

# European Master's in Asylum and Reception Management

The European Master's in Asylum and Reception Management (Award Code: EMD\_ARM\_L7) is an English taught programme designed to equip professionals with the analytical, managerial, and policy skills required to address the major challenges of international protection across Europe. Asylum and reception management are at the heart of the EUAA Agency's efforts to uphold fundamental rights and ensure fair, efficient, and humane protection systems. This interdisciplinary degree situates these processes within the wider context of global migration trends, European legal frameworks, and evolving national and EU policies. It also examines how technological innovations create both opportunities and new ethical dilemmas in the governance of asylum and reception. These competencies will strengthen the student's capacity to contribute to institutional goals, align national practices with European standards, and foster innovation in the management of international protection.

- [About the Programme](#)
- [Course and Module Details](#)
- [Entry Requirements and Costs](#)
- [Guidelines and Policies](#)

## About the Programme

Designed as part of the EUAA's capacity-building efforts, the European Master's in Asylum and Reception Management is intended exclusively for professionals working within EU+ countries' asylum and reception administrations, as well as for EUAA staff. Participation in the programme is therefore based on formal nomination through national Training National Contact Points (TNCPs), ensuring that enrolled students are supported by, and contribute directly to, their national authorities.

**The programme is not open to individual direct applications.**

Drawing on expertise from across the social sciences, the programme combines theoretical foundations with applied learning. It provides students with a deep understanding of management approaches relevant to operational and rapidly changing environments, supporting both professional advancement and the development of effective public administration practices.

The curriculum culminates in a **capstone research project**, where students, individually or exceptionally in small groups, apply evidence-based methods to explore current issues in asylum and reception. Supervised by academic and professional experts, this project encourages critical inquiry, innovation, and solution-oriented thinking from a European perspective.

Overall, the Master's fosters a comprehensive understanding of international protection systems while creating a platform for dialogue and knowledge exchange among professionals from different Member States, translating academic insights into practical application in professional contexts. It prepares graduates to contribute effectively to national administrations, EU institutions, and international organisations engaged in migration and asylum management.

## ○ Programme Overview

The European Master's aims to **support EU+ countries' asylum and reception administrations in strengthening the managerial capacity of their officials while promoting a shared European perspective in this field.**

This goal will be achieved through the following learning objectives:

- **Develop** a comprehensive understanding of European and international dimensions of asylum and reception, including their legal, institutional, and policy framework.
- **Enhance** personal managerial skills and competencies applicable to both national and European contexts, with particular emphasis on leadership and management within public administration and the asylum and reception domain.
- **Strengthen** analytical and applied research competencies to support evidence-based and cross-sectoral managerial decision-making.
- **Expand** the capacity for inter-institutional and EU-level cooperation and knowledge exchange.

Upon successful completion of the master's programme, graduates will be able to:

- **Demonstrate** thorough knowledge and understanding of European-level factors shaping the legal, political, and institutional landscape of EU+ countries' asylum and reception system.

- **Analyse, evaluate, and enhance** the quality and effectiveness of internal processes within the asylum and reception administrations.
- **Make** informed operational and strategic **decisions** grounded in evidence from qualitative and quantitative research analysis.
- **Foster and facilitate** organisational and individual professional development within managed teams.
- **Lead and manage** teams effectively and efficiently in the asylum and reception context, promoting collaboration, innovation, and accountability.

## Course and Module Details

The European Master's in Asylum and Reception Management is a **three-year, part-time programme** taught in English, delivered through a **blended learning format combining online and face-to-face instruction**. It is tailored for professionals working in EU+ countries' asylum and reception administrations who seek to strengthen their managerial, analytical, and policy competences from a European perspective.

The programme comprises **15 compulsory modules, distributed over three academic years, with five modules per year**. Each module integrates **theoretical learning with practice-oriented activities** and is assessed through summative assessments, presentations, and active participation. The **first year** provides a solid foundation in the legal, institutional, and operational frameworks governing asylum and reception systems across Europe. The **second year** focuses on advanced leadership and management competences, including strategic and operational planning, team and change management, and the use of digital innovations in complex operational contexts. The **third year** is dedicated to research and professional specialisation, culminating in a capstone project that equips students to design, implement, and defend applied research grounded in ethical standards and evidence-based analysis, ensuring practical relevance to the field.

- [Year 1](#)
- [Year 2](#)
- [Year 3](#)

Year 1

# Postgraduate certificate in asylum and reception (30 ECTS)

## Provisional Academic Calendar year 1

Module?	Date Range?	Mode?	Key Activities / Notes?
<b>Online Induction for Students</b>	1 – 4 Sep 2026	Online	
<b>Module 1: European Legal Instruments in the Asylum and Reception Sector?</b>	7 – 18 Sep 2026?	Online Lectures?	Units 1 & 2
	5 Oct – 9 Oct 2026?	Face-to-Face?	Unit 3 First assessment (PPT)
	23 Oct 2026?	Final Assessment Deadline	Module 1 assessment
<b>Module 2: Fundamental rights in asylum and reception processes</b>	26 Oct – 6 Nov 2026?	Online Lectures?	Units 1 & 2
	16 Nov – 20 Nov 2026?	Face-to-Face?	Unit 3 First assessment (PPT)
	18 Dec 2026	Final Assessment Deadline	Module 2 Assessment
	<b>21 Dec – 8 Jan ?</b>	<b>Holiday?</b>	<b>Christmas break??</b>
<b>Module 3: Ensuring quality of asylum and reception processes</b>	11 Jan–22 Jan 2027?	Online Lectures??	Units 1 & 2
	8 – 12 Feb? 2027?	Face-to-Face?	Unit 3 & 4
	12 Feb 2027??	First Assessment Deadline	
	15-16 Feb 2027	Online lectures	Unit 4
	5 Mar 2027	Final Assessment Deadline	Module 3 Assessment
<b>Module 4: Using an evidence-based approach to organisational decision making</b>	8 – 12 Mar 2027?	Face-to-Face?	Units 1 & 2
	15 Mar–19 Mar 2027?	Online lectures	Unit 3
	<b>25 – 31 Mar 2027?</b>	<b>Holiday?</b>	<b>Easter break?</b>
	30 Apr 2027?	Final Assessment Deadline	Module 4 Assessment

Module?	Date Range?	Mode?	Key Activities / Notes?
<b>?Module 5: International and European asylum trends and the impact on national strategies</b>	03 –?7 May 2027?	Online lectures	Unit 1
	17-?21 May? 2027?	Face-to-Face?	First assessment (PPT)
	31 May – 4 June 2027??	Online lectures	Unit 3
	25 June 2027	Final Assessment Deadline	Module 5 Assessment

**Module 1.1 - European Legal Instruments in the Asylum and Reception Sector (6 ECTS)**

This module equips students with a comprehensive understanding of **EU asylum law, focusing on the Common European Asylum System (CEAS) and its implementation at both EU and national levels.** Through lectures, discussions, and case-based exercises, students learn to analyse, evaluate, and propose improvements to asylum-related legal and policy frameworks.

#### **Topics covered**

- EU asylum law: concepts, principles, and key instruments
- Jurisprudence shaping the CEAS.
- National implementation of EU asylum law
- Identifying gaps and risks in practice
- Developing guidelines, procedures, and policies to strengthen CEAS implementation

#### **Mode of delivery**

Blended learning – a combination of **online synchronous classes and workshops, face-to-face classes and independent work.**

**Module 1.2- Fundamental Rights in Asylum and Reception Processes (6 ECTS)**

This module explores **how fundamental rights apply in asylum and reception contexts**, focusing on the European Convention on Human Rights, the Charter of Fundamental Rights of the EU, and relevant jurisprudence from the ECtHR and CJEU. Students learn to identify, analyse, and address rights-related challenges in asylum and reception processes and to apply a rights-based approach in their professional practice.

## Topics covered

- European human rights frameworks (ECHR and EU Charter)
- ECtHR and CJEU jurisprudence relevant to asylum and reception
- Analysis of fundamental rights and their national application
- Identification of rights-based implementation gaps
- Drafting of recommendations and guidelines to enhance compliance

## Mode of delivery

Blended learning – a combination of **online synchronous classes and workshops, face-to-face classes and independent work.**

Module 1.3 - Ensuring Quality of Asylum and Reception Processes (6 ECTS)

This module enables students to systematically **evaluate national asylum and reception processes to ensure compliance with EU and international standards.** It focuses on the development and implementation of tools and guidance aimed at maintaining and **improving quality standards** within these systems.

## Topics covered

- Quality assurance in asylum and reception processes
- Using and adapting quality assurance tools
- Integrating the EUAA monitoring mechanism and reporting into the quality management system
- Quality assurance in situations of increased pressure on public administration systems

## Mode of delivery

Blended learning – a combination of **online synchronous classes and workshops, face-to-face classes and independent work.**

Module 1.4- Using an Evidence-Based Approach to Organisational Decision-Making (6 ECTS)

This module introduces students to **systematic and evidence-based approaches that support organisational decision making**. It focuses on **gathering, evaluating, and applying factual data** and credible research to inform effective decisions within asylum and reception contexts.

### **Topics covered**

- Identifying decision contexts and defining objectives
- Gathering and evaluating data and research for decision making
- Applying methodologies to inform decisions and forecast outcomes.

### **Mode of delivery**

Blended learning – a combination of **online synchronous classes and workshops, face-to-face classes and independent work.**

Module 1.5- International and European Asylum Trends and the Impact on National Strategies (6 ECTS)

This module provides **an understanding of the drivers behind migration and forced displacement and their interrelation with European and national asylum and reception policies**. It equips students with the skills to interpret asylum trend data, assess policy responses, and develop evidence-based recommendations for improving national strategies.

### **Topics covered**

- Analysis of international and European asylum trends
- Interpreting data on asylum trends and developing situational awareness

- Drafting evidence-based recommendations to strengthen national strategies

## Mode of delivery

Blended learning – a combination of **online synchronous classes and workshops, face-to-face classes and independent work.**

Year 2

## **Post-Graduate Diploma in Asylum and Reception Management (60 ECTS)**

- Module 2.1- Staff capacity building and safeguarding welfare of asylum and reception teams (6 ECTS)

This module develops students' competences in team management, focusing on professional development and safeguarding staff welfare. Students will learn to **conduct training needs assessments, implement, and monitor professional development plans, and design strategies to mitigate psychosocial hazards and promote wellbeing** in asylum and reception teams.

## Topics covered

- Training needs assessment
- Training implementation and monitoring effectiveness
- Staff wellbeing concerns and psychosocial hazards
- Stress risk management

## Mode of delivery

Blended learning – a combination of **online synchronous classes/workshops and independent study.**

Module 2.2 - Strategy and planning in the context of varying service demands (6 ECTS)

This module develops students' competences in strategic analysis and planning, focusing on **adapting organisational strategies to varying demands on asylum and reception services**. Students will learn to perform strategic analyses, identify priorities, assess risks, draft strategic plans, and monitor and review performance goals to ensure alignment with organisational objectives.

### Topics covered

- Methods for strategic analysis
- Tools for strategic planning
- Applying tools for strategic planning
- Monitoring and reviewing

### Mode of delivery

Blended learning – a combination of **online synchronous classes and workshops, face-to-face classes and independent work**.

Module 2.3 - Digital Innovation in asylum and reception environments (6 ECTS)

This module develops students' competences in **the use of digital tools and AI in asylum and reception environments**. Students will learn to critically evaluate advantages, challenges, risks, and efficiency gains with using digital tools, while ensuring **compliance with fundamental rights**. They will develop skills to monitor the implementation and application of these tools in their national context.

### Topics covered

- Digital tools and Artificial Intelligence in migration management
- Digital tools and sustainability, efficiency gains, and potential risks

- Safeguarding fundamental rights
- Digital tools in the national context

## Mode of delivery

Blended learning – a combination of **online synchronous classes and workshops, face-to-face classes and independent work.**

Module 2.4 - Applying organisational change management in the field of asylum and reception (6 ECTS)

This module develops students' competences in organisational change management within the field of asylum and reception. Students will learn to plan, communicate, implement, and monitor change initiatives using relevant models and frameworks, and to develop strategies to engage internal and external stakeholders effectively.

## Topics covered

- Planning for change
- Communicating on change
- Monitoring impact of change
- Presenting change management plan

## Mode of delivery

Blended learning – a combination of **online synchronous classes/workshops and independent study.**

Module 2.5 - Effective operational management in complex fluctuating migratory contexts (6 ECTS)

This module develops students' competences **in operational management** within asylum and reception systems under fluctuating pressure. Students will learn how to rapidly **mobilise resources, develop strategic workforce plans, and ensure inter-institutional coordination** and cooperation to maintain effective operations.

## Topics covered

- Contingency planning
- Strategic workforce planning
- Inter-institutional coordination, cooperation, communication, and information sharing.

## Mode of delivery

Blended learning – a combination of **face-to-face sessions, workshops and independent study**.

Year 3

## European Master's in Asylum and Reception Management (90 ETCS)

- Module 3.1 - Preparing a research proposal from research design to ethical considerations (6 ECTS)

This module develops students' competences in **designing research proposals with strong methodological foundations and ethical awareness**. Students will learn to formulate research questions, select appropriate research designs, and address ethical challenges when working **with vulnerable populations such as refugees and asylum seekers**.

### Topics covered

- Research question formulation and design alignment
- Data collection methods and sampling
- Research ethics and protection of vulnerable participants
- Selection bias and mitigation
- Academic integrity, plagiarism, and AI in research ethics
- Drafting research proposals and ethics applications

## Mode of delivery

100% online, delivered through **lectures, workshops, and supervision sessions to develop research design, ethical awareness, and academic integrity skills**.

- Module 3.2 - Research methodology for capstone project (6 ECTS)

This module develops students' competences in **applying quantitative, qualitative, and mixed research methods to ensure research validity and quality**. Students will learn to align research questions with appropriate methodologies, analyse data effectively, and present findings that respect the complexities of

research **in sensitive contexts** such as asylum and reception.

## Topics covered

- Quantitative, qualitative, and mixed methods
- Data collection and analysis techniques
- Ensuring research validity and reliability
- Presenting findings in sensitive research contexts

## Mode of delivery

100% online, delivered through **lectures, workshops, and supervision to build applied skills in research design, data analysis, and ethical research practice.**

- Module 3.3 - Literature review and referencing for a capstone project (6 ECTS)

This module equips students with the skills **to independently conduct literature research, critically analyse academic sources, and produce a structured literature review aligned with their research proposal.** Students will learn to apply correct referencing styles, use reference management tools effectively, and integrate feedback through iterative writing.

## Topics covered

- Purpose and structure of a literature review
- Referencing styles and reference management tools
- Navigating digital academic resources
- Analysing and synthesising research literature
- Drafting, revising, and integrating feedback
- Ethical use of AI in literature research

## Mode of delivery

100% online, delivered through **lectures, workshops, and supervised sessions to develop practical skills in literature research, academic writing, and citation management.**

- Module 3.4 - Capstone project (6 ECTS)

This module provides students with the opportunity to **design and conduct original research relevant to asylum and reception within the European context**. Students will apply the theoretical and methodological knowledge gained throughout the master's programme to implement a **research project of practical relevance**. Guided by an **assigned supervisor**, students will carry out all stages of the research process. from refining their proposal and collecting data to analysing findings and drafting the final report.

### **Topics covered**

- Refinement of research proposal and literature review
- Data collection and analysis methods
- Research ethics and integrity
- Mid-project peer review and feedback integration
- Writing and structuring the capstone report
- Presentation and communication of findings

### **Mode of delivery**

Blended learning, combining **online lectures, workshops, and supervision sessions to support research development, data analysis, and report writing**.

Module 3.5 - Defence of Capstone Project (6 ECTS)

This module develops students' ability to **present and defend their master's capstone project** confidently and professionally before **an academic panel**. It focuses on the effective communication of research findings, use of visual presentation tools, and application of advanced verbal and non-verbal presentation techniques.

### **Topics covered**

- Structuring the content of a research presentation
- Designing visually effective slides and using multimedia
- Verbal and non-verbal communication skills
- Stage presence, voice projection, and storytelling techniques
- Responding effectively to panel feedback and questions

## Mode of delivery

Blended learning, combining **online lectures, supervision, and face-to-face workshops focused on developing practical presentation and defence skills through guided practice and feedback.**

### Entry Requirements and Costs

#### Eligibility

The European Masters in Asylum and Reception Management seeks candidates with solid professional experience, strong motivation, and the ability to contribute to a collaborative and international learning environment. Fourteen applicants will be selected through the standard application process, with one additional participant internally selected within the EUAA.

Admission to the programme is carried out **through nomination by the Training National Contact Point (TNCP)**. The nomination confirms both the candidate's eligibility and the support of the nominating authority.

To be eligible, candidates must meet all the following requirements:

- **Be employed within a national asylum or reception authority of an EU+ countries, or within the EUAA agency.**
- **Hold a bachelor's degree or equivalent (EQF Level 6) with at least three years of relevant professional experience, or a master's degree (EQF Level 7) with at least two years of relevant professional experience.**
- **Demonstrate English language proficiency at CEFR level B2, enabling full participation in all programme activities.**
- **Be formally nominated by the Training National Contact Point (TNCP), confirming eligibility and institutional support.**

#### Application and Selection Process

Applications must be submitted through the respective TNCP using the templates provided in the official call

for nominations. A complete application shall include:

- **Application form**
- **Curriculum Vitae in English** (preferably in Europass format)
- **Copy of a diploma awarded on completion of a bachelor's degree** (including diploma supplement, if issued) **or of a higher degree**
- **Proof of identity** (passport or national ID card, which includes a photo)
- **Personal statement** (up to 1,200 words)
- **Proof of Common European Framework of Reference for Languages level B2** proficiency in the language of instruction
- **Nomination letter signed by the responsible TNCP**

The EUAA Admissions Committee evaluates all eligible applications based on the applicant's qualifications, experience, and supporting documents. **Shortlisted applicants may be invited for a remote interview.** Final admission decisions are made by the EUAA, and successful candidates are notified in writing. A reserve list may also be established for each intake.

For more detailed information regarding the admission procedure, **applicants are strongly encouraged to consult the [Guidelines on the admission processes for the EUAA's European Masters in Asylum and Reception Management](#)** which contains all necessary templates and detailed procedural instructions for applying.

- Desirable skills and experience

While not mandatory, the following criteria are considered advantageous:

- Proven leadership and organisational skills.
- Academic background related to migration, law, political or social sciences, psychology, public or business administration.
- Familiarity with asylum-related databases (e.g. the European Database of Asylum Law, EUAA Caselaw Database, or the National Asylum Developments Database).

The EUAA recognises that professional learning can occur through a variety of experiences. Admitted students may therefore **apply for Recognition of Prior Learning (RPL) for up to 50% of the programme**, in accordance with EUAA Academy guidelines. However, **the capstone project and related preparatory modules cannot be replaced through RPL**. Further information and supporting materials can be found on the [EUAA Recognition of Prior Learning page](#).

**Admission Conditions and Data Protection**

Before beginning the programme, **admitted students must sign a Student Agreement, co-signed by their nominating authority and the EUAA Academy**. This agreement outlines mutual rights, responsibilities, and the expected academic commitment.

All personal information and documentation submitted during the admission process are treated in strict confidence and handled in full compliance with EU data protection legislation, including the General Data Protection Regulation (GDPR).

**Costs**

The programme is **offered free of charge to eligible asylum and reception officials**. Travel, accommodation, and per diem expenses related to activities requiring physical participation are covered to support participation. For detailed information regarding the reimbursement policy and procedures, participants are advised to consult the [Executive Director Decision No 79/2024 on the rules for reimbursement of expenses incurred by participants invited to attend the Agency's activities](#), or alternatively please consult your national Training National Contact Point.

**Calendar of Activities (2026)**

<b>Dates</b>	<b>Activity</b>
January 20	Meeting with TNCPs & TAG members on the application process
February 6	Meeting with EUAA networks on the application process
April 30	Deadline for submission of applications
May	Launch of the Admissions Committee
July	Offer and rejection letters issued
July 31	Deadline for acceptance or rejection of offers
Sept. 1 - 4	Student induction
September 7	Commencement of online lectures
	Guidelines and Policies

This section provides key documents and resources to support students throughout the programme. All documents are available via the EUAA website.

### **Academic Policies:**

- [Internal guidance on academic freedom, institutional autonomy, and academic integrity](#)
- [Code of Conduct for Participants in the EUAA's Training Activities](#)
- [Training Complaints Procedure](#)
- [Assessment Appeals Procedure](#)
- [Internal guidance on assessment and grading of the EUAA's study programme modules](#)
- [Mitigating circumstances](#)
- [Recognition of Prior Learning: Student and Learner Guidelines](#)
- [Recognition of Prior Learning \(RPL\) Application Form](#)
- [Internal guidance on lecturers and trainers](#)

### **Programme Resources:**

- [Internal guidance on admission to the EUAA's master's programmes](#)
- Guidelines on the admission processes for the EUAA's European Masters in Asylum and Reception Management

- Handbook\*
- AI Policy/Guidelines\*
- Antiplagiarism\*

*(\*) These documents will be published as soon as possible.*

## Related content

- [European Masters in Asylum and Reception Management - FAQs](#)

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