA.	N/A		
Stakeholder consultations held as planned.	N/A		
Management awareness of the new Internal Control Framework (% of managers attending internal control training).	N/A	100%	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%	Map of existing EASO documents Development of quality management action plan with awareness raising and training activities Centralisation of quality assurance and

			quality management functions
Compliance and performance ex post controls of EASO's activities.	N/A	100%	Ex post financial verification on financial transactions, legality and regularity checks
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 change in the Agency website average monthly users.	105% increase in monthly page views	+35%	Web analytics
Total percentage change in social media followers on all EASO channels.	86% increase in Twitter and Facebook following	+30%	Social media analytics
Percentage 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 press releases.	N/A	25	Internal review
Number of information meetings, visits and events held.	31	35	Internal review
No. of meetings with key stakeholders, including MS and MEPs.	35	80	Internal review
No. of events organised by key stakeholders, attended including Council and EP events.	N/A	80	Internal review
Number of visits and VIP meetings to EASO headquarters.	20	20	Internal review
Percentage of access to documents requests responded.	N/A	100%	Internal review