



EASO

Single Programming Document

Multiannual Programming 2020-2022

Work Programme 2020

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SECTION I. INTRODUCTION

1 Foreword

I am pleased to present my first work programme of the Agency since taking up duty as Executive Director of EASO on 16 June 2019. This work programme is drafted on the previous work and on the basis of the assumption that 2020 will be a transitional year for the Agency in many aspects, but foremost seeing EASO transformed into a fully-fledged EU Agency for Asylum (EUAA).

That said, it is important to underline from the outset that the context is currently an uncertain one. The proposals reforming the Common European Asylum System (CEAS), including the Proposal transforming EASO into the EUAA, are currently still on the table of the co-legislators. Moreover, this is a time of institutional transition, with a new European Parliament following the elections in May 2019 and a new European Commission set to take office in November 2019. Therefore, it is yet not clear, how the CEAS reform will develop over the coming period, including the framework that will guide the Agency's work during the period covered by this programme.

Nevertheless, the EUAA Proposal envisages a step change for the Agency, with increased competences, responsibilities and resources. Other proposals in the CEAS reform package also contain new tasks for the Agency, some significantly far-reaching. The Agency's role will continue to be central to the effective and efficient functioning of the CEAS and to achieving a truly common system at the implementation level, including through further training, career development, practical cooperation, information exchange, analysis and guidance. As a result, the Agency seeks to ensure proper planning and preparedness, while maintaining the necessary flexibility and adaptability to fulfil its tasks and meet its responsibilities according to the applicable mandate.

Since my first day in office, I have made it a priority also to continue the important work in relation to strengthening governance in the Agency and to rebuild trust internally and with our partners. Notwithstanding the serious governance and management-related difficulties experienced by the Agency, the staff demonstrated great resilience and the activities of the Agency were not seriously affected. On the other hand, recruitment slowed down considerably during the first half of 2018, negatively impacting the number of establishment positions that the Agency could fill by the end of the year. In line with a rigorous recruitment plan established in June 2018, the Agency now expects to rectify the situation and fill the total number of positions foreseen in the establishment plan by the end of 2020. Evidently, the Agency and I myself remain fully committed to prevent the recurrence of any such irregularities in the future.

My strong commitment as Executive Director of EASO is and remains in strengthening the Agency's operational role, intensifying its training activities and career development, production of guidance and tools, and enhancing its statistical and analytical work to prove its role as a true center of expertise on asylum.

In conclusion, I expect 2020 to be another year of growth for the Agency, and I hope, a year in which the Agency receives a stronger mandate making it an even stronger support partner for the Member States in their implementation of a fair and efficient CEAS.

Nina Gregori
Executive Director

2 List of acronyms

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

3 Mission Statement

3.1. 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.

3.2. 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.

3.3. 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”.

According to the Regulation, the duties of EASO are to support practical cooperation on asylum, including identification and exchange of best practices, information on countries of origin, supporting relocation, training, and the external dimension of the CEAS; to support Member States subject to

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.

particular pressure, including through gathering and analysing information and implementing support actions; and to contribute to the implementation of the CEAS through gathering and exchanging information and drafting reports and technical documents.

EASO's internal governance comprises a Management Board and an Executive Director. The Management Board is the governing and planning body of EASO, which aims to ensure that the Agency performs effectively its duties. 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 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 flagged EU Agency for Asylum with increased competences. Negotiations on the Proposal are still ongoing.

3.4. 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 Heads of Department, Heads of Unit, Heads of Sector and Liaison Officers.

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

The Department of Operations develops and implements a comprehensive approach for activities in the field of operations, bringing together situational and country of origin information and analysis, operational planning and intra and extra-EU operational support under one coordinated framework. The Department provides operational and technical assistance to Member States, including the

³ Provisions on the United Kingdom are currently pending.

deployment of asylum support teams and participation in migration management support teams. It also coordinates cooperation with third countries in matters related to the external dimension of the CEAS.

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

The Agency's organisation chart is included as Annex X to this document.

SECTION II. GENERAL 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..

The European Agenda on Migration⁴, adopted on 13 May 2015, which gives strategic direction in the field of migration and the establishment of the hotspots, the implementation of the Council Decisions on Relocation, the EU–Turkey Statement, the Partnership Framework and the joint actions on the Central Mediterranean route have all played a significant role in the reduction of the number of irregular arrivals and in migration management.

The Common European Asylum System (CEAS) sustained extreme pressure during the migration crisis that peaked in 2015 and several serious dysfunctions were exposed, in particular in the Dublin system. Accordingly, in its Communication of 6 April 2016 entitled "Towards a reform of the Common European Asylum System and enhancing legal avenues to Europe" , the Commission set out its priorities for reforming the CEAS, aimed at harmonising standards in the EU and speeding up procedures.

As part of this reform, which is a key element of the comprehensive migration strategy, the Commission presented seven legislative proposals on 4 May and 13 July 2016. 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) with increased competences.

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.

Therefore, the first full year of implementation of the new EUAA Regulation is expected to be 2021, making 2020 the year of transition. The resource demand for implementation will depend on progress made in 2019. Additional actions may be scheduled for 2020.

The other legislative proposals that constitute the CEAS - the recast of the Dublin Regulation, the recast EURODAC Regulation, the Regulation establishing a common procedure in the EU, the Qualification Regulation, the recast of the Reception Conditions Directive and the Regulation establishing a Union Resettlement Framework – will all have an impact on the EUAA to varying degrees. This means that the additional tasks foreseen in these proposals need also to be factored in the planning and implementation of the EUAA Regulation.

Considering the extent of the proposed changes to the founding Regulation, the operationalisation of the new Agency will be gradual. 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 Agency's budget and staff will grow significantly to reflect its additional competences, tasks and responsibilities. According to the Legislative Financial Statement annexed to the Commission Proposal

⁴ COM(2015) 240 final.

for a Regulation establishing the EUAA, by the year 2020, the Agency's budget is expected to grow to more than **€139 million**⁵ and the staff of the Agency to **500**.

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 2020.

Assumptions

- The **new EUAA Regulation** will enter into force between 2020 and 2021. The Agency will be proceeding with **operationalisation and implementation** in line with the priorities and action plan in 2020.
- **Operational activities** will remain at least at the same levels as in 2019 Greece in terms of the border procedure but with an increase in support to the regular procedure, while in Malta and Cyprus operations will increase. Italy will require a continued phased reduction and shift in focus. This is assuming that the operational needs in those Member States are not greater than planned and in the absence of a new migration crisis elsewhere in the EU or increased Agency involvement in third countries.
- **Additional activities** on top of EUAA operationalisation and core-business activities will be restricted to high priority initiatives and projects.
- **References** to the Dublin legislative Proposal, to further implementation of relocation-related activities, and to the monitoring of the operational and technical application of the CEAS are based on the status of the applicable legislative proposals.
- **Financial and human resources in 2020** will be at the level established in the Legislative Financial Statement annexed to the Commission Proposal for a new Regulation establishing the EUAA.
- The Agency will maintain the pace of **recruitment** achieved during 2019 to fill new staff posts.

Risks

- Entry into force of the **new EUAA Regulation may be delayed** beyond the end of 2020, 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 2020 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.

⁵ The requested budget increase compared to the LFS, as well as the increase of staff allocation in 2021 by 50 posts, shall, however, depend on the outcome of COM decision on the budget. The envisaged staff beyond 2020 is indicative and subject to a revision once the EUAA Regulation is adopted, coming on top of the substantial growth in staff provided for with the entry into force of the EUAA Regulation.

- *Mitigation: The Agency will continue to engage with the Member States via the National Contact Points and the Management Board 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 III. MULTIANNUAL PROGRAMMING 2020-2022

1 Multiannual programme and objectives

1.1. Operational support

Operational support to Member States

Multiannual strategic objective: MA01	
Description of objective	Upon request assess, prioritise, plan, implement, monitor and evaluate operational support to Member States based on approved budgets, clear entry, exit and sustainability strategies in line with the Agency's mandate, thus enabling Member States to respond to particular pressure on their asylum and reception systems.
Expected results	<ul style="list-style-type: none"> - The Agency's operations are implemented as prescribed in the EASO / EUAA Regulation (upon its adoption). - EASO / EUAA (upon adoption of the EUAA Regulation) operations are assessed, prioritised, planned, implemented, monitored and evaluated using the Agency's project management methodology as defined in the Agency's Operations Manual. - Annual operational budgets are set based on the prioritised needs and regular in depth consultation with the Commission. Budgets are monitored and reviewed using a continuous and rigorous monthly financial monitoring framework. - Multi-annual programme documents, Results Frameworks, annual Operational & Technical Assistance Plans (Operating Plans) or specific project plans are in place and deliver in order to meet the prioritised needs of Member States requiring support. - EASO / EUAA (upon adoption of the EUAA Regulation) experts are deployed as part of asylum support teams or migration management support teams, as and when required.
Performance indicators	Targets
Implementation of provisions in the EUAA Regulation relating to operational support to Member States.	Provisions fully implemented by the end of 2022.
The Operations Manual developed, tested and applied across all operations.	Operations Manual fully implemented by the end of 2022.
Multi-annual programme documents, Results Frameworks and annual Operational Plans or specific project plans with the respective Member States are agreed and in place.	Legal deadlines met (for new plans) or plans extended without delays/interruptions.
Other <i>ad hoc</i> operations can be delivered in a rapid and structured manner.	Agreed operational mechanisms in place for <i>ad hoc</i> operations.
Department of Operations continues to develop the internal capacity to respond rapidly to needs including constituting and managing the Asylum Reserve Pool and other complimentary mechanisms.	All Member State nominations in place. Mechanisms agreed and in place for flexible operations and rapid deployment.
Deployment of EUAA asylum support teams as part of migration management support teams (upon adoption of the EUAA Regulation).	Completed asylum support teams deployed on time.
All evaluations of Multi-annual programme documents and Operational Plans or specific project plans are completed.	All evaluations due are completed on time.

Formal evaluations demonstrate satisfactory outcome of Multi-annual programme documents and Operational Plans and specific project plans.	Operational Plans or specific project plans are fully delivered. Stated objectives achieved.
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The Agency will continue to **enhance its operational support** to EU Member States based on the prioritisation of current and emerging needs and using the formal project management methodology piloted in respect of 2019 Operational Plans, to fully implement the EU Asylum acquis and to respond to particular pressure on EU Member States' asylum and reception systems, taking into account the trends in arrivals and migration routes. A gradual phasing out of the Agency's direct operational support to Italy at first instance is foreseen as from the end of 2019 with a structured increase in support at second instance. As regards Greece, support will be maintained for the Border procedure, increased for the regular procedure and maintained for reception, with a concerted and increased focus on sustainability measures aimed at handing over selected activities to the Greek authorities. In Cyprus and Malta, an increase in direct operational support is foreseen to reflect the increased pressure experienced by both Member States.

The new EUAA mandate will introduce a number of new tasks relating to the establishment of the system for deployment of Asylum Support Teams and the creation of the Asylum Reserve Pool, the need for increased engagement with Member States for the provision of operational support in line with the extended mandate of the EUAA, and specific measures relating to fundamental rights, including the introduction of a formal complaints mechanism. This will require an enhanced capacity of the Agency in the field of planning, monitoring and evaluation. A key preparatory task therefore will be the consolidation of the overall operations programme into a comprehensive Agency Operations Manual.

In addition, related areas of the CEAS framework have implications for operational support not least the Agency's role as an interface with the revised Dublin Regulation⁶ and the related mechanisms, the proposed Regulations repealing the Asylum Procedures Directive⁷ and the Qualifications Directive⁸, and the proposed new legislative framework for Resettlement⁹.

Moreover, this programme is based on the assumption that the situation in Greece will have stabilised at the same high level, with continued operational support to both the border and regular asylum procedures and continued support for reception in terms of the areas defined in the Technical Assistance Programme. Similarly, a continued high level of operational support is foreseen due to the increased pressure on asylum and reception in Cyprus and Malta. In the case of Italy, the level of engagement will decrease, with increasing focus being placed on technical support for the building of the required national asylum and reception systems and the planned handover of these systems to the relevant national authorities in addition to support for second instance. In this regard, the Agency will tailor its operational support to the specific arising needs based on strategic prioritisation and pre-defined entry, exit strategies and sustainability strategies as defined in multi-annual roadmaps for countries where EASO has Operational & technical Assistance Plan and in the context of requests

⁶ Proposal for a Regulation of the European Parliament and of the Council establishing the criteria and mechanisms for determining the Member State responsible for examining an application for international protection lodged in one of the Member States by a third-country national or a stateless person (recast), COM(2016) 270 final, 4.5.2016.

⁷ Proposal for a Regulation of the European Parliament and of the Council establishing a common procedure for international protection in the Union and repealing Directive 2013/32/EU, COM(2016) 467 final, 13.7.2016.

⁸ Proposal for a Regulation of the European Parliament and of the Council 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 the protection granted and amending Council Directive 2003/109/EC of 25 November 2003 concerning the status of third-country nationals who are long-term residents, COM(2016) 466 final, 13.7.2016.

⁹ Proposal for a Regulation of the European Parliament and of the Council establishing a Union Resettlement Framework and amending Regulation (EU) No 516/2014 of the European Parliament and the Council, COM(2016) 468 final.

from EU Member States and on-going consultation with the Commission. The Agency's activities will range from immediate measures in a crisis situation to long-term planning and preventive capacity building for the receiving Member States with regard to both their asylum and reception systems.

The Agency will therefore carry forward its tasks in the implementation of its new mandate, with the major focus continuing on the provision of operational support to Member States facing disproportionate pressure. Specific attention will continue to be given to EU front-line Member States, in particular to Malta, Cyprus, Greece and Italy, as well as others, as required and as per the European Agenda on Migration and the hotspot approach. This will also include direct operational support upon request for host Member States and receiving Member States for ad hoc disembarkations / voluntary relocation exercises under the direct coordination of the European Commission.

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

- Supporting Member States in the development of national systems for the management of international protection and reception services;
- Assisting Member States with identification and registration of third-country nationals and the examination of applications for international protection, at first instance and, where appropriate, also at second instance;
- Facilitating the examination of applications for international protection or providing national authorities with the necessary assistance in the procedure for international protection;
- Facilitating Member States' technical cooperation in processing applications for international protection;
- Assisting with the provision of information on the international protection procedure;
- Assisting with the implementation of the Dublin Regulation;
- Advising, coordinating and providing operational and technical assistance for the setting up or provision of emergency reception facilities by the Member States; Assisting Member States to ensure that children's rights and child protection are safeguarded, in particular as regards unaccompanied minors;
- Assisting with the relocation or transfer of beneficiaries of international protection within the Union including both structured and ad hoc relocation programmes and projects;
- Deploying asylum support teams, including as part of Migration Management Support Teams at hotspot areas in collaboration with the relevant Union agencies;
- Providing interpretation services, administrative support, the necessary infrastructure and logistics, and technical equipment.

Budgetary allocations required for the implementation of Operational Plans are estimated from the outset, when agreeing specific support measures with each Member State.

When agreeing specific support measures with each Member State, budgetary allocations required for the implementation of Operational Plans and specific project plans are developed from the outset, based on the specific measures and activities within the plans. Complementarity and the avoidance of duplication of funding will be paramount in the determination of required budgets. Such budgets are developed in close consultation with the Commission and are monitored on a continuous monthly basis using an agreed commitment and payment based financial monitoring methodology. Budgets are reviewed, revised and updated in close consultation with the Commission.

In Member States where UNHCR is operational and has the capacity to contribute to the request for operational and technical assistance, the Agency will **coordinate with UNHCR** on the implementation of Operational Plans, where appropriate, and upon agreement with the Member State concerned.

Moreover, the Agency will participate in **migration management support teams** in hotspot areas by deploying asylum support teams to work in collaboration with other EU agencies, namely Frontex/EBCG, under the coordination of the European Commission.

The Agency will continue to enhance its planning, needs assessment, design, implementing, monitoring and evaluation of operations including by putting into place an **Operations Manual**. The Agency will therefore

fully implement its validated system for the programmatic and process (including financial) monitoring and evaluation of operations as defined in the Operations Manual, allowing for regular review and improvement of operational performance. The monitoring and evaluation results, as well as the observations of the Fundamental Rights Officer under the future EUAA, will feed back into the planning process to support better planning of operations.

Given the large-scale operational activities that the Agency is leading on the ground in Greece, Cyprus, Malta and Italy and the ad hoc disembarkation/voluntary relocation operations in Italy and Malta, further refinement of planning and contingency planning will be necessary. Planning activities covering human and financial resources, procurement of services and goods, as well as the Agency's operational and logistical preparedness will be reviewed continually to ensure they continue to meet future operational needs.

EASO will **further develop and make use of a number of tools** to implement its operational activities, including the EAIPS - the end to end electronic system for deployment and reimbursement of experts (EAIPS), and an updated pool of experts / roster system, and the List of Available Languages; EAIPS will be completed by the end of 2020. The Agency will also explore other horizontal operational and related technical solutions that will enhance operational support and joint processing carried out by Asylum Support Teams, including a modular end-to-end operations toolbox / case management system and tools to support the processing of resettlement and relocation applications.

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

The Agency will continue to **deliver tailor-made training** based on the European Asylum Curriculum¹⁰ within the framework of emergency and/or special support to EU+ countries facing unexpected migratory pressure, including within the context of the 'hotspot' approach. This training includes pre-deployment, induction operational training for experts and interim staff at the start of their deployment and various thematic training sessions adjusted to specific deployed profiles.

External dimension

Multiannual strategic objective: MA02	
Description of objective	Enhance the implementation of the external dimension of the CEAS by supporting third countries' capacity in the field of international protection and supporting increased resettlement efforts by Member States based on the revised External Cooperation Strategy (ECS).
Expected results	<ul style="list-style-type: none"> - Working arrangements in place and national Roadmaps established allowing for graduated capacity-building activities implemented in support of third countries' capacities in the field of international protection within the framework of the ECS. - Member States are better supported in the implementation of the European and national resettlement schemes and complementary pathways to international protection.
Performance indicators	Targets
The Agency, within the wider framework of the Commissions coordination, enhance coordination and cooperation among European and Member States resettlement programmes.	The Agency provides stronger coordination and support to Member States on resettlement.

¹⁰ Also referred to as the EASO Training Curriculum, as per EASO Work Programme 2020.

Roadmaps and project-specific plans, and where appropriate, Working Arrangements, in place to cover foreseen capacity building and operational activities. Roadmaps and project-specific plans, and where appropriate, Working Arrangements, in place to cover foreseen capacity building and operational activities.	Deadlines met for the development of new roadmaps and project plans. Roadmaps and project plans extended without delays/interruptions.
Pilot Resettlement Support Facility implemented fully (within 18 months) and mainstreamed where appropriate.	Evaluation report completed. Mainstreaming recommendations implemented.

The Agency will **support the external dimension of the CEAS** in agreement with the European Commission and within the framework of the EU external relations policy and taking into account the Working Arrangement for cooperation on external action signed with the European Commission on 11 January 2018, in accordance with the Common Approach on decentralised Agencies. Consequently, the activities of the Agency in the external dimension are targeted and limited to the priority areas that have been agreed in the Agency's External Cooperation Strategy (ECS). This Strategy has been reviewed and updated in 2019 and defines the planned direction for the Agency's interventions in 2020 to 2022. The Strategy has been consulted with the European Commission and adopted by the Management Board in February 2019. Such actions are well coordinated with all relevant services of the European Commission to ensure complementarity and to avoid a dispersal of efforts and resources.

In the field of resettlement, the Agency will support Member States in the implementation of the Union Resettlement Framework, when in place and upon the request of the Member State concerned, which can also benefit from the support of liaison officers in third countries when in place and relevant. Specifically, the Agency will continue managing the 18-month project on the Pilot Resettlement Support Facility in Turkey and explore how the approach developed can be refined, expanded and replicated, depending on the evaluation of the outcomes of the pilot project and subsequent approval by the Management Board to further such activities. The Agency will also support the European Commission and Member States (based on the agreed SOP), if and when a political agreement is reached to implement the Voluntary Humanitarian Admission Scheme (VHAS) in Turkey.

Resettlement is an area in which information should be gathered and analysed and on which training has been developed. The Agency will continue to support wider coordination on resettlement among Member States within the framework set by the Commission and the development and delivery of common information, training materials and tools to be used by Member States engaging in resettlement programmes, also following the transfer of the EU-FRANK project¹¹ results to the Agency in 2020.

Furthermore, the Agency shall facilitate and encourage operational cooperation between Member States and third countries, within the framework of the EU external relations policy, including with regard to the protection of fundamental rights, and in cooperation with the European External Action Service (EEAS). This will be done in a coordinated manner, with a view to promoting EU standards on asylum and reception and assisting third countries with expertise and capacity building for their own asylum and reception systems, as well as to implement activities complementary to the Regional Development and Protection Programmes (RDPPs) and other actions. Implementation of capacity building activities included in such programmes in third countries remain subject to the decision of funding mechanisms supporting the RDPP. This may be supported by the deployment of liaison officer(s) to third countries in the future, in line with the EUAA Regulation (upon its adoption).

The geographical priorities lie in the Western Balkans (WB) region, Turkey, the Middle East and North Africa (MENA) region and, as appropriate, other third countries, as outlined in the EU external relations

¹¹ European Union Action on Facilitating Resettlement and Refugee Admission through New Knowledge, financed by the European Asylum, Migration and Integration Fund (January 2016-June 2019).

policy documents. The Agency will continue to provide support to third countries, including through training, by developing knowledge, skills and competences of the staff of national authorities working on international protection. As appropriate, the Agency will assist with improving the quality of the asylum process and reception conditions in countries of origin, transit and destination, as highlighted in EU external relations policy documents, such as the 2016 Commission Communication¹² and the Valletta Summit Action Plan of November 2015. Such support will be targeted and limited to priority countries and coordinated with the European Commission and the EEAS, including EU Delegations.

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

In the field of resettlement, the Agency will support Member States in the implementation of the Union Resettlement Framework, when in place and upon the request of the Member State concerned, which can also benefit from the support of liaison officers in third countries when in place and relevant. Specifically, the Agency will continue managing the 18-month project on the Pilot Resettlement Support Facility in Turkey and explore how the approach developed can be refined, expanded and replicated, depending on the evaluation of the outcomes of the pilot project and subsequent approval by the Management Board to further such activities. The Agency will also support the European Commission and Member States (based on the agreed SOP), if and when a political agreement is reached to implement the Voluntary Humanitarian Admission Scheme (VHAS) in Turkey.

The Agency will continue to support planning and implementation of complementary pathways to international protection with interested Member States through peer-support initiatives and soft measures, building on the pilot project on Private Sponsorship Programmes undertaken in 2018 at the invitation of the European Commission¹³.

1.2. Information, analysis and knowledge development

Country of Origin Information and Country Guidance

Multiannual strategic objective: MA03	
Description of objective	Enhance cooperation on and the exchange of information between Member States, and provide information on third countries at Union level and Convergence through Common Analysis and Guidance Notes.
Expected results	<ul style="list-style-type: none"> - Reports and other Country of Origin Information (COI) products on relevant third countries and thematic issues produced and regularly updated using a common format and common methodology. - A web portal for the sharing of information maintained and further developed. - Managed networks for the exchange of information between Member States, and the mapping of national COI initiatives that also contribute to the development and updating of EU-level products, as well as to a Union-level query system. - Country-specific events (meetings, seminars, conferences) on COI and decision/policy matters.

¹² Communication from the Commission to the European Parliament, the European Council, the Council and the European Investment Bank on establishing a new Partnership Framework with third countries under the European Agenda on Migration. COM(2016) 385 final.

¹³ The Agency has taken into account the recommendations of the European Commission “Study on the feasibility and added value of sponsorship schemes as a possible pathway to safe channels for admission to the EU, including resettlement”, October 2018.

	<ul style="list-style-type: none"> - Finalised transfer of the relevant parts of the MedCOI project to the Agency. - Common analysis on the situation in specific countries of origin and guidance notes to assist Member States in the assessment of relevant applications produced and regularly updated through coordinated efforts among Member States.
Performance indicators	Targets
Number of reports and other COI products on third countries produced and/or updated annually.	20 (per product 100 pages on average, including introduction, bibliography)
Updating or developing new methodologies and common formats/templates for COI production.	1 annual new development or update
Web portal on third country information, with increased functionalities both as regard the public and the restricted sections.	<ul style="list-style-type: none"> - Portal fully functional. - Increase in number of visits. - Increase in number of repeated visits.
COI Networks for the exchange of information, the mapping of national COI initiatives, the contribution to EU-level products, as well as the Union-level COI query system.	<ul style="list-style-type: none"> - 10 specialised networks running on key third countries or topics; and 1 COI strategic network - 1 annual meeting for each network - Evaluation of the COI networks' added value by external consultant finalised, and implementation of lessons learned.
Transfer of the relevant parts of the MedCOI project with the Agency fully responsible for the MedCOI query system, database, and other relevant products and activities.	Full transfer finalised by 2020.
Number of countries of origin per year covered by new, updated or revised guidance notes and common analysis, endorsed by the Management Board.	3
Country Guidance Network set-up and support in the exchange of information and the development, review and update of common analysis and guidance on main countries of origin.	<ul style="list-style-type: none"> - 1 annual Network meeting concerning general and strategic topics. - 2 to 4 Network meetings organised per development/update of country guidance. - 3 to 6 meetings of the Drafting Team of selected national experts organised per development/update of country guidance. - Online restricted area for the Network maintained and regularly updated.

In the area of **Country of Origin Information (COI)**, the Agency will be raising and harmonising standards of COI together with EU+ countries and other key stakeholders. Steps will be taken to strengthen the role of the Agency as a clearing house of national COI as requested in the European Agenda on Migration. The Agency will further consolidate its position as a centre for gathering relevant, reliable, objective, accurate and up-to-date information on relevant third countries in a transparent and impartial manner. It will draw up and regularly update reports and other products on relevant third countries and

thematic issues (such as children, gender, other vulnerable or minority groups), using information from a wide range of sources, as well as information obtained through fact-finding missions.

The Agency will build on existing tools in providing a common format and methodology for developing reports and other COI products. For the sharing of information, the Agency will manage and further develop a web portal, which will have both a public and a restricted section. Through networks among Member States on third country information, the Agency will ensure the cooperation, exchange and mapping of national initiatives producing third country information. These networks will ensure the exchange of national reports and other products, contribute to a Union-level query system on third country information, as well as to the development and updating of Union-level products providing information on relevant third countries.

The Agency will also provide the Commission with information relevant for the designation of safe countries of origin and safe third countries, upon request.

In addition, the Agency will further implement and finalise the transfer of the relevant activities of the MedCOI project to the Agency, whilst ensuring that all Member States benefit from the services provided, including information on the availability and accessibility of medical treatment in countries of origin.

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

Information and Documentation System and Annual Report

Multiannual strategic objective: MA04	
Description of objective	Further develop and consolidate the Agency's Information and Documentation System (IDS), i.e. information on the implementation of the CEAS.
Expected results	<ul style="list-style-type: none"> - IDS providing a single point of comprehensive information on the organisation of EU+ countries' asylum and reception systems, as well as an overview of the practical implementation of all key aspects of the CEAS for relevant stakeholders. - EASO Query System further promoting information exchange between EU+ countries and embedded in the IDS. - IDS acting as a primary information source for the Annual Report on the Situation of Asylum in the EU and providing consolidated and up-to-date baseline information for topical analyses, normative needs assessments and other outputs.
Performance indicators	Targets
Extent of EU+ countries as well as EU overview that are covered	All 30 EU+ countries as well as EU overview fully covered
Percentage of validation of information by EU+ countries.	100%
Usage of IDS as measured by usage statistics as well as regular user surveys.	Active use of IDS and related platforms (100 consultations per day).

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

Information in IDS is updated in real time and validated within the shortest feasible timeframe by the Agency and the IDS Advisory Group. All information in IDS includes comprehensive and standardised references to the source materials used, serving as a library of all relevant documentation, enabling quick search and retrieval.

IDS will act as a database and web portal on Union, national and international asylum instruments, policies and practices and will be fully synchronized with EASO case law database.

The EASO Query System, which further promotes information exchange between EU+ countries, is imbedded in the IDS. The IDS acts as a primary information source for the Annual Report on the Situation of Asylum in the EU. Duplication of efforts in the gathering of data and information is avoided, where possible. Based on information in the IDS, topical and/or comparative analyses are made, as well as normative needs assessments and other analyses relevant for operational planning and evaluation.

Data hub, research on early warning and root causes and strategic analysis

Multiannual strategic objective: MA05	
Description of objective	Expanding the data hub, research on early warning and forecasting, and strategic analysis.
Expected results	<ul style="list-style-type: none"> - All EU+ countries sharing and accessing standardised Early Warning and Preparedness (EPS) data on the asylum situation and the implementation of the CEAS. - EPS data exchange further developed to reflect new legislative frameworks. - Full Operational Data Collection (ODC) in place to quantify Operational Support provided by the Agency in terms of the fulfilment of individual measures on each Operation Plan and to support the planning, monitoring and evaluation of Operations. - Fully developed analytical system for exploiting big data with artificial intelligence to forecast any sudden arrival of large numbers of third country nationals, which may cause particular pressure on asylum and reception systems. - System in place for surveying applicants in reception centres in order to collect data on push and pull factors and secondary movements. - Fully functional analytical framework that produces complementary nowcasting, forecasting and scenarios in a format that can be used to provide actionable early warning and preparedness on several time scales.
Performance indicators	Targets
EPS data exchange further developed to reflect new legislative frameworks and new tasks of the Agency.	All the major areas of the CEAS covered in order to facilitate effective analyses, and potential monitoring role of the Agency.
Operational Data Collection and Operational Analyses in line with Operational support provided by the Agency.	Regular and high quality Operational Analyses, needs assessments and Monitoring & Evaluation.
Effective early warning and forecasting.	A system is in place that allows for early warning of new trends and forecasting of current flows that may cause pressures on national asylum systems.

Widely disseminated and highly effective analytical portfolio, including scenarios.	Well presented, clear and concise, high level analytical work produced by the Agency and valued by a wide range of core stakeholders.
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Data, analysis and research will exploit multiple sources of data to provide accurate and up-to-date analyses of trends in the asylum situation and the implementation of the CEAS. Such activities will be performed within an analytical framework that provides for the complementary approaches of **nowcasting, forecasting and scenarios** of international protection in the EU over multiple time frames.

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

The aim of EASO’s **early warning and forecasting** system is to warn as early as possible of impending phenomena before individuals arrive in certain EU+ countries and start applying for asylum. This area of work will be expanded by exploiting new sources of Open and Big Data and by employing more sophisticated and accurate predictive analytics. The Research Programme will also seek to better understand the root causes of asylum-related migration to and within the EU through large scale **surveys of asylum applicants** in reception centres. Open source qualitative research on the situation in countries of origin and transit will also be contracted out in a large-scale interinstitutional tender for **Country Intelligence Reports (CIR)** in order to create a common situational picture, maximise the economy of scale and increase information sharing between partner agencies.

Strategic Analysis in the Agency will continue to develop using all data and tools at its disposal to create a sophisticated analytical portfolio that communicates the key asylum and migration trends to high-level decision makers across the European Union. Data visualisations and infographics will play an increasing role in simplifying and illustrating complex phenomena so as to remain digestible to a broad and non-technical audience. Analyses will increasingly be performed in a cooperative sense with key partners, including other Agencies (e.g. **secondary movements** with Frontex and Europol). To ensure that a long term perspective also forms part of the asylum situation, Strategic Analysis will also cooperate with multiple external stakeholders in expanding in the area of **scenario development** to provide high level strategic decision makers with visibility over possible asylum situations in years to come.

1.3. Training

Multiannual strategic objective: MA06	
Description of objective	- Develop and provide training support to asylum and reception officials through the European Asylum Curriculum to ensure that they have the required knowledge, skills, responsibility and autonomy to perform their duties enabling greater convergence across Member States, as well as providing support to those Member States under pressure.
Expected results	- Strengthening of knowledge, skills, responsibility and autonomy of asylum and reception officials and use of the European Asylum Curriculum by Member States. Adoption and implementation of a European Sectorial Qualification Framework for asylum and reception officials to identify training needs and potential gaps.

	<ul style="list-style-type: none"> - All training material updated in full compliance with the revised CEAS legislation. - Experts nominated in Asylum Support Teams receive the necessary training prior to their deployment, including training specific to the operational and technical assistance. - Targeted trainings delivered to Member States under particular pressure in the framework of emergency or special support. - Ad hoc training programmes for asylum and reception officers developed and delivered when requested. - Capacity building activities implemented in third countries (as referred under points 1.1 and 3.6). - Fully-fledged certification and accreditation system in place. - Training governance system set up and implemented, based on the European standards and guidelines for quality assurance in the area of education and vocational training.
Performance indicators	Targets
Percentage of asylum officials successfully achieving learning outcomes.	80% of registered participants having successfully achieved the indicated learning outcomes.
Implementation of the European Asylum Curriculum.	National training sessions organised, based on Member State's needs.
The modules of the European Asylum Curriculum updated.	The modules of the Curriculum updated in line with the CEAS.
Implementation of targeted trainings for Member States' deployed experts as well as for officials of Member States under particular pressure in the framework of emergency or special support.	Training sessions organised, based on deployed experts' and Member State's needs.
Implementation of a training governance system for quality assurance.	Processes and procedures in place and supported by an IT infrastructure to facilitate, automate and assist in monitoring and reporting of training activities.

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

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

In order to further support EU+ countries in implementing the core parts of the curriculum within their national training programmes, EASO will, upon request and depending on available resources, support national administrations by **providing national language versions** of the EASO Training Curriculum. Moreover, based on budget availability, EASO will support Member States in translating other modules, aimed to be used in national trainings.

EASO is committed to strengthen its work with EU+ countries, particularly through its Training National Contact Points Network, Trainer's Network and Certification and Accreditation Working Group. The Agency will consult national administrations to analyse training needs, and where required develop and implement general, thematic or ad hoc training activities including the possibility of on-the-job

coaching. Through this approach, EASO will further adhere to methods that promote practical cooperation and facilitate the sharing of good practices among EU+ countries. Similar training activities could be foreseen for third countries.

In line with the EASO Training and Learning Strategy, EASO will engage in guided group discussions with Training National Contact Points and Member States' working groups, particularly the Certification and Accreditation Working Group to develop a European Sectorial Qualification Framework (ESQF) for asylum and reception officials. This involves mapping occupational standards and matching them with relevant educational standards/learning outcomes. The ESQF will provide guidance on what asylum, reception officers should know, and they should be able to do, in order to perform their duties and tasks, under a specified degree of responsibility and autonomy. This common framework, will serve as a guide when designing training and assist in identifying potential training needs and gaps. Additionally, EASO will maintain focus on the learner and what the learner should know and able to do at the end of a learning sequence, and how this can be demonstrated.

Throughout this programming period, EASO will also focus on the development of a Training Governance System based on the European standards and guidelines for quality assurance in the field of educational and vocational training. This will enable the full and valid certification and accreditation of its Training Curriculum, in line with the Bologna and Copenhagen principles and the European Qualifications Framework for lifelong learning. As part of a comprehensive training programme in higher education, EASO will further explore the feasibility for the future development of a certified and accredited Master's Degree programme. To ensure a sustainable governance system, EASO will also seek to strengthen its e-learning processes and IT architecture, aiming to have all processes and procedures supporting the training cycle fully automated and able to facilitate the automatization of monitoring and reporting on training related activities.

EASO will continue to develop training programmes for different profiles of experts working in operations to ensure that they have received the necessary training relevant to their duties and functions. EASO operational training will be further consolidated and updated in order to reflect the scope of the Agency's involvement in supporting national asylum authorities.

EASO will also continue to further consolidate and deliver structured and formalised operational induction training for Member States experts, as well as interim staff 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. 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. EASO will 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.

EASO will start developing a structured and formalised online pre-deployment training for Member States' experts in preparation for possible future deployment.

EASO will strengthen its training need assessment in the framework of the operational training and will established a comprehensive need assessment methodology, which should feed into need assessment and preparations of the operating plans.

The Agency will also consider the need to translate related training material in the national languages of Member States, where the operational training is delivered, for the sake of efficiency and sustainability.

EASO will also continue, in cooperation with EBCG and Europol, development of a joint training for members of the Migration Management Support Teams (MMSTs).

1.4. Asylum support

Multiannual strategic objective: MA07	
Description of objective	Provide asylum support to EU+ countries with the aim of enhancing their capacities to implement the CEAS.
Expected results	<ul style="list-style-type: none"> - Increased knowledge and technical skills of asylum practitioners working on international protection. - Enhanced practical cooperation through gathering, analysing and exchanging information of the implementation of the CEAS and asylum processes are improved. - EU+ and third countries capacity and skills to identify, assess and respond to the needs of vulnerable persons is strengthened . - Increased convergence in quality standards throughout the whole asylum chain, including Dublin, asylum processes, reception and of courts and tribunals in the field of international protection. - Effective quality support in operational activities in countries under particular pressure.
Performance indicators	Targets
Engagement of relevant stakeholders in practical cooperation activities organised by the Agency's thematic networks (i.e. Asylum Processes, Dublin, Reception, Exclusion and Vulnerability).	At least 19 practical cooperation activities organised per year during the reference period.
Operational standards, indicators, guidance, best practices and practical tools have been developed or updated to align with the new CEAS legislation, and published.	At least 13 guidance documents developed/updated and published per year during the reference period.
Professional development materials for members of courts and tribunals developed/updated and implemented.	At least 4 sets of professional development material developed, reviewed or updated per year during the reference period.
Engagement of members of courts and tribunals in professional development sessions organised by the Agency.	At least 250 members participating every year during the reference period.

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

1.4.1 Asylum processes

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

- Continue to enhance practical cooperation activities with the view to collect and exchange information on Member States' current practices and policies in relation to the CEAS, including mapping activities and thematic meetings where Member States' experts discuss best practices and current challenges and share information and expertise.
- Continue to develop operational standards, indicators, guidance, best practices and common practical tools to support the implementation of the CEAS based on identified needs and good practices. These operational standards and indicators provide a practical perspective on key

provisions of the common legal instruments and thus help Member States to assess whether their national asylum and reception systems are set up and functioning in line with the CEAS. In addition, the Agency's guidance and common practical tools are meant to translate the requirements of the common legal instruments into user-friendly practical instruments to be used by Member States' officials across the EU and beyond in their daily work building on best practices.

- Further support Member States in the quality management of their national asylum processes through the organisation of specific activities and the development of targeted products.
- The Agency will further develop the **Exclusion Network** with the aim of reinforcing cooperation, information-sharing and exchange of best practices on exclusion as well as promoting common standards and practices by developing specific operational standards, indicators, guidance and promotion of best practices in relation to the implementation of the legal provisions on exclusion.

1.4.2 Asylum cooperation

Reception

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

Implementation of the Dublin Regulation

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

Vulnerability

The Agency enhances the capacity and skills of EU+ countries, as well as selected third countries, to identify, assess and respond to the needs of vulnerable persons in the context of international protection. To fulfil this primary objective, the Agency fosters practical cooperation between Member States and integrates considerations related to vulnerable persons in all activities, including to provide expert support to Operations. A particular focus is given to the assessment of special needs and referrals to adequate support to address vulnerability issues at the national level.

Among the modalities of support, the Agency facilitates information exchange and develop operational standards, indicators, guidance and identifies best practices.

The Vulnerability Experts Network (**VEN**) will serve as a platform for the exchange of practices among the members and for the provision of expertise and guidance on vulnerability-specific issues (such as identification, assessment of special needs or referral to adequate support) in the context of international protection.

Furthermore, the coordination of the Vulnerability Experts Network and the collaboration with other networks will serve to promote convergence with EU standards in the asylum and reception systems of Member States.

1.4.3 Cooperation with members of the courts and tribunals

The Agency will continue to further strengthen cooperation with EU+ countries' courts and tribunals in line with the objective of contributing to the coherent implementation of the CEAS and advancing practical cooperation among EU+ countries on asylum. The Agency's activities in this field will be undertaken in line with the established cooperation framework with courts and tribunals and with full respect for the independence of the judiciary.

The materials to be developed are intended to provide members of courts and tribunals with a European understanding of the asylum *acquis* in light of the case law of the European Courts (Court of Justice of the European Union and European Court of Human Rights) and other relevant sources of law. This will, in turn, lead to increased harmonisation of the interpretation of European asylum law within the wider framework of international protection.

1.5. The EUAA monitoring of operational and technical application of the CEAS

Multiannual strategic objective: MA08	
Description of objective	Upon adoption of the EUAA Regulation, contribute to the correct and effective implementation of the standards of the CEAS through monitoring of its operational and technical application.
Expected results	<ul style="list-style-type: none"> - Possible shortcomings in asylum and reception systems of Member States are prevented or identified. - Recommendations on the efficiency of those systems as well as on the capacity and preparedness to manage situations of disproportionate pressure are made and followed up.
Performance indicators	Targets
Number of monitoring exercises, including the preparation of findings and recommendations conducted with respect to the operational and technical application of the CEAS.	Up to 7 monitoring exercises ¹⁴ conducted during the reference period.

In line with the EU Agenda on Migration and its revised mandate, the European Union Asylum Agency will monitor the operational and technical application of the CEAS in order 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.

To this end, the monitoring is carried out with respect to 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 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 establish teams of experts to carry out the monitoring exercise and draft reports setting out their findings and recommendations. Those teams will be composed of representatives of

¹⁴ It is assumed that the first thematic monitoring exercises will only take place once sufficient experience has been gained in the first full monitoring cycle.

the Agency and the Commission, and where necessary, of experts from Member States. UNHCR will be invited to participate in the teams as an observer.

During those three years, the Agency will continually evaluate the monitoring process in order to improve the quality and efficiency of the monitoring exercises and will further develop its monitoring frameworks and tools, in close cooperation with the European Commission and Member States.

The Agency will also gradually increase its capacity with a view to complete its programme for monitoring, ensuring that each Member State shall be monitored at least once in every five-year period. The Agency will be ready to support Member States by providing ad hoc training plans following the results of the monitoring exercise, when requested.

1.6. Horizontal activities

Multiannual strategic objective: MA09	
Description of objective	Adapt horizontal activities to fully prepare for the new founding Regulation in the areas of governance, communication, and cooperation with EU bodies, Member States, associate countries and stakeholders, including civil society and international organisations.
Expected results	<ul style="list-style-type: none"> - Reinforced governance with enhanced and integrated management systems. - Extended role and responsibilities of the Management Board are fully prepared for. - Consultative Forum's revised role, composition and engagement in EUAA activities (upon adoption of the EUAA Regulation) is fully prepared for. - Implementation of the Information and Communication Technology Multi-Annual Strategy, also in preparation for the adoption of the EUAA Regulation. - Implementation of the EASO Communications and Stakeholders Plan adopted by Management Board, and updated regularly. - Provisions of the EUAA Regulation fully prepared for.
Performance indicators	Targets
The Agency's quality management system meets the requirements of the ISO 9001:2015 standard and fully integrated with the Internal Control Framework.	Implemented by end of 2021.
Management Board work practices adapted to prepare for the responsibilities and meet the requirements of the EUAA Regulation (upon its adoption).	Implemented by end of 2021.
Revision of the Consultative Forum composition and work practices prepared for.	Fully implemented by end of 2021.
ICT Strategy adapted and flexible to prepare for the responsibilities and meet the requirements of the EUAA Regulation (upon its adoption).	Implemented by end of 2021.
The Agency's Communications and Stakeholders Plan.	Updated annually.
Preparations for the EUAA Regulation.	Fully implemented by 2022.
The Agency's Press Report.	Implemented by end of January 2022.

Consultative Forum and cooperation with civil society

The Agency will continue to engage with civil society in a constructive two-way dialogue. This is done primarily through the Consultative Forum, which provides a structured platform for the exchange of information and sharing of knowledge.

The proposed new EUAA mandate reinforces the functioning of the Consultative Forum, by broadening its role and introduces changes to its composition, activities and areas of consultation. Tasked to advise the Executive Director and the Management Board in matters related to asylum, the Forum will be part of the Agency's organisational structure. In preparation for the future EUAA and in cooperation with civil society, a proposal will be developed setting out the revised format for the Consultative Forum, including a system for chairing the forum, and activities will be implemented accordingly.

With a view to bringing relevant knowledge, information, and independent expert advice from civil society to the Agency's work, various types of consultations and information exchange activities will continue to be implemented, including the organisation of Consultative Forum meetings, electronic consultations on key Agency documents and the involvement of select civil society organisations in various areas of the Agency's work.

Increased focus will be placed on the organisation of regional and/or thematic consultation meetings. The Consultative Forum secretariat will continue to promote the participation of selected civil society representatives in relevant meetings/activities, and will also participate and contribute to civil society networks and activities of other Justice and Home Affairs (JHA) agencies' Consultative Forums, channelling relevant information to the Agency.

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

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

In this context, the political responsibility for the area of asylum lies with the European Commissioner responsible for Migration, Home Affairs and Citizenship. Thus strong cooperation links exist with the European Commission in all Agency activities. The European Commission is invited to give its opinion on specific documents to be adopted by the Management Board in line with the relevant provisions of the EASO Regulation as well as the Agency's Financial Regulation. To maintain the necessary institutional balance, certain tasks of the Agency, such as development of operational standards, indicators, guidance and best practices, the common analysis and guidance notes on the situation in a country of origin, external dimension related activities as well as the future monitoring of the implementation of the CEAS, are carried out in close and continuous cooperation with the European Commission. Cooperation and coordination takes place in particular, through consultation, regular meetings and videoconferences, through coordinated drafting or reports, through organising joint Contact Committee meetings and practical workshops and participation and exchange of information within the framework of the European Migration Network (EMN).

The Agency will also continue to strengthen the relations and exchange of information with the Council of the European Union and the European Parliament, in particular, in view of the revision of the CEAS, which has a direct impact on the activities and work of the Agency. Moreover, in view of the new European Parliament and the future new mandate of the Agency, the Agency shall aim to inform the new Members about the roles and tasks of the Agency and build contacts with relevant new MEPs and Committees Secretariats. In line with the EASO Regulation, the Agency sends its Single Programming Document, including the Annual Work Programme and budget, the Consolidated Annual Activity Report, the Annual Report on the Situation of Asylum in the EU, and the final accounts to the European Parliament, the Council of the European Union, the European Commission and the European Court of Auditors. The Executive Director is regularly invited to report to the European Parliament and to the Justice and Home Affairs Council with regard to the CEAS. Moreover, the Executive Director is invited to present the Agency's Work Programme, Annual Report, as well as specific topics related to the Agency's work, to the European Parliament. The Executive Director also meets and maintains contacts with MEPs working in the field of asylum policy to discuss the future of the Agency.

Cooperation with Associate Countries

The Agency will continue its cooperation with the Associate Countries¹⁵ on the basis of the working arrangements that were signed between the EU and the respective countries. These working arrangements permit the Associate Countries to participate in the Agency's work and their entitlement to support from the Agency.

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

Cooperation with EU agencies

The Agency promotes strong cooperation with other EU agencies and in particular, JHA Agencies in light of the European Agenda on Migration and relevant Council Conclusions, which call for more cooperation between the Agencies, taking into account their reinforced mandates.

The Agency is a member of both the EU Agencies' Network and of the JHA Agencies' Network. The Agency will continue participating actively in the relevant activities organised in the context of these networks, and their working structures. Furthermore, the Agency will continue seeking regular mutual contacts and boosting relations on a bilateral level with the JHA agencies, in particular via the channels of the JHA inter-agency cooperation. The Agency will also continue the good practice of sharing its Work Programme with the other JHA Agencies and vice-versa, commenting on the other JHA Agencies work programmes.

On the basis of the working arrangement signed with Frontex/EBCG (the European Border and Coast Guard Agency) in September 2012 and the Cooperation Plan 2019-2021 signed in 2019, the two Agencies will continue to maintain their existing cooperation and will enhance it in the light of joint actions foreseen in the European Agenda on Migration. The Agency and Frontex will continue their coordinated efforts when providing support to EU+ countries and will explore further synergies in border management and identification of international protection needs, in particular in the hotspots. The Agency will prepare for closer cooperation with Frontex and other JHA Agencies in the context of migration management support teams deployed at hotspot areas, which the future agency will provide support through its asylum support teams, in line with the proposed future Regulation. Furthermore, the Agency and Frontex/EBCG will maintain their sustainable cooperation on information management, data, analysis and research, as well as their cooperation on training programmes, quality initiatives, in the field of the external dimension and on activities vis-à-vis civil society and their consultative fora.

The Agency and the Fundamental Rights Agency (FRA) will build upon the existing cooperation in line with the working arrangement signed by both agencies in June 2013. The two agencies 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, furthering the exchange of best practices, information and expertise in regards to fundamental rights. Additionally, the cooperation with regard to each other's consultative forum activities will continue.

The Agency and Europol will continue their cooperation in line with a working arrangement signed between the two agencies in 2019.

The Agency and eu-LISA (the European Agency for operational management of large IT systems in the area of freedom, security and justice) will continue implementing the activities detailed in the working arrangement signed by both agencies in November 2014, in the light of joint actions foreseen in the European Agenda on Migration. The two agencies will also continue to conduct joint activities within the framework of the EASO Network of Dublin Units. On the level of stakeholder involvement from Member States, both agencies are committed to encourage national authorities to stay aligned when

¹⁵ Principality of Liechtenstein, Kingdom of Norway and Swiss Confederation. The working arrangement with Iceland has not yet entered into force.

designing technical solutions to support business processes and to create links between the different expert networks (e.g. Dublin Network, Advisory Groups and other expert sub-groups).

Cooperation with UNHCR and other international organisations

In fulfilling its tasks, the Agency acts in close cooperation with UNHCR and with other relevant international and intergovernmental organisations. The Agency will develop a strategy for relations with international organisations.

The EASO Regulation stipulates that the Agency cooperates with international organisations within the framework of working arrangements that are subject to prior approval of the Commission and decisions of the Management Board. The Agency is required to inform the European Parliament and the Council of such arrangements.

With regard to UNHCR, the Agency cooperates closely with and involves UNHCR in all areas covered by the EASO Regulation. The UNHCR enjoys an observer status in EASO's Management Board and has a permanent liaison office to the Agency based in Malta. On the basis of the working arrangements signed between EASO and UNHCR in 2013, the Agency and UNHCR will consider the possibility for updating this agreement, in order to continue building on the existing cooperation (in particular in the areas of training, asylum processes, unaccompanied children and other vulnerable persons, resettlement, the external dimension of the CEAS and in operations including special and emergency support, in particular cooperation in the hotspots) and explore further areas of cooperation. Regular coordination meetings and technical thematic meetings at the Agency's headquarters, operational meetings in the field, and senior management meetings will continue to promote cooperation and coordination of joint work in these fields as well as high level discussion on EU asylum policy.

The Agency will also be in close contact with other relevant international and intergovernmental organisations working in areas of asylum. On the basis of a working arrangement signed between EASO and the IOM in 2019, the Agency will continue to strengthen cooperation and jointly implement activities. Others include the Council of Europe, the General Directors of Immigration Services Conference (GDISC), and the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC).

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

Communication

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

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

In order to reach this objective, the Agency will continue to implement communication campaigns, send clear messages, and strive to communicate proactively via modern communication tools,

including active use of the web and social media channels. The Agency will also place focus on mainstreaming public familiarity of the Agency's name and operations through more use of major international and European news networks and distribution services.

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

The Agency's efforts will be aligned with the core objectives highlighted in the Agency's External Communication and Stakeholders Plan. In 2020, the Agency will continue specialising in the key areas and the objective will be to become a reference point, together with other information providers including the Commission and stakeholders, for information on the CEAS and the situation of asylum in the EU. Wherever possible, the Agency will coordinate efforts with the Commission's communication service, particularly for external communication relating to important policies of the Union or its image as a whole.

The Agency will also continue improving the quality of its social media monitoring services in order to disseminate products which provide tangible and actionable value to Member States and its stakeholders, notably with regards to early warning on the many continuous developments relating to asylum.

Information and Communication Technology

It has become increasingly important that the CEAS is harmonised also through technical IT solutions that standardise procedures and grant quality to asylum processes and decisions. Many ongoing initiatives in the present work programme that are the direct result of the daily work of Operations and of the Asylum Support functions have clearly brought to light the existing gaps in information systems and in the efficiency and effectiveness of information access in Member States.

This daily process has also made increasingly visible the need for a greater reporting capacity on the performance of these systems and the outputs that they can produce to influence policy-making for the generation of practical solutions in the Member States.

It is the role of Information and Communication Technology to bring coherence to the different technical solutions towards the common goal of harmonising the CEAS.

Furthermore, the ICT Unit will support the Agency's role in providing enhanced cooperation and coordination of activities on the ground, for instance, in the context of the hotspot approach. The Unit is ready to continue the exchange of know-how and expertise in related ICT matters as appropriate with partner agencies in the JHA domain.

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

Governance activities

During 2017 and 2018, the Agency experienced serious governance and management-related problems, which led to the resignation of the former Executive Director and had a direct impact on the staff, the Agency's work and its reputation. An investigation by the EU Anti-Fraud Office (OLAF) was launched in October 2017. The Agency did not manage to get its budget discharge for the year 2016.

On 27 February 2018, the Management Board instituted interim measures with regards to the former Executive Director through Management Board Decision no 35 in areas of recruitment and procurement, restricting the discretion of the Executive Director in these areas.

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

Updates to the Governance Action Plan were made in November 2018 and in January 2019. The Governance Action Plan now includes 61 actions. To date¹⁶, all measures have been actioned, 48 actions have been completed, 13 are ongoing.

The first conducted Internal Control Self-Assessment on the year 2017 and the findings and corrective action agreed by the Management Team, preliminary findings of the European Court of Auditors (ECA) on 2017 and the staff engagement survey have all been taken into consideration. The Action Plan is a living document and is being updated as necessary.

The Agency is investing heavily in ensuring full implementation of the Action Plan within the indicated timeframes. The Management Board will be requested to adopt key documents, where required. Updates on progress made are being provided to the Management Board at regular intervals.

Internal Control Framework

In July 2018, the interim Executive Director signed a Decision concerning the methodology of carrying out a self-assessment of the Agency against COSO 2013 Internal Control-Integrated Framework. This assessment, whilst compulsory according to the EASO Financial Regulation, had not been implemented in previous years. The self-assessment was carried out and communicated together with corrective actions to the Management Board in November 2018.

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

The Agency monitors the state of play of the corrective actions to ensure full implementation in line with the established target deadlines. EASO made progress in the implementation of the corrective actions. As of April 2019, only 3 internal control inefficiencies (6%) have not started, 21 inefficiencies (45%) are in progress and 23 inefficiencies (49%) have been implemented. EASO is in full compliance with the corresponding internal controls requirements.

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

One of the outcomes of this self-assessment was to propose a new internal control framework to the Management Board, duly documented and aligned with Article 44 of the Agency's Financial Regulation, which will allow the Executive Director to implement the majority of new minimum standards by the end of 2019. To this end, the Management Board adopted a Decision with the new Internal Control Framework for the Agency on 21 December 2018.

The new Decision *inter alia*:

- allows full compliance with the Agency's regulatory framework;
- foresees the appointment of an Internal Control Coordinator;

¹⁶ As of August 2019.

- explains the roles and responsibilities of the different actors involved in Internal Control, including the Management Board, the Executive Director, the Internal Control Coordinator and the Management;
- foresees an overall assessment of the functioning of all internal control components at least once a year and report the outcome to the Management Board (MB);
- allows to take appropriate action to define the monitoring criteria and baselines for the minimum standards (both principles and characteristics), taking into account their specificities and risks.

An Internal Control Coordinator was appointed in January 2019. The Agency will consequently improve the awareness and understanding of Internal Controls Standards by all staff, in particular through training, information and support activities.

From November 2018 to January 2019, 185 colleagues have been trained on the new Internal Control framework (9 training sessions of 1.5 days, each tailored to EASO governance and new internal control framework).

In addition, a methodology for the upcoming internal control self-assessment, including the monitoring criteria, was proposed by the Internal Control Coordinator to the MB and adopted by an ED Decision on 17 April 2019.

The Risk Management and exception processes have been updated, streamlined and aligned with the regulatory framework and best practices, and two new SOPs have been adopted in 2019. Information sessions for staff will be further organised.

The quality management system, which is being implemented in compliance with the ISO 9001:2015 standard, will be further enhanced and full integration with the Internal Control Framework will be further improved.

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

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

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

Implementation of the new EUAA Regulation

The Regulation establishing the EUAA assigns several new competencies, responsibilities and tasks to the Agency and extends existing ones.

In order to ensure a smooth transition, the Executive Director established an internal EUAA Implementation Task Force (EITF) in the first half of 2017 to coordinate the preparations for the new tasks as well as the review of existing activities that will need to be upgraded to meet the proposed new requirements. Implementation will take place over a number of years, starting with an initial focus on higher priority actions followed by the implementation of lower priority actions in subsequent years.

The increase in the Agency's responsibilities and tasks arising from the new EUAA Regulation and the legal instruments of the CEAS could present a challenge in 2020, as the Agency will have to prioritise implementation over daily core-business activities. This challenge could be compounded should a new migration crisis develop in parallel.

The Agency could be conducting the first CEAS monitoring exercises in 2021, subject to agreement on the methodology and programme of visits.

The Management Board will also be faced with more responsibilities under the new EUAA Regulation that could start to peak in 2021. The Board's capacity to handle all tasks under its responsibility, as well as manage its wide-ranging governance responsibilities, could be put to the test. The working methods and tools at the Board's disposal will have to be enhanced in order to provide the necessary support as early as possible.

2 Human and financial resources – outlook for the years 2020-2022

2.1. Overview of the past and current situation

Financial resources

The EUAA will be built on but also departs from EASO in many respects including the size of its financial resources. The total contributions from the EU Budget necessary to enable the Agency to fulfil its mission under the expanded mandate had been foreseen amounting to €297.7 million¹⁷ for the period 2018 to 2020.

However, experience gained has demonstrated that the foreseen resources do not fully reflect the Agency's needs to deliver its mandate taking into account unforeseen developments in the area of asylum and migration. Indeed, budget amendments were required to ensure that the Agency had the required resources to deliver operational and technical support to Member States and run its administration during 2016, 2017, 2018 and 2019. The initial budget for 2016 amounted to €19.4 million and was subsequently amended four times to reach a total of €65.4 million in commitment appropriations and €53.1 million in payment appropriations. The budget for 2017 was initially €69.2 million and was amended twice to reach €86.8 million in commitment appropriations and €79.2 million in payment appropriations. The budget for 2018 was initially €91.9 million and was amended once to reach €97.6 million in commitment appropriations and €97.6 million in payment appropriations. The budget for 2019 was initially €96.7 million and was amended once to reach €102 million in commitment appropriations and €102 million in payment appropriations.

The Agency will work closely with the Commission to evaluate any additional budget needs for the coming years, as the budgets for 2021 and 2022 depend on the adoption of the new EUAA Regulation and are therefore subject to a revision. The following table shows the expected evolution of the budget in the period 2019 to 2022 according to the Agency's actual financial needs¹⁸.

Title	Expenditure type	2019 ¹⁹ (€)	2020 ²⁰ (€)	2021 ²¹ (€)	2022 ²² (€)
1	Staff expenditure	28,209,300	44,807,200	45,425,568	46,184,525
2	Infrastructure and operating expenditure	11,973,200	14,279,200	14,300,176	13,482,681
3	Operational expenditure	61,834,503	79,671,906	82,388,590	84,860,248
Total expenditure		102,017,003	138,758,306	142,114,334	144,527,454

¹⁷ As foreseen in the Legislative Financial Statement of the proposal for a Regulation of the European Parliament and of the Council on the European Union Agency for Asylum, COM(2018) 633 final, 12.08.2018 (p. 27).

¹⁸ The requested budget increase compared to the LFS, as well as the increase of staff allocation in 2021 by 50 posts, shall, however, depend on the outcome of COM decision on the budget. The envisaged staff beyond 2020 is indicative and subject to a revision once the EUAA Regulation is adopted, coming on top of the substantial growth in staff provided for with the entry into force of the EUAA Regulation.

¹⁹ Composed of the initial budget €96.68M and €5.33M of Associate Countries' contribution (RO).

²⁰ Budget 2020 depends on the adoption of the new EUAA proposal and is therefore subject to a revision.

²¹ *Ibid.*

²² *Ibid.*

For the Agency to carry out its new tasks effectively, the number of staff members is foreseen to increase to 500 by 2020²³. Consequently, the staff component of the expenditures will absorb a considerable part of the resources allocated in each financial year.

As shown in the above table, the staff expenditure on Title 1 and the infrastructure and operating expenditure on Title 2 in the period 2018-2020 are foreseen to increase in line with the increase in size of the Agency.

A major operational expense on Title 3 of the Agency's budget is the provision of experts for asylum support teams deployed in the operational hotspots, as well as potential deployments in migration management support teams. The resources engaged by the Agency include Member State experts and individual experts nominated by Member States, as well as interpreters, cultural mediators, interim caseworkers and interim support staff engaged from service providers by means of framework contracts. As the cost of the human resources varies depending on the source, the Agency will explore the use of less costly resources and aim for a reduction in the numbers of the more costly options.

The successful implementation and sustainability of the new fully-fledged Agency will depend on the availability of the required resources.

Human resources

The Agency will require more resources during 2020 to 2022 to fulfil its mandate. The details of the activities of those additional resources are described in Section III.

Since the Agency is growing, a certain critical mass is being achieved; more resources will be allocated to operational units and also to support activities in view of the new EUAA mandate that will build on the former EASO.

The Legislative Financial Statement annexed to the Commission Proposal for a new EUAA foresaw 500 staff in total by 2020. The total number of staff in 2020 is expected to be 500, i.e. 366 temporary agents, 123 contract agents and 11 seconded national experts.

The inter-institutional discussions on the new EUAA Regulation Proposal introduced new roles and tasks that were not in the original Commission proposal and could not be planned in the Legislative Financial Statement. These include, inter alia, the Fundamental Rights Officer and support staff, liaison officers to Member States and to third countries and their support staff, as well as staff to cover Dublin, relocation and private sponsorship-related activities. The Agency estimates that up to an additional 50 temporary agents and contract agents could be required on top of the 500 that were foreseen in the LFS in order to implement the new Regulation. These are reflected in the Agency's proposed staff overview for 2021 in Annex III. However, the envisaged staff beyond 2020 is indicative and subject to a revision once the EUAA Regulation is adopted, coming on top of the substantial growth in staff provided for with the entry into force of the EUAA Regulation.

At the request of the Commission, the Agency has provided its staff plan for the period to be covered by the new post-2020 Multiannual Financial Framework. It is envisaged that around 10% cumulative increase on the total staff in 2021²⁴ will be required by 2027.

The following table and graph summarise the increase in human resources 2020-2022.

²³ As foreseen in the Legislative Financial Statement of the proposal for a Regulation of the European Parliament and of the Council on the European Union Agency for Asylum.

²⁴ The requested budget increase compared to the LFS, as well as the increase of staff allocation in 2021 by 50 posts, shall, however, depend on the outcome of COM decision on the budget. The envisaged staff beyond 2020 is indicative and subject to a revision once the EUAA Regulation is adopted, coming on top of the substantial growth in staff provided for with the entry into force of the EUAA Regulation.

Staff	2019	2020	2021 ²⁵	2022 ²⁶
Temporary agents (posts)	284	366	403	403
Contract agents (FTEs)	95	123	135	135
Seconded national experts (FTE s)	11	11	12	12
Total	390	500	550	550
Growth compared to previous year (posts/positions)		+ 110	+ 50	+ 0
Growth compared to previous year (%)		28.2	10.0	0.0

2.1.1. Expenditure for 2018

The EASO budget 2018 initially amounted to €91.9 million. By the end of the year, after the first amendment, it reached a total of €97.6 million in commitment appropriations and €97.6 million in payment appropriations. The first amendment increased the budget by €5.69 million, namely derived from the associate countries contributions. The continued high level of activity in the area of migration placed an unforeseen strain on the Agency's operational budget (Title 3).

The budget execution (including the changes in amendment 1) is as follows.

Fund Source	CA budgeted (€)	CA consumed (€)	CA %	PA budgeted (€)	PA consumed (€)	PA %
C1 - EU general budget contribution	91,971,000	87,387,467	95.02%	91,971,000	81,005,063	88.08%
R0 – Grants and contributions from Associate Countries	10,498,699	6,566,646	62.54%	10,498,699	1,255,857	11.96%
Total	102,469,699	93,953,931	91.69%	102,469,699	82,260,920	80%

In 2018, the execution of commitment appropriations reached 95% and that of payment appropriations reached 88% on the EU general contribution to the Agency.

2.1.2. Staff population overview for 2018

On 31 December 2018 the staff headcount was 219 together with offered positions. Statutory staff (including the IPA project staff²⁷) as well as seconded national experts were represented. The composition was 151 Temporary Agents, 64 Contract Agents, and 4 Seconded National Experts.

²⁵ The envisaged staff beyond 2020 is indicative and subject to a revision once the EUAA Regulation is adopted, coming on top of the substantial growth in staff provided for with the entry into force of the EUAA Regulation.

²⁶ *Ibid.*

²⁷ Staff funded under an earmarked IPA-funded project for Western Balkans and Turkey and not part of the EASO Establishment Plan.

2.2. Resource programming for the years 2020-2022

2.2.1. Financial resources

Revenue

The Agency revenue is expected to increase as foreseen in the proposal for the new mandate; reaching a total of €139 million²⁸. Based on the current level of operational activities, the Agency estimates that by 2021 the total budget could reach €142.1million. This would enable the Agency to fulfil the new mandate and tasks entrusted to it by the European Union. The Agency will continue to engage with the Commission in the context of discussions on the Multiannual Financial Framework post-2020 and the implications of EU Budget constraints and challenges.

The contribution from the general budget of the European Union has always represented by far the major share of the Agency's budget and will continue to be so in 2019 to 2021. The said contribution will be proportionally complemented by the one due from the associate countries: the Principality of Liechtenstein, the Kingdom of Norway and the Swiss Confederation. The Agency may also be managing resources stemming from grants signed with other entities such as the European Commission to continue existing projects or start new ones.

Expenditure

The Agency will expand its activities in all areas outlined in this programming document, which is based on the EUAA Regulation proposal. Operational expenditures on Title 3 are expected to increase significantly in the coming years, as long as the pressures of migration on Member States persist.

The increases in Title 1 and Title 2 will reflect the planned growth in human resources and the related increase in infrastructure to accommodate all recruited staff (including office space, equipment, meeting rooms, etc.). New costs relating to the deployment of EUAA liaison officers in Member States and third countries (upon adoption of the EUAA Regulation) will have to be covered.

In 2016 the Agency received the approval of the European Parliament and the Council to expand its premises. Detailed data on expected expenditures are provided in Annex II.

2.2.2. Human resources

Resource outlook for the years 2020-2022

A) New tasks

On 4 May 2016, the Commission adopted a Proposal for a new EUAA Regulation, which expanded the Agency's mandate in a number of areas and proposed the introduction of new tasks and roles as follows:

- Monitoring of the operational and technical application of the CEAS;
- Operational and technical assistance, including establishing an asylum reserve pool, EUAA participation in migration management support teams, deployment of asylum support teams to Member States, Operational Plans and other projects and ensuring planning, monitoring and evaluations of operations;
- Information collection and analysis;
- Cooperation and information exchange;

²⁸ The requested budget increase compared to the LFS, as well as the increase of staff allocation in 2021 by 50 posts, shall, however, depend on the outcome of COM decision on the budget. The envisaged staff beyond 2020 is indicative and subject to a revision once the EUAA Regulation is adopted, coming on top of the substantial growth in staff provided for with the entry into force of the EUAA Regulation.

- Common country of origin information and information relevant for designation of safe countries of origin and safe third countries;
- Country guidance;
- Operational standards, indicators, guidance and best practices;
- Support to the Dublin procedure;
- Support to Member States for resettlement;
- A European asylum curriculum and training;
- Data protection;
- A Deputy Executive Director;
- A Consultative Forum.

Additional tasks and roles were also agreed by the co-legislators in the inter-institutional discussions. These include:

- A Fundamental Rights Officer;
- A fundamental rights strategy;
- A complaints mechanism;
- EUAA liaison officers in Member States;
- EUAA liaison officers in third countries.

B) Growth of existing tasks

On 31 December 2018, the Agency filled²⁹ 219 temporary agent, contract agent and seconded national expert posts of the total number of 297 authorised posts for 2018. Annex III reflects the detailed staff plans for the years 2020 to 2022.

Due to the recruitment freeze at the time, the Agency was not able to recruit new staff during the first half of 2018, while the existing staff was leaving. The situation normalised from July 2018 onwards, however, a lower than expected acceptance rate of offer letters was noted, perhaps caused by the image problem created by the previous situation.

Despite the initial slowdown in recruitment, the remaining vacant posts allocated to the Agency through the 2017 EU Budget are expected to be filled and the Agency would gradually reach the total number of staff authorised for 2018, which is set at 297 staff members. Most of the posts have been allocated to the operational units aiming at maximising, firstly, the availability of resources for the hotspots and, in addition, the strengthening of operational and capacity building support. To ensure this, the recruitment function has been enforced considerably.

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

As the Agency's mandate and tasks are expanding, it envisages that in the period 2020 to 2021 the staff will increase in line with the EUAA legislative financial statement³⁰. Additional staff will be required for the new roles and tasks that were not previously foreseen and were introduced during the inter-institutional discussions. The Agency estimates that this number could reach 50 to cover new roles, including the Fundamental Rights Officer and support staff, and liaison officers to Member States and third countries and their support staff. Moreover, the communication of the new mandate

²⁹ Including 9 offer letters and 3 IPA project staff (staff funded under an earmarked IPA-funded project for Western Balkans and Turkey and not part of the EASO Establishment Plan).

³⁰ The envisaged staff beyond 2020 is indicative and subject to a revision once the EUAA Regulation is adopted, coming on top of the substantial growth in staff provided for with the entry into force of the EUAA Regulation.

and possible future communication campaigns will require an increase in the number of communication and stakeholder relations officers.

C) Efficiency gains

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

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

The Agency will in the first instance continue to build and reinforce its quality management system and risk management processes as the basis for effective and efficient administrative and core operations. The Agency will also invest further in the automation of several administrative processes (Human Resources, Procurement and Finance) and processes in operational areas (e.g. deployment of experts), where several initiatives have already been taken and will be further developed. The Agency will take the opportunity to improve its business process as it re-designs key processes during the operationalisation of the EUAA Regulation.

D) Negative priorities/decrease of existing tasks

The EUAA Regulation, once adopted, and the changes to the EU asylum legislative framework will increase the tasks of the Agency. A reduction in legally-required tasks during the period 2020 to 2022 is not foreseen. The Agency, in collaboration with the European Commission, will seek to identify tasks and activities that could be postponed. In the context of the recurrent need for more resources, negative priorities along with potential efficiency gains shall be identified and appropriately addressed as and when the new mandate draws closer to adoption.

E) Redeployment

The Agency had implemented the mandatory 5% staff reduction, i.e. a loss of 2 posts between 2014 and 2017. As the Agency was initially in the start-up phase and later on received new tasks, the additional staff resulted in an overall net increase that did not require measures for redeployment of staff. The Agency expects an annual increase in staff all the way to 2020 in line with the legislative financial statement for the EUAA Regulation proposal and beyond, based on an anticipated increase in workload. Identification of opportunities for redeployment of staff assigned to horizontal and administrative activities may be considered. Administrative support, however, shall remain proportionally reinforced.

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

The 2013 Commission Communication on Programming of human and financial resources for decentralised agencies for 2014 to 2020 allocated to the EUAA, financial resources amounting to 0.7% of the Multiannual Financial Framework Heading 3 - Security and Citizenship³¹.

The Agency used to be one of the smallest agencies under Heading 3, both in terms of financial and human resources. The developments in the migration situation and the EU's political response have changed the situation significantly. The ceilings set by the Multiannual Financial Framework 2014 to

³¹ Total of €109.35 million.

2020 for the Agency were exceeded by all EASO budgets in the period 2015-2018 due to the measures taken to face the unprecedented migratory pressure and an increased number of tasks allocated to the Agency. An even larger growth in the Agency's activities can be realistically expected in the coming years under the new mandate.

The following table shows the evolution of the Agency budget vis-à-vis the Multiannual Financial Framework 2014-2020 and 2021-2027; budgets 2020 and 2021 are subject to a revision.

	2019 (€ M)	2020 (€ M)	2021 (€ M)	2022 (€ M)
Current MFF 2014-2020	96.7	114.1	-	-
New MFF 2021-2027	-	-	116	119
New EASO budget request ³²	96.7	138.8	142.1	144.5

³² The requested budget increase compared to the LFS, as well as the increase of staff allocation in 2021 by 50 posts, shall, however, depend on the outcome of COM decision on the budget. The envisaged staff beyond 2020 is indicative and subject to a revision once the EUAA Regulation is adopted, coming on top of the substantial growth in staff provided for with the entry into force of the EUAA Regulation.

³³ As foreseen in the Statement of Estimates of the European Commission for the financial year 2020 SEC(2019)250 - June 2019.

SECTION IV. WORK PROGRAMME 2020

1 Executive Summary

The 2020 Work Programme is based on the assumption that the founding Regulation of the European Union Asylum Agency (EUAA) will not come into force before mid-2020. Activities foreseen in this programming document are based on the draft version of the EUAA Regulation agreed in inter-institutional discussions at the end of June 2017, as the final text of the Regulation was not yet agreed at the time this document was prepared. The final EUAA Regulation will be taken into account in an amendment to the work programme once the legal text has been agreed.

Besides consolidating its core business activities, during 2020 the Agency will further develop its operational and technical capability, and start transitioning towards activities foreseen in the new mandate. Moreover, the Agency will maintain the pace of recruitment of staff, which is estimated to reach 500³⁴ by the year 2020, and expedite budget absorption, which should reach €138.8 million in revenue by the year 2020³⁵. The Agency will maintain a flexible approach and, if necessary, will adapt its activities in line with the adopted text of the EUAA Regulation.

One key area for the Agency is **operational and technical assistance** to the Member States, which could include also the option for the Agency to facilitate the examination of applications for international protection that are under examination by the competent national authorities. The Agency will deploy mixed asylum support teams to support concerned Member States, in line with the agreed Operational & Technical Assistance Plans. The Agency may also be called upon to prepare for the deployment of teams to hotspots in the context of migration management support teams, in collaboration with the European Commission and other EU agencies. The Agency will also prepare to establish the asylum reserve pool and other mechanisms to guarantee rapid support, at any time and in sufficient numbers, to frontline Member States. Moreover, appropriate tools will be developed to implement operational activities. Specific operational support for the implementation of the CEAS and operations in the hotspots will be maintained.

The Agency will further develop its operational support based on the emerging needs of Member States to fully implement the reformed CEAS and to respond to particular pressure on their asylum and reception systems. The Agency will adjust its operational support to the specific arising needs as well as the requests from Member States. EASO will therefore continue to support Greece, Italy, Cyprus and Malta. EASO will also provide specific support for short term emergency operations as required including ad hoc disembarkation / voluntary relocation exercises. Activities related to the implementation of the new Dublin system have not been fully defined in this programming document pending the outcome of negotiations on the legal basis. This requires the further development of the Agency's operational contingency planning and resourcing capacities.

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 as well as implementing regional development and protection programmes and other actions. Based EU external relations policy documents, the Agency will, as appropriate, support the approach of renewed partnerships with third countries that will be developed according to the situation and needs of each partner third country, depending on whether it is a country of origin or transit. As part of this, the Agency will support **capacity building** in key EU neighbouring third countries' asylum and reception systems. Moreover, the Agency will continue providing support to the Western Balkans region and Turkey, including through the implementation of IPA Programme 'Regional Support to Protection-Sensitive Migration Management in the Western Balkans and Turkey' (IPA

³⁴ COM(2016) 271 final.

³⁵ The requested budget increase compared to the LFS, as well as the increase of staff allocation in 2021 by 50 posts, shall, however, depend on the outcome of COM decision on the budget. The envisaged staff beyond 2020 is indicative and subject to a revision once the EUAA Regulation is adopted, coming on top of the substantial growth in staff provided for with the entry into force of the EUAA Regulation.

Programme), as well as in relation to the implementation of the Regional Development and Protection Programme (RDPP) in North Africa, and to other countries as appropriate.

In 2020, the Agency will strengthen the EU's role in **resettlement**, in cooperation with the European Commission and UNHCR, with a view to supporting EU+ countries in meeting the international protection needs of refugees in third countries and show solidarity with their host countries. Building on the midterm assessment of the Resettlement Support Facility (RSF) pilot project, the Agency will continue to manage the 18-month RSF pilot project in Turkey and explore how the approach developed can be refined and replicated in other host countries (depending on the evaluation of the outcomes of the pilot project and subsequent approval by the MB of further such activities). Following the transfer of the EU-FRANK project results to the Agency in 2019-2020, the Agency will continue to support the implementation of training and the development of operational tools to be used by EU Member States engaging in resettlement programmes. Building on the achievements of the Private Sponsorship Schemes pilot project initiated in 2018, the Agency will continue to support the planning and implementation of complementary **pathways to international protection** in the EU with interested Member States, through peer-support initiatives and soft measures.

In line with the European Agenda on Migration and the EUAA Regulation proposal, the Agency will prepare to carry out one of its main new tasks: **monitoring of the operational and technical application** of the CEAS. Through monitoring, any shortcomings in the functioning of the CEAS can be addressed as early as possible and the necessary tools will be put in place to enable Member States to address situations of disproportionate pressure adequately. The Agency will also initiate preparations to set up teams of experts to carry out the monitoring.

With the aim of becoming a key component of the asylum and reception monitoring systems, the Agency will continue to ensure the development of its **Early warning and Preparedness System (EPS)**, in cooperation with Eurostat and Frontex/EBCG, through the reinforcement or addition of new data exchanges, also in view of establishing an effective monitoring of all key aspects of the revised CEAS once the EUAA Regulation is adopted.

The Agency will also collect and validate information on third country nationals effectively resettled. The analysis on the situation of asylum will include information on root causes, migratory and refugee flows, the presence of unaccompanied minors, the overall reception capacity, as well as on arrivals of large numbers of third country nationals which may cause disproportionate pressure on Member States' asylum and reception systems. To effectively generate timely and reliable information to Member States and to identify possible risks to the Member States' asylum and reception systems, a data hub will be established combining EPS data with data from other sources, the Agency's research activities on early warning and understanding root causes will be strengthened, and the Agency's capacity in terms of strategic analysis of data trends will be further consolidated.

During 2020, the Agency will continue and further enhance its collection and exchange of information on Member States' procedures and practices in relation to the CEAS. The **Information and Documentation System (IDS)** will serve as a database and web portal on Union, national and international asylum instruments. Information available in the IDS will also serve as a baseline for the collection of information under the monitoring of the operational and technical application of the CEAS.

In line with the EUAA Regulation proposal, the Agency will continue to build capacity and assume a key role in the gathering of relevant, reliable, accurate and up-to-date information on countries of origin, including information on vulnerable persons. The EUAA Regulation proposal calls for the coordination of national COI production initiatives by establishing and managing networks among Member States on COI. During 2020, the Agency will continue developing the COI Portal.

Based on the convergence exercise mandated by the 21 April 2016 Council Conclusions, and in line with the relevant provisions of the EUAA Regulation proposal, the Agency will continue to engage in **country guidance** activities. In particular, the Agency will continue to coordinate efforts among Member States to develop common analyses and guidance notes on the situation in main countries of origin, and to regularly review and update these common analyses and guidance notes.

During 2020, training will continue to be delivered to support capacity building in Member States. The **European Asylum Curriculum** will be consolidated by keeping it abreast of new developments, such as the changes in the EU asylum legal framework and the asylum situation in the EU. The Agency will continue to support EU+ countries in fulfilling their obligation to include the core parts of the curriculum into their national training programmes. Moreover, the Agency will also continue to analyse and address the general needs of the EU+ countries and develop, update or upgrade new training modules, in cooperation with EU+ countries, while ensuring that issues related to vulnerable persons are streamlined throughout its training material. Various specialised thematic trainings will be provided to Member State experts being deployed by the Agency and also to its own staff. Furthermore, the Agency will continue to develop an internal Training Governance System to enable the full and valid certification and accreditation of its training curriculum. The Agency will be strengthening the design and infrastructure of the **e-learning management system** with the aim of providing a single source of information for the management of e-learning courses, data storage, and sharing and compilation of data for statistical purposes.

The Agency will advance the joint preparation of **professional development materials for members of courts and tribunals**, as well as their subsequent dissemination to identified partners. In addition, professional development workshops will continue, as well as increased support to their organisation on a national level. Cooperation with relevant partners in the field will be strengthened and every effort will be made to facilitate avenues for judicial dialogue and exchange.

The Agency will continue to mainstream aspects related to **vulnerable persons** in all activities. Cooperation activities will be undertaken to foster convergence in line with EU standards related to the identification and support to encourage policy coherence in this field. Efforts to encourage practical cooperation and information sharing among EU+ countries and other relevant experts on issues relating to vulnerable persons will continue.

The practical cooperation activities organised within the framework of the **Asylum Processes Network, the Network of Dublin Units, the Exclusion Network, the Vulnerability Experts Network** and the **Network of Reception authorities** will be consolidated and further enhanced. Through these networks, the Agency will foster the exchange of information and best practices, pool expertise and develop specific tools and guidance on these themes.

In the implementation of its work, the Agency will work in close cooperation with other actors in the field, in particular the Commission, the European Parliament, the Council of the European Union, EU Member States, Frontex/EBCG, eu-LISA, FRA, UNHCR, IOM and other relevant actors. The Agency will build on its excellent working relationship with the UNHCR and IOM and will continue promoting strong cooperation amongst EU agencies, in particular the JHA agencies network and activities organised within this framework. The Agency will increase cooperation with the European Migration Network and its different Expert Groups, IGC, GDISC and other players. Likewise, the Agency will further strengthen the partnership with the International Association of Refugee Law Judges (IARLJ), the Association of European Administrative Judges (AEAJ), and the European Judicial Training Network (EJTN).

The Agency will further develop its positive relationship with civil society in various areas of its work through more targeted consultations, transparency, and outreach activities.

This programming document constitutes the framework financing decision for the implementation of the identified activities. In view of the largely unpredictable nature of developments in the migration field in the EU, which have a direct impact on the Agency's operations, the Agency will have to continue to respond in a timely and proactive manner to evolving circumstances. Changes to the Work Programme 2020, including financial implications, are likely to occur and will have to be discussed with the Management Board. The implementation of the work programme remains the responsibility of the Executive Director.

This Work Programme 2020, which is an integral part of the Single Programming Document 2020 to 2022, takes into account the opinion of the European Commission, which was delivered to the Agency on 9 August 2019. This document was first endorsed by the EUAA Management Board on 31 January

2019, revised in June 2019 (revisions endorsed on 17 June 2019), and subsequently adopted on 24 September 2019³⁶.

2 The Agency's priorities for 2020

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.

- **Transition towards the EUAA Regulation**
 - Continue to operationalise and implement the agreed actions in all areas of activity, according to the agreed priorities in the action plan, in collaboration with the Management Board and the European Commission, and in consultation with stakeholders, where required.
- **Reinforcing internal governance and management systems**
 - Continue to build on the Agency's internal governance with an emphasis on further improvement of quality, 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.
 - The Agency is committed to prevent any future irregularities and inform the European Commission without delay of any cases of fraud, financial irregularities and investigations. To mitigate fraud and irregularities' related risks, and facilitate adequate prevention and detection, the internal control process shall be applicable at all management levels within the Agency. The primary measures to achieve this will be, but not limited to, reinforced systematic controls, risk analyses, awareness-raising and training.
- **Maintaining core business activities**
 - Continue to deliver core-business activities across the Agency, with a focus on maintaining the quality of service and the output level, and where feasible, improve performance.
- **Operational support, operational planning, monitoring and evaluation**
 - Respond to Member States that are under particular pressure on their asylum and reception systems. By establishing or continuing operations where required in a planned, timely and flexible way based on defined entry, exit and sustainability strategies within a rigorous project and budget management framework as contained in the Agency Operations Manual and with sufficient organisational capacity and flexibility to scale up and scale down when required. Develop and utilise the required operational tools to ensure the Agency has the capacity to respond to emerging operational needs in a timely, efficient and appropriate manner.
 - Depending on the outcome of inter-institutional negotiations, implement specific support activities for operations in the hotspots connected with migration management support teams.
 - EASO provides *specific* support for short term emergency operations as required including *ad hoc* disembarkation / voluntary relocation exercises.

³⁶ 'After adoption of the draft budget by the Commission, the single programming document shall be adopted by the Management Board. It shall become definitive after final adoption of the Union budget setting the amount of the contribution and the establishment plan. If necessary the budget of the Agency and its establishment plan shall be adjusted accordingly.' [EASO Financial Regulation, Art. 33(4)].

- **External dimension**
 - Continuing capacity building activities in support of third countries where required, 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. Continuing the Agency's support to resettling Member States by (1) enhancing support for European and Member States' Resettlement programmes, and (2) completing the implementation of the 18-month RSF pilot project in Turkey, including its mid-term review and end-evaluation, and applying mainstreaming recommendations as appropriate, and (3) if feasible and relevant (after political agreement) contribute to the implementation of the SOP for the Voluntary Humanitarian Admission Scheme in Turkey.
- **Information, analysis and knowledge development**
 - Develop further the EU COI system, gathering relevant, reliable, objective, accurate and up-to-date information on relevant third countries, expanding the base of original sources by way of fact-finding missions.
 - Implement and finalise the transfer of the relevant parts of MedCOI to the Agency.
 - Foster the creation of an effective situational picture on asylum-related migration, as well as an early warning functionality, through the development of a data hub in synergy with the EASO data warehouse.
 - 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 state-of-the-art platforms
 - 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.
- **Training and asylum support**
 - Continue and enhance the development of training activities, including for all operations of the Agency.
 - Develop operational standards, indicators, guidance, best practices and common practical tools to support the implementation of the CEAS based on identified needs and good practices and act as a centre of expertise on asylum matters.
 - Enhance the professional development series for members of courts and tribunals.
- **The EUAA monitoring of operational and technical application of the CEAS**
 - Upon adoption of the EUAA regulation, prepare to conduct the first monitoring engagement(s) in Member States, in line with the programme adopted by the Management Board.
- **Horizontal activities**
 - Implement revised working methods and tools for improvement of the Management Board's governance responsibilities.
 - Enhance external communication and strengthen coordination, flow of information, convergence and coherence of policies and practices related to the Agency's mandate.
 - Deliver comprehensive ICT systems and solutions to fulfil the Agency's mission effectively and efficiently.

3 Operational support

3.1. Italy

The Agency's operational support to Italy is provided across the national territory, and various reception centres across Italy. Moreover, 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 and the Territorial Asylum Commissions, in the offices of the Immigration and Border Police, including the Questure, and in multiple locations covered by roving teams.

The Agency will continuously **review its operational support** based on the identified and emerging needs of Italy within a validated 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.

Within this context, the Agency will operationalise its support in agreement with the Italian authorities, aiming to address specific arising needs. The Agency will provide operational support by deploying asylum support teams³⁷, or by providing other support as required, including by maintaining and/or providing logistics (such as mobile offices, rental and setting-up of facilities, and equipment) as well as providing the necessary services (such as cultural mediators, administrative support, interim support staff and transport). The Agency will cooperate with the relevant bodies in the provision of such support, devoting special attention to operational cooperation with Frontex/EBCG and other stakeholders. Within the rapidly evolving situation in Italy and upon agreement with the Italian authorities, the Agency will adjust its intervention providing appropriate support to address emerging needs.

In parallel, 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. Moreover, the Agency will maintain its regular participation in the EU Regional Task Force.

A detailed description of the support measures agreed by the Agency and the Italian Authorities is provided in the signed Operating Plan published on the Agency website and the multi-annual programme document, which captures the operational planning of EASO in Italy over a three-year cycle. The Multi Annual Programme Document will be updated and aligned with the SPD 2020-2022 cycle and will identify the specific exit and sustainability strategies that will inform and direct the specific measures to be included in the 2020 Operating Plan. In this context, EASO foresees a planned, phased reduction in direct operational support to Italy at first instance, reflecting both the significant reduction in migration in-flows to Italy and the successful reduction of the backlog in 2019 by the national authorities with EASO's support which involved the deployment of 148 interim casework staff in 2019 to the Questure and Territorial Commissions to provide registration and asylum file preparation support. The foreseen activities for 2020 will focus on supporting national authorities in building sustainable systems to manage their national asylum and reception systems in parallel with a strategic shift towards support for the reduction of the backlog of appeals at second instance. This shift will involve the secondment of Asylum Support Teams members to the twenty six Tribunals across the Territory that are responsible for Appeals based on the outcomes of a pilot in three Tribunals in the last quarter of 2019. The Agency will also continue to support the establishment of national quality monitoring systems in the National Asylum Commission and national systems for the monitoring of reception standards.

³⁷ 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.

In this context, EASO foresees a planned, phased reduction in Operational support to Italy reflecting both the reduction in migration in-flows to Italy and the successful reduction of the backlog in 2019 by the national authorities with EASO's support. The foreseen activities will focus on supporting national authorities in building sustainable national systems to manage their national asylum and reception systems in parallel with a shift towards support for the reduction of the backlog at second instance.

Link to multiannual objectives	MA01
Budget line and allocated amount	3301 Operational Support: EUR 17 873 288
Allocated human resources ³⁸	6 AD, 5 AST, 3 CA, 1 SNE

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

Type of cost	Estimated quantity	Estimated expenditure (EUR)
Deployment of experts	7	714,000
Interim staff (asylum and reception, support)	158	15,283,276
Interim missions	12	540,000
Interpreters (FWC)	17	561,816
Training costs (participants, catering and venues)	48	333,696
Co-working	12	66,000
ICT, equipment, stationery, moving and maintenance, water	12	158,500
EASO staff missions	12	216,000
Total		17,873,288

Activity No	Core business activities (actions)
1	Update the three year Multi-Annual Programme Document for Italy to coincide with the 2020-2022 SPD programme cycle to demonstrate defined exit and sustainability strategies and inform annual Operating Plan Measures.
2	Assess, design, consult, sign, implement, monitor and evaluate the Operating Plan for Italy based on the EASO Operations Manual methodology.
3	Maintain close relations with the Commission, the Italian authorities and other relevant stakeholders to ensure Operating Plan is planned, implemented, monitored and evaluated.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Multi-Annual Programme Document completed.	N/A	100%	100%
2	Percentage utilisation and consumption of resources versus the Operating Plan.	90%	90%	95%
2	Extent of satisfactory implementation of Operating Plan Measures based on external evaluation determine results	75%	80% ³⁹	90%
3	Quarterly inter-agency Operating Plan coordination meetings conducted with concerned national asylum and reception authorities.	4	4	4

Objectives and results	
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

³⁸ Including personnel based in the headquarters, as well as the operational locations.

³⁹ External evaluation results for 2019 will be available as at April 2020.

	development of national asylum and support systems for registration, information provision, asylum quality monitoring and reception monitoring through the assessment, prioritisation, design, implementation, monitoring and evaluation of an Operating Plan for Italy.
Expected results in 2020	<ul style="list-style-type: none"> - Improved coordination, technical and managerial skills and capacity of 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. - Provide 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 the identification of vulnerabilities. - The Operating Plan developed, signed and implemented based on approved EASO Operations Manual project management methodology, which takes into account the assessed and prioritised needs on the ground and delivers measurable impact on the Italian authorities' capacity to manage and coordinate the asylum and reception systems.

Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of support measures implemented as planned, including amendments, if applicable.	2018: 80%	90%	Internal records, progress reports, including monitoring reports.
Percentage of positive feedback of Italian authorities on the support measures.	2018: 90%	95%	Monitoring and evaluation reports.
Main outputs/actions in 2020			
Main outputs/actions	When		
Provision of operational and technical support to Italy to implement the CEAS, with specific support for the enhanced coordination and management of their asylum and reception systems.	Q1-Q4		
Implementation of activities in accordance with the logical framework of the Operating Plan signed with the Italian authorities, which define the scope of the capacity building and related strategic deployments of personnel to key national authorities and of Asylum Support Teams (if required).	Q1-Q4		

Objectives and results	
Objective 2	Taking into account the situation on the ground, and at the request of the Italian authorities, provide relevant support to alleviate the pressure on the national asylum and reception systems, to process applications for international protection at first and second instance.
Expected results in 2020	<ul style="list-style-type: none"> - Increased technical, managerial and operational capacity of the specific authorities in asylum. - 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% through direct support delivered by asylum support team members seconded by the Agency to the twenty six Appeals Tribunals. - Increased productivity of the Dublin Unit to process requests.

	- Increased capacity of the concerned Italian authorities in respect of COI including the further development of the COI Unit.		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
System in place to assess the quality of decisions on applications for international protection, and implement related quality monitoring systems.	2018: N/A	75%	Internal records & Reports
Percentage of files prepared with the support of the Agency at second instance.	2018: N/A	90%	Internal records, progress reports.
Percentage reduction in the national backlog at second instance as at 1 st Jan 2019.	2018: N/A	35%	National Statistics and reports
Capacity on COI significantly increased through secondment of personnel and further development of the COI Unit.	2018: N/A	Target to be set in Dec 2019	Internal monitoring records, statistics, progress reports.
Main outputs/actions in 2020			
Main outputs/actions	When		
Provide measurable support to Italy to enhance its managerial and operational capacity to manage and monitor the asylum systems. Asylum support teams seconded to reduce backlogs in second instance, and deployed to National Asylum Service to support the establishment of the Quality Unit and to the Dublin Unit and COI Unit.	Q1–Q4		
Cooperate and coordinate the implementation of the 2020 Operating Plan activities with all stakeholders active in Italy (such as the Italian authorities, the European Commission, UNHCR, IOM, Member States, EU agencies, such as Frontex, Europol, and FRA within the context of the operations in Italy, with the agreed project management methodology.	Q1–Q4		
Maintain and/or provide additional infrastructure, as well as the necessary services, as appropriate, to facilitate the implementation of the relevant measures in the Operating Plan.	Q1–Q4		

Objectives and results			
Objective 3	Taking into account the situation on the ground, and at the request of the Italian authorities, provide relevant support to build the capacity of the national reception authorities and pilot and mainstream a national reception monitoring framework.		
Expected results in 2020	<ul style="list-style-type: none"> - Increased technical, managerial and operational capacity of the specific authorities in reception. - Strengthened capacity of the relevant national authorities to enhance and monitor reception conditions. - Enhanced operational skills and technical knowledge of reception authorities as a result of dedicated professional development pathways. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
National Reception Monitoring Framework piloted.	2018: N/A	100%	Internal records
National Reception Monitoring Framework mainstreamed.	2018: N/A	100%	Internal records

Main outputs/actions in 2020	
Main outputs/actions	When
Provide measurable support to Italy to enhance its managerial and operational capacity to manage and monitor the reception systems through the deployment of Asylum Support teams and EASO staff and External Consultants.	Q1–Q4
Maintain and/or provide additional infrastructure, as well as the necessary services, as appropriate, to facilitate the implementation of the relevant measures in the Operating Plan.	Q1–Q4
Cooperate and coordinate the implementation of the relevant 2020 Operating Plan activities with all stakeholders active in Italy (such as the Italian authorities, the European Commission, UNHCR, IOM, Member States, EU agencies, such as Frontex, Europol, and FRA within the context of the operations in Italy, with the agreed project management methodology.	Q1–Q4

Objectives and results			
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		
Expected results in 2020	- Ad hoc disembarkation/voluntary relocation operations delivered in support of the concerned Italian authorities (Dublin Unit) and participating Member States in a timely and coordinated manner		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of ad hoc disembarkation/voluntary relocation events managed.	2018: N/A	100% of all events	Internal records.
Main outputs/actions in 2020			
Main outputs/actions	When		
Asylum Support teams and EASO staff deployed to manage all ad hoc disembarkation/voluntary relocation events.	Q1–Q4		
Concerned Italian authorities (Dublin Unit) supported in completing the pre-registration, registration and subsequent processing of relocation files.	Q1–Q4		
Participating Member States supported 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).	Q1–Q4		

3.2. 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 other locations on the mainland.

The Agency will **further develop its operational support** based on the emerging needs of Greece to fully implement the EU asylum acquis and to respond to particular pressure on its asylum and reception systems, in accordance with the Operating Plan to be agreed with the Greek authorities and taking into account the evaluation results of the Operating Plan from the previous year and a thorough prioritised needs analysis. The support provided by the Agency in 2020 to enhance the asylum and reception system shall be in complementarity with the assistance provided under EMAS (Emergency Assistance Grant Scheme) to the GAS (Greek Asylum Service), as well as the EMAS to UNHCR, IOM, and UNICEF for capacity building and the monitoring of reception conditions.

Within this context, the Agency will operationalise its support in agreement with the Greek authorities, aiming to address specific prioritised needs using a robust methodology. The Agency will provide operational support by deploying asylum support teams or by providing other support, as required, including maintaining and providing logistics (such as mobile offices, rental, fit-out and maintenance of facilities and equipment), as well as providing the necessary services (such as interpreters, administrative support, interim caseworkers and support staff, transport and security). All such operational support will be developed within the framework of a rigorous project management methodology and a clear prioritisation of needs.

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

The Agency will adjust its intervention and provide appropriate support to address emerging needs in line with the evolving situation in Greece and upon agreement with the Greek authorities. The main areas of the Agency's support will include activities as follows:

- Continue to provide targeted support to the Greek authorities in implementing the EU-Turkey Statement and reducing backlogs in the Border Procedure including in terms of registration, information provision, interviews and related drafting of legal opinions..
- Continue to provide targeted support to the Greek authorities in reducing backlogs 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 Legal Rapporteurs to reduce backlogs 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.
- Continue to provide targeted support to the Greek Authorities in terms of capacity building to the concerned national authorities managing asylum and reception.

A detailed description of the support measures agreed by the Agency and the Greek Authorities will be included in the signed Operating Plan and will be available on the Agency's website. Within the context of the EASO multi-annual programme document for Greece, operations prepared by the Department of Operations and the continuing trend of high in-migration to Greece, EASO foresees the continuing support to Greece at 2019 levels with a specific focus on support for the implementation of the EU Turkey statement, support for increased processing within the regular procedure and both national and hotspot level support for reception. The Multi-Annual Programme Document will be updated and aligned with the SPD 2020 – 2022 cycle and will identify the specific exit and sustainability strategies that will inform and direct the specific measures to be included in the 2020 Operating Plan.

Link to multiannual objectives	MA01
Budget line and allocated amount	3301 Operational Support: EUR 39 071 455
Allocated human resources⁴⁰	11 AD, 9 AST, 8 CA

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

Type of cost	Estimated quantity	Estimated expenditure (EUR)
Deployment of experts	46	4,002,000
Interim staff (asylum and reception, office and field coordination)	430	23,476,323
Interim missions	12	558,000
Interpreters	132	7,028,208

⁴⁰ Including personnel based in the headquarters, as well as the operational locations.

Type of cost	Estimated quantity	Estimated expenditure (EUR)
Training costs (participants, venue and catering)	96	1,118,400
Security, buildings rental and maintenance, cleaning services, small construction/maintenance costs, stationery and office supplies, medical supplements, small purchases all locations	12	2,001,724
Transport	12	498,000
EASO staff missions	12	388,800
Total		39,071,455

Activity No	Core business activities (actions)
1	Update the three year Multi-Annual Programme Document for Greece to coincide with the 2020-2022 SPD programme cycle to demonstrate defined exit and sustainability strategies and inform annual Operating Plan Measures.
2	Assess, design, consult, sign, implement, monitor and evaluate the Operating Plan for Greece based on the EASO Operations Manual methodology.
3	Maintain close relations with the Commission, the Greek authorities and other relevant stakeholders to ensure Operating Plan is planned, implemented, monitored and evaluated.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Multi-Annual Programme Document completed.	N/A	100	
2	Percentage utilisation and consumption of resources versus the Operating Plan.	90%	90%	95%
2	Extent of satisfactory implementation of Operating Plan Measures based on external evaluation determine results.	75%	80% ⁴¹	85%
3	Quarterly inter-agency Operating Plan coordination meetings conducted with concerned national asylum and reception authorities.	4	4	4

Objectives and results	
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, support for the implementation of the Technical Assistance Project on reception and support for second instance appeals through the assessment, prioritisation, design, implementation, monitoring and evaluation of an Operating Plan for Greece.
Expected results in 2020	<ul style="list-style-type: none"> - Operating Plan assessed, prioritised, designed, implemented, monitored and evaluated provides direct operational support to the relevant authorities to significantly reduce the pressure on their asylum and reception systems in line with the CEAS. - Improved coordination, technical and managerial skills and capacity of relevant Greek 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 Greek authorities.

⁴¹ External evaluation results for 2019 will be available as at April 2020.

Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of support measures implemented as planned, according to the logical framework of the Operating Plan, including amendments, if applicable.	2018: 90%	95%	Internal records, progress and/or evaluation reports
Percentage of outputs, including tools to support asylum and reception systems, agreed with the Greek authorities delivered.	2018: 100%	100%	Internal records, progress and/or evaluation reports
Operating Plan 2019 planned results achieved.	2018: 80%	95%	Monitoring and evaluation reports
Main outputs/actions in 2020			
Main outputs/actions			When
Provision of operational and technical support to the Greek authorities to implement the CEAS and manage their asylum and reception systems.			
Implementation of activities in accordance with the logical framework of the Operating Plan signed with the Greek authorities.			

Objectives and results	
Objective 2	Taking into account the specific needs in 2020 and at the request of the Greek authorities, provide direct operational support to the Greek authorities to process applications for international protection at first and second instance.
Expected results in 2020	<ul style="list-style-type: none"> - Increased rate of processing applications for international protection through the deployment of Asylum Support Teams to the Border Procedure. - Increased rate of processing applications for international protection through the deployment of Asylum Support Teams to the Regular Procedure. - Increased rate of processing of second instance appeals through the secondment of Legal Rapporteurs to the Appeals Authority. - 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. - Increased rate of processing of Dublin files through the deployment of Asylum Support Team members to the Dublin Unit. -

Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of registrations of applications for international protection processed with the support of the Agency.	2018: 55%	65%	Internal records, progress reports
Percentage of asylum interviews at first instance processed with the support of the Agency in the Regular Procedure.	2018: N/A	50%	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.	2018: 50%	60%	Internal records, statistics, reports
Productivity targets for asylum processing at first instance met.	2018:	4 cases/casewor	Internal records, statistics, reports.

Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
	4 cases/caseworker p/wk in regular procedure	ker p/wk in regular procedure	
Main outputs/actions in 2020			
Main outputs/actions			When
Provide support to Greece to enhance the capacity to manage the asylum systems. Asylum Support Teams deployed to reduce backlogs in registration and in the processing of applications for international protection at first instance in the Border and Regular Procedure and Legal Rapporteurs seconded to the Appeals Authority at second instance.			Q1–Q4
Cooperate and coordinate the implementation of the 2020 Operating Plan and activities with all stakeholders active in Greece (e.g. Greek authorities, Commission, UNHCR, IOM, Member States, and EU agencies such as Frontex/EBCG, Europol and FRA) within the context of the operations in Greece, with the agreed project management methodology.			Q1–Q4
Maintain and/or provide 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.			Q1–Q4

Objectives and results			
Objective 3	Taking into account the specific needs in 2020 and at the request of the Greek authorities, provide operational support to the Greek authorities to strengthen the national reception system.		
Expected results in 2020	<ul style="list-style-type: none"> - Enhanced operational skills and technical knowledge of the relevant authorities for reception management. - Components of the National Reception Technical Assistance Project under the Agencies responsibility fully implemented. - Strengthened capacity of the relevant national authorities to enhance and monitor reception conditions. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of Agency reception support measures of the Operating Plan implemented as per the Technical Assistance Project.	2018: 75%	85%	Internal records, progress reports.
Degree of adoption and implementation of the reception support measures in the Hotspots.	2018: 80%	80%	Internal records, progress and/or evaluation reports.
Reception Quality Monitoring System Piloted and mainstreamed.	2018: 50%	90%	Internal records, statistics, reports.
Main outputs/actions in 2020			
Main outputs/actions			When
Provide support to Greece to enhance the capacity to manage the reception systems.			Q1–Q4
Maintain and/or provide 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.			Q1–Q4

Cooperate and coordinate the implementation of the 2020 Operating Plan & activities with all stakeholders active in Greece (e.g. Greek authorities, Commission, UNHCR, IOM, Member States, and EU agencies, such as Frontex, Europol and FRA) within the context of the operations in Greece, with the agreed project management methodology.	Q1–Q4
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3.3. Cyprus

Within the context of the increased migration flows to Cyprus, the Agency’s operational support to Cyprus is provided in Nicosia at the premises of the Asylum Service, 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.

The Agency will continue to provide operational and technical assistance to the Cypriot authorities based on the foreseen Operating Plan for 2020 and **further assess whether its operational support** needs to be developed further 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. Key developments in 2020 will involve: increased deployment support for the processing of applications at first instance; support for the establishment of a Dublin Unit and a Quality Unit - both within the Cypriot Asylum Service; support for development and implementation of effective first and second line reception management and finally, based on an assessment and extensive negotiations in 2019 with the concerned authorities, the Agency will also, separately from other actions, include a new Measure concentrating on second instance support to the new Special Appeals Court.

The Agency will update the Multi-Annual Programme Document for Cyprus and align it with the current SPD 2020-2022 cycle. The current Multi-Annual Programme Document for Cyprus operations, foresaw a planned increase in support to the Cypriot authorities in the second half of 2019 and through 2020. EASO foresees the provision of this support in a sustainable manner whereby EASO will ensure pre-agreed exit strategies with the Cypriot authorities once targets are met in terms of backlog reduction at first and second instance and quality standards in reception are met. The revised Roadmap will therefore identify the exit and sustainability strategies for the Agencies response in Cyprus and these will fully guide and inform the specific Measures within the Operating Plan for Cyprus for 2020.

Within this context, the Agency will operationalise its support in agreement with the Cypriot authorities, aiming to address specific arising needs. The Agency will provide operational support by deploying asylum support teams⁴² or by providing other support, as required, including maintaining and/or providing logistics (such as mobile offices, rental, fit-out and maintenance of facilities and equipment), as well as providing the necessary services (such as interpreters, cultural mediators, administrative support, interim caseworkers and support staff, transport and security). The Agency will cooperate with other relevant bodies in the provision of such support. It is envisaged, *inter alia*, that the support will also include developing case and file management systems to enhance processing capacity and reduce backlog.

In addition, the Agency will deploy asylum support teams to assist the Asylum Service in the building of effective reception management systems at national level and specifically in providing technical support for the management of the reception centres in Kofinou and Pournara. This intervention will involve developing and handing over reception management systems to the concerned parties. A detailed description of the support measures agreed by the Agency and the Cypriot Authorities will be included in the signed Operating Plan and will be available on the Agency website.

⁴² 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.

Link to multiannual objectives	MA01
Budget line and allocated amount	3301 Operational Support: EUR 4 123 344
Allocated human resources	1 AD, 3 AST, 1 CA

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

Type of cost	Estimated quantity	Estimated expenditure (EUR)
Deployment of experts	6	608,616
Interim staff	54	1,874,652
Interim missions	1	43,200
Interpreters (FWC)	25	1,331,100
Training costs (training/study visit participants, catering and venues)	24	84,624
Stationery and office supplies, office rent	12	137,952
EASO staff missions	12	43,200
Total		4,123,344

Activity No	Core business activities (actions)
1	Update the three year Multi-Annual Programme Document for Cyprus to coincide with the 2020-2022 SPD programme cycle to demonstrate defined exit and sustainability strategies and inform annual Operating Plan Measures.
2	Assess, design, consult, sign, implement, monitor and evaluate the Operating Plan for Cyprus based on the EASO Operations Manual methodology.
3	Maintain close relations with the Commission, the Cypriot authorities and other relevant stakeholders to ensure Operating Plan is planned, implemented, monitored and evaluated.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Multi-Annual Programme Document completed.	N/A	100%	100%
2	Percentage utilisation and consumption of resources versus the Operating Plan.	90%	90%	95%
2	Extent of satisfactory implementation of Operating Plan Measures based on external evaluation determine results.	75%	80% ⁴³	85%
3	Quarterly inter-agency Operating Plan coordination meetings conducted with concerned national asylum and reception authorities.	4	4	4

Objectives and results	
Objective 1	Contribute to enhanced coordination and technical capacity of the Cypriot authorities to implement the CEAS, with particular focus on support for registration, the examination of applications for international protection and support for reception through the assessment, prioritisation, design, implementation, monitoring and evaluation of an Operating Plan for Cyprus.
Expected results in 2020	<ul style="list-style-type: none"> - Operating Plan assessed, prioritised, designed, implemented, monitored and evaluated provides direct operational support to the relevant authorities to reduce the pressure on their asylum and reception systems in line with the CEAS. - Enhanced procedures and tools for the effective implementation of the CEAS.

⁴³ External evaluation results for 2019 will be available as at April 2020.

	<ul style="list-style-type: none"> - 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. - Enhanced procedures and tools for the effective implementation of the CEAS. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of support measures implemented as planned, according to the logical framework of the Operating Plans, including amendments, if applicable.	2018: 80%	90%	Internal records, progress reports
Programme indicators per measure met by the actions implemented in the framework of the Operating Plan.	2018: 60%	90%	Internal records, progress and/or evaluation reports
Process indicators met by the actions implemented in the framework of the Operating Plan.	2018: N/A	90%	Internal monitoring records, statistics, progress reports.
Main outputs/actions in 2020			
Main outputs/actions	When		
Provide operational and technical support to Cyprus to implement the CEAS, with specific support for registration, for the processing of applications for international protection and support in the field of reception.	Q1–Q4		
Implementation of activities in accordance with the Operating Plan signed with the Cypriot authorities.	Q1–Q4		

Objectives and results	
Objective 2	Taking into account the specific needs in 2020 and at the request of the Cypriot authorities, provide direct operational support to the Cypriot Asylum Service to process applications for international protection and thus significantly reduce backlogs in the processing of applications for international protection at first instance involving: continued deployment of registration officers; further increased deployment of asylum support to teams to conduct interviews and draft opinions; support for the establishment of a Dublin Unit and support for the establishment of a Quality Unit – both within the Cypriot Asylum Service.
Expected results in 2020	<ul style="list-style-type: none"> - Increased rate of processing of registration of applicants for international protection. - Increased rate of processing applications for international protection at first instance. - Improved procedures and tools for processing applications for international protection, including relevant tools and procedures for backlog management, case management and case scheduling. - Enhanced skills and knowledge of the relevant authorities to process applications for international protection. - Support for the establishment of a Dublin Unit within the Cypriot Asylum Service - Support for the establishment of an Asylum Quality Unit within the Cypriot Asylum Service. - Increased rate of processing of registration of applicants for international protection. - Increased rate of processing applications for international protection at first instance. - Enhanced procedures and tools for implementation of asylum procedures.

	<ul style="list-style-type: none"> - Improved procedures and tools for processing applications for international protection, including relevant tools and procedures for backlog management, case management and case scheduling. - Enhanced skills and knowledge of the relevant authorities to process applications for international protection. - Support for the establishment of a Dublin Unit within the Cypriot Asylum Service. - Support for the establishment of an Asylum Quality Unit within the Cypriot Asylum Service.
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Indicators			
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Indicator	Latest known result	Target for 2020	Means and frequency of verification
Median duration from registration request to registration.	2018: 10 days (as at Dec 2019 based on EASO intervention)	10 days	Registration reports.
Evidence of harmonisation of the referral system and prioritisation of vulnerable applicants.	2018: 75% registration SOPs revised and updated	100%	SOPs Validated Referral system developed and validated by concerned authorities.
Number of pending cases (backlog) at first instance reduced.	2018: 5,614 as at Oct 2018	20%	Internal records, statistics, progress reports.
Percentage of backlog asylum interviews processed with the support of the Agency.	2018: 65%	50%	Internal records, statistics, reports.
Dublin Unit established.	2018: N/A	Dublin Unit established	Internal records.
Quality Unit established.	2018: N/A	Quality Unit established	Internal records.

Main outputs/actions in 2020	
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Main outputs/actions	When
Provide support to Cyprus to enhance the capacity to manage the asylum systems. Asylum support teams deployed to reduce backlogs in registration and in the processing of applications for international protection at first instance, Quality Unit and Dublin Unit both established and supported in the Cypriot Asylum Service.	Q1–Q4
Cooperate and coordinate the implementation of the Operating Plan 2020 activities with all stakeholders active in Cyprus (e.g. Cypriot authorities, Commission, UNHCR, IOM, Member States, and EU agencies, such as Frontex, Europol and FRA) within the context of the operations in Cyprus, with the agreed project management methodology.	Q1–Q4
Maintain and/or provide 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.	Q1–Q4

Objectives and results	
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Objective 3	Taking into account the specific needs in 2020 and at the request of the Cypriot authorities, provide direct operational support to the reception authorities to strengthen the national management of reception and the specific management of first and second line reception systems,
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Expected results in 2020	<ul style="list-style-type: none"> - Enhanced operational skills and technical knowledge of the relevant authorities for reception management. - Identification and agreement of national reception management including development of agreed central 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. - Safe Zone in Pournara established and effectively managed by Cypriot authorities with support from EASO. - First line reception related workflows on information provision, vulnerability, registration and reception allocation developed and functioning. - Second line reception related workflows developed and functioning as they relate to registration, vulnerability referrals and allocations. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Evidence of improvement of reception conditions based on EASO operational standards and indicators of reception conditions.	2018: profiling of residents in Kofinou in place, social workers and experts providing support	100% quality measurement tool implemented in Kofinou and Pournara	QM Tool reports.
Early identification system for vulnerable applicants.	2018: early identification assessment for vulnerable groups in place at registration level	100% early identification system fully implemented	Early identification system validated. Early identification system applied.
Harmonised data collection systems (Kofinou and Pournara).	2018: initial profiling and creation of badges for residents started	100% harmonised data collection systems applied	Harmonised data collection systems reports.
Central allocation system developed.	2018: N/A	50%	Drafting of SOPs around central reception allocations – including referral pathways to concerned authorities.
Pournara Safe Zone established and functioning.	2018: N/A	100%	Pournara Safe Zone reports.

First line reception related workflows developed and functioning as they relate to registration, vulnerability referrals and allocations.	2018: N/A	100%	Pournara Safe Zone reports.
Main outputs/actions in 2020			
Main outputs/actions	When		
Provide support to Cyprus to enhance the capacity to manage the reception systems through deployment of Asylum Support Teams to Pournara and Kofinou and to central allocation authorities.	Q1–Q4		
Cooperate and coordinate the implementation of the Operating Plan 2020 reception activities with all stakeholders active in Cyprus (e.g. Cypriot authorities, Commission, UNHCR, IOM, Member States, and EU agencies, such as Frontex, Europol and FRA) within the context of the operations in Cyprus.	Q1–Q4		

Objectives and results			
Objective 4	Support for the establishment of the Special Appeals Court, support for building their capacity and the consequent reduction in the backlogs at second instance.		
Expected results in 2020	<ul style="list-style-type: none"> - Special Appeals Court has capacity to process appeals. - Reduced second instance backlog. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Backlog at second instance reduced.	2018: N/A	25%	Internal records, progress reports.
Relevant Programme indicators per measure met by the actions implemented in the framework of the Operating Plan.	2018: N/A	90%	Internal records, progress and/or evaluation reports.
Main outputs/actions in 2020			
Main outputs/actions	When		
Targeted secondment of Research Officers and other administrative and database support assistants to the Special Appeals Court. Relevant training and capacity building support for seconded staff. Specific training and support from competent peer trainers to enhance the capacity and productivity of the appointed Court judges.	Q1–Q4		
Material support to support the creation of the Special Appeals Court offices.	Q1–Q4		

3.4. Malta

EASO has been assisting the Office of the Refugee Commissioner since 2017 in terms of for example training support and involvement in a number of EASO Networks. In 2019 EASO and Malta cooperated in *ad hoc* voluntary relocation exercises taking place in 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 the registration and lodging of the application, the Dublin procedure and interviews. The Maltese authorities also requested support in the decision making process through drafting of Evaluation Reports⁴⁴ on individual applications submitted to the Refugee Commissioners Office for decision. An Operating Plan was signed on 24th June 2019 and is intended to contribute to the overall objective, or main impact

⁴⁴ 'Drafting Evaluation Report' is the term used by the Refugee Commissioner for the drafting of legal opinion concerning individual applications for asylum.

result, of ensuring 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 has 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. A new Operating Plan for 2020 will be signed upon the request of the Permanent Secretary, Ministry for Home Affairs and National Security, following a needs assessment and related prioritisation exercise to be conducted between October and November 2019. It is foreseen that a 2020 Operating Plan will be required for Malta and that the operational support for 2020 will continue to focus primarily on support for the reduction of particular pressure on the asylum systems. However, the Operating Plan may also include specific support for reception and this will be reflected in revisions to the Work Programme for 2020 should this prove to be the case. In any case, EASO will develop a three year Multi-Annual Programme Document for Malta (aligned to the SPD 2020 – 2022) which will indicate the exit and sustainability strategies that will fully inform the annual Operating Plan(s) that may be required to respond to the particular pressure Malta is experiencing at present and in the immediate future.

Within this context, EASO will operationalise its support in agreement with the Maltese authorities, aiming to address specific arising needs. EASO will provide operational support by deploying asylum support teams or by providing other support, as required, including maintaining and/or providing logistics (such as mobile offices, rental, fit-out and maintenance of facilities and equipment), as well as providing the necessary services (such as interpreters, cultural mediators, administrative support, interim caseworkers and support staff, transport and security). The Agency will cooperate with other relevant bodies in the provision of such support. It is envisaged, *inter alia*, that the support will also include developing case and file management systems to enhance processing capacity and reduce backlog.

Link to multiannual objectives	MA01
Budget line and allocated amount	3301 Operational support: EUR 2 248 128
Allocated human resources	2 AD, 2 AST

Type of cost	Estimated quantity	Estimated expenditure (EUR)
Deployment of experts	4	379,200
Interim staff	22	841,450
Interpreters (FWC)	24	901,478
Other direct costs	12	96,000
EASO staff missions	12	30,000
Total		2,248,128

Activity No	Core business activities (actions)
1	Develop three year Multi-Annual Programme Document for Malta to coincide with the 2020–2022 SPD programme cycle to demonstrate defined exit and sustainability strategies and inform Operating Plan Measures.
2	Assess, design, consult, sign, implement, monitor and evaluate the Operating Plan for Malta based on the EASO Operations Manual methodology.

3	Maintain close relations with the Commission, the Maltese authorities and other relevant stakeholders to ensure Operating Plan is planned, implemented, monitored and evaluated.
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Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Multi- Annual Programme Document completed.	N/A	100%	100%
2	Percentage utilisation and consumption of resources versus the Operating Plan.	N/A	90%	95%
2	Extent of satisfactory implementation of Operating Plan Measures based on external evaluation determine results.	N/A	90% ⁴⁵	95%
3	Quarterly inter-agency Operating Plan coordination meetings conducted with concerned national asylum and reception authorities.	N/A	4	4

Objectives and results			
Objective 1	Contribute to enhanced capacity of the Maltese authorities with particular focus on support for registration, the examination of applications for international protection and support for the Dublin Unit through the assessment, prioritisation, design, implementation, monitoring and evaluation of an Operating Plan for Malta.		
Expected results in 2020	<ul style="list-style-type: none"> - Operating Plan assessed, prioritised, designed, implemented, monitored and evaluated that provides direct operational support to the relevant authorities to reduce the pressure on their asylum and reception systems in line with the CEAS. - Enhanced procedures and tools for the effective implementation of the CEAS. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Operating Plan takes into account the needs on the ground and foresees adequate operational and technical support.	2018: N/A	Forecast of resources and activities is adequate to meet the needs.	Mid-term review and/or final evaluation, internal records, feedback.
Percentage of support measures implemented as planned, according to the logical framework of the operating plans, including amendments, if applicable.	2018: N/A	95%	Internal records, progress reports.
Programme indicators per measure met by the actions implemented in the framework of the Operating Plan.	2018: N/A	90%	Internal monitoring records, statistics, progress reports.
Process indicators met by the actions implemented in the framework of the Operating Plan.	2018: N/A	90%	Internal monitoring records, statistics, progress reports.
Operating Plan takes into account the needs on the ground and foresees adequate operational and technical support.	2018: N/A	Forecast of resources and activities is adequate to meet the needs	Mid-term review and/or final evaluation, internal records, feedback

⁴⁵ External evaluation results for 2019 will be available as at April 2020.

Main outputs/actions in 2020	
Main outputs/actions	When
Provide operational and technical support to Malta to implement the CEAS through the 2020 Operating Plan for Malta, including but not limited to specific support for registration, for the processing of applications for international protection and support for the Dublin Unit.	Q1–Q4
Implementation of activities in accordance with the operating plan signed with the Maltese authorities.	Q1–Q4

Objectives and results	
Objective 2	Taking into account the specific needs in 2020, enhance the capacity of the Maltese authorities to process applications for international protection significantly reducing registration and first instance backlogs, providing necessary information to applicants and strengthening the processing capacity of the Dublin Unit.
Expected results in 2020	<ul style="list-style-type: none"> - 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.

Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of registrations processed with the support of EASO.	2018: N/A	Full registration backlog as at 24/6/19 processed by the year end	Internal records, statistics, reports.
Evidence of information provision for all arrivals provided.	2018: N/A	100%	Internal records, statistics, reports.
Evidence of effective identification system for vulnerable applicants in place.	2018: N/A	System agreed and in place	Internal records, statistics, reports.
Percentage of backlog asylum interviews processed with the support of EASO.	2018: N/A	50% of backlog as at January 1 st 2020 processed	Internal records, statistics, reports.

Main outputs/actions in 2020	
Main outputs/actions	When
Provide direct operational support to the concerned authorities in Malta to significantly reduce the backlogs in registration, first instance decisions and in the Dublin unit related workflows and thus enhance the authorities' capacity to reduce the particular pressure on their asylum systems.	Q1–Q4
Cooperate and coordinate the implementation of the 2020 Operating Plan activities with all stakeholders active in Malta (e.g. Maltese authorities, Commission, UNHCR, IOM,	Q1–Q4

Member States, and EU agencies, such as Frontex, Europol and FRA) within the context of the operations in Malta.	
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Objectives and results			
Objective 3	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.		
Expected results in 2020	- Ad hoc disembarkation/voluntary relocation operations delivered in support of the concerned Italian authorities (Dublin Unit) and participating Member States in a timely and coordinated manner.		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of ad hoc disembarkation/voluntary relocation events managed.	2018: N/A	100% of all events	Internal records
Main outputs/actions in 2020			
Main outputs/actions			When
Asylum Support teams and EASO staff deployed to manage all ad hoc disembarkation/voluntary relocation events.			Q1–Q4
Concerned Maltese authorities supported in completing the pre-registration, registration and subsequent processing of relocation files.			Q1–Q4
Participating Member States supported 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).			Q1–Q4

3.5. 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 new CEAS proposals 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 in the form of asylum support teams or 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 operational 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. An Operations Manual will be developed to provide a framework for the Agency's operational responses and a modular Operations Toolkit will be developed to support Member States who may experience particular pressure on their asylum and/or reception systems.

The Agency will then respond as needed to specific requests for operational support, or as a result of the monitoring of the operational and technical implementation of the CEAS, in line with the provisions of its founding Regulation. More recently and based on the support delivered for ad hoc disembarkation / voluntary relocations in 2019, EASO also foresees Operational preparedness to deliver rapid operational support for single or multiple disembarkation events using a standardised and agreed operational response within the framework of Commission coordination. To date EASO has responded to eleven such events 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.

Link to multiannual objectives	MA01
Budget line and allocated amount	3301 Operational Support: EUR 650 000
Allocated human resources	1 AD, 1 AST

Activity No	Core business activities (actions)
1	Strengthen internal operational capacity and related systems including rapid response capacity across structural, human, financial and logistical resources.
2	Deliver timely efficient coordinated rapid response operations upon approved request to Member States.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Operational Toolkit in place to provide support when an operational response is required including multi-agency responses.	25%	75%	100%
1	Contingency Planning Manual developed to cover operational actions for single and multiple rapid response operations.	N/A	75%	100%
2	Maintain close relations with the Commission, the concerned Member States and other relevant stakeholders to ensure rapid response operations are coordinated and planned, implemented, monitored and evaluated.	N/A	100%	100%

Objectives and results			
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.		
Expected results in 2020	<ul style="list-style-type: none"> - The Agency's operational capacity and administrative systems are strengthened and aligned in order to provide effective and rapid support across 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. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of modules of the Operational Manual developed.	2018: 1	100%	Operations Manual published.

Contingency Planning Manual developed as additional Chapter to Operations Manual to cover operational actions for single and multiple rapid response operations.	2018: N/A	100%	Relevant Contingency Planning Chapter published.
Agency has capacity to respond based on requirements as agreed in the Operations Manual and Contingency Planning Manual.	2018: N/A	85%	Records of staffing, budget and resources required as per Manuals in place.
Agency has the capacity to support Member States in their contingency planning needs.	2018: N/A	50%	Records of staffing, budget and resources required as per Manuals in place.

Main outputs/actions in 2020

Main outputs/actions	When
Develop the Contingency Planning Manual and components of the Modular Operations Toolkit for Member States that might experience disproportionate pressure on their asylum and reception systems. Develop the required contingency planning documents and related standby resources and systems they describe to support rapid response operations.	Q1–Q4
Prepare to provide the necessary support to MS's to develop contingency systems as relevant.	Q3-Q4
Develop the Contingency Planning Manual and components of the Modular Operations Toolkit for Member States that might experience disproportionate pressure on their asylum and reception systems. Develop the required contingency planning documents and related standby resources and systems they describe to support rapid response operations.	Q1-Q4

Objectives and results

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.
Expected results in 2020	- The Agency responds to rapid response needs upon request in a timely, efficient, planned, structured and coordinated operational manner.

Indicators

Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of timely operational responses put in place	2018: 100% of approved requests responded to	100% of approved requests responded to	Operational records and activity reports.

Main outputs/actions in 2020

Main outputs/actions	When
Asylum Support Teams deployed to support rapid response needs upon approved request of Member States in close coordination with the Commission.	Q1–Q4
EASO has developed internal standby capacity (human technical logistical and financial) to ensure timely responses to rapid response operational needs.	Q1-Q4

3.6. External dimension

3.6.1. External Dimension Network

Within the framework of the EU external relations policy and in line with Articles 35 and 35a of the EUAA Regulation proposal⁴⁶, the Agency will facilitate and encourage operational cooperation between Member States and third countries. This includes the deployment of liaison officers, as well as the further development and management of the External Dimension Network of EU+ National Contact Points (NCPs).

The Agency will manage and further develop its network of EU+ NCPs and of Member States' experts involved in activities relating to the Agency's external dimension mandate. This will be done by organising External Dimension Network meetings for EU+ NCPs and other relevant stakeholders in order to discuss the Agency's activities and practical cooperation, as well as provide relevant information on such activities. The Agency will organise one general External Dimension Network meeting per year and provide the External Dimension network with regular updates on activities, including quarterly external dimension activity planning calendars. More thematic, practical cooperation meetings will be organised for specific activities as described in sections 3.6.2 and 3.6.3.

Link to multiannual objectives	MA02
Budget line and allocated amount	3203 External dimension and resettlement: EUR 100 000
Allocated human resources	1 AD, 2 AST

Objectives and results			
Objective 1	Manage and further develop practical cooperation and information sharing among EU+ countries on activities pertaining to the Agency's external dimension mandate.		
Expected results in 2020	<ul style="list-style-type: none"> - Enhanced network of NCPs and Member State experts involved in external dimension activities. - Enhanced information sharing on the Agency's external dimension activities. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of External Dimension Network meetings implemented.	2018: 1	2	Operational/ administrative records.
Level of satisfaction of the participants involved.	2018: 80%	90%	Surveys, statistical data collection.
Tools developed to enhance the coordination role of the network.	2018: 1	4	Operational/ administrative records.
Main outputs/actions in 2020			
Main outputs/actions			When
Organise the Agency's External Dimension meetings with EU+ countries/NCPs.			Q2-Q4
Support tool developed.			Q1-Q4

3.6.2. Third country support

In line with the new External Cooperation Strategy adopted in February 2019 and within the framework of the EU external relations policy, the Agency may 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 as well

⁴⁶ 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.

as implementing regional development and protection programmes and other actions. The Agency will, as appropriate, support the approach of renewed partnerships with third countries, through the partnership framework approach that will be developed according to the situation and needs of each partner third country, depending on whether it is a country of origin or transit.

As part of this, the Agency will continue its project management approach, in line with the Operations Manual, when defining **capacity building** in key EU neighbouring third countries' asylum and reception systems. The Agency will continue to provide support to Turkey, the Western Balkans and MENA regions, including through the implementation of the Instrument for Pre-Accession Assistance (IPA) Programme⁴⁷, in partnership with Frontex/EBCG, IOM and UNHCR, as well as in relation to the Regional Development and Protection Programme (RDPP) in North Africa, and to other countries, as appropriate, 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.

The Agency's activities shall be framed within the revised ECS. Activities may be outlined within the IPA Programme, specifically aimed to support the development of increased capacity for strengthening identification, registration and referral mechanisms in the Western Balkans region and Turkey, with a view to improving the protection-sensitive operational response to mixed migratory flows. Activities may also be outlined in Roadmap documents agreed between EASO and a given country or institution. EASO interventions will be based on a clear prioritisation of need and a logic model for intervention.

In addition to the above mentioned capacity building support, which will be provided on a number of international protection related topics, the Agency will facilitate and encourage operational cooperation between Member States and third countries.

The Agency's interventions to support third countries will be done in cooperation with the European Commission, EEAS, EU Member States, Frontex/EBCG, UNHCR, IOM and other relevant actors.

Link to multiannual objectives	MA02
Budget line and allocated amount	3203 External dimension and resettlement: EUR 1 500 000 4102 IPA programme: <i>Regional Support to protection-sensitive migration management in the Western Balkans and Turkey: p.m.</i>
Allocated human resources	3 AD, 1 AST, 2 CA

Activity No	Core business activities (actions)
1	Enhance technical cooperation and strengthen capacities of third country national authorities and other relevant stakeholders on protection-related matters.
2	Enhance external dimension information tools, including Country Factsheets and information-sharing tool.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of technical cooperation meetings with national authorities from third countries.	15	20	25
1	Number of assessments completed in respect of requests for capacity building and/or operational support.	2	2	3
2	Number of country fact sheets developed/updated and available for the Agency's staff and EU+ experts on EASO/IDS platform.	2	3	5

⁴⁷ Regional Support to Protection-Sensitive Migration Management in the Western Balkans and Turkey.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
2	Number of third countries for which the information sharing tool has been officially launched.	N/A	1	2
2	Level of satisfaction of the External Dimension Network on the information and coordination tools.	80%	85%	90%

Objectives and results			
Objective 1	Continue coordination and implementation of agreed frameworks for cooperation with third countries, and enhance information sharing between Member States, as well as with other relevant stakeholders.		
Expected results in 2020	<ul style="list-style-type: none"> - Working Arrangements signed with key third countries based on methodology developed in 2019. - Member States, and other stakeholders, as appropriate, share information related to activities in the field of asylum and reception in third countries, including by using the Agency's tools. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of working arrangements signed, with at least one linked to including a Roadmap document (i.e. technical cooperation, similar to the Operating Plan).	2018: N/A	3	Operational and administrative records.
Number of practical cooperation workshops and meetings with EU+ countries and third countries.	2018: 3	4	Operational and administrative records.
Main outputs/actions in 2020			
Main outputs/actions	When		
Formalise official, high-level contacts and exchanges with key third countries or regional initiatives through the signature of Working Arrangements.	Q1-Q4		
Develop Roadmaps documents within the framework of the working arrangements.	Q1-Q4		
Further enhance and operationalise information and coordination tools, based on developments in 2019 and on needs and interests of the External Dimension Network.	Q1-Q4		
Organise practical cooperation workshops and meetings with EU+ countries and third countries.	Q1-Q4		

Objectives and results			
Objective 2	Provide capacity building to enhance third countries' capacities to manage fluctuating migration movements and to develop and adopt asylum and reception systems.		
Expected results in 2020	<ul style="list-style-type: none"> - The Agency support is delivered within the framework of Working Arrangements, as well as jointly developed Roadmap documents. - Third countries establishing or adjusting of national asylum and reception systems and practices. - Improved skills and knowledge of authorities in third countries in the field of asylum and reception. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Roadmaps and other projects, linked to Working Arrangements where appropriate, developed using the	2018: 3 Roadmaps in place in Serbia,	1 for Turkey;	Agreed Roadmaps in place;

Indicators			
defined project management methodology of the Operations Manual with a clear prioritisation of need and defined entry and exit strategies.	North Macedonia and Turkey	Up to 4 for Western Balkan countries; Up to 2 for Middle East and North Africa (MENA) region	Periodical activity reports.
Defined activities as per plans implemented.	2018: 80%	90%	Periodical activity reports.
Level of satisfaction of the partner countries involved.	2018: 80%	90%	Activity evaluation reports; mid-year and end-of-year satisfaction surveys.
Main outputs/actions in 2020			
Main outputs/actions	When		
Implement capacity building activities and, as appropriate, operational support, in relevant countries within the framework of jointly developed Roadmaps, including under the framework of the IPA project “Regional support to Protection-Sensitive Migration Management in the Western Balkans and Turkey” ⁴⁸ Phase II, and building on lessons learned from the Agency’s previous engagement in relevant regions ⁴⁹ .	Q1-Q4		
Implement capacity building support, as appropriate, to contribute, <i>inter alia</i> , to the Migration Dialogues ⁵⁰ , Mobility Partnerships ⁵¹ and the Partnership Framework Approach in strategically targeted third countries, in coordination and cooperation with the Commission and other relevant stakeholders, including UNHCR and IOM.	Q1-Q4		
As appropriate and in agreement with key stakeholders, provide operational support to manage mixed migration flows, with a focus on persons in need of international protection, and, in particular, vulnerable persons, including the development of standard operating procedures.	Q1-Q4		

3.6.3. 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 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 needs of Member States, the Agency will provide assistance in coordinating technical cooperation and facilitating the sharing of infrastructure, including through the implementation and subsequent mainstreaming 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

⁴⁸ 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.

⁴⁹ Applicable, *inter alia*, to Morocco, Tunisia and Jordan.

⁵⁰ For example in relation to the Migration Dialogue between the European Union and Egypt.

⁵¹ 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.

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 Board⁵².

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 stakeholder of the Private Sponsorship Programmes (PSP) network/working group, peer-support initiatives and soft measures, building on the pilot project on PSP undertaken in 2018 at the invitation of the European Commission.

Link to multiannual objectives	MA02
Budget line and allocated amount	3203 External dimension and resettlement: EUR 1 750 000
Allocated human resources	2 AD, 1 AST, 1 CA, 1 SNE

Activity No	Core business activities (actions)
1	Support Member States in the implementation of the European and national resettlement schemes, including on operational aspects (e.g. the RSF pilot project).
2	Develop training, practical tools and data collection on resettlement.
3	Organise practical cooperation meetings with Member State experts and other relevant stakeholders on resettlement and complementary pathways to protection.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of Member States supported.	N/A	6	8
2	Number of practical and data collection tools developed and adapted.	2	2	3
3	Number of practical cooperation meetings on resettlement and complementary pathways to protection organised with relevant stakeholders.	7	5	5

Objectives and results			
Objective 1	When adopted, support to the implementation of the Union Resettlement Framework, including by facilitating cooperation, coordination and sharing of infrastructure among Member States in selected third countries.		
Expected results in 2020	<ul style="list-style-type: none"> - Enhanced technical cooperation among Member States in the field of resettlement. - Facilitated sharing of infrastructure among Member States, including through the RSF pilot project. - Cooperation with third countries and relevant international organisations in the area of resettlement⁵³. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of activities aimed at enhancing technical cooperation among Member States	2018: N/A	3	Operational/ administrative records

⁵² Article 35(2) of the EUAA Regulation proposal.

⁵³ Based on the draft Regulation establishing the Union Resettlement Framework, to be rolled out in 2020.

Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
(under the Union Resettlement Framework, when rolled out in 2020).			
Level of satisfaction of Member States involved in the above activities.	2018: N/A	80%	Operational/ administrative records and surveys
Number of activities aimed at facilitating the sharing of infrastructure and cooperation with third countries	2018: 2	2	Operational/ administrative records
Level of satisfaction of the Member States involved in the above activities.	2018: N/A	80%	Operational/ administrative records and surveys

Main outputs/actions	When
Enhance technical cooperation among Member States on specific topics of interest to Member States.	Q1-Q4
Facilitate sharing of resettlement infrastructures in selected third countries, by concluding the implementation of the RSF pilot project in Turkey and exploring how the approach developed can be refined and replicated in other host countries.	Q1-Q4
Cooperate with third countries and relevant international organisations in the area of resettlement.	Q1-Q4

Objectives and results			
Objective 2	Support interested Member States in the planning and implementation of complementary pathways to international protection in the EU, including private sponsorship programmes.		
Expected results in 2020	<ul style="list-style-type: none"> - 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 initiatives for Member States are developed. - Enhanced coordination on complementary pathways to international protection, including the active usage of the PSP network, private sponsorship programmes, with UNHCR and other relevant stakeholders. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of activities aimed at supporting interested Member States in the planning and implementation of complementary pathways to international protection in the EU.	2018: 4	4	Operational/ administrative records
Level of satisfaction of Member States involved in the above activities.	>80%	90%	Operational/ administrative records
Main outputs/actions			When
Organise thematic meetings for Member States' officials involved in planning and implementation of complementary pathways to international protection in the EU.			Q1-Q4
Develop and/or adapt thematic outputs.			Q1-Q4
Support, upon request, the planning and implementation of complementary pathways to international protection through tailor-made support initiatives.			Q1-Q4

4 Operational Support & Tools, Monitoring & Evaluation of Operations

4.1. 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 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.

In Member States where UNHCR is operational and has the capacity to contribute to the request for operational and technical assistance, the Agency coordinates with UNHCR on the implementation of the Operating Plan, where appropriate, and upon agreement of the Member State concerned.

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 make use of and **further develop or refine tools to implement its operational activities**. The Agency will fully establish the ARP in close cooperation with the National Contact Points (NCPs) and will explore other complimentary mechanisms to ensure rapid response. It will continue to 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) by the end of 2020 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.

Link to multiannual objectives	MA01, MA02
Budget line and allocated amount	3301 Operational support: EUR 761 408
Allocated human resources	4.5 AD, 2 AST, 1 CA

Activity No	Core business activities (actions)
1	Update operational and technical activities to ensure efficient use of budget and resources, incl. timely availability of goods, services and logistical support.
2	Organise practical cooperation meetings related to operational support, incl. with the NCP network in the EU+ countries.
3	Maintain country-specific information platforms for the Agency operations created within the Information and Documentation System (IDS).
4	Review, update and monitor the LAL for interpretation services.
5	Report on the use and updating of the LAL.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of measure-based reports on operational and technical activities.	12	12	12
2	Number of practical cooperation meetings organised, incl. meetings with the NCP network in the EU+ countries.	2	2	2
2	Number of NCP network participants/meeting.	38	38	38
2	Level of satisfaction of NCP network participants.	80%	80%	85%
3	Percentage of experts having access to operational platforms developed to support information sharing with deployed experts within the IDS.	100%	100%	100%
4	Percentage of Member States providing updated information for maintenance of LAL.	50%	50%	60%
5	Number of reports on LAL provided to NCPs.	2	2	2

Objectives and results			
Objective 1	Based on the Agency Operations Manual, Operating Plans are developed based on a comprehensive and prioritised needs assessment, through a consultative process, full-cycle project management, agreed implementation and M & E methodologies in a timely manner. Third Country Roadmaps and Special project plans are similarly developed using the application of the Operations Manual methodology in a graduated and appropriate manner dependent on scale and complexity		
Expected results in 2020	<ul style="list-style-type: none"> - Enhanced needs assessments as basis for the drafting of operating plans. - 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. - Legal deadlines for new plans are met or existing plans are extended without delays or interruptions. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of new or amended operating plans that make use of the new project management templates/methodologies.	2018: N/A	100%	Review of the established operating plans and supporting documents.

Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of new or amended operating plans that include the needs for specific support tools.	2018: N/A	100%	Review of the established operating plans and supporting documents.
Framework developed for the provision of operational contingency planning for Member States.	2018: N/A	50%	Internal draft developed on operational contingency planning.
Percentage of new or amended operating plans that make use of the new project management templates/methodologies.	2018: N/A	100%	Review of the established operating plans and supporting documents.
Percentage of new or amended operating plans that include the needs for specific support tools.	2018: N/A	100%	Review of the established operating plans and supporting documents.
Main outputs/actions in 2020			
Main outputs/actions			When
Apply the Operations Manual to all operations – Operating Plans, Special Project Plans, Third Country Roadmaps, specific projects.			Q1-Q4
Develop additional Manual on Rapid Response Planning to be incorporated within the Operations Manual to ensure the Agency has the capacity to respond to urgent emergency requests.			Q1-Q4

Objectives and results			
Objective 2	Establish the ARP 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.		
Expected results in 2020	<ul style="list-style-type: none"> - Member State quotas for ARP nomination reaching completion. - The Agency and Member State capability for deployment to migration management support teams established. - 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. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of Member States meeting their quota for nomination of experts to the asylum reserve pool.	2018: 85%	85%	ARP records; quarterly.
EAIPS fully completed.	2018: 100%	100%	Project documentation.
Degree of satisfaction of EU+ countries with the EAIPS.	2018: 80%	80%	Satisfaction survey.
Operational contingency preparedness reviewed.	2018: 100%	100%	Review outcomes; year end.

Main outputs/actions in 2020	
Main outputs/actions	When
Asylum Reserve Pool & other complimentary deployment mechanisms	
Continue to collaborate with Member States to ensure quotas for nominations are met.	Q1-Q4
Further develop the EAIPS to introduce more functionalities, including ARP management.	Q1-Q4
Operational processes	
Review the Agency's operational contingency preparedness for the provision of operational support.	Q1-Q4

Objectives and results			
Objective 3	Enhance the access of all Member States to interpretation services across the EU.		
Expected results in 2020	- Partial delivery of a tool to facilitate interpretation services across the EU, depending on the outcome of the solution identification exercise.		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
All Member States have access to interpretation services across the EU.	2018: N/A	100%	Internal records
Main outputs/actions in 2020			
Main outputs/actions	When		
Work on implementing a technical solution for increased use of the LAL.	Q1-Q4		

4.2. Planning, Monitoring and Evaluation of Operations

The Agency continues to enhance its planning (including needs assessment and design), monitoring and evaluation of operations. In order to fulfil the operational component of its mandate, EASO identified requirement to produce an **Operations Manual**. The EASO Operations Manual is designed in a context of transition whereby operational support has evolved from demand-driven emergency response to a combination of continued demand-driven emergency response and more structured and results-based operations which require entry, exit and sustainability strategies and enhancements in planning, implementation, monitoring and evaluation. The Operations Manual is composed of complementary User Guides embracing this project management approach.

With respect to **Planning of Operations**, needs assessment and design are vital elements. EASO will apply its agreed methodology as contained in the Operations Manual: needs assessment will inform the identification and formulation of EASO programmes and projects to ensure that the most relevant results are planned. EASO has adopted a methodology that builds on three complementary needs assessment approaches: demand-driven, needs-based and normative approaches. Needs as identified are then rigorously prioritised based on a Prioritised Needs Assessment and this is used to inform the design of programmes and projects. 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.

The inception and implementation of operational support is supported with a number of project cycle management tools:

- At project inception stage: ensuring the timely introduction of detailed work plans and timelines;
- At implementation stage: enhancing performance and quality of project outputs.

With respect to **Monitoring and Evaluation of operations**, support is provided to enhance feedback mechanisms, which allow adaptive and reflective management responses through two complementary workflows. EASO has adopted a dual approach; a 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:

(i) Fidelity monitoring is the process of measuring the implementation of EASO's projects in order to ensure their adaptation in real time to internal and external changes while remaining accountable and integral to the original project script. Integral to monitoring is the concept of embedding effective feedback loop mechanisms to ensure informed decision-making within the operational management structures. Within the EASO methodology a distinction has been made between:

- Results monitoring, which focuses on enhancing accountability to the planned results;
- Process monitoring, which ensures the integrity of operational processes.

EASO also monitors budgets within this process monitoring component using both commitment and payment based monitoring to ensure real time analysis of budgets.

(ii) Evaluations represent the systematic and objective assessments of on-going or completed projects, programmes and policies, their design, implementation and results. For EASO, operational and thematic evaluations are reflective which then require formal management responses from the management teams and institutional learning. EASO applies two approaches:

- a. Internal evaluations, which also aim at catalysing EASO and stakeholders views on challenges and recommendations;
- b. External evaluations, which enhance independent assessment and judgement.

Monitoring and Evaluation builds *inter alia* on operational data from the EASO Data Hub (see section 5.3).

Link to multiannual objectives	MA01, MA02
Budget line and allocated amount	3301 Operational support: EUR 426 470
Allocated human resources	7 AD, 1 AST, 4 CA

Activity No	Core business activities (actions)
1	Operations Manual completed and methodological support for harmonised project management provided across EASO operations.
2	Results-based planning applied across all operations.
3	Support the relevance of operational interventions with a comprehensive and prioritised needs assessment approach.
4	Fidelity monitoring applied on the progress and correct implementation of all operations programmes and projects (EU+ and third countries).
5	Mid-term reviews and evaluations conducted of operations programmes and projects (EU+ and third countries) where required.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of validated User Guides as part of Operations Manual	1	3	5
2	Number of operational interventions enhanced with operational design support	3	6	100%
3	Number of Needs Assessment support interventions for EASO operational planning	3	4	100%
4	Number of operational projects supported by a validated and collaborative monitoring plan	N/A	4	5
5	Number of Projects supported by an evaluative exercise.	2	5	6

Objectives and results			
Objective 1	Operating Plans and Projects are established through a consultative process based on a robust and reliable needs assessment in a timely manner applying the agreed Project Management Methodology.		
Expected results in 2020	<ul style="list-style-type: none"> - Enhanced needs assessments as basis for the drafting of Operating Plans. - Enhanced consultative process when establishing Operating Plans and Projects. - Legal deadlines for new Operating Plans are met or existing Operating Plans are extended without delays or interruptions. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of new or amended Operating Plans that include the needs for specific support tools.	2018: 100%	100%	Review of the established Operating Plans and supporting documents.
Percentage of new or amended Operating Plans that make use of the new templates/methodologies.	2018: 100%	100%	Review of the established Operating Plans and supporting documents.
Main outputs/actions in 2020			
Main outputs/actions			When
Review and further develop the methodology for needs assessments in Member States prior to the agreement on an Operating Plan or the formulation of recommendations.			Q1-Q4
Review and further develop specific support tools for Operating Plans.			Q1-Q4
Follow-up the agreed procedure to ensure the timely signing of new plans or extension of existing plans.			Q1-Q4

Objectives and results			
Objective 2	Ensure a robust monitoring and evaluation system that contributes to the delivery and effectiveness of the Agency's operations and activities in the Member States and in the external dimension.		
Expected results in 2020	- An evaluation system that is adapted to further enhance its effectiveness.		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
User Guides prepared, updated and validated.	2018: 75%	100%	Review outcomes; quarterly.
Implementation of the new monitoring and evaluation methodologies.	2018: 75%	100%	Review outcomes; year end.
Main outputs/actions in 2020			
Main outputs/actions			When
User Guides developed, updated and validated for the monitoring and evaluation of all operations.			Q1-Q4
Implementation of the updated methodology for monitoring, mid-term reviews and final evaluation of operations to all Operations.			Q1-Q4

5 Information, analysis and knowledge development

5.1. Country of Origin Information (COI)

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.

The Agency will continue and finalise the transfer of key aspects of the MedCOI project, providing COI on the availability and accessibility of medical treatment together with the necessary quality assurance activities. The transfer of MedCOI will be done in accordance with the action plan established in consultation with Member States and adopted by the Management Board, and detailing the conditions for and method of transfer as well as the transfer timeline for each MedCOI activity.

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.

Link to multiannual objectives	MA03
Budget line and allocated amount	3103 Country of Origin Information: EUR 1 650 000
Allocated human resources	16 AD, 7 AST, 4 CA, 1 SNE

Activity No	Core business activities (actions)
1	Produce COI reports and other products.
2	Update and/or further develop COI methodologies, as needed.
3	Manage COI networks and enhance cooperation
4	Organise COI-related workshops, meetings and conferences.
5	Manage COI query system(s).
6	Manage the COI Portal.
7	Implement the transfer of the relevant parts of MedCOI to the Agency.
8	Provide COI expertise and support in the development, review and/or update of country guidance.
9	Conduct fact-finding missions.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of COI reports and other products produced/updated (per product 100 pages on average, including introduction, bibliography).	20	20	20
2	Number of COI methodologies/guides developed or updated.	1	1	1
3	Number of COI networks managed.	10	10	10
4	Number of COI-related workshops, meetings and conferences organised.	20	20	20
4	Level of satisfaction of participants.	80%	80%	80%
5	Number of queries processed.	30	35	35
6	Number of COI Portal visits.	25,000	30,000	35,000
7	MedCOI training development and all MedCOI users trained.	N/A	N/A	In all MS
7	The Agency processing individual MedCOI requests	200	600	1,500
7	The Agency producing country reports on health care situation.	1	3	5
7	Establishment, maintenance and further development of a database and portal for MedCOI information within the EASO ICT architecture.	N/A	N/A	1
8	Proportion of Country Guidance Network and Drafting Team meetings, in which EASO COI expert(s) participate to provide relevant input.	100%	100%	100%
9, 7	Number of FFMs conducted.	1	2	3
1, 3	Number of drafting teams established for joint production or COI reports or products.	15	15	15
1, 3	Number of kick-off, reviewing and/or evaluation meetings for the joint drafting of COI reports or products.	15	15	15

5.2. 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 though 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.

Link to multiannual objectives	MA03
Budget line and allocated amount	3103 Country of Origin Information: EUR 170 000
Allocated human resources	3 AD, 2 AST, 1 CA

Activity No	Core business activities (actions)
1	Produce, review and update as needed common analyses and guidance notes as a result of coordinated efforts among Member States.
2	Set up and coordinate the Country Guidance Network.
3	Facilitate the exchange of information among Member States, relevant to the purposes of the development of common analysis and guidance.
4	Organise Country Guidance Network meetings and written consultations.
5	Set up and coordinate Country Guidance Drafting Teams of selected national experts for each development and update of country guidance.
6	Organise Drafting Team meetings.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of countries on which (new) common analyses and guidance notes are produced and endorsed.	1	2	1
1	Number of countries on which common analysis and guidance notes are reviewed and, if relevant, updated and endorsed.	0	1	3
1	Time needed for the development of common analysis and guidance note on a particular country of origin.	21 months	4-8 months	4-8 months
1	Time needed for the update of common analysis and guidance note on a particular country of origin.	N/A	2 months	3-4 months
2	Number of requests to Member States to nominate additional members for development of country guidance on a new country of origin.	2	1	1
3	Numbers of surveys to the Network launched and processed in the framework of the development, review or update of country guidance.	3	2	3
4	Number of Network meetings organised.	5	6	8
4	Level of satisfaction with the network meetings.	88%	90%	85%
4	Number of Network written consultations organised.	3	7	7
5	Number of drafting teams set up and facilitated.	3	3	3
6	Number of drafting team meetings organised.	7	9	12

5.3. EASO Data Hub

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

- i. The asylum situation and the implementation of the CEAS,
- 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 the implementation of the CEAS. 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 2020 to continue underpinning EASO's early warning system according to Art.9 (3) of EASOs founding regulation (439/2010) and Art.33 of the Dublin III Regulation and it will be further developed to account for new information requirements of the agency.

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 represents EASO's weekly contribution to the Integrated Situational Awareness and Analysis (**ISAA**) report.

The Agency will continue to ensure the development of the EPS data exchange, in cooperation with Eurostat and Frontex/EBCG, through the reinforcement or addition of new forms of data exchange, in view of preparing effective monitoring of all key aspects of the CEAS.

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/EBCG, 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 increasingly joint initiatives.

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 provided. 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 operational needs assessments, Monitoring and Evaluation coordinated by the Planning and Evaluation Unit (**PEU**), and also for Operational Analyses. 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 situation, the implementation of the CEAS, 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.

Link to multiannual objectives	MA05
Budget line and allocated amount	3102 Data analysis and research: EUR 245 000
Allocated human resources	4 AD, 3 AST, 4 CA, 1 SNE

Activity No	Core business activities (actions)
1	Lead and develop all data exchanges that quantify the asylum situation and the implementation of the CEAS.
2	Manage and develop a portfolio of data-driven products, digital and otherwise, to summarise and visualise the asylum situation, as well as the implementation of the CEAS.
3	Lead and develop all information collections that quantify operational support provided by EASO.
4	Manage and develop a portfolio of data-driven products, digital and otherwise, to analyse operational support provided by EASO, as well as the asylum situation in host Member States.
5	Organise EPS network meetings.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of indicators shared by the EPS Network.	17	21	21
1	Number of indicators shared by agencies, international organisations and third countries	2	5	11
2	Products delivered to summarise and visualise the asylum situation, and the implementation of the CEAS	5	10	10
3	Number of Operational Measures covered by Operational Data collection	8	14	20

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
4	Products delivered in support of EASO Operational activities	10	20	20
5	Number of EPS network meetings held.	2	2	2

Objectives and results			
Objective 1	To lead and develop all information exchanges that quantify the asylum situation and the implementation of the CEAS.		
Expected results in 2020	<ul style="list-style-type: none"> - Complete coverage of main aspects of the asylum situation and the CEAS. - New information sources from EU+ countries and partner organisations 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage of indicators covered developed or brought in line with the new <i>acquis</i> .	2018: 70%	80%	Review of implementation of data collection from Member States.
Number of advisory group meetings held.	2018: 2	2	Internal records and reporting.
Number of contributions to the ISAA report.	2018: 50	50	Internal records and reporting.
Percentage satisfaction with analytical products.	2018: 80%	90%	User satisfaction survey.
Main outputs/actions in 2020			
Main outputs/actions			When
Standardised data shared by and between all EU+ countries in accordance with the EPS guidelines.			Q1-Q4
Organise EPS advisory group meetings on specific aspects of the CEAS.			Q3-Q4
New data exchanges in place with partner organisations, such as EBCG & DGMM.			Q1-Q2
Contribute to the production of the annual report on the situation of asylum in the EU with EPS and Eurostat data.			Q2-Q3

Objectives and results			
Objective 2	To lead and manage EASOs Operational Data Collection and analysis		
Expected results in 2020	<ul style="list-style-type: none"> - Full coverage of all Operational Plans and measures - Full support to all needs assessments, Monitoring reports and Evaluations - Production of full Operational Analyses for all host Member States 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of Operational Measures covered by effective operational data collection.	2018: 10	20	Internal records and reporting.
Number of Situational Reports.	50	50	Internal records and reporting.
Number of Operational needs assessments.	2018:N/A	4	Internal records and reporting.
Number of Monitoring Reports.	2018: N/A	12	Internal records and reporting.

Indicators			
Number of Operational Factsheets	2018: N/A	24	Internal records and reporting.
Number of full Operational Analyses.	2018: 2	8	Internal records and reporting.
Percentage satisfaction with analytical products.	2018: 80%	90%	User satisfaction survey.
Main outputs/actions in 2020			
Main outputs/actions			When
Produce electronic products for DOP to have a single view on the support provided by the Agency.			Q1-Q4
Produce Operational factsheets quarterly, and for MB meetings.			Q1-Q4
Produce Operational needs assessments.			Q1-Q4
Produce monthly Monitoring Reports.			Q1-Q4
Produce full Operational Analyses.			Q1-Q4

5.4. Research programme on early warning and root causes

The research programme aims to build an early warning and forecasting system and develop a deep understanding of the root causes of asylum-related migration to the EU+. Such a system will facilitate much improved 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 internet use in third countries and uses big data to monitor near-to-real time events in third countries, in order to understand and foresee the movement and behaviour of entire populations, and hence predict the arrival of vulnerable communities to 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 2020, the project will continue to deliver monthly Early Warning Reports to core stakeholders but the system will be upgraded to account for transit countries and also will also look to reduce complexity into more understandable deliverables suitable for a wider audience.

Secondly, the research programme will oversee a large-scale survey project, which targets asylum seekers in reception centres in the EU in order to extract information such as 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 tender to a private company or research consortium, a research contract on third countries of origin and transit, 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, underpinned by the 2020 cooperation plan.

The research programme draws on a network of national experts that regularly meet within the EPS network to facilitate exchange of information and best practices between member states and it will oversee the formation of a sub-network to improve the capacity of prognosis at the national level. The research programme builds on collaboration with and exploits expertise of other actors, such as the JRC

and the KCMD, GDISC Prognosis subnetwork, Frontex/EBCG, Europol, FRA, DG Research, Eurostat, IOM, UNHCR, Member States' asylum authorities and several universities. More recently, the Research Programme is negotiating membership of the EU Agencies Network for Scientific Advice (EU-ANSA) in order to further exploit the lessons learned across contexts. These intimate cooperation initiatives ensure that there are no major overlaps with other research being conducted at the EU level.

Link to multiannual objectives	MA05
Budget line and allocated amount	3102 Data analysis and research: EUR 550 000
Allocated human resources	3.5 AD, 2 AST

Activity No	Core business activities (actions)
1	To lead and develop research using big data to understand and predict asylum related migration to the EU.
2	To quantify and understand push factors in countries of origin and transit
3	To quantify and understand push/pull factors within the EU relevant for secondary movements.
4	To lead and develop open source, inter-institutional qualitative research on specific countries of origin and transit.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1, 2	Number of big data sources exploited.	2	2	4
3	Number of interviews performed in the SAM project.	N/A	3,000	9,000
3	Number of countries hosting the SAM project.	N/A	3	6
4	Number of Country Intelligence Reports.	6	2	36

Objectives and results			
Objective 1	To further develop foresight research on: <ol style="list-style-type: none"> 1. early warning and forecasting, 2. push and pull factors to and within the EU. 		
Expected results in 2020	<ul style="list-style-type: none"> - Further development of EASO's early warning and forecasting system. - Implement second phase of surveying asylum seekers in reception. - Publication of Intelligence Reports highlighting the situation in relevant third countries. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of SAM surveys conducted.	2018: 5,000	6,000	Monthly contact with service provider; mid-year review of progress reports.
Number of electronic products based on surveys.	2018: 10	12	Monthly contacts with service providers; mid-year review of progress reports.
Number of Early Warning Reports.	2018: 6	12	Internal records and reporting.

Indicators			
Number of Country Intelligence Reports produced.	2018: 120	36	Monthly contacts with service providers; mid-year review of progress reports.
Main outputs/actions in 2020			
Main outputs/actions			When
Conduct Phase II survey of asylum seekers (SAM) and produce associated products.			Q1-Q4
Produce Early Warning Reports.			Q1-Q4
Produce Country Intelligence Reports.			Q1-Q4

5.5. Strategic analysis

Strategic analysis at EASO is an outward-facing activity, which aims to combine sources of information managed by the **Data Hub** (e.g. EPS, Eurostat, Frontex, and third countries) and data generated by the **Research Programme** (e.g. surveys of asylum seekers, country intelligence reports, and early warning and forecasting) in order to comprehensively analyse and communicate the asylum situation/implementation of the CEAS to a wide range of external stakeholders. With a focus on engagement and presentability, 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 developments in the asylum situation from a data perspective.

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 weekly overviews of the asylum situation (**WOSA**), 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 is the public Latest Asylum Trends (**LAT**). Joint analyses are also regularly performed in collaboration with other EASO units such as Quarterly Update to the Dublin network and Quarterly Updates to the Reception network.

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

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

Link to multiannual objectives	MA05
Budget line and allocated amount	3102 Data analysis and research: EUR 100 000
Allocated human resources	4 AD, 3 AST, 1 SNE

Activity No	Core business activities (actions)
1	Continue to develop the portfolio of LIMITED strategic analysis products including scenarios
2	Continue to develop the PUBLIC latest asylum trends.
3	Respond to ad hoc requests for additional strategic analyses
4	Continue to develop and expand joint analytical work with EU+ countries, third countries and partner agencies (Frontex, Europol)

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of regular LIMITED analytical reports.	21	24	30
3	Number of ad hoc LIMITED analytical reports.	10	12	15
2	Number of public monthly LAT reports.	12	12	12
4	Number of joint analytical reports with partner agencies, EU+ countries, EASO Units, third countries.	9	10	13

Objectives and results			
Objective 1	Underpin the production of high quality strategic analysis products for a wide range of external stakeholders.		
Expected results in 2020	<ul style="list-style-type: none"> - Increased quality and quantity of analytical outputs. - More engagement with the policy cycle. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of time products are disseminated at high level meetings (JHA, SCIFA, HLWG, MB).	2018: 17	25	Internal records, reports.
Number of monthly hits to the LAT webpage.	2018: 28,000	50,000	Internal records, reports.
Number of Advisory Groups.	2018: 2	2	Internal records, reports.
Main outputs/actions in 2020			
Main outputs/actions			When
Develop and publish an analytical methodology for integration of information from multiple sources.			Q1-Q4
Produce and publish internally product descriptions for integration of information from multiple sources.			Q1-Q4
Organise workshops and training for staff and Member States on analytical methods.			Q1-Q4

5.6. Information and Documentation System (IDS)

EASO's Information and Documentation System (IDS) is an online platform that aims to provide 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. To this end, the IDS platform as a factual, legal and case-law database on national, Union and international asylum instruments:

- Offers a comprehensive overview and accurate descriptions of asylum legislation and practices in 31 EU+ countries, following the key stages of the asylum process, including: Access to Procedures, Dublin Procedure, First Instance Determination, Second Instance Determination, Reception, Detention, Forms of Protection, Return, Resettlement and Humanitarian Admission Schemes. This information can be accessed at country level, which is then brought together on EU level as well: report tables and thematic overviews offer a comparison of law and practices.
- Provides statistical visualisations based on Eurostat data to add concrete numbers to the context of asylum systems in each country and includes relevant legislative and case-law developments, as well as an extensive, standardised IDS specific reference system to support quick search and information retrieval. Case law resources have been organized in a dedicated Information and Documentation System on Case Law, a publicly available database providing timely and accurate

information on new jurisprudence by managing and storing case law concerning Common European Asylum System (CEAS) implementation at national and European level (Court of Justice of the European Union and the European Court of Human Rights).

- Includes IDS Country Specific Operations Platforms maintained in cooperation with Operations Unit to provide useful information and guidance in the context of operational support to assist EASO Asylum Teams in their daily activities. Currently, Country Specific Operations Platforms have been created for EASO operations in Italy, Greece, Cyprus and Malta.
- Addresses specific EU+ countries' information needs thanks to easy access to comprehensive information of interest to them, updated on a regular basis, validated by the relevant stakeholders and meeting quality standards in referencing and sourcing. 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. IDS Advisory Group members notified on several occasions that information from IDS is highly relevant when preparing EU overviews on laws, policies and practices in order to compare and contrast national context.
- Supports other processes (most notably the Annual Report on the Situation of Asylum in the EU) and the work of other sectors and units within EASO, offering baseline information on CEAS implementation. Inclusion of information provided by a wide range of stakeholders facilitates various activities of the Agency, ensuring full access to all relevant information by all staff members, enhancing coherency of approach and assisting in replying to external queries. Information gathered in IDS, including its operational platforms, also forms the basis for normative needs assessments, taking into account current challenges and areas of potential crises, allowing for enhanced planning and evaluation of the Agency's operational activities.

In line with its development to-date, the Agency's IDS is accessible via login to registered users from EU+ countries' asylum administrations (currently 1500 users from more than 50 national authorities).

Via IDS EASO organises, coordinates and promotes the exchange of information between the EU+ countries asylum authorities concerning the implementation of all relevant instrument of the asylum acquis. The IDS Advisory Group validates and contributes to the updating of information in IDS, further supported by thematic activities and workshops with participation of EU+ countries and other stakeholders held on specific themes and areas, in coordination with other relevant activities of the Agency, allowing for a horizontal approach. A dedicated project between EASO and Frontex/EBCG's online return platform IRMA creates additional synergies between the two systems.

The culture of collaboration in the area of information sharing is further promoted and enhanced with the EASO query system, that allows EU+ countries to post written questions and receive replies concerning practical aspects of the CEAS and other matters related to asylum policies and practices in the EU+ of interest to asylum administrations. The query system provides consolidated replies to thematic specific questions within a short timeframe, where EASO drafts high content-related summary reports with the main findings from the query supplemented with additional contextual information. Synergies are enhanced with ongoing communication and cooperation (Query Cluster) with other stakeholders administering query systems – IGC, EMN and GDISC.

Link to multiannual objectives	MA04
Budget line and allocated amount	3101 Information and Documentation System and Annual Report: EUR 390 500
Allocated human resources	4 AD, 3 AST, 1 CA, 1 SNE

Objectives and results	
Objective 1:	Further consolidation of the contents of IDS platform
Expected results in 2020	<ul style="list-style-type: none"> - 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.

	<ul style="list-style-type: none"> - EU+ countries gaining easy access to comprehensive information of interest to them. - 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 outputs published in an attractive and user-friendly manner and promoted in the relevant fora. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Percentage share of thematic pages in IDS maintained up to date (updated in the last six months).	2018: N/A	75%	Monthly overview of updated thematic pages, internal IDS records, communication bulletins informing countries about updates in thematic sessions
Percentage of thematic pages in IDS validated by EU+ countries.	2018: 44%	75%	Monthly overview of validated thematic pages, internal IDS records; communication bulletins informing countries about and sections pending validation
Volume of daily consultations of IDS.	2018 (1/08-31/12) 9,118 visits in total IDS + platforms 16,000 page views on IDS, Total visitors: 2,020 visits, Average monthly visits for IDS and Platforms: 1,832 Average monthly visits on IDS: 400 Average monthly page views on IDS: 3,200 Bounce rate: 4% 1,769 returning visitors	+20% on each indicator, bounce rate kept at 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.	2018: N/A	≥70% satisfaction	One user survey (Indicators for surveys - Number of respondents; Results of qualitative analysis of user

Indicators			
			satisfaction and experience)
Number of analytical outputs finalised.	2018: 10	15	Quarterly, progress reports, internal records
Number of events, including meetings and thematic workshops, where use of the platform is promoted.	2018: N/A	10	Quarterly, progress reports, internal records
Main outputs/actions in 2020			
Main outputs/actions			When
IDS pages filled in and validated in cooperation with EU+ countries.			Q1-Q4
User management – creation of new user accounts, optimization of user experience.			Q1- Q4
Implementation of IDS transfer to SharePoint.			Q1-Q3
User survey completed and responses analysed.			Q3
Response to information requests provided by outputs in a suitable format.			Q1-Q4
IDS Advisory Group meeting organized.			Q1
Thematic workshop organized with EU+ countries.			Q3

Objectives and results			
Objective 2:	Advancing the EASO query system		
Expected results in 2020	<ul style="list-style-type: none"> - 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			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
All functionalities of the Query Platform operational (proposing, withdrawal, launching, compilation, reports, repository).	2018: N/A	6 functionalities operational	Monthly, daily operation of the platform, user statistics, feedback from users (survey)
Exchange within the Query Cluster maintained.	2018: 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.
Relevant content of EASO queries embedded in IDS thematic pages.	2018: N/A	20 queries included on IDS	Quarterly, queries referenced as sources on IDS, internal records
Main outputs/actions in 2020			
Main outputs/actions			When
Launch the EASO query platform to all participating EU+ countries.			Q1-Q4
Organise a meeting of the Query Cluster.			Q1-Q4
Relevant queries used as sources for IDS thematic pages.			Q1-Q4

Objectives and results	
Objective 3:	Development of IDS on Case Law
Expected results in 2020	<ul style="list-style-type: none"> - 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			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of external stakeholders introduced to IDS on Case Law to contribute.	2018: N/A	10 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.	2018: N/A	10	Quarterly, thematic extracts from IDS on Case Law and references to IDS on Case Law and links included in EASO outputs, internal records
Main outputs/actions in 2020			
Main outputs/actions			When
Presentation of IDS on case law to external stakeholders (including in meetings and workshops) and establishing cooperation.			Q1-Q2
Thematic overviews and other outputs prepared for referencing.			Q1-Q4
Pilot project for a research tool on references to EASO products in jurisprudence.			Q1-Q4

Objectives and results			
Objective 4:	Further optimization of IDS operational platforms		
Expected results in 2020	<ul style="list-style-type: none"> - IDS operational platforms maintained for all relevant EASO operations. - Harmonized 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			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Operational platforms active in countries with active EASO operations (following the signing of Operating Plans).	2018: 100% (3)	100%	Monthly, platforms made available online
Harmonized structure and content introduced for all platforms.	2018: N/A	All active platforms harmonized	Monthly, internal records, SOPs and workflows for structure and contents of operations platforms
Access to platforms provided to all relevant actors.	2018: 100% of deployed experts accessing the information on operational platforms	100%	Monthly, internal records (IDS and ICT), user statistics

Indicators			
Tailor-made contribution provided to planning and evaluation of EASO operations.	2018: 3	4	Quarterly, internal records (IDS, ERDMS)
Main outputs/actions in 2020			
Main outputs/actions	When		
Management of IDS operational platforms.	Q1-Q4		
Coordination of platforms' development along harmonized structure and verification of consistency of contents.	Q1-Q4		
Coordination of user management for operational platforms.	Q1-Q4		
Provision of outputs for planning and evaluation of EASO operations.	Q1-Q4		

5.7. Annual Report on the Situation of Asylum in the EU

The Agency is required to draw up an annual report on the situation of asylum in the EU for adoption by the Management Board. As part of that report, the Agency makes a comprehensive comparative analysis with the aim of improving the quality, consistency and effectiveness of the CEAS.

The report is based on information obtained from EU+ countries as well as material available from UNHCR, civil society (including members of the Consultative Forum), JHA agencies and other relevant sources. Statistical data is derived from Eurostat, supplemented with relevant data collected by the Agency in the framework of the EPS, allowing for more insight into the functioning of the CEAS and better understanding of the challenges faced by EU+ countries. Information collected through the IDS and related platforms, including the case law database, also feeds into the Annual Report. The report serves the purpose of having objective information and evidence-based analysis on the situation of asylum, reflecting relevant developments of key importance in the reference year.

The report is published electronically and in hard copy and is launched during a public event and is further promoted by the Agency in relevant meetings and fora.

Link to multiannual objectives	MA04
Budget line and allocated amount	3101 Information and Documentation System and annual report: EUR 9 500
Allocated human resources	2 AD, 3 AST, 1 CA

Activity No	Core business activities (actions)
1	Produce an analytical annual report describing the implementation of the CEAS based on robust sources gathered from a wide range of stakeholders
2	Publish the annual report in an attractive and user-friendly format and promote it in relevant fora.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Percentage of Member States, as well as UNHCR, providing input to the annual report according to the methodology and within agreed timeframes.	100%	100%	100%
1	Number of civil society organisations providing input to the annual report according to the methodology and within agreed timeframes.	20	26	30
1	Number of new references and sources included in the bibliography.	N/A	N/A	50

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
2	Volume of consultations of Annual Report.	1,530	3,305	4,000
2	Level of satisfaction of users/readers with the content of annual report.	High level	>70% satisfied	>85% satisfied

6 Training

6.1. European Asylum Curriculum

The Agency will continue to develop, review and maintain a **European Asylum Curriculum** for members of relevant national administrations and national authorities responsible for asylum and reception matters and its own staff members. The Curriculum will 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, resettlement officers etc.

The Agency will ensure that the legislative and practical changes brought about by the CEAS reform are reflected in the European Asylum Curriculum. In this regard, the core modules within the curriculum are updated and/or upgraded to reflect the changes of the CEAS.

In its work on new developments, updates or upgrades, the Agency will 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.

In further developing its curriculum for asylum and reception officials, the Agency will make use of a European Sectorial Qualification Framework (ESQF) to ensure a 'learner centred approach'. This common framework, will serve as a guide when designing training and assist in identifying potential training needs and gaps. This framework will maintain a focus on the learner and what the learner should know and able to do at the end of a learning sequence, and how this can be demonstrated. The Agency will be also exploring other training methods and will explore the possibility to implement an on-the-job coaching programme to strengthen the transfer of knowledge and skills in the actual working environment.

The Agency will also continue to support Member States in fulfilling their obligation to include the core parts of the curriculum in their national training programmes, and will be additionally supporting national administrations, whenever feasible, by providing national language versions of the modules within the European Asylum Curriculum. 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.

Link to multiannual objectives	MA06
Budget line and allocated amount	3201 EASO training: EUR 1 209 280
Allocated human resources	8 AD, 6 AST, 2 CA

Activity No	Core business activities (actions)
1	Develop new training modules and review/update/upgrade the modules of the curriculum in view of the CEAS reform, including the provision of learning design expertise.
2	Management and delivery of the trainings.
3	Support practical cooperation and exchange of best practices between Member States on training on asylum and reception through the facilitation of the Trainer's Network and of the Training National Contact Points.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of training material developed or reviewed/updated/upgraded.	5	5	18
1	Percentage satisfaction with the pilot session of newly developments, updates or upgrades.	80%	80%	80%
1	Number of deployed content and didactic Member States experts for module development and reviews/updates/upgrades.	15 MS experts	12 MS experts	15 MS experts
1	Number of training modules (reviews, updates, upgrades or new developments) consulted by the members of the Reference Group and by the JHA Agencies.	5	5	5
2	Number of deployed trainers and didactic trainers for train-the-trainer sessions (including regionally and nationally).	72	90	90
2	Number of participations in EASO train-the-trainers sessions (including regionally and nationally).	524	550	550
2	Overall satisfaction rate of participants trained in annual and regional train-the-trainer sessions.	77%	80%	80%
2	Number of training sessions organised for Agency staff members.	2	4	6
2	Number of EASO staff participations in staff training sessions	50	55	75
2	Overall satisfaction rate with training sessions for Agency Staff.	N/A	N/A	80%
2	Number of national training sessions organised in EU+ and third countries.	457	300	300
2	Number of participations in national training sessions organised in EU+ and third countries.	7,104	5,000	5,000
2	Number of module language versions available on the learning platform.	125	150	170
3	Percentage satisfaction rate of the trainers and content experts participating in the annual Trainers Network meeting.	N/A	80%	80%
3	Percentage satisfaction rate of the participants in the annual National Contact Point meeting.	80%	80%	80%

6.2. Operational training

The Agency's operational training will be further consolidated and updated in order to reflect the scope of the Agency's involvement in supporting national asylum authorities. The Agency will start delivering structured online **pre-deployment training** customised for various profiles of Member States' experts in preparation for possible future deployment in the framework of EASO operations. The aim will be to ensure that nominated experts are equipped with all the necessary information relevant for the respective profile in order to increase their preparedness to carry out the tasks on the ground in a harmonised manner and in full compliance with the CEAS and fundamental rights. The Agency will also continue to further consolidate and deliver structured **operational induction training** for Member States' experts, as well as interim staff involved in the Agency's operations, delivered upon their deployment. This training is intended to offer an introduction to the national context and specific tasks and responsibilities to be performed on the ground. Furthermore, the development of other types of trainings, for example webinars, might be considered.

Moreover, the Agency will continue providing **operational thematic training** based on the profiles of the EASO experts, including Member States' experts as well as Agency's staff, as part of their

continuous professional development. Such training is carefully tailored to ensure that it corresponds well to the needs whilst maintaining the highest possible quality standards. Specific training will be also delivered to interpreters and cultural mediators to ensure that interpretation during applicants' registrations and personal interviews is performed professionally and in a harmonised way. Operational thematic training will also be delivered, upon request, to the local authorities in charge of various steps of the asylum process, such as registration of the application for international protection, Dublin procedure, reception, and collection of country of origin information. The Agency will 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. EASO will fine-tune the design and assessment of the on-the-job coaching learning methodology used in various contexts.

A specific Training Plan will be developed per annual Operating Plan/s signed by EASO and the concerned Member State. The Training Plan will be initiated by a training needs assessment conducted in the framework of the preparations for the new annual OP. This plan will guide various elements related to the types of trainings to be delivered, their formats, its evaluation and sustainability.

The Agency will also consider the need to translate related training material into the national languages of those Member States where the operational training is delivered, in order to ensure effectiveness and sustainability.

Moreover, EASO will continue, in cooperation with EBCG and Europol, the development of joint training for members of the Migration Management Support Teams (MMSTs).

Link to multiannual objectives	MA06
Budget line and allocated amount	3201 Training: EUR 500 000
Allocated human resources	13 AD, 1.5 AST, 1 CA, 1 SNE

Activity No	Core business activities (actions)
1	Preparation of a Training Plan annexed to potential EASO Operating Plan/s.
2	Development and review of operational training material
3	Delivery of operational training, including on the job coaching for Member States' deployed experts and EASO staff
4	Capacity building of national authorities in Member States under particular pressure in training their own staff
5	Further development of joint training for Migration Management Support Teams (MMST).

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of Training Plans annexed to EASO Operating Plan/s.	N/A	N/A	Equal to the number of annual OP
2	Number of training material developed and/or reviewed.	N/A	3	3
3	Number of training sessions delivered.	160	80	80
3	Number of participants trained.	1,500	1,000	1,000
3	Number of trainers' deployments, including EASO in-house trainers.	36	30	30
3	Overall participants' satisfaction.	80%	80%	80%
3	Number of on-the-job coaching sessions conducted.	N/A	20	25
3	Number of participants to on-the-job coaching sessions.	N/A	150	170

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
3	Percentage of participants' satisfaction from on-the-job coaching sessions.	80%	80%	80%
4	Number of representatives of the national authorities participating in EASO training.	N/A	180	180
5	Number of submodules of the pilot training for MMSTs developed.	N/A	N/A	1

6.3. Certification and accreditation

The Agency is developing a common EU asylum certificate, which is based on and awarded upon a valid and reliable assessment according to agreed and transparent learning outcome-based standards. The EU asylum certificate will encompass knowledge, skills, autonomy and responsibility-based learning outcomes in order to target the practical implementation of the CEAS at the work place.

In a pilot project initiated in 2016, an external accrediting and certifying body both accredited and certified thirteen of the training curriculum modules. The implementation of the certified and accredited modules was later concluded. A fully-fledged certification and accreditation of the European Asylum Curriculum and on-the-job coaching will be initiated in 2020 upon the evaluation of the initial pilot. A Member State consultation to establish the parameters of a fit for purpose pilot mobility programme for certified asylum officials will be initiated as a consequence of the fully-fledged certification and accreditation of the Agency's training programme in 2021.

The development of a yearly action plan to further improve the internal Training Governance System, based on European standards and guidelines for Quality Assurance in higher education and vocational training will constitute the cornerstone and prerequisite for the fully fledged certification and accreditation of the Training Curriculum.

The European Sectoral Qualification Framework for Asylum and Reception Officials (ESQF), which is referenced to the European Qualification Framework for lifelong learning, will form the basis for further training need and gap analyses in the larger context of the EASO Training Need Analysis (ETNA), guiding the Agency in developing new training materials. It will form the basis for benchmarking education and training for asylum and reception officials.

To further strengthen the European perspective on asylum, the Agency will conclude a study and issue a recommendation report to explore the feasibility of a Master programme for asylum officials.

Link to multiannual objectives	MA06
Budget line and allocated amount	3201 EASO training: EUR 434 272
Allocated human resources	3 AD, 1 AST, 1 CA

Activity No	Core business activities (actions)
1	Development and piloting of an EASO Training Needs Assessment Tool.
2	Further development and implementation of the Training Governance System to enable a fully certified and accredited European Asylum Curriculum.
3	Feasibility study of a Master Programme for asylum and reception officials.
4	Development and piloting of an Evaluation Methodology for the training activities.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of Member States validating detailed occupational and educational standards for asylum officials.	N/A	N/A	17 (60% of Member States)
1	The EASO Training Needs Assessment (ETNA) Tool has been completed and piloted by at least 3 Member States.	N/A	N/A	Yes
2	Number of meetings of the Certification and Accreditation Working Group (including ad hoc meetings).	2	9	4
2	A yearly action plan for further improvement of the Training Governance System has been established and implemented.	N/A	Action Plan 2019	Yes
3	The Feasibility Study of a Master Programme for asylum and reception officials has been completed.	N/A	N/A	Yes
4	The Evaluation Methodology for the training activities has been developed and piloted.	N/A	N/A	Yes

6.4. e-Learning

The Agency will continue to administer and manage an e-learning management system (LMS). During this year, the Agency will be for the first time hosting LMS, which is the backbone of the European Asylum Curriculum. The Agency will also continue to support LMS users on a daily basis, through the provision of services such as the user registration process, helpdesk services and online training courses.

Aiming to bring consistency and efficiency in continuously addressing identified needs, the Agency will build in-house capacity in the area of e-learning instruction and design with the aim of strengthening the blended learning methodology and the development of training material.

The Agency will also strengthen the design and infrastructure of a system which supports the processes and procedures encompassed in the training cycle with the aim of automating and facilitating monitoring of and reporting on training related activities in compliance with the General Data Protection Regulation 2016/679.

Link to multiannual objectives	MA06
Budget line and allocated amount	3201 EASO training: EUR 650 000
Allocated human resources	4 AD, 2 AST, 3 CA

Activity No	Core business activities (actions)
1	Manage and administer the e-learning management system (LMS), including the provision of a daily user helpdesk service.
2	Provision of statistical data, analysis and reporting.
3	Strengthen and streamline the business processes and activities, also through the design, development and launch of an infrastructure and related tools for the automatization of training cycle processes and procedures.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of modules built on the LMS.	29	38	50

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of registrations supported.	8,359	6,000	7,000
1	Number of user accounts in LMS.	8,300	9,000	9,500
1	Number of train-the-trainer sessions administered by the Agency.	34	30	30
1	Number of national training sessions administered by the Agency.	462	275	300
1	Number of helpdesk requests handled and resolved.	2,277	1,750	2,000
2	Annual Training Report delivered and published.	1	1	1
3	The infrastructure for the automation of training cycle processes and procedures has been designed according to the outcomes of the business processes review.	N/A	N/A	Yes
3	Implementation of the basic elements of the infrastructure and related tools for the automation of training cycle processes and procedures, including the registration of participants for train-the-train sessions and national training sessions.	N/A	N/A	Yes

6.5. Other training support

The Agency will upon request further analyse and address individual and specific needs of the EU+ countries and other users, including third country administrations, and in cooperation with the appropriate national training entities, will assist in the design of a training plan and delivery of training programmes using the European Asylum Curriculum. In this regard, the Agency is committed to coordinate the available internal and EU+ countries' resources and, if necessary, deploy trainers to deliver training sessions and/or to provide coaching to national trainers. The Agency also intends to organise continuing professional development (CPD) to ensure that experienced asylum and reception officials have the opportunity to keep their knowledge and skills updated and are made aware of the latest upgrades/updates of the module versions.

The Agency, upon request, will support Member States in providing on-the-job coaching for asylum and reception officials working in national asylum administrations. The Agency will continue cooperating with other JHA agencies to develop and support joint training endeavours and to provide expertise in the development of training material by other agencies.

Link to multiannual objectives	MA06
Budget line and allocated amount	3201 EASO training: EUR 62 640
Allocated human resources	1 AD, 1 AST, 2 CA

Activity No	Core business activities (actions)
1	Development of ad hoc training plans and their implementation.
2	Organise continuing professional development sessions (CPD).

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of ad hoc training plans developed.	3	3	3
1, 2	Number of ad hoc training sessions and CPD sessions organised (upon request).	5	8	8

7 Asylum support

7.1. Asylum processes

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 will feed into the collection of information under the monitoring of the operational and technical application of the CEAS upon adoption of the EUAA Regulation.

In 2020, practical cooperation activities will continue to be undertaken to cover specific topics in relation to the implementation of the CEAS by Member States. During thematic meetings, Member States' experts will discuss best practices and current challenges and share information and expertise.

In addition, based on identified needs and best practices, the Agency will continue to develop common operational standards and indicators, guidance, 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 their national asylum and reception systems are set up and functioning in line with the CEAS.

In addition, the Agency guidance and common practical tools are meant to translate the requirements of the common legal instruments into user-friendly practical instruments to be used by Member States' officials and relevant stakeholders across the EU and beyond in their daily work building on best practices.

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.

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 2020, 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.

Link to multiannual objectives	MA07
Budget line and allocated amount	3202 Asylum processes: EUR 1 101 485
Allocated human resources	9 AD, 3.5 AST, 2 CA

Asylum Processes Network

Activity No	Core business activities (actions)
1	Support practical cooperation and exchange of best practices between Member States on asylum processes and selected aspects of the CEAS through the facilitation of the Asylum Processes Network.
2	Collect, update and analyse information about Member State's practices and policies on selected aspects of the CEAS in order to identify related needs and best practices.
3	Support the correct and effective implementation of asylum processes throughout the EU by developing common practical tools and guidance on the practical implementation of the CEAS, including on operational standards and indicators, and promote its use.
4	Support Member States in the quality management of their national asylum processes.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of meetings of the Asylum Processes Network organised.	1	1	1
1	Level of satisfaction with the meeting of the Asylum Processes Network.	80%	80%	80%
2	Number of thematic meetings organised.	1	2	2
2	Level of satisfaction with the thematic meetings.	80%	80%	80%
2	Number of thematic reports prepared or updated and published.	1	2	2
3	Number of operational standards, indicators, guidance, best practices and practical tools in relation to asylum processes developed or updated and published.	2	2	3
3	Number of working group meetings organised in order to develop operational standards, indicators, guidance, best practices and practical tools.	6	7	9
3	Number of activities and products developed to promote and roll out operational standards, indicators, guidance, best practices and practical tools in relation to asylum processes.	2	4	4
4	Number of quality management related activities organised.	1	1	1

Exclusion Network

Activity No	Core business activities (actions)
1	Support practical cooperation and exchange of best practice between Member States on the Exclusion processes through the facilitation of the Exclusion Network , including maintaining an online platform and sharing a periodic newsletter with members of the Exclusion Network.
2	Contribute to the promotion of a correct and effective implementation of the CEAS provisions regarding exclusion throughout the EU+ by developing common operational standards and indicators, practical tools, guidance and best practices.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of NCP meetings of the Exclusion Network organised.	1	1	1

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Level of satisfaction with the NCP meetings of the Exclusion Network.	80%	80%	80%
1	Number of thematic expert meetings organised.	1	1	1
1	Level of satisfaction with the thematic meetings.	80%	80%	80%
1	Number of periodic newsletters shared with members of the Exclusion Network.	4	4	4
2	Number of operational standards, indicators, guidance, best practices and practical tools in relation to exclusion developed or updated and published.	1	1	2
2	Number of activities and products developed to promote and roll out operational standards, indicators, guidance, best practices and practical tools in relation to exclusion.	2	2	2

7.2. Quality support to operations

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 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 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.

Link to multiannual objectives	MA07
Budget line and allocated amount	3202 Asylum processes: EUR 124 500
Allocated human resources	4 AD, 1.5 AST, 2 SNE

Activity No	Core business activities (actions)
1	Improve and develop procedures, tools and practices for the enhanced implementation of the hotspot approach and of other relevant measures in Operating Plans.
2	Quality management support through the regular monitoring and assessment of the quality of outputs of deployed experts.

3	Information sessions, workshops, coaching, assessments of standards and indicators supporting the implementation of the Operating Plans and the External Dimension Strategy.
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Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of new tools developed or existing tools refined.	4	4	6
1	Number of quality or procedural related queries answered or updated.	27	30	30
2	Number of reviewed acts.	100	120	180
2	Number of quality reports produced.	10	12	18
3	See indicators under 3.1, 3.2, 3.3, 3.4 and 3.6 on the Operating Plans and Roadmaps to which these activities contribute.			

7.3. 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.

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.

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.

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 and IOM, 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 Migration⁵⁴. 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 2020, 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 establishment of an 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.

Link to multiannual objectives	MA07
Budget line and allocated amount	3202 Asylum Cooperation: EUR 2 494 636
Allocated human resources	11 AD, 3.5 AST, 3 CA, 1 SNE

Vulnerability Experts Network

Activity No	Core business activities (actions)
1	Coordinate the Vulnerability Experts Network to support practical cooperation and exchange of best practice between Member States in dealing with vulnerable persons.
2	Develop common operational standards and indicators, practical tools, guidance and best practices on vulnerability.
3	Promotion and dissemination of developed materials.
4	Provide expert support on vulnerability to EASO operations on an ongoing basis.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of meetings of the Vulnerability Expert Network (Steering Group 1, Advisory Group 1, Annual conference 1) organised.	1	3	3
1	Number of thematic expert meetings organised.	1	2	3
1	Level of satisfaction with the meetings.	80%	80%	80%

⁵⁴ COM(2017) 211

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
2	Number of operational standards, indicators, guidance, best practices and practical tools in relation to vulnerable persons developed or updated.	2	2	3
2	Number of working group meetings organised in order to develop operational standards, indicators, guidance, best practices and practical tools.	6	6	9
3	Number of activities to promote operational standards, indicators, guidance, best practices and practical tools in relation to vulnerable persons.	2	4	4
4	Number of activities implemented to support Operations.	N/A	N/A	8

Network of Dublin Units

Activity No	Core business activities (actions)
1	Support practical cooperation and exchange of best practice between Member States on Dublin through the facilitation of the Network of Dublin Units , including maintaining an online platform and sharing periodic newsletters with members of the network.
2	Contribute to the promotion of correct and effective implementation of the Dublin Regulation throughout the EU+ by developing common operational standards and indicators, practical tools, guidance and best practices.
3	Organise exchange activities for Dublin officials in the framework of the EASO Network of Dublin Units.
4	Timely and effective quality support to operations.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of Steering Group meetings of the Network of Dublin Units organised.	2	2	2
1	Level of satisfaction with the NCP meetings of the Network of Dublin Units.	80%	80%	80%
1	Number of thematic expert meetings organised.	2	2	4
1	Level of satisfaction with the thematic meetings.	80%	80%	80%
1	Number of periodic newsletters shared with members of the Network of Dublin Units.	4	4	4
2	Number of operational standards, indicators, guidance, best practices and practical tools in relation to the Dublin Regulation developed or updated and published.	1	1	2
2	Number of working group meetings organised in order to develop operational standards, indicators, guidance, best practices and practical tools.	N/A	5	8
2	Number of activities and products developed to promote operational standards, indicators, guidance, best practices and practical tools in relation to the Dublin Regulation.	2	4	4
3	Number of exchange activities organised.	N/A	1	3
3	Number of participants in exchange activities.	N/A	10	30
3	Level of satisfaction of participants to exchange activities.	N/A	80%	80%
4	Number of activities related to support to operations.	N/A	2	2

Network of Reception Authorities

Activity No	Core business activities (actions)
1	Support practical cooperation and exchange of best practice between Member States on reception through the facilitation of the Network of Reception Authorities , including maintaining an online platform and sharing a periodic newsletter with members of the network.
2	Contribute to the promotion of correct and effective implementation of reception conditions throughout the EU by developing common operational standards and indicators, practical tools, guidance and best practices, taking into account the reform of the CEAS.
3	Enhance the exchange of information and best practices through the establishment of an exchange programme of reception officials in the EU+.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of NCP meetings of the Network of Reception Authorities organised.	2	2	2
1	Level of satisfaction with the NCP meetings of the Network of Reception Authorities.	80%	80%	80%
1	Number of thematic expert meetings organised.	2	2	2
1	Level of satisfaction with the thematic meetings.	80%	80%	80%
1	Number of periodic updates shared with members of the Network of reception authorities.	4	4	4
1	Number of Reception Network Newsletters shared with members of the network and relevant stakeholders.	N/A	1	2
2	Number of operational standards, indicators, guidance, best practices and practical tools in relation to reception developed or updated and published.	2	1	3
2	Number of working group meetings organised in order to develop operational standards, indicators, guidance, best practices and practical tools.	6	6	6
2	Number of activities and products developed to promote operational standards, indicators, guidance, best practices and practical tools in relation to reception.	2	4	4
3	Number of exchange activities organised.	N/A	4	4
3	Number of participants in exchange activities.	N/A	30	30
3	Level of satisfaction of participants to exchange activities.	N/A	80%	80%

7.4. Cooperation with members of courts and tribunals

In line with the methodology agreed with relevant stakeholders but primarily with members of national courts and tribunals in 2015 (as amended), the Agency will advance the joint preparation of Professional Development Series (PDS), as well as their subsequent dissemination to identified partners. In particular, the Agency will continue to work towards the completion of all Judicial Analyses (and the associated Compilation of Jurisprudence and Judicial Trainer's Guidance Notes) identified in the PDS, in line with the proposed timeframe.

In addition, the Agency will continue to organise professional development workshops, as well as increase the promotion of their organisation on a national level. The Agency will also, where necessary, initiate, implement and promote further practical cooperation activities that will serve to contribute to the consistent implementation of the CEAS and advance practical cooperation among members of courts and tribunals in EU+ countries.

At all times, the Agency will continue to cooperate with relevant partners in the field and make every effort to facilitate avenues for judicial dialogue and exchange.

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 Plan, together with External Dimension activities. In particular, emphasis will continue to be made on enhancing the distribution channels to ensure a wide dissemination of the materials, including through the engagement of national judicial training bodies, as well as supporting the implementation of sessions in the Professional Development Series at national level.

The Agency will further strengthen the partnership with judicial associations, including the International Association of Refugee and Migration Judges (IARMJ)), and the Association of European Administrative Judges (AEAJ), the European Judicial Training Network (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 asylum law, the Agency contributes to the harmonisation of professional development standards by ensuring that the materials produced reflect a truly European understanding of the asylum *acquis* and are of a high quality.

The diverse structures, or indeed lack of structures, in the EU+ countries represents a challenge. However, the Agency already has a well-functioning and robust network of national contact persons representing each EU+ country as well as additional relevant stakeholders. Ensuring the successful implementation of the activities outlined above will further the objective of contributing to the coherent implementation of the CEAS and advancing practical cooperation among EU+ countries on asylum while at the same time ensuring full respect for the principle of the independence of the judiciary.

Link to multiannual objectives	MA07
Budget line and allocated amount	3202 Asylum processes: EUR 800 000
Allocated human resources	4 AD, 4 AST, 3 CA

Activity No	Core business activities (actions)
1	Advance the creation of professional development series (PDS) for members of courts and tribunals.
2	Implement professional development meetings for members of courts and tribunals, including in countries benefitting from EASO special and/or operational support, and stimulate dialogue with judicial stakeholders in the field of asylum.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	New sets of professional development materials consisting of a Judicial Analysis 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	1	1
1	Existing sets of professional development materials reviewed and, if necessary, updated.	2	2	4
2	Number of professional development workshops or conferences organised.	10	12	14
2	Number of participants in professional development meetings.	200	200	250

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
2	Level of satisfaction of participants in professional development sessions.	80%	80%	80%
2	Number of coordination and planning meetings of the Network organised.	1	1	1
2	Number of biannual periodic newsletters shared with the Network.	1	1	1
3	See indicators under 3.1, 3.2, 3.3, 3.4 and 3.6 on the Operating Plans and Roadmaps to which these activities contribute.			

8 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 2020, 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.

Link to multiannual objectives	MA08
Budget line and allocated amount	3501 Monitoring of application of the CEAS: EUR 330 000
Allocated human resources	10 AD, 2 AST, 3 CA

Objectives and results			
Objective 1	Prepare the monitoring of the operational and technical application of the CEAS.		
Expected results in 2020	<ul style="list-style-type: none"> - 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			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of technical preparation meetings with Member States.	2018: N/A	4	Multiannual programming status report
Number of monitoring tools developed.	2018: N/A	1	Multiannual programming status report

Main outputs/actions in 2020	
Main outputs/actions	When
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.	Q1-Q4
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.	Q1-Q4

9 Horizontal activities

9.1. 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 invited to take part in the development of Consultative Forum meetings, with more focus being placed on the organisation of smaller-scale thematic/geographic consultation meetings. 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, of the European Migration Forum and other similar bodies.

Link to multiannual objectives	MA09
Budget line and allocated amount	3401 Cooperation with civil society: EUR 160 000
Allocated human resources	2 AD

Activity No	Core business activities (actions)
1	Organise and implement Consultative Forum meetings (Annual Plenary and thematic/geographic consultation meetings).
2	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.
3	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.).
4	Contribute to the activities of the Consultative Forum of other JHA Agencies, the European Migration Forum and similar bodies.

Activity No	Core business activities (actions)
5	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.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of Consultative Forum meetings	3	3	3
1	Number of CSOs participating in CF meetings and extent of satisfaction.	250	250	250
2	Number of consultations with CSOs on key Agency documents.	6	6	6
3	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	5	5
4	Number of activities of other JHA Agencies' Consultative Fora in which the Agency participated or contributed to.	4	4	4
5	Number of civil society networks in which the Agency participated.	N/A	3	3

Objectives and results			
Objective 1	Develop and implement preparatory activities for the revised format of the Consultative Forum under the EUAA Regulation proposal.		
Expected results in 2020	- 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			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Extent and examples of preparatory actions for a revised CF under the EUAA (upon its adoption).	N/A	2	Quarterly monitoring
Main outputs/actions in 2020			
Main outputs/actions			When
Consultative Forum			
Organise a workshop with key CSOs and stakeholders on the desired composition, format and working methods of the Consultative Forum under the EUAA Regulation (upon its adoption).			Q1-Q4
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).			Q1-Q4
Targeted activities			
Involve and consult CSOs in the development of the Agency's work on fundamental rights.			Q1-Q4

9.2. EASO communication

Article 2(3) of the draft EUAA Regulation proposal gives the Agency the mandate to engage in communication activities on its own initiative, as well as the responsibility for providing the public with accurate and comprehensive information about its activities.

The Agency will continue establishing and maintaining excellent long-standing press relations, ensuring plentiful interaction with the press. Regular, accurate press coverage of the Agency's activities is crucial in order to gain visibility, legitimacy and credibility. In 2020, the Agency will continue to pro-actively approach and invite the media regularly for press briefings, both at EASO headquarters and in the field. In addition, the Agency's Internal Communication Plan for 2020 will continue taking into account the changes the Agency is going through, and informing staff members about them accordingly. Internal communication will continue to significantly improve through events, publications, and internal documents and tools.

The Agency will also continue aiming at harnessing the full potential of social media and further increase the number of followers on its social media channels. To this end, the Agency plans to increase its social media outreach activities and run social media actions to support the Agency's stakeholder relations activities and events and reach out to the general public. This includes reacting quickly to new developments and trends within the social media landscape. The Agency can develop and implement integrated communication campaigns in Member States and Third Countries, as well as theme-based social media information campaigns. Such campaigns will be carried out upon request from a Member State, with prior approval of the Management board, and in complementarity with other such campaigns funded under AMIF. The Agency will continue ensuring professional quality in all publications and supporting in-house video production, graphic design, and printing services based on the increasing needs of its various Departments and Units.

The Agency will continue to guarantee the current outcomes of social media monitoring (producing regular reports, searching for specific topics and contributing to the development of information campaigns), while enhancing the final product, and adapting it to better suit the needs of the Member States, other JHA Agencies and EU Institutions. The activity will be reinforced to cover additional languages, as well as to ensure its value as an early-warning tool.

Link to multiannual objectives	MA09
Budget line and allocated amount	No allocated costs in Title 3
Allocated human resources	5 AD, 6 AST, 10 CA

Activity No	Core business activities (actions)
1	Organise the EASO Information Day in Member States and third countries.
2	Global promotion of the Agency via major news networks and agencies.
3	Organise the Communication Multipliers meeting, thematic press conferences and Launch of the Annual Report.
4	Organise press interviews with national and EU or Brussels-based journalists, as well as strategic press interviews to coincide with specific events and developments.
5	Organise press visits with particular focus on the Agency operational activities.
6	Issue press releases to coincide with major events, publications, developments, etc.
7	Maintain and continuously monitor the Agency's website and consolidate the Agency's presence on social media.
8	Coordinate translation and publication of documents and related materials.
9	Provide timely replies to requests for information.
10	Produce and disseminate the Agency Newsletter.
11	Produce and disseminate video content.
12	Produce and disseminate printed content.

Activity No	Core business activities (actions)
13	Monitor social media in various languages and produce weekly, thematic and analytical reports.
14	Devise and implement social media campaigns.
15	Devise and implement integrated communication campaigns.
16	Organise information session upon request and provide information about the role of the Agency.
17	Expand the function and value of the Communication Multipliers Network.
18	Organise and manage internal communication activities and products.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1, 2, 16	Number of information meetings and events held.	25	30	30
3	Number of press conferences and meetings.	4	5	5
4	Number of press interviews.	25	30	35
5	Number of press visits in Member States.	2	2	4
6	Number of press releases.	20	25	25
7	Percentage change in the Agency website page views.	+30%	+30%	+30%
7	Percentage change in the Agency website average monthly users.	+30%	+30%	+30%
7	Percentage change in social media followers (on Twitter, Facebook, LinkedIn, Instagram and YouTube).	+50%	+50%	+50%
7	Percentage change in monthly average social media reach.	50%	75%	75%
8	Number of translated dossiers.	120	150	150
8	Number of published dossiers.	1,500	1,600	1,700
10	Number of the Agency newsletters published.	12	4 (quarterly)	4 (quarterly)
13	Number of weekly social media monitoring reports produced.	48	48	48
13	Number of analytical social media monitoring reports produced.	N/A	8	8
13	Number of thematic social media monitoring reports.	3	5	5
14	Number of social media campaigns organised.	2	3	4
15	Number of integrated communication campaigns organised.	3	4	4
18	Number of Brown Bag Lunches.	12	12	12
18	Number of Core Business Briefings.	N/A	9	10
18	Number of All Staff Meetings.	2	3	4
18	Number of Away Days.	2	2	2
16	Number of information sessions held.	17	20	20

9.3. Stakeholder relations

The Agency will promote multidirectional synergies among all relevant stakeholders of its cooperation network. The Agency will strengthen a coordinated approach, the flow of information, the convergence and coherence of policies and practices related to its mandate, as well as coordination with the strategies and activities of the European Commission.

The Agency will further strengthen its cooperation with the European Commission, the Council of the European Union, the European Parliament, EU Member States, the EEAS and other relevant

stakeholders. Regular policy meetings at all levels and videoconferences with different stakeholders, in particular the European Commission (DG Migration and Home Affairs) will take place. Moreover, in view of the new European Parliament and the future revised mandate of the Agency, the Agency shall aim to inform the new Members about the roles and tasks of the Agency and build contacts with relevant new MEPs and Committee Secretariats. 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 2020, 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 a Working Arrangement signed in 2019.

Cooperation with UNHCR and other international organisations will continue and be enhanced in areas where the Agency mandate requires in 2020. The Agency will participate in meetings and conferences and will actively participate in their work.

With regard to UNHCR, the Agency cooperates closely with and involves UNHCR in all areas of common interest according to the respective mandates and the EASO-UNHCR Working Arrangement. The UNHCR enjoys an observer status in the Management Board and has a permanent liaison office to the Agency based in Malta. On the basis of the working arrangement signed between EASO and UNHCR in 2013, the Agency and UNHCR will consider the possibility of a updated arrangement to reflect existing levels of cooperation, and in order to continue building on the strengthened cooperation (in the areas of training, asylum processes, unaccompanied children and other vulnerable persons, resettlement, the external dimension of the CEAS and in operations including special and emergency support, in particular cooperation in the hotspots) and explore further areas of cooperation. Regular coordination meetings and technical thematic meetings at the Agency's Headquarters, operational meetings in the field and senior management meetings will continue to promote cooperation and coordination of joint work in these fields as well as high level discussion on EU asylum policy.

The Agency will also be in close contact with other relevant international and intergovernmental organisations working in areas of asylum. 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. Others include the Council of Europe, the General Directors of Immigration Services Conference (GDISC), the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC).

The Agency shall aim towards a timely and adequate response to written enquiries from the general public received in its information mailbox.

Link to multiannual objectives	MA09
Budget line and allocated amount	3402 Cooperation with Stakeholders: EUR 186 000
Allocated human resources	3 AD, 1 AST, 1 CA

Activity No	Core business activities (actions)
1	Propose and organise meetings of relevance to the Agency activities for relevant stakeholders, also in the margin of events, such as the Commission, Council, European Parliament and other fora, and with EU Member States.
2	Organise networking events or receptions to forge contacts with existing stakeholders, build new contacts, and raise awareness of the Agency's operational work and activities and any developments within the Agency.
3	Participate in relevant external meetings to present the Agency activities whenever requested or invited.
4	Coordinate and organise VIP visits to the Agency.

5	Coordinate and organise other visits to the Agency.
6	Respond to general email enquiries.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Number of meetings of relevance to the Agency's activities with relevant stakeholders, also in the margins of events.	30	35	40
1	Number of meetings or activities in cooperation with JHA and other EU Agencies.	20	20	40
1	Number of meetings or activities in cooperation with International Organisations.	10	10	20
2	Number of networking events or receptions organised.	1	2	3
3	Number of relevant external meetings whenever attended and invitations responded positively to.	200	210	220
4	Number of VIP meetings organised and coordinated.	15	20	25
5	Number of other visits to the Agency organised and coordinated.	15	20	25
6	Number of email enquiries responded to.	1,200	1,200	1,500

9.4. Information and communications technology

In 2020, the Agency's ICT should generically continue the strategic drivers adopted in 2017, with a small adjustment. This adjustment is justified by the adoption of the new Regulation and also by push and pull factors outside the control of the Agency, leading to the adjustment of its strategy, which must remain flexible. This flexibility ensures that ICT remains in line with the increasingly operational nature of the Agency and with the constant need to align the core mission of the Agency with technological means.

Therefore, ICT will continue to work on increasing the availability of systems and technical solutions in the field of asylum for the EU+, taking into consideration the new and expanded activities and responsibilities in the EUAA Regulation proposal. In this regard, the function will focus on:

- Increase collaboration and information availability;
- Increase business maturity and flexibility;
- Support insight into CEAS capacity;
- Evolve core mission processes;
- Seek further automation capacity and ICT maturity.

The Agency will also continue to further improve its internal technological processes with the objective of increasing efficiency in response to the continued growth of the Agency's size and tasks related to its ICT infrastructure and operating activities. The Agency will focus on:

- Integrating procurement, planning and finance management tools;
- Deploying and integrating administrative and financial management workflows;
- Integrating the Agency data warehouse;
- Providing enterprise grade systems uptime across the ICT infrastructure;
- Further aligning the Agency with cloud platforms;
- Ensuring staff working conditions across all office locations.

Link to multiannual objectives	MA01 – MA09
Budget line and allocated amount	No allocated costs in Title 3
Allocated human resources	14 AD, 8 AST, 18 CA

Objectives and results	
Objective 1	Enhanced documentation, collaboration and exchange of information by technological means.
Expected results in 2020	<ul style="list-style-type: none"> - Full support to automated EPS and Operations indicators collection and quality control. - Preparedness toward compliance with the provisions of the new EUAA regulation (upon its adoption).

Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of indicators captured.	2018: N/A	70%	Database records/monthly
Number of stakeholder organisations using the available systems.	2018: N/A	100%	Database records/monthly
Number of connected agencies for information exchange.	2018: N/A	5	Log records/monthly
Main outputs/actions in 2020			
Main outputs/actions			When
Deployment of improvements in ADEPT.			Q2
Concept roadmap for information exchange systems according to Articles 5, 19, 29, 48 and 48a of the future EUAA Regulation.			Q2

Objectives and results			
Objective 2	Address the need for greater understanding of the CEAS (IT) implementation, capacity and surrounding circumstances.		
Expected results in 2020	<ul style="list-style-type: none"> - Added quality in our strategic IT decisions and governance. - Added capacity in the Agency to support IS decision-making and advise on the MS initiatives. - Added capacity for all staff to have a coherent approach to the media requests and generally disrupting events. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of IT workshops with Member States.	2018: 1 workshops	2	Minutes/quarterly
Number of feedbacks from Member State colleagues.	2018: N/A	15	Database records/quarterly
Usage of our media collection models by our partners.	2018: N/A	2	Log records/quarterly
Main outputs/actions in 2020			
Main outputs/actions			When
Establishing feedback exercises (networking).			Q1-Q4
Establishing an IT network of practical cooperation.			Q1
Establishment of media data collection models for all areas of the Agency's interest.			Q3

Objectives and results	
Objective 3	Transform operational processes to digital format and support further development of tools.
Expected results in 2020	- Establish the EAIPS as the de facto tool for any deployment information on any actor in operations

	- Establish routines for tried and tested rapid deployment of ICT resources for operations		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Number of systems integrated or feeding EAIPS.	2018: N/A	3	Database records/ quarterly
Number of contracts established for the standby package.	2018: 2	4	Contract management / monthly
Main outputs/actions in 2020			
Main outputs/actions	When		
Automated integration with IT ecosystem (PBI, Paperless, LNAT or ADEPT).	Q4		
End-to-end digitalization of deployment process.	Q2		
Deployment of the asylum reserve pool functionality.	Q1		
Add the all staff (interims and the Agency staff) deployment functionality.	Q2		
IT inventory needs assessment.	Q3		
Deployment scenario IT preparation and exercise.	Q3		

Objectives and results			
Objective 4	Increase maturity and sustainability of the Agency's flagship initiatives.		
Expected results in 2020	<ul style="list-style-type: none"> - Reduce administrative overhead with the IDS platform and establish close integration with other systems. - Establish a mature IS to the RSF that is fit for purpose. - Develop a long-term relevance of the COI portal, by aggregating COI-related information sources. - Create a state-of-the-art learning portfolio for the Agency's Asylum Academy - Raise the quality standards of asylum-related generated assessments, establish fact supported quality gains, distribute the tools to a wider range of professionals, assuring coherence in the CEAS implementation. - Bring Asylum IS and content into the mobile and smartphone environment, build a mobile toolbox for asylum professionals and operations. - Establish and further develop a database of policy instruments in third countries, to support the External Dimension strategy. - Develop the Agency public website for the next three year cycle. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Cost reduction for IDS	2018: N/A	€20,000	Contract management / quarterly
Number of cases assessed in the RSF IT system	2018: N/A	1,500	Database records / monthly
COI available to external stakeholders via upgraded API	2018: 7	API will be available to any MS that wishes to update the connection technology to the COI portal	Log records/monthly
Integration of LMS with ETIS and LNAT	2018: Integrated with ETIS		Log records/monthly

		Both ETIS and LNAT are integrated with the LMS	
Adoption of QAT tool among Member States	2018: N/A	1,000 downloads	Download records/ monthly
Mobile toolbox adoption rate	2018: N/A	100 downloads	Download records/ monthly
Number of countries in ExDim catalogue	2018: N/A	2	Database records/ quarterly
Public Website survey reviews	2018: N/A	2	Database records/ quarterly

Main outputs/actions in 2020

Main outputs/actions	When
Move to a more IDS sustainable platform.	Q2
Deployment of a Resettlement case management/scheduling system.	Q1-Q2
Evolution of COI platform to new version.	Q3
MedCOI transfer and integration.	Q1
Roadmap for future LMS evolution.	Q2
Deployment of a Learning Needs Assessment Tool.	Q2
Deployment of an online interview quality assessment tool.	Q1
Deployment of mobile toolbox from 3 Quality Guides.	Q2
Deployment of policy instruments geographical information system.	Q2
Requirements gathering for a new website.	Q3

Objectives and results

Objective 5	Enable the automation of processes and increase efficiency in the workplace. Further align ICT processes and procedures with international standards.
Expected results in 2020	<ul style="list-style-type: none"> - Develop a one-stop-shop for all administration content and resource planning. - Establish a single source of truth for the Agency-generated numbers and metadata. - Reduce dependency on legacy hardware and virtualisation software; increase the business continuity capacity; reduce maintenance efforts and add increased time-to-market capacity. - Added simplicity and flexibility for ICT systems for a dynamic organisation; information availability and organisation. - Managed security processes; complement governance maturity; adoption of well-established standards; reduction of corrective measures. - Automate routine processes and reduce risk of non-compliance, support activity-based budgeting.

Indicators

Indicator	Latest known result (TBC)	Target for 2020	Means and frequency of verification
Number of stakeholders managed via CRM.	2018: N/A	4,000	Database records/ quarterly
Number of budget processes mapped.	2018: 3	7	Documents/yearly
Number of digital FTE planning processes.	2018: 1	3	Database records/yearly
Number of available DWH data marts per subject area.	2018: N/A	2	Database records/ quarterly

Number of suitable corporate applications migrated to cloud.	2018: 1	4	Log records/yearly
Observation of SLA thresholds for service requests and incidents.	2018: 4/5 thresholds observed	5/5 thresholds observed	Database records/monthly
Business continuity statistics.	2018: 95% tools uptime	97%	Log records/monthly
Number of audit observations/findings.	2018: 2	0	Database records/quarterly
Number of additional organizational workflows managed via paperless.	2018: 1	10	Database records/quarterly
Number of contracts with automated monitoring.	2018: 90%	100%	Database records/quarterly
Number of HR workflows digitalized.	2018: 1	7	Database records/quarterly
Main outputs/actions in 2020			
Main outputs/actions			When
Deployment of a Customer Relationship Management tool			Q3
Deployment of a planning tool (SPD automation)			Q1
Design/requirements gathering of a budget processing tool			Q2
Further integration of e-HR and related tools			Q3
Deployment of the second iteration of the data warehouse			Q4
Migration of all email to cloud			Q2
Roadmap for migration of suitable systems			Q1
Support to teleworking for all staff			Q1
Implementation of single-sign-on			Q2
Intranet refresh			Q4
Development of an IT Security dashboard			Q2
Establishment of IT Security Policies and related Governance documents			Q1
Further implementation of paperless workflows			Q3
Monitoring dashboard for contracts			Q2
Activity accounting system for flexitime and teleworking			Q1

9.5. Other horizontal activities

The Agency conducted an impact analysis in 2017 to determine the actions that were required for the **implementation of the new EUAA Regulation**. In 2020, 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 Commission's **Internal Control Framework**, which was adopted in 2018, will be further developed in order to fully match the Agency's need for an integrated management system. Regular controls to measure the effectiveness and further improve the standard will be put in place.

The **quality management system**, which is being implemented in compliance with the ISO 9001:2015 standard, will be further enhanced and full integration with the Internal Control Framework further improved.

The year 2020 will be the third in the current three-year **audit cycle** of the Commission Internal Audit Service. The Agency will continue to work on implementing actions to address the previous audit findings and collaborate as best as possible with the Service to ensure that the audits provide added value for the Agency.

The Agency will further improve its programme and project planning, monitoring and reporting capabilities, including forecasting and prioritisation exercises.

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.

The Agency will maintain and implement up to date internal security policies in line with the Commission's security rules, as last updated, including those on protection of EU classified information (EUCI) and sensitive non-classified information.

The Agency will ensure the security of the Agency staff and assets in operational areas in close cooperation with EU, MS and other relevant stakeholders.

Activity No	Core business activities (actions)
1	Further improve the level of implementation of the Agency's new Internal Control Framework adopted in 2018.
2	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.
3	Assess the Agency processes that require a data protection impact assessment.

Link to activity no	Core business indicators	Actual		Forecast
		2018	2019 (est.)	2020
1	Management awareness of the new Internal Control Framework (annual surveying).	N/A	>90% assessing 'satisfactory'	>95% assessing 'satisfactory'
1	Timely implementation of the Agency's Internal Control Self-Assessment Action Plan.	N/A	60%	80%
2	Timely implementation of agreed mitigating actions in the Agency's Risk Register.	N/A	80%	95%
3	Assessment of the Agency processes requiring notification to DPO including DPIA (Data Protection Impact Assessment).	70%	90%	100%

Objectives and results			
Objective 1	Continue the transformation to a fully-fledged Agency that delivers the new mandate in the EUAA Regulation proposal.		
Expected results in 2020	<ul style="list-style-type: none"> - Agreed actions implemented as prioritised/agreed. - Stakeholders consulted on actions that have an impact on them. 		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Operationalisation/implementation of priority areas of the Agency towards the EUAA.	2018: 100% of priority actions completed	100%	Periodical monitoring of actions.
Stakeholder consultations held as planned.	2018: 90% of planned consultations held	100%	Periodical monitoring of actions.

Main outputs/actions in 2020	
Main outputs/actions	When
Implement agreed actions and deliver outputs, in line with priorities.	Q1-Q4
Hold consultations with stakeholders, as required, during implementation of actions.	Q1-Q4

9.6. Human resources

The Agency's staff complement is determined by the establishment plan and the EU budget that is adopted annually by the Budgetary Authority. The Commission Proposal for a Regulation establishing the Agency foresees the total number of staff reaching 500 by 2020.

During 2020, the Agency will maintain the rapid pace of recruitment in order to engage staff, as foreseen in its human resource plan (refer to Annex III).

Objectives and results			
Objective 1	Implement the staff recruitment plan for 2020.		
Expected results in 2020	- All new posts approved for the Agency for 2020 are filled.		
Indicators			
Indicator	Latest known result	Target for 2020	Means and frequency of verification
Implementation of the Establishment Plan	2018: 74%	>95%	Monthly reports
Staff turnover	2018: 10%	<7%	Monthly reports
Main outputs/actions in 2020			
Main outputs/actions	When		
Implementation of the Staff Engagement Action Plan (following 2018 Staff Engagement Survey).	Q1-Q4		

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