



EASO work programme 2014



European Asylum Support Office

EASO work programme 2014

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1. EASO work programme 2014

1.1. Introduction

The European Asylum Support Office (EASO) work programme translates the organisation's strategy into annual objectives and provides the basis for budgetary planning. This document outlines the plans for EASO's activities and constitutes the general financing decision for 2014. Nevertheless, in view of the nature of EASO's work and the need to respond in a timely and proactive manner to changing scenarios, circumstances and priorities, it is pertinent that the executive director retains the necessary flexibility to respond accordingly while implementing the work programme for 2014.

The EASO work programme 2014 is related to EASO's multiannual work programme 2014–16, which defines the strategic context of EASO for this period.

In this context, EASO will devote in 2014 its efforts to supporting EU Member States and the European Commission in the coherent implementation of the revised EU asylum *acquis* (i.e. the body of common rights and obligations which bind all the Member States together within the EU), which was adopted in June 2013. EASO will play a key role in supporting Member States in this process through a vast array of tools that are being developed to fulfil this purpose.

EASO is still developing its budgetary and monitoring processes. In this regard, a new paragraph 1.4 on the key performance indicator is being introduced in this work programme in line with the common approach on EU decentralised agencies of the European Parliament, the Council of the European Union and the European Commission (July 2012). Furthermore, a new paragraph 9.5 on EASO's internal control systems and management is also incorporated in this work programme. The latter creates a close link to EASO's implementation of the roadmap on the follow-up of the common approach on EU decentralised agencies, which EASO will undertake in close cooperation with the European Commission.

The EASO work programme is produced in accordance with Article 29(1)(f) of Regulation (EU) No 439/2010 of the European Parliament and of the Council of 19 May 2010 establishing a European Asylum Support Office (the EASO regulation). The EASO Management Board adopted the work programme on 16 September 2013, after having received the opinion of the European Commission on 9 September 2013. EASO has sent the work programme to the European Parliament, the Council of the European Union and the European Commission. In accordance with Article 41(2), EASO's work programme 2014 will be available in all official languages of the institutions of the EU.

1.2. EASO's mission

EASO's mission is to contribute to the implementation of a common European asylum system (CEAS) by providing support and facilitating, coordinating and strengthening practical cooperation among Member States as an independent centre of expertise on asylum.

1.3. EASO's tasks

EASO's purpose is to facilitate, coordinate and strengthen practical cooperation among Member States on the many aspects of asylum. EASO provides:

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

EASO's **principal activities** can be divided as follows:

- **permanent support:** supporting and stimulating the common quality of the asylum process through common training, common asylum training material, common quality and common country of origin information (COI);
- **special support:** tailor-made assistance, capacity building, relocation, specific support and special quality-control processes;
- **emergency support:** organising solidarity for Member States subject to particular pressures by providing temporary support and assistance to repair or rebuild asylum and reception systems;
- **information and analysis support:** sharing and merging information and data, analyses and assessments at EU level, including common trend analyses and common assessments;
- **third-country (i.e. non-member country) support:** supporting the external dimension of the CEAS, supporting partnerships with third countries to reach common solutions, including by capacity building and regional protection programmes, and coordinating Member States' actions on resettlement.

EASO's **principles** to fulfil its tasks are:

- organising support and assistance for the general or specific needs of the Member States' asylum systems;
- coordinating and stimulating operational cooperation between Member States and enhancing quality;
- acting as an independent centre of expertise on asylum;
- organising common analyses and common assessments of asylum data;
- facilitating and stimulating joint action and consistency within the asylum field;
- engaging with the full commitment of Member States;
- respecting the responsibility of Member States and their asylum decisions;
- cooperating with the European Commission, the European Parliament and the Council of the European Union, as well as other EU institutions, agencies and bodies;
- involving civil society and international organisations; and
- performing its duties as a service-oriented, impartial and transparent organisation within the EU legal, policy and institutional framework.

1.4. EASO's key performance indicator

EASO's overall key performance indicator is represented by the needs expressed by Member States and EU institutions for EASO's support and activities and the ability of EASO to provide such support and implement the required activities within the CEAS according to those needs.

Consequently, EASO's key performance indicator is represented by a qualitative indicator aiming at demonstrating the impact of EASO's support in the implementation of the CEAS.

EASO provides real added value in creating synergies among the 28 Member States by facilitating practical cooperation on asylum and bringing together the Member States' forces to find common solutions to common challenges in the field of asylum.

The need for EASO's work and its impact will be measured, taking into account the:

- tasks laid down in the EASO regulation, the recast asylum *acquis* and other related EU documents and the progress of EASO in implementing activities to fulfil these tasks;

- requests made by the Member States, the European Commission, the Council of the European Union, the European Parliament and other EU institutions, agencies and bodies to develop and execute additional EASO activities in order to support the implementation of the CEAS;
- evaluative opinions given by the Member States, the European Commission, the Council of the European Union, the European Parliament and other EU institutions, agencies and bodies on EASO's work.

EASO's work programme identifies a number of annual objectives which are structured according to SMART (specific, measurable, achievable, realistic, time-based) principles. In order to measure EASO's performance, indicators are developed for each objective together with the expected outcome and timeframe.

1.5. EASO's priorities for 2014

In 2014, EASO will focus on supporting Member States in the implementation of the five recast legal instruments laying the foundations of the second phase of the CEAS: the qualification directive (Directive 2011/95/EU), the Dublin III regulation (Regulation (EU) No 604/2013), the reception conditions directive (Directive 2013/33/EU), the asylum procedure directive (Directive 2013/32/EU) and the Eurodac regulation (Regulation (EU) No 603/2013). EASO will play a key role in supporting Member States in this process through a vast array of tools that are being developed to fulfil this purpose. In developing these tools, EASO has taken into account the existing best practices and practical cooperation measures to ensure complementarity and avoid duplication.

EASO's priorities for 2014

- Supporting Member States' implementation of the recast asylum package through training, practical cooperation activities, COI and quality reports.
- Further developing EASO's early warning and preparedness system.
- Providing operational support to Greece in line with the operating plan phase II and special support to Italy.

Summary of EASO's principal activities in 2014

- EASO will consolidate and strengthen its **permanent support** structures in order to reach a basis for continuity. EASO will continue updating its **training** modules and learning materials to reflect the developments of the recast EU asylum *acquis* as well as other developments, such as case law and jurisprudence. New training modules will also be developed to address the demands

and the needs of asylum officials working in this field. The experts' and trainers' pools and the reference group will be further consolidated. In 2014, EASO will further consolidate its cooperation with **Member States, the European Commission and European courts and tribunals** including the preparation of professional development materials and the organisation of an advanced workshop. EASO will continue its **quality** mapping exercise, and will also provide expertise on quality procedures and quality methodology. EASO will also draft handbooks and manuals related to the implementation of the revised EU asylum *acquis* in close cooperation with the Member States, the European Commission and, where relevant, with the United Nations High Commissioner for Refugees (UNHCR). EASO will establish a documentation system providing a single point of information on Member States' asylum systems and organisations, as well as on national and European factual, legal and case-law developments. EASO will continue providing COI by the ongoing development of the COI portal, the COI network and COI documentation and practical cooperation. EASO will boost **practical cooperation** activities (country specific, legal and thematic) and reinforce its specialised networks. All EASO workshops, expert meetings, conferences and networks will be grouped under the heading of practical cooperation. EASO practical cooperation activities follow the same methodology and are intended to produce outcomes that can be followed up and monitored within the broader context of EASO's work.

- EASO will further develop its **special support** measures in the form of targeted measures to Member States with certain identified and specific needs related to the implementation of the revised EU asylum *acquis* (tailor-made assistance, capacity building, relocation, specific support and special quality control process). Throughout 2014, EASO will continue providing special support to Italy in line with the EASO special support plan for that Member State. Furthermore, where relevant, EASO special support actions will complement any actions undertaken within the framework of the Article 33 mechanism of the Dublin III regulation.
- Within the framework of the implementation of the revised EU asylum *acquis* and on the basis of the request of a Member State and an operational plan, EASO will provide **emergency support** to Member States subject to particular pressure by deploying Member States' experts in the form of asylum support teams or by providing other support as required. In this context, EASO is ready to continue its activities in Greece on the basis of the asylum and migration action plan for Greece. Where relevant, EASO emergency support actions will complement any actions undertaken within the framework of the Article 33 mechanism of the Dublin III regulation.

- EASO will continue developing and enhancing its **early warning and preparedness system** (EPS). The EPS fully supports and feeds in to the 'mechanism for early warning, preparedness and crisis management' foreseen under Article 33 of the recast Dublin regulation. It allows:
 - ready access to regular comparable data across all Member States regarding the key aspects of flows and national preparedness;
 - timely and accurate analyses from EASO based on a thorough understanding of the differences and similarities in national asylum systems;
 - enhanced ability of EASO to raise important issues directly with concerned Member States and offer tailored support before problems become crises;
 - significant harmonisation and capacity building in the field of data collection; and
 - analysis via the creation and development of specific networks.
- EASO will start its activities related to third-country support. In this context, EASO is expected to reach a budgetary level which will allow taking up tasks related to third-country support in agreement with the European Commission. This will include actions related to supporting the external dimension, supporting partnerships with third countries to reach common solutions, for example by capacity building and regional protection programmes, and coordinating Member States' actions on resettlement.
- EASO will be ready to play a role in possible **initiatives on the processing of asylum applications** jointly by experts from various Member States.

1.6. External evaluation of EASO

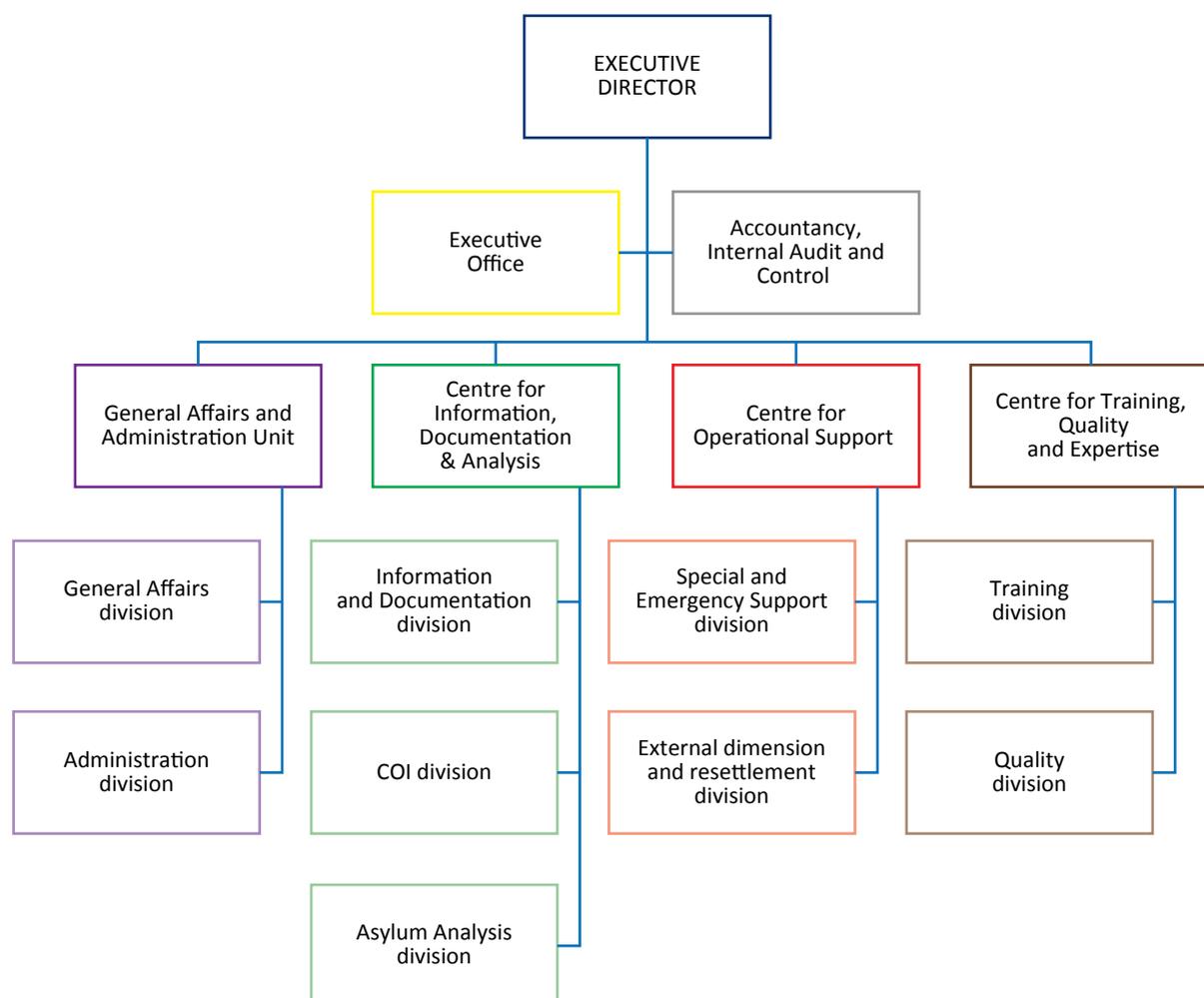
In 2013, the European Commission conducted an internal evaluation of EASO. The evaluation focused on the impact of EASO on the practical cooperation in the field of asylum and on the CEAS in general. The scope of the evaluation was limited and its goal was to suggest quick-fix actions to be implemented and to help frame the scope of the external evaluation that will be commissioned by EASO in 2014 in accordance with Article 46 of the EASO regulation. The results of the internal evaluation were not yet available at the time of adoption of the present work programme. EASO will endeavour to take into consideration the recommendations of this evaluation in the implementation of the work programme 2014.

As mentioned, in accordance with Article 46 of the EASO regulation, an external evaluation will be commissioned by EASO no later than 19 June 2014. It will analyse EASO's achievements on the basis

of terms of reference issued by the Management Board in agreement with the Commission in 2013. The evaluation will cover EASO's impact on practical cooperation on asylum and on the CEAS, with due regard to progress made within its mandate. It will, in particular, address the possible need to modify the

EASO mandate, including the financial implications of any such modification, and will also examine whether the management structure is appropriate for carrying out EASO's duties. The evaluation will take into account the views of stakeholders, at both EU and national level.

2. EASO's staff overview and budget structure ⁽¹⁾



2.1. EASO's organisational structure for 2014

The **executive director** is independent in the 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 work programme and the decisions of the Management Board.

The executive director is supported by heads of unit/centre, the accounting officer and an Executive Office. Currently EASO is composed of four units/centres, namely:

- General Affairs and Administration Unit (GAAU);
- Centre for Information, Documentation and Analysis (CIDA);
- Centre for Operational Support (COS);
- Centre for Training, Quality and Expertise (CTQE).

2.2. Staff overview for 2014

According to the multiannual staff policy plan 2014–16, EASO will grow in 2014 from 77 to a staff complement of 84. The additional eight staff members estimated for 2014 will mainly be recruited for the EASO centres in view of the new tasks which need to be executed.

⁽¹⁾ All the figures on staff and appropriations included in this chapter are subject to the adoption of the EU general budget 2014 by the budgetary authority.

The structure of employees for 2014 is envisaged as follows:

- 35 administrators including all the heads of unit and full complement of staff who are specialists in practical cooperation in the field of asylum, including some promotion perspectives; key operational functions profiles include, in particular, specialists in information, documentation, analysis, operational support, training, quality and IT experts;
- 14 assistants for support tasks;
- 14 seconded national experts for asylum cooperation; seconded national experts are recruited with special expertise on operational cooperation on asylum in the different areas in which EASO operates;
- 21 contract agents for operational and administrative tasks in the following categories: eight contract agents in function group (FG) IV, eight contract agents in FG III, three contract agents in FG II and two contract agents in FG I.

Compared to 2013, EASO will employ three administrators, one assistant and four contract agents more in 2014, while the number of seconded national experts will be reduced by one.

Per centre/unit, the division of staff will be the following:

| Entity | 2013 staff | 2014 staff |
|--|------------|------------|
| Executive director | 1 | 1 |
| Executive Office | 6 | 5 |
| General Affairs and Administration Unit | 27 | 27 |
| Accountancy, Internal Audit and Control | 2 | 2 |
| Centre for Information, Documentation and Analysis | 16 | Tbd (*) |
| Centre for Operational Support | 12 | Tbd (*) |
| Centre for Training, Quality and Expertise | 13 | Tbd (*) |
| TOTAL | 77 | 84 |

(*) The exact staff allocation per centre will be determined once the EU general budget 2014 and the EASO authorised staff has been decided by the budgetary authority.

2.3. EASO budget for 2014

The draft 2014 budget of the European Union indicates EUR 14 526 000 as the necessary financial

resources for administrative and operational expenditure to undertake the tasks outlined in this work programme. The table below presents the breakdown of the Union subsidy per title of expenditure.

| Expenditure 2014 Figures in EUR | Commitment appropriations | Payment appropriations |
|---|---------------------------|------------------------|
| Title 1 — Staff expenditure | 6 013 000 | 6 013 000 |
| Title 2 — Infrastructure and operating expenditure | 2 486 000 | 2 486 000 |
| Title 3 — Operational expenditure | 6 027 000 | 6 027 000 |
| Total expenditure | 14 526 000 | 14 526 000 |

The budget will be implemented according to the EASO regulation and Management Board Decision No 2 on the financial regulation of EASO. The Management Board will be informed of any significant change to EASO's operational activities or of new operational activities.

Title 1: Staff expenditure

Title 1 relates to expenditure on staff, staff costs (e.g. mission costs) and salaries. Given the nature of EASO's activities, several costs related to operations are to be found under Title 1. Title 1 covers mission costs of EASO staff, which are directly related to EASO's operations, costs for operational staff and costs for administrative staff, who facilitate EASO operations, such as asylum support teams, expert meetings and training.

Title 2: Infrastructure and operating expenditure

Title 2 relates to expenditure on administrative costs for, among others:

- rental of buildings and associated costs: EUR 665 000;
- ICT: EUR 540 000; it should be noted that Title 2 does not include IT operational expenditures such as web portal costs which constitute part of Title 3 expenditure;
- EASO Management Board meetings and other related administrative expenditure: EUR 326 000; it should be noted that Title 2 does not include the costs for expert meetings under the operational activities, nor does it apply to the Consultative Forum which constitutes part of Title 3 expenditure;
- translation, information and publishing: EUR 300 000; it should be underlined that Title 2 covers

the costs for corporate communication, but does not include the costs of publishing reports under the different operational activities, e.g. the annual report on the situation of asylum in the EU and the COI reports which constitute Title 3 expenditure;

- business consultancy and evaluation of EASO: EUR 200 000.

Title 3: Operational expenditure

The following table presents an overview of the draft budget assigned under Title 3 to the different tasks, the expenditure of which is explained in detail in the following chapters.

| Title 3 | Operational expenditures | 6 027 000 |
|----------------|--|------------------|
| Ch. 31 | Support for the CEAS implementation | 380 000 |
| 3101 | Horizontal support for CEAS implementation | – |
| 3102 | Annual report on asylum | 130 000 |
| 3103 | Early warning and data analysis | 250 000 |
| Ch. 32 | Support for Member States' practical cooperation | 3 450 000 |
| 3201 | Horizontal support for Member States' practical cooperation (*1) | 150 000 |
| 3202 | EASO training | 1 450 000 |
| 3203 | Quality processes (*2) | 800 000 |
| 3204 | Country of origin information | 600 000 |
| 3205 | Relocation, resettlement and external dimension | 450 000 |
| Ch. 33 | Support for Member States under particular pressure | 2 047 000 |
| 3301 | Horizontal support for Member States under particular pressure | 150 000 |
| 3302 | Emergency support | 1 897 000 |
| Ch. 34 | Cooperation with partners and stakeholders | 150 000 |
| 3401 | Cooperation with partners and stakeholders | 150 000 |

(*1) Including list of available languages.

(*2) Including unaccompanied minors and trafficking in human beings.

3. Permanent support

EASO's permanent support to Member States aims at supporting the implementation of the CEAS, and promoting and improving the quality of the asylum processes and systems. This support aims at promoting a consistent implementation of the CEAS within the EU and at sharing common knowledge and skills, organisation and procedures, information, resources and best practices. EASO permanent support consists of:

- EASO training;
- quality support on Member States' asylum systems;

- COI;
- EASO practical cooperation; and
- specific programmes, such as EASO's cooperation with Member States' and European courts and tribunals and activities with regard to unaccompanied minors, to the list of available languages and to cooperation on the prevention of trafficking in human beings.

3.1. EASO training

| EASO training | | |
|--|---|--|
| EASO objective(s) | EASO aims at supporting Member States in developing and building the skills and competencies of their staff through qualitative common training. EASO's training encompasses different aspects of the CEAS and aims to contribute to the implementation of the CEAS by supporting the establishment a common quality level across the EU. To this end, EASO follows a two-track approach: on the one hand, EASO develops relevant training material and, on the other hand, EASO organises training based on a train-the-trainer system. EASO cooperates with other EU agencies, particularly the European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union (Frontex), the European Union Agency for Fundamental Rights (FRA) and the European Police College (CEPOL), in the field of training. | |
| New in 2014 | EASO will ensure that the training materials and training tools developed and updated during 2014 will be in line with the recast EU asylum <i>acquis</i> . In this process, EASO aims to strengthen its cooperation with relevant stakeholders, particularly the European Commission and other EU bodies and EU justice and home affairs (JHA) agencies, such as Frontex, the FRA and CEPOL. Due attention will be given, in close cooperation with the UNHCR, to issues related to gender, vulnerability issues and female genital mutilation. To this end, a new staff member will be specifically working on issues related to gender and vulnerable groups. A training module on gender will be developed throughout 2014. Additionally, EASO will ensure that gender-related topics are streamlined throughout its training materials. The case-law developments at EU and international level will deserve special attention. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Deliver 12–14 EASO train-the-trainer sessions with 120–160 new trainers trained. | Q1–Q4 | Number of train-the-trainer sessions delivered; Number of new trainers trained; Level of satisfaction of the trainees. |
| Deliver three regional train-the-trainer sessions. | Q1–Q4 | Number of train-the-trainer sessions delivered; Level of satisfaction of the trainees. |
| Provide expert support to Member States in the implementation of EASO training on its e-learning platform and at national level. | Q1–Q4 | Number of EASO training modules translated in EU national languages by Member States and implemented by EASO on its e-learning platform; Number of national training sessions administrated by EASO on its e-learning platform. |

| | | |
|--|--|--|
| Update up to six modules. | Q1–Q4 | Number of modules updated and implemented on its e-learning training platform; Timeframe in which module updates are completed. |
| Develop up to two training modules. | Q1–Q4 | Number of training modules initiated; Number of modules developed and uploaded on the training platform; Timeframe in which modules are developed. |
| Organise an annual didactic seminar. | Q4 | Number of trainers attending the didactic seminar; Level of satisfaction of the participants. |
| Organise up to two EASO training national contact point (NCP) meetings. | Q2, Q4 | Number of participants attending the NCP meeting; Level of satisfaction of the participants; Use of the output of the meetings. |
| Organise one annual reference group meeting. | Q4 | Number of participants; Level of satisfaction of the participants; Use of the output of the meeting. |
| Develop up to two EASO training handbooks. | Q1–Q4 | Number of EASO training handbooks developed; Use of the handbooks. |
| Analyse the current training data collection system (training cockpit) and develop a reporting system on the use of EASO training at EU and national level as part of the general EASO documentation system. | Q2 | Use of data for the reporting system; Use of the output of the analysis of the current training. |
| Budget | 3202 Training | |
| Human resources | Centre for Training, Quality and Expertise | |

3.2. Quality support

| EASO quality support | | |
|--|---|--|
| EASO objective(s) | EASO will map procedures, identify, share and contribute to the establishment of best practices. Based on an analysis of their needs, EASO will assist Member States to improve the quality of their asylum processes by developing and sharing practical tools. EASO will consider all relevant sources of information during this process and, where necessary, consult competent stakeholders. | |
| New in 2014 | EASO will develop its quality tools and materials (e.g. manuals, templates, checklists) to support Member States' implementation of the recast EU asylum package in close cooperation with the European Commission. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Organise up to three EASO thematic practical cooperation meetings on quality-specific topics or aspects of the CEAS. | Q1–Q4 | Number of meetings; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings. |
| Identify and share practical tools, including monitoring systems, for supporting the quality in Member States' asylum decision-making process and other aspects of the CEAS. | Q1–Q4 | Number of quality tools and mechanisms identified; Quality projects and initiatives list updated. |
| Update of the quality projects and initiatives list. | | |

| | | |
|--|--|---|
| Organise up to six EASO practical cooperation workshops for experts to support the development of quality-related tools to assist Member States in the implementation of the CEAS. Publish up to two quality processes tools. | Q1–Q4 | Number of expert workshops; Number of participants; Level of satisfaction of the participants; Number of practical tools developed and published; Use of the quality processes tools. |
| Budget | 3203 Quality processes | |
| Human resources | Centre for Training, Quality and Expertise | |

3.3. Country of origin information (COI)

| Country of origin information (COI) | | |
|---|---|--|
| EASO objective(s) | EASO aims to develop a comprehensive EU COI system, by raising and harmonising standards together with Member States and the European Commission via a network approach. Where possible, EASO will use the expertise of competent international organisations, such as the UNHCR, academia and civil society experts in its COI work. | |
| New in 2014 | EASO will further develop the EU COI capacity under the parameters of feasibility, effectiveness and harmonisation. EASO will set up and coordinate specific COI networks, including Member States' experts, on countries of origin of interest at EU level. The COI networks will map the existing COI products and may produce COI materials (e.g. reports, factsheets) in accordance with the EASO COI methodology. The outcome of the networks will be placed on the COI portal within the general EASO documentation system. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Further develop the COI portal, linking national and international COI databases, providing a thesaurus and FAQs. | Q1–Q4 | Number of documents linked to via the portal; Number of databases linked to the portal; Number of users. |
| Map all currently available COI research and identify gaps that need to be filled. | Q1–Q4 | Number and sort of COI products at Member State level mapped. |
| Establish up to five specialised EASO practical cooperation networks on specific countries of origin and hold inaugural meetings of each of them. | Q1–Q4 | Number of networks established; Number of participants in the networks; Number of inaugural meetings. |
| Evaluate the work of the COI networks set up in 2013. | Q4 | Number of evaluations; Use of the output of the evaluations. |
| Develop up to five COI products through those networks based on the EASO COI report methodology. | Q1–Q4 | Number and sort of COI products developed through the networks; Use of the products. |
| Revise and enhance the EASO COI methodology. | Q2–Q3 | EASO COI methodology revised; Use of the output of the revision; Use of the EASO COI methodology; |
| Organise up to four EASO practical cooperation meetings on specific topics of interest to networks. | Q1–Q4 | Number of meetings; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings. |
| Organise up to two strategic COI network meetings. | Q2, Q4 | Number of meetings; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings. |
| Organise up to two national COI portal administrator network meetings and training sessions. | Q2, Q4 | Number of meetings; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings. |

| | | |
|---|--|---|
| Produce up to two EASO COI reports or other COI-related products. | Q2, Q4 | Number and sort of COI reports; Use made of COI reports. |
| Budget | 3204 Country of origin information | |
| Human resources | Centre for Information, Documentation and Analysis | |

3.4. EASO practical cooperation

| Practical cooperation | | |
|--|---|---|
| EASO objective(s) | EASO will organise practical cooperation activities for Member States, the European Commission and other stakeholders, including conferences, workshops, expert meetings and specialised networks, in order to discuss and take action on various issues of EU-wide relevance in the field of asylum (e.g. on policy, interpretation of EU asylum law, situations in countries of origin, best practices, emergency flows, etc.) | |
| New in 2014 | All EASO country-specific, legal and thematic workshops, expert meetings, conferences and networks will be grouped under the heading of practical cooperation and will be aligned with the recast EU asylum package in close cooperation with the European Commission. EASO practical cooperation is a concept and a methodology that has been developed with the support of a working party in the first 2 years of EASO operations. Such activities follow the same methodology and are intended to produce outcomes that can be followed up and monitored within the broader context of EASO's work. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Hold 37 practical cooperation activities (*1). | Q1–Q4 | Number of activities; Number of participants; Level of satisfaction of the participants; Use of the output of each activity. |

(*1) Details of the individual EASO practical cooperation activities and their budget and human resources allocation are outlined in the different sections of the work programme.

3.5. Specific programmes

EASO will participate in specific programmes and develop targeted activities in order to contribute to the implementation of specific areas of the CEAS in line with the recast asylum package such as cooperation with the courts and tribunals, unaccompanied minors and trafficking in human beings.

3.5.1. Cooperation with members of the courts and tribunals

| EASO's cooperation with courts and tribunals | | |
|---|---|---|
| EASO objective(s) | <p>In order to support the full and coherent implementation of the CEAS, EASO provides support to Member States' courts and tribunals through the joint preparation of professional development materials, the stimulation of dialogue among European and Member States' courts and tribunals and the organisation of advanced workshops for European and Member States' court and tribunal members.</p> <p>EASO's activities will be developed with respect to the independence of courts and tribunals, take into consideration European and Member States' jurisprudence and focus on the legal instruments of the CEAS. The activities will be implemented in cooperation with the European Commission.</p> | |
| New in 2014 | <p>In 2014, EASO will consolidate its cooperation with European and Member States' courts and tribunals. EASO will hold a conference with European and Member States' courts and tribunals to launch its activities, publish the first EASO professional development materials and continue to facilitate dialogue and cooperation among European and Member States' courts and tribunals.</p> | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Adoption of EASO's concept paper on the provision of support to Member States' courts and tribunals. | Q1 | Concept paper adopted; Number of courts and tribunals engaged in the process. |
| Organise one EASO practical cooperation conference for members of courts and tribunals. | Q2, Q3 | Conferences organised; Number of participants; Level of satisfaction of the participants; Use of the output of the conference. |
| Organise one annual meeting and one advanced EASO practical cooperation workshop for members of courts and tribunals. | Q4 | Number of meetings and workshops; Number of participants; Level of satisfaction of the participants; Number of courts and tribunals engaged in EASO's activities; Use of the output of the annual meeting and of the advanced workshop. |
| Organise up to three EASO practical cooperation expert meetings on the development of EASO's support for members of courts and tribunals. | Q1–Q4 | Number of meetings; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings. |
| Develop and distribute up to two support tools available to members of courts and tribunals. | Q1–Q4 | Number of support tools developed and distributed; Number of publications; Use of the support tools; |
| Budget | 3202 Training | |
| Human resources | Centre for Training, Quality and Expertise. | |

3.5.2. EASO activities within the action plan for unaccompanied minors

| EASO activities within the action plan for unaccompanied minors | | |
|--|--|---|
| EASO objective(s) | EASO will provide support and develop practical cooperation between Member States on issues relating to unaccompanied minors within the framework of the European Commission action plan on unaccompanied minors (2010–14) and taking into account the general work on child protection and the protection of the rights of the child developed, inter alia, by the European Commission and the FRA. EASO will focus on identifying and developing criteria for best practices relating to unaccompanied minors as part of the implementation of the CEAS. | |
| New in 2014 | In 2014, EASO will consolidate thematic issues already undertaken and support Member States on other key issues as identified in the action plan. EASO aims to build on practical cooperation and work with other relevant expert groups in addition to EU institutions, particularly the European Commission, and other EU agencies and bodies, such as CEPOL, the FRA, Frontex and the European Police Office (Europol). | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Organise an annual EASO practical cooperation conference on unaccompanied minors. | Q4 | Number and type of participants; Use of the output of the conference. |
| Organise up to four EASO thematic practical cooperation expert meetings on unaccompanied minors. | Q1–Q4 | Number of meetings; Number and type of participants; Use of the output of the meetings. |
| Develop and publish a document on family tracing. | Q1–Q4 | Document on family tracing developed and published; Use of the document on family tracing. |
| Evaluate and update the age assessment handbook. | Q1–Q2 | Age assessment handbook evaluated and updated; Use of the output of the evaluation. |
| Budget | 3203 Quality processes | |
| Human resources | Centre for Training, Quality and Expertise | |

3.5.3. Trafficking in human beings

| EASO activities towards the eradication of trafficking in human beings | | |
|--|---|--|
| EASO objective(s) | EASO aims at supporting the EU strategy towards the eradication of trafficking in human beings (2012–16) and its coherent implementation. | |
| New in 2014 | EASO will mainstream trafficking in human beings (THB) aspects related to asylum in all EASO activities and support policy coherence. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Participate in JHA coordination activities and other cooperation activities to prevent and fight against THB. | Q1–Q4 | Number of joint meetings attended; Number of joint activities; Use of the output of the meetings. |
| Organise one EASO practical cooperation expert meeting with Member States' representatives and the European Commission on trafficking in human beings. | Q1 | Number of meetings; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings. |
| Budget | 3203 Quality processes | |
| Human resources | Centre for Training, Quality and Expertise | |

3.6. Reception

| Reception systems and conditions | | |
|---|--|--|
| EASO objective(s) | EASO will start building its internal capacity on reception systems and conditions in Member States and will define its role taking into consideration available expertise on the area and, amongst other, studies conducted by the European Migration Network (EMN) on the topic. | |
| New in 2014 | Developing EASO's strategy on its support role concerning Member States' reception systems and conditions in line with the recast asylum package. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Develop an EASO strategy on reception systems. | Q4 | Strategy on EASO's role on reception systems developed. |
| Organise one EASO practical cooperation expert meeting on reception systems and conditions. | Q2 | Meeting organised; Number of participants; Level of satisfaction of the participants; Use of the output of the meeting. |
| Budget | 3301 Horizontal support for Member States under particular pressure | |
| Human resources | Centre for Operational Support | |

3.7. EASO list of available languages

| EASO list of available languages | | |
|--|--|--|
| EASO objective(s) | EASO will support Member States in having easy access to all available languages in the other Member States through the list of available languages. | |
| New in 2014 | Review and update of the list of available languages. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Review and update the list of available languages. | Q1–Q4 | Number of review and updates; Use of the output of the review; Use of the list of available languages by Member State. |
| Budget line | 3301 Horizontal support for Member States under particular pressure | |
| Human resources | Centre for Operational Support | |

4. Special support

EASO's early warning and preparedness system may indicate the need for special support to the Member States' asylum systems, leading to special support measures enabling Member States to be better prepared and to have improved quality of the asylum process in the context of the CEAS. Throughout 2014, EASO will continue providing special support to Italy in line with the EASO special support plan for that Member State. Furthermore, where relevant, EASO special support actions will complement any actions

undertaken within the framework of the Article 33 mechanism of the Dublin III regulation.

Special support consists of:

- tailor-made support;
- capacity building; and
- relocation.

4.1. Tailor-made support and capacity building

| Support to Member States in special need | | |
|---|---|---|
| EASO objective(s) | EASO will develop measures to assist Member States' systems in need of special support regarding their asylum and reception systems. EASO will develop an EASO framework for support to Member States' asylum and reception systems. | |
| New in 2014 | Provide capacity-building activities for strengthening critical areas in the concerned Member States, in view of the implementation of the recast asylum package of the CEAS. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Provide tailor-made support plans to Member States with specific needs, to support their capacity to manage their asylum systems. | Q1–Q4 | Number of special support plans implemented; Timeframe in which EASO can provide special support; Level of satisfaction of Member States with the special support measures. |
| Develop an EASO framework for support to Member States' asylum and reception systems. | Q4 | EASO framework for support developed. |
| Budget | 3302 Emergency support | |
| Human resources | Centre for Operational Support | |

4.2. Relocation

| Support relocation activities at EU and national level | | |
|---|---|--|
| EASO objective(s) | EASO will promote, facilitate and coordinate the exchange of information and best practices on intra-EU relocation. | |
| New in 2014 | Develop special methodologies and tools for the implementation of intra-EU relocation, in accordance with the Council conclusions on a common framework for genuine and practical solidarity towards Member States facing particular pressures on their asylum systems, including through mixed migration flows and the European Commission communication on intra-EU solidarity (COM(2011) 835 final). | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Develop methodologies and tools for relocation based on the experience of the EU pilot project for intra-EU relocation from Malta (Eurema) and various bilateral relocation measures. | Q1–Q4 | Number of methodologies and tools developed; Use of the methodologies and tools. |
| Participate in the annual relocation forum including by the provision of data. | Q3 | Number and type of data provided; Use of the data provided. |
| Support possible relocation measures agreed at EU level. | Q1–Q4 | Number and sort of measures provided. |
| Organise up to two EASO practical cooperation expert meetings with representatives of Member States, the European Commission, the UNHCR and the International Organisation for Migration (IOM). | Q2, Q4 | Number of meetings; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings. |
| Budget | 3205 Relocation, resettlement and external dimension | |
| Human resources | Centre for Operational Support | |

5. Emergency support

According to EASO's founding regulation, EASO stands ready to support Member States in emergency situations. Member States under particular pressures may request emergency support to EASO.

On the basis of the asylum and migration plan for Greece, EASO will continue its activities in Greece under the EASO operating plan phase II.

EASO makes full use of its mandate in order to support other Member States subject to particular pressure and to cooperate with relevant bodies, such as Frontex, in the provision of such support. Where relevant, EASO emergency support actions will complement any actions undertaken within the framework of the Article 33 mechanism of the Dublin III regulation.

5.1. Asylum intervention pool

| Establish and maintain EASO's asylum intervention pool | | |
|--|---|--|
| EASO objective(s) | EASO will keep an updated pool of experts in order to have an effective asylum intervention pool (AIP), keep open communication lines with the AIP national contact points (NCPs) on all matters pertaining to the asylum support teams and provide assistance on all issues relating to the conditions of deployment of those teams. | |
| New in 2014 | During 2014, EASO will also study EU and international best practices and tools for the deployment of experts. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Organise up to two annual meetings with the AIP NCPs in the Member States. | Q2 | Number of meetings; Number of participants; Level of satisfaction of the participants; Use of the output of the annual meeting. |
| Budget | 3301 Horizontal support for Member States under particular pressure | |
| Human resources | Centre for Operational Support | |

5.2. Greece

| EASO support to Greece | | |
|--|---|--|
| EASO objective(s) | EASO will provide emergency support to Greece following their request. All EASO support activities are laid down in the EASO operating plan phase II for Greece (OP II) which covers the period from 1 April 2013 to 31 December 2014. EASO will manage and deploy over 70 experts nominated by the Member States in 55 asylum support teams (ASTs) in Greece in 2013–14. | |
| New in 2014 | Possible amendments to the OP II could be expected on the request of Greece. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Deployment of AST and other support measures in Greece in accordance with the OP II. | Q1–Q4 | Number of ASTs; Number of other support measures; Level of satisfaction of Greece with the emergency support measures. |
| Budget | 3302 Emergency support | |
| Human resources | Centre for Operational Support | |

5.3. Preparedness for emergency support

| Support to Member States under particular pressure on their asylum system | | |
|--|--|--|
| EASO objective(s) | EASO will develop comprehensive operational procedures and methodologies for emergency support complementing those procedures and methodologies identified for the application of the Article 33 mechanism of the Dublin III regulation. | |
| New in 2014 | Develop a blueprint for the deployment of future emergency support by EASO to Member States under particular pressure in line with the recast asylum package. A special focus will be on the effective access of persons in need of international protection to the asylum procedures. Special attention is given to operational cooperation with Frontex and other stakeholders to align support measures. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Test procedures for cooperation in emergency situations. | Q1–Q4 | Number of procedures tested; Use of the results of the tests. |
| Organise up to two EASO practical cooperation workshops with representatives of Member States, the European Commission and other external experts, in order to develop and test procedures and to develop a blueprint for emergency support. | Q2/Q4 | Number of meetings; Number of participants; Level of satisfaction of the participants; Number of procedures developed and tested. |
| Budget | 3302 Emergency support | |
| Human resources | Centre for Operational Support | |

6. Information and analysis support

Having accurate and timely information on the present and potential flows of asylum seekers to and within the EU as well as reliable information on how national systems are coping with such flows is essential in order to understand the overall situation of asylum in the EU, in order for Member States to be prepared as much as possible and in order for EASO to provide effective support where it is needed.

In 2014, EASO will further develop a **documentation system** on Member States' asylum systems and organisations, as well as on national and European factual, legal and case-law developments. Within this general documentation system, EASO will take the first steps towards the establishment of a case-law database on European and Member States' jurisprudence related to the provisions of the EU asylum *acquis*.

EASO will also develop a functioning data collection and analysis system via interaction with the Group for the Provision of Statistics (GPS) and use the network to gather feedback and suggestions for improvement.

The new Dublin III regulation foresees additional competences for EASO. These new tasks require a substantial increase of resources to be allocated by EASO to fulfil the objectives in this area. Article 33 of the new Dublin regulation requests EASO to play a key role in the establishment of a 'mechanism for early warning, preparedness and crisis management' in the field of asylum.

Moreover, the EASO annual report on the situation of asylum in the EU will provide an overview of the general situation of asylum and the functioning of the CEAS.

6.1. EASO documentation system

| EASO documentation system | | |
|--|---|---|
| EASO objective(s) | EASO aims to develop a documentation system on the organisation of the Member States' asylum systems, as well as on national and European factual, legal and case-law developments in line with the recast asylum package. Within this general documentation system, EASO will take the first steps towards the establishment of a case-law database on European and Member States' jurisprudence related to the provisions of the EU asylum <i>acquis</i> . | |
| New in 2014 | EASO will further develop this system, including the first steps towards the establishment of a case-law database. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Gather regular data from Member States on their asylum systems. | Q1–Q4 | Number of Member States providing the requested data; Timeframe in which the data are provided. |
| Take steps towards the establishment of a case-law database on European and Member States' jurisprudence related to the EU asylum <i>acquis</i> . Select and distribute relevant European and national jurisprudence. | Q1–Q4 | Milestones towards establishment of case-law database reached; Number of national and/or EU decisions selected and distributed; Use of the case-law database. |
| Budget | 3103 Early warning and data analysis | |
| Human resources | Centre for Information, Documentation and Analysis | |

6.2. Annual report on the situation of asylum in the EU

| Annual report on the situation of asylum in the EU | | |
|--|---|---|
| EASO objective(s) | EASO aims to provide a comprehensive overview of the asylum situation in the EU on an annual basis to national and EU policymakers and stakeholders. The report is drafted in coordination with the European Commission annual report on immigration and asylum. | |
| New in 2014 | The annual report on asylum will include a review of key analyses of the early warning and preparedness system, of the functioning of the CEAS and of legal and policy developments, on the basis of data and information provided by the EASO network, particularly DG Home Affairs, Eurostat, Member States, the UNHCR, Frontex and other international organisations and NGOs. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Draft, adopt and publish the annual report on the situation of asylum in the EU. | Q2 | Annual report adopted and published; Number of stakeholders providing input to the annual report; Use of the Annual Report. |
| Budget | 3102 Annual report on asylum | |
| Human resources | Centre for Information, Documentation and Analysis | |

6.3. Early warning and preparedness system

| Early warning and preparedness system (EPS) | | |
|--|---|---|
| EASO objective(s) | <p>EASO aims at providing Member States, the European Commission, the Council of the European Union and the European Parliament with accurate, timely information and analyses on flows of asylum seekers to and within the EU and the Member States' capacity to respond to them.</p> <p>For that purpose, EASO will cooperate with DG Home Affairs, Eurostat, Frontex and other institutional partners and stakeholders.</p> <p>The EASO early warning and preparedness system (EPS) will feed into the early warning, preparedness and crisis management mechanism provided for in Article 33 of the recast Dublin III regulation.</p> | |
| New in 2014 | <p>Collect and analyse data on a regular basis to provide alerts on new or changed flows and the Member States' ability to deal with them via data collection and analysis under a set of quantitative and qualitative indicators. Produce quarterly and monthly reports on the general situation of asylum in the EU and ad hoc reports on specific topics of interest.</p> | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Gather regular data from Member States within the general EASO documentation system. | Q1–Q4 | Number of Member States providing the requested data; Timeframe in which the data are provided. |
| Produce regular reports (monthly and quarterly). | Q1–Q4 | Number of reports; Timeframe in which the reports are produced; Use of the reports. |
| Produce ad hoc reports. | Q1–Q4 | Number of reports; Use of the reports. |
| Organise two GPS meetings. | Q2, Q4 | Number of meetings; Number of participants; Level of satisfaction of the participants; Use of the output of the meeting. |
| Coordinate with other key stakeholders in activities related to EPS. | Q1–Q4 | Number of activities developed with other key stakeholders; Number and sort of key stakeholders involved. |
| Budget | 3103 Early warning and data analysis | |
| Human resources | Centre for Information, Documentation and Analysis | |

7. Third-country support

During 2014, EASO will be in a position to undertake targeted activities in order to support the implementation of the external dimension of the CEAS. The activities under third-country support will be of a technical nature and will be undertaken to

facilitate operational cooperation between Member States and third countries within the framework of the EU's external relations policy. These initiatives will be developed in agreement with the European Commission.

7.1. Resettlement

| EASO resettlement activities | | |
|--|---|--|
| EASO objective(s) | EASO will exercise a coordinating role in exchanging information and other actions on resettlement taken by Member States in cooperation with the UNHCR and the IOM. EASO aims at strengthening the EU role in this area with a view to meeting the international protection needs of refugees in third countries and showing solidarity with their host countries. | |
| New in 2014 | EASO will develop methodologies and tools to strengthen Member States' ability to resettle refugees. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Further develop methodologies and tools for strengthening Member States' ability to resettle refugees and contribute to the continued evaluation and further development of the joint EU resettlement programme. | Q1–Q4 | Number of methodologies and tools developed; Use of the methodologies and tools. |
| Organise one EASO practical cooperation expert meeting with the participation of Member States, the European Commission, UNHCR, IOM and other relevant partners. | Q3 | Annual expert meeting organised; Number of participants; Level of satisfaction of the participants; Use of the output of the meeting. |
| Budget | 3205 Relocation, resettlement and external dimension | |
| Human resources | Centre for Operational Support | |

7.2. External dimension

| EASO activities on the external dimension | | |
|--|---|--|
| EASO objective(s) | EASO will endeavour to support the external dimension of the CEAS in agreement with the European Commission and within the framework of the EU external relations policy. | |
| New in 2014 | EASO will draft its external dimension strategy and embed it in the multiannual work programme (MAWP) 2014–16. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Organise one EASO practical cooperation workshop on elements concerning the EASO's external dimension strategy. | Q1 | Workshop organised; Number of participants; Level of satisfaction of the participants; Use of the output of the workshop. |
| Start the implementation of the EASO external dimension strategy as embedded in the MAWP 2014–16. | Q1 | Number of activities under the external dimension strategy implemented. |
| Support capacity building in EU neighbouring third countries' asylum and reception systems, in particular their capacity to provide effective protection. | Q1–Q4 | Number of third countries involved; Number and sort of support measures implemented. |
| Support EU neighbouring third countries with a view to meeting the international protection needs of refugees in third countries and showing solidarity with their host countries. | Q2–Q4 | Number of third countries involved; Number and sort of support measures implemented. |
| Support the implementation of regional protection programmes and other actions relevant to durable solutions in third countries. | Q3–Q4 | Number of regional protection programmes involved; Number and sort of support measures implemented. |
| Budget | 3205 Relocation, resettlement and external dimension | |
| Human resources | Centre for Operational Support | |

8. EASO's framework and network

EASO's context may be represented as follows:



8.1. Management Board

The Management Board is the governing and planning body of EASO. The Management Board's key functions are laid down in Article 29 of the EASO regulation, including the appointment of the executive director and the adoption of the EASO work programmes, budget and annual reports. The Management Board has the overall responsibility for ensuring that EASO performs effectively its duties. The EASO Management Board is composed of one

member from each Member State — except for Denmark, which is invited to attend as an observer — two members from the European Commission and one non-voting member of the UNHCR. All members are appointed on the basis of their experience, professional responsibility and high degree of expertise in the field of asylum. Denmark is invited to attend as observer all meetings of the Management Board and other relevant meetings.

Hence, the EASO Management Board is composed of 29 full members, one non-voting member (UNHCR) and one observer state.

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

Frontex is invited to contribute and attend certain discussions of the Management Board, especially with regard to the situation of asylum in the EU, the early warning and preparedness system and the situation in Greece.

In 2014, EASO plans to organise three Management Board meetings with the option to have additional meetings when necessary at the initiative of the chair or at the request of one third of its members.

| EASO's Management Board | | |
|--|---|--|
| EASO objective(s) | EASO aims to ensure that its Management Board continues to fulfil effectively and efficiently its tasks as governing and planning body of EASO. | |
| New in 2014 | The associated countries will participate as observers in the Management Board meetings in accordance with the arrangements concluded in 2013. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Organise three Management Board meetings with the option to have additional meetings at the initiative of the chair or at the request of one third of its members. | Q2–Q4 | Number of meetings; Number of participants; Use of the output of the meetings. |
| Budget | 2306 Administrative internal and external meetings expenditures | |
| Human resources | Executive Office | |

8.2. Cooperation network of EASO

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

As a decentralised EU regulatory agency having its own governance structure, EASO acts within the policies and institutional framework of the EU. In this context, the political responsibility for the area of asylum lies with the European Commissioner responsible for home affairs and thus strong cooperation links exist with the European Commission on all EASO activities. In 2014 the European Commission will be invited to give its opinion on specific documents to be adopted by the EASO Management Board in line with the relevant provisions of the EASO regulation. Regular meetings at all levels and regular policy-related videoconferences with DG Home Affairs will take place throughout 2014. Furthermore, during 2014, EASO will coordinate with the European Commission the drafting of reports. EASO and the EMN will draw on the same data from the Member States for all information when drafting reports such as the EASO annual report. EASO will participate in EMN NCP meetings and its Steering Board and relevant thematic meetings.

In line with the EASO regulation, EASO will send its annual work programme and annual activity report to the European Parliament, the Council of the European Union and the European Commission. The executive director is regularly invited to report to the Justice and Home Affairs Council with regard to the CEAS. Moreover, the executive director is invited to present the EASO work programme, as well as specific topics related to EASO's work, to the European Parliament.

In 2014, EASO will play a supporting role on the multiannual financial framework and the new arrangements on EU funding in the field of asylum and migration. In this respect, EASO will provide information on EU operational priorities and on Member States' specific priorities which could be taken into consideration for targeted funding.

EASO will fulfil its institutional role within the context of the mechanism provided for in Article 33 of the Dublin III regulation by taking action and informing the relevant institutions involved in the different steps of the mechanism.

8.2.2. Cooperation with the UNHCR and other international organisations

In fulfilling its tasks, EASO acts in close cooperation with the United Nations High Commissioner for Refugees (UNHCR) and with other relevant international and intergovernmental organisations.

With regard to the UNHCR, EASO cooperates closely with and involves the UNHCR in all areas covered by the EASO regulation. In 2013, EASO and the UNCHR signed a working arrangement. On that basis, in 2014 the cooperation will be strengthened, in particular in the areas of training, quality processes, unaccompanied minors, resettlement, the external dimension of the CEAS and in the field of special and emergency support. Structured cooperation will continue in all fields. The UNHCR participates in the EASO Management Board as a non-voting member and will be invited, where relevant, to meetings of EASO's working parties. Furthermore, it should be underlined that the UNHCR permanent liaison office to EASO based in Malta will continue its activities in 2014.

During 2014, EASO will also be in close contact with other relevant international and intergovernmental organisations working in areas of asylum, such as the Council of Europe, the General Directors of Immigration Services Conference (GDISC), the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC) and the International Organisation for Migration (IOM). Concerning the Council of Europe and the IOM, EASO will regularly exchange views and contribute to their work in 2014. With regard to the GDISC, EASO will contribute actively to its work, participating in several GDISC conferences and workshops, whereas, on the basis of an exchange of letters with the IGC, EASO will be regularly invited to several of the IGC working groups and the executive director will be invited to the IGC full round.

8.2.3. Cooperation with EU agencies and JHA agencies

EU agencies' network

EASO promotes strong cooperation with other EU agencies as member of the Inter-Agency Coordination Network. In 2014, the activities will be focused on the exchange of working methods and best practices on administration and general affairs, particularly in the field of performance, activity-based budgeting and management or conflict of interests.

In 2014, EASO will continue implementing in cooperation with the European Commission the common approach on EU decentralised agencies and its roadmap.

EASO will participate in the relevant activities organised in 2014 in the framework of the performance network and the Inter-Agency Legal Network (IALN), which EASO formally joined in 2013.

JHA agencies' network

EASO is also member of the justice and home affairs (JHA) inter-agency cooperation, together with Frontex, the FRA, Europol, Eurojust, CEPOL, the

European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA), the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA), the European Institute for Gender Equality (EIGE) and the European Anti-Fraud Office (OLAF).

In 2014, EASO will take over the chair of the network and will organise one head of JHA agencies' meeting. Additionally, up to four meetings of the JHA contact group and related events will take place. During 2014, the network will focus on the exchange of information related to JHA-specific topics for the implementation of the common approach on EU decentralised agencies and on exploring possibilities of coordinating actions in the context of the JHA multiannual programmes.

Frontex

On the basis of the working arrangement signed by Frontex and EASO in September 2012, the existing cooperation will continue during 2014. Frontex and EASO will further implement sustainable cooperation on training programmes, quality initiatives and COI, as well as on emergency support programmes, such as the cooperation with Greece. Moreover, Frontex and EASO will enhance the cooperation between their analytical units on the early warning and preparedness system. EASO will cooperate with Frontex in the development of relevant activities in the field of the external dimension in 2014. Frontex and EASO will maintain their cooperation with regard to each other's activities vis-à-vis civil society, including in the context of their respective consultative forums. In 2014, EASO will continue participating as a member of the Frontex Consultative Forum.

FRA

The FRA and EASO will build upon the existing cooperation in 2014 in line with the working arrangement signed by both agencies in June 2013. The FRA and EASO will continue sharing information, providing input to research activities and sharing research and data collection methodologies. Both organisations will continue their cooperation in the field of training. In 2014, the cooperation with regard to each other's consultative activities will continue.

Europol

In 2014, Europol and EASO will build upon cooperation, most notably in the field of the early warning and preparedness system and in the field of trafficking in human beings and unaccompanied minors. Further fields of cooperation are training, e.g. in the identification of organised crime involvement facilitating the use of false or forged documents in asylum claims, and exchanging the experiences with the EASO Consultative Forum and consultation methods.

CEPOL

CEPOL and EASO will further develop cooperation with regard to the exchange of training methodologies and EASO is open to cooperate within the framework of the exchange programmes for police officers. EASO will be involved in possible CEPOL trainings on illegal immigration and trafficking in human beings.

Eurojust

EASO and Eurojust will continue to have mutual contacts and relations, in particular via the channels of the justice and home affairs inter-agency cooperation.

| JHA agencies' network | | |
|--|---|--|
| EASO objective(s) | EASO aims at enhancing multilateral inter-agency cooperation in the JHA field with special focus on the exchange of information related to JHA-specific topics for the implementation of the common approach on EU decentralised agencies and on exploring possibilities for coordinating actions in the context of the JHA multiannual programmes. | |
| New in 2014 | EASO will hold the chair of the JHA agencies' network during 2014. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Organise one head of JHA agencies' meeting. | Q4 | Head of JHA agencies' meeting organised; Number of participants; Use of the output of the meeting. |
| Organise up to three JHA contact group meetings or events. | Q1–Q4 | Number of meetings or events organised; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings or events. |
| Budget | 2306 Administrative internal and external meetings expenditures | |
| Human resources | Executive Office | |

8.2.4. Cooperation with academia and members of tribunals and courts

EASO devotes special attention to relations with the academic world and with the members of European and Member States' tribunals and courts.

In 2014, the academic world will be involved in the work of EASO through different forums, including training development activities. The academic world will continue having a main role in the Consultative Forum and expert meetings.

During 2014, EASO and the members of tribunals and courts will cooperate closely, including through the International Association of Refugee Law Judges (IARLJ) and its European chapter, as well as with the Association of European Administrative Judges (AEAJ).

The concrete activities which will be developed during 2014 have been already defined in Section 3.5.1.

8.3. Consultative Forum

The Consultative Forum constitutes a mechanism for the exchange of information and pooling of knowledge between EASO and relevant stakeholders. Over the past 2 years, EASO has deepened its relationship with civil society and has sought their input on various themes. During 2014, in line with the 2014 EASO consultation calendar, EASO will continue consulting relevant organisations on specific themes, using the selection criteria outlined in the Consultative Forum's operational plan. EASO will also consult civil society throughout the drafting phase of the 2015 work programme, the annual report and other products using a range of tools that have been deemed suitable and efficient so far.

During 2014, EASO will develop its e-consultation platform as a further development to the 'consultation page' on the EASO website. The platform will be used for web consultations and other communication matters with civil society. The Internet will continue to be the main vehicle for consultation with civil society. Based on the experience gathered during its first 2 years of operation, specific consultation activities will be

organised for targeted groups, such as the members of tribunals and courts. Based on the experience of the events in 2012 and 2013, EASO will organise

a conference open to civil society and a plenary meeting in the fourth quarter of 2014.

| EASO Consultative Forum activities | | |
|---|--|--|
| EASO objective(s) | EASO will engage in a two-way dialogue with relevant civil society organisations to share expertise and experiences. | |
| New in 2014 | EASO will explore new areas of cooperation with selected civil society organisations and establish an e-consultation platform. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| EASO will consult relevant civil society organisations. | Q1–Q4 | Number and sort of consultations conducted; Number of organisations consulted; Number of contributions received; Use of the contributions received. |
| Organise the annual plenary meeting of the Consultative Forum. | Q4 | Plenary meeting organised; Number of participants; Level of satisfaction of the participants; Use of the output of the plenary meeting. |
| Participation of civil society organisations to EASO's annual practical cooperation conference on unaccompanied minors. | Q4 | Number of participants from civil society organisations. |
| Establishment of an e-consultation platform. | Q4 | E-consultation platform established; Number of consultation launched on the e-consultation platform; Number of contributions received; Use of the contributions received. |
| Budget | 3401 Cooperation with partners and stakeholders | |
| Human resources | Executive Office | |

9. EASO administration

9.1. Human resources management

It is planned that the staff complement will reach 84 in 2014, including an additional eight staff members that will be recruited in the first half of 2014.

Annual staff performance appraisal started to be implemented in 2013. In 2014, EASO will professionalise its internal staff policy and staff management, e.g. on staff evaluations, appraisal and training activities.

9.2. Financial management

EASO will request revenue in a sound and balanced manner and will ensure effective and efficient control of expenditure, in order to perform current and possible new legislative tasks expediently, with due regard for the upcoming resource constraints. In support of performance management, EASO will further design the gradual implementation of zero-based budgeting by activity in an expedient manner.

With regard to EASO's revenue, in addition to the contribution from the Union entered in the EU general budget, it is foreseen that the concluded arrangements with the associated countries provide a framework for their contribution from 2014 onwards.

With regard to EASO's expenditure, the focus will continue to be on ensuring the optimal use of available financial resources in line with the principles of economy, efficiency and effectiveness, as well as regularity. In that regard, expenditure will be incurred with rigorous application of the EU and EASO rules. The financial regulation of EASO will be revised where required by the new framework financial regulation for EU agencies. This normative framework will be further complemented by EASO decisions, where necessary, including those relating to the reimbursement of deployed or invited experts.

9.3. Contract management

Following the establishment of several multiannual legal commitments in 2013, in particular in relation to projects of strategic importance for EASO, particular attention will be given to the sound management of the grants and public contracts concerned.

9.4. IT governance

Particular attention will be given to the ICT sector, in order to reinforce EASO's role vis-à-vis Member

States on running, training and testing software applications related to asylum services. In addition, further consolidation and improvement of the ICT business continuity and infrastructure will be needed, as the numbers of users (from EASO and Member States) will continue to increase, as well as the complexity of the software applications.

In 2014, EASO's ICT systems will be fully automated and with a high degree of availability. The service desk will be controlled by procedures and the ICT service redundancy will be ensured. User satisfaction should be measured. Systems and infrastructures should be fully redundant and services should be user-friendly, with a high degree of ubiquity. Development needs to be underway to meet user expectations and to format EASO's routines to methodical applications and useful reports. Finally, a new area of investigation should be in place, allowing ICT staff to discover vulnerabilities and to further investigate ways to improve how ICT systems should, within the security measures, serve the EASO staff and mission objectives.

Risks analyses will be performed within the following major areas of ICT administrative activities: service desk, systems administration, development, project management, disaster recovery plan and backup of data. Thereafter, a periodic review, updating or creating procedures, workflows and measurements will be performed in line with the outcome of risk analyses. It is also expected that there will be external consultancy support and that test exercises will be performed in order to synchronise and compare internal findings with the latest tendencies in ICT areas. Risk analyses on operational software systems will be performed and preparations for penetration test exercises shall be initiated.

For 2014, the ICT sector will be mainly focused on the following:

- document management system;
- implementation of security standards and regulations;
- disaster recovery plan;
- business continuity plan;
- preparation for a secondary operational IT centre;
- scheduling the external IT security test exercise.

9.5. Communication

EASO will build on its public communication efforts of 2012–13 to promote the agency's role, values, activities and work guided by the principles described

in its communication strategy. EASO communication activities will also aim at enhancing practical cooperation between Member States. EASO's principal communication channel, the EASO website (<http://www.easo.europa.eu>), will be complemented by a variety of other channels to emphasise EASO's **key messages**, namely:

- support is our mission;
- putting solidarity into practice;
- common values, quality and solidarity; and
- providing added value for the EU and its Member States.

EASO's key messages will be transparently communicated through several channels in order to ensure the widest outreach possible and therefore increase its legitimacy. The EASO website will be the

centre-piece of its communication efforts. EASO will look into ways of further developing and modernising its website in line with user feedback and using the best practices of similar websites. Other channels include:

- written and audiovisual press;
- participation in events (such as EU open days, public hearings and other events including large, politically important occasions);
- presentations and exhibitions of EASO's work and activities;
- publications and reports;
- EASO's monthly newsletter;
- press releases; and
- daily press extracts (for internal use).

| EASO communication activities | | |
|--|--|---|
| EASO objective(s) | Communicate and promote the agency's role, values, activities and work in line with the EASO communication strategy. EASO will focus on the agency's task of facilitating, coordinating and strengthening practical cooperation among Member States on the many aspects of asylum. | |
| New in 2014 | EASO will update its communication strategy, ensure the implementation of its visual identity and develop further the functionalities of its website. | |
| Performance | | |
| EASO activities in 2014 | When | Indicators |
| Issuance of at least nine editions of the EASO newsletter. | Q1–Q4 | Number of editions of the EASO newsletter. |
| Organise one information and networking meeting for EU Member States' press officers in charge of home affairs issues. | Q3–Q4 | Information and networking meeting organised; Number of participants; Level of satisfaction of the participants; Use of the output of the meeting. |
| Update of EASO's communication strategy. | Q1–Q2 | Updated communication strategy adopted. |
| Increase in the number of newsletter subscribers. | Q1–Q4 | Percentage of increase in the number of newsletter subscribers. |
| Issuance of at least eight press releases. | Q1–Q4 | Number of press releases; Use of the press releases. |
| Monitor EASO's press coverage and publish the most important articles on the website. | Q1–Q4 | Number of items included in the press archive; Number of articles published on the website. |
| Issuance of internal daily press extracts. | Q1–Q4 | Number of internal daily press extracts. |
| Hold at least six high-level interviews with the press. | Q1–Q4 | Number of high-level interviews with the press. |
| Ensure that all EASO publications and translations are of the highest quality. | Q1–Q4 | High-quality EASO publications and translations achieved. |
| Ensure full implementation of EASO's visual identity. | Q1–Q4 | Use of the EASO visual identity. |
| Increase in the number of visitors to the EASO website. | Q1–Q4 | Percentage increase in the number of visitors to the EASO website. |

| | | |
|--|-------|---|
| Ensure timely replies to enquiries received from the public and the press. | Q1–Q4 | Timeframe in which enquiries are replied; Use of the replies. |
| Efficient management of EASO info mailbox. | Q1–Q4 | Number of requests and replies; Timeframe in which requests are replied; Use of the EASO info mailbox. |
| Budget | | 2309 Administrative translations and interpretation costs; 2310 Administrative publications; 2311 Communications. |
| Human resources | | Executive Office |

9.6. Internal control systems and management

9.6.1. Implementation by EASO of the common approach on EU decentralised agencies

In 2014, EASO will continue implementing the common approach on EU decentralised agencies and its roadmap which were adopted in 2012.

As a start-up agency, EASO already complied with a large number of objectives set in the common approach and the roadmap and started the implementation of relevant actions in previous years.

In addition, in 2014, EASO will focus particularly on:

- conflicts of interest;
- follow-up actions related to evaluations;
- anti-fraud activities;
- activity-based budgeting and activity-based management.

9.6.2. Internal control systems and implementation of recommendations by the European Court of Auditors (ECA) and the Internal Audit Service (IAS)

On 23 November 2012, the EASO Management Board adopted the internal control standards (ICS) for effective management ⁽¹⁾.

⁽¹⁾ The following internal control standards for effective management (ICS) apply to EASO: 1. Mission; 2. Ethical and organisational values; 3. Staff allocation and mobility; 4. Staff evaluation and development; 5. Objectives and performance indicators; 6. Risk management process; 7. Operational structure; 8. Processes and procedures; 9. Management supervision; 10. Business continuity; 11. Document management; 12. Information and communication; 13. Accounting and financial reporting; 14. Evaluation of activities; 15. Assessment of internal control systems; 16. Internal audit capability.

On 20 to 24 May and on 21 to 25 October 2013, the European Court of Auditors (ECA) visited EASO for a first external audit. On the basis of its recommendations, EASO introduced measures of improvement, particularly in the field of budget implementation and recruitment procedures.

In 2014, EASO will continue aligning its activities and processes with the ECA recommendations.

In addition, the Internal Audit Service (IAS) of the European Commission visited EASO on 7 and 8 November 2012 and on 11 to 19 April 2013 in order to develop its assessment on EASO. On the basis of the assessment, EASO established an action plan related to the ICS whose implementation started in 2013. In addition, a comprehensive strategic internal audit plan 2014–16 was adopted by the Management Board in 2013.

In line with the action plan on ICS and the strategic internal audit plan 2014–16, EASO will further strengthen in 2014 the implementation of ICS by developing the following actions:

- establish an ethical framework;
- develop a framework for yearly staff appraisal and development;
- extend the use of performance indicators;
- implement a risk management process;
- reinforce EASO's IT-governance structure;
- establish a business continuity framework.

10. Annexes

10.1. EASO public contracts and legal commitments in 2014

| Operational activity | Action as defined in WP | Contract subject | Contract value | Contract type | Procurement/contracting procedure | Time-frame for launching |
|--|-------------------------|--|----------------|---|--|--------------------------|
| Cooperation with partners and stakeholders | Section 8.3 | Event organisation and related services for the Consultative Forum | EUR 150 000 | Specific contracts for services | EASO framework contracts EASO/2013/113 EASO/2013/116 EASO/2013/117 EASO/2013/121 | Q3 |
| Training | Section 3.1 | IT support services for building of EASO training module phase 2 | EUR 130 000 | Framework contract for services | Open procedure | Q1 |
| Training | Section 3.1 | Hosting services for EASO training platform phase 2 | EUR 120 000 | Framework contract for services | Open procedure | Q1 |
| Training | Section 3.1 | Acquisition of database for EASO training phase 1 | EUR 60 000 | Direct contract for supplies and services | Low value negotiated procedure | Q1 |
| Special programmes | Section 3.5.1 | Expert speaker for member of courts and tribunals conference in Luxembourg | EUR 15 000 | Direct contract for services | Low value negotiated procedure | Q2 |
| Special programmes | Section 3.5.1 | Catering for conference members of courts and tribunals in Luxembourg | EUR 15 000 | Direct contract for services | Low value negotiated procedure | Q2 |
| Country of origin information | Section 3.3 | IT maintenance and development services for the COI portal | EUR 150 000 | Specific contracts for services | EASO framework contract EASO/2013/101 | Q2 |
| Early warning and preparedness | Section 6.3 | Software licenses | EUR 150 000 | Specific contracts for supplies | European Commission's framework contract (DIGIT) SACHA II | Q1 |

10.2. EASO publications and translations in 2014

| | Publication | Number of languages |
|----|---|---------------------|
| 1 | EASO work programme 2014 | 24 |
| 2 | EASO annual activity report | 24 |
| 3 | EASO budget | 24 |
| 4 | Annual report on the situation of asylum in the EU | 5 |
| 5 | Up to 5 COI reports or products | 5 |
| 6 | Up to two EASO professional development tools for members of the courts and tribunals | 5 |
| 7 | Up to two EASO quality processes tools | 5 |
| 8 | Age assessment handbook | 5 |
| 9 | Family tracing document | 5 |
| 10 | Up to two EASO training modules | 1 |
| 11 | Up to four EASO training modules' updates | 1 |
| 12 | EASO training brochure | 1 |
| 13 | Up to two EASO training handbooks | 1 |

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