



EASO work programme 2016

Rev.2 – March 2016

EASO work programme 2016

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I. EASO's priorities in 2016

I.1. Introduction

The EASO annual work programme outlines the priorities, objectives and activities to be executed by EASO in accordance with the assigned duties. The work programme translates the organisation's strategy into annual objectives and provides the basis for the yearly activity-based budgetary planning.

In the wake of the recent tragic incidents in the Mediterranean, on 20 April, at the joint meeting of Foreign and Interior Ministers, Migration, Home Affairs and Citizenship Commissioner Avramopoulos presented a 10-point plan outlining immediate actions to be taken in response to the crisis in the Mediterranean. The European Council, on 23 April, issued a statement ⁽¹⁾ outlining various measures — several of them involving EASO — aimed at preventing further loss of life at sea and at tackling the root causes of the human emergency that the EU is facing. This was followed by a European Parliament Resolution on 29 April 2015 ⁽²⁾. On 13 May 2015, the European Commission adopted the European Agenda on Migration ⁽³⁾, which outlines a series of steps that the EU should take to build a coherent and comprehensive approach to reap the benefits and address the challenges deriving from migration.

Following the European Council Conclusions of 25 and 26 June 2015⁴, at the 8 and 9 July 2015 informal JHA Council Member States in principle supported the European Commission's proposal to use the emergency response mechanism under Article 78(3) of the Treaty on the Functioning of the European Union to relocate Syrian and Eritrean applicants for international protection from Italy and Greece. Likewise, Member States supported a Commission recommendation for a European resettlement scheme. On 14 September 2015 and 22 September 2015, the Council adopted Decision (EU) 2015/1523⁵ and (EU) 2015/1601⁶ respectively, establishing provisional measures in the area of international protection for the benefit of Italy and Greece.

All these developments have significant implications on EASO activities, mainly in Italy and Greece through the so-called 'hotspots' approach, in particular on registration of applications for international protection, joint processing of asylum applications, referral of potential outgoing Dublin take-charge requests, and assistance with the relocation of applicants for international protection from Italy and Greece. A key clearing house role for EASO in the resettlement of 20,000 refugees is also foreseen. Furthermore, the June 2015 European Council Conclusions also call on EASO to coordinate the implementation of the "safe country of origin" provisions in the Asylum Procedures Directive. EASO will have an enhanced role in the monitoring of the CEAS, establishment of a new dedicated network of reception authorities, a pilot project on shared reception, development of quality criteria for reception centres in cooperation with the Commission, clearing house for national COI, creation of a Dublin network to facilitate communication and coordination between Dublin units and Dublin-related issues, a project with Germany and Sweden on the phenomenon of secondary movements.

In this context, in 2016 EASO will continue playing a central role as the EU centre of expertise on asylum. The Agency will support Member States and associated countries participating in EASO ⁽⁷⁾, as well as the EU Institutions, in achieving these objectives through advanced practical cooperation measures, expertise, common analyses, studies and evidence-based policy input.

⁽¹⁾ Special meeting of the European Council, 23 April 2015 — statement: <http://www.consilium.europa.eu/en/press/press-releases/2015/04/23-special-euco-statement/>. This part of the European Agenda on Migration incorporates and further develops the initiatives included in the Roadmap that the Commission presented as a follow up to the Statement of the European Council of 23 April.

⁽²⁾ P8_TA-PROV(2015)0176 <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//NONSGML+TA+P8-TA-2015-0176+0+DOC+PDF+V0//EN>.

⁽³⁾ COM (2015) 240 final.

⁽⁴⁾ EUCO 22/15

⁽⁵⁾ Council Decision (EU) 2015/1523 of 14 September 2015 establishing provisional measures in the area of international protection for the benefit of Italy and of Greece, OJ L 239, 15.9.2015, p. 146–156.

⁽⁶⁾ Council Decision (EU) 2015/1601 of 22 September 2015 establishing provisional measures in the area of international protection for the benefit of Italy and Greece, OJ L 248, 24.9.2015, p. 80–94.

⁽⁷⁾ For the purpose of this document, the EU Member States and the associated countries participating in EASO are referred to jointly as 'EU+ countries'.

The 2016 work programme is drawn up within the general framework established in the EASO multiannual work programme 2016-2018, which comprises the strategic context and the objectives of EASO for this period. This document foresees the activities on the basis of which the estimates of revenue and expenditure and the establishment plan are prepared.

The 2016 work programme is structured in sections defining the main areas of work of EASO: operational support; monitoring of the CEAS; permanent support; external dimension; and the EASO horizontal activities. Indicative lists of public procurement procedures and of publications and translations are incorporated as Annexes of the work programme.

The EASO 2016 work programme constitutes the framework financing decision for the implementation of the identified activities. It provides for each activity performance indicators, an indicative timeline and the allocated human and financial resources.

Nevertheless, in view of the nature of EASO's work and the need to respond in a timely and proactive manner to changing scenarios, circumstances and priorities, the Management Board authorises the Executive Director to decide upon changes to the work programme 2016, including its financial implications, and to retain the necessary flexibility to respond to these changing scenarios accordingly. The implementation of the work programme remains the responsibility of the Executive Director.

The European Commission, the Justice and Home Affairs agencies and the EASO Consultative Forum have been consulted during the drafting phase of this document. Inputs were received on the outline of the work programme from the European Commission, different civil society organisations (International Institute of Humanitarian Law, Save the Children, Evangelische Kirche in Deutschland, Forum Réfugiés-Cosi, European Association for the defense of human rights, Asylum Research Consultancy and the Dutch Council for Refugees) and JHA Agencies. All contributions were duly taken into account in the preparation of the work programme to the furthest possible extent.

The implementation of the work programme 2016 will also take into consideration the findings and recommendations drawn by the external evaluation undertaken in 2014 and 2015.

The Management Board adopted the work programme by written procedure on 24 September 2015 subject to the positive opinion of the European Commission. The opinion of the European Commission was received on 30 September 2015. The work programme as adopted by the Management Board was in line with it.

Following the formal adoption of the work programme by the Management Board, increased financial and human resources were allocated to EASO with the adopted EU Budget for 2016. As already noted at the time of the adoption of the work programme, this increase in financial and human resources leads to the present amendment of the work programme. This version allocates all financial and human resources and aims to further adjust EASO's activities, where necessary, to the increased challenges of 2016.

Due to the intensity of EASO's operational activities related to the hotspots and relocation, additional financial resources were made available by the Commission to EASO already in the first quarter of 2016. These resources are allocated in key areas, mainly in the operations in Italy and in Greece, in the development of tools for relocation, in the Dublin network and in the communication activities related to relocation. The second revision of the EASO Work Programme 2016 reflects the abovementioned changes and adjusts the Work Programme to the current situation.

I.2. EASO's mission

EASO's mission is to contribute to the implementation and development of the CEAS by providing support and facilitating, coordinating and strengthening practical cooperation among EU+ countries as an independent centre of expertise on asylum.

I.3. EASO's principles

In fulfilling its mission, EASO observes the following principles:

- providing comprehensive and timely support to requesting Member States;
- stimulating quality and efficiency of the asylum and reception systems of Member States;
- acting as an independent and impartial centre of expertise;
- providing accurate and up-to-date data, analysis and assessments on asylum-related matters;
- supporting Member States in taking up their responsibilities in the field of asylum and in showing solidarity with Member States whose asylum systems are under pressure;
- facilitating and stimulating joint and common practical cooperation measures in the field of asylum, thereby fostering mutual trust among Member States;
- providing evidence-based input to EU policymakers on asylum;
- cooperating with EU institutions, EU agencies and bodies, international organisations and civil society.

I.4. EASO's Key Performance Indicator

EASO's overall Key Performance Indicator represents the agency's ability to meet the objectives set out in the annual work programme.

Consequently, EASO's Key Performance Indicator is represented by a qualitative indicator aiming at demonstrating the impact of EASO's support in the coherent implementation of the CEAS, taking into account:

- the tasks laid down in the EASO Regulation, the recast EU asylum acquis and other related EU documents and the progress of EASO in implementing activities to fulfil these tasks;
- the requests made by the EU+ countries, the European Commission, the Council of the EU, the European Parliament and other EU institutions, agencies and bodies to develop and execute additional EASO activities in order to support the implementation of the CEAS;
- the evaluative opinions given by the EU+ countries, the European Commission, the Council of the EU, the European Parliament, other EU institutions, agencies and bodies and other EASO partners on EASO's work.

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

I.5. EASO's priorities in 2016

Key to the further development of the CEAS is sufficient capacity in EU+ countries' national asylum systems. EASO, as the EU centre of expertise on asylum, will have a more central role in coordinating these capacity-building measures through tailor-made operational support and practical cooperation activities, including coordination of the relocation from Italy and Greece, training, COI and activities on quality and on external dimension.

In 2016 EASO will incorporate the additional tasks entrusted to it by the European Agenda on Migration, the relevant European Council Conclusions and the European Parliament Resolutions mentioned in section 1.1. and will align its priorities with these documents.

EASO will increase its operational support, in particular to Italy and Greece with main focus on the hotspots and on the implementation of the relocation decisions. In parallel, EASO will continue organising advance practical cooperation activities for EU+ countries, the European Commission and other stakeholders. The practical cooperation activities will include conferences, workshops, expert

meetings and specialised networks). EASO will provide high-quality information and analysis to EU+ countries. It will streamline the methodology and activities to promote practical cooperation in the field of asylum and will continue developing high-quality practical tools.

EASO's priorities for 2016

- **Hotspots**

- EASO, in fully cooperation and coordination with the European Commission and the other involved Agencies, will contribute to the new 'Hotspot' approach and will increase the presence of its staff and of teams of Member States experts on site, aiming to support in particular Italy and Greece in addressing the increased pressure on their asylum systems.

(see concrete activities under Section II.1)

- **Relocation**

- EASO will coordinate the relocation measures agreed at EU level, such as the relocation of 160 000 persons in clear need of protection from Italy and Greece.

(see concrete activities under Section II.1)

- **Coherent implementation of CEAS – Information and Analysis**

- EASO will enhance its capacity to collect and exchange accurate and up to date information and documentation on the functioning of the CEAS and will further develop an Early warning and Preparedness System (EPS) to provide analysis of trends.

- EASO will produce more common Country of Origin Information (COI) and promote its effective use.

- EASO will coordinate the implementation of the 'safe country of origin' provisions of the Asylum Procedures Directive based on the roadmap set up by the Commission.

- EASO will lead the development of a new systematic monitoring tool on the CEAS implementation (IDS).

(see concrete activities under Section II.2)

- **Coherent implementation of CEAS – Improving the quality of asylum processes**

- EASO will continue developing tools and guidelines aiming to improve the quality of asylum processes and decisions.

- EASO will support the better identification of vulnerable persons, including in the context of Hotspots and while implementing relocation.

- EASO will establish a Dublin Network, a dedicated network of the national Dublin Units, aiming to foster mutual cooperation and consistent application of the Dublin system, including for the purposes of relocation.

(see concrete activities under Section II.3)

- **Coherent implementation of CEAS – Reception conditions**

- EASO will establish a dedicated network of the national reception authorities to foster the exchange of information and best practices.

(see concrete activities under Section II.3)

- **Coherent implementation of CEAS – Training**

- EASO will strengthen the role of common training and professional development in the field of asylum.

- EASO will stimulate judicial dialogue in the field of asylum.

(see concrete activities under Section II.3)

- **External dimension**

- EASO activities in the Western Balkans will be carried out through enhanced cooperation with EU agencies and international organisations (e.g. Frontex, Europol AND EUROJUST) to respond to the needs in the region by providing capacity building, as well as operational support if appropriate, taking into account existing regional arrangements.

- EASO will further support the external dimension of the CEAS, including the resettlement of 20 000 persons in need of protection.

(see concrete activities under Section II.4)

Furthermore, EASO will strengthen synergies at horizontal level among all relevant stakeholders of its cooperation network. EASO will develop further its query system to address issues related to policies and practices regarding the functioning of the CEAS. Further efforts will be dedicated to involve in an effective manner the civil society and to enlarge the outreach of the EASO external communication.

II. EASO's activities

II.1. Operational support

II.1.1. Italy and Greece

II.1.1. a. Italy		
EASO Objective(s)	EASO will further develop its operational support based on the emerging needs of Italy to fully implement the EU Asylum Acquis and to respond to particular pressure on its asylum and reception systems. EASO will tailor its operational support to the specific arising needs as well as the requests from Italy. EASO will also provide operational support by deploying EU+ countries' experts in the form of Asylum Support Teams (ASTs) or by providing other support as required including through Joint Processing, as per the European Agenda on Migration and the 'Hotspot' approach taken therein. EASO will cooperate with relevant bodies in the provision of such support, devoting special attention to operational cooperation with Frontex and other stakeholders. To ensure the efficient implementation on the ground EASO will provide the necessary logistics, equipment, furniture, materials, as well as the necessary services, such as interpreters, cultural mediators, transportation services, administrative support, etc. EASO will support the implementation of relocation measures in the area of international protection for the benefit of Italy, and will accompany the implementation of these measures with operational support. EASO will support the implementation of the Commission's plan on relocation together with the Italian authorities, by putting in place the emergency relocation procedure.	
New in 2016	Support and coordinate the implementation of relocation measures in the area of international protection for the benefit of Italy, in line with the European Agenda on Migration and the Hotspot approach.	
Performance		
EASO activities in 2016	When	Indicators
Hotspots		
Provide operational support to Italy as per the European Agenda on Migration and the 'Hotspot' approach taken therein, including with respect to Relocation. Maintain the presence of experts in the Hotspots and implement activities in accordance with the Hotspot plan signed with the Italian authorities. Upon agreement of the Italian authorities the signed Hotspot plan can be extended until the end of 2016.	Q1–Q4	Hotspot Operating Plans (HOP) signed or implemented; Number of Support Teams deployed; Number of support measures; Level of satisfaction of Italy with the support measures; Degree of adoption and implementation of the outputs of the support measures.
Relocation from Italy		
Support and coordinate the implementation of the Council Decisions on relocation from Italy, through coordinating the nomination of national contact points by Member States; facilitating exchange of information between the national contact points and the competent authorities in Italy; supporting Italy with the identification of applicants that could be	Q1–Q4	Number of persons relocated.

relocated to participating Member States, giving priority to vulnerable applicants; supporting the Italian authorities with the issuance of the necessary decisions to relocate identified applicants, including notification to the applicants.		
Special Support Plan (SSP) Italy		
Participation of experts in Special Support Teams and other support measures in Italy in accordance with the Special Support Plan (SSP). Within the duration of the current SSP, EASO will continue to implement the measures agreed. Upon expiry of the current SSP, and upon request from and agreement with Italy, EASO will continue to provide and eventually step-up its support, as necessary, in the same and/or different areas of work.	Q1–Q4	Number of Support Teams deployed; Number of support measures; Level of satisfaction of Italy with the support measures; Degree of adoption and implementation of the outputs of the support measures.

II.1. 1.b. Greece

EASO Objective(s)	EASO will further develop its operational support based on the emerging needs of Greece to fully implement the EU Asylum Acquis and to respond to particular pressure on its asylum and reception systems. EASO will tailor its operational support to the specific arising needs as well as the requests from Greece. EASO will also provide operational support by deploying EU+ countries’ experts in the form of Asylum Support Teams (ASTs) or by providing other support as required, including through Joint Processing, as per the European Agenda on Migration and the ‘Hotspot’ approach taken therein. EASO will cooperate with relevant bodies in the provision of such support, devoting special attention to operational cooperation with Frontex and other stakeholders. To ensure the efficient implementation on the ground EASO will provide the necessary logistics, equipment, furniture, materials, including containers and Eurodac machines, as well as the necessary services, such as interpreters, cultural mediators, transportation services, administrative support, etc. EASO will support the implementation of relocation measures in the area of international protection for the benefit of Greece, and will accompany the implementation of these measures with operational support. EASO will support the implementation of the Commission’s plan on relocation together with the Greek authorities, by putting in place the emergency relocation procedure.		
New in 2016	Continue to support and coordinate the implementation of relocation measures in the area of international protection for the benefit of Greece, in line with the European Agenda on Migration and the Hotspot approach.		
Performance			
EASO activities in 2016		When	Indicators
Hotspots			
Provide operational support to Greece as per the European Agenda on Migration and the ‘Hotspot’ approach taken therein, including with respect to Relocation.		Q1–Q4	Hotspot Operating Plans (HOP) signed or implemented; Number of Support Teams deployed;

Maintain the presence of experts in the Hotspots and implement activities in accordance with the Hotspot plan to be signed with the Greek authorities.		Number of support measures; Level of satisfaction of Greece with the support measures; Degree of adoption and implementation of the outputs of the support measures.
Relocation from Greece		
Support and coordinate the implementation of the Council Decisions on relocation from Greece, through coordinating the nomination of national contact points by Member States; facilitating exchange of information between the national contact points and the competent authorities in Greece; supporting Greece with the identification of applicants that could be relocated to participating Member States, giving priority to vulnerable applicants; supporting the Greek authorities with the issuance of the necessary decisions to relocate identified applicants, including notification to the applicants.	Q1–Q4	Number of persons relocated.
Special Support Plan (SSP) Greece		
Participation of experts in Special Support Teams and other support measures in Greece in accordance with the Special Support Plan (SSP). Upon expiry of the current SSP, and upon request from and agreement with Greece, EASO will continue to provide and eventually step-up its support, as necessary, in the same and/or different areas of work.	Q1–Q4	Number of Support Teams deployed; Number of support measures; Level of satisfaction of Greece with the support measures; Degree of adoption and implementation of the outputs of the support measures.

Budget line and allocated amount	3301 Operational Support: EUR 6 667 980 ISF (earmarked) 896 206,72
Human resources and allocated staff	Centre for Operational Support 12 AD, 1 AST, 1 CA Centre for Training, Quality and Expertise 0.5 AD

II.1.2. Bulgaria, Cyprus and other MS

II.1.2. Other countries	
EASO Objective(s)	EASO will further develop its operational support based on the emerging needs of Member States to fully implement the EU Asylum Acquis and to respond to particular pressure on its asylum and reception systems. EASO will tailor its operational support (special, emergency and joint processing) to the specific arising needs as well as the requests from Member States. Special support will take the form of targeted measures to Member States with certain identified and specific needs related to the coherent and comprehensive implementation of the revised EU asylum acquis (including tailor-made assistance, capacity building, relocation, specific support and special quality control processes). EASO will provide emergency support to EU+ countries subject to particular pressure by deploying EU+ countries' experts in the form of Asylum Support Teams (ASTs) or

	by providing other support as required, including through Joint Processing Support Teams as per the European Agenda on Migration and the ‘Hotspot’ approach taken therein. EASO will cooperate with relevant bodies in the provision of such support, devoting special attention to operational cooperation with Frontex and other stakeholders. EASO will support and coordinate the relocation of persons from countries other than Italy and Greece, if agreement is reached on this measure, and will accompany the implementation of these measures with operational support.	
New in 2016	EASO will further develop its operational support based on the emerging needs of Member States to fully implement the EU Asylum Acquis and to respond to particular pressure on its asylum and reception systems.	
Performance		
EASO activities in 2016	When	Indicators
Special Support Plan (SSP) Bulgaria		
Participation of experts in Special Support Teams and other support measures in Bulgaria in accordance with the Special Support Plan (SSP).	Q1–Q4	Number of Support Teams deployed; Number of support measures; Level of satisfaction of Bulgaria with the support measures; Degree of adoption and implementation of the outputs of the support measures.
Special Support Plan (SSP) Cyprus		
Participation of experts in Special Support Teams and other support measures in Cyprus in accordance with the Special Support Plan (SSP).	Q1–Q4	Number of Support Teams deployed; Number of support measures; Level of satisfaction of Cyprus with the support measures; Degree of adoption and implementation of the outputs of the support measures.
Operational support, including Hotspots		
Provide operational support to requesting Member State(s) with certain identified and specific needs related to the implementation of the revised EU asylum acquis, in line with signed Support Plans including under the ‘hotspot’ approach as appropriate.	Q1–Q4	Number of new Support Plans signed; Number of support measures implemented; Level of satisfaction of the host EU+ countries; Number of new policies and practices put in place.
Relocation from other MS		
Support and coordinate the relocation of persons from Member States other than Italy and Greece, if such measure will be agreed.	Q1–Q4	Number of persons relocated.
Budget line and allocated amount	3301 Operational Support: EUR 345 000	
Human resources and allocated staff	Centre for Operational Support 4 AD, 1 AST, 1 SNE Centre for Training, Quality and Expertise 0.5 AD	

II.1.3. Development of support tools for operations

II.1.3. Operational support tools		
EASO Objective(s)	EASO will make use of and further develop a number of tools to implement its operational activities. EASO will maintain an updated pool of experts, keep open communication lines with the Asylum Intervention Pool (AIP) National Contact Points (NCPs) on all matters pertaining to experts deployed in operational support activities and provide assistance on all issues relating to their deployment. EASO will further develop the use of operational tools including manuals, informational and practical tools, reporting templates and feedback system.	
New in 2016	Set up an ICT-supported environment (AIP system). In close cooperation with the AIP NCPs, EASO will further develop the AIP management system to ensure the quality and coherence of deliverables in operational support.	
Performance		
EASO activities in 2016	When	Indicators
Asylum Intervention Pool (AIP)		
Further develop EASO’s AIP management, through the set-up of an ICT-supported environment (AIP system).	Q1–Q4	AIP system tested and implemented; Degree of satisfaction of EU+ countries with the AIP system.
Manuals and handbooks for operations		
Finalise and develop manuals and handbooks to be used in operations, including the handbook on joint processing, the handbook on operational communication, manuals for the provision of operational support, and, in coordination with partners (including civil society organisations), the emergency blueprint.	Q1–Q4	Number of manuals and tools developed; Number of users; Level of satisfaction of the users.
Practical cooperation meetings		
Organise at least six EASO practical cooperation meetings related to operational support, including with the AIP NCPs in the EU+ countries.	Q1–Q4	Number of meetings; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings.
Budget line and allocated amount	3301 Operational Support: EUR 130 000	
Human resources and allocated staff	Centre for Operational Support 0.5 AD, 0.5 CA	

II.1.4. Development of support tools for relocation

II.1.4. Development of support tools for relocation	
EASO Objective(s)	In addition to EASO's operational activities under the 'Hotspot' approach, EASO will develop tools and processes to support all EU+ countries participating in the Relocation Scheme. In developing such tools and processes EASO will tap on its expertise from all its areas of intervention. EASO will follow up on the European Commission's Relocation Forum.

New in 2016	EASO will further promote, facilitate and coordinate the implementation of the Relocation scheme and best practices through the development of practical tools to support relocation.	
Performance		
EASO activities in 2016	When	Indicators
Development of tools		
Develop tools and support processes to facilitate cooperation among EU Member States participating in the EU Relocation scheme, such as handbooks and manuals.	Q1–Q4	Number of tools developed; Use of the tools developed; Level of satisfaction of the stakeholders involved.
Develop the matching tools in order to support the relocation process.	Q 1 – Q4	Number of tools developed; Use of the tools developed; Level of satisfaction of the stakeholders involved.
Organise training sessions to support Member State officials in relation to relocation.	Q1–Q4	Number of sessions delivered; Number of officials trained; Level of satisfaction of the trainees.
Develop training material to support Member State officials in relation to relocation.	Q1–Q4	Number of specific training tools initiated; Number of tools developed and made available to officials in relation to relocation.
Build practical tools providing information on origin verification and exclusion for use also in the context of relocation (nationality determination).	Q1-Q2	Number of end users of tools.
Establish and develop regular data collections on Relocation and produce related analytical reports.	Q1-Q4	Number of reports issued; Number of recipients of the reports.
Practical cooperation meetings		
Organise at least one EASO practical cooperation meeting on relocation of beneficiaries of international protection in synergy with the EC Annual Relocation Forum in 2016.	Q2	Meeting organised; Number or participants; Level of satisfaction of the participants; Use of the output of the meetings.
Organise practical cooperation activities in relation to vulnerable groups to support Member State officials in relation to relocation.	Q1–Q4	Number of practical cooperation activities initiated or reviewed; Use of tools.
Budget line and allocated amount	3301 Operational Support: EUR 280 000 3202 Quality processes: EUR 50 000 3203 Training Processes : EUR 50 000	
Human resources and allocated staff	Centre for Operational Support 1.5 AD, 0.5 CA Centre for Training, Quality and Expertise 1 AD	

II.2. Information and analysis

II.2.1. Information and Documentation System

II.2.1. Information and Documentation System		
EASO Objective(s)	EASO will further develop its Information and Documentation System (IDS) providing a single point of information on the organisation of EU+ countries’ asylum and reception systems, as well as an overview of the practical functioning of the CEAS for relevant stakeholders (MS, COM, FRA, UNHCR). Within this general information and documentation system, EASO will expand and update content across a range of topics, including case-law of European and national courts relevant to the provisions of the EU asylum acquis. EASO will consider input from all significant sources of information including existing relevant databases during this process and liaise with relevant stakeholders such as the European and national courts, other EU Agencies, such as Frontex and FRA, competent international organisations, particularly UNHCR, academia and civil society. Information in the IDS will be validated and updated via an IDS network consisting of national experts. Meetings of the network will be organised as necessary in order to clarify the tasks of network members and to maximise the efficiency of their input.	
New in 2016	Validation of the information inserted in IDS on the basis of already-available information. Development of a system for the gathering of regular data from EU+ countries on the functioning of their asylum systems and relevant changes in national policy, procedures and case law in order to ensure that the IDS is continually updated in order to form the basis of a new systematic monitoring system on CEAS implementation as per the EAM.	
Performance		
EASO activities in 2016	When	Indicators
Collection and validation of information		
Complete the collection of initial information on key aspects of all national asylum systems in EU+ countries.	Q1–Q4	Number of EU+ countries covered; Scope of coverage of key topics.
Validate the initial information on key aspects of all national asylum systems.	Q1–Q4	Number of IDS network members; Feedback from network members and other stakeholders.
Development of IT tools		
Continue to develop IDS IT software tool.	Q1–Q4	Improvement in design and functionalities; Level of satisfaction of IDS users.
Establish a system for the updating of data from EU+ countries on the functioning of their asylum systems and relevant changes in national policy, procedures and case law.	Q1–Q4	Level of satisfaction of IDS users; Degree of regular update of the IDS information.
IDS network meeting		
Organise at least one IDS network meeting on EU+ countries’ policies and procedures.	Q2–Q4	Number of participants; Level of satisfaction; Use of the output of the meeting.

Budget line and allocated amount	3103 Information and Documentation System: EUR 80 000
Human resources and allocated staff	Centre for Information, Documentation and Analysis 0.5 AD, 1.5 AST, 1 CA

II.2.2. Early Warning and Preparedness System (EPS)

II.2.2. Early warning and Preparedness System (EPS)		
EASO Objective(s)	EASO will develop further its Early warning and Preparedness System (EPS) that aims to provide EU+ countries, the European Commission, the Council of the European Union and the European Parliament with accurate, timely information and analyses on flows of asylum seekers to and within the EU and the EU+ countries’ capacity to deal with them. The EPS will feed into the early warning, preparedness and crisis management mechanism provided for in Article 33 of the Dublin III Regulation and continue to ensure development in coherence with EUROSTAT and Frontex data collections in order to foster the creation of an effective situational picture on migration to feed into policy-making and response preparation as recommended in the EAM. In 2016, EASO will collect and analyse data on a regular basis under indicators of Stage III of EPS and work on further development of the data collection system to reinforce the systematic monitoring of the CEAS implementation. EASO will continue to develop use of statistical and Geographic Information System (GIS) software tools to improve analysis and visualisation. EASO will form Advisory Groups from GPS members on key issues. EASO will further implement its research programme aimed at identifying and assessing the relevance of main push and pull factors for different types of asylum flows, in consultation with key stakeholders. EASO will seek better integration of analyses with COI and other migration-relevant information from key countries of origin and transit to improve the operational relevance of its work.	
New in 2016	Integrate the data from Stage III indicators on access to procedure, reception, Dublin and return into regular analysis products and to support the new EASO networks on these areas, with a focus on improving the delivery and presentation of information. EASO will closely coordinate with other JHA agencies, such as Frontex and eu-LISA, in the coherence and use of the indicators, in particular on Dublin and return. EASO will consider methods of improving collection and use of migration-related ‘intelligence’ with the aim of improving the added value of its analytical products. Regular data collections and related analytical reports on relocation and resettlement will take place in 2016, as indicated under the respective Sections of this document.	
Performance		
EASO activities in 2016	When	Indicators
Data collection and research		
Gather regular data from EU+ countries according to Stage II and III indicators.	Q1–Q4	Number of EU+ countries providing the requested data; Timeframe in which the data are provided.
Outsource research on push-pull factors for different types of asylum flows and related qualitative information, and utilise the results in analytical products.	Q1–Q4	Number of lots tendered; Number of deliverables produced; Number and quality of analytical products using research results.

Run a pilot project to gather asylum-related migration intelligence from main countries of origin and transit.	Q1-Q4	Number and quality of monthly intelligence reports produced.
Reports		
Produce monthly and quarterly analytical reports on asylum trends in the EU.	Q1-Q4	Number of reports; Timeframe in which the reports are produced; Use of the reports.
Produce daily and weekly reports on asylum as part of EU-wide crisis management mechanisms.	Q1-Q4	Number of reports; Timeframe in which the reports are produced; Use of the reports.
Produce ad hoc reports on specific topics.	Q1-Q4	Number of reports; Use of the reports.
Meetings of the Group for the provision of statistics		
Organise at least two meetings of the Group for the Provision of Statistics (GPS).	Q1-Q4	Number of meetings; Number of participants; Level of satisfaction of the participants; Use of the output of the meeting.
Budget line and allocated amount	3102 Early warning and data analysis: EUR 650 000	
Human resources and allocated staff	Centre for Information, Documentation and Analysis 6.5 AD, 0.5 AST, 2 CA, 2 SNE	

II.2.3. Annual report on the situation of asylum in the EU

II.2.3. Annual report on the situation of asylum in the EU		
EASO Objective(s)	EASO aims to provide a comprehensive overview of the asylum situation in the EU on an annual basis to national and EU policymakers and stakeholders. The report is drafted in coordination with the European Commission annual report on immigration and asylum and takes into account input from civil society and academia.New analyses based on data collected under Stage III of EPS will be featured in the report.	
New in 2016	Further develop the scope and quality of the report including greater effective input from civil society; further improve dissemination of the report to a wider audience.	
Performance		
EASO activities in 2016	When	Indicators
Annual report on the situation of asylum in the EU		
Draft and publish the annual report on the situation of asylum in the EU.	Q2	Annual report adopted and published; Number of stakeholders providing input to the annual report; Use of the annual report.

Public event on the report		
Organise a public event for the launching and dissemination of the published annual report.	Q3	Public event organised; Public and media response generated.
Budget line and allocated amount	3101 Annual report on asylum: EUR 150 000	
Human resources and allocated staff	Centre for Information, Documentation and Analysis 0.5 AD	

II.2.4. Information gathering on the facilitation of secondary movements

II.2.4. Information gathering on the facilitation of secondary movements		
EASO Objective(s)	In 2015 EASO, together with Frontex, Europol and Eurojust, started a project with Germany and Sweden to gain knowledge about the phenomenon of facilitation of secondary movements during the asylum process, in order to analyse trends and profiles. The project is expected to run until October 2017.	
New in 2016	Continue the implementation of the project, based on the agreed methodology, evaluate the first results and eventually adjust the methodology, if needed.	
Performance		
EASO activities in 2016	When	Indicators
Data collection		
Proceed with data collection.	Q4	Number of data transfers.
Project meetings		
Organise four meetings to evaluate the first results of the project, two of which in the participating Member States.	Q1–Q4	Number of participants; Use of the output of the meeting.
Quarterly reports		
Publish four quarterly reports.	Q1–Q4	Number of quarterly reports published.
Budget line and allocated amount	3102 Early warning and data analysis: EUR 10 000	
Human resources and allocated staff	Centre for Information, Documentation and Analysis 0.5 AD, 0.5 AST	

II.3. Permanent support

II.3.1. Training

II.3.1. EASO Training		
EASO Objective(s)	EASO aims at supporting EU+ countries in developing the knowledge, skills and competencies of their staff responsible for asylum matters through qualitative common training. EASO’s training contributes to the coherent implementation of the CEAS by supporting the establishment of a common quality level across the EU. To this end, EASO follows a two-track approach: on one hand, EASO develops relevant training material and, on the other hand, EASO organises training based on a train-the-trainer system. EASO will extend the use of modern technology, innovative training tools and didactical methodologies and will develop new training tools based on existing materials, adaptable to the specific needs of EU+ countries. In particular, EASO will complete a migration of its e-learning system to a brand new solution; this new solution will be more robust to face the increasing number of participants to trainings and will offer new tools to develop the training methodologies. EASO will continue working on a European Certification process of the EASO Training Curriculum to support EU+ countries in ensuring that their personnel responsible for asylum matters is trained as required by the provisions of the Asylum Procedures Directive (APD) and have adequate knowledge and skills. The certification of the EASO Training Curriculum will be developed without prejudice to national systems and procedures. EASO will cooperate with other EU agencies, particularly Frontex, the EU Agency for Fundamental Rights (FRA) and Cepol, in the field of training. In this regard EASO will continue to be involved in common thematic training development, update or delivery such as Fundamental Rights and Trafficking in Human Beings. Due attention will be given, in close cooperation with UNHCR, to issues related to vulnerable persons, gender identity and sexual orientation. EASO will continue to ensure that gender- and children-related topics are streamlined throughout its training materials. EASO will be assessing the impact and effectiveness of EASO’s training activities in the EU+ countries. New training tools will be developed, while the certification and accreditation systems of the EASO Training Curriculum will be implemented and the International Sectoral Qualification will be explored.	
New in 2016	EASO will complete the migration of the e-learning system to a new solution. EASO will initiate the process for evaluating and assessing the impact and effectiveness of EASO’s training activities in the EU+ countries. New training tools will be developed, while the certification system will be established. Training sessions will be delivered and training tools will be developed in relation to relocation, as indicated under the respective Section of this document.	
Performance		
EASO activities in 2016	When	Indicators
EASO Training delivery		
Deliver at least 12 EASO train-the-trainers sessions.	Q1–Q4	Number of train-the-trainers sessions delivered; Number of trainers trained; Level of satisfaction of the trainees.

Deliver at least two regional train-the-trainers sessions.	Q1–Q4	Number of train-the-trainers sessions delivered; Number of trainers trained; Level of satisfaction of the trainees.
Provide expert support to EU+ countries in the implementation of the EASO training at national level.	Q1–Q4	Number of national training sessions administrated by EASO on its e-learning platform; Number of national staff trained; Number of translated modules implemented on the EASO e-learning platform.
Development of EASO training material		
Develop at least one training module or another training tool adaptable to the specific needs of EU+ countries.	Q1–Q4	Number of training modules or training tools initiated; Number of modules or tools developed and made available to EU+ countries.
Develop at least two EASO training handbooks.	Q1–Q4	Number of EASO training handbooks initiated; Number of EASO training handbooks made available to EU+ countries.
Review at least three modules analysing the needs for update and/or upgrade.	Q1–Q4	Number of reviews; Number of module updates/upgrades initiated; Number of module updates/upgrades implemented on the e-learning training platform; Number of module update/upgrade reports.
EASO training activities implementation		
Enhance the current training data collection system (training cockpit) and publish an annual training report on the use of EASO training at EU and national level.	Q1–Q4	Training database upgraded; Annual training report published; Use of the output of the analysis of the current training.
Further implement a certification and accreditation of the EASO Training Curriculum (TC), including the organisation of at least two Certification and Accreditation Working Group meetings.	Q1–Q4	Number of expert meetings organised; Development of learning outcomes in all EASO TC modules; Relate European Qualifications Framework (EQF) level descriptors to each EASO TC module.
Initiate the process for evaluating and assessing the effectiveness of EASO's training activities in EU+ countries.	Q1–Q4	Methodology adopted; Procedures for the evaluation of training activities adopted.

Organise an annual trainers' network meeting.	Q3–Q4	Number of trainers attending the meeting; Level of satisfaction of the participants.
Organise one EASO Training National Contact Point meetings.	Q2, Q4	Number of participants attending the NCP meeting; Level of satisfaction of the participants; Use of the output of the meetings.
Organise an annual Reference Group meeting.	Q4	Number of participants attending the meeting; Use of the output of the meeting.
Complete the migration of the e-learning solution and of the existing courses.	Q1–Q4	New e-learning platform operational; Number of existing courses available on the new e-learning platform.
Budget line and allocated amount	3201 Training; EUR 1 120 000	
Human resources and allocated staff	Centre for Training, Quality and Expertise 6.5 AD, 1 AST, 3 CA	

II.3.2. Asylum processes

II.3.2. Asylum processes	
EASO Objective(s)	In accordance with its overall aim of supporting Member States in achieving common standards within the Common European Asylum System (CEAS), EASO will further continue and enhance its practical cooperation activities initiated under the EASO Quality Matrix process. The EASO Quality Matrix process covers comprehensively the main elements of the CEAS through a mapping of Member States' current practices and policies followed by developing a set of interrelated deliverables (thematic meetings and reports, list of projects and initiatives). The mapping of Member States' practices and policies also contributes to the collection of information under the monitoring of the CEAS implementation (see section II.2). In addition, based on identified needs and best practices, EASO will continue to develop common practical tools and guides to support the daily work of case officers and other relevant target groups. EASO will consider all relevant sources of information during this process and may, where necessary, consult relevant stakeholders, such as competent international organisations, particularly UNHCR, academia and civil society. Further synergies will be sought with the work of the Contact Committees organised by the European Commission.
New in 2016	New and/or more specific topics will be covered by the EASO Quality Matrix process, and the respective deliverables based on Quality Matrix methodology will be delivered, including development of common practical tools and guides.

	Specific activities will be organised to support Member States in the quality management of the national asylum processes.	
	EASO activities on asylum processes, including the development of specific practical tools, will also take place in relation to relocation, as indicated in the relevant Section of this document.	
Performance		
EASO activities in 2016	When	Indicators
Practical tools		
Develop and publish at least two practical tools to support the daily implementation of the CEAS by Member States officials (e.g. practical guides, check lists).	Q1–Q4	Number of practical tools developed; Number of practical tools published; Use of the practical tools.
Identify and share practical tools and projects for supporting the quality in Member States’ asylum decision-making process and other aspects of the CEAS.	Q1–Q4	Number of thematic reports produced; Quality Projects and Initiatives List updated; Number of quality tools and mechanisms identified and shared.
Practical cooperation meetings		
Organise a National Contact Point meeting on quality.	Q4	Number of participants; Level of satisfaction of the participants; Use of the output of the meeting.
Organise two EASO thematic meetings or advanced workshops on aspects of the CEAS.	Q1–Q4	Number of participants; Level of satisfaction of the participants; Use of the output of the meetings.
Support the establishment of quality management mechanisms in Member States and at EU level.	Q1-Q4	Practical cooperation meetings organised; Level of satisfaction of the participants; Use of the output of the meeting.
Budget line and allocated amount	3202 Quality processes: EUR 300 000	
Human resources and allocated staff	Centre for Training, Quality and Expertise 2.5 AD, 0.3 AST, 1 CA, 1 SNE	

II.3.3. Country of Origin Information (COI)

II.3.3 Country of Origin Information (COI)	
EASO Objective(s)	EASO aims at the development of a comprehensive EU COI system, aiming at raising and harmonising standards of COI together with EU+ countries and other key stakeholders.

	To this end, given the considerable capacity in COI production already existing in the EU, the creation and sharing of COI should be rationalised and harmonised via the Network Approach adopted by EASO. EASO will, via specialist networks, accurately map needs for COI at EU level, helping to fill gaps and avoid duplication as well as seeking to make EU COI publicly available via the revamped COI Portal. Moreover, EASO will seek to further produce common COI in cooperation with EU+ countries and relevant stakeholders, such as relevant international organisations, particularly UNHCR, academia and civil society. EASO will also continue developing practical guides and products regarding COI-specific topics. The possibility of coordinating the exchange of information on COI fact-finding missions and of building practical experience will be also explored in order to foster synergies and achieve greater harmonisation. EASO will further focus on joint COI Production and a functioning COI query system utilising the Network Approach while improving knowledge and use of new tools in the field of COI. Finally, in 2016 EASO will continue preparing the transfer of the MedCOI project by 2017. EASO will coordinate the implementation of the ‘safe country of origin’ provisions in the Asylum Procedures Directive.	
New in 2016	Introduce new COI portal providing public access to COI and improved presentation and collaboration tools. Strengthen EASO’s role as ‘clearing house’ of national COI by improving the coordination of national COI production initiatives, increasing the ‘Europeanisation’ of national COI products through EASO reviewing mechanisms, and boosting the joint production of EASO COI products. Enhance cooperation with civil society experts. Provide elements for harmonisation of national safe country designation practices.	
Performance		
EASO activities in 2016	When	Indicators
COI reports and other COI products		
Develop COI reports, including through the existing networks, based on the EASO COI Report methodology.	Q1–Q4	Number and extent of COI products developed; Use of the products.
Develop other types of products (e.g. methodologies, practical guides) on transversal issues related to COI.	Q1–Q4	Number and scope of COI products; Use of the products.
Organise one or more events on new tools for COI research.	Q1–Q4	Number of participants; Level of satisfaction of the participants; Use of the output of the meetings.
Safe Countries of Origin (SCO)		
Organise initiatives to help identify ‘safe countries of origin’ in line with relevant Council Conclusions.	Q1–Q4	Use of the output of the meetings.
Practical cooperation networks and meetings		
Maintain the existing specialised EASO practical cooperation networks on specific countries of origin and, based on needs analysis, establish new networks.	Q1–Q4	Number of networks running and established; Number of participants in the networks.

Organise at least two Strategic COI network meetings.	Q2, Q4	Number of meetings; Number of participants; Level of satisfaction of participants; Use of the output of the meetings.
Organise at least three EASO practical cooperation meetings on specific topics and specific countries of origin.	Q1–Q4	Number of meetings; Number of participants; Level of satisfaction of participants; Use of the output of the meeting.
Development and maintenance of COI-related tools and platforms		
Introduce the revamped COI portal, providing public access to EU COI from linked national COI databases and providing innovative collaboration tools and presentation methods.	Q1–Q4	Number of documents linked to and downloaded via the portal; Number of databases linked to the portal; Number of users.
Organise one or more National COI Portal Administrator network meetings and a training session.	Q1–Q4	Number of participants; Level of satisfaction of the participants; Use of the output of the meetings.
Manage the COI query system using specific networks.	Q1–Q4	Number of queries answered; Average time to answer the query.
Progress in the transfer of the MedCOI project to EASO by 2017.	Q1–Q4	A feasibility study finalised; Follow up on the progress made.
Budget line and allocated amount	3203 Country of Origin Information: EUR 880 000	
Human resources and allocated staff	Centre for Information, Documentation and Analysis 5 AD, 0.5 AST, 2 CA, 3 SNE	

II.3.4. Cooperation with members of the courts and tribunals

II.3.4. Cooperation with members of the courts and tribunals	
EASO Objective(s)	EASO will continue its cooperation with European and EU+ countries' courts and tribunals with the general objectives of contributing to the coherent implementation of the CEAS and advancing practical cooperation among EU+ countries on asylum. EASO's practical cooperation activities will be undertaken in line with the established framework and with full respect to the independence of courts and tribunals. EASO's activities in this area will include the joint preparation of professional development materials, the organisation and promotion of professional development and practical cooperation activities, and the organisation of advanced workshops in accordance with EASO's 2014 methodology.

	In doing so, EASO will continue to cooperate with relevant partners in the field and make every effort to facilitate avenues for judicial dialogue and exchange.	
New in 2016	New professional development tools for members of courts and tribunals will be developed and made available.	
Performance		
EASO activities in 2016	When	Indicators
Professional development activities		
Develop and distribute at least one professional development tool for members of courts and tribunals.	Q1–Q4	Number of professional development tool/s initiated; Number of professional development tool/s made available to members of courts and tribunals.
Organise at least one EASO professional development session.	Q1–Q4	Number of events organised; Number of participants; Level of satisfaction of the participants.
Stimulating judicial dialogue		
Organise a thematic conference for members of courts and tribunals.	Q2–Q3	Number of participants; Number of courts and tribunals engaged; Level of satisfaction of the participants; Use of the outcome of the event.
Organise an annual planning and coordination meeting.	Q4	Number of participants; Number of courts and tribunals engaged; Level of satisfaction of participants; Use of the output of the meeting.
Budget line and allocated amount	3201 Training: EUR 180 000	
Human resources and allocated staff	Centre for Training, Quality and Expertise 1 AD, 0.3 AST, 1 CA	

II.3.5. EASO activities on vulnerable groups

II.3.5. EASO activities on vulnerable groups	
EASO Objective(s)	EASO will continue to provide support and develop practical cooperation among EU+ countries and other relevant experts on issues relating to vulnerable applicants. EASO will focus on vulnerable groups such as children (including unaccompanied children), victims of trafficking in human beings, victims of torture and other cruel and inhuman treatment, persons at risk because of their gender, gender identity or sexual orientation and any other groups of applicants with special needs. In doing so, it will take into account the general work on child protection and the protection of the rights of the child developed, inter alia, by the European Commission, in particular in line with the EU Action Plan on unaccompanied minors and the comprehensive strategy to be developed as its follow-up, FRA, UNHCR and the UN general committee on the rights of the child.

	EASO will focus on addressing thematic issues, such as best interest of the child, age assessment and family tracing as part of the implementation of the CEAS. EASO will also continue supporting the EU strategy towards the eradication of trafficking in human beings (2012–16) and its coherent implementation in cooperation with the European Commission and other EU institutions, bodies and agencies, such as Cepol, Europol, FRA and Frontex. EASO will mainstream aspects related to vulnerable groups in all EASO activities and will support policy coherence in this field.	
New in 2016	Further review and develop EASO tools designed to support EU+ countries in the implementation of the CEAS within the context of vulnerable applicants. EASO activities on vulnerable groups will also take place in relation to relocation, as indicated in the relevant Section of this document.	
Performance		
EASO activities in 2016	When	Indicators
Practical cooperation tools		
Review and/or develop at least one EASO practical cooperation tool (e.g. practical guides, checklists, web platform) designed to support EU+ countries in the implementation of the CEAS within the context of vulnerable groups.	Q1–Q4	Number of practical cooperation tools initiated or reviewed; Use of tools.
Practical cooperation meetings		
Organise an annual EASO practical cooperation conference on unaccompanied children.	Q4	Number of participants; Level of satisfaction of the participants; Use of the output of the meetings.
Organise an EASO practical cooperation expert meeting on trafficking in human beings.	Q2	Number of participants; Level of satisfaction of the participants; Use of the output of the meetings.
Organise at least two EASO thematic practical cooperation meetings on topics related to vulnerable groups.	Q1–Q4	Number of meetings; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings.
Participate in activities coordinated by the JHA Agencies to prevent and fight against THB.	Q1–Q4	Number of joint meetings attended; Number of joint activities; Use of the output of the meetings.
Budget line and allocated amount	3202 Quality processes: EUR 125 000	
Human resources and allocated staff	Centre for Training, Quality and Expertise 1 AD, 0.4 AST, 2 SNE	

II.3.6. Dublin Network

II.3.6. Dublin Network		
EASO Objective(s)	EU Member States are responsible for applying the Dublin system. In particular, the Member States are responsible for allocating adequate resources to increase the number of Dublin transfers and reduce delays related to the transfers. Member States also need to consistently apply the legal clauses related to family reunification and make broader and more regular use of the discretionary clauses which allow the Member States to decide to examine an asylum application and consequently relieve the pressure on the Member States with external borders. In order to support the Member States in the full application of the Dublin system, EASO shall establish a dedicated network of national Dublin Units in line with the European Agenda on Migration. In view of the migration crisis and the close links between Dublin procedures and relocation increased activity is expected within the Dublin network.	
New in 2016	EASO shall establish a dedicated network of national Dublin Units to support EU Member States in their application of the Dublin system.	
Performance		
EASO activities in 2016	When	Indicators
Dublin network		
Establish a dedicated network of national Dublin Units and organise regular meetings.	Q1–Q4	A network of national Dublin Units established; Meetings organised; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings.
Establish an online platform accessible to the Network	Q1-Q4	Number of users Number of documents uploaded/exchanged
Development of best practices		
Develop best practices on cooperation within the framework of the Dublin system.	Q1–Q4	Number of best practices identified and developed.
Budget line and allocated amount	3401 Cooperation with partners and stakeholders: EUR 75 000	
Human resources and allocated staff	Executive Office 1 AD	

II.3.7. Reception

II.3.7. Reception	
EASO Objective(s)	EASO will further develop its internal capacity to support EU+ countries with activities aimed at promoting adequate reception conditions. In close cooperation with relevant organisations and networks (e.g. the European Platform of Reception Agencies, EPRA) already operating in the field, EASO will establish a dedicated network of reception authorities in line with the European Agenda on Migration.

	Through this network, EASO will foster the exchange of information and best practices on reception systems within the framework of the CEAS. EU+ countries capacity on contingency planning on reception for possible influxes of asylum seekers will be strengthened and possibilities to develop a pilot project to share reception capacity in the EU will be explored. Furthermore, EASO will work on the development of criteria for evaluation of reception systems in cooperation with Member States, EPRA and the European Commission.	
New in 2016	Support the establishment of an EU Reception Network. Develop a pilot project aimed at sharing reception capacity in the EU. Finalise and make use of the EASO handbook on contingency planning in operational support activities to EU+ countries.	
Performance		
EASO activities in 2016	When	Indicators
Reception Network and practical cooperation meetings		
Support the establishment of a new dedicated network of reception authorities and work in cooperation with the partners involved, in particular EPRA.	Q1–Q4	Network established.
Organise EASO practical cooperation meetings on reception systems and conditions.	Q1–Q4	Meetings organised; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings.
Organise at least one EASO practical cooperation meeting in contingency planning and preparedness for possible influxes of asylum seekers in the reception context.	Q1–Q4	Meeting organised; Number of participants; Level of satisfaction of the participants; Use of the output of the meeting.
Development of tools		
Develop criteria for the evaluation of reception systems	Q1–Q4	Use of criteria; Level of satisfaction/feedback provided by the participating EU+ countries.
Develop a pilot project aimed at sharing reception capacity and pooling reception places in the EU.	Q1–Q4	Pilot project developed; Level of satisfaction/feedback provided by the participating EU+ countries; Use of the output generated by the project.
Finalise the EASO handbook on contingency planning in the reception context and promote its use in EU+ countries, including in operational support.	Q1–Q4	Use of the handbook; Level of satisfaction/feedback provided by the participating EU+ countries.
Budget line and allocated amount	3301 Operational Support: EUR 100 000	
Human resources and allocated staff	Centre for Operational Support 1.5 AD, 1 CA, 1 SNE	

II.3.8. Return and Integration

II.3.8. Return and Integration		
EASO Objective(s)	EASO activities aim to develop and support the link between the asylum and reception procedure to the procedures, which follow after the decision on an asylum application, i.e. return or integration. Return and integration form an integral part of well-functioning asylum and migration policies. Introducing such measures earlier on in the asylum and reception process can enhance their effectiveness. In 2016, EASO will foster practical cooperation in the areas of return and integration within the asylum and reception system. EASO will facilitate exchange of information and best practices to mainstream elements of return and integration at various stages of the asylum process and reception systems. In doing so, EASO will closely cooperate with relevant actors in these fields, such as Frontex, the European Migration Network Return Expert Group, the European Reintegration Instrument Network, the National Contact Points of Integration of the European Commission etc.	
New in 2016	Further cooperation with relevant actors in the areas of return and integration.	
Performance		
EASO activities in 2016	When	Indicators
Mapping of practical cooperation tools		
Map practical cooperation tools in the field of the asylum and reception procedure and the return following the rejection of an application for international protection.	Q1–Q4	Number of tools identified; Report drafted; Use of the output of the report.
Map practical cooperation tools in the field of the asylum and reception procedure and the integration of persons granted international protection.	Q1–Q4	Number of tools identified; Report drafted; Use of the output of the report.
Cooperation meetings		
Organise at least one EASO practical cooperation meeting.	Q2, Q3	Meetings organised; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings.
Cooperate with existing actors in return and integration, including with Frontex and the European Reintegration Instrument Network (ERIN).	Q1–Q4	Cooperation with relevant actors established; Meetings organised; Use of the output of the meetings.
Budget line and allocated amount	3301 Operational Support: EUR 30 000	
Human resources and allocated staff	Centre for Operational Support 0.5 AD, 1 SNE	

II.3.9. Other tools for permanent support

II.3.9.a. EASO List of Available Languages (LAL)	
EASO objective(s)	In order to support EU Member States in accessing wider interpretation, EASO will support EU+ countries in having easy access to all available languages interpretation in the other EU+ countries through the list of available languages. Moreover, EASO

	will develop technical solutions in EU+ countries to facilitate use of the List of Available Languages (LAL).	
New in 2016	Monitor the use of LAL by EU+ countries and develop a pilot technical solution to facilitate use of LAL.	
Performance		
EASO activities in 2016	When	Indicators
Maintain the List of Available Languages		
Review, update and monitor the List of Available Languages for interpretation.	Q1–Q4	Number of contacts established between EU+ countries to use the List of Available Languages; Data gathered on the languages more requested for interpretation.
Practical cooperation meeting		
Organise at least one EASO practical cooperation meeting with EU+ countries to discuss technical solutions for increased use of the List of Available Languages as well as subsequent provision of technical tools.	Q1–Q4	Number of meetings; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings.
Develop technical solution		
Develop a pilot technical solution to facilitate use of the list of available languages.	Q1–Q4	Pilot technical solution developed; Degree of satisfaction of EU+ countries with the pilot technical solution.
Budget line and allocated amount	3301 Operational Support: EUR 54 000	
Human resources and allocated staff	Centre for Operational Support 0.5 AD	

II.3.9.b. ICT solutions in the field of asylum

EASO Objective(s)	EASO will organise an ‘EXPO Event’ on ICT technologies and supportive tools used in the field of asylum. EASO will make use of this forum, which aims to provide material inspiration to explore further ways to develop technical solutions and enhancement of asylum and reception processes within the framework of the CEAS. As a way forward in the practical and technical implementation of the CEAS, EASO will explore the possibility of increasing efficiency in casehandling. Given the framework of the European Agenda on Migration, efforts are taken on the one hand for existing divergences in national asylum policy practices to disappear, and on the other hand to provide operational support on the ground, including within the ‘Hotspot system’. EASO will in coordination with Frontex and other relevant agencies explore how to best deliver and optimise operational support, in the full respect of fundamental human rights, and exploring how biometric identifiers can be used. EASO will furthermore support the EU+ countries to swiftly processing unfounded asylum applications, as a part of the fight against abuse of the CEAS. EASO will support practical cooperation and exchange of best practices in respect of the above, including with respect to access to new business models and technical solutions
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	which can contribute to improve the flexibility of the national asylum and reception systems in Europe.		
New in 2016	EASO will organise a EXPO Event on ICT technologies and supportive tools used in the field of asylum.		
	EASO will provide support to EU+ countries to develop concrete technical solutions in the field of asylum, including exploring the potential use of EU standerised tools and formats.		
	EASO will in coordination with Frontex and othe relevant agencies explore how to best deliver and optimise operational support, in the full respect of fundamental human rights, and exploring how biometric identifiers can be used.		
	EASO will support the EU+ countries to swiftly processing unfounded asylum applications, as a part of the fight against abuse of the CEAS.		
Performance			
EASO activities in 2016		When	Indicators
EXPO event on ICT technologies			
Organise an EXPO Event on ICT technologies and supportive tools used in the field of asylum.		Q1–Q4	Event organised; Number of EU Member States participating; Number of technical solutions identified; Use of the output of the EXPO Event.
Practical cooperation meeting			
Organise at least one EASO practical cooperation meeting to explore how EASO can support to EU+ countries to develop concrete technical solutions for asylum and reception systems.		Q1, Q3	Number of meetings; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings.
Development of technical solutions			
Develop concrete technical solutions in the field of asylum, including exploring the potential use of EU standardised tools and formats.		Q4	Number of technical solutions developed.
Budget line and allocated amount		3301 Operational Support: EUR 100 000	
Human resources and allocated staff		Centre for Operational Support 1 AD, 1 SNE	

II.4. External dimension

II.4.1. Third Country support

II.4.1. Third Country support		
EASO Objective(s)	In line with the EASO External Action Strategy, EASO will support the external dimension of the CEAS in agreement with the European Commission and within the framework of the EU external relations policy. EASO will provide support to third countries in line with the European Agenda on Migration. As part of this, EASO will support capacity building in key EU neighbouring Third Countries’ asylum and reception systems, as well as in relation to the implementation of the Regional Development and Protection Programmes (RDPPs) in particular with respect to North Africa. To follow up on the Valletta Summit Action Plan of November 2015, EASO will, in close cooperation with the UNHCR, support Third Countries by providing training and improving the quality of the asylum process, in countries of origin, transit and destination. EASO will provide support to the Western Balkans (WB) region and (Turkey); this will be done through cooperation with the European Commission, EU Member States, Frontex and other relevant actors. In addition, EASO will undertake complementary actions to respond to the WB Leaders’ Statement of 25 October 2015. EASO will build on the outcome and experience gathered from the implementation of its European Neighbourhood and Partnership Instrument (ENPI) project with Jordan, Tunisia and Morocco, which started in 2014 and will end in 2016.	
New in 2016	EASO will be an implementing partner in the Regional Programme <i>Regional Support to protection-sensitive migration management in the Western Balkans (and Turkey)</i>, IPA 2014. EASO will implement, in a flexible and ever-changing context, activities to respond to the migration changes in the WB, including to respond to the WB Leaders’ Statement of 25 October 2015. EASO will implement a <i>Capacity Building project</i> under the RDPP North Africa. EASO will contribute to the implementation of the Valletta Summit Action Plan of November 2015. EASO will further support the EU-Turkey cooperation frameworks.	
Performance		
EASO activities in 2016	When	Indicators
Western Balkans and Turkey		
Provide support to the WB region (and Turkey) through the Regional Programme Regional Support to protection-sensitive migration management in the Western Balkans (and Turkey), IPA 2014. In addition, EASO will undertake complementary actions to respond to the need in the region, in particular to the Republic of Serbia and the former Yugoslav Republic of Macedonia; by providing capacity building support as well as by providing more operational support, if appropriate and in agreement with the European Commission, the Third Countries involved and other relevant stakeholders.	Q1–Q4	Number of IPA related activities with EASO involvement identified and started and/or implemented; Number of capacity building activities implemented; Level of satisfaction of the partner countries involved.

North Africa		
Support the implementation of Regional Development and Protection Programmes (RDPPs), with a particular regional focus on North Africa (Pillar 1 of the RDPP North Africa).	Q1–Q4	Number of RDPPs with EASO involvement; Number and sort of support measures implemented; Number of meetings, trainings and workshops; Number of participants; Level of satisfaction of the participants/stakeholders; Use of the output of the meeting; Level of satisfaction of the stakeholders involved.
European Neighbourhood Partnership Instrument (ENPI)		
Finalise the implementation of the European Neighbourhood and Partnership Instrument project with Tunisia, Morocco and Jordan and build on lessons learned from its implementation.	Q1–Q4	Degree of implementation of the ENPI project's activities and budget; Level of satisfaction of the Third Countries concerned; Level of satisfaction of the stakeholders involved; Number of activities building on the experience of the ENPI project which can be identified and implemented.
Follow up to the Valletta Summit Action Plan		
Implement external dimension activities, including training, capacity building, with targeted neighbouring Third Countries identified in line with the Global Approach to Migration and Mobility and in agreement with the European Commission to follow up to the Valletta Summit Action Plan of November 2015 beyond the support in relation to the RDPPs.	Q1–Q4	Number of external dimension activities identified and implemented; Number of external dimension activities identified and implemented to specifically follow up on the Valletta Summit Action Paper; Number of participants; Level of satisfaction of the participants/stakeholders; Use of the output of the meeting; Level of satisfaction of the stakeholders involved. Number of Third Countries involved; Level of satisfaction of the Third Countries involved.

Practical cooperation meetings		
Organise at least two EASO practical cooperation workshops with the EU+ countries' External Dimension Network to further develop EASO external dimension activities for Third Country support.	Q2, Q4	Number of workshops organised; Number of participants; Level of satisfaction of the participants; Use of the output of the workshops.
Budget line and allocated amount	3204 Resettlement and external dimension: EUR 875 000	
Human resources and allocated staff	Centre for Operational Support 1.5 ADs, 1 CA Centre for Training, Quality and Expertise 1 AD	

II.4.2. Resettlement

II.4.2. Resettlement		
EASO Objective(s)	EASO will exercise a coordinating role ('clearing house') in exchanging information and other actions on resettlement taken by EU+ countries in cooperation with UNHCR and IOM. The European Commission recommended to the Member States, on 8 June 2015, a European Resettlement scheme to resettle 20 000 people in need of international protection over a two-year period. The 20 July 2015 JHA Council adopted conclusions on the agreement on resettling through multilateral and national schemes 22 504 displaced persons in clear need of international protection. EASO will, in cooperation with UNHCR and other relevant actors, support the implementation of the European resettlement scheme. EASO will, in cooperation with UNHCR and IOM, promote coordination between EU+ countries in achieving agreed targets of resettlement, not only in terms of submissions but also in terms of effective departures to the EU. EASO aims at strengthening the EU's role in this area, in cooperation with the European Commission, with a view to meeting the international protection needs of refugees in Third Countries and showing solidarity with their host countries. EASO will, in particular, provide special support to EU Member States and participating Associated Countries which have no prior experience with resettlement. EASO will also monitor the implementation of the scheme and report accordingly.	
New in 2016	Develop methodologies and tools for strengthening EU+ countries' ability to resettle refugees and promote cooperation under the European resettlement scheme. EASO will, in particular, provide special support to EU Member States and participating Associated Countries which have no prior experience with resettlement and establish a pilot facility in a third country	
Performance		
EASO activities in 2016	When	Indicators
Activities on resettlement		
Implement at least one support activity with EU Member States and participating Associated Countries, which have no prior experience with resettlement.	Q1-Q4	Number of activites specifically targeting EU Member States and participating Associated Countries which have no prior experience with resettlement organised;

		Number of participants; Level of satisfaction of the participants; Use of the output of the meetings.
Facilitate resettlement, by establishing a pilot facility in a third country.	Q1-Q4	Number of Member States using the pilot facility.
Development of methodologies and tools		
Develop methodologies and tools for strengthening EU+ countries' ability to resettle refugees and promote cooperation under the European Resettlement scheme.	Q1-Q4	Number of methodologies and tools developed. Use of the methodologies and tools. Number of activities undertaken to support the European Resettlement scheme.
Establish and develop regular data collections on Resettlement and produce related analytical reports.	Q1-Q4	Number of reports issued; Number of recipients of the reports.
Practical cooperation meeting		
Organise at least one EASO practical cooperation expert meeting on resettlement in synergy with the other various EU and international initiatives on resettlement.	Q1-Q3	Number of expert meetings organised; Number of participants; Level of satisfaction of the participants; Use of the output of the meetings.
Budget line and allocated amount	3204 Resettlement and external dimension: EUR 90 000	
Human resources and allocated staff	Centre for Operational Support 1 AD	

III. EASO's horizontal activities

III.1. EASO's cooperation network



III.1.1. Cooperation with the European Parliament, the Council of the European Union and the European Commission

As a decentralised EU regulatory agency having its own governance structure, EASO acts within the policies and institutional framework of the EU. In this context, the political responsibility for the area of asylum lies with the European Commissioner responsible for Migration, Home Affairs and Citizenship, and thus strong cooperation links exist with the European Commission on all EASO activities. In 2016 the European Commission will be invited to give its opinion on specific documents to be adopted by the EASO Management Board in line with the relevant provisions of the EASO

Regulation. Regular meetings at all levels and regular policy-related videoconferences with DG Migration and Home Affairs will take place throughout 2016. Furthermore, during 2016 EASO will continue organising joint Contact Committee meetings with the European Commission and practical workshops back to back to the meetings of the Contact Committees. Additionally, EASO will coordinate with the European Commission the drafting of reports. EASO and the European Migration Network (EMN) will draw on the same data from the EU+ countries for all information when drafting reports such as the EASO annual report. EASO will participate in EMN NCP meetings and its Steering Board and relevant thematic meetings.

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

In 2016, EASO will continue playing a supporting role on the multiannual financial framework and the arrangements on EU funding in the field of asylum and migration. In this respect, EASO will provide information on EU operational priorities and on EU+ countries' specific priorities which could be taken into consideration for targeted funding.

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

III.1.2. Cooperation with the UNHCR and other international organisations

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

With regard to the UNHCR, EASO cooperates closely with and involves the UNHCR in all areas covered by the EASO Regulation. In 2013, EASO and the UNCHR signed a working arrangement. On that basis, in 2016 EASO will build on the strengthened cooperation, in particular in the areas of training, quality processes, unaccompanied children, resettlement, the external dimension of the CEAS and in the field of special and emergency support. Structured cooperation will continue in all fields. The UNHCR participates in the EASO Management Board as a non-voting member and will be invited, where relevant, to meetings of EASO's working structures. Furthermore, it should be underlined that UNHCR has a permanent liaison office to EASO based in Malta.

During 2016, EASO will also be in close contact with other relevant international and intergovernmental organisations working in areas of asylum, such as the Council of Europe, the General Directors of Immigration Services Conference (GDISC), the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC) and the International Organisation for Migration (IOM). Concerning the Council of Europe and the IOM, EASO will regularly exchange views and contribute to their work in 2016. With regard to the GDISC, EASO will contribute actively to its work, participating in several GDISC conferences and workshops, whereas, on the basis of an exchange of letters with the IGC, EASO will be regularly invited to several of the IGC working groups and the Executive Director will be invited to the IGC full round.

III.1.3. Cooperation with EU agencies and JHA agencies

EU agencies' network

EASO promotes strong cooperation with other EU agencies as member of the Inter-Agency Coordination Network and will participate in relevant activities organised in 2016 in the context of its networks and other working structures.

JHA agencies' network

EASO is also member of the Justice and Home Affairs (JHA) inter-agency cooperation, together with the European Police College (CEPOL), the European Institute for Gender Equality (EIGE), the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA), the European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA), the European Union's Judicial Cooperation Unit (Eurojust), the European Police Office (Europol), the European Union Agency for Fundamental Rights (FRA) and the European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union (Frontex). In 2016, EASO will participate in the JHA agencies' network and contribute to its activities.

EASO will continue having mutual contacts and relations on a bilateral level with the JHA agencies, in particular via the channels of the JHA inter-agency cooperation. Following specific working arrangements with Frontex, FRA and eu-LISA, bilateral activities will be implemented as detailed hereunder.

Frontex

On the basis of the working arrangement signed by Frontex and EASO in September 2012, the existing cooperation will continue during 2016, also in the light of joint actions foreseen in the European Agenda on Migration. Frontex and EASO will further implement sustainable cooperation on training programmes, quality initiatives, data and analysis sharing in the context of the Early warning and Preparedness System and COI. Furthermore, EASO will foster the cooperation with Frontex in operational support by coordinating efforts when providing support to EU+ countries and by exploring further synergies in border management and identification of international protection needs, in particular in the Hotspots. EASO will build on its cooperation with Frontex in the development of relevant activities in the field of the external dimension in 2016. Frontex and EASO will maintain their cooperation with regard to each other's activities vis-à-vis civil society, including in the context of their respective consultative fora. In 2016, EASO will continue participating in the Frontex Consultative Forum.

FRA

FRA and EASO will build upon the existing cooperation in 2016 in line with the working arrangement signed by both agencies in June 2013. FRA and EASO will continue sharing information, providing input to research activities and sharing research and data collection methodologies. Both organisations will continue their cooperation in the field of training, furthering the exchange of best practices, information and expertise in regards to fundamental rights. In 2016, the cooperation with regard to each other's consultative activities will continue.

eu-LISA

EASO and eu-LISA will continue implementing the activities detailed in the working arrangement signed by both agencies in November 2014, also in the light of joint actions foreseen in the European Agenda on Migration.

III.1.4. Cooperation with academia and members of tribunals and courts

EASO devotes special attention to relations with the academic world and with the members of European and EU+ countries' tribunals and courts.

In 2016, the academia will be involved in the work of EASO in different ways, including in training development activities, and will continue having a main role in the Consultative Forum and expert meetings.

During 2016, EASO and the members of tribunals and courts will cooperate closely, including through the International Association of Refugee Law Judges (IARLJ) and its European chapter, as well as with the Association of European Administrative Judges (AEAJ).

The concrete activities relating to the cooperation with academia and members of tribunals and courts which will be developed during 2016 have been already defined above in Section 2.4.

III.1. EASO's cooperation network		
EASO Objective(s)	EASO will promote multi-directional synergies among all relevant stakeholders of its cooperation network. EASO will strengthen a coordinated approach, the flow of information, the convergence and coherence of policies and practices related to its mandate.	
New in 2016	Explore ways to trigger the participation of members of the EASO network on issues at strategic and horizontal level. Address timely queries related to policies and practices for the implementation of the CEAS.	
Performance		
EASO activities in 2016	When	Indicators
EASO queries Consolidate and develop further the EASO query system in order to timely address queries related to policies and practices for the implementation of the CEAS.	Q1–Q4	Number of queries addressed; Average time to address the query; Use of the query reports; Degree of satisfaction of Member States.
Contact Committee meetings		
Organise four Contact Committee meetings jointly with the European Commission.	Q1–Q4	Number of joint Contact Committee meetings organised.
Collaboration in the development of horizontal scope products		
Develop at least one product of horizontal scope in collaboration with the EASO network of stakeholders.	Q3–Q4	Relevance of the horizontal theme addressed with the product; Use of the product; Number of copies distributed.
Budget line and allocated amount	3401 Cooperation with partners and stakeholders: EUR 30 000	
Human resources and allocated staff	Executive Office 1.5 AD, 1 CA	

III.2. EASO's communication and stakeholders relations

In line with its revised Communication Strategy adopted in 2014, and its communication plan for 2016, EASO will further enhance its internal and external communication efforts. In 2016, EASO Communications team shall aim at the following:

- Enhancing the reputation of EASO and strengthen its credibility with key stakeholders;
- Explaining and promoting EASO's work, in particular the work related to the implementation of the hotspots and the Migration Agenda;
- Promoting EASO's practical tools (such as those related to EPS, COI, training and quality, etc.) by reaching out and engaging with, all of our stakeholders.

One of EASO's main communication objectives is to reach out to all asylum and reception officials in the EU+ countries, as well as other relevant target groups, in order to ensure that they are aware of our main products and can access them, including publications and press releases.

EASO's principal communication channel, the EASO website (<http://www.easo.europa.eu>), will be complemented by a variety of other channels (written and audiovisual press; participation in events;

presentations and exhibitions of EASO's work and activities; publications and reports; EASO's monthly newsletter; press releases; and daily press extracts for internal use). EASO will look into ways of further developing and modernising its website in line with user feedback and using the best practices of similar websites. EASO will continue strengthening the practical cooperation in the national communication multipliers network, hold a consultation meeting with journalists and further develop its internal communications network through sharepoint, instant messaging and voice over IP. EASO will enhance its presence in the social media and will use social media tools namely twitter, facebook and instagram.

EASO will work to enhance its relationship with key stakeholders. Regular events will be organised (such as meetings with Ambassadors, VIP visits and group visits to EASO, etc.) with the aim of informing stakeholders on EASO's work and activities. The EASO communication team shall also endeavour to ensure the representation of EASO at key events and disseminate EASO's key messages.

Moreover, EASO shall endeavour to produce high-quality publications which are aimed at different target groups. Moreover, EASO aims to translate its publications and training material as much as possible in order to make them widely accessible.

III.2. EASO’s communication		
EASO Objective(s)	Communicate and promote the agency’s role, values, activities and work in line with the EASO communication strategy. EASO will focus on the agency’s task of facilitating, coordinating and strengthening practical cooperation among EU+ countries on the many aspects of asylum. Relocation will be particularly targeted by EASO’s communication activities, including through developing a relocation communication strategy/package.	
New in 2016	EASO will organise an information campaign to mark the five years of operations.	
Performance		
EASO activities in 2016	When	Indicators
Information to the public		
Implement a new EASO website.	Q1	New website in operation.
Increase the number of visitors to the EASO website.	Q1–Q4	Percentage increase in the number of visitors to the EASO website.
Set up and manage twitter, facebook and instagram accounts	Q1-Q4	Number of posts; Number of people following.
Monitor EASO’s press coverage and publish the most important articles on the website.	Q1–Q4	Number of items included in the press archive; Number of articles published on the website.
Participate in open days, fairs and other events.	Q1-Q4	Number of stands set-up; Number of events participated.
Organise the EASO Info Day and commemorate the five years of EASO’s operations.	Q2	Number of info desks; Number of EASO officials providing presentations; Number of participating EU+ countries.
Issue at least 10 editions of the EASO newsletter and increase the number of newsletter subscribers.	Q1–Q4	Number of editions of the EASO newsletter; Level of satisfaction of the subscribers;

		Percentage of increase in the number of newsletter subscribers.
Develop a relocation communication strategy/package	Q1–Q4	Number of tools developed; Number of posters/publications/leaflets produced upon demand; Number of visits on webpage/number of “likes” on facebook/number of persons using the mobile application.
Information to the press and other stakeholders		
Issue at least 12 press releases.	Q1–Q4	Number of press releases; Use of the press releases.
Organise an information meeting for journalists working in the area of asylum.	Q3–Q4	Number of participants; Level of satisfaction of the participants; Use of the output of the meeting.
Hold at least twenty high-level interviews with the press.	Q1–Q4	Number of high-level interviews with the press.
Organise an information and networking meeting for the EASO communication multipliers.	Q3–Q4	Number of participants; Level of satisfaction of the participants; Use of the output of the meeting.
Issue of internal daily press extracts.	Q1–Q4	Number of internal daily press extracts; Level of satisfaction of the readers.
EASO info mailbox		
Manage efficiently the EASO info mailbox.	Q1–Q4	Number of requests and replies; Timeframe in which requests are replied; Use of the EASO info mailbox.
Ensure timely replies to enquiries received from the public and the press.	Q1–Q4	Timeframe in which enquiries are replied; Use of the replies.
Publications and translations		
Coordinate and ensure the highest quality of EASO publications and translations.	Q1–Q4	Number of publications and translations; Use of EASO’s publications; Level of satisfaction of the users.
EASO’s visual identity		
Ensure full implementation of EASO’s visual identity.	Q1–Q4	Use of the EASO visual identity.

Budget line and allocated amount	2309 Administrative translations and interpretation costs: EUR 872 020; 2310 Administrative publications: EUR 155 000; 2311 Communications: EUR 155 000.
Human resources and allocated staff	Executive Office 1 AD, 1 AST, 1 CA

III.3. Consultative Forum

The Consultative Forum constitutes a mechanism for the exchange of information and pooling of knowledge between EASO and relevant stakeholders. Over the past five years, EASO has deepened its relationship with civil society and has sought their input on various themes. During 2016, in line with the EASO consultation calendar, EASO will continue consulting relevant organisations on specific themes, using the selection criteria outlined in the Consultative Forum's operational plan. EASO will also consult civil society throughout the drafting phase of the 2017 work programme, the annual report and other products using a range of tools that have been deemed suitable and efficient so far.

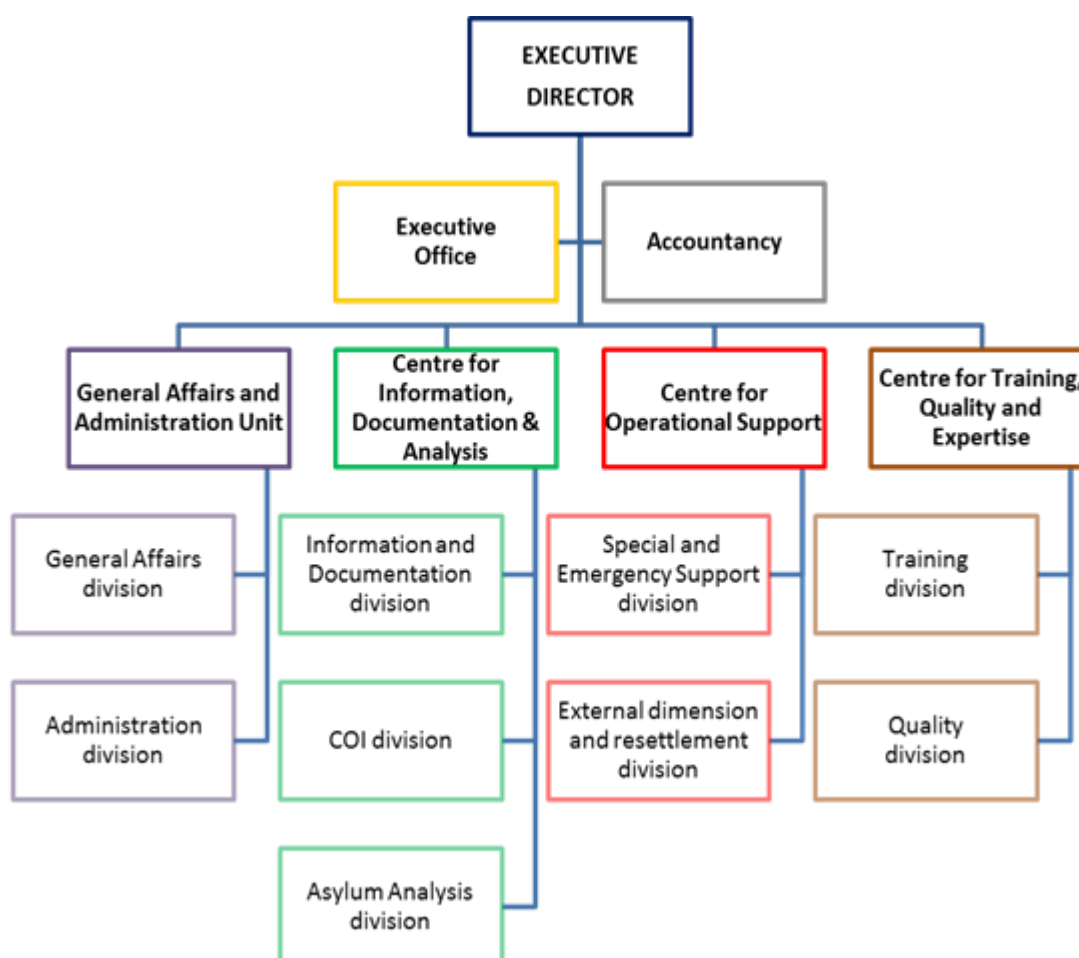
In the course of 2016, EASO will develop further its e-consultation platform. Specific consultative activities will be organised for targeted groups, such as the members of courts and tribunals. Based on the experience of the events in previous years, EASO will organise a conference open to civil society and a plenary meeting in the fourth quarter of 2016.

III.3. Consultative Forum		
EASO Objective(s)	EASO will continue engaging in a two-way dialogue with relevant civil society organisations to share expertise and experiences and consult on relevant EASO documents and activities.	
Performance		
EASO activities in 2016	When	Indicators
Consultations		
Consult relevant civil society organisations regarding key EASO documents, such as the Work Programme, the Annual Report on the Situation of asylum in the EU or the Annual Activity Report.	Q1–Q4	Number and sort of consultations conducted; Number of organisations consulted; Number of contributions received; Use of the contributions received.
Produce quarterly consultation calendar.	Q1–Q4	Number of consultations conducted; Number of organisations consulted; Number of contributions received; Use of the contributions received.
Produce quarterly updates on EASO activities.	Q1–Q4	Number of consultations conducted; Number of organisations consulted;

		Number of contributions received; Use of the contributions received.
Meetings		
Organise the annual plenary meeting of the Consultative Forum.	Q4	Plenary meeting organised; Number of participants; Level of satisfaction of the participants; Use of the output of the plenary meeting.
Organise thematic meetings with participation of civil society organisations.	Q1-Q4	Number of meetings organised; Number of participants from civil society organisations; Level of satisfaction of the participants.
e-consultation platform		
Development of an e-consultation platform.	Q1-Q4	Number of consultation launched on the e-consultation platform; Number of contributions received; Use of the contributions received.
Budget line and allocated amount	3401 Cooperation with partners and stakeholders: EUR 65 000	
Human resources and allocated staff	Executive Office 1 AD, 0.5 CA	

IV. EASO's organisational structure in 2016

IV.1. EASO's internal governance



EASO's internal governance and administrative structure comprises a Management Board and an Executive Director.

The **Management Board** is the governing and planning body of EASO. Its key functions in 2016 include the adoption of the work programmes and annual reports of EASO and the adoption of the budget. Furthermore, the Management Board will ensure that EASO performs effectively its duties.

Management Board		
EASO Objective(s)	EASO aims to ensure that its Management Board continues to fulfil effectively and efficiently its tasks as EASO’s governing and planning body.	
Performance		
EASO activities in 2016	When	Indicators
Organise at least three Management Board meetings with the option to have additional meetings at the initiative of the chair or at the request of one third of its members.	Q1–Q4	Number of meetings; Number of participants; Number of decisions adopted; Level of satisfaction of the participants.

Draft, adopt and publish the Annual Activity Report, the Annual Report on the Situation of Asylum in the EU and the Single Programming Document.	Q2	Annual report adopted and published; Number of stakeholders providing input to the annual report; Use of the annual report.
Provide the Secretariat for the Management Board.	Q1–Q4	Number of communications with Management Board members; Level of satisfaction of Management Board members.
Budget line and allocated amount	2306 Administrative Internal and External meetings expenditures: EUR 200 000	
Human resources and allocated staff	Executive Office 0.5 AD, 0.5 CA	

The **Executive Director** is independent in the performance of his tasks and is the legal representative of EASO. The Executive Director is responsible, inter alia, for the administrative management of EASO and for the implementation of the Work Programme and the decisions of the Management Board.

The Executive Director is supported by Heads of Unit/Centre, the Accounting Officer and an Executive Office. In 2016 no changes are foreseen in the internal structure of EASO, which will be composed by four Units/Centres, namely:

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

IV.2. EASO's administration, staff and budget overview

IV.2.1. EASO's administration

With regard to the administrative structure of EASO, the Agency will continue seeking its main goal to deliver a high-quality service in order to fulfil effectively and efficiently its mission and objectives.

Further development of the EASO organisation may take place in line with the implementation of the Common Approach on EU decentralised agencies and its roadmap, the outcomes of the internal and external evaluations of EASO and the audits conducted by the Internal Audit Service and the European Court of Auditors.

EASO foresees for 2016 an investment in order to further develop efficient internal procedures, to increase the internal controls of the organisation, to provide advanced training to staff on all EASO-related subjects, hence reinforcing capacity building and career development, to continue the recruitment processes and to support the operational units/centres.

A particular focus will be put on EASO's IT and knowledge management systems, in order to reinforce EASO's support activities to Member States, including through the learning platform, the COI portal, the Information and Documentation System or the EASO website. Furthermore, advanced consultation tools will be developed. In addition, EASO will foster further consolidation and improvement of the ICT business continuity framework, the information security procedures and practices, the resilience of client authentication and partner federation and, lastly, of the infrastructure overall speed and efficiency.

IV.2.2. EASO's staff and budget overview for 2016

The fulfilment of EASO's objectives is subject to the availability of the necessary human, financial and material resources. In this sense, the figures included in the staff and budget overview hereunder are in line with the decisions of the Budgetary Authority on the annual budget and establishment plan.

IV.2.2.1. Staff overview for 2016

Given its mission and tasks EASO is a human-resource-intensive organisation, as it promotes practical cooperation and provides expertise to the EU and to Member States in order to implement the CEAS.

The EASO human resources increased in 2016 compared to 2015 and will contribute to the Agency's objectives to effectively perform the tasks originally assigned to it, the new tasks attributed by the recast asylum acquis (e.g. the tasks assigned to EASO by the European Agenda on Migration and other documents of the EU Institutions), and potential future tasks to be determined by the EU institutions, also in light of the EASO external evaluation.

According to the 2016 EU Budget, EASO's Establishment Plan will comprise 73 ADs and 18 AST. This increases the number of EASO staff to 136 (91 Temporary Agents, 33 Contract Agents and 12 Seconded National Experts). The table below presents the distribution of all EASO staff per centre/unit. The staff of the three centres (Centre for Operational Support; Centre for Information, Documentation and Analysis; and Centre for Training, Quality and Expertise) and of the Executive Office are allocated to the EASO activities as presented under Sections II and III above⁸. The staff of the General Affairs and Administration Unit and of the Accountancy cell are implementing horizontal tasks, supporting in general EASO's activities and are therefore not included under Sections II and III above.

Unit	Staff Members
Executive Director	1
Executive Office	10
Accountancy	2
Centre for Operational Support	34
Centre for Information, Documentation and Analysis	27
Centre for Training, Quality and Expertise	25
General Affairs and Administration Unit	37
Total staff members	136

In line with the Staff Regulations and the implementing rules adopted by the Agency in 2014 and 2015, staff development policies will be further implemented to ensure the adequate capacity building, career development and new opportunities to EASO staff members.

IV.2.2.1. Budget overview for 2016

EASO's revenue consists of a contribution from the EU entered in the general budget of the European Union; any earmarked revenue from EU funding programmes; any voluntary contribution from the Member States; charges for publications and any service provided by EASO; and contributions from the associated countries.

⁸ With the exception of the Heads of Centers, who are not allocated to activities.

Due to the relevance of the EU subsidy within the EASO budget, the allocation of necessary resources is crucial in order to achieve the goals set out in the EASO work programme 2016. EASO applies a bottom-up approach to budgeting, involving all Units/Centres in EASO's budgetary cycle.

As per the General Budget of the European Union for the financial year 2016 ⁽⁹⁾ as amended, the EU contribution to EASO for 2016 (including earmarked appropriations) amounts to EUR 26.85 million. In addition, the contribution from the associated countries participating in EASO will be approximately EUR 840 000 p.m. ⁽¹⁰⁾.

The estimates for expenditure for 2016 contain the following distribution by Titles:

Expenditure 2016 Figures in EUR	Commitment appropriations	Payment appropriations
Title 1 — Staff expenditure	9 076 500	9 076 500
Title 2 — Infrastructure and operating expenditure	4 445 120	4 445 120
Title 3 — Operational expenditure	13 333 187	13 333 187
Total expenditure	26 854 807	26 854 807

Title 1: Staff expenditure

Title 1 relates to expenditure on staff, staff costs (e.g. mission costs, trainings costs) and salaries. Given the nature of EASO's activities, several costs related to operations are to be found under Title 1. Title 1 covers costs for operational staff and costs for administrative staff, who facilitate EASO's operation, such as asylum support teams, expert meetings and training. Title 1 covers also the costs for administrative missions, whereas costs of EASO staff missions directly related to EASO's operations are covered in Title 3.

Title 2: Infrastructure and operating expenditure

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

- Rental of buildings and associated costs: EUR 1 527 000.
- ICT: EUR 752 000. It should be noted that Title 2 does not include IT operational expenditures such as web portal costs which constitute part of Title 3 expenditure.
- EASO Management Board meetings and other meetings: EUR 280 000;
- it should be underlined that Title 2 covers the costs for administrative publications and corporate communications (see costs under Section III.2), but does not include the costs of publishing reports under the different operational activities, e.g. the annual report on the situation of asylum in the EU and the COI reports which constitute Title 3 expenditure.

Title 3: Operational expenditure

The following table presents an overview of the budget assigned under Title 3 to the different tasks, the expenditure of which is explained in detail in the previous chapters. Title 3 also covers operational missions performed by EASO Staff (i.e. missions undertaken in direct support of operational activities identified in this Work Programme in line with EASO's mandate) as well as all costs directly related to

⁽⁹⁾ European Parliament legislative resolution of 25 November 2015 on the joint text on the draft general budget of the European Union for the financial year 2016 approved by the Conciliation Committee under the budgetary procedure, P8_TA-PROV(2015)0407, publication in the Official Journal pending.

⁽¹⁰⁾ In application of the arrangement for the participation of the Kingdom of Norway in the work of EASO, Norway will contribute an annual sum calculated in accordance with its Gross Domestic Product (GDP) as a percentage of the GDP of all participating States. The final figures of the GDP of Norway will be available on 31 March 2016. EASO also expects the entry into force of arrangements with Switzerland (the procedure is being finalised), Liechtenstein (the procedure is being finalised) and Iceland, which may also impact the revenues for EASO.

the implementation of operational activities (e.g. distribution of materials, transportation, catering, rental of venues for activities outside the EASO premises or technical equipment).

Title 3 ⁽¹¹⁾	Operational expenditures	13 333 187
Ch. 31	Support for the CEAS implementation	890 000
3101	Annual report on asylum	150 000
3102	Early warning and data analysis	660 000
3103	Information and Documentation System	80 000
Ch. 32	Support for Member States' practical cooperation	3 670 000
3201	EASO training	1 350 000
3202	Quality processes and expertise ⁽¹²⁾	475 000
3203	Country of origin information	880 000
3204	External dimension and resettlement	965 000
Ch. 33	Operational support	8 603 187
3301	Operational support	8 603 187
Ch. 34	Cooperation with partners and stakeholders	170 000
3401	Cooperation with partners and stakeholders	170 000

Any new tasks assigned to EASO as decided by the EU institutions would need to be appropriately funded and resourced for the Agency to be able to perform them effectively.

⁽¹¹⁾ Including operational missions performed by EASO staff.

⁽¹²⁾ Including unaccompanied minors and trafficking in human beings.

V. List of abbreviations

AEAJ	Association of European Administrative Judges
AIP	Asylum Intervention Pool
APD	Asylum Procedures Directive
AST	Asylum Support Team
CEAS	Common European Asylum System
CEPOL	European Police College
COI	Country of Origin Information
EASO	European Asylum Support Office
EIGE	European Institute for Gender Equality
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
EMN	European Migration Network
ENPI	European Neighbourhood and Partnership Instrument
EPRA	European Platform of Reception Agencies
EPS	Early warning and Preparedness System
EU	European Union
eu-LISA	European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice
EUROJUST	The European Union's Judicial Cooperation Unit
Europol	European Police Office
FRA	European Union Agency for Fundamental Rights
Frontex	European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union
GDISC	General Directors of Immigration Service Conference
GIS	Geographic Information System
GPS	Group for the Provision of Statistics
IALN	Inter-Agency Legal Network
IARLJ	International Association of Refugee Law Judges
IDS	Information Documentation System
IGC	Intergovernmental Consultations on Migration, Asylum and Refugees
IOM	International Organization for Migration
JHA	Justice and Home Affairs
MFF	Multiannual Financial Framework
MSPP	Multiannual Staff Policy Plan
NCP	National Contact Point
OLAF	European Anti-Fraud Office
RDPPs	Regional Development and Protection Programmes
SMART	Specific, Measureable, Achievable, Realistic, Time-bound
THB	Trafficking of Human Beings
UNHCR	United Nations High Commissioner for Refugees

Annexes

EASO indicative list of public procurement procedures in 2016

	Operational activity	Action as defined in WP	Contract subject	Contract type	Contract value, EUR	Time-frame for launching the procurement procedure	Procurement/contracting procedure
1	EASO Training	Section 2.1	Evaluation of EASO's training curriculum	Framework/direct contract, service	100 000	Q1–Q2	Open call
2	EASO Training	Section 2.1	Consultancy services for certification and accreditation	Direct contract, service	60 000	Q1–Q4	Negotiated Procedure < €60 000
3	EASO Training	Section 2.1	Learning Management System environment and delivery of related services	Specific contracts, service	550 600	Q1–Q4	FWC EASO/2015/32 2
4	EASO Training	Section 2.1	External experts for training activities	Direct contract, service	26 100	Q1–Q3	CEI EASO/2015/28 0
5	EASO Training	Section 2.1	Bridge Contract Hosting current LMS	Direct contract, service	1 000	Q1	Negotiated Procedure < €15 000
6	EASO Training	Section 2.1	For training modules on e-learning platform	Specific contracts, service	150 000	Q1–Q4	Existing framework contract EASO/2014/22 4
7	Quality Support	Section 2.2	Services for practical tools	Direct contract, service	15 000	Q2	Negotiated Procedure < 15 000 €

8	Quality Support	Section 2.2	Event organization (venue)	Specific contracts, service	20 000	Q1–Q4	Future FWC EASO/2015/271 for Event Organisation
9	Country of origin of information	Section 2.3	IT maintenance , hosting and development services for the COI portal	Specific contracts, service	150 000	Q1–Q4	FWC EASO/2013/101
10	Country of origin of information	Section 2.3	Translation and publications of COI reports	Specific contracts, service	200 000	Q1–Q4	Existing SLA with Publication Office/CdT
11	EASO Training, Quality Support, Specific Programmes	Section 2.1, Section 2.2, Section 2.4	Translations /Editing	Direct contract, service	317 000	Q1–Q4	existing SLA with Publication Office/CdT
12	EASO Training, Quality Support, Specific Programmes	Section 2.1, Section 2.2, Section 2.4	Publications	Direct contract, service	110 000	Q1–Q4	existing SLA with Publication Office/CdT
13	EASO Training, Quality Support, Specific Programmes	Section 2.1, Section 2.2, Section 2.4	Catering	Specific contracts, service	35 000	Q1–Q4	existing FWC EASO/2013/113 for catering

14	Operational Support	Section 3.1	Experts travel and car rentals costs	Specific contracts, service	150 000	Q1–Q4	Inter-institutional framework contract PMO2/PR/2013/001
15	Operational Support	Section 3.1	Transportation services	Specific contracts, service	30 000	Q1–Q4	Negotiated Procedure < €60 000
16	Operational Support	Section 3.1	Provision of equipment for operational support	Framework contract, service	200 000	Q1–Q4	Open procedure
17	Operational Support	Section 3.1	Provision of communication services	Direct contract, service	15 000	Q1–Q2	Negotiated Procedure < €15 000
18	Operational Support	Section 3.1	Interpretation services	Specific contracts, service	100 000	Q1–Q4	Future Framework contract EASO/2015/257 for Interpretation
19	Operational Support	Section 3.1	Rental of facilities for operations	Direct contract, service	50 000	Q1–Q4	Negotiated Procedure < €60 000
20	Asylum Intervention Pool	Section 3.2	Provision of services to develop the AIP system	Specific contracts, service	75 000	Q1–Q2	Inter-institutional framework contract DIGIT
21	List of available languages	Section 3.3	Provision of equipment and services for LAL pilot technical solution	Direct contract, service/supplies	15 000	Q2–Q4	Negotiated Procedure < €15 000
22	Technical solutions	Section 3.4	Event organiser/facilitator services	Direct contract, service	15 000	Q1–Q2	Negotiated Procedure < €15 000

23	Technical solutions	Section 3.4	Audio visual equipment	Direct contract, service	30 000	Q1–Q2	Negotiated Procedure < €60 000
24	Technical solutions	Section 3.4	Provision of equipment — technical solutions	Framework contract, service	15 000	Q1–Q4	Negotiated Procedure < €15 000
25	Technical solutions	Section 3.4	Provision of consultancy services for technical solutions	Direct contract, service	15 000	Q1–Q4	Negotiated Procedure < €15 000
26	Technical solutions	Section 3.4	Provide support to EU+ countries to develop concrete technical solutions for asylum and reception systems.	Framework contract, service	100 000	Q1–Q4	Open procedure
27	Reception	Section 3.5	Rental of facilities	Direct contract, service	20 000	Q1–Q4	Negotiated Procedure < €60 000
28	Information and Documentation System	Section 4.1	Software licences and training/ maintenance	Specific contracts, service	10 000	Q2	Inter-institutional framework contract
29	Annual report on the situation of asylum in the EU	Section 4.2	Translation and publications of the Annual report	Specific contracts, service	130 000	Q3	Existing SLA with Publication Office/CdT
30	Annual report on the situation of asylum in the EU	Section 4.2	Event for the launch of the EASO annual report	Specific contracts, service	30 000	Q3	Future FWC EASO/2015/271 for event organisation

31	Early warning and preparedness	Section 4.3	Lot 3 of Research Programme	Direct contract, service	100 000	Q2	Open Procedure
32	Early warning and preparedness	Section 4.3	Lot 4 of Research Programme	Direct contract, service	300 000	Q4	Open Procedure
33	Early warning and preparedness	Section 4.3	Country Intelligence reports	Direct contract, service	100 000	Q2	Open Procedure
34	Early warning and preparedness	Section 4.3	Software licences and training/ maintenance	Specific contracts, service	100 000	Q3	Inter-institutional framework contract
35	Third country support	Section 5.1	Transportation services	Direct contract, service	10 000	Q1–Q4	Negotiated Procedure < €15 000
36	Third country support	Section 5.1	Provision of consultancy services (needs assessment and tools)	Specific contracts, service	30 000	Q1–Q4	Negotiated Procedure < €60 000
37	ENPI Project	Section 5.1	Video Visibility ENPI	Direct contract, service	5 000	Q1	Negotiated Procedure < €15 000
38	ENPI Project	Section 5.1	Merchandising ENPI	Direct contract, service	3 000	Q1	Negotiated Procedure < €15 000

39	EASO Operational Support, Asylum Intervention Pool, List of available languages, Technical solutions, Reception, Relocation, Return and Integration, Dublin Network, Third Country support, Resettlement	Sections 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 5.1, 5.2	Catering services	Specific contracts, service	60 000	Q1–Q4	existing FWC EASO/2013/11 3 for catering
40	EASO Operational Support, Asylum Intervention Pool, List of available languages, Technical solutions, Reception, Relocation, Return and Integration, Dublin Network, Third Country support, Resettlement)	Sections 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 5.1, 5.2	Events organization	Specific contracts, service	458 000	Q1–Q4	future FWC EASO/2015/27 1 for Event Organisation

41	EASO Operational Support, Asylum Intervention Pool, List of available languages, Technical solutions, Reception, Relocation, Return and Integration, Dublin Network, Third Country support, Resettlement	Sections 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 5.1, 5.2	Accommodation in Malta	Specific contracts, service	10 000	Q1–Q4	Existing FWC EASO/2013/116 for accommodation
42	EASO Operational Support, Asylum Intervention Pool, Return and Integration, Third Country support, Resettlement	Sections 3.1, 3.2, 3.7, 5.1, 5.2	Translation and publications	Existing SLA with Publication Office/CdT	260 000	Q1–Q4	Existing SLA with Publication Office/CdT
43	EASO Operational Support, Asylum Intervention Pool, List of available languages, Technical solutions, Third Country support, Resettlement	Sections 3.1, 3.2, 3.3, 3.4, 5.1, 5.2	Provision of private remunerated experts	Direct contract, service	107 000	Q1–Q4	CEI EASO/2015/280

EASO list of publications and translations in 2016

	Publication	Number of languages
1	EASO work programme 2017	24
2	EASO annual activity report	24
3	EASO budget	24
4	Annual report on the situation of asylum in the EU	5
5	Annual training report	1
6	At least two EASO Training Handbooks	1
7	At least two EASO Practical Tools	18
8	EASO Quality Matrix Thematic Reports	1
9	Chapters of the Curriculum for Members of Courts and Tribunals	5
10	At least three COI reports or products	5