

# Asylum and Reception Operational Response Catalogue





# **EUAA Asylum and Reception Operational Response Catalogue**

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Additional interventions might be added to the Catalogue at a later stage, including but not limited to:

- Transport and medical assistance.

The European Union Agency for Asylum (EUAA) Regulation, Chapter 6, Article 16.2(f) refers to support to transport and medical assistance in relation to operational and technical assistance on reception (advise on, assist with, or coordinate the setting up or the provision of reception facilities by Member States, in particular emergency accommodation, transport and medical assistance). However, the EUAA Asylum and Reception Operational Response Catalogue does not elaborate on any interventions related to transport and medical assistance as a reflection internal to the Agency is pending on how possible support could be articulated.







# Introduction

Asylum and reception systems across EU+ countries remain under continuous pressure, with frequent and unpredictable surges in flows of persons seeking international and other forms of protection. These sudden changes are such that countries are often unprepared, or lack the means, to address them, resulting in recurring emergency situations. In such situations, the European Union Agency for Asylum (EUAA) is mandated upon request to rapidly mobilise resources and expertise in order to support Member States whose asylum and reception systems are under disproportionate pressure and to assist them in implementing their obligations within the framework of the Common European Asylum System (CEAS). EUAA is also mandated to activate support on its own initiative with the agreement of the Member State where the Member State's asylum or reception system is subject to disproportionate pressure.

Throughout the years, EUAA<sup>1</sup>, and previously the European Asylum Support Office (EASO)<sup>2</sup> previously, has been significantly improving its operational response capacity and modalities of intervention, notably through the establishment of solid Project Cycle Management (PCM) principles and methodology and a broadening of coordination between EUAA centres and Member States' national authorities in the assessment and development of operational plans. In 2022, by replacing and succeeding EASO, the newly established EUAA has received a strengthened operational mandate, notably in first operational response.

As per the EUAA mandate and Project Cycle Management methodology, EUAA interventions are conditional on a Member State's request for support and a needs assessment which can be conducted jointly with the Member State's authorities. At times, EUAA operations identify EUAA's entry, exit and sustainability strategies, focusing on a process of capacity building through operational and technical assistance aiming to ensure that Member States have the capacity to manage their reception and asylum systems once EUAA's support is concluded. On the other hand, EUAA can also respond to situations of emergency or disproportionate pressure with focused short- or mid-term interventions aiming to reduce pressure on Member States.

Assistance measures, and the means to implement them, are then detailed in an operational plan, an agreed document binding both EUAA and the Member State concerned, and any other participating Member States. Such plans are normally developed to provide support to Member States whose asylum and/or reception systems are under disproportionate pressure, when a Member State is facing disproportionate migratory challenges, or to support in the implementation of a Member State's obligation under the CEAS. Along with immediate, direct assistance to address the situation, including with equipment and support personnel, an operational plan often includes activities to strengthen the capacity of the Member State's asylum and reception systems, in view of the temporary nature of EUAA's direct support. To

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<sup>1</sup> Regulation (EU) 2021/2303 of the European Parliament and of the Council of 15 December 2021 on the European Union Agency for Asylum

(<https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32021R2303&from=EN>)

<sup>2</sup> Regulation (EU) No 439/2010 of the European Parliament and of the Council of 19 May 2010 establishing a European Asylum Support Office

(<https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32010R0439&from=EN>)





this effect, operational and technical assistance is delivered in a planned, phased, and sustainable manner, through the deployment of Asylum Support Teams (AST), working tools and required equipment.

Within the above-described context, the **EUAA Asylum and Reception Operational Response Catalogue** compiles the operational interventions offered by EUAA in support of Member States' asylum and reception systems. The Operational Response Catalogue is a key deliverable of the Preparedness Sector of the EUAA's First Operational Response Unit within the Operational Support Centre (C1). It represents a non-binding framework that aims to increase awareness among Member States on the different types of support interventions offered by EUAA and serves, together with needs assessments, as a foundation to the design of operational plans.

Specifically, the Catalogue aims to:

Outline the potential operational interventions in support of Member States' asylum and reception systems;

Facilitate the consultation process between Member States and EUAA on operational and technical assistance by creating a common understanding of EUAA's interventions;

Assist Member States in identifying specific operational support interventions suitable to their particular needs;

Increase the effectiveness, efficiency, and coherence of EUAA's operational support to Member States by harmonising the interventions offered within the framework of EUAA's operational response.

While acknowledging that Member States' asylum and reception systems are often managed by separate institutions, the document structure groups potential EUAA interventions according to their focus on governance, strategic planning, frontline<sup>3</sup> operational support and vulnerability rather than establishing a breakdown along the lines of asylum and reception focus. The logic behind this choice is to facilitate the reading, avoid repetitions throughout the document and simplify the document structure. Due to their specific nature, separate sections are nevertheless dedicated to frontline operational interventions on asylum and reception.

The Operational Response Catalogue opens with a description of support that can be provided to Member States' asylum or reception authorities at central level on governance (Chapter 1) and on strategic planning, including workflows and quality assurance (Chapter 2). Chapters 3 and 4 delve into frontline operational support for asylum and reception systems, mostly provided to frontline authorities, while interventions on vulnerability, including unaccompanied minors are grouped together in a dedicated section (Chapter 5)<sup>4</sup> covering

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<sup>3</sup> Frontline is used throughout the document to describe those institutions and interventions that deal directly with asylum seekers and beneficiaries of the reception system, as opposed to interventions and institutions at central level. Frontline interventions can be implemented in all Member States, not only in those Member States at the European Union's external borders.

<sup>4</sup> A non-exhaustive list of categories of vulnerable applicants can be found in Article 20(3) of the Qualification Directive and in Article 21 of the Reception Conditions Directive.

<https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2011:337:0009:0026:en:PDF>





both asylum and reception. Finally, Chapters 6, 7 and 8, respectively, outline support on the implementation of the Temporary Protection Directive<sup>5</sup>, resettlement and humanitarian admission programmes, and relocation schemes.

Each intervention is presented in general and schematic terms including an overall description of the intervention, its intended results and main deliverables, proposed activities and main EUAA resources such as human resources and services contracted. Where relevant, EUAA tools available to the Member States are also referenced. At a later stage, and, notably, once a EUAA grant framework is formalised, the Catalogue could also include grant options, outlining interventions that could be outsourced to implementing partners.

Users of this document are reminded that the Operational Response Catalogue represents an effort to break down, organise and present interventions that are then implemented in complex and diverse environments, and thus can differ in scope and scale. Therefore, the interventions described here can be combined, adapted, and adjusted according to a Member State's particular context, asylum and reception systems, and needs. Interventions are often interlinked and the main potential synergies between interventions are often highlighted throughout the document.

This is particularly relevant for vulnerability-related interventions. EUAA promotes a holistic approach among national asylum authorities, national reception authorities and other relevant actors in addressing needs and challenges related to the identification, assessment, and management of vulnerable applicants throughout the asylum procedures. While vulnerability-related interventions are outlined separately in Chapter 5, the Catalogue encourages users to consider complementarity with interventions in other chapters, including through embedding vulnerability components in most interventions outlined in other chapters.

Based on a needs assessment, close consultations and the existence of identified preconditions, EUAA and the Member State agree upon which interventions would be suitable, including any related adjustments that are needed and how these interventions would be translated into an operational plan<sup>6</sup>.

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<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32013L0033>

Member States shall take into account the specific situation of vulnerable persons such as minors, unaccompanied minors, disabled people, elderly people, pregnant women, single parents with minor children, victims of human trafficking, persons with mental disorders and persons who have been subjected to torture, rape or other serious forms of psychological, physical or sexual violence. The EUAA's website further elaborates on EUAA's wider approach on vulnerability, including categories and themes forming part of its vulnerability workstream.

<https://euaa.europa.eu/asylum-knowledge/vulnerability>

<sup>5</sup> Council Directive 2001/55/EC of 20 July 2001 on minimum standards for giving temporary protection in the event of a mass influx of displaced persons and on measures promoting a balance of efforts between Member States in receiving such persons and bearing the consequences thereof.

<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32001L0055>

<sup>6</sup> <https://euaa.europa.eu/operations/operational-assistance>





## Suggested use of the Catalogue: a workflow

While the scope and objectives of the EUAA Asylum and Reception Operational Response Catalogue have been outlined in the introduction, there is a need to further elaborate on the use of the Catalogue within the framework of EUAA's operations.

This section describes how to use the EUAA Asylum and Reception Operational Response Catalogue in the process of negotiating and designing operational and technical assistance to Member States. In particular, it aims to establish a clear workflow that combines existing practices deriving from the EUAA Regulation and the EUAA Project Cycle Management methodology with new practices suggested by the establishment of the EUAA Asylum and Reception Operational Response Catalogue.

Workflows can help streamline and automate repeatable tasks, minimising room for errors and increasing overall efficiency. A good workflow is characterised by the clarity of the path of data movement, clear responsibilities for stakeholders and accurate deadline prediction. It also must be easy to create and modify.

This section outlines several phases in the use of the Catalogue as part of a wider workflow that provides guidance from the moment a Member State considers requesting EUAA's operational and technical assistance to the delivery of that assistance. The workflow touches upon key elements that are required prior to designing any operational response intervention, such as the request of support referred to in the EUAA Regulation, and a needs assessment, as per the EUAA Project Cycle Management methodology.

At the end of the section, the workflow is also captured in a segmented process chart to facilitate reading.

### **Phase 0: Dissemination of the Operational Response Catalogue**

As part of phase 0, the Catalogue is published on the EUAA's website and disseminated on a regular basis among EUAA's interlocutors and partners, notably Member States' asylum and reception authorities and other traditional partners.

Phase 0 is a preliminary and generic step; it is typically not part of the process that leads to the design of operational and technical assistance through an operational plan in support of a Member State. Rather, it is part of operational preparedness, which aims to raise general awareness among EUAA's interlocutors and partners about the operational response interventions that EUAA could implement in support of Member States' asylum and reception systems.

The dissemination of the Operational Response Catalogue speaks to specific objective 1, outlined in the introduction.

### **Phase 1: Informal consultations on operational and technical assistance**

The EUAA Regulation decrees that EUAA shall provide operational and technical assistance to a Member State on, among other things, the implementation of its obligations under the CEAS





and if its asylum or reception system is subject to disproportionate pressure<sup>7</sup>. Support shall be provided upon formal request of a Member State. Typically, prior to the formal request being submitted, EUAA and the Member State's asylum and reception authorities engage in informal consultations about the context, including the nature of the potential support that EUAA could provide.

As part of phase 1, the EUAA Operational Support Centre's team leading on informal consultations and the Member State concerned use the Operational Response Catalogue to inform the discussion around EUAA's support and to identify priority areas for a needs assessment<sup>8</sup>.

Meanwhile, the Catalogue can inform the structure and language of the formal request for EUAA's support drafted by a Member State.

The use of the Catalogue as part of phase 1 aligns with specific objective 2: to facilitate the consultation process between Member States and EUAA on operational and technical assistance by creating a common understanding of EUAA's interventions.

### **Phase 2: Needs assessment and design of operational and technical assistance**

As part of the needs assessment and subsequent design of operational and technical assistance, EUAA prioritises needs through a set of criteria that includes budget, personnel, time and expertise. In phase 2, the Catalogue is used to identify suitable operational interventions in response to identified needs and to ensure an efficient and effective prioritisation exercise that considers all elements included in operational response interventions (e.g. description of support, intended results, resources).

The Catalogue serves as a basis for the drafting of operational plans to frame operational and technical assistance to Member States. Operational plans are typically divided into thematic measures and sub-measures whose form, content and language are drawn from the operational response interventions outlined in the Catalogue, including key elements such as intended results, deliverables and main activities. As mentioned in the introduction, interventions described in the Catalogue can be combined and adapted according to a Member State's particular context. Finally, the operationalisation of the Catalogue contributes to streamlining the use of EUAA tools across EUAA operations.

The use of the Catalogue as part of phase 2 promotes the achievement of specific objectives 3<sup>9</sup> and 4<sup>10</sup>.

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<sup>7</sup> Article 16(1), Regulation (EU) 2021/2303 of the European Parliament and of the Council of 15 December 2021 on the European Union Agency for Asylum.

<sup>8</sup> EUAA Project Cycle Management methodology provides a methodological framework and tools for conducting a structured, reflective and consultative process for the assessment of the needs of Member States requesting operational and technical assistance from EUAA and for informing the EUAA's decision on these matters. A first edition of the EASO's Needs Assessment User Guide was adopted in 2018, and is currently under revision.

<sup>9</sup> Assist Member States in identifying specific operational support interventions suitable to their particular needs.

<sup>10</sup> Increase the effectiveness, efficiency, and coherence of EUAA's operational support to Member States by harmonising the operational interventions offered within the framework of EUAA's operational response.





### **Phase 3: Design of project management tools**

As part of phase 3, the Catalogue is used to design project management tools such as results frameworks and key performance indicators to the operational plans. These tools are typically designed once the operational plan has been agreed upon by EUAA and the Member State concerned.

It is worth noting that while the Catalogue does not include key performance indicators, the increased standardisation of proposed operational response interventions promoted by the Catalogue is likely to lead to the identification by EUAA of standard key performance indicators for those interventions.

As per phase 2, the use of the Catalogue as part of phase 3 contributes to increased effectiveness, efficiency, and coherence of EUAA's operational support of Member States.

### **Workflow**

The following chart illustrates the use of the Operational Response Catalogue.





**Phase 0:** Dissemination of the Operational Response Catalogue

**Phase 1:** Informal consultations on operational and technical assistance

The Operational Response Catalogue is used during informal consultations around EUAA's support, including to identify priority areas for a needs assessment.

**Phase 2:** Needs assessment and design of operational and technical assistance

The Operational Response Catalogue is used to:

- Identify suitable operational interventions in response to identified needs;
- Ensure an efficient and effective prioritisation exercise that considers all elements included in operational response interventions;
- Serve as a basis for the drafting of operational plans.

**Phase 3:** Design of project management tools

The Operational Response Catalogue is used to design project management tools, such as results frameworks and key performance indicators, for the operational plans.





# 1. Structural support for governance of asylum and reception

Within the framework of EUAA's operations, EUAA can offer structural support to a Member State's asylum and reception institutions at central level to help them improve the overall governance on asylum and reception.

Through technical guidance and constructive dialogue and consultations with the national authorities, EUAA can assist the Member States in shaping their asylum and reception frameworks to ensure alignment with the EU legislative framework and standards (e.g. CEAS), including in relation to the rights of applicants to, and beneficiaries of international protection. EUAA can support Member States in setting clear objectives and developing methods to reach these objectives, while adapting to contextual changes and allocating resources accordingly.

The support for governance outlined in Chapter 1 includes advice on and assistance with reviewing national models on asylum and reception and drafting national strategies. Chapter 1 also focuses on support to change management, drafting or reviewing relevant plans, and optimising national processes on funding, procurement, human resources and project management. Finally, it outlines support for national authorities with coordination mechanisms among relevant stakeholders at central level.

Most interventions included under governance can be combined with interventions on strategic planning and frontline operational support described further on in the Operational Response Catalogue or can be implemented as stand-alone interventions should the context call for this.





## 1.1. Design or enhancement of national asylum and reception models and strategies

### Overall Description of Support

EUAA supports Member States to design efficient asylum and reception models, based on the CEAS standards and relevant practices from EU+ countries, and guides them in elaborating national strategies on asylum and reception. Depending on the context, support can focus on conceptualising enhanced models, revising existing framework documents, or designing suitable strategies. Member States may opt to receive support on asylum, reception, or both.

This intervention can be complementary to advisory and active support on an implementation plan of new national asylum and reception models or strategies, including planning for any related organisational and structural changes (intervention 1.2).

### Intended Results and Deliverables

- Enhanced national asylum or reception model and strategy based on CEAS standards;
- Increased capacity of the national asylum system to grant access to asylum, process applications and to ensure the quality of procedures;
- Increased capacity of the national reception system to accommodate asylum seekers and mixed-flow arrivals and to adapt to reception needs;
- Draft documents on a national asylum strategy and a national reception strategy.

### Indicative Activities

- Analyse the existing national asylum or reception model and strategy, and identify potential improvements;
- Review and share models, good practices and strategies adopted by other Member States, including within the context of the EUAA thematic networks (i.e. the Asylum Processes Network, the Vulnerability Experts Network, the EUAA Courts and Tribunals Network and the EUAA Network of Reception Authorities);
- Organise study visits to other Member States for information sharing on asylum and reception models, best practices, operational mechanisms, and strategic planning;
- Organise a consultative process of internal and external stakeholders involved in the asylum and reception systems (e.g. workshops, working groups);
- Support the drafting of a national asylum strategy or a national reception strategy and related framework documents;
- Support the effective integration of the EUAA common analysis and guidance notes on relevant countries of origin in the national asylum strategy;
- Support the training and professional development of asylum and reception personnel involved in the design of strategies.

### EUAA Resources and Services

#### Human Resources<sup>11</sup>

<sup>11</sup> The titles of experts included in this section of each intervention have been harmonised with the language used in the EUAA Decision of the Executive Director No 83/2022 on the mechanism for selection of experts to be assigned to asylum support teams in operational support activities coordinated by the Agency.

- Deployment of thematic experts (e.g. experts on strategic planning and management, asylum and reception experts), including from other Member States;
- Deployment of senior experts/advisors to ensure follow-up throughout the design and consultation phases.



## 1.2. Strengthening capacity on organisational change management, funding, procurement, human resources, and project management

### Overall Description of Support

EUAA assists Member States in organisational change management by supporting the design, planning and implementation of changes required to improve the overall asylum and reception framework. Such support contributes to building a culture of strategic planning and promotion of and adaptation to changes. It also contributes to strengthening teamwork approaches and improving internal communication.

Depending on the context and related needs, the intervention can focus on the asylum system, the reception system, or both. Furthermore, the intervention can entail the drafting of implementation plans of newly created or revised strategies on asylum and reception (intervention 1.1) or focus on specific areas where organisational change management is required. In both cases, implementation plans or change management plans<sup>12</sup> can entail mid-term and long-term planning, depending on the scale of the changes to be applied and the stakeholders involved.

This intervention also focuses on structural elements, such as the following:

- **Funding:** EUAA supports Member States in estimating and allocating their financing needs to fund essential interventions on asylum and reception in line with the national models and/or strategies. In addition, the aim of EUAA is to improve the ability of the Member States to plan for, access, and manage financing from various funding streams, and to efficiently disburse and monitor grants;
- **Procurement:** The intervention can help Member States to design an effective procurement plan and effective procedures that enable the implementation of a national asylum and reception model and/or strategies, notably during periods of high influx;
- **Human resources:** The intervention can help Member States to develop a detailed human resources strategy, including but not limited to the creation of an appropriate organisational structure (with accompanying organisational charts) for relevant authorities, a staff welfare policy, identification of competency gaps based on European Sectoral Qualifications Framework<sup>13</sup>, development of a training and learning strategy;
- **Project management:** A further aim of the intervention can be to promote a project management culture and methodology throughout the asylum and reception system.

### Intended Results and Deliverables

- Increased efficiency, effectiveness, and resilience of the management frameworks on asylum and reception;
- Implementation and change management plans facilitate the transition to newly identified or revised strategies on asylum or reception;

<sup>12</sup> A change management plan is intended as a process that is followed by an institution or a business to implement changes across the organisation. Change management plans are recommended for significant or complex organisational changes that require a more strategic approach because of their impact on all functions.

<sup>13</sup> <https://europa.eu/europass/en/european-qualifications-framework-eqf>



- Strengthened capacity of national reception authorities to identify, access, plan and manage available funding mechanisms, including EU funds;
- Enhanced human resources strategy and project management methodology in the asylum and reception systems.

### **Indicative Activities**

- Conduct a comprehensive organisational change study jointly with national asylum and reception authorities;
- Draft a change management plan, conceptualising the transition to enhanced asylum and reception models and outlining the necessary structural and operational changes;
- Assess procurement capacities in relation to the national asylum and reception models and/or strategies and related needs;
- Train or coach national staff on developing, or directly support the development of multi-annual funding and procurement strategies, including preparing proposals for relevant funding sources, managing tenders, and managing and monitoring funded projects;
- Support the design of a human resources strategy and related tools and documents (e.g., missions, organisational charts, roles and responsibilities, staff welfare policy, ethics framework);
- Design and implement a capacity building plan on project management methodologies, budget design and management, tailored to the needs of asylum or reception systems.

### **EUAA Resources and Services**

#### Human Resources

- Deployment of change management expert(s), asylum and reception programme and project management expert(s), and human resources expert(s);
- Deployment of structural European and national funding expert(s) and finance and/or procurement expert(s), particularly with expertise in the national public procurement framework.





## 1.3. Support coordination between asylum and reception management and relevant stakeholders at central level

### Overall Description of Support

EUAA can play an advisory role that focuses on supporting the establishment and enhancement of cooperation mechanisms among all stakeholders playing a role in the asylum and reception system, including, but not limited to, national, regional and local authorities, public institutions and related ministries, and partner organisations, including in the areas of health, education, law enforcement, labour, integration and social services. This intervention aims to strengthen workflows and communication mechanisms, which includes improving procedures and information exchanges among relevant stakeholders, leading to efficiency gains in the management of both the asylum and reception systems. EUAA can also support the secretariat function of coordination mechanisms.

Member States may request the implementation of this support intervention within the asylum or reception framework, or both, depending on the particular national environment, existing stakeholders, and needs.

### Intended Results and Deliverables

- Improved cooperation procedures and process flows per thematic area;
- Enhanced communication mechanisms and information exchange networks;
- Coordination guidelines, standard operating procedures (SOPs), terms of reference and practical tools.

### Indicative Activities

- Map national coordination mechanisms and platforms of relevant stakeholders within the context of asylum and reception;
- Identify the main coordination and communication gaps;
- Advise or facilitate working or cluster groups (or taskforces) with focal points of relevant stakeholders to discuss the challenges, potential action points and updates;
- Facilitate senior-level meetings with national authority officials and stakeholders to discuss strategic and management challenges;
- Develop guidelines, SOPs, and practical tools on the following: central / local coordination among different actors active in frontline operations, communication flows, roles, and responsibilities;
- Strengthen synergies, including workflows and communication mechanisms as relevant, with civil society groups and non-governmental organisations active in the asylum and reception environment;
- Provide administrative support through the establishment of a secretariat.

### EUAA Resources and Services

#### Human Resources

- Deployment of asylum and reception expert(s) and administrative expert(s);
- Deployment of thematic expert(s) according to mapping outcome.





## 2. Support for strategic planning, including workflows and quality assurance, of asylum and reception at central level

In addition to structural support for governance, EUAA offers support to asylum and reception authorities at central level on strategic planning and management frameworks, including workflows and quality assurance, to optimise the way asylum and reception needs are met and ensure compliance with CEAS standards. A horizontal theme across the interventions outlined in Chapter 2 is the design or enhancement of structures, processes, and guidance at central level, aiming to improve efficiency, harmonisation and coherence throughout asylum and reception systems. Asylum and reception authorities' management at central level is typically the target of support outlined in Chapter 2.

The first intervention listed focuses on support in the development of preparedness frameworks, contingency planning and early warning systems, to ensure that national asylum and reception systems can respond swiftly and efficiently to fluctuating pressure. Chapter 2 continues with describing EUAA's support in the provision of training and learning activities as part of capacity building of national authorities<sup>14</sup>, including the establishment or enhancement of a national training unit and the design of national training plans.

Further interventions in Chapter 2 focus on improving processes and workflows at various levels across the asylum procedures and reception system. That can include the design and drafting of relevant guidance documents and tools to improve the quality and harmonisation of processes of asylum and reception across all relevant locations in targeted Member States. An example is the design and implementation of a national framework on information provision to non-EU nationals for asylum and reception.

Chapter 2 places particular focus on the design and implementation of a sustainable self-monitoring system for reception as part of a national framework on reception conditions and on the design of facilities such as asylum processing centres and reception centres. Facility design and construction undoubtedly has a strong impact on efficiency and risk mitigation, not to mention the importance of ensuring compliance with CEAS standards.

Support to data and information management is also outlined in Chapter 2, notably through the design or enhancement of systems on data and information collection and analysis.

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<sup>14</sup> Activities related to operational training are typically delivered as complementary to most interventions listed in this Catalogue, depending on the national context and subject of the training. However, in order to facilitate reading and highlight the importance of operational training in EUAA operations, the Catalogue describes all activities in relation to operational training as part of capacity building of national authorities as a separate intervention. In its operations, EUAA provides capacity building in several other forms, including through workshops, study visits, and on-the-job coaching. Such activities are not included in intervention 2.2, but rather are mentioned across interventions throughout the Catalogue, where relevant.





## 2.1. Development of preparedness framework, contingency planning and early warning systems

### Overall Description of Support

EUAA can assist Member States in establishing an efficient preparedness framework to prepare for, and respond to, increased pressure on the national asylum and reception systems. The intervention can identify a variety of emergency scenarios that could arise and is intended to help Member States to minimise the impact of such events on the national asylum and reception systems. It covers, among other things, the availability and preparedness of human resources and financial resources, the processing of asylum applications, the availability and allocation of adequate reception places, procurement, logistics, and coordination among the various national stakeholders. Based on the predicted resource needs and capacity, a well-defined preparedness framework should result in the establishment of effective operational processes for emergency response and crisis management in an integrated manner for asylum and reception. However, this intervention and its deliverables can also focus on one of the two systems.

### Intended Results and Deliverables

- Enhanced capacity to prepare for, and respond to, increased pressure;
- Improved coordination mechanisms and integrated planning processes;
- Situational and risk analysis on the asylum and reception systems, including on possible synergies between the two systems;
- Five-tier or four-tier alert level system based on key performance indicators (KPI) and data;
- Financial forecast based on scenarios;
- SOPs on mobilisation of human and other resources;
- SOPs on transfers and allocation of places, including for persons with special needs;
- Institutional relations plans and regional/territorial plans on asylum and reception;
- Drafts of national contingency plans addressing asylum and reception.

### Indicative Activities

- Conduct risk assessments and identify shortcomings in the national response mechanism for the asylum and reception systems, including in the roles played by the main stakeholders;
- Promote visits to and/or information exchange with other Member States;
- Identify preparedness measures to ensure readiness to respond;
- Establish or enhance data collection and analysis on key performance indicators;
- Enhance use of the EUAA Situational Awareness Unit's products and information;
- Contribute to the design of national coordination structures and integrative methods of response and effective cooperation of the involved national authorities and stakeholders;
- Draft relevant SOPs and plans depending on the needs identified in the context;
- Identify potential scenarios and support simulation exercises;
- Draft human resources plan inclusive of needs in the context of contingency planning.

### EUAA Resources and Services

#### Human Resources

- Deployment of thematic and operational experts such as asylum and reception experts, risk management and compliance experts, ICT experts, reception information system (business





analysis) experts, and asylum and/or reception statistics experts, including from other Member States;

- Deployment of senior experts to ensure follow-up during the consultation and design phases.





## 2.2. Training and learning activities as part of capacity building of national authorities

### Overall Description of Support

Capacity building and, notably training, form a central and integral part of EUAA's operational support<sup>15</sup> to Member States' national asylum and reception authorities. Working towards the harmonisation of the European asylum and reception systems, in compliance with the provisions of the CEAS, EUAA offers training based on modules of the European asylum curriculum to Member State's asylum and reception staff and relevant partners.

A training needs assessment can be offered as part of the process of identifying potential competency needs and gaps both to build individual expertise and to improve organisational effectiveness. In cooperation with the relevant authorities, EUAA supports the design and implementation of a national training plan to bridge the identified gaps and cover the needs of the asylum and reception workforce. Training plans enhance the sustainability of EUAA's interventions and contribute to EUAA's gradual operational phase out by building the capacity of Member States' authorities.

Furthermore, at a structural level, EUAA can support the establishment or enhancement of dedicated training units within the national asylum or reception authorities. The EUAA Training Curriculum, offered to personnel of relevant asylum and reception authorities follows the train-the-trainer methodology, which supports Member States in creating a pool of national trainers, who can continue to enhance the capacity of national staff in the future.

The training and learning activities can focus on all or selected stages of asylum, reception, vulnerability, etc. depending on identified needs. A detailed description of EUAA training modules is available in the EUAA Training Curriculum<sup>16</sup>. Modules can be translated into the Member States' languages, depending on needs.

In addition, EUAA can work with national authorities to develop tailor-made training addressing specific national training needs of Member States, and can also promote the harmonisation of skills and practices across national authorities through on-the-job coaching and other professional development activities.

### Intended Results and Deliverables

- Enhanced capacity of asylum, reception and other relevant authorities and practitioners in the areas of management standards, procedures, and workflows;
- Improved knowledge of, and skillset in applying, asylum and reception quality standards and the CEAS quality provisions;

<sup>15</sup> In its operations, EUAA provides capacity building in several other forms, including through workshops, study visits and on-the-job training through the daily cooperation of national staff with deployed EUAA experts. Such capacity building elements are included in all interventions described in the present document, wherever applicable.

<sup>16</sup> EASO Training Catalogue, Training and Professional Development Centre, 2021 ([https://euaa.europa.eu/sites/default/files/2021-11/EASO\\_Training\\_Curriculum\\_Catalogue\\_2021.pdf](https://euaa.europa.eu/sites/default/files/2021-11/EASO_Training_Curriculum_Catalogue_2021.pdf))



- Established training units within national asylum or reception authorities, appropriately equipped and trained for their role, and able, among other things, to carry out training needs assessment, develop training plans and evaluate training activities;
- Certified trainers among the national staff, including, but not limited to, staff from the national training unit, who can deliver EUAA training modules and build capacity within national authorities.

### Indicative Activities

- Identify the training needs of the asylum and reception staff and other relevant stakeholders;
- Develop a national training plan for asylum and reception staff at various levels;
- Identify national trainers and train them as part of a train-the-trainer scheme;
- Support and facilitate the delivery of national training sessions;
- Translate EUAA training modules;
- If not already in existence, support the establishment of training units within the national asylum and reception authorities, including with design of processes and tools.

### EUAA Resources and Services

#### Human resources

- Deployment of EUAA asylum and reception training expert(s), including from other Members States.

#### Services

- Arranging the translation of training modules into the official language(s) of the Member State;
- Provision of interpretation and cultural mediation services in relevant languages, including through remote interpretation services.
- Provision of training venues.



## 2.3. Planning and design of registration and asylum processing centres

### Overall Description of Support

EUAA can support national authorities in the planning and design of registration and asylum processing centres, including refurbishment, upgrading and modification of existing centres. The intervention aims to ensure that Member States have adequate capacity to register and process asylum claims, including the option to increase their capacity in times of disproportionate pressure. Furthermore, the intervention is intended to improve the use of space so that registrations and asylum processing centres adhere to necessary EUAA standards, including, but not limited to, standards on access, security, confidentiality, and access for vulnerable applicants and families.

Facility design (e.g. layout, equipment) can be implemented as a stand-alone intervention, or combined with the development and enhancement of relevant workflows and processes for an efficient implementation of asylum procedures (intervention 2.4).

### Intended Results and Deliverables

- Technical drawings for new and/or existing registration and asylum processing centres;
- New and/or existing registration and asylum processing centres are designed, constructed, and refurbished in accordance with applicable standards and in line with the principles on site design elaborated by EUAA;
- Registration and asylum processing centres meet the specific needs of vulnerable applicants or other applicant profiles;
- The layout of registration and asylum processing centres promotes efficiency gains in relation to capacity, implemented workflows and processes.

### Indicative Activities

- Share information on existing experiences in EU Member States;
- Identify good practices and models that meet the specific needs of the Member State in question, including through study visits;
- Conduct on-site visits to assess potential sites for registration and asylum processing;
- Organise planning and design workshops;
- Assess needs and produce recommendations for the improvement of existing centres;
- Advise national authorities on specific construction and refurbishment projects;
- Produce and/or review site plans and technical drawings.

### EUAA Resources and Services

#### Human Resources

- Deployment of design and construction experts (e.g. engineers and architects), with experience in asylum, including from other Member States;
- Deployment of design and construction experts (e.g. engineers and architects), who are knowledgeable about national legislation and construction practices.

#### Services

- Contracting the services of an engineering firm;
- Contracting a provider of office equipment.



## 2.4. Asylum management workflows and quality assurance

### Overall Description of Support

EUAA supports national asylum authorities in enhancing asylum management at a central level through the design of processes, guidance documents, SOPs, templates and workflows with a view to establishing an integrated, harmonised approach to asylum processing. EUAA can also assist in the roll-out and implementation of such guidance documents across the asylum system, including through the establishment of a national quality assurance unit.

The intervention responds to identified needs within the asylum system and aims to strengthen asylum management nationwide, to harmonise processes, workflows and services and to produce efficiency gains.

Depending on the structure of the national asylum system, the intervention and its proposed activities can be implemented at different stages and services of the asylum process, including, but not limited to, the following:

- Information provision;
- Registration of international protection applications;
- Identification of persons in need of special procedural guarantees and adequate reception;
- First-instance interviews including file preparation, administrative processes and issuance of decisions;
- Second-instance interviews including file preparation, administrative processes and issuance of decisions;
- Implementation of the Dublin procedures;
- Implementation of Country of Origin Information (COI) research.

The intervention can also provide targeted support to departments responsible for quality assurance (e.g. quality of asylum interviews and decisions).

### Intended Results and Deliverables

- Improved practices, or newly designed processes, and procedures throughout the national asylum system with a view to establishing an integrated, harmonised approach to asylum processing;
- Draft strategic and guidance documents, including SOPs and protocols;
- Asylum staff trained in the use and application of produced SOPs and guidance;
- Improved quality and harmonisation of asylum procedures, including interviews and decisions;
- Established, or improved, function of quality assurance units, ensuring that quality standards are met with regards to asylum interviews and decisions and that supporting mechanisms are established.

### Indicative Activities

- Assess needs and identify areas where harmonisation of processes and drafting of strategic and guidance documents are relevant;





- Identify good practices, SOPs and best models across Europe suitable for the specific needs of the Member State concerned;
- Draft or support the drafting of documents, or review existing drafts, and design relevant tools (e.g. horizontal guidance, registration template, Vulnerability Toolkit);
- Design and roll out implementation plans jointly with national authorities, including through pilot exercises;
- Provide relevant training to staff involved in the implementation of new strategic documents and tools;
- Design or improve quality review processes for asylum interviews and decisions, and relevant tools, including the EUAA Quality Assurance Tool<sup>17</sup>;
- Organise targeted training and on-the-job-coaching to harmonise the implementation of quality standards and the EUAA Quality Assurance Tool;
- Establish support mechanisms for asylum staff, such as query desks to respond to questions on procedures or clarify points of guidance, or coordination mechanisms between central and local levels;
- Design or improve decision repositories and establish query systems (e.g. quality helpdesk);
- Organise thematic sessions, workshops or other capacity building activities focused on the quality of interviews and decisions;
- Translate the EUAA Quality Assurance Tool into the national language.

### **EUAA Resources and Services**

#### Human Resources

- Deployment of thematic experts (e.g. experts in asylum registration, asylum flow management, vulnerability, training), including from other Member States;
- Deployment of asylum and reception programme and project manager(s) to ensure follow-up throughout the needs assessment, document design and implementation phases;
- Deployment of a team to support and/or monitor implementation.

#### Services

- Arranging translation of EUAA tools, guidance, workflow documents and training material into the official language(s) of the Member State.

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<sup>17</sup> EASO Quality Assurance Tool: Examining the application for international protection (<https://euaa.europa.eu/publications/quality-assurance-tool-examining-application-international-protection>)





## 2.5. Planning and design of reception centres

### Overall Description of Support

EUAA can support national authorities in the planning and design of reception centres, including refurbishment, upgrading and modification of existing centres. The intervention is intended to ensure that new or existing centres meet reception requirements and standards set out in the EU Directive and EUAA guidance and principles on site design.

Facility design (e.g. physical space, layout, equipment) is combined with the development and enhancement of relevant workflows and processes to ensure efficient functioning of the facility (interventions 2.4 and 5.5).

### Intended Results and Deliverables

- Technical drawings of new and/or existing reception centres;
- New and/or existing reception centres designed, constructed, and refurbished in accordance with the EU Directive and EUAA standards and principles on site design;
- Reception centres suitable for persons with special reception needs;
- Reception centres' layouts promote efficiency gains in relation to capacity, workflows and processes, with due attention paid to the needs of vulnerable persons.

### Indicative Activities

- Share information on existing experiences in EU Member States;
- Identify good practices and suitable models for the specific needs of the Member State in question, including through study visits;
- Conduct on-site visits to assess potential sites for reception centres<sup>18</sup>;
- Organise planning and design workshops;
- Assess needs and produce recommendations for the improvement of existing centres, including on the reception of persons with special reception needs;
- Advise national authorities on specific construction and refurbishment projects;
- Develop and/or review site plans, blueprints and technical drawings;
- Design safe zones to prevent or mitigate risks to persons with special reception needs, including unaccompanied minors.

### EUAA Resources and Services

#### Human Resources

- Deployment of reception centre design and construction experts (e.g. engineers and architects), including from other Member States or EUAA working group on reception;
- Deployment of local reception centre design and construction experts (e.g. architects and engineers), who are knowledgeable about national legislation and construction practices.
- Deployment of thematic experts.

#### Services

- Contracting the services of an engineering/architectural firm.

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<sup>18</sup> EUAA is currently working on the production of a tool on site assessment.





## 2.6. Reception management workflows and guidance

### Overall Description of Support

EUAA supports national authorities in optimising reception management at a central level through the design of processes and workflows and the development of relevant SOPs and operational and guidance documents. EUAA also assists in the roll-out and implementation of such guidance documents across the reception system.

The intervention aims to strengthen reception management nationwide, to harmonise processes, workflows and services and to produce efficiency gains. It responds to identified needs within the reception system and can address both structural and operational matters, and thematic issues.

The intervention and its proposed activities can be implemented in a variety of areas where processes must be harmonised and organised, including, but not limited to the following:

- ✓ management of reception facilities;
- ✓ facilities internal rules and sanction systems;
- ✓ processing of first arrivals;
- ✓ inflow to and outflow from the reception system;
- ✓ transfers from first- to second-line reception;
- ✓ allocation of places and placement process;
- ✓ case management and social work;
- ✓ vulnerability identification, assessment and response including referrals to services;
- ✓ identification and response to Gender Based Violence (GBV) and trafficking cases;
- ✓ reception of unaccompanied minors;
- ✓ communication and information provision;
- ✓ community engagement and pre-integration activities;
- ✓ feedback and complaints mechanisms.

### Intended Results and Deliverables

- Efficiency gains achieved through enhanced harmonisation and management of the reception system;
- Improved or newly designed practices, processes, and procedures throughout the national reception system;
- Draft strategic and guidance documents, including SOPs and protocols;
- Reception staff trained in the use and application of the SOPs and guidance produced;
- Mechanisms to support the implementation of guidance, such as internal coordination mechanisms and staff query desks.

### Indicative Activities

- Assess needs and identify areas where harmonisation of processes and drafting of strategic and guidance documents are relevant;
- Identify good practices and best models across Europe to meet the specific needs of the Member State in question;
- Ensure consultations with, and coordination among, relevant internal and external stakeholders, including through the establishment of working groups, workshops and field visits;







- Draft documents, or review existing drafts, and design relevant tools;
- Design and roll out implementation plans jointly with national authorities, including through pilot exercises;
- Provide relevant training and on-the-job coaching for staff involved in the implementation of new strategic documents and tools;
- Establish support mechanisms for reception staff, such as query desks to respond to questions on procedures or to clarify points of guidance, or coordination mechanisms between central and local levels.

## **EUAA Resources and Services**

### Human Resources

- Deployment of thematic experts (e.g. experts in reception, vulnerability, reception training), including from other Member States;
- Deployment of asylum and reception programme and project manager expert(s) to ensure follow-up throughout the needs assessment, documents design and implementation phases;
- Deployment of teams to support and/or monitor implementation.

### Services

- Arranging the translation services for translation of guidance and workflow documents into the official language(s) of a Member State.







## 2.7. Design and implementation of a sustainable self-monitoring system focusing on reception conditions

### Overall Description of Support

EUAA supports Member States in developing mechanisms to self-monitor conditions within their reception system with the aim of ensuring that the conditions meet EU standards, and that good practices, shortcomings or gaps are identified promptly and addressed.

In order to facilitate and harmonise self-monitoring throughout the Member States, and to operationalise standards and indicators on reception conditions developed by EUAA in 2016 and 2018, EUAA has developed the Assessment of Reception Conditions (ARC) tool. The tool can function as a stand-alone monitoring instrument or can form part of a wider monitoring system of each Member State.

### Intended Results and Deliverables

- Enhanced self-monitoring and reporting system on reception conditions;
- Established national framework on the assessment of reception conditions, including a harmonised self-monitoring system, relevant workflows, methodology and tools;
- National reception staff trained in the implementation of the self-monitoring system.

### Indicative Activities

- Adapt ARC tool to the local context and translate it into the local language;
- Organise pilot exercises on rolling-out the EUAA ARC tool, either as a stand-alone tool or as part of a wider national monitoring methodology;
- Establish and train a team of experts to conduct monitoring visits;
- Build the capacity of national reception staff in the use of the ARC tool, and in the production of reports and analysis of data, both on-the-job and through dedicated training sessions;
- Shadow authorities in monitoring visits, and produce confidential monitoring reports;
- Draft recommendations to address issues identified in the monitoring reports.

### EUAA Resources and Services

#### Human Resources

- Deployment of thematic experts (e.g. reception experts knowledgeable about the ARC tool, monitoring and evaluation experts);
- Deployment of a roving team to pilot and support the implementation of the self-monitoring system.

#### Services

- Arranging the translation of the ARC tool into a Member State's official language(s).





## 2.8. Information and data management on asylum and reception

### Overall Description of Support

EUAA supports Member States in creating or optimising mechanisms for information and data management within the asylum and reception systems.

Appropriate data collection and analysis is essential for the efficient functioning of asylum and reception systems. In the asylum context, it enables authorities to manage workloads, monitor backlogs and identify bottlenecks in the procedure or other potential problems. Data collection and analysis is also necessary for statistical purposes (e.g. monitoring of recognition rates). In the case of reception, authorities rely on data collection and analysis to monitor the reception capacity and conditions, and to produce necessary reports. Accurate data help highlight challenges and identify risks, and enable realistic and timely planning in response to capacity adjustments, and the identification of procurement and funding needs.

The intervention can help Member States in the design of technical solutions for data collection and analysis, such as online platforms and databases, the design and implementation of related processes and the required capacity-building of asylum and reception staff.

Depending on the context and related needs, Member States may opt to implement the intervention in the asylum or reception system, or both, particularly given the synergies between the two systems and related interoperability needs.

Within the asylum system, the intervention typically addresses information and data management in different stages of the asylum procedures, and can be implemented in different services, depending on the national asylum model:

- ✓ Registration of international protection applications;
- ✓ First- and second-instance interviews or administrative processes;
- ✓ Dublin departments.

In the case of the reception system, the intervention addresses information and data management in relation to a wide range of topics, including, but not limited to, the following:

- ✓ Existing and available reception capacity;
- ✓ Allocation of accommodation places;
- ✓ Registries of residents in reception centres including inflow, outflow, and transfers;
- ✓ Persons with vulnerabilities including unaccompanied minors in reception;
- ✓ Provision of services and case management;
- ✓ Site management and relevant processes.

### Intended Results and Deliverables

- Improved processes for data collection and analysis and improved tools in the field of asylum and reception, including for persons with vulnerabilities;
- Enhanced and harmonised information and data management system and reporting;





- Efficiency gains in asylum and reception planning and evidence-based decision-making processes;
- Asylum and reception staff trained in the use of data management systems and reporting.

### **Indicative Activities**

- Assess needs, review existing systems and processes, and identify areas for improvement;
- Identify good practices and best models across Europe suitable for the specific needs of the Member State in question;
- Ensure consultations with, and coordination among, relevant internal and external stakeholders, including through the establishment of working groups and workshops;
- Provide recommendations on design-related processes;
- Coordinate technical work around the development or upgrading of information and data management systems and related tools, including by liaising with external service providers, as needed;
- Support the digitalisation of paper-based asylum files or other paper-based filing systems;
- Test and roll-out systems, processes, and tools, including through pilot exercises;
- Design and provide relevant trainings to reception staff.

### **EUAA Resources and Services**

#### Human Resources

- Deployment of asylum or reception experts, ICT experts, asylum and reception statistics experts, and reception information system (business analysis) experts, including from other Member States;
- Deployment of asylum and reception programme and project management expert(s) to ensure follow-up throughout the needs assessment, design, and implementation phases.

#### Services

- Contracting the services of an external information technology solution provider.





## 2.9. Design and implementation of a national framework on information provision for asylum and reception

### Overall Description of Support

EUAA can support national asylum and reception authorities in designing standardised information provision systems, particularly through the development of information provision protocols and SOPs for different stages of the asylum and reception processes (e.g. access to the asylum procedure, personal interview, the Dublin procedure, arrival, stay and end of reception) for different locations (e.g. arrival locations, first- and second-line reception) and on various topics (e.g. appeal procedure, rights and obligations, available services, reception centre internal regulations), with particular focus on persons belonging to vulnerable groups. Protocols and SOPs developed at central level can facilitate the work of frontline asylum and reception staff responsible for information provision, ensure homogeneity of procedures and the fulfilment of obligations as regards the provision of information, and enhance access to effective information.

In addition, EUAA provides support in designing and producing tailored digital information tools (e.g. apps, websites, platforms, messaging) and audio-visual and printed materials (e.g. posters, leaflets, booklets) to support the implementation of information provision protocols.

The support provided makes use of the methodology and the standardised and customisable information provision products and templates developed under the EUAA umbrella project 'Let's speak asylum: methodology and tools to support the provision of information in the context of asylum and reception'.

Support can also be provided in developing nationwide information campaigns on topics targeting a wider audience, or campaigns targeting specific profiles of international protection applicants. Such centrally produced information can facilitate dissemination of harmonised information across the Member State on matters of general interest to international protection applicants and beneficiaries in the reception system, and can also be crucial in reaching out to international protection applicants who may be living autonomously outside of the reception system.

EUAA can support the authorities in developing campaigns concepts, tools and materials (messaging, applications, websites, platforms, information sheets or leaflets, posters etc.).

Finally, EUAA provides training to reception practitioners on communication with and provision of information to asylum seekers, including communication with specific groups (e.g. minors), and designing communication and information provision strategies.

### Intended Results and Deliverables

- Enhanced and standardised provision of information across the national asylum and reception system;
- Standardised information provision protocols and SOPs, with particular focus on the communication and information needs of persons with special needs;





- Standardised information provision package inclusive of digital, audio-visual and printed materials, tailored to the communication and information needs of the target audience, with particular focus on persons with special needs;
- Campaign-specific digital information tools and materials.

### **Indicative Activities**

- Assess needs and review the existing information provision system and materials through information and communication needs assessment;
- Undertake consultations with internal and external stakeholders, including through the creation of working groups;
- Design information provision protocols, workflows, and SOPs;
- Design printed, audio-visual and digital information materials and tools, including adapting EUAA materials;
- Design and implement information campaigns on specific topics or targeting specific profiles;
- Translate materials into a Member State's official language(s) and the languages of international protection applicants and beneficiaries of the reception system;
- Design reporting and monitoring tools on information provision;
- Establish roving teams to support the implementation of the protocol across the asylum and reception system;
- Engage national asylum and reception staff in training and other professional development activities on design and implementation of information provision protocols, SOPs and material including for audiences with special needs.

### **EUAA Resources and Services**

#### Human Resources

- Deployment of thematic experts (e.g. asylum information provision experts, communication and public relations experts, digital media experts), including from other Member States;
- Deployment of asylum and reception programme and project management expert(s) to ensure follow-up throughout the needs assessment, design, and implementation phase;
- Deployment of a roving team to pilot and support the implementation of the information provision protocol self-monitoring system.

#### Services

- Contracting the services of a provider for the design, production and printing of materials;
- Contracting the services of a provider for the design, piloting, and handover of digital tools;
- Arranging the translation of information materials into Member State's official language(s) and the main languages of international protection applicants and beneficiaries of the reception system.





### 3. Frontline operational support for asylum procedures

In addition to structural support for governance and strategic planning, EUAA can offer frontline operational support to Member States. Frontline operational support differs from structural support mostly by the nature of EUAA's interventions, which typically form a response to operational needs identified during the implementation of frontline activities and functions. Overall, frontline operational support aims to increase the capacity of national authorities to respond to disproportionate pressure or to manage backlogs.

Unlike for support for governance and strategic planning, the Operational Response Catalogue places into separate chapters frontline operational support for asylum procedures and frontline operational support for first- and second-line reception. This decision was motivated by the large differences between the nature and scope of frontline operational support offered for asylum procedures and reception.

Chapter 3 focuses on interventions whereby EUAA assists national asylum authorities with frontline operational support on asylum procedures, often within asylum offices and asylum processing centres. By working with national authorities in operational locations, EUAA aims to enhance asylum processing capacity and implement efficient workflows and procedures, often designed at central level, in accordance with the CEAS quality standards. EUAA does that by providing a wide range of multidisciplinary experts deployable in identified locations and working in close cooperation with asylum authorities and relevant partners.

Most interventions included in this chapter can be complementary to interventions described in Chapter 2 on support to strategic planning and asylum management at central level or can be implemented as stand-alone interventions depending on the context. The main potential synergies between interventions are highlighted throughout the document.

Frontline operational support can be multifaceted, and includes interventions such as the following:

- Support for the lodging of international protection applications (registration)
- Support for asylum processing at first instance
- Support for asylum processing at second instance
- Support for Dublin institutions and processes
- Support for Country of Origin Information (COI) functions and processes
- Operational support for information provision throughout asylum procedures
- Provision of interpretation and cultural mediation services for asylum procedures

As with EUAA interventions, frontline operational support for asylum procedures is designed based on the specific needs and conditions of a Member State, in close cooperation with the national asylum authorities.





## 3.1. Support for the lodging of international protection applications (registration)

### Overall Description of Support

EUAA supports Member States in granting access for non-EU nationals to the asylum procedures and in meeting Member States' obligations as regards the lodging and registration of international protection applications in compliance with the CEAS.

EUAA deploys personnel to directly undertake registrations of applications to increase the capacity of the Member State in periods of disproportionate pressure on the asylum system. The intervention can be implemented in the framework of emergency support or to reduce existing backlogs. Depending on the Member State's needs and in coordination with the national authorities, EUAA can process lodgings and registrations in border areas, entry points and other locations, including closed reception and detention centres, and can do so with teams that have a permanent presence, with roving teams or remotely.

The intervention can be implemented in combination with the design and/or optimisation of asylum management workflows and quality assurance on registration (intervention 2.4) and data management (intervention 2.8) or as a stand-alone support activity, until the Member State can fully undertake all processes related to the lodging of international protection applications.

### Intended Results and Deliverables

- Enhanced capacity of asylum authorities to ensure timely and harmonised access to the asylum procedure, including early identification of Dublin cases;
- Lodging backlogs are reduced, and lodging inflow of asylum seekers is timely addressed;
- Processing of a proportion of applications lodged for international protection by EUAA teams;
- Enhanced capacity for the early identification of vulnerable applicants.

### Indicative Activities

- Develop plans for backlog management for example to reduce lodging backlogs or address lodging inflow of asylum seekers;
- Undertake registrations of international protection applications;
- Manage organisation, scheduling and flow of registrations ensuring maximum efficiency;
- Operationalise or enhance processes, workflows and operational tools on lodging as needed;
- Refer to relevant authorities cases showing vulnerability indicators recorded during the registration procedure;
- Provide training and on-the-job-coaching to national asylum staff on lodging and related processes.

### EUAA Resources and Services

#### Human Resources

- Deployment of experts (e.g. asylum registration experts, administrative experts, ICT experts, asylum statistics experts), including from other Member States;
- Deployment of asylum flow management expert(s) to coordinate the teams and workflows.





## 3.2. Support for asylum case processing at first instance

### Overall Description of Support

EUAA supports Member States in processing asylum applications by enhancing the national authorities' capacity to conduct interviews and issue asylum decisions.

EUAA can deploy personnel to conduct individual asylum determination interviews, or support relevant processes related to interviews such as scheduling, file preparation and quality review. Upon completion of the interviews, EUAA personnel can also draft opinions of the interviewed cases to be submitted to the responsible asylum authorities for the issuance of asylum decisions.

Depending on the Member State's needs and in coordination with the national authorities, individual asylum determination interview support can be provided in border areas, at entry points and in other locations, including closed reception and detention centres, and can be implemented by teams deployed on-site (permanent or roving teams) or by teams operating remotely. The intervention can be implemented either to respond to an increased number of asylum applications, or to support a Member State in reducing a backlog of applications.

The intervention can be implemented in combination with the design and/or optimisation of asylum management workflows and quality assurance of asylum processing (intervention 2.4) and data management (intervention 2.8) or as a stand-alone support activity, until the Member State can fully undertake all processes related to the processing of individual asylum claims.

### Intended Results and Deliverables

- Enhanced capacity of asylum authorities to ensure timely and harmonised processing of asylum applications, including liaison with relevant units on COI;
- Backlogs of individual asylum determination interviews are reduced, and incoming influxes are timely addressed;
- Processing of a proportion of asylum determination interviews by EUAA teams;
- Drafting of a proportion of asylum opinions by EUAA teams;
- Improved capacity of the national authorities to manage revocation and cessation and litigation cases.

### Indicative Activities

- Assess needs in regard to individual asylum determination processes;
- Conduct asylum interviews and draft opinions;
- Support file preparation of pending cases, including dedicated support on COI;
- Manage organisation and flow of asylum interviews and opinions ensuring maximum efficiency;
- Design or enhance processes, workflows and operational tools on asylum interviews and opinions;
- Refer to relevant authorities cases showing vulnerability indicators recorded during the interview procedure or at the stage of examining the case and drafting the opinion;
- Provide training and on-the-job coaching to national asylum staff on asylum determination processes and techniques.







## **EUAA Resources and Services**

### Human Resources

- Deployment of experts (e.g. case experts, COI experts and legal experts), including from other Member States;
- Deployment of asylum flow management expert(s) to coordinate the teams and workflows.





### 3.3. Support for asylum case processing at second instance

#### Overall Description of Support

EUAA supports Member States with the processing of cases at second instance, through operational support of the relevant judicial or administrative authorities.

EUAA can deploy personnel to support the second instance decision-making bodies through various activities, including, but not limited to, the preparation of files prior to interviews or reviews, undertaking of COI and case law research, preparation of draft opinions, clerical duties and scheduling. The intervention can be implemented either to respond to an increased number of appeal cases at the second instance, or to support national authorities in the reduction of a backlog of appeals. Depending on the Member State's needs and in coordination with the national authorities, support of second instance decision-making authorities can be implemented by teams deployed on-site (permanent or roving teams) or by teams operating remotely.

EUAA can also support the capacity building of second-instance decision-making authorities through tailored professional development activities in international protection led by judicial experts in the language of the target country.

The intervention can be implemented in combination with the design and/or optimisation of asylum management workflows and quality assurance of asylum processing at second instance (intervention 2.4) and data management (intervention 2.8) or as a stand-alone support activity, until the Member State can fully undertake all processes related to the processing of cases at second instance.

#### Intended Results and Deliverables

- Enhanced capacity of national authorities to process appeals at second instance;
- Backlog of appeals regarding international protection cases is reduced and incoming influxes are timely addressed;
- Preparation of a proportion of draft opinions by EUAA teams;
- Enhanced coordination and expertise of all the relevant actors involved in case processing at second instance.

#### Indicative Activities

- Assess needs in regard to processing of appeals at second instance;
- Assist in case processing through improving scheduling, case tracking and identification of vulnerable cases;
- Support file preparation of pending cases, including dedicated support on COI and jurisprudential research, and case specific legal analysis;
- Support in drafting of opinions;
- Pilot good practices on the use of tools and workflows for the management of appeals to address the judicial backlogs and incoming influxes in a systematic way;
- Support in enhancing judicial authorities' capacity on data management, analysis and reporting;





- Support the organisation of training and professional development activities for judiciary personnel of the relevant judiciary authorities to strengthen their expertise and specialisation in the field of international protection.

### **EUAA Resources and Services**

#### Human Resources

- Deployment of experts (e.g. asylum second instance support experts, legal experts, administrative experts, COI experts), including from other Member States;
- Deployment of members of the EUAA's pool of judicial experts for targeted peer-to-peer support.

#### Services

- Dissemination of EUAA judicial publications, or translation of the publications into a Member State's official language(s).





## 3.4. Support for Dublin institutions and processes

### Overall Description of Support

EUAA provides operational support to Member States to enhance their capacity to implement the Dublin III Regulation<sup>19</sup> and to respond to relevant requests, especially in situations of disproportionate pressure.

EUAA deploys experts to support national authorities responsible for Dublin cases, whether within the national asylum authorities or different institutional bodies, in the processing of incoming and outgoing cases, transfers, and other tasks related to the processing of Dublin cases.

The intervention can be implemented either to respond to an increased number of Dublin cases, or to support national authorities to reduce a backlog of Dublin cases.

The intervention can be implemented in combination with the design and/or optimisation of asylum management workflows and quality assurance of Dublin-related processes (intervention 2.4) and data management (intervention 2.8) or as a stand-alone support activity, until the Member State's relevant capacity is sufficient.

### Intended Results and Deliverables

- Enhanced capacity of national authorities to manage and promptly process incoming and outgoing Dublin cases with high levels of quality and efficiency;
- Processing of a proportion of incoming and/or outgoing Dublin requests by EUAA teams.

### Indicative Activities

- Assist in case processing through improving scheduling, case tracking and identification of vulnerable cases, also through preparation of suitable tools and administrative support;
- Support in processing incoming cases and information requests;
- Support in processing outgoing cases, information requests and relevant coordination of activities;
- Strengthen communication and cooperation workflows between relevant national authorities involved in Dublin processes at central and local levels for the management of Dublin cases;
- Support organisation and execution of transfers;
- Provide training and on-the-job coaching to national authorities' Dublin personnel.

### EUAA Resources and Services

#### Human Resources

- Deployment of experts (e.g. asylum experts, Dublin regulation experts, administrative experts), including from other Member States;

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<sup>19</sup> Regulation (EU) No 604/2013 of the European Parliament and of the Council of 26 June 2013 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 non-EU national or a stateless person (<https://eur-lex.europa.eu/legal-content/en/ALL/?uri=celex%3A32013R0604>)



## 3.5. Support on Country-of-Origin Information (COI) and country guidance

### Overall Description of Support

EUAA supports Member States in the field of COI, including medical COI (MedCOI), in terms of both enhancing capacity and improving processes, but also operationally. EUAA can also assist Member States to establish and organise COI units or functions, if not already set up.

EUAA experts work with COI national experts and officials in improving processes and in creating or upgrading necessary tools, with the aim of increasing efficiency. The intervention also includes enhancing cooperation and synergies with other Member States' COI units. Furthermore, EUAA experts can directly engage in COI research and the production of relevant products, including an operational COI helpdesk function, and provide on-the-job advice and capacity building to national staff.

EUAA has developed several COI support tools, which include research and practical guides, a COI portal with available COI queries and other products, and a database and query mechanism for MedCOI. EUAA experts support national asylum authorities to become familiar with and utilise these resources to the fullest, including through facilitating access with targeted translations of relevant resources to the national language.

In addition, EUAA can support and build the capacity of relevant national authorities in relation to country guidance documents, including in familiarisation with EUAA guidance notes and common analysis on countries identified as relevant to the Member State concerned, and in ensuring effective and consistent implementation.

### Intended Results and Deliverables

- Increased capacity to independently organise and deliver robust and methodologically sound COI to be used in a systematic and harmonised manner throughout asylum procedures;
- Efficiency gains achieved in times of response and volume of work;
- Drafting and/or reviewing of COI workflows, products, including COI query responses;
- Enhanced cooperation, exchange of information and synergies with other national COI units;
- Increased capacity to respond to COI needs;
- Effective use of the EUAA country guidance in policy-making and decision-making processes.

### Indicative Activities

- Review and assess needs and existing workflows, processes, practices, and tools related to COI;
- Support the establishment and enhancement of COI units and functions within national institutions;
- Design and roll out improved workflows and tools for the organisation of existing materials, communication with asylum case workers and staff, and tracking and prioritisation of COI products;
- Engage in COI research and produce materials such as query responses, reports and factsheets;





- Engage in COI and country guidance methodology workshops or country-specific sessions and briefings;
- Facilitate the translation of COI and country guidance material and improve repositories and databases;
- Provide training and on-the-job coaching to national COI staff in utilising existing EUAA COI resources;
- Provide administrative and content-related support for MedCOI activities, including training;
- Facilitate engagement of national COI staff with other Member States' COI units and promote cooperation, including through existing EUAA COI networks.

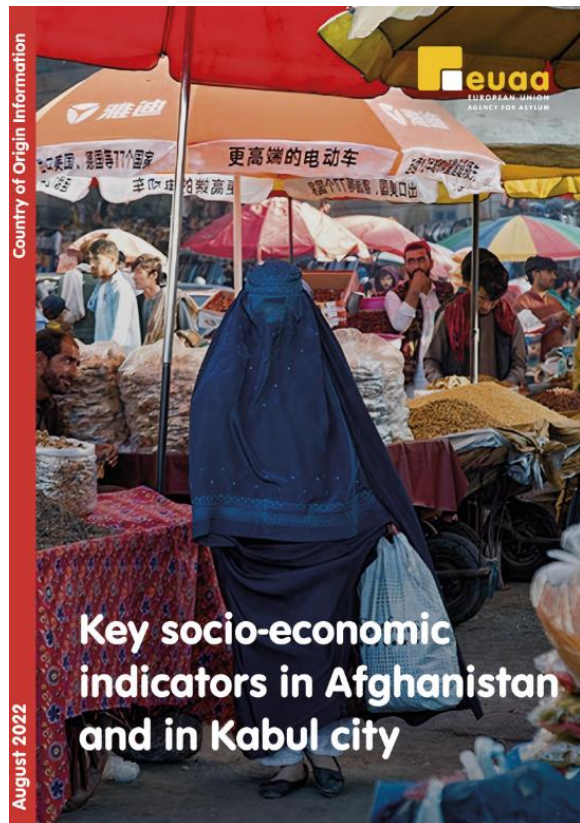
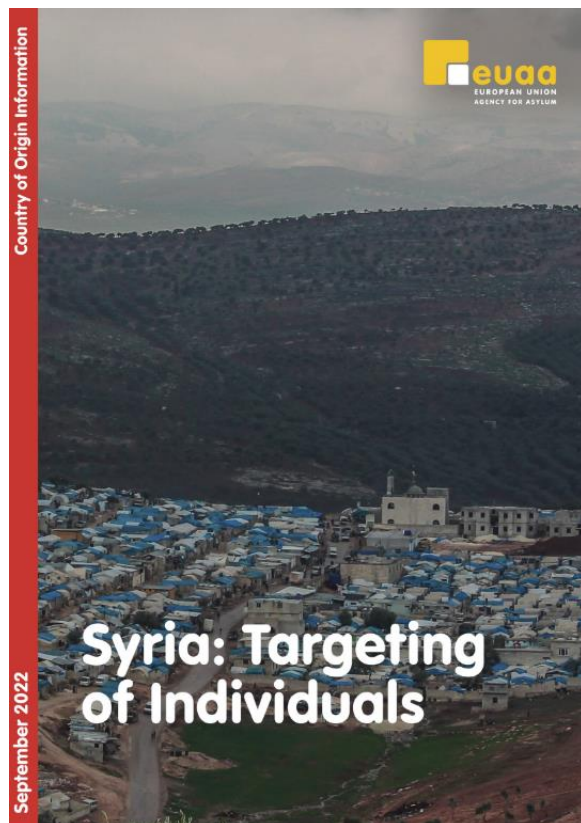
**EUAA Resources and Services**

Human Resources

- Deployment of COI experts and country guidance experts, including from other Member States.

Services

- Targeted translation of COI materials and country guidance documents into a Member State's official language(s).





## 3.6. Operational support for information provision throughout asylum procedures

### Overall Description of Support

EUAA supports Member States in providing information to non-EU nationals and international protection applicants throughout the asylum process. EUAA teams are deployed to various locations, such as arrival or border locations, asylum processing centres or other asylum offices, or other locations as per the identified needs, to provide information on themes jointly identified with authorities.

The support provided makes use of the methodology and standardised and customisable information provision products and templates developed under the EUAA umbrella project 'Let's speak asylum: methodology and tools to support the provision of information in the context of asylum and reception'.

The intervention can present synergies with an intervention on the national framework on information provision (intervention 2.9). In addition to direct information provision, EUAA teams can support asylum authorities in tailoring information tools and materials produced centrally to the local context and producing targeted materials, with particular attention to the communication and information needs of vulnerable groups. Furthermore, EUAA can implement the intervention complementarily with an information provision intervention in first- and second-line reception facilities (intervention 4.6).

Information may be provided at all stages of the asylum procedure:

- ✓ at arrival or border locations;
- ✓ prior to, or during, registration of applications for international protection;
- ✓ at first and second instance processing locations;
- ✓ in Dublin departments.

Furthermore, EUAA teams can provide on-the-job coaching to national asylum officials in implementing centrally produced information provision protocols and workflows.

Depending on the circumstances and needs, EUAA teams can function either with regular presence in a specific location, or as roving teams covering several locations. EUAA adapts information provision activities to ensure that information is provided in a timely and effective manner.

### Intended Results and Deliverables

- Enhanced capacity of asylum authorities in communicating with and providing standardised information to non-EU nationals and international protection applicants, with particular attention to the needs of vulnerable persons;
- Creation and adaptation of SOPs, workflows and materials based on centrally produced guidance for use in asylum processing centres and relevant locations across the country.

### Indicative Activities





- Provide information in individual or group sessions with non-EU nationals and asylum applicants, with particular attention to the communication and information needs of vulnerable groups;
- Set up and operate helpdesks or helplines;
- Adapt and operationalise centrally-produced information provision protocols, workflows, SOPs and EUAA materials to the local context;
- Contribute to the design, production, and distribution of audio-visual and printed materials (e.g., leaflets, posters) and digital information tools (e.g. group messaging, applications, platforms, websites);
- Translate materials into a Member State's official language(s) and into the languages of non-EU nationals and international protection applicants;
- Provide training and on-the-job coaching on communication techniques and information provision to asylum officials operating on-site.

### **EUAA Resources and Services**

#### Human Resources

- Deployment of asylum information provision experts, including from other Member States, based in specific locations or as part of a roving team.

#### Services

- Contracting the services of a provider for the design, production and printing of materials;
- Contracting the services of a provider for the design, piloting, and handover of digital tools;
- Arranging the translation of information materials into Member State's official language and main languages of non-EU nationals and international protection applicants.





## 3.7. Provision of interpretation and cultural mediation services for asylum procedures

### Overall Description of Support

EUAA supports the national asylum authorities through the provision of interpretation and cultural mediation services. Interpreters and cultural mediators are provided for the required source and relay languages according to the population of asylum applicants and subject to availability. Interpreters and cultural mediators ensure effective communication of national staff with non-EU nationals and international protection applicants throughout the asylum process. Interpreters and cultural mediators are also adequately trained in interpretation and mediation techniques in the context of asylum.

Interpretation and cultural mediation services can be provided through the following:

- ✓ regular presence of interpreters and cultural mediators in specific locations;
- ✓ roving teams of interpreters and cultural mediators serving more than one location;
- ✓ remote interpretation and cultural mediation (i.e., telephone or online platforms).

Depending on the needs, the services of interpretation and cultural mediation can be provided at all stages of the asylum procedure and related services, including, but not limited to, information provision, registration of international protection applications, first and second instance interviews or administrative processes, and Dublin departments.

### Intended Results and Deliverables

- Enhanced communication between national asylum authorities and asylum applicants;
- Improved capacity of national asylum authorities to register and process international protection applications and reduce backlogs;
- Enhanced capacity of interpreters and cultural mediators to perform their daily tasks.

### Indicative Activities

- Provide interpretation/cultural mediation services during the lodging of asylum applications and for individual asylum determination interviews at first or second instance;
- Provide interpretation/cultural mediation for information provision on asylum or within the framework of the Dublin procedures;
- Provide training to interpreters and cultural mediators on matters related to interpretation in the asylum context;
- Train national authorities on working with interpreters and cultural mediators, including on the scope of their services and principles of interpretation in the asylum context.

### EUAA Resources and Services

#### Human Resources

- Deployment of interpreters and cultural mediators;
- Deployment of field support officer(s) to facilitate coordination and scheduling.

#### Services

- Contracting the services of a provider for interpretation and cultural mediation services in a wide range of source and relay languages, including offering remote services.



## 4. Frontline operational support at first- and second-line reception and arrival locations

In addition to asylum procedures, EUAA can offer frontline operational support to a Member State's reception authorities.

Chapter 4 describes interventions whereby EUAA assists national reception authorities with frontline operational support to improve reception conditions, enhance processing capacity and establish efficient workflows in accordance with the CEAS quality requirements. EUAA does that by providing a wide range of multidisciplinary experts deployable in identified locations and working in close cooperation with reception authorities and relevant partners. Typically, support interventions are implemented in first- and second-line reception facilities and arrival locations.

Arrival locations include border crossings, disembarkation areas and all locations where non-EU nationals may enter a Member State's territory, and where they are eventually assisted by national authorities. Parts of the work typically conducted at arrival locations present similarities and synergies with reception-related activities (e.g. allocation of places, material assistance). Interventions at arrival locations are therefore included in this chapter.

Given the nature of frontline operational support, and notably its close relation with workflows, processes and guidance designed at central level, interventions outlined in this chapter can be implemented in parallel with interventions supporting strategic planning and reception management at central level (Chapter 2). Main potential synergies between interventions are often highlighted throughout the document. However, depending on the context and needs of a Member State, EUAA can implement frontline operational support interventions on reception as stand-alone interventions.

Frontline operational support at first- and second-line reception and arrival locations can cover a wide range of interventions:

- Support for management of reception sites
- Provision of material support to first- and second-line reception
- Operational support for management of land and sea arrivals
- Support for management of outflows from the reception system and pre-integration
- Support for community engagement and communication inside reception facilities
- Operational support for information provision in first- and second-line reception
- Provision of interpretation and cultural mediation services for reception

As with all EUAA interventions, frontline operational support at first- and second-line reception and arrival locations is designed based on the specific needs and conditions of a Member State, in close cooperation with the national reception authorities.





## 4.1. Support for management of reception sites

### Overall Description of Support

EUAA supports Member States in the management of processes in reception facilities and centres through the on-site deployment of reception support teams. EUAA teams can be embedded into authorities' institutions or operate in coordination with national authorities. This intervention does not envisage direct facility management by EUAA teams.

Assistance to site management is an example of support under this intervention. EUAA can also coordinate and perform a wide range of activities depending on needs, including, but not limited to, allocation of accommodation places, administrative support, coordination of inflows and outflows, mapping the demographics of the site residents and assistance with the distribution of non-food items.

EUAA teams support reception authorities through the direct implementation of activities, on-the-job coaching of reception officials and the design and development of reception tools, workflows and procedures tailored to local conditions and needs.

### Intended Results and Deliverables

- Improved daily operations in relation to the management of reception facilities;
- Streamlined workflows and tools producing efficiency gains in facilities' daily operations;
- Increased technical knowledge and capacities of national staff.

### Indicative Activities

- Manage and process arrivals to reception facilities and enhance the workflow in relation to arrivals;
- Engage in allocation of accommodation places and housing units, and in organisation of workspaces;
- Undertake population mapping, verification, or similar exercises;
- Handle transfers and relevant referrals to other reception facilities and institutions, including exit from reception;
- Perform administrative tasks including issuance of administrative documents;
- Liaise on processes with relevant stakeholders working inside/outside the reception facility;
- Collect data and report on capacity, transfers, the implementation of activities, individual case referrals and management, and other site management aspects;
- Provide training and on-the-job coaching to national reception staff;
- Support the design, testing and implementation of central reception management guidance documents and tools.

### EUAA Resources and Services

#### Human Resources

- Deployment in first- and second-line reception facilities of reception centre and site management experts and reception expert(s) across a wide range of profiles (e.g. experts on reception, operations, administration and programme and project management), including from other Member States.





## 4.2. Provision of material support to first- and second-line reception

### Overall Description of Support

EUAA supports Member States by directly providing the material support necessary for increasing reception capacity or ensuring the achievement of minimum standards on housing and material conditions, especially, but not exclusively, in situations of disproportionate pressure on a Member State's reception system. Material support can include different types of accommodation and washing facilities, non-food items and materials based on national authorities' needs and relevant requests.

EUAA ensures the procurement and delivery of material support.

### Intended Results and Deliverables

- Increased accommodation and office capacity;
- Enhanced material conditions to meet minimum standards set out in The Sphere Handbook and minimum standards on reception as relevant<sup>20</sup>;

### Indicative Activities

- Assess needs for material support within first- and second-line reception;
- Deliver and install mobile units (e.g. containers, tents) for accommodation of residents, office space, or other activities including connections to utilities;
- Deliver and install emergency water, sanitation and hygiene (WASH) facilities;
- Ensure maintenance of mobile units and WASH facilities;
- Provide furniture or housing equipment;
- Provide and organise distribution of first-arrival packages, sanitary kits and other non-food kits;
- Deliver equipment for reception staff and site management personnel (e.g. office equipment, loudspeakers, notice boards).

### EUAA Resources and Services

#### Human Resources

- Deployment of experts on reception, logistics, operations, WASH, and emergency response;
- Deployment of distribution teams.

#### Services

- Service provider for delivery and installation of mobile units and WASH facilities;
- Service provider for maintenance of mobile units and WASH facilities;
- Service provider for delivery of first-arrival packages, sanitary kits and other non-food kits;
- Service provider for transportation of material support, should it not be included in other relevant contracts.

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<sup>20</sup> That would include EUAA guidance on reception conditions as per the EASO Guidance on Reception Conditions: Operational Standards and Indicators, 2016.  
<https://euaa.europa.eu/sites/default/files/EASO%20Guidance%20on%20reception%20conditions%20-%20operational%20standards%20and%20indicators%5B3%5D.pdf>



## 4.3. Operational support for management of land and sea arrivals

### Overall Description of Support

EUAA supports Member States in the management of land and sea arrivals with on-site presence at entry points especially at times of increased pressure on first-line reception systems. Interventions at land and sea entry points can cover administrative and operational aspects related to the reception of mixed-flow arrivals and activities targeting persons with vulnerabilities including unaccompanied minors.

Depending on the context, EUAA teams at entry points can secure a regular presence and set-up permanent installations or establish roving teams serving different locations.

### Intended Results and Deliverables

- Enhanced services at land and sea arrivals to optimise the reception of asylum seekers and mixed-flow arrivals;
- Streamlined workflows and tools that produce efficiency gains in operations related to land and sea arrivals, including on information provision and vulnerability procedures;
- Strengthened capacity of national authorities to promptly identify and refer persons with vulnerabilities.

### Indicative Activities

- Deliver and install mobile units (e.g. containers, tents) for short-term accommodation, office space or other relevant purposes;
- Organise distribution of first-arrival packages, sanitary kits and other non-food kits;
- Provide basic information on reception services, rights and obligations to new arrivals;
- Develop workflows and tools for identification, assessment, and referral of vulnerable cases;
- Perform rapid vulnerability screenings including referrals to emergency or other services;
- Support the performing of age assessments;
- Undertake data collection, registration of cases and reporting;
- Manage transfers from entry points to first-line reception facilities;
- Support the coordination of stakeholders and streamlining of workflows in arrival locations and first-line reception facilities.

### EUAA Resources and Services

#### Human Resources

- Deployment of operational and thematic experts (e.g. experts on reception, logistics, emergency response, information provision, vulnerability, child protection, etc.);
- Deployment of multidisciplinary roving teams, with composition of experts adjusted to needs;
- Deployment of distribution teams.

#### Services

- Service provider for delivery, installation, and maintenance of mobile units;
- Service provider for delivery of first-arrival packages, sanitary kits and other non-food kits;
- Service provider for medical screening;
- Transportation services for roving teams (e.g. car rental, fuel).



## 4.4. Support for community engagement and communication inside reception facilities

### Overall Description of Support

EUAA supports Member States in developing community engagement activities and mechanisms in reception facilities to i) promote communication and cooperation between residents and reception authorities, ii) foster relations between residents and host communities and, iii) ensure that residents with different profiles, interests or needs are equally represented vis-à-vis reception authorities.

In addition, community engagement activities and mechanisms can enhance the authorities' capacity to identify and rectify shortcomings in the provision of reception services, and overall, can contribute to improving the management of a reception facility and the fulfilment of a Member State's obligations in the provision of reception services.

EUAA experts can establish, pilot, and support community representation structures and regular exchanges between community representatives and reception authorities.

EUAA experts can design, test, and support the implementation of feedback and complaint mechanisms in reception centres and facilities. Complaints mechanisms are a crucial tool, allowing residents to report grievances in a confidential and safe manner, and preventing and addressing instances of serious infractions such as sexual exploitation and abuse.

EUAA experts can build the capacity of national reception staff through on-the-job coaching.

### Intended Results and Deliverables

- Enhanced communication between residents, reception authorities and host communities;
- Established and functioning community representation and complaints mechanisms;
- Enhanced capacity of national reception staff for community engagement and communication.

### Indicative Activities

- Develop SOPs, strategies, and community activities to allow the active participation of residents in the management of aspects of life in the reception facilities, including a transparent selection of community representatives;
- Establish and facilitate regular consultations on thematic issues between representatives from the community of reception residents, reception staff, host community members and/or service providers in the facility;
- Raise awareness among residents on the importance of communication, representation, and complaint mechanisms;
- Organise community social or educational activities and events, based on residents' needs;
- Design, test, and raise awareness of residents on complaint mechanisms that allow residents to provide feedback and file complaints anonymously to reception authorities;
- Support site management in designing procedures to examine and responding to complaints;
- Provide training and on-the-job coaching to reception staff on community engagement and complaint mechanisms.





## **EUAA Resources and Services**

### Human Resources

- Deployment of experts (e.g. reception experts, community and social workers with expertise on communication).





## 4.5. Support for management of outflows from the reception system and pre-integration

### Overall Description of Support

EUAA supports Member States in designing and implementing suitable responses to address the specific needs of reception residents exiting the reception system, and, notably, of asylum applicants receiving a positive decision to their international protection application.

This intervention focuses on the design and implementation of outflow processes that reception authorities undertake to ensure a smooth transition of residents from the reception system to national integration programmes or services. The intervention includes support for authorities in operational and administrative matters and in pre-integration procedures for residents (e.g. counselling, preparation of pre-exit individual action plans, facilitation of access to pre-integration and integration services and programmes).

### Intended Results and Deliverables

- Improved and standardised workflows and procedures for outflow residents with a focus on age, gender and diversity;
- Improved access to services and individual follow-up to outflow residents;
- Enhanced capacity of national reception staff to undertake outflow procedures and support actions.

### Indicative Activities

- Design standardised workflows and procedures, including administrative ones, for processing outflow residents prior to exit from the reception system;
- Map existing referral pathways to pre-integration and integration programmes and services, including language classes, housing, and employment programmes;
- Counsel residents for the preparation of personal action plans before exit;
- Provide information to residents on access to public services, including welfare, housing, education and health, and assist with relevant referrals;
- Support residents in accessing services by providing interpretation or escorting services;
- Provide on-the-job coaching to reception staff on undertaking exit procedures and support actions.

### EUAA Resources and Services

#### Human Resources

- Deployment of reception experts and social workers, including from other Member States.







## 4.6. Operational support for information provision in first- and second-line reception

### Overall Description of Support

EUAA supports Member States in providing information to residents of reception facilities. EUAA teams deployed to first- or second-line reception centres provide information on themes jointly identified with authorities.

The support provided makes use of the methodology and standardised and customisable information provision products and templates developed under the EUAA umbrella project 'Let's speak asylum: methodology and tools to support the provision of information in the context of asylum and reception'.

The intervention can present synergies with the intervention on the national framework on information provision (intervention 2.9) or the information provision intervention throughout asylum procedures (intervention 3.6). In addition to direct information provision, EUAA teams support local reception authorities in tailoring information tools and materials produced centrally to the local context and in producing targeted materials, with particular attention to the communication and information needs of vulnerable groups.

Furthermore, EUAA teams provide on-the-job coaching to reception officials on-site in implementing centrally produced information provision protocols and workflows.

Depending on the circumstances and needs, EUAA teams can function either with regular presence in a reception facility, or as roving teams covering a cluster of facilities.

### Intended Results and Deliverables

- Enhanced and standardised provision of information in first- and second-line reception facilities;
- Creation and adaptation of SOPs and workflows based on centrally produced guidance for use in first- and second-line reception facilities;
- Improved information materials in first- and second-line reception facilities, with particular attention to the communication and information needs of vulnerable persons;
- Enhanced capacity of reception authorities in communicating with and providing information to reception site residents.

### Indicative Activities

- Provide information in individual or group sessions with residents, with particular attention to the communication and information needs of vulnerable groups;
- Set up and operate helpdesks or helplines;
- Adapt and operationalise centrally-produced information provision protocols, workflows, SOPs and EUAA materials to the local context;
- Design and implement information campaigns on specific topics in reception facilities;
- Contribute to the design, production, and distribution of audio-visual and printed materials (e.g. leaflets, posters) and digital information tools (e.g. group messaging, applications, platforms, websites);





- Translate materials into a Member State's official language(s) and into the languages of the beneficiaries of the reception system;
- Design reporting and monitoring tools for information provision;
- Provide training and on-the-job coaching on communication techniques and information provision to reception officials operating on-site;
- Promote surveys to asylum applicants to ensure a steady information flow on the profiles, experiences and needs of asylum seekers.

### **EUAA Resources and Services**

#### Human Resources

- Deployment of information provision experts, including from other Member States, based in reception facilities or as part of a roving team.

#### Services

- Contracting the services of a provider for the design, production and printing of materials;
- Contracting the services of a provider for the design, piloting, and handover of digital tools;
- Arranging the translation of information materials into a Member State's official language(s) and into the main languages of beneficiaries of the reception system.





## 4.7. Provision of interpretation and cultural mediation services for reception

### Overall Description of Support

EUAA supports national reception authorities through the provision of interpretation and cultural mediation services in reception facilities. Interpreters and cultural mediators are provided for the required source and relay languages according to a facility's population and subject to availability. Interpreters and cultural mediators support national reception staff in their daily needs related to communication with the population. Interpreters and cultural mediators are also adequately trained in interpretation and mediation techniques in the context of reception.

Interpretation and cultural mediation services can be provided through the following:

- ✓ regular presence of interpreters and cultural mediators in specific reception facilities;
- ✓ roving interpreter and cultural mediator teams providing services to more than one location;
- ✓ remote interpretation and cultural mediation (i.e., telephone or online platforms).

### Intended Results and Deliverables

- Improved communication between national reception authorities and the reception population;
- Reduced tension among the reception population due to limited availability of, or communication with, reception staff;
- Enhanced capacity of interpreters and cultural mediators to perform their daily tasks.

### Indicative Activities

- Provide interpretation and cultural mediation services to national reception authorities' staff in their daily responsibilities involving communication with the reception population;
- Train interpreters and cultural mediators on matters related to interpretation in a reception context;
- Train national authorities' staff on working with interpreters, including on the scope of their services and principles of interpretation in the reception context.

### EUAA Resources and Services

#### Human Resources

- Deployment of interpreters and cultural mediators;
- Deployment of reception operations expert(s) to facilitate coordination and scheduling.

#### Services

- Contracting the services of a provider for interpretation and cultural mediation services in a wide range of source and relay languages, including through remote services.





## 5. Vulnerable persons including unaccompanied minors

EUAA is committed to supporting EU Member States and associated countries in their efforts to identify, assess, and respond to the special needs of applicants for international protection who are in a situation of vulnerability. Practical cooperation activities are undertaken to foster convergence with EU standards related to the identification and support afforded to vulnerable persons in the asylum and reception systems of the Member States. In the context of operational support, vulnerability frameworks, strategies, operational standards, indicators, guidance, and practical support tools have been developed to assist Member States in dealing with vulnerable persons. Persons with vulnerabilities and persons with special needs require particular attention from national authorities, to ensure that they can adequately access asylum and reception rights and services. Among vulnerable persons, unaccompanied minors deserve particular acknowledgement and attention for a wide range of reasons, including but not limited to the special judicial guarantees set out for them.

With that in mind, EUAA provides specialised operational support to asylum and reception authorities, and to other relevant national institutions, additional to the asylum and reception authorities, that may bear responsibility for vulnerable persons including unaccompanied minors. The support provided aims to enhance, standardise and implement frameworks to manage vulnerable persons including unaccompanied minors across national asylum and reception systems in line with the EU legislative framework and standards.

Chapter 5 gathers all targeted interventions that EUAA can implement in support of the asylum, reception and other specialised institutions with regards to vulnerable persons including unaccompanied minors.

Mirroring other operational interventions presented in this Catalogue, EUAA can provide support on vulnerability through structural interventions and frontline operational interventions. As outlined in the introduction to the Catalogue, EUAA promotes a holistic approach among national asylum authorities, national reception authorities and other relevant actors in addressing needs and challenges related to the identification, assessment, and management of vulnerable applicants throughout the asylum procedures. While vulnerability-related interventions are outlined separately in Chapter 5, the Catalogue encourages users to consider complementarity with interventions in other chapters, including through embedding vulnerability components in most interventions outlined in other chapters.

- Structural support for national authorities responsible for vulnerable persons can involve the design or enhancement of a national strategy on vulnerability for asylum and reception authorities, including protocols, workflows and SOPs on the provision of special procedural guarantees, identification, assessment and referral of vulnerable persons, allocation to adequate reception facilities; and training and other professional development activities.
- Frontline operational support focuses on the implementation of vulnerability protocols, workflows and procedures in relevant locations, such as reception facilities or asylum processing centres, through the deployment of EUAA experts alongside national authorities.



## 5.1. Structural support for national services responsible for vulnerable persons, including unaccompanied minors

### Overall Description of Support

In most Member States, separate institutions, additional to the asylum and reception authorities, play a role in the provision of services to vulnerable persons. That also applies to unaccompanied minors, for whom the responsibility for provision of reception services and care frequently lies with separate national authorities. Separate institutions or authorities may be also involved in the appointment of guardians or legal representatives.

EUAA can support national asylum authorities, reception authorities, and other responsible authorities in designing a strategy and related framework for the overall management of vulnerable beneficiaries in asylum and reception systems, including unaccompanied minors. Structural support can include support for the development of vulnerability protocols and SOPs for different stages of reception (e.g. first arrival, first- and second-line reception, outflow from reception), for the identification of international protection applicants in need of special procedural guarantees and for the related implementation of such guarantees in the asylum procedure. Protocols and SOPs can facilitate the work of frontline asylum and reception staff, while ensuring the harmonisation of procedures and the fulfilment of obligations towards vulnerable persons including unaccompanied minors.

Finally, EUAA engages in building the capacity of relevant authorities, including through the delivery of training modules and other professional development activities.

### Intended Results and Deliverables

- Enhanced and standardised framework to identify, assess and manage vulnerable cases including unaccompanied minors across national asylum and reception systems;
- Improved, or new, coordination and processes ensuring efficiency gains and interoperability between specialised institutions and asylum and reception systems;
- Standardised vulnerability protocols and SOPs.

### Indicative Activities

- Assess needs and review the existing framework for the management of vulnerable persons including unaccompanied minors in the asylum and reception systems;
- Undertake consultations with relevant stakeholders and establish working groups and coordination mechanisms;
- Design, or enhance, a national strategy on vulnerability for asylum and reception systems;
- Design protocols, workflows and SOPs, including on provision of special procedural guarantees, and referral and allocation to reception facilities (e.g. vulnerability protocol);
- Build the capacity of national asylum and reception staff and other relevant authorities in the implementation of the vulnerability strategy, protocols, SOPs and tools;
- Design or improve processes and tools to streamline activities targeting specific profiles, including unaccompanied minors (e.g. guardianship and foster schemes, family tracing, and Best Interest Assessment and Determination);



## **EUAA Resources and Services**

### Human Resources

- Deployment of asylum and reception programme and project management and thematic experts (e.g. experts on reception, vulnerability, child protection).





## 5.2. Vulnerability identification, assessment and referral

### Overall Description of Support

EUAA supports national asylum and reception authorities in the identification, assessment, and referral of vulnerable persons across asylum procedures and the reception system.

The intervention envisages both direct involvement of EUAA experts and support for local reception authorities in conducting and standardising vulnerability identifications, screenings, assessments, and referrals. Support includes the adaptation and rollout of relevant tools, workflows and SOPs produced at central level and presents synergies with intervention 5.1.

EUAA can support the identification, assessment, and referral of vulnerable persons in arrival or border locations, and in first- and second-line reception facilities. Depending on the context, the intervention may also include rapid identification, screening and referral at arrival locations or upon arrival to reception facilities, including for purposes related to special procedural guarantees and allocation of suitable reception places.

In order to facilitate vulnerability-related processes, EUAA has produced an online Vulnerability Toolkit, which is available for Member States to use and incorporate into their national workflows. EUAA can support in the adaptation, translation, and implementation of main tools such as the following:

- ✓ Tool for Identification of Persons with Special Needs (IPSN)
- ✓ Special Needs and Vulnerability Assessment Tool (SNVA)
- ✓ Referral Toolkit

Furthermore, EUAA teams engage in on-the-job coaching to frontline asylum and reception staff on vulnerability processes and on the use of the EUAA Vulnerability Toolkit. EUAA teams can assist with data collection, archiving and reporting on vulnerable persons, persons with special reception needs and persons in need of special procedural guarantees.

Depending on the circumstances and needs, EUAA teams can function either with regular presence for instance in a specific reception facility, or as roving teams covering a cluster of locations.

### Intended Results and Deliverables

- Timely and effective identification, assessment, and referral of vulnerable persons at arrival or border locations and in first- and second-line reception facilities;
- Design and implementation or updating and optimisation of relevant tools, processes and workflows;
- Establishment or improving of data collection and reporting;
- Adaptation of the EUAA Vulnerability Toolkit to the context and translation into a Member State's language(s).

### Indicative Activities



- Conduct identification, screening, and referral (including rapid identification and pre-screening) at arrival or border locations and at first- and second-line reception facilities;
- Carry out full assessments with recommendations on determination of vulnerability or special reception needs;
- Support the performing of age assessments;
- Refer identified cases to national reception authorities for further case management or to specialised services, and follow-up on them;
- Engage in regular monitoring of vulnerability indicators among residents during their stay in, or prior to their exit from, the reception system;
- Develop tools jointly with national authorities (e.g. Vulnerability Assessment Tools, EUAA Vulnerability Toolkit, SOPs);
- Provide training and on-the-job coaching to national reception staff on identification, assessment management and referral of vulnerable persons, including on the use of relevant EUAA tools.

### **EUAA Resources and Services**

#### Human Resources

- Deployment of vulnerability experts and social workers, including from other Member States.

#### Services

- Arranging the translation of the Vulnerability Toolkit into the official language(s) of a Member State.





## 5.3. Design and implementation of a case management system in reception

### Overall Description of Support

EUAA supports national authorities through direct implementation of case management for residents of first- and second-line reception facilities and the provision of social services. The intervention can be realised as complementary to intervention 5.2 or as a stand-alone intervention, in cases where national authorities do not require support in the identification, assessment and referral phase.

EUAA deploys social workers who, frequently in cooperation with vulnerability experts under intervention 5.2, undertake case management and follow-up for individual cases of vulnerable persons, persons with special reception needs, or persons otherwise in need of assistance.

Under this intervention, EUAA also engages with reception or other relevant national authorities (social welfare services or similar) in providing on-the-job capacity building, and optimising workflows and processes based on the experience in frontline operations.

### Intended Results and Deliverables

- Optimised case management workflows and processes in accordance with centrally produced guidance;
- Individuals or families with specific needs receive appropriate social services' support;
- Enhanced synergies between case management in reception and asylum procedures;
- National reception or social services' staff receive training in case management and relevant processes (e.g. workflows, recording, reporting).

### Indicative Activities

- Carry out regular consultations and counselling sessions with individuals and families;
- Design individual actions plans jointly with beneficiaries and follow up the plan implementation;
- Refer individuals or families to appropriate psychosocial, health or other services;
- Consult on case coordination with other involved professionals;
- Coordinate with national authorities to implement centrally produced guidance and workflows on case management, or to adapt them to local context;
- Engage in training and on-the-job coaching of national staff in case management organisation, recording and reporting.

### EUAA Resources and Services

#### Human Resources

- Deployment of vulnerability experts, child protection experts and social workers, including from other Member States.



## 5.4. Support for the implementation of specialised procedures for unaccompanied minors

### Overall Description of Support

Within the framework for support to vulnerable persons, EUAA has a particular focus on unaccompanied minors, and it provides specialised support to reception authorities and/or other national authorities responsible for specialised procedures for unaccompanied minors. The intervention can be interlinked with interventions 5.1 and 5.2 or implemented as a stand-alone activity.

EUAA-deployed experts to first- or second-line reception facilities can support reception staff or other national authorities' staff in directly implementing processes on Best Interest Assessment, allocation of guardianships and referrals to specialised accommodations or services for unaccompanied minors.

In addition, EUAA experts can assist with the design and optimisation of relevant processes, and with on-the-job capacity building of national staff.

### Intended Results and Deliverables

- Established or improved specialised processes for unaccompanied minors within the reception system including closed reception and detention centres;
- Enhanced coordination between national and local authorities responsible for the care of unaccompanied minors;
- National reception staff trained in the implementation of relevant procedures.

### Indicative Activities

- Support age assessment procedures in compliance with guidance produced at central level;
- Undertake Best Interest Assessments, including for potential relocation programmes for family reunifications or for referral to relevant service and appropriate reception solutions, and draft recommendations;
- Provide case management support to unaccompanied minors, including through social working and during procedures for guardian allocation;
- Develop and implement guidance, SOPs, templates, checklists, etc.
- Engage in training and on-the-job coaching of national staff on the reception of unaccompanied children, including on the roles and responsibilities of guardians, age assessment and best interest assessment;
- Support reception authorities in implementing/adapting guidance produced at central level in/to procedures and workflows in first- and second-line reception facilities.

### EUAA Resources and Services

#### Human Resources

- Deployment of vulnerability and reception child protection experts and social workers, including from other Member States.



## 5.5. Safe zones and suitable reception solutions for vulnerable persons and persons with specific reception needs, including unaccompanied minors

### Overall Description of Support

Depending on the design and set-up of reception facilities, EUAA can support the creation and management of safe zones and suitable reception solutions within different reception settings for the accommodation of vulnerable persons and persons with special reception needs including unaccompanied minors. However, it must be highlighted that while safe zones are likely to be needed in first-line reception settings and situations of mass influx, they might not represent an optimal long-term solution for the accommodation of unaccompanied minors and persons with special reception needs.

The intervention can be implemented in complementarity with interventions on site planning (intervention 2.6), reception management workflows (intervention 2.5) and structural support to specialised services (intervention 5.1) or can be designed as a stand-alone activity for a specific reception centre or facility. Activities can be tailored to the specific needs of a centre and may include both the physical design of safe zones and the drafting and implementation of relevant processes and workflows to operate safe zones.

### Intended Results and Deliverables

- Enhanced capacity of national authorities to provide suitable reception conditions to persons with special reception needs including unaccompanied minors;
- Safe zones for vulnerable persons including unaccompanied minors are established and operational;
- Appropriate processes and workflows are drafted and implemented.

### Indicative Activities

- Assess special reception needs for planning purposes;
- Coordinate consultations with internal and external stakeholders, such as service providers external to the reception authorities, who are involved in operating a safe zone;
- Design physical layout in accordance with EUAA guidance, including recommendations to ensure that the safe zone is suitable for the residents' profiles and needs;
- Design, pilot and implement relevant workflows and processes to operate a safe zone;
- Organise social or community activities in the safe zone;
- Adapt and roll-out EUAA ARC tool for the self-monitoring of conditions in reception facilities hosting unaccompanied minors;
- Provide training and on-the-job coaching to reception authorities' staff.

### EUAA Resources and Services

#### Human Resources

- Deployment of reception centre design and construction experts (e.g. engineers and architects), including from other Member States;
- Deployment of local reception centre design and construction experts (e.g. engineers and architects), who are knowledgeable about national legislation and construction practices;
- Deployment of experts on reception, vulnerability and/or child protection.



Services

- Contracting the services of an engineering firm.



## 6. Support for temporary protection

The EU's activation of the Temporary Protection Directive for the first time in early 2022 has required Member States to mobilise resources and adjust their national systems in order to meet their obligations. Within this context, EUAA stands ready to provide support aiming to ensure that Member States under disproportionate pressure can receive operational assistance to implement the Directive.

Chapter 6 outlines support interventions that EUAA can implement in Member States required to implement the Directive, and as per previous categories breaks them down into a structural component and a frontline component.

On the one hand, as part of a structural support intervention, EUAA assists in reviewing the capacities and resources of Member States, designing relevant processes and tools, and drafting necessary change management plans within the existing national system to allow for implementation of the Directive.

On the other hand, frontline operational support focuses on activities such as information provision and registration of eligible persons, aiming to strengthen workforces and processes in frontline locations.

Finally, as a cross-cutting component above structural and frontline support on temporary protection, EUAA engages in building the capacity of national staff, including by delivering training in the Temporary Protection Directive and its implementation.





## 6.1. Structural support for organisational adjustments for the implementation of the Temporary Protection Directive

### Overall Description of Support

EUAA supports Member States in implementing the Temporary Protection Directive by assisting in identifying necessary actions, designing relevant processes, and drafting necessary change management plans within the existing national system to allow for implementation of the Directive. Such plans are based on a review of existing capacities and resources, and include necessary changes within all relevant national authorities, including asylum and reception authorities. The plans may also include necessary steps for the identification of funding sources, and adjustments to national procurement processes and human resources needs.

Depending on the national context and needs, the intervention can include the design or revision of processes and workflows related to the implementation of the Directive, the preparation of relevant tools, and the production of information materials, including necessary translations.

The intervention also allows for the delivery of training in the Temporary Protection Directive targeting relevant national staff. EUAA has developed relevant training modules, which can be delivered swiftly to a large number of national personnel, and which can also be translated into the relevant national language(s). In addition, EUAA can develop and deliver a relevant training package.

### Intended Results and Deliverables

- Strengthened capacity of national reception authorities to adapt to the implementation of the Temporary Protection Directive;
- Drafted change management plans, outlining necessary adjustments to implement the Directive;
- Improved SOPs, workflows, and tools on the implementation of the Directive;
- Improved knowledge of national authorities' personnel on the Directive and related requirements.

### Indicative Activities

- Assess existing structure and capacities in relation to the implementation of the Directive and identify potential needs or necessary amendments;
- Draft change management plans, outlining necessary structural and operational changes, including on coordination, human resources, funding, procurement and data gathering;
- Facilitate working or cluster groups (or taskforces) of relevant stakeholders to discuss the challenges, potential action points and updates;
- Support the drafting of SOPs, workflows and tools on the implementation of the Directive;
- Design or revise and produce printed, audio-visual and digital information materials;
- Test and roll out systems, processes, and tools, including through pilot exercises;
- Identify training needs, draft and implement a training plan in cooperation with national authorities and deliver training on Temporary Protection to relevant national staff;
- Translate EUAA Temporary Protection training into local language(s).







## **EUAA Resources and Services**

### Human Resources

- Deployment of experts (e.g. in temporary protection, change management, project management), including from other Member States.

### Services

- Translation of training modules and information materials into a Member State's official language(s) and into the main languages of the beneficiaries of temporary protection.





## 6.2. Support for the provision of information on temporary protection and registration of eligible persons

### Overall Description of Support

EUAA provides operational support to Member States for the provision of information on temporary protection and the registrations of eligible applicants to increase the capacity of national authorities to implement the Temporary Protection Directive.

EUAA deploys personnel to provide information to eligible applicants and undertake registrations of applications. Depending on the context and related needs, information provision and registration activities can be carried out in border areas, entry points and other locations, and can be realised by teams with permanent presence, by roving teams, or remotely.

The intervention can be combined with intervention 6.1, structural support for organisational adjustments for the implementation of the Temporary Protection Directive or as a stand-alone activity.

### Intended Results and/or Deliverables

- Enhanced and standardised provision of information related to relocation of Temporary Protection programmes;
- Enhanced capacity of national authorities to ensure timely and harmonised access to temporary protection through registration of eligible applicants;
- Registration backlogs are reduced, and influxes are timely addressed;
- Processing of a proportion of registrations by EUAA teams.

### Indicative Activities

- Provide information in individual or group sessions to persons eligible for temporary protection;
- Set up and operate helpdesks or helplines;
- Undertake registrations of persons eligible to temporary protection;
- Manage the organisation, scheduling and flow of registrations to ensure maximum efficiency;
- Use quality reviews for quality assurance of temporary protection registrations;
- Provide interpretation/cultural mediation services across all components of the temporary protection process;
- Conduct identification, screening and referral to the relevant authorities of cases showing vulnerability and special needs indicators;
- Deliver relevant training to staff involved in temporary protection processes.

### EUAA Resources and Services

#### Human Resources

- Deployment of experts (e.g. in temporary protection, asylum and/or reception operations, asylum registration, administration, ICT), including from other Member States;
- Deployment of asylum operations expert(s) to facilitate coordination and scheduling.

#### Services







- Service provider for interpretation and cultural mediation services in relevant languages, including through remote interpretation services.





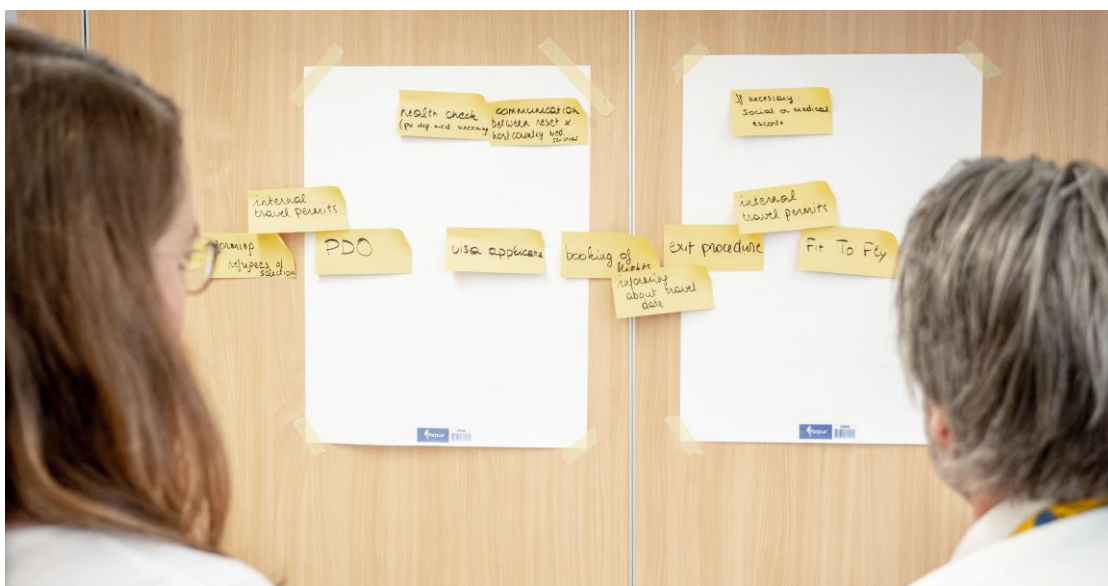
## 7. Resettlement and humanitarian admission programmes

In addition to support offered for asylum procedures, reception and temporary protection, EUAA's operational support extends to resettlement and humanitarian admission programmes.

The **EUAA's Resettlement and Humanitarian Admission (RST&HA) Network** was established in January 2020, after consultation with EU+ countries and in close cooperation with the European Commission Directorate General for Migration and Home Affairs, with the aim of facilitating and increasing operational cooperation, coordination and efficiency between national authorities of resettling EU+ countries and with relevant actors, both at strategic and at operational levels.

As part of its operational support, EUAA supports the implementation of EU+ countries' resettlement efforts in the framework of European resettlement schemes, in cooperation with the European Commission, and other relevant actors. Support on resettlement and humanitarian admission is increasingly included in operational plans signed with Members States.

Chapter 7 describes how EUAA operational support is offered to national authorities for the implementation of resettlement and humanitarian admission programmes. As per previous components in this Operational Response Catalogue, EUAA's intervention can focus on structural or frontline operational support.



## 7.1. Structural support for national resettlement and humanitarian admission programmes

### Overall Description of Support

EUAA offers bilateral or multi-lateral support to EU+ countries for the design and/or amendment of relevant processes at central level in the implementation of national resettlement and humanitarian admissions programmes.

EUAA can support the design and setting up of resettlement and humanitarian admissions programmes, if such programmes do not already exist or need to be amended, including necessary pilot phases, or it can support the design of organisational change management plans required to implement such programmes. EUAA also supports EU+ countries with specific resettlement training and provides a range of tools to implement resettlement and humanitarian admission programmes in an effective and efficient manner.

Support can focus on the collection of qualitative and quantitative data in the field of resettlement and humanitarian admission, and on ad-hoc information requests from EU+ countries related to the improvement of national programmes.

The overall intervention aims to strengthen national resettlement and humanitarian admission programmes at central level in a sustainable manner.

### Intended Results and Deliverables

- Increased engagement with the EUAA Resettlement and Humanitarian Admission Network and its dedicated working groups;
- New or amended resettlement and/or humanitarian admission programmes designed and implemented;
- Drafted change management plans for necessary changes, including human resources;
- Established units on resettlement and/or humanitarian admission;
- Pilot projects designed, implemented and evaluated;
- National staff trained;
- Tools for resettlement and humanitarian admission designed, implemented, and evaluated;
- Information requests formulated, collected and reported back.

### Indicative Activities

- Promote the participation of the national authorities in the activities of the EUAA Resettlement and Humanitarian Admission Network and its dedicated Working Groups<sup>21</sup>;
- Review and share programme models by other EU+ countries;
- Organise study visits to other Member States and to non-EU countries for information sharing on their programme models, best practices, and operational mechanisms;
- Design resettlement and/or humanitarian admissions programmes or review existing programmes to identify potential amendments or improvements;
- Support the establishment of relevant units, if not already in existence;
- Draft and test relevant guidance documents and tools;
- Organise relevant training and on-the-job- coaching for national staff;

<sup>21</sup> For example, working groups on community sponsorship, information provision and monitoring and evaluation and the Expert Platform on Afghanistan



- Translate EUAA training material into the local language(s).

### **EUAA Resources and Services**

#### Human Resources

- Deployment of resettlement experts, change management experts and asylum and reception programme and project management experts, including from other Member States.

#### Services

- Arranging the translation of resettlement guidance, tools and materials into a Member State's official language(s).





## 7.2. Frontline support to operationalise national resettlement and humanitarian admission programmes

### Overall Description of Support

EUAA supports EU+ countries in the operationalisation of their national resettlement and humanitarian admissions programmes in non-EU countries, notably through the concept of a Resettlement Support Facility (RSF)<sup>22</sup>. The RSF has the features of a one-stop-shop offering EU+ countries a wide range of operational services, including, but not limited to, selection missions, pre-departure orientation or cultural orientation activities. Depending on the context, the RSF offers face-to-face, hybrid or remote solutions.

The RSF also serves as an operational learning platform whereby EU+ countries can observe other EU+ countries in their operational selection processes and information provision delivery, and eventually pilot similar practices. RSF is a conducive environment for operational on-the-job coaching, including on operational tools developed by EUAA.

As part of EUAA's frontline support on resettlement, EUAA can potentially support EU+ countries in processing ad-hoc requests for operational support from other non-EU countries.

### Intended Results and Deliverables

- Increased capacity for commitments and operations of EU+ countries in resettlement and humanitarian admission processing from Turkey and other non-EU countries;
- Streamlined workflows, procedures and tools producing efficiency gains in resettlement and humanitarian admission operations;
- Increased technical knowledge and capacities of national staff.

### Indicative Activities

- Organise all logistical and operational aspects for EU+ countries during their selection missions and information provision activities (pre-departure orientation or cultural orientation) in Turkey, including but not limited, to travel permits requests to the United Nations High Commissioner for Refugees, interviews schedule, standard communication with refugees, reimbursements for PCR-tests, accommodation and food for refugees throughout the RSF's operations, interpretation services, administrative and ICT support, collection of biometrics and arrangement of medical screening assessments;
- Provide adequate space for selection interviews, interpretation, training, events and information provision, medical assessment and childcare;
- Design, adapt, pilot and evaluate SOPs, workflows and information provision materials based on a centrally produced guidance;
- Facilitate RSF reference group meetings between EU+ countries to discuss the operational resettlement developments and needs;
- Arrange EU+ countries' study visits to the RSF as a learning platform to observe other EU+ countries' selection and information provision practices;
- Organise relevant training and on-the-job coaching for national staff in the RSF;

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<sup>22</sup> At the time of writing, EUAA has been operating an RSF in Istanbul, Turkey. Ongoing discussions include the possibility to open additional facilities in other countries.



- Translate operational EUAA resettlement tools and training modules into Member State's official language(s) and the main languages of the beneficiaries of the resettlement programme.

### **EUAA Resources and Services**

#### Human Resources

- Deployment of resettlement experts, operations experts, and asylum and reception programme and project management experts, including from other Member States.

#### Services

- Arranging the translation of information materials and tools into a Member State's official language(s) and into the main languages of the beneficiaries of the resettlement programme.





## 8. Relocation schemes

Relocation schemes are temporary schemes agreed upon by Member States, the European Commission, and other relevant actors for the relocation of non-EU nationals and applicants for international or temporary protection from one Member State to another. These schemes are typically designed as part of EU solidarity mechanisms, and they aim to lower the pressure on one or more Member States<sup>23</sup>.

EUAA can provide support to all Member States involved in relocation schemes, namely those admitting non-EU nationals and applicants for international or temporary protection and Member States from which non-EU nationals and applicants for international or temporary protection are relocated.

Given that the nature and scope of relocation schemes can differ widely depending on the context within which the scheme has been agreed upon, Chapter 8 outlines one generic support intervention offered by EUAA that aim to cover a wide range of intended results and activities. The intervention primarily includes structural support, which aims mainly to facilitate and streamline processes and tools used in the implementation of relocation schemes, and to provide frontline operational support for the direct implementation of such schemes

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<sup>23</sup> Annex to the Regulation of the European Parliament and of the Council establishing a crisis relocation mechanism and amending Regulation (EU) No 604/2013 of the European Parliament and of the Council of 26 June 2013.

[https://www.europarl.europa.eu/RegData/docs\\_autres\\_institutions/commission\\_europeenne/com/2015/0450/COM\\_COM\(2015\)0450\(ANN\)\\_EN.pdf](https://www.europarl.europa.eu/RegData/docs_autres_institutions/commission_europeenne/com/2015/0450/COM_COM(2015)0450(ANN)_EN.pdf)







## 8.1. Support for the implementation of relocation schemes

### Overall Description of Support

EUAA supports Member States in implementing relocation schemes, typically designed as part of EU solidarity mechanisms in response to disproportionate pressure on one or more Member States.

EUAA provides operational support through personnel deployed to register, interview and match cases to pledges and any relevant support activity for the implementation of relocation schemes, including information provision to potential beneficiaries. EUAA can also support pledging Member States in organising visits to other Member States within the framework of relocation processes. The intervention can include the design, adaptation or standardisation of relocation processes, and the drafting of relevant SOP and guidance documents. EUAA also supports coordination and communication between relevant EU institutions and Member States and among Member States' asylum and reception authorities.

### Intended Results and Deliverables

- Enhanced coordination and harmonisation of processes within the relocation scheme;
- Improved SOPs, workflows, and tools on the implementation of relocation schemes;
- Processing of a proportion on the total number of relocation registration and interviews by EUAA teams;
- Enhanced capacity to manage vulnerable cases within the framework of relocation schemes;
- A proportion of cases are matched to pledges by Member States.

### Indicative Activities

- Provide information to potential beneficiaries of the relocation scheme;
- Support the drafting of SOPs, workflows and tools on the implementation of the relocation scheme;
- Undertake registrations of persons eligible for relocation;
- Support with conducting interviews; with assessing potential relocation beneficiaries to verify eligibility depending on programme criteria; and with producing relevant opinions or lists;
- Ensure quality assurance of relocation registrations and interviews is undertaken through quality reviews;
- Provide interpretation/cultural mediation services across all components of the relocation scheme;
- Prepare matching lists of eligible applicants to be relocated according to available pledges;
- Facilitate communication and coordination among relevant Member States;
- Provide technical or other support to pledging Member States that may undertake visits to assess or process cases;
- Support technical and logistical arrangements for relocation transfers;
- Maintain data and produce relevant reports.

### EUAA Resources and Services

#### Human Resources





- Deployment of experts (e.g. relocation, vulnerability, asylum and reception statistics expert, ICT, administrative etc.), including from other Member States.

Services

- Arranging the translation of information materials into a Member State's official language(s) and into the main languages of the beneficiaries of the relocation scheme;
- Service provider for interpretation and cultural mediation services in relevant languages, including through remote interpretation services.





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