



European Asylum Support Office  
Bureau Européen d'Appui pour l'Asile

# EASO Work Programme 2013

SUPPORT IS OUR MISSION



## Table of contents

<b>1</b>	<b><i>EASO at a glance: vision, mission and priorities</i></b>	<b>5</b>
1.1	Introduction	5
1.2	Vision and Mission	6
1.3	Work Programme structure	7
<b>2</b>	<b><i>EASO's staff overview and budget structure</i></b>	<b>8</b>
2.1	EU austerity measures on EASO budget and recruitment	8
2.2	EASO organisational structure 2013	8
2.3	EASO's mode of operation	10
2.4	EASO budget for 2013	11
<b>3</b>	<b><i>Permanent support</i></b>	<b>15</b>
3.1	EASO Training	15
3.2	Quality Processes	17
3.3	Country of Origin Information	18
3.4	EASO List of Available Languages	19
3.5	EASO Practical cooperation	20
3.6	Specific Programmes	20
3.6.1	EASO activities in the Action Plan for Unaccompanied Minors:	20
3.6.2	Trafficking Human Beings	21
<b>4</b>	<b><i>Special Support</i></b>	<b>22</b>
4.1	Tailor made support and Capacity building	22
4.2	Relocation	22
<b>5</b>	<b><i>Emergency support</i></b>	<b>24</b>
5.1	Asylum Intervention Pool	24
5.2	Greece – Supporting the Implementation of the Action Plan on Migration and Asylum and the Implementation of the Operating Plan	24
5.3	Preparation for emergency support	25
<b>6</b>	<b><i>Information and analysis support</i></b>	<b>26</b>
6.1	Annual Report on the situation of asylum in the EU	26
6.2	Early warning and Preparedness System	26
<b>7</b>	<b><i>Third country support</i></b>	<b>28</b>
7.1	Resettlement	28

7.2	Third Country support and External dimension	28
<b>8</b>	<b><i>EASO's framework and network</i></b>	<b>30</b>
8.1	Management Board	30
8.2	Cooperation network of EASO	31
8.2.1	Cooperation with European Parliament, Council of Ministers and European Commission	31
8.2.2	Cooperation with UNHCR and other international organisations	31
8.2.3	Cooperation with Observers and Associated Countries	32
8.2.4	Cooperation with Frontex, FRA and other EU organisations	32
8.2.5	Cooperation with Academia and Members of Tribunals and Courts	33
8.3	Consultative Forum	33
<b>9</b>	<b><i>EASO Administration</i></b>	<b>34</b>
9.1	Recruitment	34
9.2	Finance	34
9.3	EASO Communication	34
9.4	Corporate services/Document management	35
	<b><i>ANNEX 1 EASO Plan for the establishment of public contracts and legal commitments in 2013</i></b>	<b>36</b>
	<b><i>ANNEX 2 EASO publications and documents to be translated in 2013</i></b>	<b>39</b>

# 1 EASO at a glance: vision, mission and priorities

This is the third Work Programme of the European Asylum Support Office (EASO). In 2013, EASO will further consolidate its operations and will bring measures taken a step further. It is important to note that in 2013 the European Commission will carry out the first evaluation of EASO's performance.

## 1.1 Introduction

The EASO Work Programme translates the organisation's strategy into annual objectives and provides the basis for budgetary planning. In 2013, EASO will continue supporting the implementation of the Common European Asylum System (CEAS) and to Member States and their asylum systems. EASO is an independent centre of expertise that is close to Member States and their asylum-offices as well as to the European Commission. The mandate of EASO is laid down in its founding Regulation and other relevant EU documents<sup>1</sup>. During its third year of operations, EASO will consolidate both its activities and organisation.

Relevant developments:

- EASO will support the implementation by the Member States of the next

<sup>1</sup> Key relevant EU documents are the Stockholm Programme (OJ, C 115/01, 4.05.2010), the Communication of the Commission on intra-EU solidarity (COM(2011) 835 final, 2.12.11), the Council Conclusions on a Common Framework for genuine and practical solidarity towards Member States facing particular pressures on their asylum systems, including through mixed migration flows, adopted on 8.03.2012, and the EU Action Plan on Migratory Pressures, adopted on 26.04.12

phase of the Common European Asylum System.

- The JHA Council Conclusions of 8 March 2012 give a clear role to EASO in the Early Warning, Preparedness and Crisis Management Mechanism.
- EASO is still building its basic structures and has not yet reached the appropriate staff and budget levels to carry out all assigned activities in its founding Regulation. At the same time, the European Commission and the Council have proposed a reduction of € 3,1 million to the 2013 EASO budget and a reduction of staff complement by 4 posts.

EASO's 5 main priorities for 2013 are:

1. Provide operational emergency support to the asylum systems in Greece and other Member States in need;
2. Develop an EU tailor-made Early warning and Preparedness System on asylum; providing asylum trend analysis and risk scenarios;
3. Further develop high quality common asylum training across the EU;
4. Provide a common level of Country of Origin Information (COI) across the EU and regular COI reports;
5. Consolidate the EASO organisation.

The EASO Work Programme is produced in accordance with Article 29(f) of the EASO Regulation. The Management Board adopted the Work Programme on 18 September 2012, after having received the opinion of the European Commission on 27 July 2012. EASO

has sent the Work Programme to the European Parliament, the Council of Ministers and the European Commission, and the documents will be available in all official languages of the Institutions of the European Union (EU).

The EASO Work Programme identifies a number of annual objectives which are structured according to SMART principles (Specific, Measurable, Achievable, Realistic, Time-based). Given the nature of the work of EASO to respond timely, actively and flexible to changing circumstances and priorities, the Executive Director needs to have the possibility to respond accordingly while implementing the Work Programme 2013.

## 1.2 Vision and Mission

EASO is a regulatory agency of the European Union (EU). EASO is an independent centre of expertise and support. EASO contributes to the creation of a Common European Asylum System. EASO's purpose is to facilitate, coordinate and strengthen practical cooperation among Member States on the many aspects of asylum, such as: provide practical and operational support to Member States; provide operational support to Member States subject to particular pressure on their asylum systems, including the coordination of asylum support teams made up of asylum experts; provide scientific and technical assistance for EU policy-making and legislation in all areas having a direct or indirect impact on asylum.

EASO's focus points are:

- *Permanent support:* supporting and stimulating common quality of the asylum process by: common training, a common asylum curriculum,

common quality and common Country of Origin Information.

- *Special support:* tailor made assistance, capacity building, relocation, specific support and special quality-control processes.
- *Emergency support:* organising solidarity for Member States confronted with particular pressures by providing temporary support and assistance to repair or to rebuild the asylum system.
- *Information and analysis support:* sharing and merging information and data, analysis and assessment: not only comparing and sharing information, but also common trend analysis and common assessment.
- *Third country support:* supporting the external dimension, supporting partnerships with third countries to reach common solutions e.g. by capacity-building and regional protection programs and coordinate Member States actions on resettlement.

EASO's principles are:

- Organising support and assistance for the specific or general needs of Member States asylum systems;
- Coordinating and stimulating operational cooperation between Member States and enhancing quality;
- Acting as a centre of expertise on asylum;
- Organising common analysis and common assessment of asylum data;
- Facilitating and stimulating joint action and consistency within the asylum field;
- Engaging with the full commitment of the Member States;

- Respecting the responsibility of the Member States and their asylum decisions;
- Involving civil society and international organisations.

### ***1.3 Work Programme structure***

Chapter 2 starts by providing a staff overview and budget structure. In this chapter the austerity measures are also reflected. Chapter 3 describes EASO's activities on Permanent Support to Member States asylum authorities. In Chapter 4 EASO special support activities are described, including the EASO's tasks related to relocation. Chapter 5 describes

EASO emergency support activities when Member States are in need. In Chapter 6, EASO tasks on Information, Documentation and Analysis are described. In Chapter 7, EASO tasks on resettlement and external dimension are shortly described. Should the budget and staff complement be reduced, these activities would remain limited. This would also affect other activities of EASO. Chapter 8 describes EASO's activity on communication, Management Board, and cooperation with partners and stakeholders, including EASO's consultative activities. The Work Programme 2013 ends with Chapter 9 on EASO's Administration: recruitment, finance and corporate services.

## **2 EASO's staff overview and budget structure**

### ***2.1 EU austerity measures on EASO budget and recruitment***

According to the legislative financial statement, in 2013, EASO was to have a budget of €15 million. However, the European Commission and the Council proposed to reduce EASO's budget for 2013 to €11,9 million (20% reduction) and a reduction in staff complement by 4 posts. From 2014, EASO will not be considered anymore as a start-up agency. That means that the budget level for 2013 will be the ceiling on which future EU austerity measures will be based.

Should the proposed €3,1 million cut to the EASO's 2013 budget be accepted by the European Parliament, it will negatively affect the setting-up of EASO's organisation and the implementation of the tasks assigned to EASO by virtue of its founding Regulation. This means, EASO would have to prioritise activities foreseen for 2013, and less funds would be spent on each activity. Some of the priorities that would be affected include:

- The level of funds available for special support and emergency support;
- Reinforcement of the Centre for Training, Quality and Expertise at the foreseen budget levels, which would

mean a reduction of EASO's training programme;

- Reinforcement of the Centre for Information, Documentation and Analysis at the foreseen staff and budget levels, which would negatively affect the full development of the Early warning and Preparedness System, as well as the full development of the tasks on Country of Origin Information.
- For 2013, there would be no specific EASO activities on Resettlement and External Dimension.

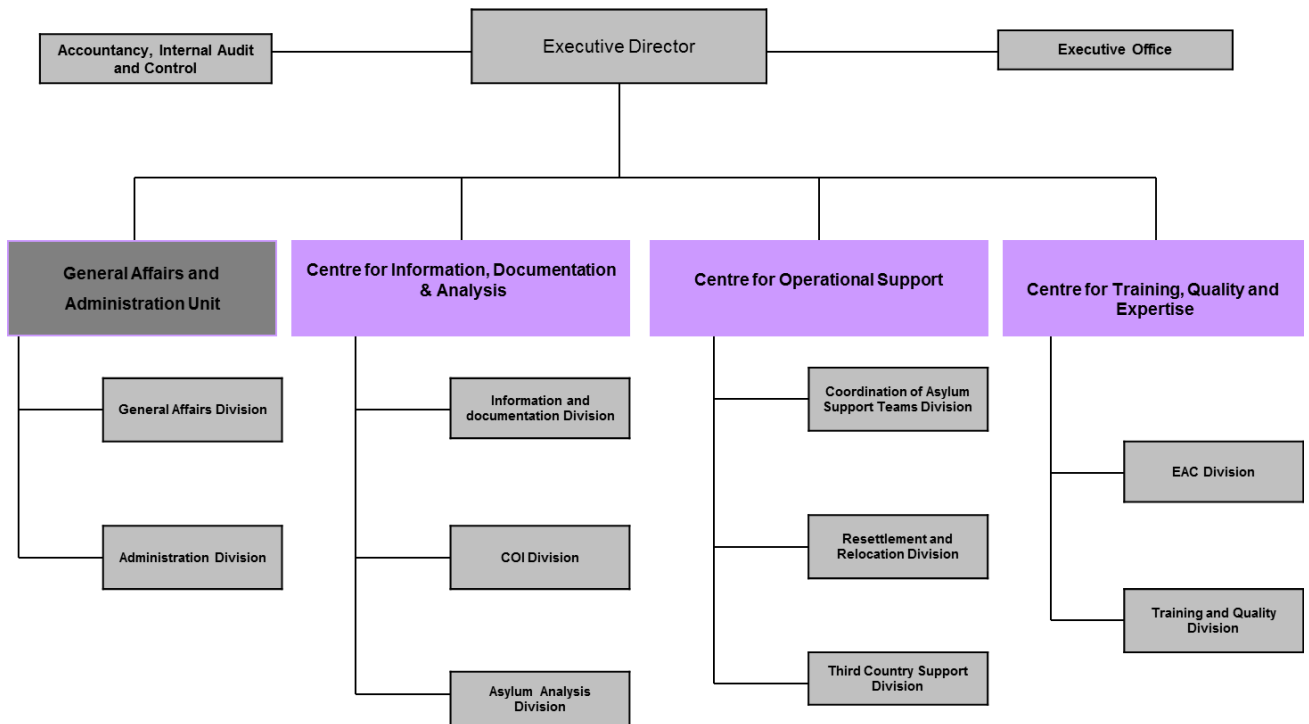
In each chapter of the EASO Work Programme, the actions in italic are the ones that would not be performed if EASO gets a budget of €11,9 million.

### ***2.2 EASO organisational structure 2013***

In accordance with the Multi Annual Staff Policy Plan 2013-2015 the draft organisation chart of EASO looks as follows:



# EASO Management Board



In 2013 EASO will recruit 15 new staff members, essentially consisting of experts in the field of asylum. By 2013 EASO will have a staff complement of 76, in line with the draft EASO budget for 2013 and the Multi Annual Staff Policy Plan 2013-2015. Selection panels will be composed of mainly EASO staff, which

will allow for an increased pace in the recruitment process.

The following table shows how the staff is distributed among the different Centres/ Units:

Entity	2012 Staff	2013 Staff - based on EASO proposal	2013 Staff - based on EC proposal
<b>ED EASO</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Executive Office</b>	<b>6</b>	<b>8</b>	<b>7</b>
<b>General Affairs and Administration Unit</b>	<b>21</b>	<b>25</b>	<b>25</b>
<b>Accountancy, Internal Audit and Control</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Centre for Information, Documentation &amp; Analysis</b>	<b>11</b>	<b>15</b>	<b>14</b>
<b>Centre for Operational Support</b>	<b>9</b>	<b>15</b>	<b>14</b>
<b>Centre for Training, Quality and Expertise</b>	<b>12</b>	<b>15</b>	<b>14</b>
<b>TOTAL</b>	<b>61</b>	<b>80</b>	<b>76</b>

### **2.3 EASO's mode of operation**

EASO is an independent centre of expertise and support. The main task of EASO is to facilitate, coordinate and strengthen practical cooperation among Member States.

This means: facilitating, coordinating, stimulating, supporting and strengthening practical cooperation. EASO is service-oriented. EASO concerns both organisational and logistical support, as well as information and expertise. It is an honest broker, neutral, independent, impartial and transparent. It stimulates, facilitates and supports the exchange of experts, expertise and experience. EASO will work through all

modern as well as traditional ways, from working parties, and expert meetings to digital, electronic and video-communication.

Moreover, EASO will also be an instrument of solidarity and mutual trust. EASO will be in close contact with other important stakeholders, e.g. Member States, the European Commission, EU bodies and UNHCR. Special attention will be given to dialogue with civil society.

The projected size of the EASO-office guarantees a lean and mean organisation. An organisation that is dedicated to its mission: support and improve the overall quality of the EU asylum area. That means both good internal coordination between the Centres

and Units as well as good external coordination with all stakeholders.

**Permanent Statutory Staff:**

The permanent statutory staff primarily consists of experts who are excellent in support tasks on the asylum matters such as: organising and coordinating, analysing and training, as well as understanding and supporting the various and concerted practices.

**External non-statutory Staff:**

The specialist experts and expertise will be drawn from Member States, the European Commission and UNHCR, either through working parties and dedicated meetings or staff detachments. The shared expertise of the Member States will be a real asset for EASO.

Support is the mission of EASO. Support is an attitude. The profile, skills and competencies of staff members are:

- Strong in coordination, communication and teamwork.
- An open eye for and understanding of differences and different situations in the interest of Member States and other stakeholders.

- Service-oriented.
- Multifunctional and flexible given the size of EASO.
- Affinity with the subject of migration and asylum. Particularly, since EASO is dealing with a politically sensitive subject.
- Special and separate attention for the Information-function.
- Experts will either be employed as Seconded National Experts (SNEs) or will be invited to participate in working parties.

## ***2.4 EASO budget for 2013***

EASO is still building its basic structures and did not yet reach the appropriate staff and budgetary levels to carry out all assigned activities in its founding Regulation. At the same time, due to austerity measures, the European Commission and the Council have proposed to reduce EASO's 2013 budget by 20% (€3,1 million) and staff by 4 posts. Should this reduction be maintained by the Budgetary Authority, EASO cannot but deprioritise operational activities as indicated below.

**2012**

Expenditure	2012	
	CA	PA
Title 1	3,260,000	3,009,530
Title 2	1,800,000	1,800,000
Title 3	4,940,000	1,000,000
<b>Total expenditure</b>	<b>10,000,040</b>	<b>5,809,530</b>

## 2013

Expenditure	2013 Agency request		2013 Budget Forecast	
	CA	PA	CA	PA
Title 1	5,240,000	5,240,000	4,815,000	4,815,000
Title 2	2,410,000	2,410,000	2,055,000	2,055,000
Title 3	7,350,000	2,000,000	5,000,000	5,000,000
<b>Total expenditure</b>	<b>15,000,000</b>	<b>9,650,000</b>	<b>11,870,000</b>	<b>11,870,000</b>

The budget will be implemented according to the EASO Regulation and Decision n.2 of the EASO Management Board on the Financial Regulation of EASO. The Management Board will be informed of any significant change to EASO's operational activities or new operational activities.

### Title I

Title I relates to expenditure on Staff, staff costs (e.g. mission costs) and salaries. Given the nature of EASO's activities, the costs of operations, are also to be found under Title I. Title I covers mission costs of EASO staff, which are directly related to EASO's operations, costs for operational staff and costs for administrative staff, who facilitate EASO operations, such as asylum support teams, expert meetings, training, etc.

### Title II

Title II relates to expenditure on administrative costs for amongst others:

- The budget for the rental of buildings and associated costs: € 300 000
- The budget for ICT: € 400 000  
NB. The budget does not include the various web-portal costs (see Title III).

- The budget for EASO Management Board meetings and internal EASO meetings: € 600 000  
NB. The budget does not include the costs for expert meetings under the operational activities, nor does it apply to the Consultative Forum (see Title III).
- The budget for Information and publishing is: € 30 000.  
NB. The budget will cover the costs for corporate communication, but does not include the costs for publishing reports under the different operational activities, e.g. the annual report on the situation of asylum in the EU and the COI-reports (see Title III).

### Title III

The following table presents an overview of the initial assigned budget under Title III to the different tasks (the expenditure is explained in the following Chapters). Under the operational activities it shows clearly how EASO could implement its activities when it remains to receive € 7 350 000 for operational activities, and what EASO could not do when it only has € 5 000 000 for operational activities:

**Budget 2013 Title III****Commitment Appropriations**

		Expenditure	
		AGENCY REQUEST	DRAFT BUDGET
3			
31	Support for CEAS implementation	<b>€ 930 000</b>	<b>€ 800 000</b>
3101	Horizontal support for CEAS implementation (*1)	€ 100 000	€ 100 000
3102	Annual report on asylum	€ 410 000	€ 300 000
3103	Early warning and data analysis	€ 420 000	€ 400 000
32	Support for MS practical cooperation	<b>€ 4 460 000</b>	<b>€ 2 800 000</b>
3201	Horizontal support for MS practical cooperation (*2)	€ 100 000	€ 100 000
3202	EASO training	€ 1 400 000	€ 1 200 000
3203	Quality processes (*3)	€ 570 000	€ 450 000
3204	Country of Origin Information	€ 1 190 000	€ 900 000
3205	Relocation, Resettlement & external dimension	€ 1 200 000	€ 150 000
33	Support for MS under particular pressure	<b>€ 1 750 000</b>	<b>€ 1 250 000</b>
3301	Horizontal support for MS under particular pressure	€ 50 000	€ 50 000
3302	Emergency support	€ 1 700 000	€ 1 200 000
34	Cooperation with partners and stakeholders	<b>€ 210 000</b>	<b>€ 150 000</b>
3401	Cooperation with partners and stakeholders	€ 210 000	€ 150 000
		<b>CA</b>	<b>CA</b>
		<b>(7,35 Millions)</b>	<b>(5 Millions)</b>

\*1 Including EASO Information Portal (Gateway to operational IT applications)

\*2 Including List of Available Languages

\*3 Including Unaccompanied Minors

The assigned budget is indicative and can change during the course of the implementing year (2013).

Title 3 of the budget will be implemented through the establishment of public contracts

and other legal commitments following the conclusion of the procedures for which the planning is enclosed. In light of the multi annual nature of the operational activities, an overview of the planned procedures for 2012 is also enclosed.

## 3 Permanent support

EASO Permanent Support to Member States aims at supporting the implementation of the Common European Asylum System and promoting and improving the quality of the asylum processes. This support aims at a consistent implementation of the Common European Asylum System within the EU. EASO provides permanent support to Member States activities in order to improve the quality of the asylum process and to share common knowledge and skills, organisation and procedures, information, resources and best practices. EASO permanent support consists of:

- 3.1 EASO Training
- 3.2 Quality Processes
- 3.3 Country of Origin Information
- 3.4 EASO List of Available Languages
- 3.5 EASO Practical Cooperation
- 3.6 Specific Programmes, such as EASO's tasks with regard to Unaccompanied Minors, and the cooperation on Trafficking Human Beings

### 3.1 EASO Training

EASO training activities will be carried out within the framework of EASO's Training Strategy developed in 2012. The two main instruments of EASO training are:

- a) The development and the dissemination of a common European learning material;
- b) The organisation of common European training sessions for EASO trainers as well as the organisation of trainings for the purposes of special

support and emergency support programmes.

EASO will continue to provide Member States with quality training materials and support them with regard to training organisation and delivery of trainings. EASO's core training tool in 2013 will continue to be the European Asylum Curriculum (EAC) - which has been fully incorporated into EASO since January 2012. EAC will increasingly serve as a common training programme for asylum and migration services across the EU and will practically support the implementation of the Common European Asylum System. Furthermore in 2013 EASO will start to develop a specific curriculum for the members of tribunals and courts to enhance the quality and harmonisation of judicial decisions across the EU.

In order to enhance the added value of its training tasks, EASO will assess the impact of EASO training activities across the EU.

#### Objectives for 2013:

- Further development and consolidation of EASO Training in line with the EASO Training Strategy, including new tools to support Member States in setting up quantitative targets for asylum officials to be trained in EAC.
- 12 to 14 EAC train-the-trainer sessions will be delivered by EASO, aiming to train at least 160 EAC national trainers. In this respect and in line with art. 6(7) of the EASO Regulation, some sessions (no more than half of them) might be organised

outside Malta to facilitate a regional strategy and to increase the implementation of the EAC training in Member States:

- 4 EAC train-the-trainer sessions will be delivered by EASO in QUARTER I
  - 3-4 EAC train-the-trainer sessions will be delivered by EASO in QUARTER II
  - 2 EAC train-the-trainer sessions will be delivered by EASO in QUARTER III
  - 3-4 EAC train-the-trainer sessions will be delivered by EASO in QUARTER IV
- Based on proper evaluation and quality review, to be carried out in collaboration with the members of the Reference Group, 6 to 8 EAC modules will be updated during 2013:
    - 2 EAC modules will be updated in QUARTER I
    - 2-3 EAC modules will be updated in QUARTER II
    - 2-3 EAC modules will be updated in QUARTER IV
  - In 2013 development of two new EAC modules will be launched. The subject of the two modules will be decided according to the needs of Member States and in consultation with the Reference Group. One of the EAC modules will be about "management training". Furthermore, particular attention will be paid to the consolidation of the current curriculum and to gender and vulnerable groups issues:
    - Development of one EAC module will be launched in QUARTER II
    - Development of the second EAC module will be launched in QUARTER III/IV
- Two handbooks related to the content of EAC modules will be developed during 2013:
    - Development of one EAC handbook will be launched in QUARTER II
    - Development of the second EAC handbook will be launched in QUARTER IV
  - The development of a specific training curriculum for the members of tribunals and courts will be launched in QUARTER I of 2013, taking into account relevant initiatives undertaken in this field.
  - A didactic seminar for EASO's trainers will be organised for up to 65 participants in QUARTER IV of 2013.
  - EASO will further develop and extend the EASO Training Expert Pool.
  - The good collaboration and partnership with the Reference Group is an important element for EASO Training. An annual meeting will be organised in QUARTER IV of 2013.
  - EASO Training National Contact Point meeting will be organised in QUARTER IV of 2013.
  - EASO will look into possibilities of developing other training tools (taking into consideration new methodologies) Particular attention will be devoted to development of training activities in close cooperation with other EU Agencies such as Frontex, FRA and CEPOL.
  - EASO Training sessions will be provided upon request in special



support and emergency support programmes. EASO will provide support in training within the sphere of the external dimension, e.g. within the scope of the Prague Process in agreement with the European Commission in line with Article 49(2) of the EASO Regulation.

Due to budget constraints in 2013:

- 5 modules updates will be postponed towards 2014
- One EAC handbook will not be developed
- EASO training activities within the sphere of the external dimension will be limited.

### **3.2 Quality Processes**

EASO quality activities will build on the comprehensive assessment undertaken in 2012 and the lessons learned from the various quality systems and projects implemented in different Member States since 2004. The overall objective of this process is to support the implementation of the Common European Asylum System in collaboration with the European Commission and Member States, an objective that will be crucial once the asylum acquis instruments are adopted by the co-legislator. With the overall objective of supporting the implementation of a qualitative Common European Asylum System; EASO will contribute to the development of tools, techniques, methodologies and good practices to improve the quality of decision-making throughout the EU. EASO will also support Member States in the establishment and development of quality processes and foster relations/coordination at EU level.

These initiatives will cover the specific areas identified in consultation with Member States with particular attention to gender, access to the asylum procedures and the needs of vulnerable groups, including unaccompanied minors and survivors of torture.

Objectives for 2013:

- Consolidate the EASO quality team in QUARTER II/III.
- Support Member States in the process of establishing and developing quality processes and facilitate the exchange of information and good practices ongoing through QUARTER I to QUARTER IV.
- Coordinate with Member States and the European Commission to identify priority areas and develop forms, templates, handbooks and guidelines that gather and consolidate existing expertise and best practices. To this end, EASO foresees thematic meetings on quality in asylum procedures with specific experts
  - Organisation of two thematic meeting on quality processes in QUARTER I<sup>2</sup>.
  - Organisation of three thematic meetings on quality processes in QUARTER II.
  - Organisation of three thematic meetings on quality processes in QUARTER III.
  - Organisation of four thematic meeting son quality processes in QUARTER IV.

---

<sup>2</sup> It is anticipated that 50% of the meetings will address the actions assigned to EASO in the Action Plan on Unaccompanied Minors (COM (2010) 213 final, 6.5.2010) and related cross-cutting issues on Quality.

- Contribute to the development of other tools, techniques, methodologies and good practices to improve the quality of decision-making throughout the EU. Hereto, 4 publications are foreseen on quality in asylum.
  - Maximum of 4 publications on quality in QUARTER III/IV.
- Assist the Centre for Operational Support in the design, delivery and evaluation of support on areas related to quality ongoing through QUARTER I to QUARTER IV.

Due to budget constraints in 2013:

- *A substantial reduction in the budget for quality processes at this stage hinders EASO's capacity to implement its quality activities and set the basis for its future work in this area. For instance, reducing the 2013 budget requested by EASO on Quality from 570 000 to 450 000 will see an overall budget reduction of 50 000 compared with 2012.*
- *The engagement of two subject matter experts to support the development of materials on quality and organisation of four meetings (two per thematic area) has been deprioritized. This would reduce the scope of EASO support in the area of quality throughout 2013.*
- *A substantial reduction in the budget allocated for the publication of EASO materials on quality will affect the number and extension of EASO publications, which may only be issued in English.*

### **3.3 Country of Origin Information**

During 2013 EASO will further develop its capacity on Country of Origin Information (COI) under the parameters of feasibility, effectiveness, burden sharing and harmonisation. Keeping in mind that the availability of and the expertise on Country of Origin Information is one of the cornerstones of decision-making in asylum cases and as such can enhance harmonisation, the continuous support in the field of COI is an important tool in the implementation of the Common European Asylum System.

Building on the work carried out by the COI Task Force and COI Working Parties during 2011 and 2012, an annual high level COI and policy makers meeting will be held to discuss emerging issues and to provide input to EASO COI activities during the year.

Some COI Working Parties will extend their work into 2013.

Objectives for 2013:

- Further development of the COI-portal QUARTER I-QUARTER IV:
  - Implementing enhanced features with a view to respond to the different needs of EU Member States whilst being feasible, effective and enhancing harmonisation.
  - Linking national and other relevant databases/repositories to the COI-portal.
  - Further development and delivery of COI-portal related training.

- EASO COI-reports:

- Implementing the standardised content determination procedure (including statistical, legal and COI data) for COI-reports.
- Finalising and publishing a minimum of 2 EASO COI-reports in QUARTER II and QUARTER III.
- A minimum of 2 meetings as a follow-up of the COI reports in QUARTER III and QUARTER IV.
- Annual COI Conference – for COI specialists and judges in QUARTER IV.

- EASO COI Unit:

- Reinforcing the COI Unit by recruiting more staff in QUARTER I and QUARTER II.
- Further integrating best practice methodologies and tools with the EASO COI framework (e.g. EURASIL, ECS, TDI, MedCOI).
- 1 COI conference on a particular COI subject in close consultation with the Member States in QUARTER II/III.
- Further development of guidelines on Fact Finding Missions (FFMs) and possibly supporting FFMs of Member States.
- Organising country specific workshops throughout QUARTER I-QUARTER IV (defined under the section EASO Practical Cooperation)

Due to budget constraints in 2013:

- *1 staff member will not be recruited for COI related matters.*
- *1 EASO COI report will not be finalised and published, which will bring the total down to one per year against an increasing demand for reports and more flexibility throughout the year, responding to changes in case*

*loads. A consequent follow up meeting will not be held.*

- *1 COI conference will not take place.*

### ***3.4 EASO List of Available Languages***

According to the MB decision of 2 February 2012, EASO has set up a list of available languages. In general, it is the task of each Member State to provide interpretation capacities for its own asylum interviews. EASO support on languages focuses on:

- a) Publishing the *EASO List of Available Languages* in each Member State;
- b) In emergency situations provide the necessary arrangements if specific languages are needed for asylum interviews;
- c) EASO will take the lead to identify new secure and cost-effective technologies when it comes to long-distance interpretation services.

Contacts on the *List of Available Languages* will take place via the *List of National Contact Points Focal Points for Interpretation Matters*

Objectives for 2013:

- Updating the EASO List of Available Languages throughout QUARTER I-QUARTER IV
- Identifying new secure and cost-effective technologies on long-distance interpretation
- Evaluation of experience with the use of the EASO List of Available Languages in QUARTER III/IV

Due to budget constraints in 2013:

- *No NCP meeting with Focal Points for Interpretation Matters will take place in 2013*
- *A survey on new secure and cost-effective technologies on long-distance interpretation will be limited*

### **3.5 EASO Practical cooperation**

EURASIL was handed over from the European Commission to EASO in mid-March 2012 during a plenary meeting in Brussels.

During 2012, a Working Party, entitled EASO Practical Cooperation, looked into lessons learned from the activities, methodologies and tools characteristic of the current EURASIL and other specialist networks and devised a new network concept on practical cooperation. EASO Practical Cooperation addresses a wide variety of COI, policy, legal and technical issues. It caters for various audiences, including decision makers, COI officers, legal officers, members of tribunals and courts, and academics.

EASO Practical cooperation measures are designed to respond to three types of EASO support:

- Permanent support – to build capacity, quality and expertise in Member States;
- Special support – to address specific needs;
- Emergency support – to provide immediate support in case of particular pressure.

The aim is to have a system that can fulfil both short term needs (emergency support) and also long term support (special and permanent support).

During 2013, EASO will organise a maximum of 4 practical cooperation workshops on COI, policy, legal and technical issues, and a plenary meeting.

Due to budget constraints in 2013:

- *2 country specific workshops (defined above) will not take place against the high demand from EC and Member States for EASO flexible response to ever changing situations (e.g. EASO Syria meetings in 2012).*

### **3.6 Specific Programmes**

EASO will participate in specific programmes and activities within the assigned area of asylum. This will be mainly in the context of programmes from the European Commission and/ or interagency cooperation.

#### **3.6.1 EASO activities in the Action Plan for Unaccompanied Minors:**

The duties assigned to EASO under the Action Plan on Unaccompanied Minors (COM (2010) 213 final, 6.5.2010) and the development and consolidation of EASO's approach to quality will be the main focus of its 2013 activities. In the Action Plan on Unaccompanied Minors (2010-2014) the following tasks are assigned to EASO:

- Significant improvement of the exchange of information on Unaccompanied Minors (UM).
- Collect data and develop COI and analysis for assessing the protection

needs of UM with a view to better support quality decisions.

- Monitor the issue of UM who are asylum seekers.
- Developing best practices regarding reception conditions, asylum procedures and integration of UM.
- Technical documentation on age assessment, including training activities, developing a specific training and a handbook on age assessment.

#### Objectives for 2013:

- Continue developing EASO's information sharing and monitoring on UM support Member States in the gathering and exchange of information on UM and family tracing QUARTER I- QUARTER II
- Deliver a handbook on age assessment and review outcomes from meetings on UM and Age Assessment
  - review outcomes from meetings on UM and Age Assessment in QUARTER I
  - deliver a handbook on age assessment during QUARTER II- QUARTER III
- Review EASO training and modules related to UM
  - updating of Interviewing Children Module QUARTER I
  - review other EASO training/modules related to UM ongoing QUARTER I- QUARTER IV
- Work with the EC, Member States, UNHCR and other interested parties to develop good practices relating to reception conditions, and asylum procedures
- support Member States in developing family tracing practices QUARTER III- QUARTER IV
- Work closely with COI, Training, Quality and Operational support units to ensure

measures relating to the EU Action Plan on Unaccompanied Minors are addressed within the core functions of EASO ongoing, according to business need QUARTER I- QUARTER IV

For information about the impact of the 2013 budget constraints upon EASO's activities on the European Commission action plan for Unaccompanied Minors, please refer to Chapter 3.2, Quality Processes.

### **3.6.2 Trafficking Human Beings**

A coordinated approach on Trafficking Human Beings (THB) is being set-up with the European Commission and within the interagency cooperation. As a part of EASO activities to support the development of the Common European Asylum System, EASO focuses on vulnerable groups within mixed migration flows. Potential victims of THB are a special group within vulnerable groups in the asylum process. To ensure, that asylum officials will have a raised awareness on detecting and referring THB victims, tools and information will be part of capacity building in the EASO tool box, e.g. in training modules and manuals.

EASO will look into the possibility of using its Early warning and Preparedness System to analyse trends in THB flows in the EU and keeps the Anti Trafficking Coordinator informed of the implementation of these initiatives. Early warning provides regional outlook, analysis of trends and push-pull factors, as well as risk scenarios. Preparedness could serve as a tool to detect inefficiencies in the protection systems and eventually point at need for training and capacity building support in Member States.

## 4 Special Support

EASO's Early warning and Preparedness System can indicate the need for special support to EU Member States for their asylum systems. This can lead to special support to Member States in a situation where potential particular pressure could emerge. Supporting on a number of areas and further improving the quality of the asylum process in the context of the Common European Asylum System.

Special support consists of:

- Tailor-made support
- Capacity-building
- Relocation

### ***4.1 Tailor made support and Capacity building***

The Early warning and Preparedness System is designed to provide an outlook and risk scenarios for EU Member States who might be affected by high influx of asylum seekers or have a special need for their asylum system. As a result of output from the EASO Early warning and Preparedness System, EASO and the Member State will discuss on the need for EASO Special Support under the format of a Special Support Plan.

If a Member State requests, EASO will be ready to offer support on specific activities, in line with its founding regulation. Tailor made support will follow after assessment of the situation in the Member State and drafting of a Special Support Plan. Implementation of tailor made support will be planned according to the agreed Special Support Plan.

Implementation activities could be deployment of EASO experts, training and other support measures. In building the capacity of the Member State during the Special Support, EASO will focus on strengthening the areas, which were critical when the request for special support emerged. The ultimate goal of Special Support is to make the asylum system resistant to future pressure.

### ***4.2 Relocation***

With an increased focus on this instrument of solidarity between Member States, EASO will gather and disseminate experience and best practises gained during 2011 and 2012, e.g. within the EUREMA project in Malta. Having regard to the Commission Communication on enhanced intra-EU solidarity in the field of asylum (COM (2011) 835 final, 2.12.2011), EASO will support any further development of relocation activities among Member States in 2013 building upon experiences from the evaluation of EUREMA and other bi-lateral relocation activities from Malta carried out by the European Commission together with participating Member States and EASO during 2012. In line with its founding Regulation, EASO will support further developments in the field of relocation which might be agreed at EU level.

#### Objectives for 2013:

- Organise exchange of information and best practices on relocation.

- Define methodologies and tools for EASO support for the implementation of relocation
- Supporting role in the possible relocation projects agreed at EU level.
- Organise a maximum of 2 expert meetings (Member States, EC,

UNHCR, IOM and other relevant partners) in QUARTER II and QUARTER IV.

Due to budget constraints in 2013:

- 1 expert meeting on relocation will not take place

## 5 Emergency support

Emergency Support in case of particular pressure in a Member State will be given on the request of a Member State, after an assessment of the situation by EASO. Hereto, experts of EU Member States who are part of the so-called *Asylum Intervention Pool* could be deployed in the EU Member State under particular pressure. Furthermore, other support, such as on reception systems, can be provided.

The Council Conclusions on a Common Framework for genuine and practical solidarity, as well as the Commission Communication on enhanced intra-EU solidarity invite EASO to make full use of its mandate in order to support Member States subject to particular pressure and to cooperate with relevant bodies, such as Frontex, in the provision of such support.

In this chapter the different activities and preparedness for emergency situations will be described.

### 5.1 *Asylum Intervention Pool*

In line with the provisions of Article 15 of the EASO Regulation, an Asylum Intervention Pool (AIP) has been established. The aim of the AIP is to have a database at hand with experts who shall be made available by EU Member States for deployment when a situation of particular pressures arises. So far the AIP covers 13 profiles, which were agreed upon by the EASO Management Board (Decision No 3 of 4 February 2011). Currently (as per June 2012) the AIP includes 345 experts from 21 EU Member States. Contact points of the

Member States, the European Commission and UNHCR have been appointed for communication with EASO on all matters pertaining to Asylum Support Teams. Likewise, EASO has designated the Union Contact Point.

#### Objectives for 2013:

- Ensuring the practicability of the AIP by clearly defining and updating the profiles of experts in a database. Taking stock of lessons learned so far, the system underpinning the AIP might be reviewed.
- Organisation of 1 AIP NCP (National Contact Points for the Asylum Intervention Pool) meeting in QUARTER III.

#### Due to budget constraints in 2013:

- 1 extra AIP NCP meeting will not take place

### 5.2 *Greece – Supporting the Implementation of the Action Plan on Migration and Asylum and the Implementation of the Operating Plan*

In 2013, EASO will continue its emergency activities in Greece building upon its on-going activities there. In line with the provisions of the Operating Plan, EASO activities in Greece will continue at least until April 1st, 2013. These activities will consist of tailor made and/ or on the ground support to the First Reception Service, Asylum Service and Appeal Authority in Greece as well as to the Ministry of Labour, Social Security and Welfare.



Depending on the request by the Greek government, EASO can flexibly rearrange or step up its operations, according to Article 10 of the EASO Regulation.

EASO's activities will reflect the recommendations emerging from the joint Fact Finding Missions led by the European Commission. EASO's work is part of the greater assistance provided to Greece by the European Union. EASO will carry out its activities in Greece in full transparency and in close cooperation with Frontex, UNHCR under the overall coordination of the European Commission.

### ***5.3 Preparation for emergency support***

If a new emergency situation arises due to particular pressure on the asylum system of a EU Member State, and if that Member State requests support, EASO should be ready to

offer support, in line with the EASO Regulation. EASO will carry out such support in close cooperation with Frontex, UNHCR, IOM and the European Commission. In this context EASO will set up procedures for cooperation in emergency situations. EASO's emergency support can be e.g. support in the field of reception and asylum systems, asylum training, quality of the asylum procedures, support on building country of origin information systems, technical support, etc.

#### *Due to budget constraints in 2013:*

- Although EASO will have in its budget resources to respond to Member States request for assistance under particular pressure, this amount will be limited and only allow EASO to respond within the given narrow parameters.

## 6 Information and analysis support

### 6.1 *Annual Report on the situation of asylum in the EU*

EASO will report on the situation of asylum in the EU and will report on EASO's contribution to the efficiency and consistency of the implementation of the Common European Asylum System during 2012. Based on the lessons learned from the first experience of the EASO annual report (2011), a new methodology will be applied for the determination of content, collection and processing of information provided by Member States, the European Commission and civil society, timing, and consultation procedure.

EASO strives to avoid duplication with other annual reports. EASO collaborates with the European Migration Network (EMN) and the European Commission on the sequence of reporting and ensures that the reports published by them are complementary.

#### Objective for 2013:

- The annual report on the situation of asylum in the EU will be published in QUARTER II.
- The annual report on the EASO activities will be sent to the European Parliament, the Council, the Court of Auditors and the European Commission, during QUARTER II, but before 15 June. The annual report will be made public and will be translated into all EU official languages.

#### Due to budget constraints in 2013:

- *No expert meetings will be organised on the report on the situation of asylum in the EU.*

### 6.2 *Early warning and Preparedness System*

In accordance with Articles 9(3) and 11 of the EASO Regulation, as well as in view of the upcoming implementation of the Article 31 of the Dublin Regulation, during 2013, EASO will further enhance its Early warning and Preparedness System that it started developing in 2012. Taking into account the EU Action on Migratory Pressures, the Council Conclusions on a Common Framework for genuine and practical solidarity EASO will refine the mechanism for collecting data on Member States asylum systems and the building of a risk-assessment procedure. If indicated, EASO will be able to offer timely preventive and preparatory measures via Special Support.

Using the Early warning and Preparedness System, EASO provides forecasts of potential flows from third countries. Moreover, constant data collection on asylum from Member States allows the assessment of the capacity of Member States to cope with the influx of asylum seekers they are receiving, enables the early detection of gaps and needs; thus allowing efficient and timely action. Given EASO's pivotal role in all phases of the Dublin Early Warning Mechanism – main provider of early warning in case of particular pressure, ensuring support to Member States in the preparedness phase, and on crisis

management, the establishment of a sound structure is imperative.

In 2013, in close cooperation with the European Commission, Frontex, UNHCR and other partners, EASO will ensure that its Early warning and Preparedness System operates in synergy with the existing monitoring and warning systems:

1. Early Alert based on the exchange of information;
2. Risk assessment carried out on the critical situation identified by the first step;
3. Forecasts and procedures will feed into assessing which tools in the EASO toolbox to apply upon request from Member States

This will be achieved through e.g. development of EU Overviews, regional outlooks, development of tools for trend analysis, focus studies on Specific caseloads by Country of Origin, develop indicators detecting national asylum system performances and development of risk assessment by of estimation relative pressure on Member States.

Furthermore, in 2013 the National Contact Point system on data and analysis will be fully set-up and the cooperation with all stakeholders will be expanded and developed in more depth.

## 7 Third country support

The activities on resettlement and external dimension will be developed within the framework of restricted budget and staff. For the set of activities of resettlement, external dimension, as well as relocation (see Chapter 4.2 under Special Support) only € 150.000 is available and will be mainly used for the relocation activities which are described under special support.

### 7.1 Resettlement

With more Member States developing resettlement programmes, EASO should strengthen its role in coordinating activities referring to resettlement, in particular, the exchange of information. The Commission's proposal for a Regulation establishing a new Asylum and Migration Fund for 2014-2020 (COM (2011) 751 final) an increased budget of 560 million Euro will be made available for resettlement. For 2013, the activities of EASO in this regard remain very limited due to staff and budget constraints.

#### Objectives for 2013:

- Organise exchange of information and best practices on resettlement and the implementation of Regional Protection Programmes.
- Define methodologies and tools for EASO support for the implementation of the Union Resettlement Programme.
- Organise 1 expert meeting (Member States, EC, UNHCR, IOM and other relevant partners) in QUARTER III.

#### Due to budget constraints in 2013:

- EASO will not be able to organise more expert meetings or fora for exchange of information.

### 7.2 Third Country support and External dimension

As a part of its mandate, EASO supports the External Dimension of the Common European Asylum System, for example by supporting countries of origin, transit and return. According to the *April 2012 EU Action Plan on Migratory Pressures - A Strategic Response*, EASO has been invited to contribute to building asylum capacity in the Southern Mediterranean countries. Furthermore, EASO will continue to contribute within the framework of EU Mobility Partnerships (in particular with Tunisia and Morocco), in line with the Commission Communication on the Global Approach to Migration and Mobility (COM (2011) 743 final).

Another task assigned to EASO by the JHA Council is to contribute in assessing the expected impact on migration and risks to EU's internal security before launching a visa liberalisation dialogue with third countries, as well as in the continued monitoring of the effects of current visa free regimes with third countries.

EASO's task in the external dimension is described in the EASO Regulation and is further defined in different European Commission documents.

All EASO activities related to the External Dimension of the Common European Asylum System will be carried out in agreement with the European Commission in line with Article 49(2) of the EASO Regulation.

In 2013 EASO will start to plan exchange of information and other activities in this field. For 2013, limited budget resources would result in only very limited EASO activity in the field of external dimension. EASO will start to plan its future task and role on the external dimension; as well EASO will participate in the dialogue with e.g. North African countries. As well, within the scope of the Prague Process, EASO will contribute to cooperation on e.g. training activities within its available resources. However, no operational activities will be implemented.

Objectives for 2013:

- Capacity Building in 5 EU neighbouring countries with migratory flows towards EU, with e.g. MS experts deployed, experts working on projects and EASO support on the ground.
- Organise 1 meeting (Member States, EC, UNHCR, IOM and other relevant partners) in QUARTER III.

Due to budget constraints in 2013:

- *EASO will not be able to directly support capacity building and RPP in Third Countries.*

## 8 EASO's framework and network

EASO's Environment:



### 8.1 Management Board

Following Article 29(1) of the EASO Regulation, the EASO Management Board shall ensure that EASO performs the duties assigned. The EASO Management Board has specific tasks related to the adoption of the EASO Annual report on the situation of Asylum in the EU, the annual EASO activity

report, the annual EASO Work Programme, the EASO budget and the EASO Multi-Annual Staff Policy Plan. Also in each Management Board meeting the asylum situation in the EU and EASO's specific activities on amongst others permanent support, special support, emergency support, Early warning and Preparedness System and on the Consultative Forum are discussed.

In 2013, EASO plans to organise 4 Management Board meetings. Ad hoc Management Board meetings could be organised if needed.

## ***8.2 Cooperation network of EASO***

### **8.2.1 Cooperation with European Parliament, Council of Ministers and European Commission**

EASO is an independent regulatory agency and reports directly to the EU Commissioner responsible for Home Affairs and to DG HOME. Strong cooperation links with the European Commission will be maintained with regard to all EASO activities. Before relevant documents are adopted by the EASO Management Board, the European Commission is invited to give its opinion on the annual EASO Work Programme, Budget and Multi-Annual Staff Policy Plan of EASO.

Each year, EASO sends its annual Work Programme and annual EASO activity report to the European Parliament, Council of Ministers and European Commission. EASO reports to the Council of Ministers, and the Executive Director is regularly invited to report to the Justice and Home Affairs Council with regard to the Common European Asylum System. Moreover, EASO reports to the European Parliament, and the Executive Director is invited to present the EASO Work Programme to the European Parliament, as well on specific topics related to EASO's work.

### **8.2.2 Cooperation with UNHCR and other international organisations**

In fulfilling its tasks, EASO acts in close cooperation with the United Nations High Commissioner for Refugees (UNHCR) and with relevant international organisations such as the International Organisation for Migration (IOM).

EASO cooperates closely with UNHCR in all areas covered by EASO's Regulation and UNHCR is involved in EASO's work. Furthermore, UNHCR has a permanent liaison office based in Malta. In 2013, EASO will further strengthen cooperation with UNCHR, in particular, in the field of training, quality processes, unaccompanied minors, resettlement, the external dimension of the Common European Asylum System and in the field of special and emergency support. Structured cooperation will continue, in particular, with regard to UNHCR participation in EASO's Management Board as a non-voting Member, as well as in EASO's Consultative Forum. Moreover, UNHCR will be invited, where relevant, to meetings of EASO's working parties.

EASO will also be in close contact with other relevant international organisations working in areas related to EASO's field of activity, e.g. Council of Europe, GDISC (General Directors' of Immigration Services Conference), IGC (Inter-Governmental Consultations on Migration) and IOM (International Organisation for Migration). EASO regularly exchanges views and contributes to the work of the Council of Europe. EASO contributes actively to the work of GDISC and is invited to attend and present EASO's work in the different GDISC conferences and workshops. With regard to the IGC, in May 2012, the

mutual cooperation was confirmed in the IGC Full Round. EASO is regularly invited to several working groups of the IGC, for example on COI, and the Executive Director is invited to the IGC Full Round.

### **8.2.3 Cooperation with Observers and Associated Countries**

In accordance with its Regulation, EASO established operational cooperation with Denmark. Denmark is invited to all EASO activities and is included in the network of exchange of information and best practices. Since 2012, Croatia has been granted observer status in the EASO Management Board, following the signed Treaty of Accession between the EU and Croatia of 9 December 2011. Croatia in this regard has the same status as Denmark. When the accession process for Croatia will be finalised, Croatia will become a full member of the EASO Management Board.

In 2012 working arrangements were negotiated with associate countries: Iceland, Liechtenstein, Norway and Switzerland. In 2013, EASO will strengthen cooperation with the associate countries.

### **8.2.4 Cooperation with Frontex, FRA and other EU organisations**

EASO strongly cooperates with other EU agencies. EASO is part of the interagency network. Main topics are exchanging working methods on administration. EASO is also part of the JHA-interagency cooperation with Frontex, FRA, EUROPOL, EUROJUST, CEPOL, EMCDDA and OLAF.

More specifically, EASO will conclude – as far as this is not done in 2012 – working arrangements with FRA, Europol and possible other EU organisations. Cooperation with the other EU agencies varies from EASO training, exchange of best practices, to the exchange within the sphere of EASO's Early warning and Preparedness System.

In September 2012, Frontex and EASO signed their working arrangements. In 2013, Frontex and EASO will build upon the existing cooperation. Frontex and EASO are setting-up sustainable cooperation on training programmes, quality initiatives, and COI. Moreover, Frontex and EASO work closely together when it comes to emergency support programmes where both Frontex and EASO are involved, for example the joint assistance given to Greece. Frontex and EASO will establish close links between the analytical units on the Early warning and Preparedness System. Moreover, when EASO develops its external dimension in 2013 it will seek direct cooperation with Frontex. In 2013, Frontex and EASO will keep its cooperation with regard to each others activities vis a vis civil society (Consultative Forum). EASO is a formal member of the Frontex Consultative Forum.

In 2013, FRA and EASO will build upon the existing contacts and exchange of best practices and information. FRA will continue sharing researches, research methodologies and collection of data of mutual interest. FRA and EASO will seek mutual cooperation in developing trainings. As well, EASO will seek cooperation on the Early warning and Preparedness System with regard to data and special reports by FRA on the situation in specific Member States. In 2013, FRA and EASO will keep its cooperation with regard to each others consultative activities.



In 2013, Europol and EASO will build upon cooperation, most notably in the field of the Early warning and Preparedness System.

In 2013, CEPOL and EASO will further develop its cooperation with regard to exchange of training methodologies and EASO is open to cooperate within the Framework of the Exchange Programmes police officers.

EASO will coordinate with the European Commission and EMN, especially when it comes to drafting asylum reports. EASO and EMN will for all information draw on the same data from the Member States, when drafting reports e.g. EASO Annual Report. EASO will participate in EMN NCP meetings, EMN Steering Board and relevant thematic meetings.

### **8.2.5 Cooperation with Academia and Members of Tribunals and Courts**

Apart from the cooperation with the civil society, NGO's and IGO's, EASO gives special attention to the relation with the academic world and the members of tribunals and courts. The academic world is involved in the work of EASO through different fora, e.g. via training development activities. The Academic world also has a special role in the Consultative Forum and future expert meetings. EASO and the members of tribunals and courts are already connected as the European Association of Refugee Law Judges (EARLJ) has a permanent liaison stationed in Malta.

## **8.3 Consultative Forum**

In all key policy areas, EASO keeps a close relationship with relevant stakeholders. Furthermore, the Consultative Forum constitutes a mechanism for the exchange of information and pooling of knowledge between EASO and relevant stakeholders. EASO will use lessons learned from its experiences and input of 2011 and 2012 to bring the Consultative Forum a step forward in 2013. In line with the EASO Consultative Forum Operational Plan adopted by the Management Board in 2012, EASO will organise various consultation activities using an array of methodologies and tools. EASO will further work on horizontal and thematic issues that need to be reflected throughout EASO activities, such as gender, vulnerable groups and quality control. EASO will consult civil society throughout the drafting phase of the 2014 Work Programme, using different tools that have been deemed suitable and efficient so far.

As a further development to the 'consultation page' on the EASO website, during 2013, EASO will develop its e-consultation platform that will be used for web consultations and other communication matters with civil society. The web will continue being the main vehicle for consultation with civil society. Based on the experienced gathered in 2012, specific consultation activities will be organised for targeted groups, such as the members of tribunals and courts. Besides thematic workshops, during this year, EASO will organise a conference specifically aimed at civil society and a plenary meeting in QUARTER IV of 2013.

## **9 EASO Administration**

### **9.1 Recruitment**

In 2013, EASO will publish the vacant posts in accordance with the approved Multiannual Staff Policy Plan. In 2013 EASO will recruit 15 new staff members instead of the foreseen 19 posts. These posts are directly related to the implementation of the EASO's core activities and are important for the Agency to meet its objectives.

It is also expected that, within 2013 some SNE contracts will be prolonged and new posts will be published.

### **9.2 Finance**

The budget will be implemented according to the EASO Regulation and Decision n.2 of the MB on the Financial Regulation of EASO. The Management Board will be informed of any significant change of operational activity or new operational activities, including their financial impacts. 2013 is the first full year of financial autonomy of EASO with regard to the establishment and implementation of its budget.

### **9.3 EASO Communication**

In line with EASO's communication goals, as outlined in EASO's communication strategy (published in 2012), in 2013, EASO will further improve its internal and external communication, transparency and its visibility. Since EASO is a relatively new agency, external communication efforts shall focus on providing information on the tasks and role of the agency and its historical context. It is also important to manage expectations.

The demand for readily understandable, up-to-date knowledge is necessary. EASO should meet this demand by communicating clearly and openly and making best use of modern communication technologies. The EASO message should be promoted in a pro-active way and should contribute to on-going political and public debate. In this context, the agency will continue to avail itself of various communications channels, depending on the messages it wants to convey and the target audiences.

EASO's key messages are:

- EASO: support is our mission;
- EASO: putting solidarity into practice;
- EASO is about common values, quality and solidarity;
- EASO: providing added value for the EU and its Member States.

EASO communication efforts in 2013 shall focus on:

- Ensuring that EASO's role, values and work are well known;
- Strengthening the credibility of EASO by communicating in a consistent, efficient, transparent, and accurate manner, via a consistent flow of easily intelligible information;
- Raising the profile of EASO as a centre of expertise on issues related to asylum;

EASO's key messages will be transparently communicated through several channels in order to ensure the widest reach possible. These include:

- EASO's official website;
- written and audiovisual press;
- participation in events (such as EU open days and other events including large, politically important occasions);
- presentations and exhibitions of EASO's work and activities;
- publications and reports<sup>3</sup>;
- EASO's monthly newsletter;
- press releases;
- daily press extracts (for internal use).

As to internal communications, EASO staff shall be well informed of the activities and mission of the agency so that they can act as EASO ambassadors. EASO staff shall also be kept up to date on developments in the areas of asylum and immigration in the EU. In this context, daily press extracts will be provided to all EASO staff members.

#### **9.4 Corporate services/Document management**

The purpose of Document Management is to manage information in a way that is compliant with EU Regulation on Document Management and EASO policies. Document Management preserves EASO's institutional memory, facilitates the search and retrieval of documents, and, most importantly, makes it easier for EASO staff to work.

In 2013, the following Document Management tasks are expected to be completed:

- EASO will put into place a comprehensive policy on document management to be

followed by all staff and complemented by guidelines. Training on document management will be offered with general training for all staff and specialised training for the Assistants.

- A policy and a system for registration of all incoming/outgoing correspondence and internal formal correspondence will be put in place. This system will be manual but in compliance with the Commission's rules on registration (SEC(2009)1643).
- A Classification Plan and Retention Schedule for all EASO documents will be finalised. This is an important tool for organising documents for retrieval and determining the length of time each category must be kept (the retention period). The retention period will be based on administrative, legal, contractual, financial and archival considerations.

In 2013, the procurement of an ECMS (Enterprise Content Management System) will be underway, towards obtaining a system that is specific for managing electronic documents, preserving their authenticity, integrity and retrievability. This system will facilitate collaboration on document preparation, and through the development of workflows, the process of obtaining approvals.

---

<sup>3</sup> Please find the overview of EASO's publications and reports in ANNEX 2.

## ANNEX 1 EASO Plan for the establishment of public contracts and legal commitments in 2013

Work Programme Activity	Nature of expenditure	Estimated Budget	Legal Commitment Description	Procedure Description	Indicative Launch Date
EASO training	Event organisation	€ 600,000.00	Public contract	Specific contracts under EASO Framework contract	QI-IV
EASO training	Operational IT application	€ 160,000.00	Public contract	Open procedure for the award of the contract	QI
EASO training	Publishing of manuals	€ 10,000.00	Public contract	Specific contracts under EASO Framework contract/SLA OP	QIII and IV
EASO training	Translations	€ 165,000.00	Administrative arrangement	Administrative procedure with CDT	QI-III
EASO training	Repayment of expenses to invited persons	€ 265,000.00	Invitation letters	Internal procedure	QI-IV
Quality processes (*3)	Event organisation	€ 350,000.00	Public contract	Specific contracts under EASO Framework contract	QI-III
Quality processes (*3)	Repayment of expenses to invited persons	€ 12,000.00	Invitation letters	Internal procedure	QIII and QIV
Quality processes (*3)	Publishing of manuals	€ 26,000.00	Public contract	Specific contracts under EASO Framework contract/SLA OP	QII
Quality processes (*3)	Consultancy services	€ 28,000.00	Public contract	Negotiated procedure	QII-IV
Quality processes (*3)	Translations	€ 34,000.00	Administrative arrangement	Administrative procedure with CDT	QI
Horizontal support for CEAS implementation	Operational IT application	€ 100,000.00	Public contract	Specific contracts under EASO/DIGIT Framework contract	Qi-IV

Annual report on asylum	Publishing of annual report	€ 240,000.00	Public contract	Specific contracts under EASO Framework contract/SLA OP	QI
Annual report on asylum	Event organisation	€ 60,000.00	Public contract	Specific contracts under EASO Framework contract	QIII
Early warning and data analysis	Operational IT application	€ 300,000.00	Public contract	Specific contracts under EASO/DIGIT Framework contract	QI
Early warning and data analysis	Event organisation	€ 80,000.00	Public contract	Specific contracts under EASO Framework contract	QI
Early warning and data analysis	Publishing of reports	€ 20,000.00	Public contract	Specific contracts under EASO Framework contract/SLA OP	QI
Country of Origin Information	Operational IT application	€ 425,000.00	Public contract	Specific contracts under EASO/DIGIT Framework contract	QI-III
Country of Origin Information	Event organisation	€ 375,000.00	Public contract	Specific contracts under EASO Framework contract	QI-III
Country of Origin Information	Publishing of report	€ 100,000.00	Public contract	Specific contracts under EASO Framework contract/SLA OP	QI-III
Horizontal support for MS under particular pressure	Event organisation	€ 50,000.00	Public contract	Specific contracts under EASO Framework contract	QI-III
Horizontal support for MS practical cooperation	Event organisation	€ 60,000.00	Public contract	Specific contracts under EASO Framework contract	QI-III
Horizontal support for MS practical cooperation	Operational IT application	€ 40,000.00	Public contract	Specific contracts under EASO/DIGIT Framework contract	QI
Emergency support	Repayment of expenses to mandated persons	€ 950,000.00	Deployment letters	Internal procedure	QI-IV
Emergency support	Logistic support supplies	€ 150,000.00	Public contract	Specific contracts under EASO Framework contract	QI-IV
Emergency support	Repayment of expenses to mandated persons	€ 100,000.00	Capacity building letters	Internal procedure	QI-IV

Relocation, Resettlement & external dimension	Event organisation	€ 150,000.00	Public contract	Specific contracts under EASO Framework contract	QI-IV
Cooperation with partners and stakeholders	Event organisation	€ 150,000.00	Public contract	Specific contracts under EASO Framework contract	QIII
		<b>€ 5,000,000.00</b>			

## ANNEX 2 EASO publications and documents to be translated in 2013

1.	EASO Brochure
2.	EASO Work Programme
3.	EASO Annual Report on the EASO activities
4.	EASO Annual Report on the situation of asylum in the EU
5.	EASO Training Brochure
6.	Max. 3 EASO Training Handbooks
7.	EASO Training for Judiciary – training manual
8.	Max. 4 EASO publications on quality
9.	Max. 3 EASO COI report
10.	Max. 3 publications on EASO COI Methodology
11.	EASO Study on the Use of COI
12.	EASO Fact Finding Mission Guidelines
13.	EASO Handbook on Age Assessment
14.	EASO poster