

2023 Consolidated Annual Activity Report

2023 Consolidated Annual Activity Report of the European Union Agency for Asylum

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List of abbreviations

Term	Definition
ABAC	Commission's accrual based accounting system
CA	Commitment appropriations
CEAS	Common European Asylum System
COI	Country-of-origin information
EASO	European Asylum Support Office
EMAS	Commission's Eco-Management and Audit Scheme
ERDMS	Electronic records and document management system
EUAA	European Union Agency for Asylum
EU	European Union
EU+ countries	Member States of the European Union and Schengen associated countries
Frontex	European Agency for the Management of Operational Cooperation at the External Borders
FTE	Full-time equivalents
ICT	Information and communications technology
LCK	Legal commitment kernel
MedCOI	Medical country-of-origin information
MENA	Middle East and North Africa
PA	Payment appropriations
RSF	Resettlement Support Facility
SNE	Seconded national expert
UNHCR	United Nations High Commissioner for Refugees





Management Board's analysis and assessment

The Management Board has analysed the 2023 consolidated annual activity report (CAAR) and makes the following observations.

Notes:

- that the report contains a **comprehensive account** of the activities carried out in 2023 by the European Union Agency for Asylum (EUAA) in the implementation of its mandate;
- that the Agency fully or nearly **achieved 78 % of its 41 annual objectives**. This corresponds to an increase compared to the previous year, when the EUAA had achieved 77 % of its 87 annual objectives;
- that the Agency exceeded or **achieved 79 % of its 75 annual targets**. This corresponds to an increase, compared to the previous year, when the EUAA had achieved 74 % of its 204 annual targets;
- that some targets in the areas of training (third country participations in courses), asylum knowledge (percentage of information and documentation system's thematic pages maintained up to date, innovation processes supported), governance (implementation of the Agency's internal control self-assessment action plan), third country support (number of network activities implemented and delivered, number of support activities implemented) and information and communication technology (achieve 100 % technical architecture) were not achieved;
- the Agency's **improved performance** in respect to both annual objectives and targets, although the results are still distant from the 95 % threshold set in the EUAA's governance monitoring indicator 1.1 ⁽¹⁾;
- the Agency's efforts to improve the relevance and reduce the number of its **performance indicators**. It welcomes the 53 % decrease (from 84 to 41) and the 63 % decrease (from 204 to 75), compared to 2022, in the number of annual objectives and annual indicators, respectively;
- that, in a year that saw over 1.1 million applications for international protection (+18 % compared to 2022) and more than 1 million decisions granting temporary protection in 29 EU+ countries, the EUAA **scaled up its operational and technical assistance** in a timely and commensurate manner (+19 % deployments compared to 2022);
- that in 2023 the Agency implemented operational plans agreed with **13 Member States**, continued providing assistance through its **Resettlement Support Facility** in Istanbul and supported, until the first half of the year, the voluntary transfer programme from **Moldova**. The EUAA supported the registration of close to 70 000 applications for international protection and provided national authorities with a wide range of services including, among others, management of applicant interviews, information provision to asylum seekers, specialised training, support to relocation under the voluntary solidarity mechanism, assistance to reception in terms of quality assurance, planning, monitoring, risk analysis and infrastructure;
- that the **asylum reserve pool** became fully operational and, by the end of the year, included close to 350 experts;

⁽¹⁾ Management Board Decision No 71 of 2021.





- that, out of 612 total posts in the recruitment plan, 542 (88.6 %) were filled by the end of 2023 ^(?);
- that the EUAA took up the **chairmanship of the Justice and Home Affairs Network** in January 2023 and made a significant contribution to inter-agency cooperation in different areas of mutual interest;
- the adoption of the **EUAA strategies** on external cooperation, on digital innovation in asylum procedures and reception systems and on vulnerability;
- that the Agency's first **fundamental rights officer** took office on 16 May 2023. Independent in the performance of his duties, the fundamental rights officer is reporting directly to the Management Board and will ensure the EUAA compliance with fundamental rights in all its activities;
- the Agency's effort to constantly improve its **governance and internal control systems**. No internal control critical deficiencies were identified in 2023. In areas where major deficiencies were found, the Agency immediately identified corrective actions that allowed to re-assess the risk severity of these deficiencies to either moderate or minor;
- that the EUAA implemented all corrective actions to address the **Internal Audit Service's** recommendations contained in its 2023 audit on coordination between the Commission's Directorate-General for Migration and Home Affairs and the EU decentralised agencies, which also implied improved cooperation between the Agency and the Management Board. Moreover, the Internal Audit Service acknowledged the EUAA progress with regard to measures taken to address recommendations stemming from the 2020 audit on human resource management and ethics, and in particular the adoption of a human resource strategy;
- that the **European Court of Auditors** issued a clean opinion in its latest annual report, released in October 2023 for the financial year 2022;
- that, in May 2023, the EU discharge authority granted the EUAA **discharge** in respect of the implementation of its budget for the financial year 2021.

Commends the Agency:

- for the **progress made on the financial governance indicators**. It notes that the Agency implemented 97 % of its commitment appropriations (96 % in 2022), executed 93 % of its payment appropriations (89.55 % in 2022) and cancelled 7.51 % of its carry overs (15.22 % in 2022);
- for the role played in the implementation of several immediate actions laid down by the Commission in its 10-point plan for Lampedusa. By promptly redeploying 50 personnel to the South of Italy, the Agency confirmed its **preparedness to respond to sudden onset crises**;
- for the further **expansion of the EUAA's training activities**, which in 2023 recorded almost 14 000 participations, corresponding to a 6 % increase compared to 2022. The progress made in the establishment of the **EUAA Academy** should contribute to the further development of the European asylum curriculum;
- for the initiatives that enhance its role as an **enabler of convergence** in the EU asylum system. These include the consolidation of the European asylum curriculum, the drafting of a pilot study on factors impacting convergence, the continuous development of country guidance, country-of-origin information and medical country-of-origin information products, the activities in support of practical cooperation and

^(?) Including 13 posts that had been offered to the selected candidates and for which an employment contract had not been signed yet, as of 31 December 2023.





exchanges between national administrative and judicial authorities and the preparations for the forthcoming monitoring mechanism. All these measures are contributing to greater convergence of administrative methods, decisions and legal practices;

- for the adoption of the rules concerning the status and terms of deployment of EUAA **liaison officers to Member States**, whose deployment in the future should contribute to fostering cooperation and dialogue with the national asylum and reception authorities.

Calls on the Agency:

- to improve its performance with respect to the achievement of the annual work programme's targets, which is still below the threshold defined in the Management Board decision No 71 of 2021;
- to complete the ongoing prioritisation exercise, with particular focus on the New Pact on Migration and Asylum; also taking into account the additional posts and appropriations intended for its implementation;
- to reiterate its efforts to further reduce the percentage of vacant posts in its recruitment plan, including through the ongoing prioritisation exercise, and to speed up the recruitment process in general;
- to ensure timely provision of documents to the Management Board and the Executive Board, in particular of those concerning proposals for strategic decisions, in order to facilitate the preparations for discussions.

Moreover, the Management Board calls on Member States:

- to make available the appropriate number of experts to the asylum reserve pool;
- to actively contribute to the work of the expert networks of the EUAA, especially those on country-of-origin information and country guidance.

The Management Board expresses its appreciation to the Executive Director and her staff for their commitment and achievements in 2023.

Based on the above observations, the Management Board requests that the 2023 CAAR be forwarded to the Commission, the Council, the European Court of Auditors and the European Parliament.





Executive summary

The Agency ⁽³⁾ in brief

The EUAA (the Agency) supports Member States in applying the package of European Union (EU) laws that govern asylum, international protection and reception conditions, known as the [Common European Asylum System](#) (CEAS). It is mandated to improve the functioning of the CEAS and assist Member States by providing:

1. **operational support** through the deployment of its personnel and the provision of infrastructure and/or services needed, in particular when national asylum and reception systems are subject to disproportionate pressure;
2. **capacity-building** to national asylum and reception officials and instructors, through the development and delivery of a training curriculum covering specialised fields of EU asylum and reception law;
3. **technical support** through the collection, analysis and dissemination of a variety of asylum-related data and the development of operational standards, indicators, guidelines and best practices related to the implementation of the EU law on asylum.

The EUAA is managed by an Executive Director, accountable to a Management Board composed of one representative of each Member State and two representatives of the Commission. The Management Board includes a representative of the United Nations High Commissioner for Refugees (UNHCR) as a non-voting member, as well as observers from the associated countries (Iceland, Liechtenstein, Norway and Switzerland).

The year in brief

In 2023, over **1.1 million applications for international protection** were lodged in 29 EU+ countries ⁽⁴⁾, an increase of 18 % compared to the previous year and the highest number since 2016 ⁽⁵⁾.

National asylum systems continued to endure sustained pressure. Approximately 863 000 cases exited the asylum system at first instance as a result of first instance decisions, discontinuations or other closures. Although this was the highest number in six years, the gap between the inflow of applications for international protection and the outflow of cases exiting the asylum system at first instance continued to widen.

In 2023, the EU+ asylum system at first instance received **280 000 cases more than it managed to process**, marking a 66 % caseload accumulation increase compared to 2022 ⁽⁶⁾.

⁽³⁾ Following the entry into force of [Regulation \(EU\) 2021/2303](#), the EUAA replaced and succeeded with an extended mandate the European Asylum Support Office (EASO), which had been established in 2010.

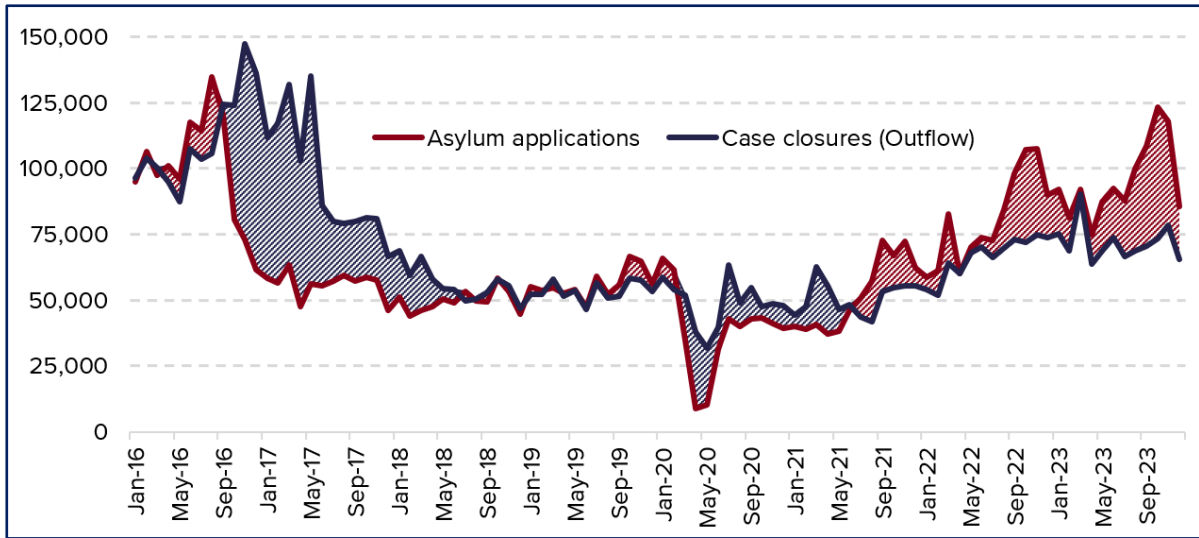
⁽⁴⁾ EU countries, plus Norway and Switzerland.

⁽⁵⁾ [EUAA 2023 latest asylum trends report](#).

⁽⁶⁾ EUAA Asylum Report 2024.



Figure 1. Applications and case closures (first instance decisions, discontinuations after withdrawals and otherwise closed cases) in EU+ countries, January 2016–December 2023



Source: EUAA early warning and preparedness system data as of 1 February 2024.

Moreover, EU+ countries issued over 1 million decisions granting temporary protection to people fleeing Russia’s war of aggression against Ukraine ⁽⁷⁾, which put additional strain on asylum and reception authorities.

Against this backdrop, the Agency stepped up its **operational and technical assistance**, deploying the equivalent of 1 038 persons working full time in 13 Member States (+19 % compared to 2022).

Figure 2. EUAA operations in 2023

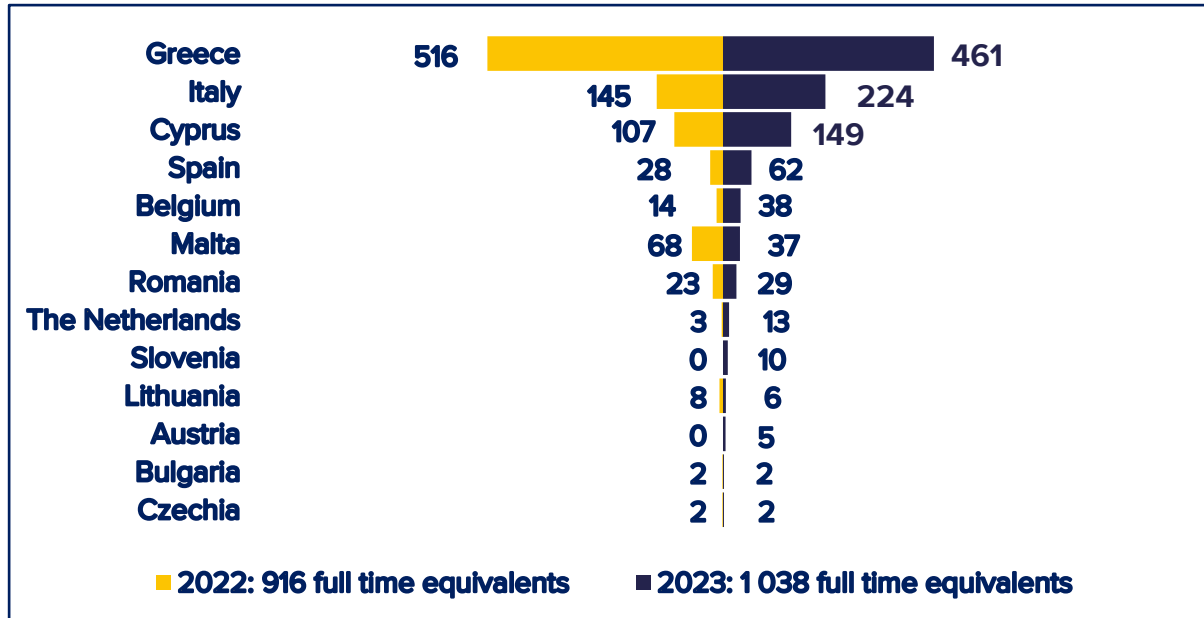


⁽⁷⁾ Eurostat ‘Decisions granting temporary protection by citizenship, age and sex – monthly data’ (15 March 2024).



The number of EUAA personnel deployed to country operations either increased or remained stable, except for Greece, Malta and, to a smaller extent, Lithuania.

Figure 3. EUAA deployments in 2022 and 2023



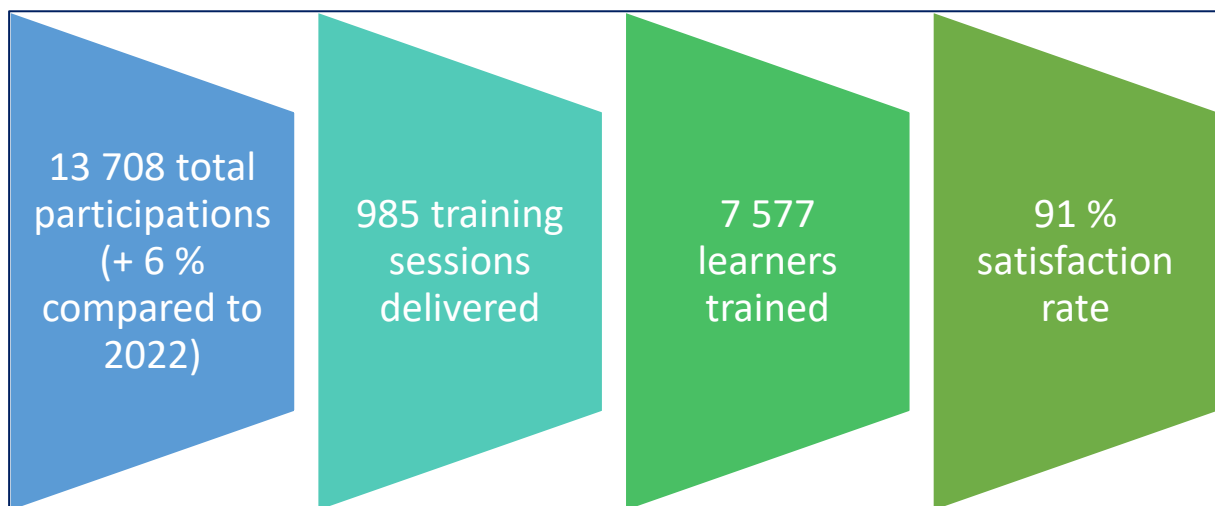
Italy and Cyprus saw the highest increase in personnel in absolute terms, while resources more than doubled in Spain, Belgium and the Netherlands.

Regular updates on all the EUAA country operations can be found on the [Agency’s website](#).

Training remained central to the Agency’s support to EU+ countries, with the aim of building and consolidating knowledge and skills necessary to implement the CEAS, while improving and harmonising national practices.

Through nearly 1 000 sessions, in 2023 the Agency trained more than 7 500 officials of EU+ countries’ authorities, deployed EUAA personnel and civil society actors.

Figure 4. EUAA training in 2023



In the area of **asylum knowledge**, the [EUAA annual asylum report](#), published in July 2023, featured new interactive functionalities in its web version to facilitate access to the information of the [national asylum developments database](#).

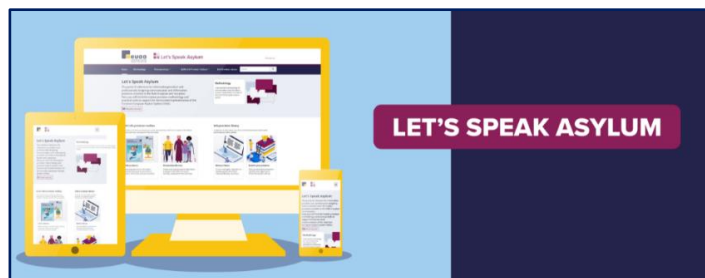
Work on **country-of-origin information (COI) and medical country-of-origin information (MedCOI)** intensified, with particular attention devoted to the monitoring of the situation in Afghanistan and Ukraine. The EUAA established a COI helpdesk providing support to its operational activities in frontline Member States and nearly all individual Member States' MedCOI queries were addressed, despite a 20 % increase in their number, compared to 2022.

Moreover, in 2023 the Agency concluded, together with the EU+ countries, the updates of the **country guidance** on [Afghanistan](#), [Somalia](#) and [Syria](#).

The EUAA managed to meet the increased demand of **situational awareness** products, processing double the requests from last year and improving the monitoring and analysis of data on reception capacities and migratory flows, as called for by the European Council ⁽⁸⁾ in February 2023.

Practical cooperation and exchange of best practices among Member States were fostered through workshops, study visits and technical meetings. To maximise the effect of such exchanges, the Agency developed or updated a total of 23 guides and tools supporting the practical implementation of the CEAS.

In addition, practical tools and recommended methodology on information provision in asylum were made available to stakeholders through the newly launched portal '[Let's speak asylum](#)'.



The Agency's contribution to the **external dimension** of the CEAS was reconfirmed through the adoption, in March, of an [updated external cooperation strategy](#), built on two pillars:

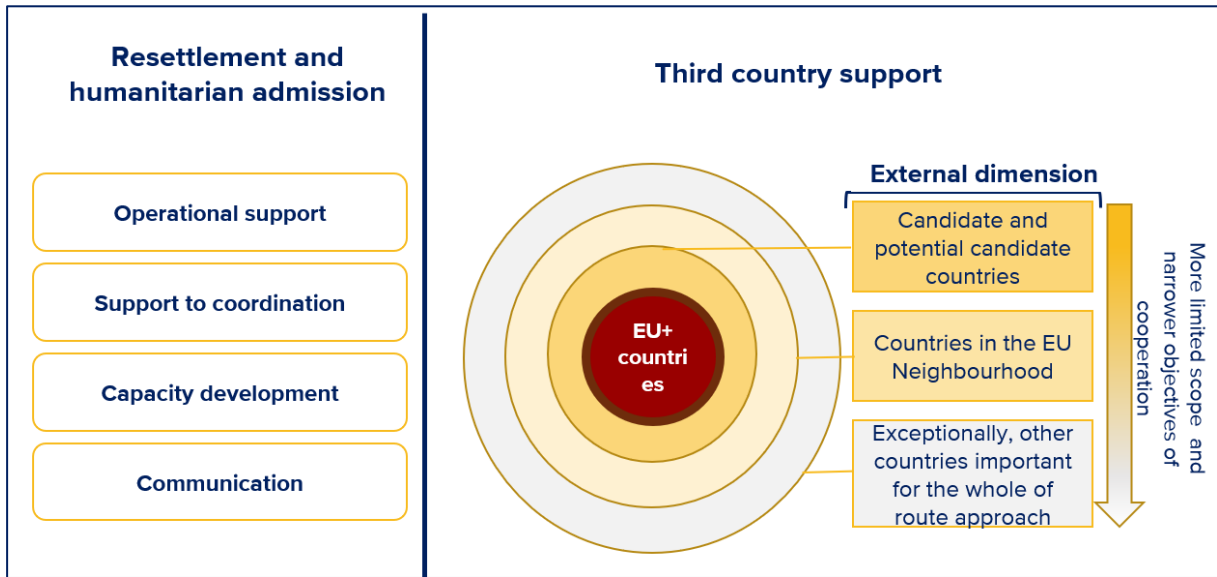
1. resettlement and humanitarian admission;
2. support to third countries.

The EUAA will further support Member States in the area of resettlement and humanitarian admission and, at the same time, will assist third countries according to the prioritisation scheme pictured below.

⁽⁸⁾ [Conclusions of the special meeting of the European Council, 9 February 2023.](#)



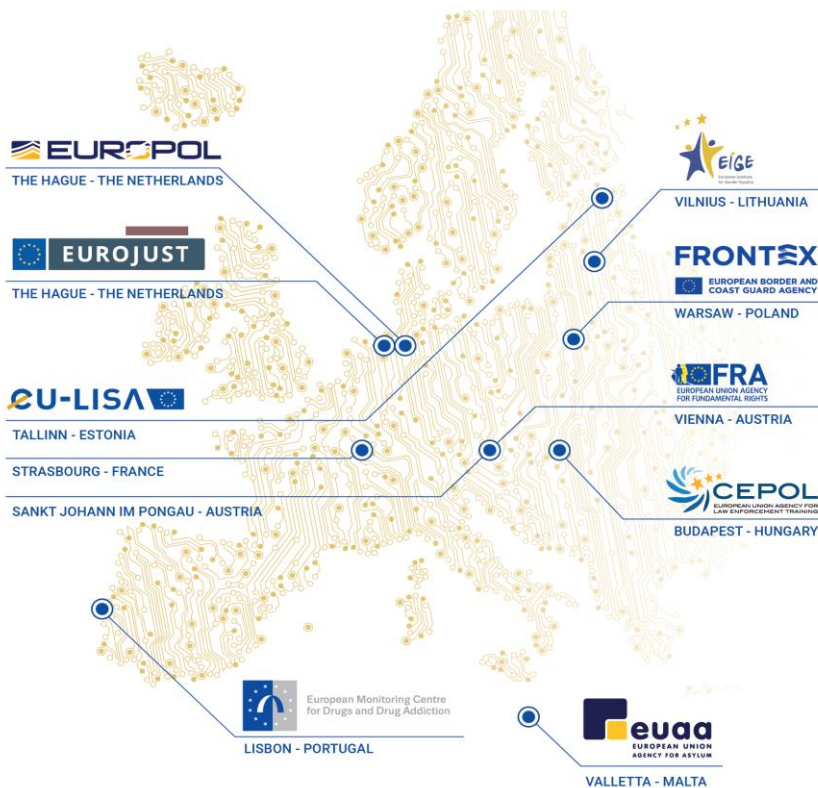
Figure 5. Pillars of the EUAA external cooperation strategy



The Agency continued supporting EU+ countries’ **resettlement** operations through its Resettlement Support Facility in Türkiye. Among the 1 100 persons assisted, Syrians were the most represented, followed by Afghans and Iranians.

In January 2023 the EUAA assumed the annual **chairmanship of the Justice and Home Affairs Agencies Network**, which consists of nine EU agencies.

Figure 6. EU justice and home affairs agencies



Justice and Home Affairs Agencies Network, which consists of nine EU agencies.

Together with many other activities, which are detailed in the EUAA presidency final report, the Agency realised the first ever staff exchange within the network: 59 staff members from 6 agencies had the opportunity to be temporarily deployed to another agency of the network to share knowledge and expertise, while reinforcing cooperation between the sending and hosting agency.



Part I. Policy achievements of the year

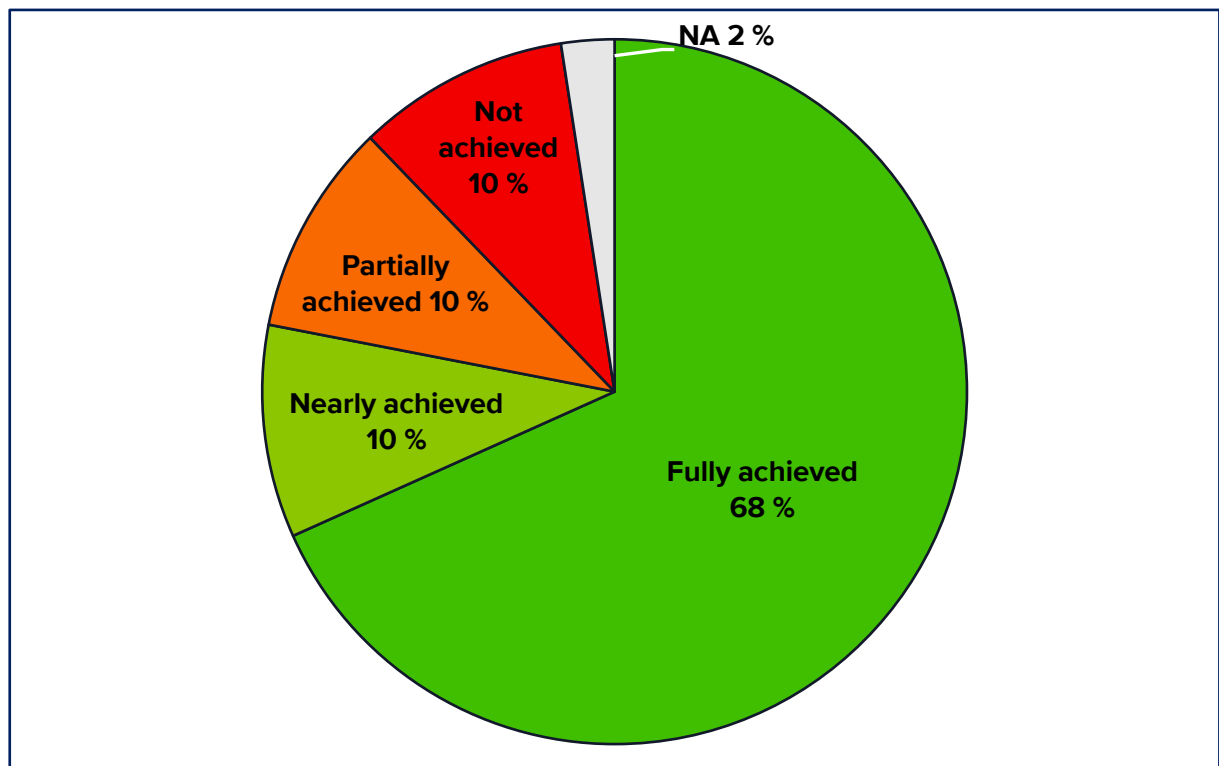
The EUAA annual work programme was structured around **41 objectives**.

This section summarises the achievements per objective and the progress against each of their relevant performance indicators.

Annual objectives were categorised applying the following criteria:

- **fully achieved:** all their indicators' targets were exceeded or achieved;
- **nearly achieved:** all their indicators' targets were exceeded, achieved or nearly achieved;
- **partially achieved:** one or more of their indicators' targets were not achieved;
- **not achieved:** 50 % or more of their indicators' targets were not achieved;
- **NA:** more than 50 % of their indicators were not measurable.

Figure 7. Categorisation of annual objectives



**Table 1.** Status of annual objectives broken down by activity area

Activity areas	Status of annual objectives					
	Fully achieved	Nearly achieved	Partially achieved	Not achieved	NA	Total
Operational and technical assistance	8	1	0	0	0	9
Operational support and tools, programming, monitoring and evaluation of operations	2	0	1	0	0	3
Training and professional development	7	0	0	1	0	8
Asylum knowledge	6	2	2	0	0	10
Protection of fundamental rights	1	0	0	0	0	1
Horizontal activities	4	1	1	3	1	10
Total	28	4	4	4	1	41

1.1. Operational and technical assistance ⁽⁹⁾

The EUAA provides Member States with operational and technical assistance, in particular where their asylum and reception systems are subject to disproportionate pressure, through the deployment of asylum support teams. Additionally, the Agency assists EU+ countries in resettlement-related processes, including through the development and provision of relevant tools and training.

The EUAA asylum and reception operational response catalogue facilitated consultations with Member States to identify the most appropriate form of operational and technical support.

In **Cyprus, Greece, Italy, Malta** and **Spain**, the Agency maintained a wide portfolio of activities. These included, *inter alia*, registration of applications for international protection or temporary protection, management of applicant interviews, provision of information to asylum seekers, support to relocation under the voluntary solidarity mechanism, assistance to reception authorities in terms of quality assurance, planning, monitoring, risk analysis and infrastructure.

The Agency supported **Austria** to respond to emergency reception needs by providing assistance in information provision, child protection, social work, interpretation and training. Two study visits, to Germany and Finland, were also organised for the officials of the Ministry of Interior.

In **Belgium**, EUAA experts were deployed in reception facilities across the country and provided expertise in the areas of information provision, child protection, social work, site management and training. The Agency placed 25 reception units in addition to the 125 already installed in 2022.

In **Bulgaria** the EUAA provided interpretation services in all six registration and reception centres across the country. Additionally, the Agency supported the digitalisation of case file management and the enhancement of workflows related to asylum and reception and provided training to national authorities.

⁽⁹⁾ The figures of asylum applications are provided by the EUAA early warning and preparedness system.



The EUAA strengthened the capacity of Czech authorities to implement the temporary protection directive. The operational plan with **Czechia**, which also included the provision of training, interpretation services and information and communications technology (ICT) equipment, was concluded in December 2023.

The Agency established a working group to support the design and conceptualisation of the new reception agency in **Lithuania** and provided technical support and recommendations for the amendment of the law on legal status of aliens. The Agency also assisted national authorities with information provision and assessments of potentially vulnerable asylum applicants.

The EUAA supported **the Netherlands** reception authorities through the provision of personnel and reception units and by enhancing contingency planning of reception capacity. The Agency also provided expertise in the areas of information provision, social work and child protection.

In **Romania**, the EUAA provided support in the implementation of the temporary protection directive, as well as in the registration of applications for international protection and the provision of information.

Finally, in **Slovenia** the Agency contributed to the improvement of procedures in the processing of asylum applications and Dublin cases. The EUAA also assisted reception authorities by providing support in information provision, site management, identification of vulnerable cases and child protection.

Details on each country operation can be found on the EUAA website, where the Agency is regularly publishing the [operational plans agreed with Member States](#).

In 2023 the Agency's **Resettlement Support Facility** in Türkiye provided support services to 24 resettlement missions organised by 9 EU countries. The assistance in conducting medical assessments, which was launched in late 2022, was successfully rolled out during the year. In 2023, 240 persons underwent a medical check thanks to the support of the facility.

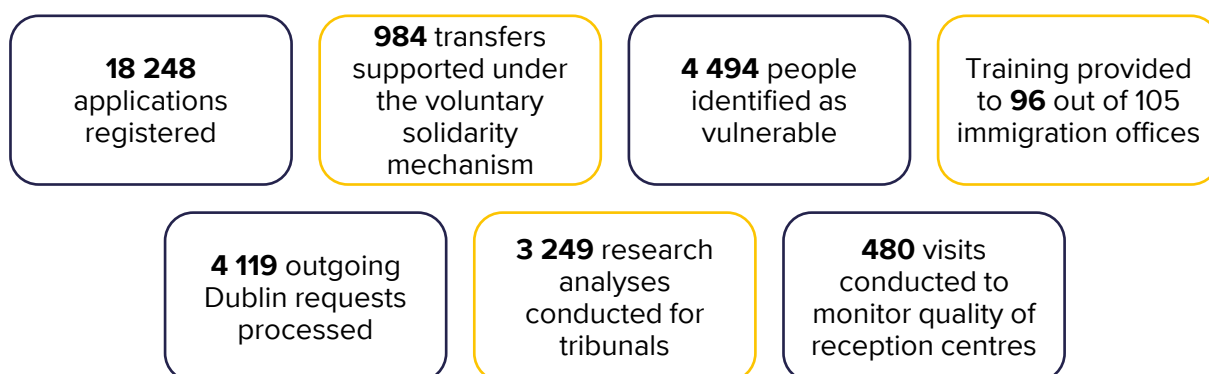
1.1.1. Italy

Objective 1. Operational, technical and emergency support is provided effectively through implementation of the annual measures in the agreed operational plan and in line with the Agency's mandate to enable Italy to respond to particular pressure on its asylum and reception systems and to implement its obligations under the CEAS.

Indicator	Data source	Target	Result	Status
Percentage of annual support measures implemented, including amendments, if applicable.	Progress reports.	≥ 85 %	94 %	Achieved

In 2023 Italy received approximately 136 000 applications for international protection (+63 % compared to 2022). After Greece, Italy was the largest EUAA country operation, with personnel deployed to 95 locations. The Agency was instrumental in implementing the Commission [10-point plan for Lampedusa](#), launched in September 2023 to provide immediate

EU assistance to Italy in the context of increased arrivals to the island of Lampedusa.

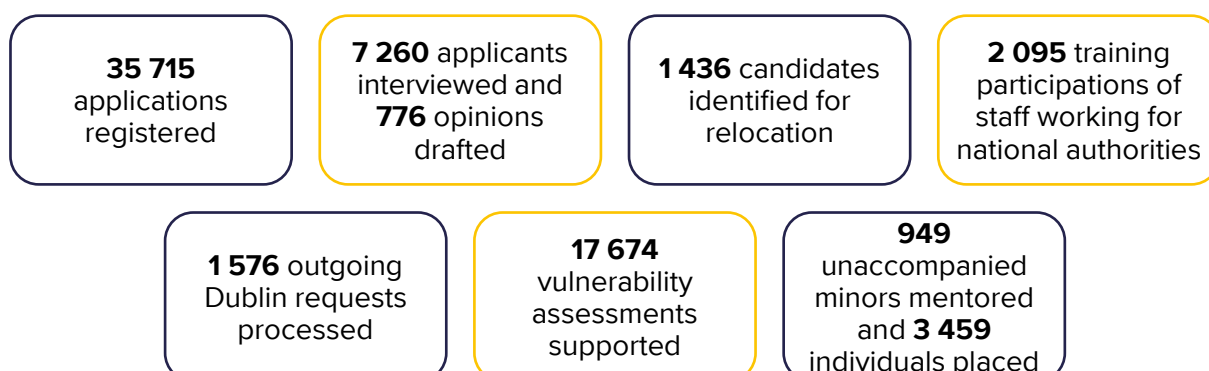


1.1.2. Greece

Objective 1. Operational, technical and emergency support is provided effectively through implementation of the annual measures in the agreed operational plan and in line with the Agency's mandate to enable Greece to respond to particular pressure on its asylum and reception systems and to implement its obligations under the CEAS.

Indicator	Data source	Target	Result	Status
Percentage of annual support measures implemented, including amendments, if applicable.	Progress reports	≥ 85 %	89 %	Achieved

Compared to 2022, sea arrivals to Greece more than tripled ⁽¹⁰⁾, while asylum applications increased by 71 % and reached the number of 64 000. Following a request from the Ministry of Migration and Asylum, the EUAA deployed additional personnel in the last quarter of 2023. Asylum registrations carried out by the EUAA accounted for more than half of all asylum applications lodged in Greece.



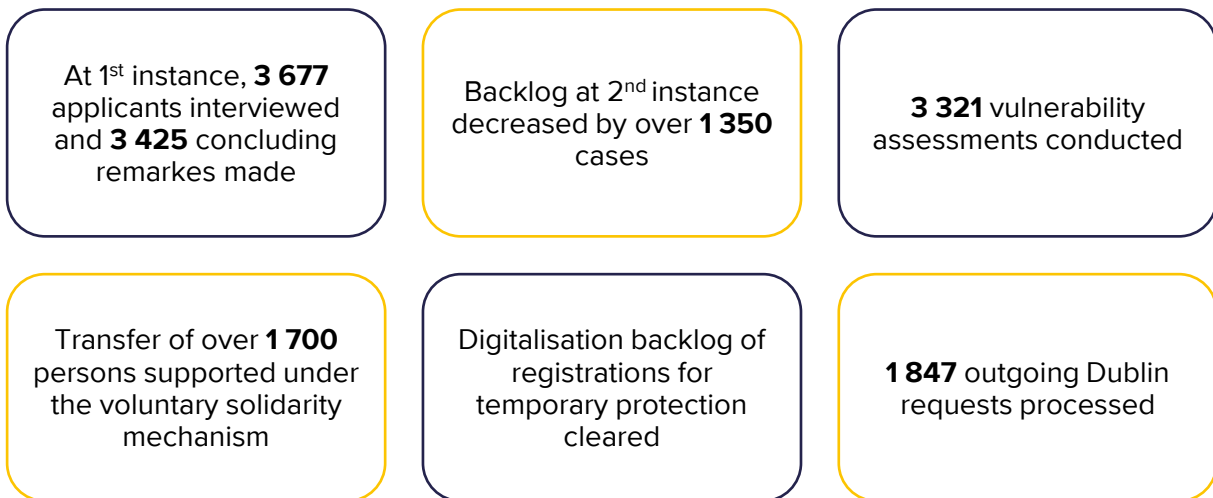
⁽¹⁰⁾ UNHCR data (<https://data.unhcr.org/fr/situations/mediterranean/location/5179>).

1.1.3. Cyprus

Objective 1. Operational, technical, and emergency support is provided effectively through implementation of the annual measures in the agreed operational plan and in line with the Agency’s mandate to enable Cyprus to respond to particular pressure on its asylum and reception systems and to implement its obligations under the CEAS.

Indicator	Data source	Target	Result	Status
Percentage of annual support measures implemented, including amendments, if applicable.	Progress reports.	≥ 85 %	95 %	Achieved

In 2023 Cyprus received almost 12 000 applications for international protection, i.e. 46 % less than in 2022. Notwithstanding, with 13 000 applications lodged per 1 million inhabitants, Cyprus was the first EU+ country in terms of applications per number of inhabitants ⁽¹⁾. The Agency registered 91 % of all applications submitted and conducted 86 % of all vulnerability assessments made in 2023.



1.1.4. Malta

Objective 1. Operational, technical, and emergency support is provided effectively through implementation of the annual measures in the agreed operational plan and in line with the Agency’s mandate to enable Malta to respond to particular pressure on its asylum and reception systems and to implement its obligations under the CEAS.

Indicator	Data source	Target	Result	Status
Percentage of annual support measures implemented, including amendments, if applicable.	Progress reports	≥ 85 %	97 %	Achieved

⁽¹⁾ EUAA Asylum Report 2024. The EU+ average is about 2 400 applications per 1 million inhabitants.



In 2023 Malta received 729 applications for international protection (-42 % compared to the previous year. The Agency’s support was therefore reduced, in view of a possible phase out.

<p>408 applications for asylum registered and 315 outgoing Dublin requests processed</p>	<p>595 interviews conducted and 544 assessment reports drafted</p>	<p>Comprehensive information package (including audiovisuals) readied for translation</p>
<p>261 candidates matched for relocation under the voluntary solidarity mechanism</p>	<p>390 requests for temporary protection registered</p>	<p>2 study visits, to Greece and Belgium, organised for Maltese reception authorities</p>

1.1.5. Spain

Objective 1. Operational, technical and emergency support is provided effectively through implementation of the annual measures in the agreed operational plan and in line with the Agency’s mandate to enable Spain to respond to particular pressure on its reception system and emerging needs in the field of reception, and to implement its obligations under the CEAS.

Indicator	Data source	Target	Result	Status
Percentage of annual support measures implemented, including amendments, if applicable.	Progress reports.	≥ 85 %	92 %	Achieved

In 2023 Spain received approximately 162 000 applications for international protection, corresponding to a 38 % increase compared to 2022. The EUAA presence in Spain more than doubled in 2023. A new multi-annual operational plan, focused on supporting reception authorities in a number of areas, came into force in July 2023.

<p>Assistance in preparing and monitoring projects financed under the EU Asylum, Migration and Integration Fund</p>	<p>Technical assistance and support with information provision in 4 reception centres</p>	<p>Assistance with the transfer of 200 people under the voluntary solidarity mechanism</p>
<p>20 visits to assess conditions in reception sites and follow-up with national authorities</p>	<p>314 documents developed for the implementation of the national contingency framework for preparedness and response</p>	<p>Support in the provision of information on temporary protection to over 31 500 persons</p>



1.1.6. First operational response and other operational activities

In addition to the operations detailed in sections 1.1.1. to 1.1.5., the EUAA provided operational and technical assistance as part of eight **shorter-term operational plans**.

In response to requests received from Member States, the Agency successfully amended or extended six operational plans (Austria, Belgium, Czech Republic, the Netherlands, Slovenia and Romania) and established two new operational plans (Bulgaria, Lithuania).

Moreover, operational **support for the voluntary transfer mechanism from Moldova** was provided until the first half of the year.

The [EUAA asylum and reception operational response catalogue](#) played a key role in enhancing the preparedness of the Agency to timely meet Member States’ needs. The catalogue compiles and systematises the range of operational and technical support measures that the Agency can provide. Therefore, it contributes to increase Member States’ awareness of the EUAA’s interventions and facilitate the Agency’s consultations with national authorities to identify the most appropriate form of operational and technical support needed.

Objective 1. Enhance the preparedness and contingency mechanisms.				
Indicator	Data source	Target	Result	Status
The operational asylum and reception catalogue has been finalised and endorsed by the Agency.	Annual First Operational Response Unit reporting.	100 %	100 %	Achieved

Objective 2. Respond to rapid response needs as they arise upon approved request from Member States in an effective a manner.				
Indicator	Data source	Target	Result	Status
Percentage of rapid operational responses to Member States’ requests.	Operational records and activity reports.	100 % of approved requests responded to.	100 %	Achieved

1.1.7. Resettlement and humanitarian admission

The EUAA continued leading the Resettlement and Humanitarian Admission Network, a forum that brings together national authorities of resettling EU+ countries with the aim of facilitating operational cooperation and coordination, including through the provision of relevant training and tools.

EU+ countries were supported in their resettlement efforts through the EUAA **Resettlement Support Facility (RSF)** based in **Istanbul**. The RSF offered assistance to Belgium, Bulgaria,

Finland, France, Italy, Norway, Portugal, Romania and Slovenia in the implementation of their resettlement missions.

In 2023, the delayed initiation of resettlement programmes across most EU+ countries had a negative impact on the organisation of resettlement missions. This was further complicated by the earthquake that struck Türkiye and Syria in February 2023, which affected the agenda of EU+ countries and key stakeholders, such as the UNHCR and the Turkish Presidency of Migration Management. Additional delays were caused by challenges in the reception systems of certain EU+ countries, such as Belgium, the Netherlands, Sweden and Switzerland, which also had a negative influence on the number of missions organised.

As for the replication of the RSF-like concept in another third country, this is a complex process that will be finalised in the coming years.

Objective 1. Facilitate planning, cooperation, coordination and implementation of measures and programmes in the area of resettlement, humanitarian admission, community sponsorship and complementary pathways to international protection in the EU.				
Indicator	Data source	Target	Result	Status
Number of meetings organised with relevant stakeholders aimed at enhancing cooperation in the field of resettlement and humanitarian admission, community sponsorship programmes and complementary pathways to international protection.	Operational/administrative records; meeting reports.	12	16	Exceeded
Number of participants in the Agency's Resettlement training sessions.	Operational/administrative records.	Min. 20	38	Achieved
Number of tools related to resettlement and humanitarian admission under development, in place or updated.	Operational/administrative records; surveys; reports; statistical data collection.	7	14	Exceeded

Objective 2. Sharing of infrastructure and logistical support towards EU+ countries in selected third countries is in place through RSF-like concepts, adapted to the context of the relevant third country.				
Indicator	Data source	Target	Result	Status
Number of selection missions and pre-departure orientation missions implemented through RSF-like concepts.	Operational/administrative records periodical activity reports.	30 selections missions and/or pre-departure orientation missions.	24	Nearly achieved

1.2. Operational support and tools, programming, monitoring and evaluation of operations

In 2023 the EUAA finalised the preparations for the establishment of the **asylum reserve pool**, which became fully operational in the first half of the year. Composed of experts nominated by Member States, the pool constitutes a reserve of skilled personnel placed at the immediate disposal of the Agency for the purposes of deploying asylum support teams.

By the end of the year, the reserve pool numbered close to 350 experts out of the envisaged 500. Delays persisted in the nomination by some Member States of their respective experts.

The Agency continued managing the deployment of experts through a dedicated **operational deployment system**. The development of further functionalities in the deployment system lagged due to delays in the finalisation of the framework contract for the provision of the necessary ICT services.

The EUAA developed and enhanced quality support tools and procedures across operations, both in the area of asylum and reception. In particular, the Agency established a **platform to facilitate the exchange of good practices and challenges** among operations. Moreover, a repository of operational tools was created, offering the potential for replicability across operations.

All operational plans were built on a needs assessment and designed according to a result-based project management methodology. The harmonisation of these processes across the Agency’s operations was promoted and strengthened.

1.2.1. Deployment and performance management

Objective 1. The deployment of experts to asylum support teams is managed in a solid and coherent framework, further reinforced and improved to ensure the Agency can provide efficient and effective operational and technical assistance.				
Indicator	Data source	Target	Result	Status
Degree of completion of asylum reserve pool/annual nominations.	Asylum reserve pool.	Min 80 %	69 %	Nearly achieved
Degree of implementation of operational deployment system upgrades/new functionalities.	Operational deployment system project plan.	Min 80 %	10 %	Not achieved
Country-specific information for the Agency operations within the country operations platforms are created and kept updated.	Country operations platforms.	1 for each operation (9)	10	Exceeded



Objective 2. Enhance the quality and harmonisation of operational tools and procedures for operational delivery.

Indicator	Data source	Target	Result	Status
Number of Agency tools applied / operational tools/procedures/workflows reviewed, developed or enhanced.	Quality, procedures and tools workplan.	Min 2	43	Achieved

1.2.2. Programming of operations

Objective 1. The Agency's operational and technical assistance is articulated within the framework of the Agency's strategic vision, built upon an assessment of needs and intervention logic, and implemented through a harmonised use of result-based planning and fidelity monitoring, in adherence to an adopted sound operations programming methodology.

Indicator	Data source	Target	Result	Status
Percentage of the Agency's operations designed on the basis of a needs assessment.	Operation records/project documentation.	100 %	100 %	Achieved
Percentage of the Agency operations accompanied by a monitoring plan.	Operation records/project documentation.	100 %	100 %	Achieved

Photo 1. Madrid, 12 June 2023: the Spanish State Secretary for Social Rights and the EUAA Executive Director sign the 2023–2026 operational plan.



1.3. Training and professional development

The training that the EUAA provides on a **permanent basis** helps EU+ countries to comply with EU standards in asylum and reception. In addition, the Agency incorporates training as a key component of its operational and technical assistance to **Member States** whose asylum and reception systems are under disproportionate pressure.

With almost 1 000 training sessions organised, 2023 was a record year in terms of number of asylum and reception officials and civil society actors trained. Details can be found in the 2023 training flash report and in the Agency's training catalogue.

Significant progress was made in the establishment of the **EUAA Academy**, which entails the accreditation of the Agency as a further and higher education provider, entitled to award partial and full qualifications recognised in all EU Member States and beyond ⁽¹²⁾.

In November 2023 the Agency submitted its formal application for accreditation to the Malta Further and Higher Education Authority. Moreover, the syllabi of what will become the EUAA's Master of Arts programme for officials working in the areas of asylum and reception were further outlined, along with the relevant training modules.

1.3.1. Design and development of the European asylum curriculum

Four new training modules were produced, complete with assessment strategies that enable Member States to implement them readily. The modules concern:

- gender-based violence;
- children in the asylum process;
- introduction to reception;
- digital communication channels.

The module development process was further enhanced. The Agency reinforced the consultation phase and continued mainstreaming fundamental rights in the European asylum curriculum.

For Member State officials working on specialised tasks or in the context of operational plans, the Agency also developed tailored training on:

- age assessment;
- monitoring and evaluation in resettlement and humanitarian admission;
- slavery and severe human exploitation as persecution.

The Agency conducted training needs assessments in Lithuania, Slovenia and Spain, as well as preparatory work for a needs assessment for the Italian National Asylum Commission.

⁽¹²⁾ Based on the framework of the Council of Europe's recognition convention (April 1997) – CETS 165 - Convention on the Recognition of Qualifications concerning Higher Education in the European Region (coe.int).



Objective 1. Support asylum and reception officials to perform their duties and tasks by developing, reviewing and producing training and coaching modules, courses, continuing professional development courses, and other training materials forming the European asylum curriculum for learners and trainers, including the development and review of robust assessment of their learning outcomes.

Indicator	Data source	Target	Result	Status
Number of modules, courses, continuing professional developments, and other training materials designed, reviewed, and produced in compliance with the quality guidelines and standards in the field of higher education and vocational training, to address identified training gaps, according to EUAA training plans.	Documentation and internal records.	4 training materials	4	Achieved
Overall satisfaction rate with the first session of newly developed and reviewed training materials.	Evaluation questionnaires of first sessions	70 % satisfaction rate	93 %	Exceeded

Objective 2. Support asylum and reception officials and authorities to perform their duties and tasks by developing, reviewing and producing training materials including deployment training for asylum support team profiles, ad-hoc tailor made and/or specialised training used in the context of the Agency's operational activities, based on identified training needs and specific requests by relevant authorities.

Indicator	Data source	Target	Result	Status
Number of new training materials developed, reviewed and produced in the context of operational activities.	Documentation and internal records.	3 training materials.	3	Achieved
Overall satisfaction rate with the first session of newly developed training material.	Evaluation questionnaires of first session.	70 % satisfaction rate.	93 %	Exceeded

1.3.2. Delivery of the EUAA training

The EUAA delivered sessions on the European asylum curriculum modules for learners, as well as courses for trainers, such as 'becoming an EUAA trainer and assessor', 'introduction to coaching' and 'asylum core' (asylum interview methods, evidence assessment and inclusion). As part of the EUAA's permanent and *ad hoc* support, the Agency increased its assistance to Member States in the planning and delivery of training, with the aim of mainstreaming the incorporation of core parts of the European asylum curriculum in the national training. As a



result, the percentage of EU+ countries making use of the European asylum curriculum reached 80 % (24 EU+ countries).

Training to national authorities and asylum support teams was included and delivered as a key component of 13 operational plans with Member States. In the context of each operational plan, training and coaching sessions targeting the needs of both EUAA asylum support teams and national asylum and reception officials were organised according to dedicated training plans.

The EUAA continued providing training to third countries' asylum and reception officials, although training requests from third countries in 2023 were fewer than expected.

Objective 1. Ensure the management and implementation of trainers and learners curricula, in line with established quality standards.				
Indicator	Data source	Target	Result	Status
Number of participations to the trainers' courses and to the learners' modules.	Learning management system.	4 000	4 664	Exceeded
Overall satisfaction rate of participants.	Learning management system.	80 %	92 %	Exceeded

Objective 2. Ensure the planning, management and delivery of EUAA training and coaching in the framework of operational plans.				
Indicator	Data source	Target	Result	Status
Number of participations in induction training, thematic training and on-the-job coaching.	Learning Management System.	1 000	8 770	Exceeded
Percentage of satisfaction of trainees.	Evaluation questionnaire.	80 %	92 %	Exceeded

Objective 3. Enhanced capacity-building of national authorities in third countries through training, in particular in the framework of external dimension roadmaps.				
Indicator	Data source	Target	Result	Status
Number of third country participations in courses for trainers, learners and in national sessions.	Learning management system.	100	56	Not achieved



1.3.3. Implementation of the training quality assurance framework

The implementation of the EUAA training quality assurance framework proceeded regularly by means of the recommendations of the annual action plan. The work for licensing and accreditation of the **EUAA Academy** continued in consultation with the Member States, which are represented in the EUAA Certification and Accreditation Working Group.

No complaints nor appeals against assessments were submitted by training participants, hence the relevant indicator could not be measured in 2023.

The Agency created **digital workspaces** where EUAA staff can easily share training-related data analyses, thus facilitating the creation of customised reports while ensuring compliance with data protection rules.

As for research methodologies, in view of continuous enhancement of training evaluation and needs analysis methodologies, exchanges and study visits were organised with delegates from the UNHCR and the European Agency for the Management of Operational Cooperation at the External Borders (Frontex).

Quarterly training monitoring reports based on learners' feedback were produced with a view to continuously improving the Agency's training offer.

In addition, the **2022 annual training report**, presenting main insights and key impact of training during the reporting year, was published in the form of an [interactive web-based document](#).

Objective 1. Implement the EUAA training quality assurance framework and ESG 2015 with a view to undergo an external quality assurance procedure for an EUAA Academy.				
Indicator	Data source	Target	Result	Status
Timely response to complaints and appeals.	Documentation and internal records.	95 % of the complaints and appeals responded to within the established time limit.	NA [no complaints or appeals received]	NA
Percentage of recommendations in the annual action plan addressed.	Documentation and internal records.	80 %	80 %	Achieved



Objective 2. Analyse all training-related qualitative and quantitative data including the production of in-depth reports, develop and implement relevant research methodologies to conduct overarching needs analysis and evaluations.

Indicator	Data source	Target	Result	Status
Production of the annual training report.	Report published on the EUAA website.	1	1	Achieved

1.3.4. Implementing a user-centred learning technology ecosystem

The Agency’s **learning technology ecosystem** is currently based on different components, of which the main one is the learning management system. This online platform was further upgraded in 2023 in terms of security, functionality and user experience, especially with the new **EUAA learning portal**, whose first version was developed in 2023.

Additionally, a new feedback form collecting learner input was introduced, and online assessment workflows established to ensure a seamless experience for module and programme assessments.

Finally, the EUAA e-learning service desk optimised workflows providing user support, managing session openings and addressing issues and change requests.

Objective 1. Enhance the implementation of the European asylum curriculum and the online experience by improving and expanding the learning technology ecosystem underpinning training and learning services, and by providing effective and efficient client relationship management throughout the training cycle.

Indicator	Data source	Target	Result	Status
New components added and integrated in the learning technology ecosystem.	Learning technology ecosystem report.	3	3	Achieved
Timely response to helpdesk requests.	Ticketing system.	80 % of the helpdesk requests responded to within 3 working days.	99 %	Exceeded



1.4. Asylum knowledge

As a centre of expertise on asylum, the EUAA collects, analyses and disseminates information to better understand the situation of asylum and foster convergence in asylum and reception practices.

In 2023 the EUAA consolidated its work in the area of asylum knowledge, significantly expanded its activities where needed, in line with needs expressed by the Commission, Member States or stemming from its own operations, and initiated a number of new strategic initiatives.

For the first time, an in-depth analytical study looked at **factors impacting the convergence** of Member States' asylum decision practices, the results of which will feed into reflections and follow up activities in years to come.

Thematic **practical cooperation and exchanges** with and between national asylum and reception administrations and relevant stakeholders intensified, coupled with a significantly increased production of practical guidance, tools, standards and indicators, responding to emerging needs, but also anticipating the roll-out of the Agency's new monitoring task.

In a context of increased pressure on national asylum systems, requests for data, information and analysis allowing for situational overviews, early warning, forecasting and prognosis multiplied and Agency resources were stretched to the maximum to respond to these needs.

Finally, using a project approach and in close consultation with relevant stakeholders, the EUAA further advanced in preparing a **methodology and programme for monitoring Member States'** technical and operational application of the CEAS, as from 2024. To enable the establishment of a new Monitoring Unit, the Agency reallocated several staff, which resulted in the reprioritisation and rationalisation of several asylum knowledge activities and outputs.

1.4.1. Country of origin information and country guidance

The high appreciation and broad use by Member States of country-of-origin information (COI) and country guidance documents, together with their positive impact on convergence, was confirmed by the findings of an [external evaluation](#) conducted in November 2023.

Provision of **COI** was slightly below target due to a lower number of queries, compared to 2022. Information was developed timely and consistently, in close cooperation with Member States and with particular focus on Afghanistan and Ukraine. A COI helpdesk was set up to support EUAA operational activities in frontline Member States.

The Agency responded successfully to growing requests (+ 20 % compared to 2022) for medical country of origin information (**MedCOI**). The annual MedCOI user event, which provides insights on the latest results and recommendations to improve the use of the database, brought together 58 experts from 18 Member States. Users were highly satisfied and described MedCOI services as accurate, updated, reliable and traceable.

Ghana, Vietnam and Bangladesh were the subject of a general MedCOI report each. Two topical reports (on psychiatry and neurology) were also published for Bangladesh.



The **country guidance** on Afghanistan, Syria and Somalia was updated, jointly with EU+ countries. The Agency provided a platform for in-depth discussions on a joint assessment of protection needs of applicants from the Russian Federation. It also responded to an increasing number of invitations to present country guidance to practitioners in the EU and beyond.

The Agency finalised a **pilot study** on factors impacting the convergence of Member States' asylum decision practices. The study responded to a need expressed by the French Presidency of the Council in its 2022 roadmap for convergence, which invited the Agency to 'analyse asylum decision-making practices and the origin of differences in protection rates between Member States [...]' ⁽¹³⁾.

National determining authorities and appeal bodies were actively involved in designing the pilot study's methodology, which led to an extensive report exploring the complex dynamics behind recognition rates. The final document was shared with the Commission, the Council, EU+ Member States' asylum authorities and the UNHCR.

Objective 1. The Agency aims to enhance cooperation on COI and to produce and disseminate relevant COI products, in particular in relation to information needs stemming from country guidance development, EUAA operations and safe third country designation, in line with the COI report methodology.				
Indicator	Data source	Target	Result	Status
Total number of pages of COI reports, query responses and other products produced/ updated (including introductions, bibliographies, etc.).	Publication on COI portal, website and internal dissemination in operations, COI networks, etc.	2 500	2 319	Nearly achieved
Total number of COI-related workshops, meetings and conferences organised (including country-specific events, network meetings, skill development and methodological workshops, and events organised in the framework of operational support).	Calendar, email invitations, meeting reports.	25	49	Exceeded

Objective 2. Produce reliable and up to date MedCOI information both on-demand and internally determined and make it available to the EU+ countries and the public.				
Indicator	Data source	Target	Result	Status
Number of country MedCOI reports.	Publication on COI or MedCOI portal.	5	5	Achieved

⁽¹³⁾ Notes from the French Presidency of the Council of the European Union 'For a roadmap for the convergence of asylum practices in the field of asylum', 23 June 2022, page 5.



Proportion of completed responses to MedCOI individual requests (the baseline number of requests expected is about 1 200 per year).	Statistics from MedCOI database.	90 %	98 %	Exceeded
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Objective 3. Enhance convergence in EU+ decision-making practices through the development, review and update as needed, of common analyses and guidance notes, and through active promotion of their use by Member States

Indicator	Data source	Target	Result	Status
Number of country guidance processes, including country guidance development, review and/or update, which are finalised at the level of the Country Guidance Network and guidance notes presented to the MB for endorsement.	Draft notes sent to the MB for endorsement.	4	4	Achieved
Number of events and activities, such as dedicated launching events, trainings, workshops, conferences, and internal brown bag lunches, in which country guidance is presented to relevant stakeholders, including in the context of relevant EUAA operations	Agendas, country guidance staff missions.	10	26	Exceeded
Number of convergence analysis reports.	Management Board agenda and minutes, report.	1	1	Achieved

1.4.2. Situational awareness

The Agency continued to give a decisive contribution to the development of **a common situational awareness** on the state of asylum and reception systems in the EU+.

In 2023 the Agency managed to keep pace with an increasing number of queries, processing double the requests from last year while coordinating the implementation of important technical improvements in the query portal.

The [EUAA caselaw database](#) continued to be a reference for jurisprudence on asylum-related matters in the EU. Moreover, the Agency issued several publications and organised thematic events, such as the first EUAA initiative dedicated to legal aid providers.

According to the evaluation surveys launched in 2023, EUAA products continued to provide relevant information for decision makers, policy makers and experts in EU+ countries administrations, offering factual and up-to-date information on the situation of asylum and reception systems.



The percentage of updated pages in the Agency’s **information and documentation system** did not reach the estimated target, due to an internal reorganisation of resources that prioritised the preparatory work for the EUAA monitoring mechanism. However, the EUAA advanced in the establishment of a public version of the information and documentation system, in consultation with key stakeholders including Member States, the Commission, the European Parliament, the Fundamental Rights Agency and Frontex.

The EUAA played a pivotal role in fostering a **common situational awareness** on the state of asylum and reception systems in the EU+, in line with one of the requests of the European Council of 9 February 2023 ⁽¹⁴⁾. All targets were met or exceeded, due to the increased demand of situational awareness products: unified data on the asylum situation in EU+ countries were timely processed, new data collections were established to quantify the EUAA’s operational response, while numerous regular and *ad hoc* analytical outputs were produced in support of a common situational awareness. Main achievements of the year include:

- enhanced support to the activities of the Commission’s [Migration Preparedness and Crisis Blueprint Network](#), including contributions to regular and *ad hoc* reports; and
- revamp of the [EUAA latest asylum trends report](#), regularly updated to inform the public of developments in the EU+ and at the level of individual EU+ countries.

The **2023 EUAA annual asylum report**, [published on 4 July 2023](#), was presented in an online event followed by 315 participants. Its web version featured new interactive functionalities to facilitate access to the information of the [national asylum developments database](#), which presents legislative, institutional and policy developments related to asylum since 2018. The report was accompanied by 10 thematic factsheets and its executive summary was translated in 30 languages, including 7 non-EU languages.

According to the feedback received in the dedicated survey, the report continued to stand as a flagship product of the EUAA.

Objective 1. To gather, update, validate and analyse qualitative information on the implementation of the CEAS and provide relevant products to support evidence-based policy and informed decision-making.				
Indicator	Data source	Target	Result	Status
Percentage of information and documentation system’s thematic pages maintained up to date (updated in the last six months).	Monthly overview of updated thematic pages, via platform user analytics, communication bulletins informing countries about updates in thematic sessions.	75 %	55 %	Not achieved
Percentage of queries processed yearly in the query portal.	Query portal.	90 %	86 %	Nearly achieved
Number of situational analysis/ updates and other	Records of drafted overviews.	46	47	Exceeded

⁽¹⁴⁾ [Conclusions adopted by the European Council at its special meeting of 9 February 2023](#), point 26.



analytical products drafted, including case law database thematic products published or referenced in the Agency's outputs.				
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Objective 2. To lead information exchanges that quantify the asylum and reception situation in Member States and the operational support provided by the Agency, carry out research on migration drivers as well as early warning and forecasting of asylum-related migration, and produce a high-quality portfolio of analytical products.

Indicator	Data source	Target	Result	Status
Percentage of strategic (early warning and preparedness system and open sources) data processed within established timeframes.	Analysis and monitoring.	100 %	100 %	Achieved
Number of activities covered by ODC.	Internal records and reporting.	25	59	Exceeded
Number of analytical, research and related outputs	Internal records and reports.	130	518	Exceeded

Objective 3. The Agency produces a high-quality Asylum Report serving as a flagship product of the Agency and a reference document for the CEAS.

Indicator	Data source	Target	Result	Status
Number of accompanying resources.	The Agency's website	5	5	Achieved



1.4.3. Asylum and reception cooperation and guidance

The EUAA continued to organise thematic meetings, workshops, specialised webinars and other collaborative initiatives through its relevant networks.

'Excellent facilitation'; 'several new ideas to take back home'; 'very well-structured agenda'; 'appreciated the last session (well-being) because it encouraged to exchange on national practices'.

Thematic meeting on the job of the case officer
(17–18 October 2023)

Approximately 2 000 external participants from national authorities and organisations, 1 000 online participants and 500 EUAA staff took part in exchanges of information and challenges aimed at identifying good practices.

Additionally, over 1 000 members of courts and tribunals shared their insights across the entire spectrum of international protection law through a series of workshops and other initiatives.

The Agency provided **customised capacity-building** through area-specific conferences and study visits to asylum judges and court personnel in Cyprus, Greece and Italy, and implemented targeted activities to strengthen cooperation with representatives of the judiciary from North Africa. Additionally, the EUAA launched, in cooperation with Frontex, an initiative to support contingency planning in reception, asylum and border management for Western Balkan countries.

The guidance and tools developed in 2023 supported national authorities in the areas of:

- qualification for international protection;
- evidence and risk assessment;
- evidence and credibility assessment;
- cooperation with investigative and prosecution authorities in the area of exclusion;
- Dublin transfers;
- victims of torture;
- psychoeducation;
- guardianship; substance use response.

'It has been very interesting to meet formally and informally the representatives of almost all reception agencies. Conclusions drawn at the very end of the meeting were very relevant and ensure a qualitative way forward'.

Third annual meeting of senior officials of reception authorities (29–30 March 2023)



Photo 2. Athens, February 2023: pilot training on the EUAA's assessment of reception conditions tool



Photo 3. Wiesbaden, Germany, March 2023: meeting of senior officials of reception authorities

One of the two planned innovation processes, the **quality assurance tool**, underwent a testing process in 2023 and will be ready for users in 2024.

The EUAA also launched the web portal ‘[let’s speak asylum](#)’, which provides standardised information in the areas of asylum procedure, Dublin procedure, reception and resettlement. The portal offers information provision tools with user guidance and a repository of simple and easy to understand illustrations and icons developed by the Agency.

Finally, the EUAA adopted a [strategy on vulnerability](#), which defines the framework within which the Agency will conduct its work on vulnerability in support of EU+ countries, and a [strategy on digital innovation in asylum procedures and reception systems](#), which aims at supporting EU+ countries in a meaningful digital transformation of asylum processes.

Objective 1. The Agency aims to facilitate practical cooperation and exchange of best practices among Member States on:

- asylum processes, quality management, digital innovation and selected aspects of the CEAS within the framework of the Agency’s Asylum Processes Network;
- exclusion processes in the framework of the Exclusion Network;
- vulnerability, within the framework of the Vulnerability Expert Network;
- implementation of the Dublin III Regulation, within the framework of the Network of Dublin Units;
- reception, within the framework of the Network of Reception Authorities;
- all aspects of the CEAS relevant to courts and tribunals.

Indicator	Data source	Target	Result	Status
Number of practical cooperation meetings of the Asylum Processes	Admin. records/quarterly.	46	50	Exceeded

Network, the Exclusion Network, the Vulnerability Experts Network, the Network of Dublin Units, the Network of Reception Authorities, the Courts and Tribunals Network.				
Number of exchange visits organised.	Admin. records/bi-annually.	8	8	Achieved
Number of judicial workshops/webinars and conferences organised.	Admin. records/quarterly.	16	16	Achieved
Number of periodic updates/newsletters/ platforms of the Exclusion Network, Vulnerability Experts Network, Network of Dublin Units.	Reports published on network platform.	18	19	Exceeded

Objective 2. Develop, promote and facilitate the use of common practical guides and tools, guidance, operational standards and relevant indicators, judicial analyses, to support the correct and effective implementation of the CEAS.

Indicator	Data source	Target	Result	Status
Number of practical guides and tools, operational standards and indicators, and publications related to courts and tribunals developed or updated and published.	Products published on the website and/or network platform.	23	23	Achieved
Number of innovation processes supported, promoted or developed.	Admin. records.	2	1	Not achieved
Number of activities for support of contingency plans (workshops, scenario testing).	Workshop reports, admin. records.	5	5	Achieved

Objective 3. The Agency aims to provide technical advice and quality assurance support to measures within the Agency's operational plans and in the context of capacity-building under the ECS.

Indicator	Data source	Target	Result	Status
Number of guidance, tools, standard operating procedures, workflows, templates and quality feedback reports on the core asylum processes developed, updated or reviewed.	Tools and reports made available to operations by email and/or through information platforms.	16	17	Exceeded
Number of operational support and capacity-building activities implemented (asylum processes, vulnerability, Dublin, reception, courts and tribunals).	Admin records.	42	72	Exceeded



1.4.4. Monitoring the operational and technical application of the common European asylum system (CEAS)

The Agency made important progress toward the establishment of a mechanism for the purpose of **monitoring the operational and technical application of the CEAS**.

A Monitoring Advisory Group composed of Member States, the Commission and the UNHCR supported the drafting of a monitoring methodology and of a monitoring programme. Other key stakeholders with experience in monitoring, such as Frontex, the Fundamental Rights Agency, the European Institute for Gender Equality and the Council of Europe, were consulted as well.

Following a request from the Monitoring Advisory Group, the presentation of the monitoring methodology and programme to the EUAA Management Board was postponed to 2024.

Objective 1. Prepare a methodology for monitoring the operational and technical application of the CEAS in view of the gradual roll-out of EUAA's monitoring mechanism.

Indicator	Data source	Target	Result	Status
Number of monitoring methodologies drafted.	Internal documentation.	100 %	85 %	Nearly achieved

1.5. Protection of fundamental rights

The EUAA's first **fundamental rights officer** was appointed in May 2023 to ensure the Agency's compliance with fundamental rights in all of its activities, including through the implementation of a complaints mechanism ⁽¹⁵⁾.

Since his appointment, the fundamental rights officer undertook three visits of operational sites (Cyprus, Greece and Malta) and provided observations.

He also developed, in consultation with the Commission and the Consultative Forum, a concept for a visible and easily accessible **complaints mechanism**, including related pre-deployment training for members of the EUAA asylum support team.

Objective 1. Ensure the full respect for fundamental rights in all of the Agency's activities.

Indicator	Data source	Target	Result	Status
Number of information sessions organised.	Session reports.	3	6	Exceeded

⁽¹⁵⁾ See Regulation (EU) 2021/2303, Article 49 and Article 51.



1.6. Horizontal activities

1.6.1. Consultative Forum and civil society

The Agency continued reinforcing its cooperation with civil society organisations through the [EUAA Consultative Forum](#), whose mandate was enhanced following the entry into force, in 2022, of the EUAA regulation.

In 2023 the forum was reconstituted with the establishment of two thematic consultations groups on country-of-origin information and persons in a vulnerable situation.

Photo 4. Malta, 30 November 2023: plenary meeting of the Consultative Forum



Objective 1. Reinforce cooperation between the Agency and civil society.				
Indicator	Data source	Target	Result	Status
Number of consultations held with CSOs.	Consultation calendar and progress on website.	6	18	Exceeded
Number of areas (and related Agency activities) in which select CSOs were invited to participate.	Internal reports.	6	6	Achieved
Number of activities of other JHA agencies' consultative fora in which the Agency participated or contributed to.	Meeting reports.	4	8	Exceeded

1.6.2. Governance

The Agency continued to monitor governance indicators and improve its internal control systems.



The conduct of **evaluations** provided opportunities for performance improvement and increased transparency through publication of final reports on the Agency's [website](#). For more information, please see Part II. (b) Evaluations.

The **internal control** framework was streamlined by merging separate registers of corrective actions (*ex post* financial controls and internal control self-assessment). The implementation of the internal control self-assessment action plan was below target, primarily due to the large number of pending actions stemming from *ex post* controls. Details can be found in part III of this report.

Cooperation with stakeholders remained high on the agenda. Of particular relevance in that respect is the Agency's **chairmanship of the Justice and Home Affairs Agencies Network**. Bringing together nine EU agencies, the network enabled concrete exchange and learning on the following priorities laid out in its annual work programme:

1. digitalisation;
2. implementation of the EU green deal in justice and home affairs agencies;
3. information provision in mixed migration situations;
4. cybersecurity;
5. communication and promotion of the network.

Objective 1. Maintain good governance, communication and continued cooperation with stakeholders.				
Indicator	Data source	Target	Result	Status
Number of meetings organised with key stakeholders	Internal reporting.	150	166	Exceeded
Number of external meetings and/or events participated in.	Internal reporting.	150	169	Exceeded
Percentage of change in monthly average social media reach.	Social media analytics.	+ 10 % compared to 2022	+ 104 %	Exceeded
Reach of mentions of the Agency in press.	Meltwater analytical too.	13 billion	23 144 466 637	Exceeded
Timely implementation of the Agency's internal control self-assessment action plan.	State of play of implementation of the internal control self-assessment action plan.	90 %	52 %	Not achieved
Timely implementation of agreed risk responses in the Agency's Risk Register.	State of play of implementation of the risk register.	90 %	95 %	Exceeded
Percentage of completed evaluations on the number of planned evaluations to be completed.	Evaluation advisory group.	90 %	100 %	Exceeded



1.6.3. Executive Director's key performance indicator (KPI)

Objective 1. Effective implementation of the work programme with allocated human and financial resources.				
Indicator	Data source	Target	Result	Status
Implementation of planned activities (work programme), utilisation of planned financial (budget) and human (establishment plan) resources (a combined average).	Quarterly monitoring reports.	≥ 80 %	88 %	Achieved

1.6.4. Third country support

Support to third countries is one of the two pillars of the EUAA's [updated external cooperation strategy](#) (the other being resettlement and humanitarian admission).

The Agency fostered practical cooperation among EU+ countries on relevant third country support activities which included:

- two meetings of the Third Country Cooperation Network,
- two meetings of the working group on cooperation with Western Balkans;
- one meeting of the working group on cooperation with the Middle East and North Africa region;
- management of a web-based third country support platform, featuring overviews of asylum and reception systems of various third countries;
- management of a database of all asylum and reception-related projects implemented by different stakeholders in support of relevant third countries.

The EUAA also provided support to several third countries in a bilateral form and/or through a regional approach.

The Agency strengthened cooperation with the **Western Balkan** countries through six roadmaps, within the framework of a EUR 6 million regional programme, implemented in partnership with Frontex, the International Organisation for Migration and the UNHCR.

The EUAA worked on national asylum legislations to achieve better alignment with the CEAS and helped introducing standard operating procedures in line with EU practices. The achievements of 2023 include:

- 18 cooperation meetings;
- over 350 participations in EUAA initiatives, so that every caseworker in the region took part in at least one activity organised by the Agency;
- 110 frontline-officials upskilled on access to asylum procedures;
- 46 officials trained through EUAA modules;
- 6 qualitative assessments, one for each Western Balkan country, which contributed to the EU [2023 enlargement package](#);
- coordination of 2 working groups with Member States on cooperation with the Western Balkan region;
- facilitation of direct support through experts from 10 Member States.



The roadmap for cooperation with **Türkiye** was partially suspended following the earthquakes in February and the presidential elections in May 2023: this resulted in less network activities than planned. However, despite an implementation period of only seven months, the EUAA conducted 25 support initiatives in the areas of country-of-origin information, registration of applications, project cycle management, identification and referral of people with special need etc.

Activities were implemented through workshops, study visits and training. Denmark, Italy and Germany played an important role by hosting some study visits and providing expert support. The EUAA also assisted Turkish authorities with the translation of three EUAA practical guides and two country-of-origin information reports.

The EUAA continued to experience a shortage of human resources in its **Middle East and North Africa** (MENA) team. This, coupled with the military coup in **Niger** in July 2023, hindered the achievement of the Agency's targets (as three of the planned activities were part of the Niger pilot roadmap).

In **Egypt** the lack of a stable national contact point, due to the rotation system put in place by the Egyptian Ministry of Foreign Affairs, posed a significant challenge for the implementation of the roadmap activities. Even so, the EUAA delivered three follow-up activities to further support Egypt's efforts to establish an asylum system. This work was considered particularly valuable and the Agency obtained EUR 1.5 million, within the framework of the Neighbourhood, Development and International Cooperation Instrument-Global Europe funding, to continue its cooperation with Egypt in 2024–2026.

Finally, the EUAA provided opportunities for MENA countries and EU Member States to meet and exchange on second instance judicial procedures.

Objective 1. Manage and further develop practical cooperation among EU+ countries on activities pertaining to the Agency's external dimension mandate.				
Indicator	Data source	Target	Result	Status
Number of network activities implemented and delivered.	Operational/ administrative records; meeting reports.	8	5	Not achieved
Number of knowledge management tools/techniques, including in support of the network, under development, in place or updated.	Operational/ administrative records and reports Business cases developed.	3	3	Achieved

Objective 2. Strengthen cooperation with Western Balkan administrations to improve knowledge and capacities to manage fluctuating migration movements and to develop the asylum and reception systems in a protection sensitive manner, including on matters concerning persons with special needs.				
Indicator	Data source	Target	Result	Status
Number of activities implemented under roadmaps/instrument for pre-accession-funded project.	Operational and administrative records; periodical activity reports and final project reports sent to the European Commission.	40	44	Exceeded



Objective 3. Strengthen cooperation with the Presidency of Migration Management of the Turkish Ministry of Interior to improve knowledge and capacities to manage fluctuating migration movements and to develop the asylum and reception systems, including on matters concerning persons with special needs.

Indicator	Data source	Target	Result	Status
Number of activities implemented as per the agreed roadmap.	Periodical activity reports.	25	25	Achieved

Objective 4. Strengthen cooperation with Middle East and North African (MENA) countries (including countries under the umbrella of the RDPP NA) to improve knowledge and capacities to manage fluctuating migration movements and to enhance/develop the asylum and reception systems, including on matters concerning persons with special needs.

Indicator	Data source	Target	Result	Status
Number of support activities implemented as per cooperation documents.	Periodical activity reports.	12	6	Not achieved

1.6.5. Information and communication technology (ICT)

The Agency relies on **ICT-driven solutions** to support Member States. This work is however highly dependent on external ICT expertise. In 2023, issues with the availability, management and quality of such external expertise led to significant delays in the development phase. Tools which had been identified for launch or upgrade, such as the referral tool, the operational deployment system or the asylum reception conditions tool, remained a work in progress. Consequently, the planned **user satisfaction surveys** were not conducted.

Notwithstanding, the Agency continued to advance in the **automation** of its internal processes to achieve efficiency gains. In 2023 the Agency:

- improved monitoring and reporting in areas of ICT and human resources management (through the integrated information system Sysper);
- continued to maintain adequate stocks of hardware/ICT equipment at headquarters and in larger operation sites, to support increased deployments.

Access to and management of information were enhanced, although such progress is not captured by the indicator of objective 3. Accomplishments include the following:

- an identity access management system was created;
- access profiles of internal users were established according to role, location and device;
- role-based access to corporate wi-fi was successfully concluded;
- dependency on headquarters networks was reduced, including through the use of the Commission-hosted Sysper application;
- backup policy was improved for all cloud-based applications;
- use of Commission tools, such as eProcurement.



Objective 1. Deploy and evolve IT-driven solutions to enhance efficacy and efficiency of key asylum support areas.

Indicator	Data source	Target	Result	Status
User satisfaction with deployed information technology solutions.	User satisfaction survey.	≥75% satisfaction	NA	NA

Objective 2. Enable the automation of processes and improve efficiency in the workplace.

Indicator	Data source	Target	Result	Status
100% coverage of standardised Wi-Fi settings across all geographical locations	Network monitoring tools	100 %	85 %	Nearly achieved

Objective 3. Improve the stakeholders experience and the 'anywhere' user coherent access to and management of information. Leverage technology towards achieving organisational mission.

Indicator	Data source	Target	Result	Status
Achieve 100 % technical architecture.	Architecture portal	100 %	0 %	Not achieved

Photo 5. Malta, Justice and Home Affairs Agencies Network, 19 September 2023: cybersecurity exercise for managers



Part II. (a) Management

2.1. Management Board

The EUAA Management Board held four ordinary meetings in 2023: in March, June, September and November. Two extraordinary meetings were organised in February and two in December for the purpose of selecting the fundamental rights officer and the deputy executive director. Additionally, a thematic meeting was held in January, on the practical implementation of the transition to the EUAA regulation, and another one in November, on the draft fundamental rights strategy.

In 2023 the Management Board adopted the following items:

- decision on the ethical guidance applicable to the Management Board, the prevention and management of **conflicts of interest** of its members and of conflicts of interest connected to membership of organisations and competent bodies of the Consultative Forum. This decision is available on the [Agency's website](#);
- updated **country guidance notes** and common analyses on [Afghanistan](#), [Syria](#) and [Somalia](#);
- revised [EUAA external cooperation strategy](#);
- decision on the nature and terms of deployment of **liaison officers** to Member States;
- decision on the establishment of an **Executive Board**, that will assist the Management Board and the Executive Director in the preparation of decisions, programmes and activities to be adopted by the Management Board, as provided for by Article 41(3) of the EUAA regulation;
- [EUAA strategy on digital innovation in asylum procedures and reception systems](#);
- [EUAA strategy on vulnerability](#).

Other significant items adopted include the [practical guide on information provision during the phase of access to the asylum procedure](#), the [recommendations on Dublin transfers and on family reunification within the Dublin procedure](#), the update to the quality assurance tool concerning the examination of applications for international protection and the practical guide on cooperation with investigative and prosecution authorities on exclusion and on evidence and risk assessment.

The Management Board discussed the following **significant risk** and **control issues**:

- follow-up on the implementation of corrective actions stemming from three audit reports released by the Internal Audit Service in 2020, 2021 and 2023 (details provided in section 2.8. (a));
- follow-up on five outstanding observations of the European Court of Auditors, which were all addressed by the end of the year (details provided in section 2.8 (a));
- state of play of the fact-finding mission conducted in October 2022 by the Internal Audit Service, following anonymous allegations of significant control issues at the



EUAA, and actions taken by the Agency's management in this regard. The Internal Audit Service found no irregularity;

- follow-up on the *ex post* controls recommendations and corrective actions (see annex IX);
- impact, on the operational support provided by the Agency, of possible challenges in reaching an agreement on asylum standards with hosting Member States;
- impact of the phase-out of short-term contract agents on the operational support provided by the Agency;
- further delays in the installation of containers in Belgium or discontinuation of the activity;
- operational challenges related to the implementation of deployment mechanisms of experts and to the use of interpretation services.

2.2. Major developments

With 1.1 million applications for international protection lodged in EU+ countries, the pressure on national asylum and reception systems in 2023 reached levels reminiscent of the 2015-2016 refugee crisis ⁽¹⁶⁾. Additionally, EU+ countries were hosting, at the end of 2023, about 4.4 million beneficiaries of temporary protection who fled Ukraine following Russia's unjustified full-scale invasion ⁽¹⁷⁾.

To address the increased needs, the Agency scaled up its operational and technical assistance, ensuring the presence of more personnel across 13 Member States. This included the rapid redeployment of 50 experts to southern Italy. The EUAA staff was instrumental in supporting the implementation of the Commission's plan in response to the surge in migrant arrivals to the island of Lampedusa, in September 2023.

The earthquake that struck Türkiye and Syria, on 6 February 2023, affected the implementation of the roadmap for cooperation with Türkiye and delayed the activities of the Reception Support Facility in Istanbul.

On 26 July 2023, a coup d'état removed Niger president Mohamed Bazoum from office. As a consequence, and in line with the EU external policy, the EUAA put all cooperation activities with Niger on hold.

⁽¹⁶⁾ See [interactive chart](#) within the [EUAA 2023 latest asylum trends report](#).

⁽¹⁷⁾ EUAA 2023 latest asylum trends report.



2.3. Budgetary and financial management

2.3.1. Information transmitted currently in the report on the budgetary and financial management (Art 103 FFR)

The EUAA estimates of the revenue and expenditure (budget) for the year 2023, as resulting from the Single Programming Document 2023–2025 Amendment 1, of 19 December 2022, amounted to EUR 180.1 million in commitment and payment appropriations.

Following the budget amendment contained in the Single Programming Document 2023-2025 Amendment 2, adopted by the Management Board on 25 September 2023, the EUAA:

- introduced a new budget item (external assigned revenue) to allocate the subsidy expected from the Commission’s Neighbourhood, Development and International Cooperation Instrument;
- returned EUR 15 million, or 8.3 %, in commitment appropriations (CA), and EUR 10 million, or 5.5 %, in payment appropriations (PA) of the EU subsidy.

As a result, the amended budget for 2023 amounted to **EUR 165 135 127 in CA** and **EUR 170 135 127 in PA**.

This amount refers **only to funds received from the EU budget**. It does not include the additional revenue deriving from other sources, which was not entirely quantifiable at the time of adopting the amendment and therefore was indicated in the EUAA budget with a generic p.m. token ⁽¹⁸⁾.

Breakdown of 2023 revenue (including non-EU budget sources)

In 2023, the revenue of the Agency was composed as follows:

- subsidy from the EU budget;
- contributions from Schengen associated countries, namely Iceland, Liechtenstein, Norway and Switzerland, and their accrued interest;
- funds granted under two contribution agreements signed with the Commission;
- interest income accrued from contributions provided by Czechia and Denmark in 2022.

Table 2. Revenue per fund source, excluding amounts carried over from previous years (figures rounded to next full number).

Budget title	Fund source	Description	Revenue in the budget (€)	Revenue after defining p.m. tokens (€)	Revenue received (€)	Remaining balance (€)
2	IC1	Subsidy from the EU budget	170 135 127	170 135 127	170 135 127	0

⁽¹⁸⁾ p.m. stands for *pro memoria* and indicates that an amount may be assigned to the budget, even if it is not clear what that amount would be, or if it would exist at all.



3	IR1/IR11	Contributions from Schengen associated countries (including accrued interest)	p.m.	15 089 751	15 089 751	0
4	IR1	Other contributions (including accrued interest)	p.m.	2 071 144	2 071 144	0
5	IC1/IC4	Other income/recovery of expenses, interest income	p.m.	320 460	291 210	29 250
		Total income		170 135 127	187 616 482	187 587 232
						29 250

The revenue from Schengen associated countries' contributions and other contributions include accrued interests of EUR 680 487.79 and EUR 18 643.08 respectively, collected in 2023 and generated from deposits of the corresponding funds in the Agency's bank account.

Expenditure in 2023

In 2023 the Agency implemented 97 % of the CA coming from the EU subsidy, thus exceeding the target of 95 % in its relevant governance monitoring indicator. By executing 93 % of the PA from the EU subsidy, the EUAA also reached the target of the related governance indicator (> 90 %).

The following tables show the overall CA and PA execution in 2023, broken down by budget title and fund source ⁽¹⁹⁾. The latter can correspond to different categories, as specified below:

- C1: funds from the EU budget;
- C4: funds recovered in 2023;
- C5: funds recovered in previous years;
- C8: funds automatically carried over from previous year(s);
- R0: external assigned revenue.

Table 3. CA execution per budget title and fund source (figures rounded to the next full number)

Budget title	Fund source	Budgeted CA (€)	Executed CA (€)	Executed CA (%)
Title 1 - Staff expenditure	C1	54 958 322	53 871 751	98 %
	C4	53 169	0	0 %
	C5	104 471	104 471	100 %
	C8	1 029 032	802 508	78 %
Total title 1		56 144 994	54 778 730	98 %

⁽¹⁹⁾ The fund source defines the origin of the appropriation.



Title 2 – Infrastructure and operating expenditure	C1	19 249 984	17 731 426	92 %
	C4	34 075	0	0 %
	C5	43 194	43 194	100 %
	C8	4 764 790	4 132 974	87 %
	R0	6 039	6 000	99 %
Total title 2		24 098 082	21 913 594	91 %
Title 3 – Operational expenditure	C1	90 926 821	88 766 651	98 %
	C4	18 429	0	0 %
	C5	7 902	7 902	100 %
	C8	44 563 803	41 639 057	93 %
	R0	46 522 717	5 185 260	11 %
Total title 3		182 039 672	135 598 870	74 %
Title 4 – Other external projects	R0	5 309 540	3 411 921	64 %
Total title 4		5 309 540	3 411 921	64 %
Total CA		267 592 288	215 703 115	81 %

Table 4. PA execution per budget title and fund source (figures rounded to the next full number)

Budget title	Fund source	Budgeted PA (€)	Executed PA (€)	Executed PA (%)
Title 1 - Staff expenditure	C1	54 958 322	52 868 543	96 %
	C4	53 169	0	0 %
	C5	104 471	104 471	100 %
	C8	1 029 032	802 508	78 %
Total title 1		56 144 994	53 775 522	96 %
Title 2 – Infrastructure and operating expenditure	C1	19 249 984	11 889 096	62 %
	C4	34 075	0	0 %



	C5	43 194	43 194	100 %
	C8	4 764 790	4 132 974	87 %
	R0	6 039	0	0 %
Total title 2		24 098 082	16 065 264	67 %
Title 3 – Operational expenditure	C1	95 926 821	93 995 550	98 %
	C4	18 429	0	0 %
	C5	7 902	7 902	100 %
	C8	0	0	0 %
	R0	46 522 717	1 249 564	3 %
Total title 3		142 475 870	95 253 016	67 %
Title 4 – Other external projects	R0	5 309 540	1 021 909	19 %
Total title 4		5 309 540	1 021 909	19 %
Total payment appropriations		228 028 486	166 115 711	73 %

Execution of EU subsidy

The EU subsidy received by the EUAA decreased from EUR 171.78 million in CA and PA in 2022, to EUR 165.14 million in CA and EUR 170.14 million in PA in 2023 (-EUR 6.64 million and -EUR 1.64 million, respectively).

Table 5. Summary of EU subsidy's execution (figures rounded to next full number)

Budget title	Budgeted CA (€)	Executed CA (€)	Executed CA (%)	Budgeted PA (€)	Executed PA (€)	Executed PA (%)
Title 1	54 958 322	53 871 751	98 %	54 958 322	52 868 543	96 %
Title 2	19 249 984	17 731 426	92 %	19 249 984	11 889 096	62 %
Title 3	90 926 821	88 766 651	98 %	95 926 821	93 995 550	98 %
Total	165 135 127	160 369 828	97 %	170 135 127	158 753 189	93 %



Execution of external assigned revenue

External assigned revenue (R0 credits) is allocated to titles 2 and 3 and corresponds to the funds provided in 2023 and carried over from 2022 by Iceland, Liechtenstein, Norway and Switzerland, together with their accrued interest.

The funds in title 4 correspond to the instalments of: i) a contribution agreement under the EU Neighbourhood, Development and International Cooperation Instrument; ii) a contribution agreement under the Instrument for Pre-Accession phase III; iii) the voluntary contributions received from Czechia and Denmark, carried over from 2022, and their accrued interest.

Table 6. Execution of R0 credits in 2023 (figures rounded to next full number)

Budget Title	Budgeted CA (€)	Executed CA (€)	Executed CA (%)	Budgeted PA (€)	Executed PA (€)	Executed PA (%)
Title 2	6 039	6 000	99 %	6 039	0	0 %
Title 3	46 522 717	5 185 260	11 %	46 522 717	1 249 564	3 %
Title 4	5 309 540	3 411 921	64 %	5 309 540	1 021 909	19 %
Total	51 838 296	8 603 181	17 %	51 838 296	2 271 473	4 %

C1 credit commitments for actions extending for more than one financial year

Article 6.5 of the Agency’s financial regulation ⁽²⁰⁾ provides that ‘commitment appropriations ⁽²¹⁾ must cover the total cost of the legal commitments entered into during the financial year’.

Appropriations are cancelled if not used by the end of the financial year for which they were entered, unless they are carried over to the following financial year in accordance with the relevant rules.

Non-differentiated C1 appropriations carried over (C8) from 2023 to 2024

Non-differentiated C1 appropriations (title 1 and title 2) corresponding to obligations duly contracted during the financial year are carried over automatically to the following financial year and become C8 appropriations, together with the respective payment appropriations ⁽²²⁾.

A total of EUR 6 845 539 was carried over from 2023 to 2024 in titles 1 and 2.

⁽²⁰⁾ EASO Financial Regulation, 14 August 2019, available [here](#).

⁽²¹⁾ Commitment appropriations reserve funds to cover for subsequent expenses.

⁽²²⁾ In the non-differentiated appropriations, commitment and payment appropriations are equal and linked.



Differentiated C1 appropriations carried over (C8) from 2023 to 2024

Differentiated C1 appropriations (title 3) corresponding to obligations duly contracted during the financial year are carried over automatically to the following financial year and become C8 appropriations, without the corresponding payment appropriations ⁽²³⁾.

A total amount of EUR 36 410 159 was carried over from 2023 to 2024 in title 3, out of which EUR 14 983 815 were corresponding to a carry-over from 2022 to cover payments for ongoing multi-annual contracts/legal obligations.

Overview of non-differentiated and differentiated C1 appropriations carried over (C8) from 2023 to 2024

The main budget components that were automatically carried over from 2023 to 2024 concern funds allocated for missions, staff training, schooling and temporary workers expenses, in title 1; building and ICT related expenses, in title 2; expenditure related to temporary workers, deployed experts, containers, interpretations, translations and various consultancy services, in title 3.

Budget transfers

In 2023 the Executive Director adopted eight decisions for transferring appropriations according to the provisions of Article 26 of the Agency's financial regulation. Of these, four were made within the same budget title (from one chapter to another and from one item to another) and four between budget titles (both within the threshold of 10 % of the appropriations for the year, shown on the line from which the transfer was made).

The Executive Director timely informed the Management Board of all the transfers made, in compliance with Article 26(4) of the Agency's financial regulation.

Details are provided in annex II.

Payment performance and interest on late payments

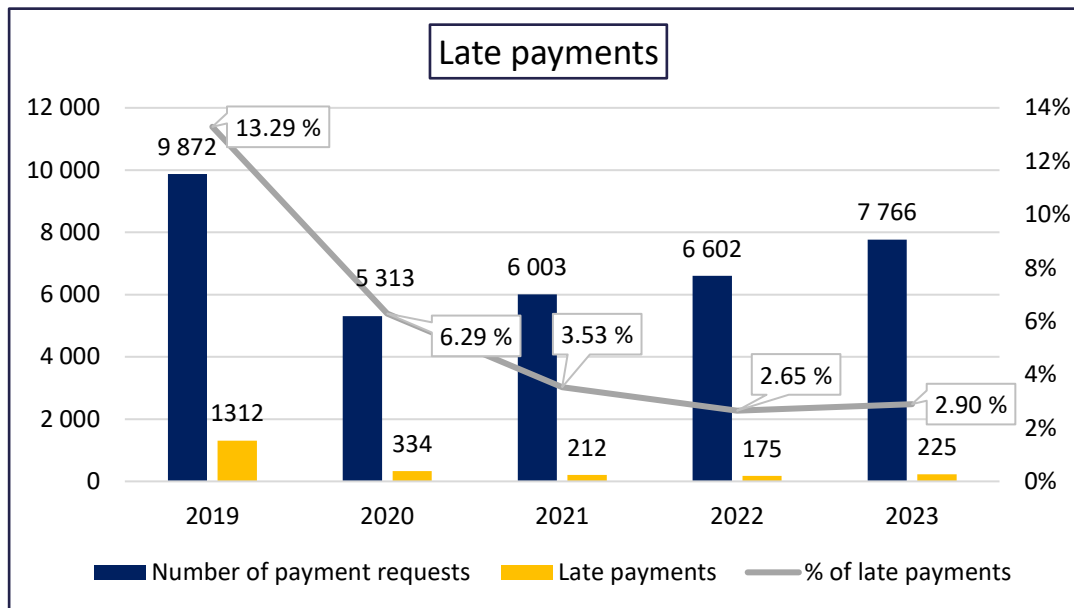
Most payments must be executed by law within 30 calendar days from the receipt of the relevant invoice. Contractors may claim interest for late payments.

In 2023 the Agency executed 7 766 payments, of which 225 were late. This corresponds to a 2.90 % late payment rate, which confirms the positive trend initiated in September 2019 and is well below the threshold of 5 % set in the relevant governance indicator.

In 2023 the EUAA paid EUR 3 777 as interest for late payments.

⁽²³⁾ In the differentiated appropriations, commitment and payment appropriations are not equal and not linked.



Figure 8. Payment performance evolution between 2019 and 2023


A summary of the procurement procedures applied in 2023 is provided below.

Table 7. Procurement procedures in 2023

Type of procurement procedure	Number of units	Percentage on the total
Open call	18	28 %
Negotiated with minimum one competitor	23	35 %
Negotiated with minimum three competitors	12	18 %
Negotiated with minimum five competitors	7	11 %
Competitive with negotiation (point 12, Annex I of Regulation (EU, Euratom) 2018/1046)	1	2 %
Negotiated without prior publication of a contract notice (Point 11, annex I of Regulation (EU, Euratom) 2018/1046)	4	6 %
TOTAL	65	100 %

2.3.2. Information on grant, contribution and service-level agreements

Two contribution agreements were implemented by the Agency in 2023, both signed with the Commission's Directorate-General for Neighbourhood and Enlargement Negotiations.

For the first agreement, signed in June 2022 with a duration of 47 months, the EUAA received EUR 6 million for the implementation of protection-sensitive migration management systems in



Western Balkans. The second agreement was signed in November 2023. It has a duration of 36 months and awarded the Agency EUR 1.5 million to enhance protection space for asylum seekers and refugees in Egypt.

Moreover, the EUAA received financial contributions from Czechia and Denmark in support of its regional pilot project for North Africa and Niger. Denmark also provided funds to support the implementation of the roadmap for cooperation with Egypt.

The list of service-level agreements and additional details on the above-mentioned contribution agreements is provided in annex VI.

2.3.3. Control results

The Agency's **internal control framework** is designed on the basis of the Committee of Sponsoring Organisations of the Treadway Commission (COSO) 2013 Internal Control-Integrated Framework. It provides reasonable assurance to the Executive Director that the following internal control objectives are achieved:

- a) effectiveness, efficiency and economy of operations;
- b) reliability of reporting;
- c) safeguarding of assets and information;
- d) prevention, detection, correction and follow-up of fraud and irregularities;
- e) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned ⁽²⁴⁾.

The functioning of the internal control framework and the achievement of the above-mentioned objectives is gauged through exception and non-compliance procedures, internal control self-assessment exercises, financial *ex ante* and *ex post* controls, audits, the risk management process and anti-fraud activities.

(a) Exception and non-compliance events

These events refer to deviations from procedures that require individual follow-up. If such deviations are authorised before being committed, they are called **exceptions**. Conversely, if they are detected after being committed, they are defined **non-compliances**.

The Agency's internal controls provide reasonable assurance that:

- I) all instances of overriding of controls or deviations are documented in exception or non-compliance reports;
- II) all instances of overriding of controls or deviations are submitted to the Executive Director, who has the authority to authorise them or not;
- III) authorised deviations are recorded in the register of exceptions and non-compliances;

⁽²⁴⁾ Article 30(2) of the [Commission Delegated Regulation \(EU\) 2019/715 on the framework financial regulation](#).

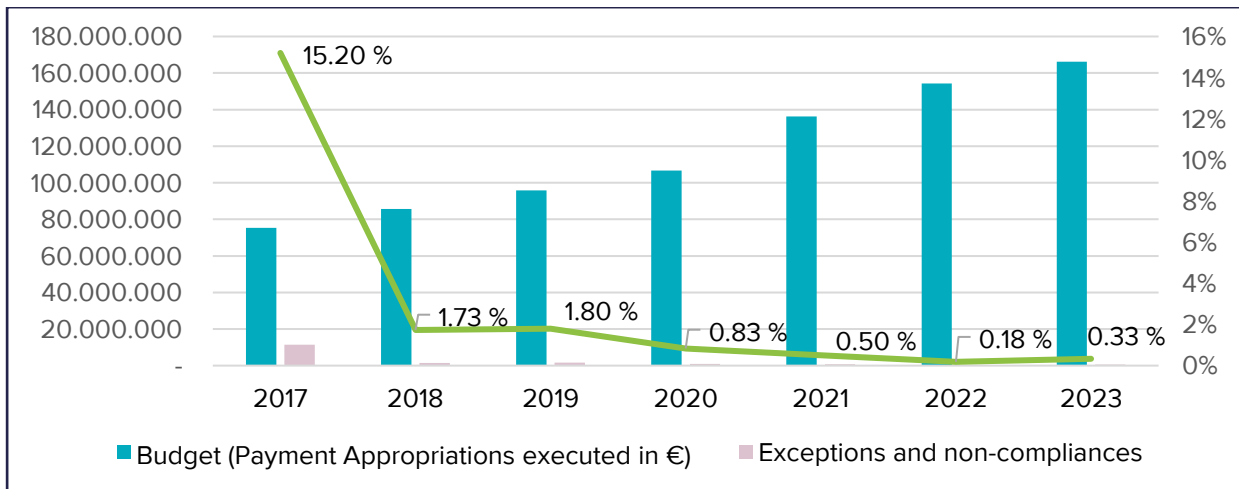


IV) agreed corrective actions are implemented timely.

The Agency drafts monthly reports and trend analyses on the number and typology of exceptions and non-compliances, while the implementation of corrective actions is monitored on a quarterly basis.

A total of 40 exceptions and 9 non-compliances were documented and authorised by the Executive Director in 2023. These deviations concern payments for EUR 554 884.72, corresponding to 0.33 % of the payment appropriations executed by the Agency during the year. This amount represents an increase compared to 2022, when 19 exceptions and 6 non-compliances were documented, corresponding to 0.18 % of the payment appropriations executed by the EUAA that year ⁽²⁵⁾. The amount of registered exceptions and non-compliances is taken into consideration when assessing the materiality of potentially irregular payments.

Figure 9. Financial impact of exceptions and non-compliances between 2017 and 2023



(b) Internal control self-assessment exercise

The 2023 internal control self-assessment exercise took place in the first quarter of 2024. It was mainly implemented through the general and specific *ex post* controls, review of audit reports from the European Court of Auditors and Internal Audit Service and other external audit reports, the central risk management register, the exceptions and non-compliance register and internal control monitoring criteria results.

The self-assessment exercise took into account also relevant developments in the EUAA internal control systems occurred during the first quarter of 2024. It identified 16 new internal control deficiencies, which were recorded in the Agency’s register of deficiencies and

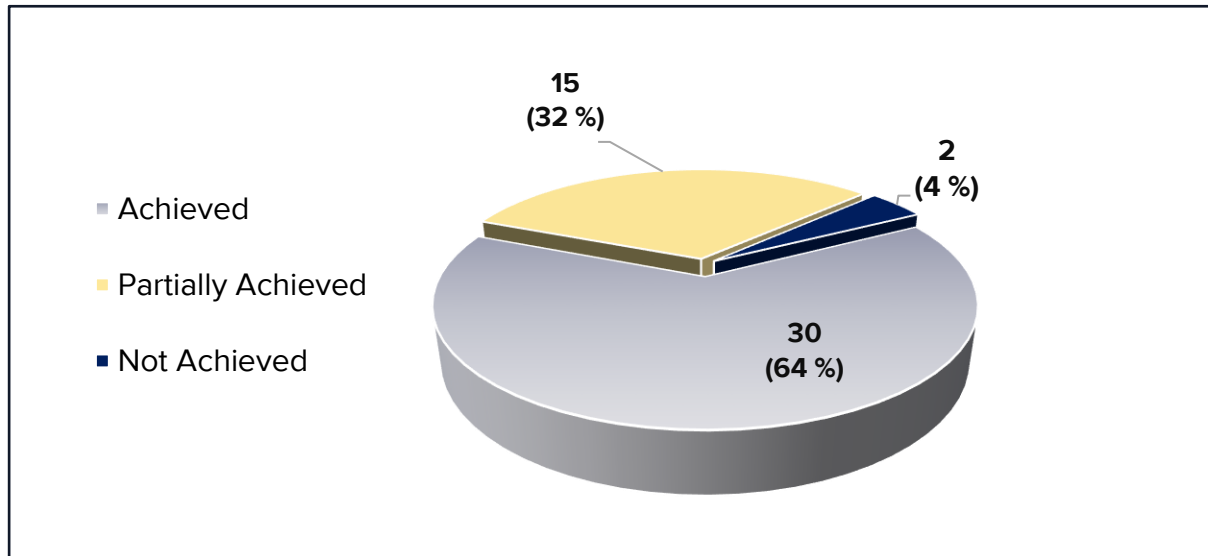
⁽²⁵⁾ The ratio is calculated by dividing the total value of exceptions and non-compliances by the payment appropriations executed in the particular financial year. **2017:** EUR 11 458 803.95/75 390 655.13; **2018:** EUR 1 481 220.07/85 666 273; **2019:** EUR 1 721 998.44/95 740.025 EUR; **2020:** EUR 890 167.16/106 751 137; **2021:** EUR 685 237.27/136 213 596.76; **2022:** EUR 284 149.56/154 247 726.91; **2023:** 554 884.72/166 115 711.12



corrective action plan (see annex IX). The register also encloses 49 corrective actions in progress (24) or planned (25).

The self-assessment relies on a set of 49 indicators that serve as primary source of information. The 2023 exercise was based on the assessment of 47 indicators, as no data was available for 2 indicators. The results are visualised in the figure below.

Figure 10. Assessment of indicators for the 2023 internal control self-assessment exercise



The two indicators that were not achieved refer to the:

- I. percentage of staff that participated in training sessions on ethics and integrity and on respect and dignity;
- II. staff perception of the decision-making process and knowledge of escalation mechanisms.

In this respect, the Agency immediately took corrective measures, as explained in part III. of this report (assessment of internal control principles 1 and 3).

Details on the internal control monitoring criteria results for 2023 are provided in annex X.

(c) Financial *ex ante* controls

In 2023 *ex ante* controls were performed on all transactions.

(d) Financial *ex post* controls

Financial *ex post* controls were conducted on a sample of transactions and procurement procedures covering 2022 and 2023 financial years and selected on the basis of risk assessment considerations. The final report, endorsed by the Agency's senior management in March 2024, contained 3 new observations and 11 corrective actions.



Moreover, the senior management re-assessed the pending observations and delayed corrective actions issued from the 2022 financial *ex post* controls report and identified more realistic and achievable deadlines. As a result, 34 pending observations and 90 delayed corrective actions were merged in 7 observations and 8 corrective actions. Additionally, the weaknesses identified during financial *ex post* controls were included in the central register of deficiencies and corrective actions plan (see annex IX).

The table below summarises the observations and corresponding corrective actions, including those resulting from the 2022 financial *ex post* controls, that were outstanding at the time of writing this report.

Table 8. Financial *ex post* observations and corrective actions as of April 2024

No	Observations	Internal control principle affected	Severity at draft report stage ⁽²⁶⁾	Corrective actions endorsed by senior management	Re-assessed severity at final report stage ⁽²⁷⁾
1	ABAC delegations and nominations	12	MAJOR	1	MODERATE
2	Finance processes, procedures and guidance	12	MAJOR	1	MODERATE
3	Standard operating procedure on procurement	7	MODERATE	1	MINOR
4	<i>Ex ante</i> controls and awareness raising measures	12	MODERATE	1	MODERATE
5	Lack of compliance with contractual provisions (NEW)	12	MAJOR	2	MODERATE
6	Paperless and legal commitment kernel (partially NEW)	5, 9, 11, 12, 13	MAJOR	8	MODERATE
7	<i>Ex ante</i> control strategy for financial operations	10	MAJOR	2	MODERATE
8	Audit trail of the performance and results of accounting checks	10	MINOR	1	MINOR
9	Activity based management	10	MODERATE	1	MODERATE
10	Long-stay missions (NEW)	3	MAJOR	1	MODERATE

The financial *ex post* controls also identified EUR 27 500 of potentially irregular payments related to the acquisition of containers. This amount was considered in the assessment of the materiality threshold, as it refers to potential irregularities affecting the 2023 budget. The

⁽²⁶⁾ Severity proposed by the internal control coordinator when the preliminary observation was issued (1. Minor/desirable - 2. Moderate/important - 3. Major/Very important - 4. Critical/significant).

⁽²⁷⁾ Severity re-assessed by senior management, based on the state of play of corrective actions and other controls in place mitigating the identified risks.



Executive Director has already identified the corrective actions to address these potentially irregular payments.

The recommendations and corrective actions resulting from the financial *ex post* controls are integrated in the central register of deficiencies and corrective action plan available on the Agency's website (see Annex IX).

(e) audits

The results of the audits are presented in parts 2.7. and 2.8. of this report. The Agency is aware that the European Court of Auditors will consider as irregular some payments related to procurement procedures that it declared irregular in the past. In view of that, these payments were taken into consideration in the assessment of the materiality below.

(f) risk management process and antifraud activities

The results of the risk management process and antifraud activities are documented in sections 3.1.2. (risk management as second component of the EUAA internal control system) and 3.1.4.

Assessment of materiality of potentially irregular payments

During 2023, potential irregular payments for a total amount of EUR 706 631.76 were implemented, corresponding to 0.43 % of the Agency's overall payment appropriations implemented in 2023 (EUR 166 115 711.12), as shown below.

Table 9. Potentially irregular payments

Events leading to potentially irregular payments in 2023	Potentially irregular amount in EUR
Potentially irregular payments related to rental of premises in Rome (European Court of Auditor's observation from a previous year with an impact on 2023 budget execution).	81 137.03
Potentially irregular payments related to rental premises in Lesbos (European Court of Auditor's observation from a previous year with an impact on 2023 budget execution).	42 680.56
Potentially irregular payments related to acquisition of IT equipment (ECA observation from a previous year with an impact on 2023 budget execution).	429.45
Exceptions and non-compliances registered in 2023 (excluding payments above).	554 884.72
Potentially irregular payments related to acquisition of containers (financial <i>ex post</i> controls report).	27 500
TOTAL	706 631.76

This amount was below the materiality criterion of 2 % of payment appropriations.



2.3.4. Costs and benefits of controls

2.3.4. (a) Costs and benefits of *ex post* controls

The cost of *ex post* controls was measured by considering DG Budget's guidance on the estimation, assessment and reporting on the cost effectiveness of controls. To this end the Agency defines the cost of *ex post* controls as the full-time equivalents (FTEs) allocated to the function for its implementation and subsequently its cost in monetary units is calculated. As per this guidance the workload assessment and the quantification of the related costs represent an estimate, which is calculated based on the input of staff (estimated) on time spent on *ex post* control activities and professional judgement.

The cost of *ex post* controls (both general *ex post* and financial *ex post* controls) for the period under assessment is measured at 2.30 FTEs and totalling EUR 188 895.37 ⁽²⁸⁾, represents approximately 0.064 % of the total coverage of operations on the population subject to financial *ex post* controls, which stands at EUR 294 865 830.63. Out of the full population, the Internal Control and Compliance Unit implemented *ex post* controls in a representative sample of 179 operations amounting to EUR 33.57 million related to financial years 2022 and 2023, and this represents 0.56 % of the amounts verified as part of *ex post* controls.

The EUAA compared the total cost to:

- the coverage of these controls (for example number of financial operations, amounts, etc);
- the workload in complexity (by defining clusters and risks profiles to decide the expertise and intensity of controls needed);
- the benefits of the *ex post* control results measured in terms of corrective actions, their state of implementation and the estimated amounts receivables (if any);
- other similar controls to determine the added value of maintaining the present approach with an internal *ex post* control capability, or on the contrary identify other control needs, as for example an internal audit capability.

Table 10. Summary of cost effectiveness indicators of the overall **ex post** controls performed during 2023 and in the first quarter of 2024.

Overall cost effectiveness indicator per <i>ex post</i> controls area	FTE ⁽²⁹⁾	Coverage of <i>ex post</i> controls ⁽³⁰⁾	Benefits in terms of corrective actions open and/or implemented
Financial <i>ex post</i> controls	1.26	179 operations / EUR 33.57 million	20 open corrective actions

⁽²⁸⁾ This assessment is based on a calculated average yearly cost per staff member of EUR 82 128.42 (2.30 FTEs* 82 128.43 = EUR 188 895.37).

⁽²⁹⁾ 1 FTE = 210 days per year. If one staff member works on controls/project for 50 days in one year, the formula is 50/210 = 0.24 FTE.

⁽³⁰⁾ Coverage is assessed in terms of workload and, when applicable, amounts managed.



Follow-up activities	0.19	149 corrective actions ⁽³¹⁾	59 implemented corrective actions
IC self-assessment exercises	0.85	17 internal controls principles	68 implemented corrective actions, 19 corrective actions open
Total	2.30	NA	

The analysis of the total cost compared to the benefits demonstrates the efficiency of these controls in identifying, monitoring, and implementing corrective actions. In addition, the cost in FTEs is also partially set off by the estimated amount receivable for EUR 27 500 identified as part of this process.

2.3.4. (b) Cost and benefits of *ex ante* controls

The methodology for the assessment of *ex ante* controls is currently under development.

2.4. Delegation and sub-delegation of the powers of budget implementation to the Agency's staff

In accordance with Article 41 of the Agency's financial regulation, the Executive Director, as the authorising officer, may delegate the powers of budget implementation to Agency staff and set relevant limits.

The delegatee may, with the explicit agreement of the Executive Director, sub-delegate the powers received.

Delegations and sub-delegations maintain their validity until revoked or until the employment contract of a delegatee or sub-delegatee ends. Moreover, delegated and sub-delegated powers must be confirmed when organisational changes affect the reporting lines or if a delegatee or sub-delegatee changes assignment.

The Executive Director and the authorising officers by delegation assign budget implementation powers on specific budget lines, in consideration of the role of the delegated or sub-delegated staff within the Agency. While the powers delegated by the Executive Director to the heads of centre concern all budget titles and have no other limit than the amount of each title, the other delegations and the sub-delegations are restricted to specific budget items and thresholds.

⁽³¹⁾ From the financial ex post controls 2022, internal control self-assessments 2021 and 2022 and the validation of accounting systems report.

⁽³¹⁾ Statutory staff refers to staff employed by the Agency in accordance with the Staff Regulations of Officials of the European Union and the Conditions of Employment of Other Servants of the Union.



All authorising officers by delegation and sub-delegation receive appropriate training, commit to act in accordance with the principles of legality, regularity, effectiveness, efficiency and economy and must report once a year to their respective delegating officer. The authorising officers by delegation and sub-delegation shall also report on potential problems encountered and the remedies proposed.

All instances of control overrides or deviations from established processes and procedures are logged in a central register and documented in dedicated reports.

The accountability of authorising officers by delegation and sub-delegation is also enhanced by financial *ex ante* and *ex post* controls, audits, external evaluations, periodic risk management exercises and by the availability of whistle blowing reporting channels.

At the end of 2023, as part of the financial *ex post* controls, there were a total of 16 ongoing corrective actions aimed at addressing weaknesses in delegations, sub-delegations, and roles and responsibilities related to budget implementation authority. The Agency streamlined the process by merging these corrective actions into a single observation on ABAC delegations and nominations ('there is room to improve the efficiency and effectiveness of delegations, nominations and ABAC access right processes and procedures in order to meet all ABAC security criteria, increase assurance provided to the responsible authorising officers, optimise the resources assigned to financial circuits as well as further increase assurance of compliance with financial rules') in the financial *ex post* control report, issued in the first quarter of 2024.

All these corrective actions will be addressed in a new decision of the Executive Director on delegation and nominations, which is expected to be adopted in 2024.

2.5. Human resources management

2.5.1. Major human resources developments

In December 2023 the Agency adopted its **human resource strategy**, which aims at three main goals:

- to attract the right talent;
- to manage, develop and support staff;
- to encourage a positive work environment and staff wellbeing.

The strategy will be implemented through an action plan developed for each of the three above mentioned goals and covering the 2023–2028 period.

The number of **statutory staff** ⁽³²⁾ assigned to the EUAA remained unchanged (505), despite increased demands of operational support and other tasks of the Agency.

⁽³²⁾ Statutory staff refers to staff employed by the Agency in accordance with the Staff Regulations of Officials of the European Union and the Conditions of Employment of Other Servants of the Union.

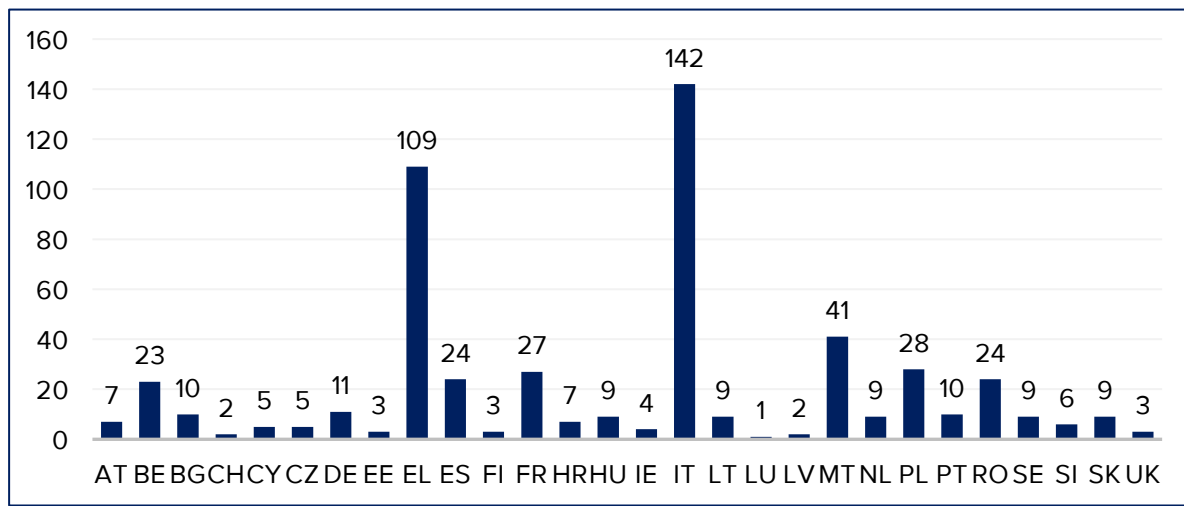


Additional allocated staff included 17 project-based contract agent posts and 90 operational short-term contract agent posts, which the Agency was awarded temporarily and specifically in response to the consequences of Russia's war of aggression against Ukraine.

Out of 612 total posts of the recruitment plan, 542 (88.6 %) were filled by the end of 2023 ⁽³³⁾.

The EUAA also developed a traineeship programme ⁽³⁴⁾ which, starting from 2024, will make trainees available for longer periods of time (between 6 and 12 months).

Figure 11. Staff in the recruitment plan broken down by nationality - status 31 December 2023



Legend. See [Eurostat glossary for country codes](#).

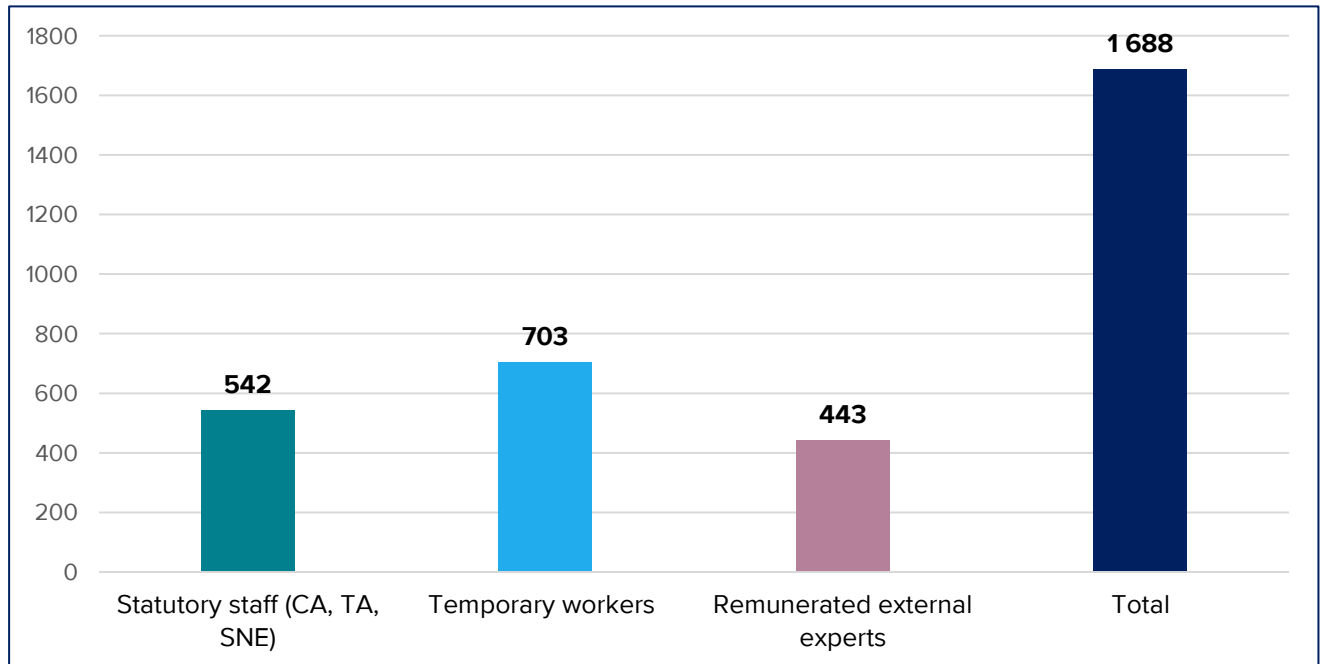
In addition to its statutory staff, the Agency engages **remunerated external experts** and **temporary workers**. The latter are engaged via recruitment agencies and provide valuable assistance in the delivery of timely and effective operational and technical assistance to Member States.

⁽³³⁾ This figure includes 13 posts that had been offered to the selected candidates and for which an employment contract had not been signed yet, as of 31 December 2023.

⁽³⁴⁾ Decision of the Executive Director No 42 of the 10 March 2023 on the EUAA traineeship programme.



Figure 12. EUAA personnel including remunerated external experts and temporary workers as of 31 December 2023



Legend. CA: contract agents; TA: temporary agents; SNE: seconded national experts.

The number of recuperation days, which are the days off granted to recuperate credit hours accrued under the flexitime scheme ⁽³⁵⁾, is shown below.

Table 11. Number of recuperation days authorised in 2023

Category	Flexitime recuperation days in 2023
Temporary agents - Administrators	707.5
Temporary agents – Assistants	238.5
Contract agents	347
Seconded national experts	6.5
TOTAL	1 299.5

⁽³⁵⁾ According to Article 7 of Management Board Decision of 18 January 2016 on working time.



2.5.2. Implementing rules adopted in 2023

No implementing rules were adopted by the Agency in 2023.

2.5.3. Results of the screening/benchmarking exercise

The EUAA is committed to maintaining an optimal ratio between its operational and non-operational personnel. The 2023 job screening exercise confirmed these efforts, which resulted in a minor increase in the percentage of operational personnel, compared to the previous year.

Annex IV provides details per category and sub-category of job types, according to the 2014 Commission's methodology for agencies job screening.

2.6. Strategy for efficiency gains

In the area of **human resource management**, several processes were digitalised thanks to the deployment of new Sysper modules (for time, leave management, timesheets and telework; for human resource certificates; for individual rights; for resignation and 65+). Moreover, the number of staff inquiries was significantly reduced as a result of the roll out of info days for staff, which provided one to one consultations based on a centralised booking system.

Thanks to a **financial management** approach which entails specialisation per thematic areas, the Agency enhanced the expertise on the main types of expenses and processed timely and with fewer delays an increased number of payment requests ⁽³⁶⁾.

In July the EUAA joined the Commission's web-based public **procurement management** tool, that automates and simplifies workflows, thus enhancing paperless work. The Agency plans to publish all its open call procedures via the tool. In 2023, out of 18 open calls, 3 were published through the procurement management tool.

2.7. Assessment of audit results during the reporting year

2.7.1. Internal Audit Service

The Internal Audit Service of the Commission is the internal auditor of the Agency. It assesses the accomplishment of the following objectives:

- a) promoting appropriate ethics and values within the organisation;
- b) ensuring effective organisational performance management and accountability;
- c) effectively communicating risk and control information to relevant organisational entities.

⁽³⁶⁾ The number of payment requests increased by 17.6 % compared to 2022.



On 24 April 2023 the Internal Audit Service issued a final audit report on **coordination between the Directorate-General for Migration and Home Affairs (DG HOME) and the EU decentralised agencies**.

The audit aimed to assess the adequacy of the design and the effective and efficient implementation of the coordination arrangement between DG HOME and the audited decentralised agencies, among which the EUAA, to support the achievement of their respective objectives, in line with relevant regulations and the common approach on decentralised agencies agreed in 2012 by the European Parliament, the Council and the Commission.

Recognising the EUAA efforts to improve its coordination processes, the auditors noted that the Agency presents at each Management Board meeting a detailed reporting on the implementation of its annual operational work programme and that this provides the board with a comprehensive overview on the implementation of each activity.

The final audit report contained two important recommendations for the EUAA related to further improvements in multiannual planning and coordination with DG HOME. The recommendations were immediately followed-up on by the Agency through appropriate corrective measures. In March 2024, the Internal Audit Service concluded that the recommendations had been adequately and effectively implemented and were closed.

In the third quarter of 2023 the Internal Audit Service launched its annual risk assessment exercise, which underpinned the preparation of the audit plan for 2024. As an outcome of the risk assessment, the audit service started the preparatory work for a new audit engagement on human resource management and ethics.

2.7.2. European Court of Auditors

The European Court of Auditors is the external auditor of the Agency and focuses on financial reporting and the implementation of the EU budget and policies.

On 26 October 2023, the European Court of Auditors issued its annual report on EU agencies for the financial year 2022. In addition to the annual audit results, the report presents the results of the assessment of horizontal topic related to the agencies' response to the climate and energy crises and their reporting on their climate and energy performance.

The European Court of Auditors issued an unqualified (clean) audit opinion on the legality and regularity of the payments underlying the annual accounts of the EUAA. This confirms that the Agency's operations are overall being implemented in accordance with the principles of legality, regularity and sound financial management and are free of material errors.

With the issuance of the audit report for the financial year 2022, the European Court of Auditors closed two of its pending observations.

**Table 12.** European Court of Auditor's observations closed in 2023

Year	Observations assessed as closed by the court in 2023	Summary of corrective actions taken
2020	A high number of management posts are vacant, of these many had been occupied on an acting basis for more than one year.	<p>As from October 2022 until mid-January 2023, the EUAA stopped renewing those temporary postings that were set to expire after one year and discontinued the practice altogether in January 2023.</p> <p>In the first quarter of 2023, the EUAA updated its internal rules of procedure, introducing deputising arrangements in cases where heads of centre, unit or sector are prevented from exercising their functions, or where the post is vacant.</p> <p>In addition, temporary postings (ad interim) are occupied for a maximum of one year, without exception other than those foreseen in the said rules.</p> <p>The management has prioritised recruitment of managerial posts – once such a post is created or becomes vacant, the respective vacancy notice is to be published within a reasonable timeframe.</p>
2020	EASO has not updated its policy for the management and prevention of conflict of interest.	The update of the policy for the management and prevention of conflict of interest was carried out in 2022 and adopted by the Management Board in January 2023.

Two quantifiable observations from 2017 and 2020 financial years were still considered open and concern the procurement procedures for rented premises in Lesbos and Rome. In 2023 the Agency terminated the respective rental contracts; hence the appropriate corrective actions may be considered as implemented ⁽³⁷⁾.

In addition, the report contained a quantifiable observation for the 2022 financial year, related to ICT equipment that was not purchased according to the pre-approved price list in the

⁽³⁷⁾ Some non-material payments were executed in 2023, before the implementation of the corrective measures. They amount to EUR 81 137.03 for the premises in Rome and to EUR 42 680.56 for those in Lesbos.



contract ⁽³⁸⁾. The Agency immediately applied corrective measures, therefore the materiality of the expenditure under this contract is very low ⁽³⁹⁾.

The auditors also issued two non-quantifiable observations.

1. The legal bases for calculating the contributions of the Schengen associated countries to the EUAA budget are unclear and allow divergent interpretations. The court argues that the EUAA's interpretation causes these contributions to be around 7 % lower than they should be.

The Commission, informed by the Agency of the auditors' observation, included the discussion of this matter in its negotiations with the Schengen associated countries.

2. There were three cases of sub-delegations of financial authorities which, following the nomination of a new authorising officer, were not timely confirmed as required.

Following-up on that, the Agency put in place measures to ensure the reconfirmation of sub-delegations without delay, whenever a new authorising officer by delegation is nominated.

Finally, the European Court of Auditors addressed some recommendations to all audited EU agencies and bodies in respect to their response to the climate and energy crises and their reporting on their climate and energy performance.

Although not specifically directed to the EUAA, these recommendations were taken on board by the Agency, which started planning appropriate follow-up actions.

2.8. (a) Follow up of recommendations and action plans for audits

2.8. (a) 1. Follow-up on recommendations from the Internal Audit Service

The EUAA is currently following up on recommendations from two audit reports of the Internal Audit Service.

- **Human resource management and ethics in EASO (2020).**

The report contains 6 recommendations, of which 3 were still pending at the beginning of 2023. By the end of the year, only 1 recommendation had not been fully addressed by the Agency, as shown in the table below.

⁽³⁸⁾ The impact of this payment for the 2022 financial year was EUR 49 224.

⁽³⁹⁾ In 2023, the financial impact of payments executed for purchases above the initial price list is EUR 429.45.



Table 13. Status of pending recommendations from the audit on human resource management and ethics

Recommendation	Assessment by the Internal Audit Service
<p>1: resource need and sourcing strategy</p>	<p>In progress. Original target date for implementation: fourth quarter of 2022.</p> <p>In its note dated 1 March 2024, the Internal Audit Service acknowledged that a number of important steps have been taken by the Agency to address this recommendation. In particular, the Agency has put in place measures to link job descriptions and vacancy notices with the required competencies for each post. Job descriptions are updated once a year as part of the appraisal exercise. In addition, expert and interim profiles, as well as templates for interim requests, including the required competencies per profile, are defined. The Internal Audit Service also noted that the new EUAA human resource strategy envisages initial implementation of core competencies, which are applicable to all job categories, functions and grades, and which will be later followed by professional competencies.</p> <p>The Internal Audit Service acknowledged that the Agency's approach to the sourcing of experts is formalised in an Executive Director's Decision. The auditors also noted that an analysis of the risks of the legal framework applicable to temporary agency workers conducting assignments for the EUAA in Malta, Italy, Greece and Cyprus was implemented.</p> <p>Despite the acknowledgement of improvement, the Internal Audit Service noted that a comprehensive competency framework and a sourcing strategy for staff and administrative interims still need to be defined and adopted.</p> <p>Even if the risks identified during the audit have not been fully mitigated yet, the improvements in the area allowed the auditors to re-assess the severity of this recommendation from 'very important' to 'important'.</p>



Recommendation	Assessment by the Internal Audit Service
2: human resource strategy	<p>Formally closed on 1 March 2024.</p> <p>The Internal Audit Service concluded that the recommendation has been adequately and effectively implemented as the head of human resources unit has been recruited and the human resource strategy adopted (on 4 December 2023).</p>
6: concluding disciplinary proceedings within a reasonable time frame.	<p>Formally closed on 2 August 2023.</p> <p>The Internal Audit Service acknowledged that the Agency issued a new internal guidance on administrative inquiries and disciplinary proceedings (adopted on 17 April 2023), which provides step-by-step practical instructions on how to conduct administrative inquiries and disciplinary proceedings and includes a reasonable time frame for every administrative step.</p>

- **IT governance & IT project management in EASO (2021).**

The report includes five recommendations, none of which critical or very important. By the end of 2023, four recommendations had still not been fully addressed, as shown in the table below.

Table 14. Status of pending recommendations from the audit on IT & IT project management

Recommendation	Internal Audit Service's assessment	EUAA's assessment
1: the Agency should reinforce its IT governance framework.	<p>Original deadline: third quarter 2022 - significantly delayed ⁽⁴⁰⁾.</p> <p>Revised date for implementation: second quarter 2024</p>	<p>Full implementation of this recommendation relates to four corrective actions proposed by the Internal Audit Service. The Agency assesses that two of them are fully implemented.</p> <p><u>Information security management</u></p> <p>Risks related to roles and responsibilities of the local information security officer were addressed by defining them clearly, along with reporting lines, in the revised job description. Supporting documents</p>

⁽⁴⁰⁾ Recommendations are considered significantly delayed if they are still open more than 6 months after the original expected date of implementation. The status of recommendations is assessed at the cut-off date (31 January of year n+1) as per IAS note of 29 February 2024 on Internal Audit Service (IAS) contribution to the 2023 Consolidated Annual Activity Report process of the EUAA.



Recommendation	Internal Audit Service's assessment	EUAA's assessment
		<p>submitted for Internal Audit Service's revision on 30 August 2023.</p> <p><u>Monitoring of strategic IT objectives</u></p> <p>The Agency assesses that specific and measurable governance indicators are set allowing to monitor the achievement of strategic IT objectives. The Agency's Single Programming Document and ICT strategies were submitted for Internal Audit Service's revision in 2022.</p> <p>The Agency takes note of the auditors' assessment related to IT governance bodies. There is a risk that, if the mandate of all <u>IT governance bodies</u> is not clearly defined and endorsed by senior management, they may lack adequate empowerment and accountability, which in turn might lead to gaps in or overlaps of roles and responsibilities. There are also risks that, if there is no Steering Group for a number of applications to regularly monitor their maintenance, this may negatively impact the definition of development priorities and the consistency of decision-making.</p> <p>Due to the methodology applied by the Internal Audit Service, the partial implementation of this recommendation was not considered by the auditors.</p>
2: the Agency should improve the value delivery of IT.	Deadline: second quarter 2024 – in progress	The implementation of corrective actions is inter-related to the outcome of the on-going portfolio project at the Agency.
4: the Agency should strengthen the governance of its IT projects	Deadline: first quarter of 2024 – in progress	The implementation of corrective actions is inter-related to the outcome of the on-going portfolio project at the Agency.



Recommendation	Internal Audit Service's assessment	EUAA's assessment
5: The Agency should improve the management of its projects	Deadline: second quarter of 2024 – in progress	The implementation of corrective actions is inter-related to the outcome of the on-going portfolio project at the Agency.

2022 fact-finding mission

Based on information sent to the Internal Audit Service from an anonymous source on 14 September 2022 alleging possible irregularities in the EUAA, the Internal Audit Service organised a fact-finding mission, which took place from 4 to 7 October 2022. Following this, the EUAA received a letter on 29 November 2022 where the Internal Audit Service did not formally conclude on any non-compliance or internal control weaknesses. However, IAS concluded on the following two risks of potential non-compliances with the staff regulations and CEOs for the appointment ad interim of managers over one year and the payment of differential allowances beyond one year. The first non-compliance is not quantifiable and therefore without a financial impact and it was already reported by the EUAA in its central register of deficiencies. This risk has been fully mitigated based on the corrective actions implemented during 2022 and at the very beginning of 2023 by the Agency. The second risk of potential non-compliance on the payment of differential allowances beyond one year was re-assessed by the European Court of Auditors during 2023 and it was concluded that such practice in the Agency was legal and regular and therefore not resulting in any irregular payments.

On 13 February 2023, the Executive Director addressed a letter to the Internal Audit Service with details on how the Agency has addressed the conclusions from the Internal Audit Service fact-finding mission. By its letter dated 16 February 2023, the Internal Audit Service acknowledged that the Agency has addressed the conclusions of the fact-finding mission in a detailed and comprehensive manner, covering the reported topics of a potential non-compliance with the staff regulations and conditions of employment of other servants on ad-interim appointments, and potential internal control weaknesses.

2.8. (a) 2. Follow-up of recommendations from the European Court of Auditors

The EUAA is currently following-up on three observations from previous years, which the European Court of Auditors has not assessed as completed yet.

Two quantifiable observations from 2017 and 2020 financial years concern the procurement procedures for rented premises in Lesbos and Rome. In 2023 the Agency terminated the respective rental contracts, hence the EUAA considered that appropriate corrective actions have been implemented (information about financial impact related to these payments is provided in section 2.7.).

The third observation concerns the setup of effective financial *ex post* controls. The EUAA adopted a risk-based *ex post* control strategy and implemented financial *ex post* controls for

the financial years 2020, 2021, 2022 and 2023. As a result, the EUAA considers the corrective actions related to this observation implemented.

2.8. (b) Follow-up of recommendations issued following investigations by OLAF

OLAF issued no recommendations in 2023.

2.9. Follow-up of observations from the discharge authority

On 10 May 2023, the European Parliament granted discharge in respect of the implementation of the Agency's budget for the financial year 2021 ⁽⁴⁾. The observations contained in the resolution forming part of the discharge decision were addressed by the Agency in its follow-up report of 17 July 2023, available on the [European Parliament's website](#).

Out of 14 observations requiring an action from the EUAA, 8 were considered closed by the end of 2023, as no further follow-up was needed on them.

The table below provides a summary of the remaining six observations. Further details can be found in the above-mentioned follow-up report.

Table 15. European Parliament's pending observation as of 31 December 2023

No	European Parliament's request	EUAA follow-up
5.	Report to the discharge authority on the implementation of certain provisions of the EUAA regulation.	The EUAA provided the report and will continue updating the discharge authority as needed.
7.	Observe gender balance in senior management and Management Board.	The Agency provided examples of its commitment to ensure gender balance.
10.	Finalise recruitment of managerial posts and keep the Discharge Authority informed regarding the progress made.	At the end of 2023, 11 out of 22 managerial posts were filled. The Agency will continue providing updates on the progress made.
12.	Inform the discharge authority about the progress and stages of the investigation launched by OLAF on 24 November 2022.	To ensure the confidentiality of the ongoing investigation, in accordance with Article 10(3) of Regulation (EU, Euratom) No 883/2013, the Agency was not in the position to provide details.

⁽⁴⁾ See European Parliament's decision [P9_TA\(2023\)0178](#).

24.	Close outstanding corrective actions resulting from the Internal Audit Service's audits on the Agency's human resources management and ethics (2020) and on the Agency's governance and IT project management (2021).	The implementation of five corrective actions was ongoing at the end of 2023. Additional information is provided above, in section 2.8. (a).
28.	Take the necessary steps to obtain the certification of compliance with the Commission's eco-management and audit capacity scheme.	A number of preparatory activities were undertaken to launch the process.

The publication of senior management's *curricula vitae* and declarations of interests on the Agency's website (observation number 18), which was still ongoing at the time of writing the follow-up report (July 2023), was finalised between August and September 2023. The corresponding observation was therefore considered as closed.

2.10. Environment management

During 2023, the Agency was highly engaged in capacity and knowledge-building activities organised by the **EU Agencies Network** and by the **Justice and Home Affairs Agencies Network**.

Details are provided in annex VII.

2.11. Assessment by the senior management

With reference to the information provided in the previous sub-sections, the senior management acknowledges the robustness of the EUAA governance, which was further consolidated following the transition to the Agency's enhanced mandate.

In particular, the senior management welcomes:

- the establishment of an **Executive Board**, which will improve the efficiency of the Agency's decision-making processes by assisting the Management Board and the Executive Director in the preparation of decisions, programmes and activities;
- the adoption of key documents on **ethics and management of conflicts of interests** (see part 2.1.);
- the high implementation rate of **commitment appropriations** (97 %) and the high execution rate of **payment appropriations** (93 %), coupled with a reduced **carry over** cancellation rate (7.51 %);
- the results of the **internal control self-assessment exercise**, with 45 out of 47 measured indicators assessed as achieved or partially achieved;
- the steady progress in the implementation of **corrective measures** taken to address observations issued by the European Court of Auditors, the Internal Audit Service and the Agency's Internal Control and Compliance Unit;



- the results of the **job screening exercise**, which show further increase in the percentage of operational staff (from 79.13 % to 80.93 %), together with decrease in the percentages of administrative support and coordination (from 12.97 % to 11.71 %) and neutral (from 7.90 % to 7.36 %) staff;
- the adoption of a **human resource strategy** that will be implemented through an action plan for the period 2023–2028;
- the proactive engagement in capacity and knowledge-building activities related to **environmental management**.



Part II. (b) Evaluations

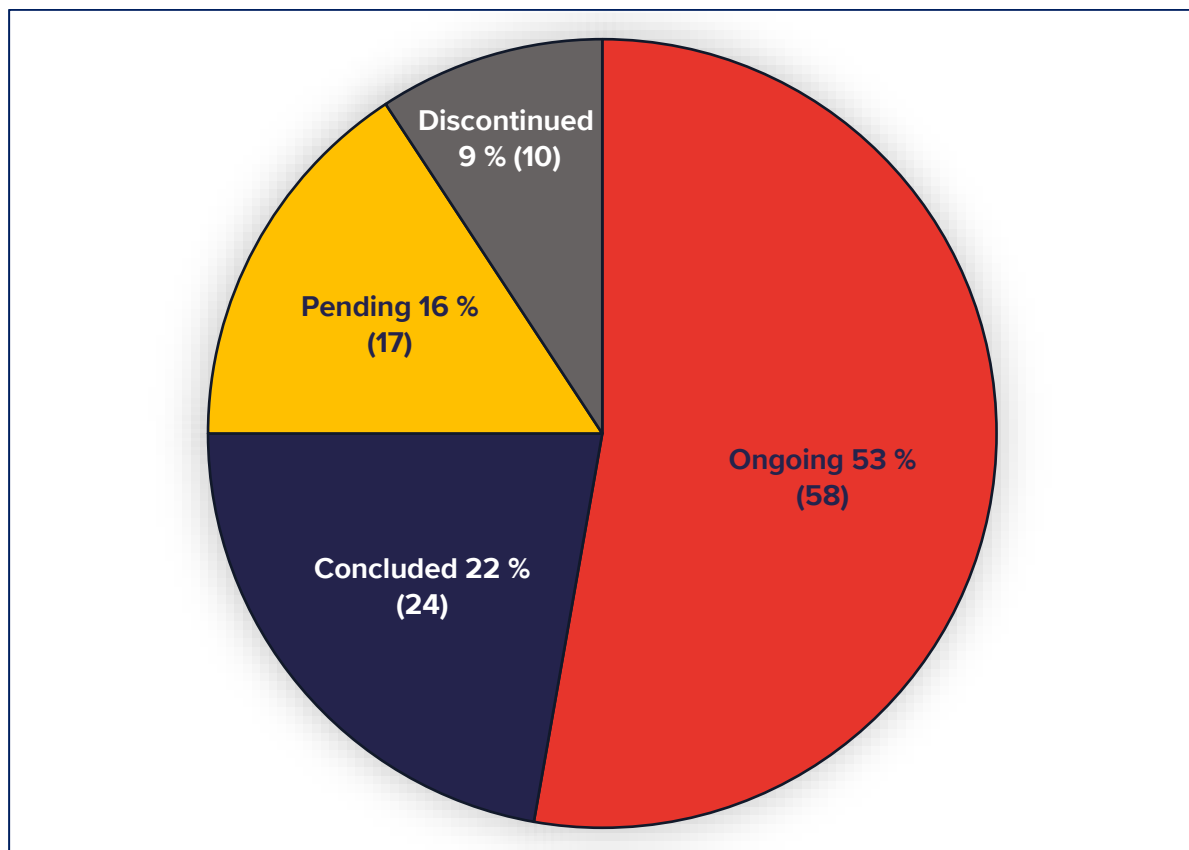
The Agency conducts internal or external mid-term and *ex post* evaluations of programmes and activities that entail significant spending.

In 2023 the EUAA completed 10 evaluations. At the end of the year, 9 additional evaluations were ongoing.

Following an analysis of each evaluation report, the Agency's management agrees on a response plan in which recommendations made by the evaluators are addressed through improvement actions to be implemented by specific deadlines.

Throughout 2023 the EUAA was engaged in the implementation of 107 improvement actions stemming from 27 evaluations.

Figure 13. Status of improvement actions as of 31 December 2023



A detailed report on the status of implementation of the above-mentioned actions is available on the Agency's [website](#).

An overview of the evaluations and the associated improvement actions can be found in annex XI.



Part III. Assessment of the effectiveness of the internal control systems

3.1. Effectiveness of internal control systems

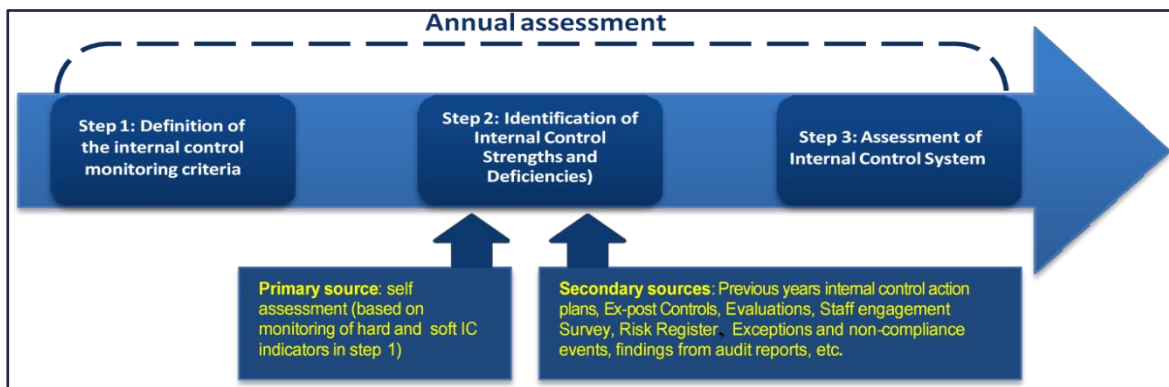
3.1.1. Methodology applied for the assessment of the effectiveness of the internal control systems

The Agency's internal control framework is defined in a decision of the Management Board ⁽⁴²⁾.

As authorising officer, the Executive Director is responsible for the implementation and assessment of the Agency's internal control systems. The overall presence and functioning of internal controls and their results are assessed in the first quarter of each year, while quarterly reviews to assess the efficiency and effectiveness of internal control systems are conducted throughout the year. The Executive Director is supported by the Agency's senior management ⁽⁴³⁾ and the internal control coordinator in the undertaking of this task.

The methodology of the internal control annual assessment is summarised below.

Figure 14. Main steps in the implementation of the internal control annual assessment



A **staff engagement survey** was conducted and allowed to gauge 16 internal control monitoring indicators which could not be assessed in the internal control self-assessment for 2022. Based on the survey's results, made available in June 2023, the management took several appropriate actions, which were already implemented at the time of writing this report.

⁽⁴²⁾ At the moment of writing this report, Management Board's Decision No 160 of 14 March 2024, which replaced Management's Board Decision No 42 of 21 December 2018.

⁽⁴³⁾ The internal control self-assessment methodology refers to the management team which, following the adoption of the Agency's internal rules of procedure, does not exist anymore. As a result, for the purposes of the Agency's internal control system, the term senior management is used instead.





Moreover, the senior management re-assessed the pending observations and delayed corrective actions issued from the 2022 financial *ex post* controls report and identified more realistic and achievable deadlines. As a result, 34 pending observations and 90 delayed corrective actions were merged in 7 observations and 8 corrective actions. Additionally, the weaknesses identified during financial *ex post* controls were included in the central register of deficiencies and corrective actions plan (see annex IX).

After an assessment of the senior management and in line with the EUAA general *ex post* controls strategy and methodology ⁽⁴⁴⁾, the Executive Director classifies the severity of internal control deficiencies as follows:

- minor deficiency - the deficiency has a minor impact on the presence and/or functioning of an internal control principle. Minor improvements are needed to ensure that the principle is observed in practice.
- moderate deficiency (important) – the deficiency has a moderate impact on the presence and/or functioning of an internal control principle;
- major deficiency (very important) – the deficiency has a significant impact on the presence and/or functioning of an internal control principle, which is thereby only partially observed;
- critical deficiency – the deficiency has a fundamental impact on the presence and/or functioning of an internal control principle, which is thereby considered as not observed.

The severity of deficiencies was in some cases re-assessed and documented, in accordance with the EUAA internal control methodology. In particular, the residual risk was calculated by identifying suitable controls and corrective actions that would reduce the initial risk (inherent risk) to a more acceptable level.

Following the re-assessment of deficiencies and considering their final severity, the internal control principles are classified as follows:

- category 1 ‘fully effective’ - the principle is effective, present and functioning well, only minor improvements needed. Only minor deficiencies remain;
- category 2 ‘effective’ - when only moderate deficiencies remain, that do not reduce the likelihood that the Agency can achieve its objectives, the principle is effective, present and functioning, but some improvements are needed;
- category 3 ‘partially effective’ - the principle is not effective, it is partially present and functioning, major improvements are needed. There are no more than one major deficiency or combination of several moderate deficiencies that reduce the likelihood that the Agency can achieve its objectives;
- category 4 ‘not effective’ - the principle is not present and functioning. There are several major deficiencies or one critical deficiency.

The assessment of the internal control system, which requires professional judgement, must be carried out at three levels, in the following order:

⁽⁴⁴⁾ Such methodology is based on the implementation guide on the internal control framework of the Commission, 2018 edition.





1. at the level of principles ⁽⁴⁵⁾ (based on the analysis of the detected strengths and deficiencies);
2. at the level of the components (based on an analysis of the results at the principle level);
3. at the level of the internal control system as a whole (based on an analysis of the results at component level).

3.1.2. Implementation of the internal control principles

CONTROL ENVIRONMENT

1. The Agency demonstrates a commitment to integrity and ethical values.

During 2023, the Agency took important steps to further strengthen its ethical framework and increase staff awareness on this topic and notably:

- adoption of a new policy on prevention and management of conflicts of interest ([Executive Director decision No 13/2023](#)) and of the code of good administrative behaviour and public service principles ([Executive Director decision No 16/2023](#)), followed by awareness raising and dedicated training sessions;
- adoption of rules governing the prevention and management of conflicts of interest of the members of the Management Board, conflicts of interest connected to membership of organisations and competent bodies of the Consultative Forum, and on the ethical guidance ([Management Board decision No 122/2023](#));
- nomination of ethic correspondents in the first quarter of 2023;
- six ethics modules onboarded on the human resource integrated information system Sysper and available to the staff supporting the management of different aspects of conflicts of interest. Additional guidance was provided through the Agency's intranet, info sessions, dedicated emails and one-to-one consultations on the practical application of the ethics framework;
- integration in the Agency's internal control action plan of the controls proposed by the European Court of Auditors to all EU agencies in its report for the financial year 2021;
- with a view to have a comprehensive assessment of the conflicts of interest policy, including 'revolving door' situations, integration in the Agency's internal control action plan of the controls proposed by European Court of Auditors to all EU agencies in its report for the financial year 2021;
- adoption of an internal guidance on administrative inquiries and disciplinary proceedings.

In addition, the Agency continued providing mandatory training on ethics and integrity and raising staff awareness on respect and dignity matters. The number of trained staff significantly increased, compared with the previous year: in 2023, 42 % of staff were trained in

⁽⁴⁵⁾ In accordance with the COSO 2013 internal control-integrated framework, the Agency's internal control framework consists of five internal control components (control environment, risk assessment, control activities, information and communication and monitoring of activities) built on 17 principles, which are further developed in a number of characteristics.



respect and dignity and 46 % in ethics and integrity, versus 16 % and 20 %, respectively, in 2022.

Nevertheless, the target for this internal control monitoring criterion was not reached. As a corrective action, the Agency planned 40 training sessions for 2024, targeting statutory staff that had not completed the mandatory training yet. Staff members will be required to provide a justification, should they cancel their attendance.

No prominent internal control weaknesses impairing the achievement of the objectives of this principle were identified. The internal control self-assessment and the audit results show that the EUAA senior management foster a culture of ethics and integrity.

2. The Management Board demonstrates independence from management and exercises oversight of the development and performance of internal control.

The Agency's Management Board oversees governance, risk management and internal control systems and regularly exercises oversight of the management carried out by the Executive Director. In 2023:

- working arrangements and communication channels between the Management Board and the Executive Director allowing the board to oversee governance, risk management and internal control practices at the Agency were effectively used⁽⁴⁶⁾;
- the Agency reviewed its internal control framework. As a result, in the first quarter of 2024 a new internal control framework was adopted by the Management Board:
 - o the newly adopted framework remains the same in its essence. The revision was, nevertheless, needed in order to: better reflect the roles and responsibilities of all actors responsible for internal control considering the Agency's new mandate and revised organisation structure, fully align with the requirements of the Agency's financial regulation (2019) and include the lessons learned on the practical application of the internal control framework since its adoption, in 2018;
 - o the Executive Director was tasked to put in place the organisational structure and implement the internal control systems and therefore define the roles and responsibilities of the main internal control functions;
 - o by analogy with the Commission, following the new internal control framework, the Executive Director will be supported in the development, implementation and monitoring of the internal control systems by the manager responsible for internal control and risk management, that replaces the internal control coordinator. This change will reinforce the EUAA corporate governance structure and particularly its second building block of assurance (see part 4.1).

⁽⁴⁶⁾ For example, quarterly reports by the Executive Director to the Management Board on the state of play of governance monitoring indicators; quarterly progress reports on the implementation of the work programme; specific agenda points at the Management Board meetings, such as state of play of internal control, risk management and audits.



During the 2023 internal control self-assessment, implemented in the first quarter of 2024, no internal control weakness impairing the achievement of this principle was identified. The EUAA senior management therefore concluded that the Agency corporate governance structure is, overall, fully effective.

3. The management establishes, with political oversight, structures, reporting lines and appropriate authorities and responsibilities in the pursuit of objectives.

Management structures, reporting lines, as well as roles and responsibilities, are well established and defined in the Agency's governance documents and effectively contribute to the achievement of the Agency's objectives. During 2023:

- the Management Board adopted the latest changes to the Agency's internal structures (Management Board decision No 127/2023) to effectively put into action the new EUAA mandate;
- additional functional entities were created at sector, office and team level, specifying the relevant internal hierarchy;
- the Management Board adopted the rules of procedure for the Executive Board, which replaced the Preparatory Group (Management Board decision No 147/2023), and the rules for the selection and appointment, extension of the term of office and removal from office of the Deputy Executive Director (Management Board decision No 136/2023);
- the Agency further increased staff awareness on decision-making mechanisms through initiatives such as the all-staff debriefing session held by the Management Board's Chair and the Agency's management after each Management Board's meeting;
- all-staff seminars were organised to facilitate exchange of views between staff and senior management.

In its audit report for the 2022 financial year (published in October 2023), the European Court of Auditors issued an observation related to sub-delegations of financial authority that were not timely renewed following the nomination of a new authorising officer by delegation. As mentioned in section 2.7.2., the Agency considers this deficiency as being addressed and there is a process in place to ensure the timely re-confirmation of sub-delegations.

In addition, as part of financial *ex post* controls and on request of relevant responsible authorising officers, the senior management identified the need to put in place a specific guidance on long-stay mission derogations, especially for the areas not fully covered by the guide to missions. The weaknesses identified do not impair the achievement of the objectives of this internal control principle.

4. The Agency demonstrates a commitment to attract, develop, and retain competent individuals in alignment with objectives.

In 2023 the EUAA confirmed its commitment to developing measures to further attract, develop and retain competent individuals:

- a stable and positive implementation rate of the recruitment plan and acceptable levels of staff turnover and absenteeism have been ensured for several years in a row;



- the Agency is committed to further improve staff well-being and work-life balance and took measures to find optimal solutions for office and teleworking arrangements. Staff continued to be provided with childcare and schooling options, incentives for physical activities and acquisition of home office equipment in the form of reimbursement of costs. The Agency will continue its efforts in raising awareness about the availability of professional development possibilities for staff, including language training.

The 2023 human resource strategy will serve as a basis for further improvements.

The Agency is committed to developing its comprehensive competency framework as well as a sourcing strategy for staff and interim workers, thus addressing the pending recommendations from the Internal Audit Service.

A number of observations and recommendations to enhance this internal control principle, identified by the European Court of Auditors and the Internal Audit Service in previous audits, were closed during 2023, as reported in parts 2.7. and 2.8. The EUAA senior management concluded that this internal control principle functions as intended.

5. The Agency holds individuals accountable for their internal control responsibilities in the pursuit of objectives.

The Agency improved adherence to deadlines in its well established processes for staff appraisal and reclassification. The staff appeal exercise was assessed as part of the internal control self-assessment and proved to be working as intended.

Out of 300 eligible staff, 31 were proposed for reclassification (10.3 %). Of the staff members not proposed for reclassification, 28 (10.4 %) appealed the decision. Two appeals (7.43 %) led to the re-consideration and amendment of the reclassification committee's decision.

The results for two internal control monitoring criteria under this principle are higher than the average of 10 agencies which conducted the same survey in the last 24 months using the same methodology ⁽⁴⁷⁾.

As part of the financial *ex post* controls and seeking to better address internal control responsibilities in the Agency, senior management agreed, during the 2023 internal control self-assessment, that there is room to increase accountability and better assign the roles and responsibilities regarding effective and efficient implementation of the legal commitment kernel in ABAC. The agreed corrective actions would mitigate the identified risks of non-compliance with the Agency's financial rules.

The implementation of corrective actions concerning delegations and nominations of power for budget implementation are in progress ⁽⁴⁸⁾.

The weaknesses identified do not impair the achievement of the objectives of this principle.

⁽⁴⁷⁾ Internal control monitoring criteria 5.1.1. and 5.3.1., annex X.

⁽⁴⁸⁾ Refer to deficiency 52, corrective action 87 of annex IX.



RISK ASSESSMENT

6. The Agency specifies objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives.

In order to enhance further compliance with this principle, during 2023:

- the mission and all activities, objectives, risks and indicators were filtered down from the top to the various levels of the organisation to enable risk assessment. These are updated annually, documented and communicated to all staff in the single programming document, as well as in a compendium available to all staff on the intranet;
- the Agency continued applying the Commission's template for its single programming document and reducing the number of its key performance indicators, while enhancing their relevance;
- the Agency ensured the timely submission of relevant documents to the Management Board. As a result, in the first quarter of 2024 the Internal Audit Service closed two relevant recommendations (see part 2.7.1.).

No prominent internal control weaknesses impairing the achievement of the objectives of this internal control principle were identified.

7. The Agency identifies risks to the achievement of its objectives across the organisation and analyses risks as a basis for determining how the risks should be managed.

The Agency's risk management process is well developed and defined in the Agency's risk management manual. The following activities were implemented in 2023:

- organisation of three workshops with risk management correspondents and three workshops on project risk management;
- quarterly monitoring of the EUAA central risk register. The follow-up for the last quarter of 2023 showed that 94.59 % of risk responses to mitigate significant and critical risks were timely implemented, which is well above the target of 80 %;
- quarterly risk management reviews, that ensure follow-up on previously identified risks and highlight new significant and critical risks to be documented in the central risk register.

Following a recommendation from the Internal Audit Service in 2021, in 2023 the Agency ensured:

- that there is alignment between the risk levels set out in its risk management manual and those actually reported in the ICT project risk assessments;
- a common and consistent practice across all ICT projects for identifying and tracking risks, including risk level, risk owner, risk response and implementation status;
- the definition of a process to record all significant or critical risks identified within projects and monitor the implementation of mitigation measures.

Based on these corrective actions, in the second quarter of 2023 the Internal Audit Service closed the above mentioned recommendation (see also sections 2.7. and 2.8.).



During the 2023 internal control self-assessment, no new internal control weaknesses impairing the achievement of the objectives of this internal control principle were identified.

8. The Agency considers the potential for fraud in assessing risks to the achievement of objectives.

Given the importance and complexity of this matter, fraud is addressed in a dedicated fraud risk assessment process.

A new methodology and approach for fraud risk assessment and the elaboration of a new anti-fraud strategy was documented in an internal guidance approved by the Executive Director on 25 September 2023.

This new approach and methodology for fraud risk assessment proved more challenging than the previous fraud risk management exercises, as the Agency:

- evaluated its 2020–2022 anti-fraud strategy ⁽⁴⁹⁾;
- reviewed and established new main general EUAA anti-fraud objectives and priority measures based on the COSO fraud risk management framework;
- increased the extent, intensity and frequency of the fraud risk management workshops both in terms of scope of the controls under assessment as well as the level of the internal and external stakeholders involved.

Based on the above, the senior management has re-assessed in the first quarter of 2024 the preliminary results and issued a fraud risk management action plan which will be an integral part of the 2024–2026 anti-fraud strategy.

The new strategy, once adopted by the Management Board, will provide a comprehensive framework for addressing fraud in all stages of the anti-fraud cycle: prevention, detection, investigation and correction.

During the 2023 internal control assessments, the need to improve the methodology for the assessment of sensitive functions was identified. Subsequently, a new decision on the identification and register of sensitive functions was adopted by the Executive Director in the last quarter of 2023 (Executive Director decision No 75/2023).

The weaknesses identified do not impair the achievement of the objectives of this principle.

9. The Agency identifies and assesses changes that could significantly impact the internal control system.

The Agency continued to effectively integrate the changes introduced by the enhanced EUAA mandate through a dedicated EUAA transition programme.

⁽⁴⁹⁾ The evaluation of the implementation of this strategy was monitored through a series of control activities as part of the annual internal control self-assessment exercise. At the end of 2023, 93 % of the control activities related to the implementation of the anti-fraud strategy were assessed as implemented. The measures that had not been implemented were re-assessed during the fraud risk assessment exercise.



The EUAA transition programme was communicated internally (to all staff) and externally. The Management Board was updated on the progress at each of its meetings.

The Agency identified the risk that the effective and timely achievement of this principle's objectives, with regards to the implementation of the newly mandated tasks and functions, could be impacted and lead to:

- delays in the implementation of new activities and functions;
- deprioritisation of resources in other areas and functions;
- increased workload;
- decreased staff accountability and staff retention ratios.

As one of the main risk responses, the Agency established in 2023 a prioritisation mechanism, including a phased action plan which is regularly discussed with the Management Board.

The Agency also carried out preparatory works to ensure its preparedness in view of the adoption, in 2024, of nine legislative instruments forming part of the New Pact on Migration and Asylum.

During 2023, the EUAA started consultations with internal stakeholders and the Management Board for its five-year (2024–2029) strategy.

The Agency is committed to further improve internal communication channels and understanding, among different groups of staff, of the Agency's objectives and response to changes.

As an outcome of the financial *ex post* controls, the Agency should assess the possibility of using Commission's tools for all financial circuit validation steps.

The weaknesses identified do not impair the achievement of the objectives of this internal control principle.

CONTROL ACTIVITIES

10. The Agency selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.

During 2023 the Agency further enhanced its control activities:

- a Business Continuity Project Committee was established, together with its terms of reference;
- in the last quarter of 2023, the business continuity coordinator carried out the annual internal self-assessment of the Agency's business continuity management system;
- the actors involved in the financial circuits followed the minimum compulsory competence training, with results that were above the established target;
- the Agency implemented financial *ex post* controls based on a risk based *ex post* control strategy for financial operations, in order to mitigate the risks of financial non-compliances and increase assurance on the efficiency and effectiveness of the financial processes and procedures in place. As a result, the senior management



validated and issued, in the first quarter of 2024, a new financial *ex post* controls report covering 2022 and 2023 financial years;

- the cost-effectiveness of the Agency's *ex post* controls strategy is assessed annually. The Agency quantified the staff costs allocated to *ex post* controls and concluded on the cost-effectiveness, benefits and added value of these controls.

Considering the above, the Agency concluded that the European Court of Auditor's observation on the need of effective financial *ex post* controls, contained in its 2018 audit, was duly addressed (see also section 2.8. (a)).

The senior management concluded that there is the need to put in place an *ex ante* control approach for financial operations and financial circuits. The cost-effectiveness of this approach should be assessed taking into consideration the relevant guidance of the Commission's Directorate-General for Budget ⁽⁵⁰⁾ and reported annually in the Agency's consolidated annual activity report.

The deficiencies identified do not impair the achievement of the overall objectives of internal control principle 10.

11. The Agency selects and develops general control activities over technology to support the achievement of objectives.

The Agency is committed to the usage of reliable technology in the business processes, as well as to the security of its ICT systems. This is done not only through the development of relevant controls, but also by raising staff awareness on cybersecurity matters. During 2023:

- the Agency closely followed up on the implementation of an action plan to address the findings of the Internal Audit Service's audit report on IT governance and IT project management. Despite the progress, several moderate deficiencies affecting the objectives of this principle remain. Some deliverables from the Agency's organisational portfolio pilot project, such as an internal guidance on portfolio, programmes and projects management including development of key templates and artefacts, are expected to address several corrective actions proposed by the Internal Audit Service (see also part 2.8. (a));
- the European Court of Auditors, in its audit report for 2022 financial year, issued an observation related to the purchase of IT equipment. The Agency considers that it immediately applied corrective measures to address this observation (see also part 2.7.2.);
- the financial *ex post* controls identified several deficiencies related to IT governance and project management. In particular the need to:
 - o improve the timely provision of accurate and reliable information to senior management for a well-informed decision before committing and assigning resources to IT projects (business case and cost-effectiveness analysis);

⁽⁵⁰⁾ Guidance on the establishment of a control strategy for financial operations and on the estimation, assessment and reporting on the cost-effectiveness of controls.



- clarify that decisions affecting the organisational structure of the EUAA and the internal control systems of all centres and units must be taken by the senior management;
- increase awareness of the EUAA project portfolio governance board on the identified project management issues.

Finally, the internal control self-assessment identified the need to consider the possibility of mapping IT systems that require access rights and create a central repository of those rights.

The deficiencies identified do not impair the achievement of the overall objective and characteristics of internal control principle 11.

12. The Agency deploys control activities through corporate policies that establish what is expected and in procedures that put policies into action.

The Agency continued developing and putting into action corporate policies. Importantly, in 2023:

- the Agency adopted, a human resource strategy, internal structures and internal rules of procedure, a policy on the prevention and management of conflicts of interest, related post-employment and ethical guidance and the role of ethics correspondent, as well as a code of good administrative behaviour and public service principles;
- exceptions and non-compliances were reported as part of the continuous monitoring exercise on governance indicators. The reporting is based on data logged in the Agency's register of exception and non-compliance events. The financial impact of exceptions and non-compliances on the total amount of payment appropriations executed was 0.33 %, against the target of < 1.5 % (see also part 2.3.3.);
- the Agency adopted a framework that provides a harmonised approach to evaluations and fosters synergies between different Agency's entities. In 2023, 10 evaluations were completed. The status report on evaluations is tabled for information to the Management Board every six months and is also published on the Agency's website (see part II (b) for details);
- as an outcome of financial *ex post* controls, it was identified that there is room to enhance:
 - processes and procedures on delegations, nominations and access rights to the Agency's accounting system (ABAC) in order to meet all security requirements, increase assurance provided to responsible authorising officers, optimise the resources assigned to financial circuits and further increase assurance of compliance with financial rules;
 - finance guidance documents;
 - controls to reduce the risk of non-compliance with contractual provisions;
 - full compliance of the paperless system with financial rules.

The corrective actions to ensure the improvements above are in progress.



The deficiencies identified do not impair the achievement of the overall objective and characteristics of internal control principle 12.

INFORMATION AND COMMUNICATION

13. The Agency obtains or generates and uses relevant quality information to support the functioning of internal control.

The Agency uses the electronic records and document management system (ERDMS) to create, edit, review, share and store records and documents. The following measures were taken during 2023:

- ERDMS was restructured and upgraded to align with the revised EUAA organogram;
- An annual staff survey on ERDMS was conducted to gather user feedback and insights;
- an updated policy framework governing document, record and archive management was drafted, together with a new procedure for the disposal of physical documents and records, to ensure alignment with regulatory requirements;
- cataloguing of records was launched to create an inventory of physical paper archives;
- an extensive exercise was conducted to reconcile governance documents saved on the former shared drives with the records held in ERDMS, identify gaps in records and address shortcomings;
- a detailed analysis of the ICT applications in use across the Agency that potentially hold financial documents, information and/or records was carried out and a series of recommendations were made;
- a data protection officer was designated.

During the 2023 internal control self-assessment there were no new internal control weaknesses identified impairing the achievement of the objectives of this principle.

14. The Agency internally communicates information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control.

The Agency continued to regularly communicate internally about ongoing developments, objectives, challenges, actions taken and results achieved, including the objectives and responsibilities of internal control.

Internal communication was implemented through a wide range of channels such as staff sessions (27 all-staff info sessions and 2 all-staff seminars), newsletters (33 editions), internal events, emails to all staff (159 communications via a dedicated staff info mailbox), the intranet, banners, posters, information screens, audio-visual campaigns and others. The Agency ensured that most of its meetings are organised in hybrid format (i.e. both in presence and online), to accommodate the teleworking arrangements of its staff.

In 2023 the Executive Director commenced a new communication initiative in the form of a monthly email to all staff, which presents key recent developments, achievements and challenges faced by the Agency. This is reinforced by the debriefing session for all staff, held



by the Management Board's Chair and the Agency's management, following each Management Board's meeting.

In 2023 the Internal Control and Compliance Unit started publishing news through emails to all staff or upload in a dedicated section on the intranet. The primary objective of this initiative is raising awareness of internal control by presenting recent developments such as audits, new Agency decisions, training opportunities etc. These communications are also meant to improve the understanding of existing whistleblowing reporting channels and whistleblowers' rights and obligations.

Since the adoption of the Agency's guidelines on whistleblowing in 2019, the Agency has been increasing its efforts to raise staff awareness on the procedure and the dedicated whistleblowing channels. Information on whistleblowing reporting channels, including the fraud allegation online forms, is presented on the intranet. In addition, during 2023:

- induction and regular training on internal control and fraud prevention presented the main measures in place to foster a culture of zero tolerance to fraud;
- the Agency's intranet explained the way in which the EUAA senior management fosters a culture of zero tolerance to fraud through a variety of control measures.

No prominent weaknesses impairing the achievement of the objectives of this internal control principle were identified.

15. The Agency communicates with external parties about matters affecting the functioning of internal control.

The Agency ensures that its external communication is consistent, targeted to the relevant audience and cost-effective. The Agency has established clear responsibilities to align the communication activities with the Agency's political priorities and the narrative of the institution.

The Agency monitors and evaluates its communication activities based on pre-defined SMART ⁽⁵¹⁾ objectives and key performance indicators. Based on the results of this evaluation, the Agency assessed that in 2023 it achieved a record-breaking communication reach on all external channels and media formats (online media, social channels, audio-visual content, awareness raising campaigns, events, publications in the area of international protection, newsletters, etc.).

The Agency communicates on the functioning of the components of internal control with external parties such as the European Court of Auditors, the Internal Audit Service, the Commission's directorates-general for Migration and Home Affairs and for Justice and Consumers and the European Parliament. The Agency's website has a dedicated section on governance and internal control matters, which presents in detail the applicable internal control framework of the Agency and lists key documents.

During the 2023 internal control self-assessment, no weakness impairing the achievement of this internal control principle was identified.

⁽⁵¹⁾ Specific, measurable, achievable, relevant, time bound.



MONITORING ACTIVITIES

16. The Agency selects, develops, and performs ongoing and/or separate assessments to ascertain whether the components of internal control are present and functioning.

The Executive Director continuously monitors the performance of the internal control system through *ex post* controls and audit reports to identify deficiencies, register and assess the results of controls, identify any deviations, exceptions and non-compliances and regularly report the results of the assessments to the Management Board.

As explained under internal control principle 10, during 2023 the Agency implemented financial *ex post* controls resulting in a new report, issued in the first quarter of 2024.

The Agency revised the approval process of exceptions and non-compliances, including a consultation process with relevant stakeholders and the management. Moreover, an internal guidance was prepared, based on which a new decision on exceptions and non-compliances is expected to be adopted by the Executive Director in the second quarter of 2024.

The results of the staff engagement survey were assessed during the annual internal control self-assessment for the financial year 2023. The analysis showed that there is room to further improve the implementation of the annual internal control self-assessment by enhancing the structure of the staff engagement survey and envisaging the possibility of having an internal control-led survey.

A corrective action plan in regard to the validation of the accounting systems report was acknowledged by relevant stakeholders and endorsed by the Agency's management. Most findings were similar to those issued in the 2022 financial *ex post* control report. As a result, the management decided to follow-up only on the new corrective actions, which were included in the new financial *ex post* control action plan, issued in 2024.

No prominent weaknesses impairing the achievement of the objectives of this principle were identified.

17. The Agency assesses and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including the Management Board and senior management, as appropriate.

The Internal Control and Compliance Unit regularly delivers accurate and reliable information on governance, internal control and risk management in cover notes including relevant reports, for each Management Board meeting, with particular focus on the follow-up on the implementation of corrective actions addressing findings from the Internal Audit Service and the European Court of Auditors.

In 2023, out of 189 corrective actions identified in the 2022 internal control self-assessment, 98 (52 %) were implemented by or ahead of the target deadline.

Most delays were related to corrective actions stemming from financial *ex post* controls. The senior management, taking into account the availability of resources and in line with the



Agency's prioritisation exercise, re-assessed the deficiencies and proposed to the Management Board a more realistic calendar for the implementation of the majority of the identified corrective actions.

In order to enhance controls ensuring timely implementation of corrective actions, the Agency took the following measures:

- significantly delayed recommendations and their respective corrective actions are presented during management meetings at least every quarter;
- heads of units (as key business owners) report quarterly (after validation by their respective head of centre) on delays in the implementation of corrective actions;
- the Internal Control and Compliance Unit benchmarked IT tool best practices for the monitoring of the central register of deficiencies;
- the assessment of delayed corrective actions became part of the annual appraisal exercise for the managers.

No prominent internal control weaknesses impairing the achievement of the objectives of this principle were identified.

3.1.3. Information on the principles with which the Agency does not comply yet

The Agency has assessed the internal control principles as either effective or fully effective. Only moderate or minor deficiencies remain, all the principles are present and functioning, and some improvements are needed. The moderate and minor deficiencies, together with the corrective actions agreed by the Agency, are summarised in annex IX.

3.1.4. Prevention, detection and correction of fraud

In 2023 the Agency ran an in-depth fraud risk assessment resulting in the elaboration of the 2024–2026 anti-fraud strategy, which will be submitted to the Management Board for adoption in the second quarter of 2024.

The strategy will enclose a fraud risk register action plan issued by the Executive Director and published on the [EUAA website](#) with a number of control activities to detect, mitigate and prevent possible incentives, pressures, opportunities and attitudes which may lead to any type of fraud. Notably these control activities will reduce the risks of fraudulent reporting, loss of assets, disclosure of sensitive information and corruption. The control activities will be grouped and summarised under the themes represented in the figure below, that reflects the Agency's priorities in the fight against fraud in 2024–2026.



Figure 15. EUAA 2024–2026 anti-fraud strategy



The EUAA anti-fraud objectives, priority measures and control activities are regularly monitored during the year, reported to the Management Board and published on the EUAA website.

In January 2023, the following key documents were adopted by the Agency in the area of management and prevention of conflicts of interest:

- Management Board decision on the rules governing the prevention and management of conflicts of interest of the members of the Management Board, conflicts of interest connected to membership of organisations and competent bodies of the Consultative Forum, and on the ethical guidance applicable to the Management Board;
- decision of the Executive Director on the policy on the prevention and management of conflicts of interest, related post-employment and ethical guidance, and the role of ethics correspondent;
- decision of the Executive Director on the code of good administrative behaviour and public service principles.

Formal appointment of ethics correspondent also took place in the first quarter of 2023. In accordance with the provisions of Article 42(4) of the Agency’s financial regulation, the declarations of interests of Management Board members, updated every year, are published on the Agency’s website.

More information on the measures taken by the Agency in the area of fraud prevention can be found in part 3.1.2., under the assessment of internal control principles 1 and 8.



3.2. Conclusions of assessment of internal control systems

The assessment of the internal control system was carried out by the management with the support of the Internal Control and Compliance Unit.

At the level of internal control principles, it was concluded that 7 principles are fully effective and 10 are effective.

Based on the analysis of results at the internal control principle level, it was concluded that all components are either effective or fully effective. They are working as intended, whilst improvements are needed to address either moderate or minor deficiencies.

Table 16. Assessment of the internal control system in 2023

Components	Principles	Assessment and category per principle	Assessment and category per component
Control environment	1. Demonstrates commitment to integrity and ethical values	Category 1 'Fully effective'	Category 2 'Effective'
	2. Exercises oversight responsibility	Category 1 'Fully effective'	
	3. Establishes structure, authority and responsibility	Category 2 'Effective'	
	4. Demonstrates commitment to competence	Category 2 'Effective'	
	5. Enforces accountability	Category 2 'Effective'	
Risk assessment	6. Specifies suitable objectives	Category 1 'Fully effective'	Category 2 'Effective'
	7. Identifies and analyses risk	Category 2 'Effective'	
	8. Assesses fraud risk	Category 2 'Effective'	
	9. Identifies and analyses significant change	Category 2 'Effective'	
Control activities	10. Selects and develops control activities	Category 2 'Effective'	Category 2 'Effective'
	11. Selects and develops general control over technology	Category 2 'Effective'	
	12. Deploys through policies and procedures	Category 2 'Effective'	
Information and Communication	13. Uses relevant information	Category 2 'Effective'	Category 2 'Effective'
	14. Communicates internally	Category 1 'Fully effective'	
	15. Communicates externally	Category 1 'Fully effective'	





Components	Principles	Assessment and category per principle	Assessment and category per component
Monitoring activities	16. Conducting ongoing and/or separate assessments	Category 1 'Fully effective'	Category 1 "Fully Effective"
	17. Assessing and communicating internal control deficiencies	Category 1 'Fully effective'	

Considering the residual risk following the approval of the corrective action plan, the management concludes that, while improvements are needed (to address moderate and minor deficiencies), the internal control systems of the Agency are present and functioning (effective).





3.3 Statement of the manager in charge of risk management and internal control ⁽⁵²⁾

I, the undersigned,

in my capacity as manager in charge of risk management and internal control, declare that in accordance with the EUAA internal control framework, I have reported my advice and recommendations on the overall state of internal control in the Agency to the Executive Director.

I hereby certify that the information provided in parts II, III and IV of the present Consolidated Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.

Valletta Harbour, 12 June 2024

(Original signed electronically)

Gerardo Knouse Ramirez

Head of Internal Control and Risk Management Sector

⁽⁵²⁾ This declaration is signed by the head of the Internal Control and Risk Management Sector as the Head of the Internal Control and Compliance Unit is currently vacant. This declaration is also supported by the declarations of the authorising officers by delegation and sub-delegation submitted as a contribution to the CAAR in order to further increase the assurance provided to the Executive Director by the manager responsible for risk management and internal control as well as reinforcing accountability and reporting obligations of the responsible authorising officers to the Executive Director.



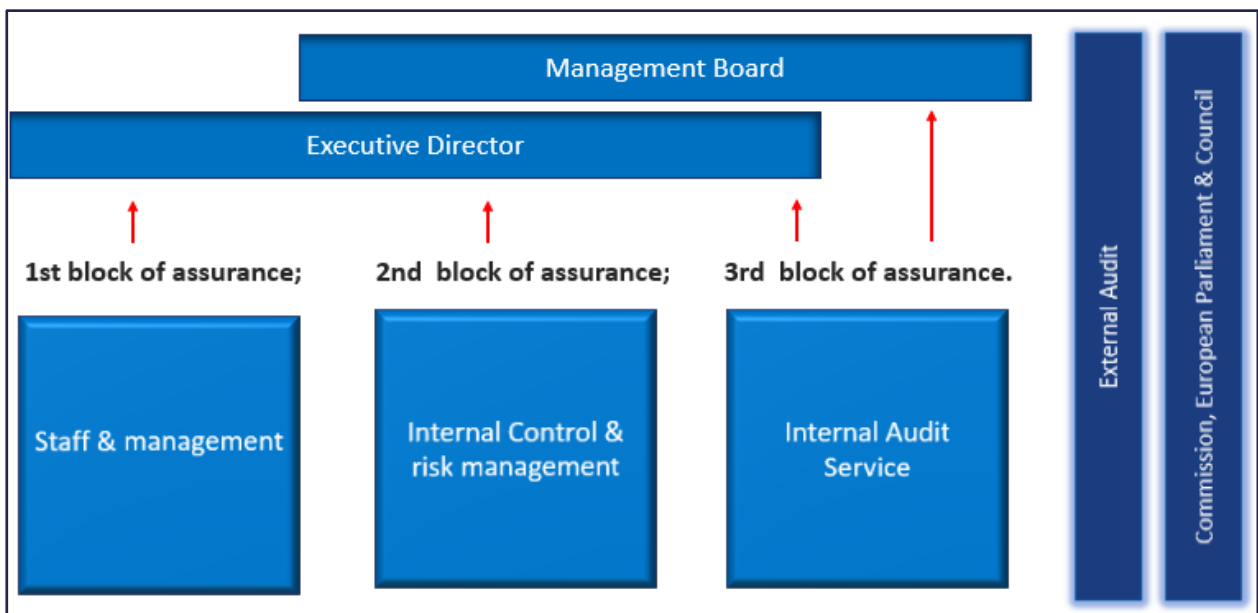
Part IV. Management assurance

4.1. Review of the elements supporting assurance

4.1.1. Brief description of the building blocks of assurance

The Agency's corporate governance framework, i.e. the way reliable information and assurance is provided to the Management Board to effectively monitor the activities implemented by the Executive Director towards the achievement of the Agency's objectives, is ensured through the three main building blocks of assurance, as shown below.

Figure 16. The EUAA corporate governance



The management and the staff, as part of the first building block of assurance, are responsible for the implementation of the internal controls.

Internal control and risk management represent the second building block of assurance. They ascertain the performance of processes and internal control systems to build business processes adapted to the EUAA's changing conditions, to increase the assurance and to identify recommendations and corrective actions addressed to the management and the Executive Director. *Ex post* controls and evaluations play a key role as part of the second building block of assurance, as explained in part II (b) and part III.

The assurance received from the Internal Audit Service (as the third building block of assurance) is explained in section 2.7.1. In addition, the European Court of Auditors provides an additional level of assurance by implementing an exhaustive audit on the functioning of the Agency's internal control systems, as described in section 2.7.2. The role of the budget authority in the discharge process is described in section 2.9.



4.1.2. Summary analysis of any significant weaknesses reported in Part II and Part III and assessment of their impact on the declaration of assurance

In 2023 the Agency continued to follow-up on the implementation of the corrective actions identified as a response to the deficiencies documented in audits, internal control self-assessments and financial *ex post* controls.

Diligent attention was dedicated to the follow-up on pending recommendations from the Internal Audit Service's audits, a number of which were closed by the auditors based on the corrective action applied by the Agency.

The Agency adopted a long awaited human resource strategy which will serve as a basis for further progress in the area of human resources, such as the development of a comprehensive competency framework and of a sourcing strategy for staff and administrative interim workers. The nomination of ethics correspondents strengthened the Agency's ethical framework and practical applications thereof.

The European Court of Auditors, in its 2023 annual report on 43 EU agencies for the 2022 financial year, issued a clean opinion on the legality and regularity of the EUAA funds and the reliability of its accounts. This report formally closed some observations that had been pending for several years.

This achievement should be considered in light of the court's past opinions. The Agency received one adverse opinion and three qualified opinions respectively in 2017, in 2016, 2018 and 2019 for issues related to the legality and regularity of its spending and significant deficiencies in its internal control systems.

Since the appointment of the current Executive Director, in mid-2019, the senior management has committed to fostering a culture of governance and internal control in the EUAA, resulting in clean opinions for the subsequent years (2020, 2021, 2022). It means that between 2020–2022 the EUAA accounting figures present a true and fair view the payments are considered to be legal and regular and follow the rules of financial reporting.

Starting from 2019, any areas for improvement identified by the auditors are introduced in the EUAA central register of deficiencies and corrective action plan, which is accessible, for transparency purposes, to all staff in the Agency's intranet and to all stakeholders in the EUAA website.

At the time of drafting this report, the audit of the for the 2023 financial year is still ongoing. The Agency is aware that payments related to procurement procedures that were declared irregular in previous years will still be considered as irregular by the European Court of Auditors in its upcoming report. These payments, however, are not expected to exceed the materiality threshold.

Despite the non-compliance mentioned above related to procurement procedures stemming from previous years and the challenging environment in which the Agency operates,



reasonable assurance is provided to the Executive Director that relevant internal controls were in place and working as intended and major deficiencies were timely identified and promptly mitigated with the proposed corrective actions.

The initial severity of the identified deficiencies was re-assessed based on the acceptance of the new corrective actions planned, together with the actions already in progress and implemented. The initial severity of some 'major' and 'moderate' deficiencies was therefore reassessed to either 'moderate' or 'minor'.

Considering the residual risk, it was concluded that all the building blocks of assurance as well as the overall internal control system is effective, while improvements are needed.

4.2. Reservations

Internal control weaknesses and non-compliances that are likely to lead to a reservation that fall within the scope of the declaration of assurance, may relate to the reasonable assurance of use of resources, sound financial management, as well as legality and regularity of operations.

Determining whether weaknesses and non-compliances are material involves a judgement in qualitative and quantitative terms.

From a **qualitative point of view**, the significance of a weakness is judged on the basis of:

- its nature and scope;
- its duration;
- the existence of satisfactory compensatory measures (mitigating controls);
- the existence of provably effective corrective actions (action plans);
- its repetitive nature.

From a **quantitative point of view**, weaknesses and non-compliances are considered material if they involve irregular payments with a financial impact (monetary value of the identified problem, amount considered erroneous, amount considered at risk) greater than 2 % of the authorised payment appropriations for the financial year. In case of financial irregularities ⁽⁵³⁾, the financial impact might be compensated by the timely implementation of recovery orders.

Based on the information provided in parts 4.1.1. and 4.1.2., the Executive Director has decided not to introduce any reservations in her declaration of assurance, as the control procedures put in place during 2023 provide the necessary guarantees concerning the legality and regularity of the underlying transactions for this period, due to the presence of an overall effective and efficient internal control system.

⁽⁵³⁾ Any infringement of a provision of a contract or regulation resulting from an act or omission which causes or might cause a loss to the EU budget.



Part V. Declaration of assurance

I, the undersigned, Executive Director of the EUAA,

in my capacity as authorising officer,

declare that the information contained in this report gives a true and fair view.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex post controls, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of the agency.

Valletta Harbour, 6 June 2024

(original signed)

Nina Gregori

Executive Director



Annexes

Annex I. Core business statistics

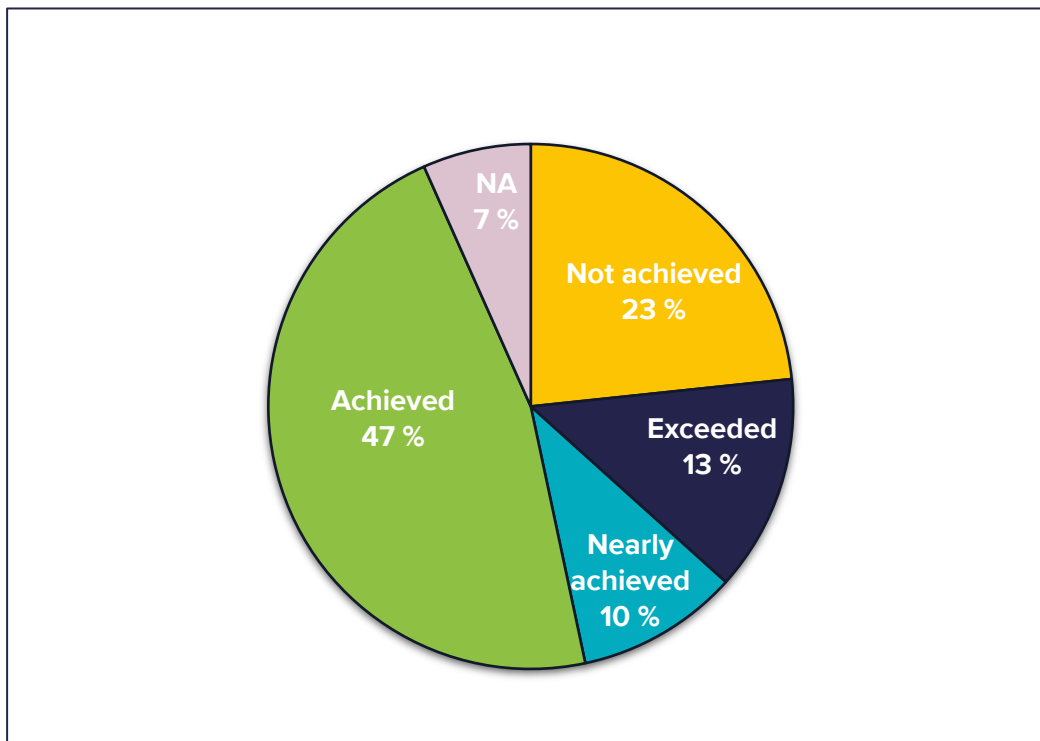
The annual work programme of the EUAA was established in the Single Programming Document 2023–2025, which also defined the multi-annual framework of the Agency's activities.

In 2023 the EUAA performance was gauged against **75 annual and 30 multi-annual indicators**, which measured the progress towards the achievement of 41 and 11 objectives, respectively.

Each of the 105 indicators was categorised as follows:

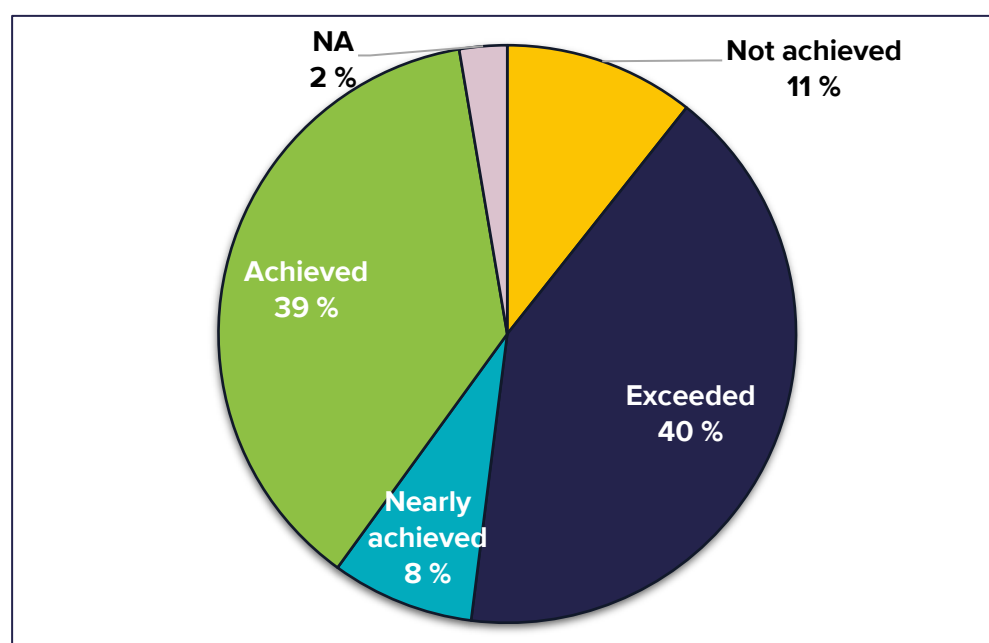
- **exceeded**: performance beyond the predefined target;
- **achieved**: performance equal to the predefined target;
- **nearly achieved**: performance between 80 % and 99 % of the predefined target;
- **not achieved**: performance below the predefined target;
- **not applicable (NA)**: performance not measurable.

Figure 17. Overview of 2023–2025 multi-annual indicators as of 31 December 2023



**Table 17.** Status of multi-annual indicators by activity area as of 31 December 2023

Activity Area	Exceeded	Achieved	Nearly achieved	Not achieved	NA	Total
1.1 Operational support	0	7	2	0	0	9
1.2 Asylum knowledge	2	6	1	1	2	12
1.3 Training and professional development	2	0	0	1	0	3
1.4 Horizontal and governance activities	0	1	0	5	0	6
TOTAL	4	14	3	7	2	30

Figure 18. Overview of 2023 annual indicators as of 31 December 2023**Table 18.** Status of annual indicators by activity areas as of 31 December 2023

Activity Area	Exceeded	Achieved	Nearly achieved	Not achieved	NA	Total
2.1 Operational and technical assistance	2	8	1	0	0	11
2.2 Operational support, programming, monitoring and evaluation [...]	1	3	1	1	0	6
2.3 Training and professional development	7	5	0	1	1	14
2.4 Asylum knowledge	10	9	3	2	0	24
2.5 Protection of fundamental rights	1	0	0	0	0	1
2.6 Horizontal activities	9	4	1	4	1	19
TOTAL	30	29	6	8	2	75



Annex II. Statistics on financial management

Table 19. Calculation of budget outturn

Budget outturn	2021 (€)	2022 (€)	2023 (€)
Reserve from the previous years' surplus (+)	-	-	-
Revenue actually received (+)	153 119 888	174 779 498	187 587 232
Payments made (-)	-130 517 329	-149 314 890	-161 180 229
Carryover of appropriations (-)	-32 677 194	-40 626 791	-56 518 034
Cancellation of appropriations carried over (+)	1 030 978	1 050 391	858 339
Adjustment for carryover of assigned revenue appropriations from previous year (+)	17 035 312	26 693 967	34 832 969
Exchange rate differences (+/-)	-25 815	-5 521	6 277
Adjustment for negative balance from previous year (-)	-	-	-
TOTAL	7 965 840	12 576 654	5 586 554

Appropriations carried forward from 2022 to 2023

Commitments are entered in the accounts on the basis of the legal commitments contracted up to 31 December, while payments are entered in the accounts based on the payments executed by the accounting officer by 31 December, at the latest. The Agency has non-differentiated appropriations for titles 1 and 2, where commitment appropriations (CA) and payment appropriations (PA) are equal and linked and differentiated appropriations for title 3 and title 4.

The automatic carry-over of CA is intended to cover expenditure for the goods/services delivered and not yet paid at the end of the same year (due to delays in the delivery of invoices and debit notes from contractors and EU institutions/agencies) or for goods/services to be delivered during the following year, as per contract conditions.

Non-differentiated C1 appropriations (title 1 and title 2) corresponding to obligations duly contracted by the end of the financial year are carried over automatically to the following financial year only, together with the PA.

Differentiated C8 appropriations (title 3) from previous years are carried over automatically to the following financial year(s), under C8 appropriations, without the corresponding PA.

The total amount carried forward from 2022 to 2023 was EUR 50.36 million in CA and EUR 5.79 million in PA.

In title 1 and title 2, out of EUR 5.79 million carried over, EUR 4.93 million were paid (85 %). The cancellations of carried over PA in 2023 amounted to EUR 0.86 million (15 %). These were mainly due to:

- cancelled/postponed missions or training activities;



- de-prioritisation and partial cancellation of planned maintenance works to EUAA premises;
- provision of less services than contracted (e.g. unpaid absences of temporary workers or provision of ICT consultancy services for less hours than contracted).

In title 3, out of EUR 44.56 million of carried over CA, EUR 26.65 million were paid (with C1 PA credits). De-commitments on C8 reached 6.56 %, with a total amount of EUR 2.92 million decommitted and the amount of EUR 14.98 million carried over to 2023.

Similarly, in title 3 cancellations of carried over appropriations were mainly caused by:

- lower than contracted/expected services and payments;
- temporary workers' absenteeism and earlier resignations.

Table 20. Execution of C8 appropriations carried forward from 2022 to 2023

Budget title	Budgeted CA (€)	Executed CA (€)	Cancelled CA (€)	Cancelled CA (%)	Budgeted PA (€)	Executed PA (€)	Executed PA (%)
Title 1	1 029 032	802 508	226 524	22 %	1 029 032	802 508	78 %
Title 2	4 764 790	4 132 974	631 816	13 %	4 764 790	4 132 974	87 %
Title 3	44 563 803	41 639 057	2 924 746	7 %	0	0	-
TOTAL	50 357 625	46 574 539	3 783 086	8 %	5 793 822	4 935 482	85 %

Detailed budget execution per fund source and budget item

- Funds from the EU general budget (C1)

Table 21. Detailed budget execution per fund source and budget item: funds from title 1

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Credit not used (1-2)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	R A L in €
A-1101	32 719 545	32 357 300	99 %	362 245	32 719 545	32 357 300	99 %	0
A-1102	11 461 081	11 323 755	99 %	137 326	11 461 081	11 323 755	99 %	0
A-1103	485 925	424 417	87 %	61 508	485 925	424 417	87 %	0
A-1104	72 385	72 385	100 %	0	72 385	72 385	100 %	0
Total	44 738 936	44 177 858	99 %	561 078	44 738 936	44 177 858	99 %	0
A-1201	207 845	156 173	75 %	51 672	207 845	123 650	59 %	32 524
Total	207 845	156 173	75 %	51 672	207 845	123 650	59 %	32 524
A-1301	3 267 000	3 104 562	95 %	162 438	3 267 000	2 611 014	80 %	493 548
Total	3 267 000	3 104 562	95 %	162 438	3 267 000	2 611 014	80 %	493 548
A-1401	134 757	115 047	85 %	19 710	134 757	89 067	66 %	25 980
A-1402	37 996	37 996	100 %	0	37 996	37 996	100 %	0
A-1403	2 933 000	2 916 623	99 %	16 377	2 933 000	2 809 573	96 %	107 049
Total	3 105 753	3 069 666	99 %	36 087	3 105 753	2 936 637	95 %	133 029
A-1501	914 287	788 621	86 %	125 666	914 287	641 629	70 %	146 993
Total	914 287	788 621	86 %	125 666	914 287	641 629	70 %	146 993
A-1601	2 246 000	2 109 663	94 %	136 337	2 246 000	1 956 501	87 %	153 162





A-1602	380 500	380 420	100 %	80	380 500	380 420	100 %	0
A-1603	91 000	82 240	90 %	8 760	91 000	38 288	42 %	43 953
Total	2 717 500	2 572 323	95 %	145 177	2 717 500	2 375 209	87 %	197 115
A-1701	7 000	2 547	36 %	4 453	7 000	2 547	36 %	0
Total	7 000	2 547	36 %	4 453	7 000	2 547	36 %	0
TOTAL title 1	54 958 321	53 871 751	98 %	1 086 571	54 958 321	52 868 543	96 %	1 003 208

Legend. CA: commitment appropriations; PA: payment appropriations; RAL: reste à liquider.

Table 22. Detailed budget execution per fund source and budget item: funds from title 2

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Credit not used (1-2)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	RAL in €
A-2101	4 830 720	4 475 210	93 %	355 510	4 830 720	4 017 458	83 %	457 752
A-2102	1 505 788	1 228 264	82 %	277 524	1 505 788	1 032 156	69 %	196 108
A-2103	1 614 000	1 571 102	97 %	42 898	1 614 000	180 322	11 %	1 390 780
A-2104	499 000	487 408	98 %	11 592	499 000	45 514	9 %	441 893
Total	8 449 508	7 761 984	92 %	687 524	8 449 508	5 275 451	62 %	2 486 533
A-2201	2 484 753	2 190 747	88 %	294 006	2 484 753	1 667 688	67 %	523 059
A-2202	2 845 457	2 801 014	98 %	44 443	2 845 457	2 439 957	86 %	361 057
A-2203	3 207 550	3 184 171	99 %	23 379	3 207 550	1 273 339	40 %	1 910 832
A-2204	514 154	465 715	91 %	48 439	514 154	303 857	59 %	161 858
Total	9 051 914	8 641 647	95 %	410 267	9 051 914	5 684 841	63 %	2 956 806
A-2301	176 829	126 346	71 %	50 483	176 829	106 302	60 %	20 045
A-2302	4 000	4 000	100 %	0	4 000	728	18 %	3 272
A-2303	38 000	10 040	26 %	27 960	38 000	0	0 %	10 040
A-2304	244 000	210 494	86 %	33 506	244 000	178 316	73 %	32 178
A-2305	178 999	146 791	82 %	32 208	178 999	132 408	74 %	14 383
A-2306	268 980	268 980	100 %	0	268 980	154 544	57 %	114 436
A-2307	170 000	140 000	82 %	30 000	170 000	132 005	78 %	7 995
A-2308	15 000	13 000	87 %	2 000	15 000	0	0 %	13 000
A-2309	440 000	218 948	50 %	221 052	440 000	119 616	27 %	99 331
A-2310	27 864	27 864	100 %	0	27 864	27 864	100 %	0
A-2311	107 000	86 942	81 %	20 058	107 000	50 485	47 %	36 457
A-2312	77 890	74 390	96 %	3 500	77 890	26 536	34 %	47 855
Total	1 748 562	1 327 796	76 %	420 766	1 748 562	928 804	53 %	398 992
TOTAL title 2	19 249 984	17 731 426	92 %	1 518 558	19 249 984	11 889 096	62 %	5 842 331



**Table 23.** Detailed budget execution per fund source and budget item: funds from title 3 ⁽⁵⁴⁾

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Credit not used (1-2)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	R A L in €
B3-101	833 789	719 294	86 %	114 495	468 000	396 362	85 %	337 634
B3-102	324 544	324 318	100 %	226	333 000	324 962	98 %	29 261
B3-103	1 306 544	1 284 957	98 %	21 587	1 663 196	1 545 584	93 %	667 342
Total	2 464 878	2 328 569	94 %	136 308	2 464 196	2 266 907	92 %	1 034 237
B3-201	2 643 747	2 638 287	100 %	5 459	2 795 000	2 686 788	96 %	1 004 646
B3-202	3 796 664	3 791 188	100 %	5 476	3 735 754	3 349 745	90 %	1 780 465
B3-203	2 349 090	2 238 474	95 %	110 616	2 649 507	2 249 712	85 %	435 817
Total	8 038 323	7 869 083	98 %	169 240	10 132 552	7 368 055	73 %	3 220 927
B3-301	79 373 229	77 546 894	98 %	1 826 335	83 938 735	83 288 315	99 %	32 066 717
Total	106 414 226	102 848 827	97 %	3 565 399	85 876 197	80 926 080	94 %	32 066 717
B3-401	137 486	83 022	60 %	54 464	175 000	64 600	37 %	37 268
B3-402	81 896	76 114	93 %	5 782	97 000	51 613	53 %	24 776
Total	123 800	121 389	98 %	2 411	183 100	112 341	61 %	62 044
B3-501	79 832	64 103	80 %	15 729	71 629	37 870	53 %	26 234
Total	123 800	121 389	98 %	2 411	183 100	112 341	61 %	26 234
B3-701	0	0	0 %	0	0	0	0 %	0
Total	0	0	0 %	0	0	0	0 %	0
TOTAL title 3	117 165 027	113 289 257	97 %	3 875 769	98 839 145	90 785 725	92 %	36 410 159

- Amounts recovered in 2023 (C4)

Table 24. Amounts recovered in 2023 (C4)

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Credit not used (1-2)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	R A L in €
A-1301	1 148	0	0 %	1 148	1 148	0	0 %	0
Total	1 148	0	0 %	1 148	1 148	0	0 %	0
A-1403	51 271	0	0 %	51 271	51 271	0	0 %	0
Total	51 271	0	0 %	51 271	51 271	0	0 %	0
A-1603	750	0	0 %	750	750	0	0 %	0
Total	750	0	0 %	750	750	0	0 %	0
A-2101	29 731	0	0 %	29 731	29 731	0	0 %	0
Total	29 731	0	0 %	29 731	29 731	0	0 %	0
A-2202	4 344	0	0 %	4 344	4 344	0	0 %	0
Total	4 344	0	0 %	4 344	4 344	0	0 %	0
B3-301	18 429	0	0 %	18 429	18 429	0	0 %	0
Total	18 429	0	0 %	18 429	18 429	0	0 %	0
TOTAL	105 673	0	0 %	105 673	105 673	0	0 %	0

⁽⁵⁴⁾ In title 3 the EUAA uses differentiated appropriations. Unlike titles 1 and 2 (non-differentiated appropriations), the outstanding commitments (*reste à liquider*, i.e. RAL) in title 3 do not correspond to the difference between the total amount committed and the amount paid, because in title 3 the appropriations are differentiated, hence C1 PA are used to make payments under C8 and C1 commitments.



- Amounts recovered in previous years (C5)

Table 25. Amounts recovered in previous years (C5)

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Credit not used (1-2)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	R A L in €
A-1103	41	41	100 %	0	41	41	100 %	0
Total	41	41	100 %	0	41	41	100 %	0
A-1301	50 149	50 149	100 %	0	50 149	50 149	100 %	0
Total	50 149	50 149	100 %	0	50 149	50 149	100 %	0
A-1403	54 281	54 281	100 %	0	54 281	54 281	100 %	0
Total	54 281	54 281	100 %	0	54 281	54 281	100 %	0
A-2101	31 355	31 355	100 %	0	31 355	31 355	100 %	0
Total	31 355	31 355	100 %	0	31 355	31 355	100 %	0
A-2201	10 249	10 249	100 %	0	10 249	10 249	100 %	0
A-2204	1 590	1 590	100 %	0	1 590	1 590	100 %	0
Total	11 839	11 839	100 %	0	11 839	11 839	100 %	0
B3-301	7 902	7 902	100 %	0	7 902	7 902	100 %	0
Total	7 902	7 902	100 %	0	7 902	7 902	100 %	0
TOTAL	155 567	155 567	100 %	0	155 567	155 567	100 %	0

- Automatic carry-overs from previous years (C8)

Table 26. Automatic carry-overs from previous year/s (C8) in title 1

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Credit not used (1-2)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	R A L in €
A-1201	28 928	24 218	84 %	4 710	28 928	24 218	84 %	0
Total	28 928	24 218	84 %	4 710	28 928	24 218	84 %	0
A-1301	370 093	359 979	97 %	10 114	370 093	359 979	97 %	0
Total	370 093	359 979	97 %	10 114	370 093	359 979	97 %	0
A-1401	32 909	15 282	46 %	17 627	32 909	15 282	46 %	0
A-1403	126 403	114 994	91 %	11 410	126 403	114 994	91 %	0
Total	159 312	130 275	82 %	29 037	159 312	130 275	82 %	0
A-1501	282 422	172 909	61 %	109 513	282 422	172 909	61 %	0
Total	282 422	172 909	61 %	109 513	282 422	172 909	61 %	0
A-1601	115 866	91 177	79 %	24 689	115 866	91 177	79 %	0
A-1603	72 410	23 950	33 %	48 460	72 410	23 950	33 %	0
Total	188 276	115 127	61 %	73 149	188 276	115 127	61 %	0
TOTAL title 1	1 029 032	802 508	78 %	226 524	1 029 032	802 508	78 %	0

Table 27. Automatic carry-overs from previous year/s (C8) in title 2

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Credit not used (1-2)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	R A L in €
A-2101	518 476	315 309	61 %	203 167	518 476	315 309	61 %	0
A-2102	141 421	127 064	90 %	14 357	141 421	127 064	90 %	0
A-2103	802 264	579 151	72 %	223 112	802 264	579 151	72 %	0

A-2104	20 316	20 316	100 %	0	20 316	20 316	100 %	0
Total	1 482 478	1 041 841	70 %	440 637	1 482 478	1 041 841	70 %	0
A-2201	852 958	852 958	100 %	0	852 958	852 958	100 %	0
A-2202	276 376	256 620	93 %	19 756	276 376	256 620	93 %	0
A-2203	1 369 397	1 292 983	94 %	76 414	1 369 397	1 292 983	94 %	0
A-2204	181 707	156 670	86 %	25 037	181 707	156 670	86 %	0
Total	2 680 437	2 559 231	95 %	121 206	2 680 437	2 559 231	95 %	0
A-2301	35 469	22 429	63 %	13 040	35 469	22 429	63 %	0
A-2302	3 656	1 725	47 %	1 931	3 656	1 725	47 %	0
A-2303	60 775	56 980	94 %	3 795	60 775	56 980	94 %	0
A-2304	21 513	9 940	46 %	11 573	21 513	9 940	46 %	0
A-2305	41 862	33 886	81 %	7 976	41 862	33 886	81 %	0
A-2306	81 154	77 954	96 %	3 200	81 154	77 954	96 %	0
A-2307	46 500	42 353	91 %	4 147	46 500	42 353	91 %	0
A-2308	41 273	37 574	91 %	3 699	41 273	37 574	91 %	0
A-2309	187 970	185 753	99 %	2 217	187 970	185 753	99 %	0
Total	520 171	468 593	90 %	51 578	520 171	468 593	90 %	0
A-2311	34 143	15 909	47 %	18 234	34 143	15 909	47 %	0
A-2312	47 561	47 401	100 %	160	47 561	47 401	100 %	0
Total	81 704	63 310	77 %	18 394	81 704	63 310	77 %	0
TOTAL title 2	4 764 790	4 132 974	87 %	631 816	4 764 790	4 132 974	87 %	0

Table 28. Automatic carry-overs from previous year/s (C8) in title 3

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Credit not used (1-2)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	R A L in €
B3-101	16 629	14 702	88 %	1 927	0	0	0 %	0
B3-102	34 121	29 904	88 %	4 216	0	0	0 %	0
B3-103	1 091 762	927 969	85 %	163 793	0	0	0 %	11 878
Total	1 142 511	972 575	85 %	169 936	0	0	0 %	11 878
B3-201	1 110 588	1 053 146	95 %	57 442	0	0	0 %	107 612
B3-202	1 451 879	1 339 023	92 %	112 857	0	0	0 %	44 746
B3-203	556 598	447 055	80 %	109 543	0	0	0 %	9 900
Total	3 119 065	2 839 224	91 %	279 841	0	0	0 %	162 258
B3-301	40 281 028	37 808 137	94 %	2 472 891	0	0	0 %	14 809 678
Total	40 281 028	37 808 137	94 %	2 472 891	0	0	0 %	14 809 678
B3-401	20 792	18 846	91 %	1 946	0	0	0 %	0
B3-402	407	275	68 %	132	0	0	0 %	0
Total	21 199	19 121	90 %	2 078	0	0	0 %	0
TOTAL title 3	44 563 803	41 639 057	93 %	2 924 745	0	0	0 %	14 983 815

- Associated countries contributions and external projects (R0)

Table 29. Associated countries contributions and external projects (R0)

Budget line	Budgeted CA in € (1)	Executed CA in € (2)	% CA (2/1)	Credit not used (1-2)	Budgeted PA in € (3)	Executed PA in € (4)	% PA (4/3)	R A L in €
A-2204	6 039	6 000	99 %	39	6 039	0	0 %	6 000
Total	6 039	6 000	99 %	39	6 039	0	0 %	6 000
B3-301	7 833 185	5 185 260	66 %	2 647 924	7 833 185	1 249 564	16 %	3 935 696
Total	7 833 185	5 185 260	66 %	2 647 924	7 833 185	1 249 564	16 %	3 935 696
B3-601	38 689 533	0	0 %	38 689 533	38 689 533	0	0 %	0
Total	38 689 533	0	0 %	38 689 533	38 689 533	0	0 %	0
B4-101	1 843 833	998 241	54 %	845 592	1 843 833	236 832	13 %	761 409
B4-102	3 465 707	2 413 681	70 %	1 052 027	3 465 707	785 078	23 %	1 628 603
Total	5 309 540	3 411 921	64 %	1 897 619	5 309 540	1 021 909	19 %	2 390 012
TOTAL	51 838 296	8 603 181	17 %	43 235 115	51 838 296	2 271 474	4 %	6 331 708

2 - List of budget transfers per quarter

Table 30. List of budget transfers in the first quarter of 2023

Date	Fund source	Budget line	CA (€)	PA (€)
12 January 2023	C1	A01101	-50 000	-50 000
	C1	A01601	50 000	50 000
	C1	B03203	- 2 000 000	- 2 000 000
	C1	B03301	2 000 000	2 000 000

Table 31. List of budget transfers in the second quarter of 2023

Date	Fund source	Budget line	CA (€)	PA (€)
5 May 2023	C1	A01101	-1500 000	-1500 000
	C1	A01403	-589 000	-589 000
	C1	A02201	395 000	395 000
	C1	A02202	1 225 000	1 225 000
	C1	A02203	594 000	594 000
	C1	A02204	-140 000	-140 000
	C1	A02312	15 000	15 000
	C1	B03101	155 000	155 000
	C1	B03203	-130 000	-130 000
	C1	B03402	-25 000	-25 000
8 June 2023	C1	A01501	-150 000	-150 000
	C1	A01601	250 000	250 000
	C1	A01602	-100 000	-100 000
15 June 2023	C1	A02101	-485 000	-485 000
	C1	A02103	485 000	485 000

Table 32. List of budget transfers in the third quarter of 2023

Date	Fund source	Budget line	CA (€)	PA (€)
18 July 2023	C1	A01101	319 000	319 000

C1	A01102	2 367 000	2 367 000
C1	A01103	-48 000	-48 000
C1	A01104	103 000	103 000
C1	A01201	-17 000	-17 000
C1	A01301	600 000	600 000
C1	A01401	-75 000	-75 000
C1	A01402	-262 000	-262 000
C1	A01403	-48 000	-48 000
C1	A01501	-130 000	-130 000
C1	A01602	120 000	120 000
C1	A01603	-16 000	-16 000
C1	A02101	-849 000	-849 000
C1	A02102	-289 000	-289 000
C1	A02103	69 000	69 000
C1	A02104	92 000	92 000
C1	A02201	88 000	88 000
C1	A02202	304 000	304 000
C1	A02203	508 000	508 000
C1	A02204	-97 000	-97 000
C1	A02301	-19 000	-19 000
C1	A02303	-42 000	-42 000
C1	A02304	17 000	17 000
C1	A02305	-446 850	-446 850
C1	A02306	-231 000	-231 000
C1	A02307	-20 000	-20 000
C1	A02308	-87 000	-87 000
C1	A02309	-10 000	-10 000
C1	A02310	13 000	13 000
C1	A02311	-42 000	-42 000
C1	A02312	-2 000	-2 000
C1	B03101	31 000	-232 000
C1	B03102	-240 000	-277 000
C1	B03103	-680 150	-635 000
C1	B03201	-199 000	-165 000
C1	B03202	120 850	210 000
C1	B03203	-721 850	-867 000
C1	B03301	0	388 850
C1	B03401	0	15 000
C1	B03402	-80 000	-118 000
C1	B03501	-100 000	-189 000

Table 33. List of budget transfers in the fourth quarter of 2023

Date	Fund source	Budget line	CA (€)	PA (€)
25 October 2023	R0	B03301	4 500 000	4 500 000
	R0	B03601	-4500 000	-4500 000
25 October 2023	C1	A01103	-50 000	-50 000
	C1	A01104	-69 614	-69 614
	C1	A01301	167 000	167 000
	C1	A01401	-30 000	-30 000
	C1	A01402	-5 004	-5 004

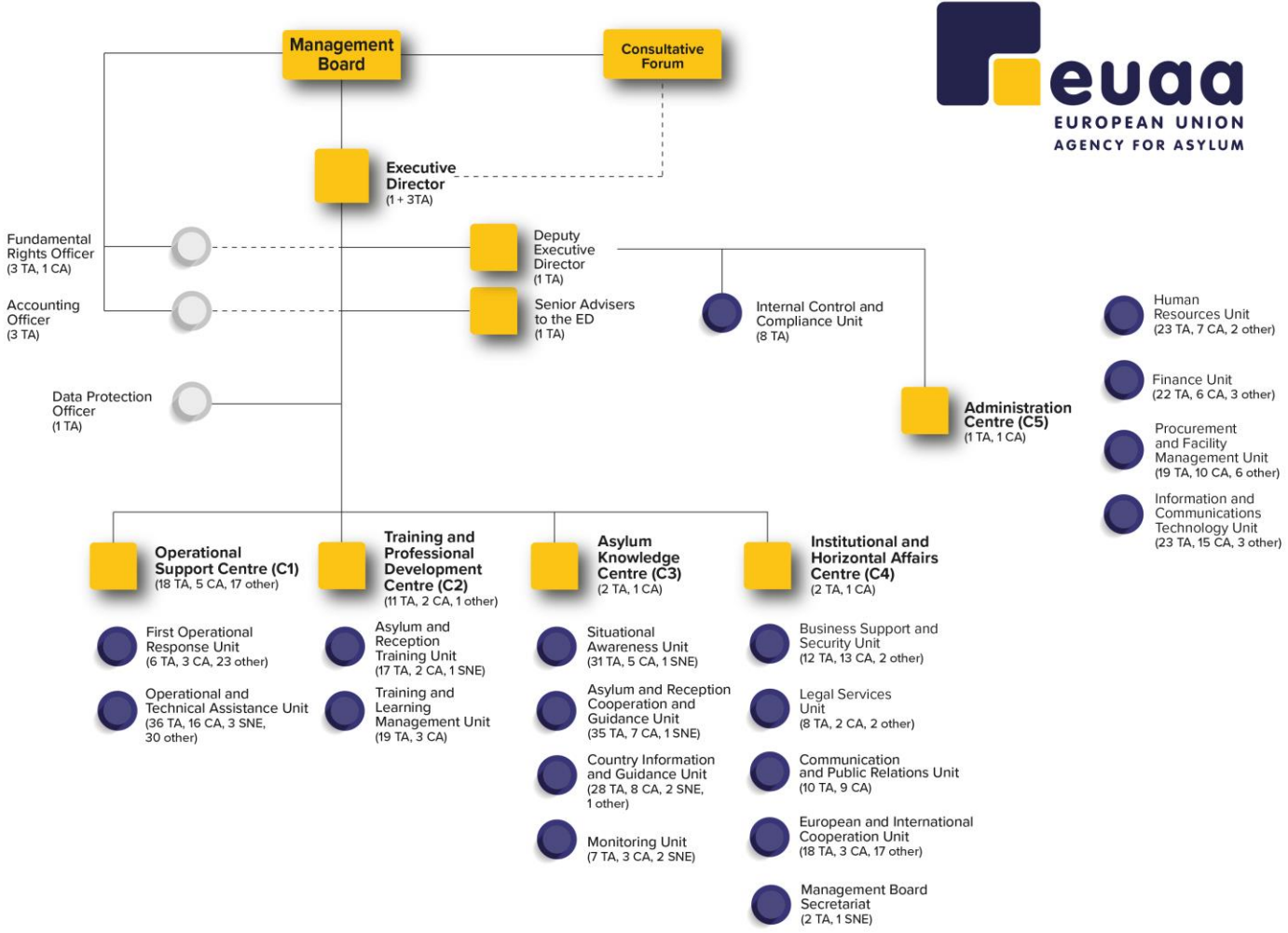
	C1	A01403	100 000	100 000
	C1	A01601	-145 000	-145 000
	C1	A01602	10 500	10 500
	C1	A01603	7 000	7 000
	C1	A01701	-3 000	-3 000
	C1	A02101	135 000	135 000
	C1	A02102	204 388	204 388
	C1	A02103	-40 000	-40 000
	C1	A02104	122 000	122 000
	C1	A02301	34 000	34 000
	C1	A02302	-6 000	-6 000
	C1	A02304	-33 000	-33 000
	C1	A02305	29 000	29 000
	C1	A02306	-25 750	-25 750
	C1	A02307	-60 000	-60 000
	C1	A02308	-18 000	-18 000
	C1	A02309	-30 000	-30 000
	C1	A02310	-10 136	-10 136
	C1	A02311	5 000	5 000
	C1	A02312	2 000	2 000
	C1	B03101	102 789	0
	C1	B03102	50 000	0
	C1	B03103	-178 652	-124 792
	C1	B03202	-571 079	-196 801
	C1	B03203	-137 023	-57 023
	C1	B03301	546 081	179 103
	C1	B03402	-28 000	0
	C1	B03501	-23 000	-39 371
	C1	B03701	-51 500	-51 500
12 December 2023	C1	A01101	-55 105	-55 105
	C1	B03102	-35 456	60 000
	C1	B03103	-305 804	-91 012
	C1	B03201	4 747	0
	C1	B03202	11 038	0
	C1	B03203	-301 417	0
	C1	B03301	710 783	86 117
	C1	B03401	-18 514	0
	C1	B03402	-2 104	0
	C1	B03501	-8 168	0
14 December 2023	C1	A01101	-70 000	-70 000
	C1	A01403	70 000	70 000
	C1	B03202	0	-500 000
	C1	B03301	0	500 000

3 - Interest paid by the EUAA for late payments to suppliers in 2023

Table 34. Interest paid by the EUAA for late payments in 2023

Late payments	Interest paid (€)
7	3 777

Annex III. Organisational chart (as from 24 January 2023)



Annex IV. Establishment plan and additional information on human resources management

Table 35. Information on recruitment grade/function group for each type of post

Key functions	Type of contract	Grade of recruitment	General role*
Executive Director–level 1	TA	AD 14	Operational
Deputy Executive Director–level 2	TA	AD 13	Operational
Senior advisor to the Executive Director	TA	AD 12	Operational
Head of centre–level 3	TA	AD 12	Operational/administrative
Fundamental rights officer	TA	AD 10	Operational
Head of unit–level 4	TA	AD 10	Operational/administrative/neutral
Head of sector–level 5	TA	AD 8	Operational/administrative/neutral
Liaison officer	TA	AD 8	Operational
Data protection officer	TA	AD 8	Administrative
Accounting officer	TA	AD 8	Neutral
Senior officer	TA	AD 7	Operational/administrative/neutral
Officer	TA/CA	AD 5–AD 6/ FGIV	Operational/administrative/neutral
Senior assistant	TA	AST 5	Operational/administrative/neutral
Assistant	TA/CA	AST 1–AST 4/ FG II–FG III	Operational/administrative/neutral

Legend. TA: temporary agents; AD: administrators function group; AST: assistants function group; CA: contract agents; FG: function group.

* With reference to the three screening types (administrative support and coordination, operational, neutral) referred to in the Commission’s methodology for agencies job screening (2014)

**Table 36.** Job screening/benchmarking against previous year's results**

Job type (sub) category	2022	2023
Administrative support and coordination	12.97 %	11.71 %
Administrative support	11.50 %	10.30 %
Coordination	1.47 %	1.41 %
Operational	79.13 %	80.93 %
Top level operational coordination	1.84 %	1.41 %
Programme management and implementation	72.64 %	74.15 %
Evaluation and impact assessment	0.24 %	0.28 %
General operational	4.41 %	5.09 %
Neutral	7.90 %	7.36 %
Finance/control	7.59 %	7.13 %
Linguistics	0.31 %	0.23 %
Total	100 %	100 %

** Table compiled according to the Commission's methodology for agencies job screening (2014)



Annex V. Human and financial resources by activity

Table 37. Human and financial resources in 2023

EUAA area of activity (SPD ref. number)	Human resources 2023					Financial resources (C1) (€)
	AD	AST	CA	SNE	Total	
2.1 Operational and technical assistance	26	15	62	2	105	76 519 230.09
-- 2.1.1 Italy	4	6	15	0	25	17 662 398.87
-- 2.1.2 Greece	4	5	8	0	17	22 540 622.22
-- 2.1.3 Cyprus	4	1	7	0	12	13 077 379.19
-- 2.1.4 Malta	1	0	2	0	3	2 591 755.78
-- 2.1.5 Spain	3	1	2	0	6	4 118 233.26
-- 2.1.6 First operational response and other operational activities	8	2	27	0	37	15 060 309.72
-- 2.1.7 Resettlement and humanitarian admission	2	0	1	2	5	1 468 531.05
2.2 Operational support, programming, monitoring and evaluation of operations	9	6	20	0	35	2 496 194.70
-- 2.2.1 Deployment and performance management	5	2	11	0	18	1 103 627.50
-- 2.2.2 Programming, monitoring and evaluation of operations	4	4	9	0	17	1 392 567.20
2.3 Training and professional development	32	13	8	1	54	2 638 287.37
-- 2.3.1 Design and development of the European Asylum Curriculum	13	6	3	1	23	1 852 780.72
-- 2.3.2 Delivery of the EUAA training	12	5	0	0	17	96 222.82
-- 2.3.3 Implementation of the Training Quality Assurance Framework	5	2	2	0	9	484 220.61
-- 2.3.4 Implementing a user-centred Learning Technology Ecosystem (LTE)	2	0	3	0	5	205 063.22
2.4 Asylum knowledge	64	29	22	1	116	6 183 859.98
-- 2.4.1 Country of origin information and country guidance	19	10	9	1	39	1 284 956.94
-- 2.4.2 Situational awareness	16	11	5	0	32	1 043 612.19
-- 2.4.3 Asylum and reception cooperation and guidance	28	8	7	0	43	3 791 187.55
-- 2.4.4 Monitoring the operational and technical application of the CEAS	1	0	1	0	2	64 103.30
2.5 Protection of fundamental rights	1	0	0	0	1	0
2.6 Horizontal activities	4	1	0	0	5	929 078.69
-- 2.6.1 Consultative forum and civil society	0	0	0	0	0	83 021.67
-- 2.6.2 Governance	0	0	0	0	0	76 114.44
-- 2.6.3 Third country support	4	1	0	0	5	769 942.58
-- 2.6.4 Information and communication technology	0	0	0	0	0	0
TOTAL operational (Title 3)	136	64	112	4	316	88 766 650.83

EUAA area of activity (SPD ref. number)	Human resources 2023					Financial resources (C1) (€)
	AD	AST	CA	SNE	Total	
Resources allocated to administrative and other governance and horizontal activities (Title 1 and Title 2)	72	56	75	1	204	71 603 177
TOTAL EU subsidy (Titles 1, 2, 3)	208	120	187	5	520	160 369 827.83
Ad hoc grants - external assigned revenue (Title 4)	0	0	9	0	9	0
GRAND TOTAL	208	120	196	5	529	160 369 827.83

Legend. AD: temporary staff, administrators function group; AST: temporary staff, assistants function group; CA: contract agents; SNE: seconded national experts; SPD: Single Programming Document; C1: Subsidy from the EU budget.

Annex VI. Contribution, grant and service-level agreements

Table 38. Contributions agreements implemented in 2023

	General information					Financial and HR impacts				
	Date of signature	Total amount (€)	Duration	Counterpart	Short description		2022		2023	
Voluntary financial contributions from Member States										
Voluntary and earmarked contributions to the roadmap for cooperation with Egypt	18 December 2020	282 316	36 months	Denmark	Roadmap for cooperation between the EUAA and Egypt	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							135 025	3 025	175 553	121 551
						No of contract agents	0		1	
						No of SNEs	0		0	
Voluntary and earmarked contribution to the EUAA Regional Pilot Project for North Africa and Niger	3 September 2020	550 000	36 months + 3 months reporting period	Czechia	Regional pilot capacity building project for North Africa and Niger	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							743 658	145 427	624 687	115 281
	16 December 2020					No of contract agents	2		3	
						No of SNEs	0		0	
Contribution agreements										
	General information					Financial and HR impacts				
	Date of signature	Total amount (€)	Duration	Counterpart	Short description		2022		2023	
Implementing the EUAA-Egypt cooperation: enhancing the protection space for asylum-seekers and refugees in Egypt	23 November 2023	1 500 000	36 months	European Commission, DG NEAR	Enhancing the protection space for asylum-seekers and refugees in Egypt	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							NA	NA	198 000	0
						No of contract agents	NA		0	
						No of SNEs	NA		0	
EU Regional Support to protection-sensitive migration management systems in the	24 June 2022	6 000 000	47 months	European Commission, DG NEAR	Protection-sensitive migration management in the Western Balkans	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							2 932 632	539 230	2 413 681	785 078
						No of contract agents	6		5	

Western Balkans-Phase III						No of SNEs	0	0		
TOTAL (voluntary contributions from Member States + contribution agreements)						Amount	CA (€)	PA (€)	CA (€)	PA (€)
							3 811 315	687 682	3 411 921	1 021 910
						No of contract agents	8		9	
						No of SNEs	0		0	

Table 39. Service-level agreements in 2023

	General information					Financial and HR impacts				
	Date of signature	Total amount (€)	Duration	Counterpart	Short description	2022		2023		
Service-level agreements										
Administrative assistance for the recruitment of trainees	28 September 2021; amended on 22 November 2022	NA	Indefinite	Directorate-General Education, Youth, Sport and Culture (Traineeships Office)	Administrative assistance (incl. financial)	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							68 727	68 727	72 385	72 385
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Provision of conference interpretation services for meetings	15 September 2022	NA	Automatically renewed on annual basis	Directorate-General Interpretation	Provision of conference interpretation services for meetings	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							0	0	0	0
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Publications Office services	6 August 2018	NA	Indefinite	Publications Office of the European Union	Use of services by the Publications Office of the European Union	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							268 913	24 331	538 890	343 321
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
	19 July 2015; latest	NA		Directorate-General for	Catalogue of services by the	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							75 949	75 949	77 468	77 468



	General information					Financial and HR impacts				
	Date of signature	Total amount (€)	Duration	Counterpart	Short description	2022		2023		
Service-level agreements										
Provision of IT security support services	amendment on 20 December 2019		Automatically renewed on annual basis	Digital Services (on behalf of the Computer Emergency Response Team-EU)	EU Computer Emergency Response Team	No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Staff selection services	18 June 2010	NA	Automatically renewed on annual basis	European Personnel Selection Office (EPSO)	Staff selection service support	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							0	0	0	0
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Translation services	10 February 2012; amended on 30 November 2016	NA	Automatically renewed on annual basis	Translation Centre	Translation and other language services	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							2 980 586	1 740 149	4 105 788	2 926 242
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
SLA between DG HR and EASO for different services	22 December 2017; latest amendment on 19 January 2023	NA	Automatically renewed on annual basis	Directorate-General for Human Resources	Sysper; learning and development, medical services, social support service for pensioners and disability matters; security clearance, access badges and parking permits; complaints/	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							321 988	321 988	315 721	314 862
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	





	General information					Financial and HR impacts				
	Date of signature	Total amount (€)	Duration	Counterpart	Short description	2022		2023		
Service-level agreements										
					inquiries/ IDOC Helpdesk					
Service-level agreement between Directorate-General Human Resources and EASO	6 March 2020	NA	Automatically renewed on annual basis	Directorate-General for Human Resources	Production of EU <i>laissez passer</i>	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							26 453	23 193	22 141	0
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
DG Budget's catalogue of services	14 January 2020.	NA	Automatically renewed on annual basis	Directorate-General for Budget	DG Budget's catalogue of services related to the ABAC system	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							175 000	175 000	188 000	188 000
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Organisation of courses	11 February 2011	NA	Indefinite	European Administrative School (EAS)	Offer and organisation of courses	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							9 675	9 675	7 235	7 235
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Shared support office of the EU Agencies Network	6 March 2018	NA	Automatically renewed on annual basis	European Food Safety Authority	Costs of the shared support office of the EU Agencies Network	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							16 652	16 652	27 864	27 864
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
Entitlements for employees	28 January 2019; amended on 7 October 2023	NA		Paymaster Office	Paymaster's office services regarding entitlements of employees	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							179 626	179 626	353 064	353 064
						No of contract agents	NA		NA	





	General information					Financial and HR impacts				
	Date of signature	Total amount (€)	Duration	Counterpart	Short description	2022		2023		
Service-level agreements										
						No of SNEs	NA		NA	
Global Service-level agreement	21 March 2019; latest amendment on 15 December 2022		Automatically renewed on annual basis	Directorate-General for Digital Services	ICT services (e-Procurement, Cloud Brokering, IT hosting/ maintenance of ABAC, IT Assets, RACHEL services)	Amount	CA (€)	PA (€)	CA (€)	PA (€)
							260 941	260 941	440 691	440 691
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	
TOTAL service-level agreements						Amount	CA (€)	PA (€)	CA (€)	PA (€)
							4 384 510	2 896 231	6 149 247	4 751 132
						No of contract agents	NA		NA	
						No of SNEs	NA		NA	





Annex VII. Environment management

During 2023, the Agency was once again highly engaged in **capacity and knowledge-building** activities, with remote participation in relevant meetings and events organised by the EU Agencies Network (EUAN) and the Justice and Home Affairs Agencies Network, as well as in dedicated meetings with individual agencies and EU institutions.

The EUAA participated actively in the **mentoring programme** organised by the EUAN's Greening Network, that created an opportunity for participating agencies to share experiences gained and lessons learnt at the various phases of implementation of the Commission's Eco-Management and Audit Scheme.

As part of its presidency of the Justice and Home Affairs Agencies Network, the EUAA conducted a survey among the nine agencies forming part of the network to establish a baseline of their respective environmental and greening activities and agendas. Analysis of the results, conclusions and recommendations can be found in the published [survey report](#).

Following on from the **in-house measures** contributing to environmental sustainability that were reported in the [2022 CAAR](#), improvements were made in the shuttle service for headquarters staff, which was extended to cover the morning commute to work, on top of the existing evening service.

In 2023 the Agency focused on four of the seven areas, identified in the [Single Programming Document 2023–2025](#), for the improvement of its environmental management performance. The EUAA registered progress in managing its waste, reducing energy use, moving towards green procurement and offsetting the carbon footprint.

Managing waste: the amount of municipal (mixed, undifferentiated) waste generated at the headquarters in 2023 was 35 170 kg, representing a 29 % reduction over the amount in 2022 (49 675 kg). As separation of compostable waste became mandatory during 2023 within the host Member State, the EUAA separated and disposed of 460 kg of such waste. The amount of paper separated for recycling increased by 72 % in 2023 (8 828 kg compared with 5 120 in 2022).

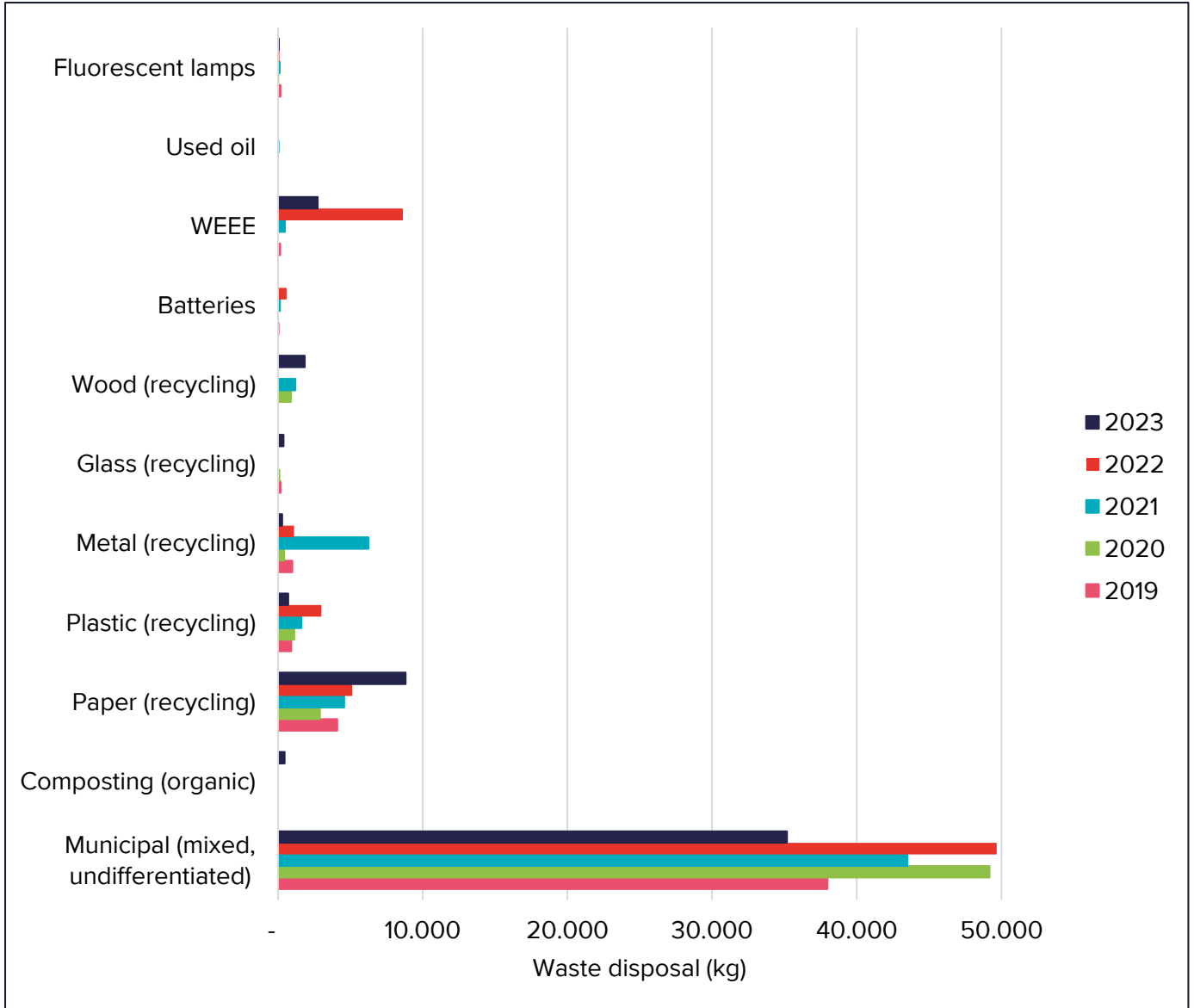
Reducing energy use: the Agency reduced its electricity consumption at the headquarters by 7 % in 2023 (1 956 MWh compared with 2 106 MWh in 2022), which represents a 13 % decrease on the 2021 consumption (2 250 MWh).

Moving towards green procurement: in 2023, 15 % of the procurement procedures launched included green criteria or requirements in the technical specification (10 out of 65 procedures for services or products launched).

Offsetting the carbon footprint: the Agency has engaged with the EUAN Greening Network to inform itself on schemes that could be used to compensate for remaining unavoidable greenhouse gas emissions. As common EU standards for certification of high-quality carbon

removal through certified carbon removal schemes are not yet in place, the topic will be monitored and an informed management decision made, once there is more certainty.

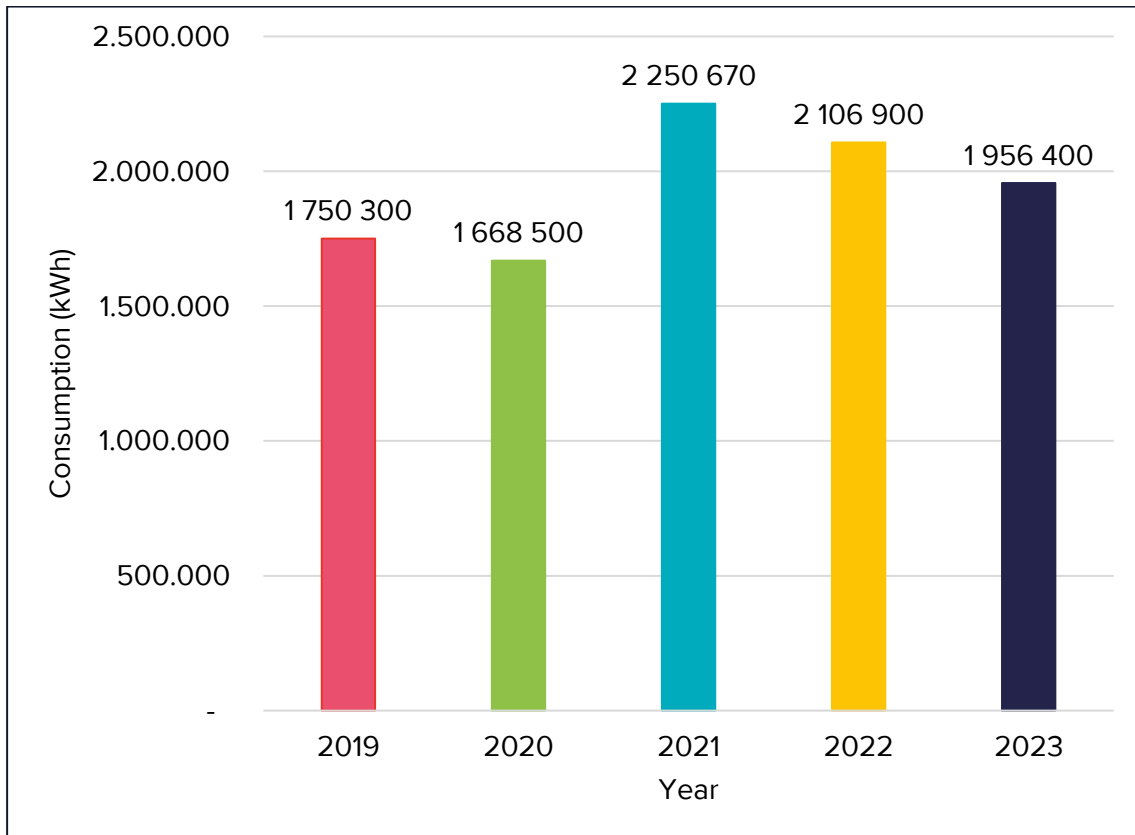
Figure 19. Annual waste disposal (in kg) at the EUAA headquarters from 2019 to 2023



Legend. WEEE: waste from electrical and electronic equipment.



Figure 20. Annual electricity consumption (in kWh) at the EUAA headquarters between 2019 and 2023





Annex VIII. Final annual accounts

The Agency's final annual accounts for the year 2023 are available, following their approval by the Management Board, on the Agency's website at [Governance and Internal Control | European Union Agency for Asylum](#).





Annex IX. Register of deficiencies and corrective action plan

The Agency's register of deficiencies and corrective action plan is available on its website at [this link](#).



Annex X. Internal control monitoring criteria results for 2023

The Agency's internal control monitoring criteria results for 2023 are available on its website at this [link](#).





Annex XI. Evaluations in 2023

Table 40. List of evaluations with actionable recommendations in 2023 ⁽⁵⁵⁾

No	Subject of the evaluation	Year concluded	Type of evaluation	Status of improvement actions at end 2023
1.	Roadmap with the Turkish Directorate General for Migration Management 2018–2019	2019	Internal, <i>ex post</i>	Concluded
2.	Greece, Italy and Cyprus operating plans 2019 (cross-country analytical report)	2020	External, <i>ex post</i>	Concluded
3.	Resettlement Support Facility pilot project in Türkiye	2020	Internal, mid-term	In progress
4.	Roadmap North Macedonia 2017–2019	2020	Internal, <i>ex post</i>	Concluded
5.	Roadmap Serbia 2017–2019	2020	Internal, <i>ex post</i>	Concluded
6.	Roadmap with the Turkish Directorate General for Migration Management 2019–2021	2020	Internal, mid-term	Concluded
7.	Italy operating plan 2020	2021	External, <i>ex post</i>	In progress
8.	Cyprus operating plan 2020	2021	External, <i>ex post</i>	In progress
9.	Malta operating plan 2020	2021	External, <i>ex post</i>	In progress
10.	Operational support in 2020	2021	External, <i>ex post</i>	In progress
11.	Resettlement Support Facility pilot project in Türkiye	2021	External, <i>ex post</i>	In progress
12.	Italy operating plan 2021	2022	External, <i>ex post</i>	In progress
13.	Greece operating plan 2021	2022	External, <i>ex post</i>	In progress
14.	Cyprus operating plan 2021	2022	External, <i>ex post</i>	In progress
15.	Malta operating plan 2021	2022	External, <i>ex post</i>	In progress
16.	Spain operating plan 2021	2022	External, <i>ex post</i>	In progress

⁽⁵⁵⁾ Actionable recommendations are those that have not been previously classified as ‘closed’ or ‘discontinued’.

No	Subject of the evaluation	Year concluded	Type of evaluation	Status of improvement actions at end 2023
17.	Operational support in 2021	2022	External, <i>ex post</i>	In progress
18.	Lithuania operating plan 2021–2022	2022	Internal, <i>ex post</i>	In progress
19.	Latvia operating plan 2021–2022	2022	Internal, <i>ex post</i>	In progress
20.	Roadmap Albania 2020–2022	2023	External, <i>ex post</i>	In progress
21.	Roadmap Bosnia and Herzegovina 2020–2022	2023	External, <i>ex post</i>	In progress
22.	Roadmap North Macedonia 2020–2022	2023	External, <i>ex post</i>	In progress
23.	Roadmap Serbia 2020–2022	2023	External, <i>ex post</i>	In progress
24.	Roadmaps as instrument for cooperation with Western Balkan countries 2020–2022	2023	External, <i>ex post</i>	In progress
25.	Cooperation with MARRI	2023	External, <i>ex post</i>	Concluded
26.	Latvia operational plan 2022	2023	Internal, <i>ex post</i>	Concluded
27.	Romania operational plan 2022	2023	Internal, <i>ex post</i>	In progress

Table 41. Status of improvement actions in 2023 broken down by evaluation

No	Subject of the evaluation	Status of improvement actions				
		Ongoing	Closed	Pending	Discontinued	Total
1	Roadmap with the Turkish Directorate General for Migration Management 2018–2019	0	2	0	1	3
2	Greece, Italy and Cyprus operating plans 2019 (cross-country analytical report)	0	1	0	0	1
3	Resettlement Support Facility pilot project in Türkiye - Internal 2020	3	1	0	0	4
4	Roadmap North Macedonia 2017–2019	0	0	0	1	1
5	Roadmap Serbia 2017–2019	0	1	0	1	2



No	Subject of the evaluation	Status of improvement actions				
		Ongoing	Closed	Pending	Discontinued	Total
6	Roadmap with the Turkish Directorate General for Migration Management 2019–2021	0	0	0	1	1
7	Italy operating plan 2020	1	0	0	0	1
8	Cyprus operating plan 2020	2	1	0	0	3
9	Malta operating plan 2020	1	0	0		1
10	Operational support in 2020	7	0	0	1	8
11	Resettlement Support Facility pilot project in Turkey - External 2021	1	0	0	0	1
12	Italy operating plan 2021	6	0	1	1	8
13	Greece operating plan 2021	3	0	0	0	3
14	Cyprus operating plan 2021	3	1	0	1	5
15	Malta operating plan 2021	3	0	0	0	3
16	Spain operating plan 2021	1	0	0	0	1
17	Operational support in 2021	4	0	0	1	5
18	Lithuania operating plan 2021–2022	3	1	0	1	5
19	Latvia operating plan 2021–2022	2	0	0	0	2
20	Roadmap Albania 2020–2022	2	6	2	0	10
21	Roadmap Bosnia and Herzegovina 2020–2022	0	1	3	0	4
22	Roadmap North Macedonia 2020–2022	2	2	5	0	9
23	Roadmap Serbia 2020–2022	7	0	2	0	9
24	Roadmaps as instrument for cooperation with Western Balkan countries 2020–2022	5	1	4	1	11
25	Cooperation with MARRI	0	1	0	0	1
26	Latvia operational plan 2022	0	2	0	0	2
27	Romania operational plan 2022	1	2	0	0	3
TOTAL		57	23	17	10	107
Percentages		53 %	22 %	16 %	9 %	100 %

