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NOTE

From:	General Secretariat of the Council
To:	Delegations
Subject:	Frontex Annual Activity Report 2017

Delegations will find enclosed the Frontex Annual Activity Report 2017 including the Declaration of Assurance and the Analysis and Assessment by Frontex' Management Board.

Mr Jeppe Tranholm-Mikkelsen
Secretary General of the Council of the European Union

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Transmission of Frontex' Annual Activity 2017 and
the Management Board's Assessment of Frontex' Annual Activity Report 2017

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Please quote when replying

Warsaw, 13 June 2018

Dear Secretary General,

In accordance with Article 62(2)(i) of the European Border and Coast Guard Regulation and pursuant to Article 47(2) of the Frontex Financial Regulation, I would like to provide you with Frontex' Annual Activity Report 2017 and the assessment of the report, both adopted by Frontex' Management Board (Management Board Decisions No 11/2018, 13 June 2018).

The first part (1. Developments and 2. Strategic Action Areas) of the Annual Activity Report contains comprehensive and easily understandable information regarding Frontex's work.

The second part (3. Key Results and Progress towards the achievement of general and specific objectives, 4. Budgetary and Financial Management, 5. Management and Internal Control) represents the main instrument of management accountability and constitutes the basis on which the Executive Director as authorizing officer takes responsibility and provides his Declaration of Assurance.

Yours sincerely,


Marko Gasperlin
Chairperson of Frontex' Management Board

Attachments:

1. Frontex' Annual Activity Report 2017 (including the Declaration of Assurance of the Authorizing Officer),
2. Assessment of the Management Board of the Frontex Annual Activity Report 2017

Annual Activity Report 2017

29 May 2018

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GLOSSARY

ABC	Automated Border Control
ABS	Air Border Sector
ABN	Annual Bilateral Negotiations
AFIC	African Frontex Intelligence Community
BCP	Border Crossing Point
CA	Contract Agent
CCC	Common Core Curriculum
CEAS	Common European Asylum System
CF	Frontex Consultative Forum on Fundamental Rights
CIRAM	Common Integrated Risk Analysis Model
COSI	EU Council Standing Committee on Internal Security
CPIP	Common Pre-Frontier Intelligence Picture
DCP	Direct Contact Point
DG	Directorate-General
DPO	Data Protection Officer
EASO	European Asylum Support Office
EBCG	European Boarder and Coast Guard
EBCGT	European Border and Coast Guard Teams
ECA	European Court of Auditors
ECGFF	European Coast Guard Functions Forum
ECRet	European Centre for Returns
ED4BG	European Day for Border Guards
EDF	European Union Document-Fraud
EDPS	European Data Protection Supervisor
EEAS	European External Action Service
EFS	Eurosur Fusion Services
EFCA	European Fishery Control Agency
EJMSBM	European Joint Master's in Strategic Border Management
EMPACT	European multidisciplinary platform against criminal threats
EMSA	European Maritime Safety Agency
EPN	European Patrol Network
EQF	European Qualifications Framework
ERA	European Railway Agency
ESP	European Situational Picture
ETIAS	European Travel Information and Authorisation System
EUBAM	European Union Border Assistance Mission
Eu-LISA	European Agency for the Operational Management of large-scale IT Systems in the Area of Freedom, Security and Justice
EaP	Eastern Partnership
Europol	European Police Office
EURTF	EU Regional Task Force
EUROSUR	European Surveillance System

FAR	Frontex Application for Return
FASS	Frontex Aerial Surveillance Services
FCOI	Frontex Compatible Operational Image
FOSS	Frontex One-Stop- Shop
FP	Focal Point
FPS	Frontex Positioning System
FRA	European Union Fundamental Rights Agency
FRAN	Frontex Risk Analysis Network
FRE	Forced Return Escorts
FRM	Forced Return Monitors
FRO	Fundamental Rights Officer
FRS	Fundamental Rights Strategy
FSC	Frontex Situation Centre
FSO	Frontex Support Officer
GAMM	Global Approach to Migration and Mobility
GIS	Geographic Information System
GO	Guest Officer
HQ	Headquarters
HR	Human Resources
IAC	Internal Audit Capability
IAP	Interoperability Assessment Programme
IAS	Internal Audit Service
ICC	International Coordination Centre
ICMPD	International Centre for Migration Policy Development
ICS	Internal Control Standard
ICT	Information & Communication Technology
IMO	International Maritime Organization
IOM	International Organisation for Migration
IPA	Instrument for Pre-Accession Assistance
IPCR	EU Integrated Political Crisis Response
IRMA	Integrated Return Management Application
JHA	Justice and Home Affairs
JO	Joint Operation
JORA	Joint Operation Reporting Application
JRO	Joint Return Operation
LCC	Local Coordination Centre
LAU	Legal Affairs Unit
LEGNET	Legal Expert Network
MAP	Multi Annual Plan
MARRI	Migration, Asylum, Refugees Regional Initiative
MB	Management Board
MoC	Memorandum of Cooperation
MoU	Memorandum of Understanding
MS	Member States
NCC	National Coordination Centre

NGO	Non-Governmental Organisation
NFPOC	National Frontex Point of Contact
OHCHR	Office of the High Commissioner for Human Rights (United Nations)
OLAF	European Anti-Fraud Office
OMNTE	Overall Minimum Numbers of Technical Equipment
OPERA	Operational Resources Management System
OPLAN	Operational Plan
OPV	Optional Piloted Vehicle
OSCE	Organisation for Security and Cooperation in Europe
OSINF	Open Source Information
OSINT	Open Source Intelligence
PCCCs	Police and Customs Cooperation Centres
PNR	Passenger Name Records
PRAN	Pre-return Activities Network
PRAS	Pre-Return Assistance Sector
PRN	Pooled Resource Network
PP	Pulsar Programme
PPP	Public-private partnership
PRI	Poseidon Rapid Intervention
R&D	Research & Development
RABIT	Rapid Border Intervention Teams
RAU	Risk Analysis Unit
RO	Return Operation
RPAS	Remotely Piloted Aircraft System
SAC	Schengen Associated Country
SAR	Search and Rescue
SBC	Schengen Border Code
SBCLT	Schengen Borders Code eLearning Tool
SIR	Serious Incident Report
SFD	Simplified Frontier Declaration
SGO	Seconded Guest Officer
SIS	Schengen Information System
SLA	Service Level Agreement
SNE	Seconded National Expert
SOP	Standard Operating Procedure
SQF	Sectoral Qualifications Framework
TA	Temporary Agent
TC	Third Country
TCoR	Third Country of Return
TCN	Third Country National
TEP	Technical Equipment Pool
THB	Trafficking in Human Beings
TRU	Training Unit
UNHCR	United Nations High Commissioner for Refugees
UNODC	United Nations Office on Drugs and Crime
VAU	Vulnerability Assessment Unit
VIS	Visa Information System
WG	Working Group

Introduction

Article 68(3)(d) of the European Border and Coast Guard Regulation¹ stipulates that the Executive Director shall prepare each year the **Annual Activity Report** on the Agency's activities and submit it to the Management Board. Article 62(2)(i) of the EBCG Regulation states that the Management Board shall adopt an Annual Activity Report of the Agency for the previous year and forward it, by 1 July at the latest, to the European Parliament, to the Council, to the European Commission and to the Court of Auditors.

To guide the reader and recipients of the information the report was divided in three main parts of which the first two form the Annual Activity Report 2017

I. The first part (1. Developments and 2. Strategic Action Areas) of the Annual Activity Report contains comprehensive and easily understandable information regarding Frontex's work; it outlines

- the situation at the external borders in the course of 2017;
- developments achieved at policy and Agency level;
- the new and enhanced mandate of the Agency and
- the main activities per Strategic Action Areas during 2017.

It also reports on

- cooperation with Third Countries,
- the way how fundamental rights underpin Frontex's coordinated activities, and
- the issue of public access to documents.

As stated in Article 26 and 28(8) of the EBCG Regulation, the main activities per strategic action areas also provide a comparative analysis of the results of evaluations of core operational activities with a view to enhancing the quality, coherence and effectiveness of future activities.

As stated in Article 47 of the Frontex Financial Regulation² the authorising officer shall report to the Management Board on the performance of his duties in a form of an **Annual Activity Report** and submit it for assessment. No later than 1 July each year the report together with its assessment shall be sent by the Management Board to the Court of Auditors, to the Commission, to the European Parliament and the Council.

II. The second part (3. Key Results and Progress towards the achievement of general and specific objectives, 4. Budgetary and Financial Management, 5. Management and Internal Control) of the document represents a main instrument of management accountability and constitutes the basis on which the Executive Director as authorising officer takes his responsibility for the

- management of human and financial resources by reference to the general and specific objectives set in the work programme;
- efficiency and effectiveness of the internal control systems, including an overall assessment of the costs and benefits of controls;
- accounts and the report on budgetary and financial management and
- indication of the results of the operations by reference to the objectives set, risks associated.

III. The third part contains further detailed information to provide additional information on previous elements of the report.

¹ Regulation (EU) 2016/1624 of the European Parliament and of the Council of 14 September 2016 on the European Border and Coast Guard and amending Regulation (EU) 2016/399 of the European Parliament and of the Council and repealing Regulation (EC) No 863/2007 of the European Parliament and of the Council, Council Regulation (EC) No 2007/2004 and Council Decision 2005/267/EC (OJ L 251, 16.09. 2016, p. 1).

² Management Board Decision No. 01/2014 of 8 January 2014.

Mission Statement

The EBCG Regulation entered into force on 6 October 2016. The extended and enhanced mandate drove the need for revision of the Mission, Vision and Values applied by the Agency. Nevertheless, the process to reengineer the Mission Statement took until the end of 2017; when adopting the Programming Document 2018 - 2021 the Management Board also adopted the revised Mission, Vision and Values of the Agency. The statements outlined below reflect the legal framework with essential changes to strategic and conceptual elements of the new mandate, but are based on the Mission Statement that was in place until the end of 2017.

<p>Mission</p>	<p>Frontex supports, coordinates and develops European border management in line with the Treaties including the Charter of Fundamental Rights of the EU as well as other international obligations.</p> <p>Frontex supports the Member States³ (MS) to achieve an efficient, high and uniform level of border control in accordance with the relevant EU Acquis in particular the Schengen Border Code.</p> <p>Frontex coordinates operational and EU measures to jointly respond to exceptional situations at the external borders.</p> <p>Frontex develops capacities at Member States and European level as combined instruments to tackle challenges focusing on migration flows, but also contributing to fight cross border crime and terrorism at the external borders.</p>	<p>Together with the Member States, we ensure safe and well-functioning external borders providing security.</p>
<p>Vision</p>	<p>Frontex is the trustworthy European Border Agency, strengthening the European area of Freedom, Security and Justice.</p> <p>Frontex is supporting the Member States to keep up their responsibilities by providing operational solidarity, especially to those facing disproportionate pressures at their external borders.</p> <p>Frontex applies the concept of Integrated Border Management with a balanced focus on effective border control and fight against cross border crime. The Agency uses effectively all means including enhanced interagency cooperation and cooperation with Non EU and Third countries to fulfil its remit.</p> <p>Frontex promotes the European border guard culture with the full respect and promotion of fundamental rights as an integral element. Special focus is applied to the right for asylum and international protection and the principle of non-refoulement.</p>	<p>The European Area of Freedom, Security and Justice.</p>

³ The term 'Member State' includes the Member States of the European Union and the Schengen Associated Countries

	<p>Frontex builds the capacities and capabilities in the Member States aiming at developing a functioning European System for Border Guards.</p> <p>Professional staff and a set of operational and administrative capabilities enable Frontex to add value to the European Union.</p> <p>Frontex is the preferred provider of operational support and expertise on border management to Member States, the European Commission and other EU Agencies.</p>	
<p>Values</p>	<p>Within a team-work focused framework, enabled by open communication, Frontex's staff members share and live the corporate values. Consequently, they perform their activities in a highly professional way. Humanity links Frontex's activities with the promotion and respect of fundamental rights as unconditional and integral component of effective integrated border management resulting in trust in Frontex.</p>	<p>we are professional we have the knowledge, skills and competencies needed to fulfil our mission efficiently with high ethical standards and we continuously strive for excellence to improve our performance;</p> <p>we are respectful we recognize people, institutions and their roles and demonstrate respect by treating these as valuable and important;</p> <p>we seek cooperation together with the Member States' relevant national authorities and with participation of other stakeholders we manage the EU external borders together and seek cooperation with non-EU countries; together, we cooperate and collaborate across the organisation as well as with external stakeholders in order to accomplish common goals and objectives;</p> <p>we are accountable we are trusted with a shared responsibility to implement European integrated border management; we are trustworthy in fulfilling our responsibilities in our work, its timeliness and quality;</p> <p>we care as European public agents we serve the interests of citizens because we care about people and believe in European values.</p>

.1. DEVELOPMENTS

1.1. The situation at the external borders in 2017

In 2017, Member States reported a further drop in the detections of illegal border crossing along the EU's external borders, with 204 719 detections recorded that year. This represents a 60 % decrease compared with the 511 047 detections of 2016 (and an 89 % decrease compared with the 1.8 million detections at the height of the migratory crisis in 2015).

This decrease was in particular associated with a significant drop in detections on the Eastern Mediterranean (and secondary to it the Western Balkan) route and on the Central Mediterranean route. The strong rise in detections on the Western Mediterranean route, the displacement effects on the other routes and the absolute number of detections, which still exceeds any total recorded in recent history before the year 2014, together indicate that the pressure on the EU's external border remains high.

The sudden reversal in the numbers of irregular migrants detected on the Central Mediterranean in July 2017 is arguably the most significant development at the EU's external borders since the implementation of the EU-Turkey statement.

The numbers in the first half of 2017 roughly mirrored those reported in 2016 at an elevated level, but in July, mostly due to internal developments in Libya, the numbers dropped suddenly to less than half the level of June. An even more marked relative decrease, to almost a third of that level, was registered in August; the numbers remained at a much lower level throughout the rest of the year. Unrelated to the decrease in departures from Libya, more boats successfully left from the shores of Tunisia and Algeria in the third and fourth quarter. At the EU's external border with Turkey, the migratory pressure in 2017 remained roughly on a level with the months after the implementation of the EU-Turkey statement.

The number of migrants detected on the Western Mediterranean route hit a new record high in 2017, more than doubling the record of last year. While during much of the first half of the year the numbers were on a par with those reported during the last months of 2016, the flow reached a new level in June of the year. Domestic issues in Morocco, the main transit country for migrants heading to Spain, created an opening for more departures from Morocco's western coast in particular, which, starting from the second quarter of the year, led to the use of high-capacity boats able to transport large numbers of migrants.

Corresponding to the changes in the migratory routes, the relative share of African nationals increased compared with 2016, driven by fast-growing numbers of migrants from Maghreb countries (notably Moroccans, Algerians and Tunisians) in the latter part of the year. As a result, African nationals accounted for almost two-thirds of irregular migrants arriving at the shores of the EU.

Regional differences are notable, however, as the number of Eastern African nationals fell by a lot more than the relative decline in numbers caused by the curb imposed by developments in Libya would suggest: the numbers of Eritreans, Somalis and Ethiopians for instance fell to roughly a fourth of their 2016 numbers.

In 2017, Member States reported a total of 6 700 individuals from Third Countries who presented themselves with fraudulent documents at BCPs on entry to the EU/ Schengen area. In contrast to the decreasing trend observed at the external EU border, the number of document fraud detections on secondary movements within the EU/Schengen area increased by more than 10 % and reached one of the highest numbers since 2013.

Member States reported a drop in illegal stay between 2016 and 2017, the second year in a row when a decrease in the number of illegal stayers was recorded. This trend mirrored the fall in numbers of illegal border-crossings at the EU's external borders.

Despite a steady number of return decisions, in 2017 Member States continued to struggle to effectively return those whose asylum application was rejected and who were not granted subsidiary protection status.

During 2017 particularly the number of migrants returned to Africa and Asia fell further. Returns to West Africa continue to show the lowest ratio between effective returns and return decisions. In the meantime, the Agency offers Member States increased support in organising return operations, having returned more than 14 000 persons in 2017, which represents a 32% increase compared with the previous year.

1.2. Developments at Policy Level

2017 proved to be an important year for EU policy and legislative developments in the area of freedom, security and justice. Protecting the EU external borders, including through the European Border and Coast Guard, is a key pillar of the EU agenda on migration and 2017 represented the first complete year of implementation of the European Border and Coast Guard Regulation. At regular intervals throughout 2017, the European Commission published Communications on the operationalisation of the European Border and Coast Guard in order to report on progress achieved. The Communications focused on the significant progress achieved in the stated implementation priorities, namely:

1. putting in place the mandatory pooling of resources to enhance the Agency's rapid reaction capability;
2. carrying out preventive vulnerability assessments based on a common methodology;
3. enhancing the support for return activities;
4. establishing the complaints mechanism and
5. paving the way for better operational cooperation with priority Third Countries by setting a model status agreement for deploying the Agency's operational activities in Third Countries.

Policy developments in 2017 also broadly centred on finding responses to the situation at the EU external borders, particularly focusing on the major flows arriving to Italy in the first half of 2017. This led to the European Commission Communication on "Migration on the Central Mediterranean Route - Managing flows, saving lives", which was followed by the adoption of the Malta Declaration by the European Council. This Declaration set the policy agenda for forthcoming work by emphasising the external aspects of migration. The Declaration stressed the need to put in place measures aimed at breaking the business model of smugglers and stepping up work with neighbouring North African and sub-Saharan countries. Alongside this, work continued on the Eastern Mediterranean Route in order to ensure the continued and full implementation of the EU-Turkey Statement.

Furthermore, this year witnessed the further implementation of the Partnership Framework on Migration. The aim was to ensure closer cooperation with key countries in Africa in order to fight against traffickers and tackle migration flows through the Central Mediterranean route, with a strong focus on cooperation with Libya. The EU Trust Fund supported political priorities, mobilising around €1.9 billion for 118 projects in one year to address the root causes of migration and support better migration management in countries of origin and transit.

In relation to Schengen, the European Commission proposed in 2017 to amend the Schengen Borders Code rules applicable to the temporary reintroduction of border controls at internal borders. The proposal would allow Member States the option of a longer maximum time period for the temporary reintroduction of border controls and a new special procedure for cases where the same serious threat to public policy or internal security persists beyond one year. The European Commission proposal was published alongside a Recommendation that Member States temporarily reintroducing internal border controls should ensure that they consult neighbouring MS well in advance and maintain close and constant cooperation on the impact and necessity of the measures. MS were also reminded of the possibilities included in the COM Recommendation of 12 May 2017 on the use of police checks as alternatives to the reintroduction of internal border controls.

Enhancing the return-rate is another crucial element of the EU agenda on migration and in March 2017 the European Commission published its Renewed Return Action Plan addressed to Member States, EU Institutions and Agencies. Work on accelerating asylum and inadmissibility procedures, enhancing the sharing of return information and strengthening measures to incentivise returns were all put forward. The Communication was coupled with a Recommendation directed solely to Member States to provide guidance on how the provisions of the Return Directive could be used for more effective returns. The European Commission also aimed to enhance readmission agreements with Third Countries and provide additional funding for Member States for return actions.

Interoperability and Information Systems

Ensuring greater interoperability of the EU large scale IT systems was an important area of work in 2017. The overall aim was to close information gaps, enable improved data sharing, and ensure that end-users, particularly border guards, law enforcement officers, immigration officials and judicial authorities have fast, seamless, systematic and controlled access to needed information.

In particular, and on the basis of the discussions in the High Level Expert Group on Information Systems and Interoperability, the European Commission came forward with two proposals on Interoperability between EU information systems (including the SIS, VIS, ETIAS, EES, and Eurodac). To achieve its objectives, the texts proposed four interoperability components to be established: a European Search Portal, a Shared Biometric Matching Service, a Common Identity Repository and a Multiple-Identity Detector. In addition, the proposal would create a Central Repository for Reporting and Statistics to help ensure more effective use of the systems' statistical data for policy, operational and data quality purposes.

Negotiations continued during 2017 on a number of new or revised large scale IT systems. This was the case for ETIAS, the European Travel Information and Authorisation System, which keeps track of visitors from countries who do not need a visa to enter the Schengen Zone. Once in place, ETIAS would carry out a preliminary check on travellers to determine whether their travel and stay in the EU would constitute a risk for irregular migration or a security or public health risk. The Commission's proposal also envisaged the creation of an ETIAS Central Unit operating 24/7 in Frontex and ensuring verifications of travel applications and establishing risk indicators for ETIAS screening rules.

Discussions continued throughout 2017 on the revision of the Schengen Information System, aiming to enhance the ability of the system to fight terrorism and cross-border crime, improve border and migration management and ensure an effective information exchange between Member States. Negotiations also progressed on the revision of the Eurodac system with a view to facilitating returns and helping tackle irregular migration. Both of these proposed system reinforcements may also provide for facilitated use by border guard officers deployed, inter alia, in Frontex Joint Operations.

Evidently linked to the discussion on Information Systems, the proposal to make checks on EU citizens against all relevant databases mandatory was also adopted in 2017. This meant that checks on all third country nationals and EU citizens became obligatory both when entering and exiting the EU (exception from targeted checks based on risk assessment to be done and reported to Frontex on a six months basis).

1.3. New Mandate of the European Border and Coast Guard Agency (Frontex)

The revision and establishment of Frontex's new mandate brought not just enhanced tasks but also a change in the approach applied. Where previously border management was the sole responsibility of the Member States, the new Regulation now foresees a responsibility shared between the Member States and Frontex. This is also reflected in Art. 3 and 4 of the European Border and Coast Guard Regulation⁴ which for the first time brought forward a legally binding concept of European Integrated Border Management. This concept has to be implemented as a shared responsibility by the European Border and Coast Guard Agency and the national authorities responsible for border management, including coast guards to the extent that they carry out maritime border surveillance operations and any other border control tasks. While Member States retain the primary responsibility for the management of their external borders in their interest and in the interest of all Member States, the European Border and Coast Guard Agency is to support the application of Union measures relating to the management of the external borders by reinforcing, assessing and coordinating the actions of Member States which implement those measures.

In addition to this new concept, also the role and activities of Frontex were significantly expanded. Frontex's permanent staff will be more than doubled over the years to follow and the Agency will be able to purchase its own equipment and deploy it in border operations at short notice. A rapid reserve pool of at least 1 500 border guards and a technical equipment pool is at the disposal of the Agency - meaning there should no longer be shortages of staff or equipment for Agency rapid interventions.

⁴ Regulation (EU) 2016/1624 of the European Parliament and of the Council of 14 September 2016 on the European Border and Coast Guard and amending Regulation (EU) 2016/399 of the European Parliament and of the Council and repealing Regulation (EC) No 863/2007 of the European Parliament and of the Council, Council Regulation (EC) No 2007/2004 and Council Decision 2005/267/EC (OJ L 251, 16.09. 2016, p. 1).

As part of this European Border and Coast Guard, Frontex is to ensure a European integrated border management at the external borders with a view to managing efficiently the crossing of the external borders, while addressing migratory challenges and potential threats at those borders, thereby contributing to addressing serious crime with a cross-border dimension or preventing terrorism. The core objective is to ensure that reliable and well functioning external borders safeguard the free movements of persons within the European area of freedom security and justice. Respect for fundamental right underpins always these activities.

The Agency prepares general and tailored risk analysis based on a common integrated risk analysis model, to be applied by the Agency itself and by Member States. Based also on information provided by Member States, Frontex provides adequate information covering all aspects of European integrated border management, especially border control, return, irregular secondary movements of third country nationals within the Union, prevention of cross-border crime including facilitation of unauthorised border crossing, trafficking in human beings, terrorism and threats of hybrid nature, as well as the situation at neighbouring Third Countries, so as to allow for appropriate measures to be taken or to tackle identified threats and risks with a view to improving the integrated management of the external borders.

Given its activity at the external borders, Frontex contributes with law enforcement actions preventing and detecting serious crime with a cross-border dimension, such as the migrant smuggling, trafficking in human beings, drugs and weapons trafficking and terrorism.

In a spirit of shared responsibility, the role of the Agency is also to regularly monitor the management of the external borders. The Agency ensures proper and effective monitoring not only through risk analysis, information exchange and Eurosur, but also through presence of experts from its own staff in Member States. The Agency therefore is able to deploy liaison officers to Member States.

Frontex furthermore carries out vulnerability assessments, based on objective criteria, to assess the capacity and readiness of the Member States to face challenges at their external borders, including by assessing the equipment, infrastructure, staff, budget and financial resources of Member States as well as their contingency plans to address possible crises at the external borders. Frontex identifies the measures to be taken and the Executive Director recommends them to the Member States. Member States shall take measures to address any deficiencies identified in those assessment.

Where a Member State faces disproportionate migratory challenges at particular areas of its external border characterised by a large influx of mixed migratory flows those Member States should be able to rely on the increased operational and technical reinforcement in hotspot areas by the migration management support teams composed of teams of experts deployed from Member States by Frontex and the EASO, and from Europol or other relevant Union Agencies, as well as experts from the staff of Frontex.

Frontex also stepped up its assistance to Member States for returning third-country nationals, subject to the Union return policy and in compliance with Directive 2008/115/EC⁵. In particular, it coordinates and organises return operations from one or more Member States and organises and conducts return interventions to reinforce the return system of Member States requiring increased technical and operational assistance when complying with their obligation to return third-country nationals in accordance with that Directive.

Frontex facilitates and encourages technical and operational cooperation between Member States and Third Countries in the framework of the external relations policy of the Union, including by coordinating operational cooperation between Member States and Third Countries in the field of management of the external borders by direct involvement of Third Countries authorities in joint operations and by deploying liaison officers to Third Countries, as well as by cooperating with the authorities of Third Countries on return, including as regards the acquisition of travel documents.

⁵ Directive 2008/115/EC of the European Parliament and of the Council of 16 December 2008 on common standards and procedures in Member States for returning illegally staying third-country nationals (OJ L 348, 24.12.2008, p. 98).

Frontex develops specific training tools (e.g. regarding protection of children), and it provides training at Union level for national instructors of border guards and additional training and seminars related to integrated border management tasks, including for officers of the competent national bodies. Such trainings serve to prepare interoperable border guards ready to be registered in the different pools and to be deployed in joint operations. These training activities may also take place in cooperation with Member States and Third Countries on their respective territory.

Frontex monitors and contributes to the developments in research relevant for European integrated border management and disseminates this information to the European Parliament, the Member States, and to the Commission.

Frontex develops and operates information systems facilitating exchange of information in accordance with Union data protection legislation. This also includes the enhancement of the exchange of information and the cooperation with other Union bodies, offices and agencies, such as EMSA and the EuSatCen, in order to make best use of information, capabilities and systems which are already available at European level.

Frontex promotes interagency cooperation, especially in the field of coast guard functions, but also in the field of customs and law enforcement cooperation in order to fully exploit the advantages of multi-purpose operations as important element of integrated border management.

Frontex provides the European Commission and the Member States with the necessary technical support and expertise in the management of the external borders and promote solidarity between Member States, especially by providing fast and efficient assistance to those facing specific and disproportionate challenges.

Frontex continues to maintain and coordinate the EUROSUR framework and provide the necessary assistance for the development and operation of further systems to facilitate border control process (always devoting appropriate attention to inter-operability and inter-connectivity).

The increased mandate as described before required a fast and iterative adjustment of the organisational structure and the applied business processes. In June 2017 the Management Board adopted the new organisational structure and mandated the Executive Director to implement this structure until mid-Q1 2018.

European Border and Coast Guard Agency

Main Tasks

	Risk analysis and vulnerability assessment	<p>The agency collects data on the situation at and beyond Europe's external borders. The data is used to identify trends in irregular migration and patterns in cross-border crime.</p> <p>NEW The agency conducts annual simulation tests to assess the ability of each EU member state to face challenges at their external borders, and the Executive Director may issue recommendations to the member states.</p>
	Operations	<p>The agency deploys border and coast guard officers along with vessels, aircraft, helicopters and other equipment to assist countries requiring support at their borders.</p> <p>NEW In emergency situations it can quickly deploy border and coast guard officers from the rapid reaction pool of at least 1 500 officers.</p>
	Returns	<p>The agency assists the member states in the return of migrants who are ineligible to stay in the EU. The decision as to who should be returned remains the exclusive responsibility of the national authorities of the EU member states.</p> <p>NEW A pool of monitors, escorts and return specialists will be created. The agency may also play a role in the organisation of voluntary departures.</p>
	Situation Monitoring	<p>The agency enables swift data exchange between border authorities of EU member states, the European Commission and other agencies. It provides situation and crisis monitoring, delivering early alerts and updates about the events at the external borders.</p> <p>NEW To assist in this task, the agency deploys liaison officers to the individual member states.</p>
	Coast Guard Functions	<p>NEW The agency supports the cooperation of law enforcement authorities, EU agencies and customs at maritime borders. Vessels and aircraft deployed in its operations also collect and share information relevant to fisheries control, detection of pollution and compliance with maritime regulations.</p>
	Cooperation with non-EU countries and international organisations	<p>The agency develops cooperation and signs working arrangements with non-EU countries and international organisations to exchange information about trends in migration and cross-border crime and provides assistance in capacity building.</p> <p>NEW The agency can carry out operations on the territory of non-EU countries neighbouring at least one participating member state, if it requires assistance due to high migratory pressure.</p>
	Combatting cross-border crime	<p>The agency focuses on preventing smuggling, human trafficking and terrorism as well as other forms of cross-border crimes.</p> <p>NEW The agency shares intelligence gathered at the borders on persons suspected of involvement in criminal activities with national authorities and European agencies.</p>
	Research and Innovation	<p>The European Border and Coast Guard Agency facilitates cooperation between border control authorities, research and industry.</p> <p>NEW The agency assists the member states and the European Commission in identifying key border security technologies and draws up and implements the EU framework programmes for research and innovation activities in the border security area.</p>
	Training	<p>The agency develops harmonised curricula and training standards for border guards in all EU countries. It conducts various courses to share knowledge and best practices, including capacity building programmes in non-EU countries.</p> <p>NEW The agency delivers training on integrated border management and the coast guard functions to border and coast guards across the EU. It also trains experts who will carry out vulnerability assessments.</p>
	Respect for fundamental rights	<p>Respect for fundamental rights is at the heart of all activities undertaken by the agency.</p> <p>NEW Complaint mechanism – Any person who has been directly affected by the actions of staff involved in an activity of the agency can submit a written complaint regarding possible violations of his/her fundamental rights.</p>

2. STRATEGIC ACTION AREAS

2.1. Joint Operations and Pilot Projects at external borders

Summary

The main operational focus of Frontex in 2017 was on the West, Central and Eastern Mediterranean areas which experienced the most significant migratory pressure.

2017 saw a significant increase in the number of team members deployed to operational areas; it increased from 5 218 (with Return Activities) team members in 2016 to 6 845 (even without Return Activities) team members in 2017.

The number of man-days spent in operations has increased by 16% (from 285 823 in 2016 to 337 943 in 2017); supported by additional 711 coordinating staff from the host countries who contributed 48 243 man-days to the activities. Additionally, the number of deployed heavy equipment crew members increased by 26% (from 2 944 in 2016 to 3 713 in 2017), providing 28% more man-days to the operational areas (129 372 in 2016 to 165 136 in 2017).

In 2017 the number of patrolling hours performed by aerial and maritime means for surveillance purposes have amounted to 65 424. Land means (patrol cars, Thermo-Vision Vans and light equipment such as surveillance cameras and detectors) were deployed for 302 658 operating hours.

The budget dedicated to Joint Operations Unit activities was EUR 126 945 000. This represents almost 45% of the overall budget of the Agency for 2017 (EUR 280 560 000). The number of Frontex-staff working in 2017 on joint operations is 82 (excluding Return).

Due to the operationalisation of the new mandate, 2017 was a year of significant change and readjustment of the activities being implemented. At the same time, Frontex continued to assist Member States and Schengen Associated Countries (MS/SAC) develop their own capacity and effectiveness in the area of border control through the exchange of good practices, expanding its network of contacts both in the MS/SACs and Third Countries, as well as learning by example.

European cooperation on coast guard functions

The role of European cooperation in the maritime domain has grown significantly in the recent years, mainly thanks to the efforts of EU Institutions and Agencies.

The closure of the Pilot Project “Establishment of EU Coast Guard Function” on 2 June 2017 and the results delivered by EFCA, EMSA and Frontex in all its aspects - information sharing, surveillance services, capacity building and capacity sharing - showed the immense added value of multiagency and multipurpose operations within Coast Guard Functions at European level. In March 2017, the three Agencies signed a Tripartite Working Arrangement for the streamlining of future Coast Guard cooperation. In order to implement the agreement, a Steering Committee composed of the Executive Directors of the three Agencies was created and convened for the first time in Vigo on 22 June 2017.

As a result of this first meeting an Annual Strategic Plan for 2018 was adopted, and the decision to establish Technical Subcommittees dealing with specific areas of cooperation was made, paving the way for concrete tripartite cooperation, which will bring further impetus and integrated approach in the development of European cooperation on Coast Guard Functions. In this regard, Frontex is leading the Technical Subcommittees No 3 “Capacity Sharing and Legal issues” as well as representing the Agency at the Contact Group meeting involving European Commission Services (DG MARE, DG MOVE, and DG Home) and respective Agencies.

In the operational field, Frontex-coordinated multipurpose maritime activities remain one of the core platforms for the implementation of actions related to coast guard functions among the agencies (e.g. common briefings; sighting information exchange; sharing of assets). It has to be noted that Frontex has considerably increased its support to other Agencies while providing surveillance services.

In addition to the aforementioned activities, two Multipurpose Multiagency Operational Activities, as well as Multipurpose Maritime Exercises, were implemented in the Black Sea together with EFCA and EMSA in the Romanian and Bulgarian areas of responsibility at sea. In these activities aerial and maritime assets were involved as well as experts from EFCA and from ROU and BGR national border police and fisheries' agencies.

It has to be highlighted, that cooperation with regard to coast guard functions is one of the new elements of Frontex's mandate, which allows the Agency to move beyond focusing on migration and migratory flows to safeguarding the security of the EU's external borders, including the crucial fight against cross-border crime.

The agency coordinates multipurpose maritime activities that cover specific areas, especially the Mediterranean Sea and the Atlantic Ocean, to assist EU Member States in coast guard functions and fighting cross-border crime at sea. In addition to border control, multipurpose maritime activities cover tasks related to maritime safety, security, search and rescue, fisheries control, customs control, general law enforcement and environmental protection.

In 2017 the Agency, in close cooperation with MSs, achieved the following results in the maritime domain:

- 2233 search and rescue cases were registered;
- 744 suspected facilitators were apprehended;
- 219 smugglers apprehended;
- 136 tonnes of drugs were seized;
- 108 million contraband cigarettes were seized;
- 17 sea pollution cases were detected and reported;
- Over 1000 fisheries sighting forms were submitted to EFCA and national authorities;
- 5 incidents on illegal fisheries were reported.

Frontex expansion of its activities with the new EU Policy Cycle/EMPACT 2018-2021

Frontex has taken part in 4 out of 9 EMPACT Priorities under the 2014-2017 EU Policy Cycle perspective, co-driving the Facilitation of Illegal Immigration Priority and supporting the Excise Fraud, Firearms trafficking and THB Priority by getting involved in 31 Operational Actions.

In 2017, the Agency has been actively engaged in drafting the new Multi-Annual Strategic Plans for the new EU Policy Cycle 2018-2021 as endorsed by COSI (Standing Committee on Operational Cooperation on Internal Security). The decision was made to pave the way for new Priorities, such as Organised Property Crime, Environmental Crime and Document Fraud. Frontex also took part in drafting the Operational Action Plans for 2018.

Highlights: Joint Operation Coordination Points Land 2017

1. Following the adoption of the resolution of the Council of the European Union to grant Ukraine a visa-free regime with the EU on 11/05/2017, Ukrainian Authorities placed a formal request for support to the European Border and Coast Guard Agency, for the control of the preconditions for UKR travellers at their external borders with EU Member States.

Consequently, and in reaction to this urgent need, JO Coordination Points Land activated temporarily Coordination Points Yagodyn, Krakivets, Rava Ruska (UKR/POL), Uzhgorod (UKR/SVK) Tysa, Luzhsnka (UKR/HUN) and Porubne (UKR/ROU), by deploying EU teams that provided expert advice to the Border Guards during the entry/exit checks under the concept of the Frontex Joint Operation Coordination Points Land.

As operational outcomes, 66 incidents were reported to Frontex (44 refusals of entry and 22 over-stayers).

2. On 19/07/2017 a Portuguese K9 unit, deployed in the framework of JO Coordination Points 2017 Land, found 12.5 kilos of marijuana inside a vehicle on exit from the country at BCP Tabanovce (FYROM) at the border with Serbia. Following this, on 31/08/2017, the same Portuguese K9 unit found 16 kilos of cannabis inside an Albanian car at BCP Sukobin (Montenegro) at the border with Albania.

Frontex tested practical application of Coast Guard Functions in COASTEX 2017

In partnership with the Portuguese Presidency of the European Coast Guard Functions Forum (ECGFF) in 2017, Frontex took the lead in testing interagency cooperation in the maritime domain. Between 23 and 26 May, the Portuguese authorities hosted the first operational scenario-based drill involving Frontex and the two EU maritime agencies, EMSA and EFCA, and Member States. The drill, which took place in the Atlantic peninsula of Troia, tested the full scope of coast guard functions: border control, maritime safety, security, search and rescue, fisheries control, customs control, general law enforcement and environmental protection. The cooperation was arranged in the framework of the Portuguese Presidency of the European Coast Guard Functions Forum (ECGFF) in 2017.

A Frontex team, composed of various units facilitating COASTEX 17, supported the Portuguese Navy being directly responsible for the operational implementation.

Thanks to combined efforts, COASTEX 17 was the first multifunctional multiagency operation exercise, including workshops and live activities at sea designated to test and promote cooperation, collaboration and coordination among the three Agencies and Member States engaged in the European coast guard functions.

The exercise, which was also co-financed by Frontex, involved 11 vessels and four airplanes and helicopters from Italy, Portugal and Spain plus a naval asset chartered by EMSA. In total, 750 personnel took part, including a Boarding Team of 7 German experts and 90 observers deployed by the border and coast guard authorities of more than 20 EU Member States.

The main objective of COASTEX17 was to maximise the interoperability between all actors involved in Coast Guard functions by identifying gaps and complementarities between EU agencies and national authorities and draw conclusions for future cooperation in this regard.

Frontex, in cooperation with the Portuguese hosts, set up 12 real-life scenario exercises addressing the various coast guard-related functions and mandates of the stakeholders involved. The exercises were tailored to represent the full scope of critical situations that may occur at sea in the context of multiagency, multipurpose operations.

Frontex also provided organisational and operational support with the installation of a Joint Situation Centre (JSC) in the Troia Navy Base and the implementation of the Eurosur Fusion Services during the activities at sea. The concept behind the establishment of the JSC was to provide the means to all stakeholders involved to assess the various critical situations occurring at sea and prepare for the right response in real time to any of the cases simulated during the exercise.

Finally the exercise was a good opportunity for all participants to test and assess multi-agency command, control, coordination and communication throughout simulated multifunction operations and to prepare for the future common activities in real-life situations.

Frontex leadership of three Joint Action Days (JADs) within the framework of EU Policy Cycle/EMPACT OAPs during 2017

Frontex led three poly-criminal JADs during the reporting period with each one leading to significant operational results.

JAD Danube 2 took place from 19 to 30 June 2017, was co-led with Hungary and also involved Bulgaria, Croatia, Poland, Romania, Slovakia and Slovenia. There was also support provided by Interpol and Europol. The focus was irregular migration and stolen vehicles. The operational area covered the Western Balkans and EU eastern borders. There were seven facilitators arrested, 546 irregular migrants apprehended, 24 stolen vehicles seized, 1251 refusals of entry, and 15 false documents detected.

JAD Aeolos was co-led with Germany and the action took place between 5 and 14 September 2017. It specifically sought to identify organised criminal involvement in irregular migration at participating airports that happened to be activated during that period. The activity itself was also undertaken within the framework of other Frontex joint air operations and involved the participation of partners from Europol and Interpol, and was performed at 39 MS/SAC and non-EU airports. JAD Aeolos delivered 18 arrests for offences relating to facilitation of illegal entry, trafficking in human beings and document fraud. Furthermore, Interpol reported the successful apprehension of three fugitives and two criminal suspects (for a variety of offences) on the basis of their actions during their deployment at Amsterdam Schiphol.

JAD Dual was co-led with Austria and Germany and took place between 2 and 9 October 2017. It involved the EU MS, Interpol and Europol and Third Countries. The activity was targeted at combating facilitated illegal immigration and excise goods smuggling with the focus upon the use of cargo trains, containers, trucks and other means of transportation. In terms of operational results, 761 irregular migrants and 247 overstayers were detected, 24 facilitators were arrested, 119 persons were refused entry, 17 stolen vehicles were identified and 47 cases of smuggled cigarettes, alcohol and drugs along with weapons and ammunition were seized.

JO INDALO - Interception of a drug boat in the Alboran Sea

On 24 September a drug trafficking boat was intercepted in the Western Mediterranean in the framework of the Frontex-coordinated operation Indalo. While conducting surveillance activities in the Alboran Sea, the Italian Guardia di Finanza plane, deployed by Frontex, detected a yacht suspected of drug trafficking. The pilot immediately informed the Coordination Centre in Madrid, which in turn deployed several vessels, including the French navy and Spanish Guardia Civil patrol boats. After a pursuit that lasted several hours, the drug boat was intercepted by the Guardia Civil in international waters. The yacht, registered in the UK, was carrying 13 tonnes of hashish divided into over 500 individual packages. The market value of the seized drugs destined for the European market is estimated at EUR 20 million. Three crew members, two Spaniards and one Lithuanian, were arrested by the Spanish authorities.

JO TRITON - Interceptions of a drug boats

In the framework of the multipurpose Joint Operation Triton 2017, increased patrolling activities on the Eastern Sea areas of Italy and in the Ionian Sea resulted in a seizure of more than 30 tonnes of marijuana and in the arrest of approx. 100 alleged facilitators from the 61 boats that had departed towards Italy from Turkey. The results of active patrolling and high number of interceptions were noted in the changes of drugs smuggling routes, and in the increased prices that the migrants had to pay to human traffickers due to the high risk of being caught on the way to Italy.

A Frontex co-financed Danish Air Force aircraft detected a target of interest in the Eastern sea area of Bari region of the coast of Italy - full of packages on board. After monitoring the boat until they had to return for refuelling, ITA Guardia di Finanza helicopter was dispatched in the area by International Coordination Centre Rome to continue shadowing the fast boat.

After refuelling, the Danish Aircraft continued the shadowing. Guardia di Finanza prepared also a third aircraft to take over after the Danish Air Force aircraft would eventually have to return to refuel.

A Guardia di Finanza fast boat was engaged to chase the target. When smugglers observed the ITA authorities' boat, they threw packages over board and tried to escape reaching a maximum speed of 40 Kts. The target was finally successfully intercepted with over 2200 kg of marijuana on-board.

In the course of Joint Operation Triton 2017, the Frontex deployed Aircraft of the Danish Air Force detected and assisted in the seizure of a total amount of over 8300 kg of marijuana with an estimated street value of EUR 125 000 000.

JO FOCAL POINTS AIR - REGULAR OFFICERS: AIR BORDERS ACTIVITIES AT THIRD COUNTRY AIRPORTS

There were two large scale activities undertaken in Third Countries within the remit of Joint Operation Focal Points/Coordination Points Air 2017 - Regular Officers - the "Ukrainian Deployments" and the "Joint Action with Albania".

Ukrainian deployments: Following the decision of 11 May 2017 to grant Ukraine a visa free regime with the EU, Ukrainian Authorities on 19 May 2017 placed a formal request to Frontex asking to increase the operational capacity and to be able to host additional Frontex officers at their borders. In total 19 EU Advisers/Observers were deployed at the main Ukrainian airports. Frontex activated land and air crossing points within the Joint Operations Coordination Points Land and Focal Points Air - Regular Officers by deploying EU Team Members/EU Advisers/Observers next to the Ukrainian Border Guards during their entry/exit checks at the following Ukrainian airports: Kiev Boryspil (KBP), Kiev Zhuliany (IEV), Odessa (ODS) and Lvov (LWO; all temporarily activated by 22 June 2017). Afterwards Ukraine proposed to extend deployments of EU Advisers/Observers at Kiev Boryspil (KBP) and Kiev Zhuliany (IEV) airports until the end of the year. There were 86 incidents reported and it was shown that many Ukrainians, who were refused entry and returned or had otherwise adverse migration histories apparently considered the new visa liberalisation as an increased chance of gaining entry into the EU. Others had insufficient financial means or incomplete travel plans and were duly refused entry.

Many of those refused were young unemployed citizens and from the Eastern part of the Ukraine close to the conflict areas in the ongoing dispute with Russia.

Joint Action with Albania to mitigate the flow of Albanian irregular migrants towards EU/SAC Countries: Based on a stable flow of Albanian citizens arriving by air to different EU MS, Frontex planned with the Albanian authorities a joint action in order to implement specific measures to mitigate this flow of irregular migrants towards EU/SAC Countries. The specific aim of the common measures, undertaken in the frame of the current Frontex activities, was in the short term (immediate), to strengthen the credibility of Albanian and European Union border guards working together at Tirana (TIA) airport when informing potentially irregular Albanian citizens of the risk of being refused entry at European Union/Schengen Associated Countries airports of arrival. The specific aim in the medium-long term (three to six months) was to generate a deterrent effect that would dissuade Albanian citizens from potentially travelling to MS/SAC airports without fulfilling the entry conditions, reducing also the risk of losing the money they spent on their travel. Frontex deployed a team of six EU Advisers/Observers present at the same time at Tirana airport covering all the flights to EU airports and simultaneously eight Albanian officers/observers (two for each period) at the most affected EU/SAC airports (Ljubljana (LJU), Milan (MXP), Rome (FCO), Paris (CDG), Venice (VCE), Brussels (BRU), and Vienna (VIE)). In total 23 EU advisers/observers were deployed in the period 5 September - 22 December 2017 at Tirana Airport in this joint action. There were 1 495 incidents reported involving nearly 2 000 migrants. The migrants refused entry were mainly those having an adverse immigration history, or lacking funds or accommodation arrangements or a credible story concerning their intended stay in the EU.

2.2. Return Support Activities

Return operations

In the reporting period, the main activities of the European Centre for Returns were the following:

- **Fulfilling the new tasks given by the European Commission and also providing tailor made support to Member States (MS) without any incidents in Frontex coordinated return operations.**
- **Implementing 341 Frontex coordinated and co-financed return operations by charter flights (ROs) and returning 14189 Third-Country nationals (TCNs), with this increasing the number of ROs by 47% and TCNs returned by 33% compared to 2016.**
- Creating and effectively using the Frontex return pools for forced-return monitors (FRMs), forced-return escorts (FREs) and return specialists (RS).
- Increasing the number of physically monitored ROs by 100% from 94 in 2016 to 188 in 2017, while effectively using the FRMs from the Frontex pool. Out of 188 monitors on board, 94 were deployed from the Frontex pool of forced-return monitors.
- Deploying (10) FREs to a joint return operation (JRO) to Pakistan and effectively using the escorts in the readmission operations (576 FRE deployed to Lesvos in 2017).
- Organising the Agency's first JRO to Afghanistan (with 22 TCNs on board), with Hungary as a leading MS and Belgium and Slovenia as participating MSs.
- Increasing the number of Collecting Return Operations (CRO) from 15 in 2016 to 38 in 2017, i.e. 153%.
- Implementing the first CRO to Ukraine and increasing the number of Third Countries (TCs) participating in the Frontex CRO concept.
- Extending the support to MS by putting in place a mechanism to charter aircrafts via the Agency for Frontex coordinated ROs. The tender procedure was finalised and the Framework contract to charter aircrafts was signed in December 2017.
- Reaching 32 third-countries of return (TCoR) with Frontex coordinated ROs and at the same time increasing the number of new TCoR reached by 10% compared to 2016. 3 new destinations were reached in the 2017, namely: Mali, Peru and Azerbaijan.

- No request was received from MS to coordinate voluntary departures.
- Creating a new mechanism to support MS with returns by scheduled flights under the Pilot Project.
- Contributing to the implementation of the EU- Turkey statement, by coordinating 50 readmission operations from Greece to Turkey, with 687 readmitted TCNs.
- Frontex has achieved an overall budget consumption of EUR 44 million. The ECRet budget for 2017 was EUR 53 060 000.00, out of which EUR 44 230 499.46 was paid (as of 09.03.2018).
- *The revision of the Code of Conduct for JROs coordinated by Frontex under the new name “Code of Conduct for Return Operations and Return Interventions”, was started in 2017. Besides the in-house developments, a workshop was organised between Frontex, MS and the Frontex Consultative Forum (CF) representatives to discuss the revision of the Code. The revised Code will be issued in the form of an ED Decision in spring 2018.*
- *The network of Direct Contact Points on return (DCPs) was further enhanced with four DCP meetings organised in 2017, and with the organisation of other return related meetings and workshops.*
- The Rolling Operational Plan is fully transferred to the web based application - FAR (Frontex Application for Return), and FAR itself was updated three times during 2017.

Highlights: Return Operations 2017

1. The Agency put in place a mechanism for assisting the Member States in carrying out returns by scheduled flights to finance voluntary as well as forced returns of the Member States organised through this means. In order to develop an effective mechanism, Frontex realised a number of activities:

- 1.1. Workshop (15-17 May 2017) with a “core group” of MS;
- 1.2. Survey (9 June 2017) completed by MSs;
- 1.3. Based on the outcome of the survey, a pilot project was developed in order to assist MS with the booking and purchase of flight tickets at special condition for escorted returnee(s) and unescorted returnee(s) to Algeria and Morocco;
- 1.4. The application for returns by scheduled flights was developed and became an integrated part of the Frontex Application for Returns.
- 1.5. **A training session on the new module of FAR was offered to MS in September 2017, so that they become familiar with the new functions of the system;** until the official launch of the project, the application went through intense testing in order to solve as many technical problems as possible.

The application became available for use to all MS on 8 December 2017. By the end of the year, eight operations by scheduled flights were implemented and eight escorted returnee(s) were returned. The implementation period of the pilot project is Dec 2017 - June 2018. Following a mid-term review, it may be decided to extend the implementation of the pilot project for six more months. The Agency intends to support connecting flights and voluntary departures already in the first phase of implementation of the pilot project (presently only direct flights are supported), as well as to add additional destinations in the possible second period of implementation. Depending on the level of participation of MSs and on the evaluation of the pilot project, this is foreseen to become a new activity of the Agency and to expand gradually in 2018-2019 to more Third Countries of return and to include more airlines.

2. On 7 January 2017, the Agency started to use the newly established Frontex return pools of forced-return monitors, forced-return escorts and return specialists. Between the creation of the pools and the end of 2017, Frontex received 122 requests from MS to deploy forced-return monitors to ROs. Out of the requested 122, Frontex was able to deploy 94 monitors from the pool to monitor the ROs from the embarkation airport until the arrival to the TCoR.

3. On 20 November 2017, Frontex organised - under its own Framework contract - its first return operation. Along with Hungary, the leading MS, Belgium and Slovenia took part in the operation. A total of 22 returnees were taken back to Kabul. The JRO was organised under the EU-AFG Joint Way Forward in cooperation with the European Commission, the EU Delegation and the EURLO in Kabul.

4. The first CRO to Ukraine was successfully accomplished on 28 November 2017, returning 15 Ukrainians, adding a new Third Country to the CRO concept, which is strongly encouraged by Frontex.

Pre-return activities

In 2017, Frontex further developed its activities in the field of pre-return.

The mapping exercise of Member States' capacities and needs in the field of return as mentioned by COM in the renewed Action Plan [COM(2017(200))] was completed and in accordance with the outcome of this exercise new initiatives were created to support Member States in several areas.

- Large discrepancies among Member States regarding the digitalisation of the return process led to the "RECAMAS" (Return Case Management Systems) project. The aim of the project is to support the development of a common and holistic approach among the Member States regarding return case management via the development of a common reference model for such systems. The Agency intends to support Member states financially and via advice to bring their national case management system in line with the reference model as mentioned before.
- The ECRet initiated the development of training activities in cooperation with TRU for identification and acquisition of travel documents through interaction with diplomatic missions. The specific consular engagement training is to be offered to all MS for the dedicated teams working in the field of identification. The mapping showed a lack of such training at national level with best practices at MS-level mainly established through experience at the moment. This training aims to better formalise this process.
- Expansion of the Return Specialist deployments. In addition to the permanent deployment of a Return Specialist in the Return Coordination Office (RCO) in Athens, the ECRet initiated the process for deploying a Return Specialist on permanent basis to Sofia in 2018. The Return Specialists contribute to consular engagement activities in the host MS and provide input for possible improvement.
- Ongoing development of an exchange programme, where specialists in the field of return can be hosted by another MS for a short period of time to exchange best practices. Deployment terms, periods and locations are still being defined. This activity will be implemented in 2018 by TRU in cooperation with the ECRet.

Different training curricula have been developed for the MS experts in various fields of return, including the multiplier trainings, escort officer and leaders, return specialist training. These training activities have brought together experts from all over Europe, creating a common understanding and base line regarding return activities, which in turn facilitated closer cooperation between the key players in Europe.

Activities in 2017 also include the developments in relation to IRMA. Preparatory activities took place for the hand-over of the ownership, management and development.

Throughout the year, PRAS strengthened its position in the extra-EU domain on returns through the active involvement and participation in essential COM negotiations with a number of Third Countries, as well in supporting activities and bilateral engagements with Third Countries. These include:

- Hosting of familiarisation visit to Frontex (**Guinea**),
- Supporting of Identification Missions (including **Guinea**, Côte d'Ivoire, Sierra Leone) as well as
- Participation in negotiations (e.g. operational conclusions with AFG and PAK, participation on negotiations of EU with **Guinea** and GMB, consultation of Frontex on the draft arrangements of COM with TC).

As a result Frontex is now considered as a reliable operational interlocutor and contributor on EU-TC negotiations on returns (e.g. COM invites Frontex as a general rule in all technical meetings for negotiations on special arrangements with TC and consult Frontex on relevant draft arrangements). The strengthened position paid off in new contacts and cooperation with some key Third Countries that were so far not familiar with Frontex returns/hesitant to cooperate (e.g. Guinea familiarisation meeting and planned signature of the Best Practices document for the organisation of return related activities with the Republic of Guinea), discussions with Bangladesh and Gambia 2018).

Highlights: pre-return activities 2017

1. Deployment of return specialists to Bulgaria
2. Completion of the Mapping Exercise
3. Pilot training for return specialists
4. Very close engagement with Guinea to cooperate on return and readmission, building-up on the signed EU- Guinea
5. "Good Practices for return and readmission".

2.3. Risk Analysis and Vulnerability Assessment

2017 was a year the delivery of regular strategic and operational analytical outputs has been marked by changes related to implementing the enhanced Frontex mandate in the European Border and Coast Guard Regulation (EU) 2016/1624. Furthermore, the year has been marked by the continuous challenge to deliver new tasks assigned to risk analysis while at the same time continuing to provide the expected quality and the timely delivery of analytical support for the enhanced operations of Frontex, as per the EBCG regulation. This was combined with the increased visibility of Frontex as a knowledge source on irregular migration, and a growing demand for Frontex deliverables.

The successful delivery of the first full cycle of vulnerability assessment processes with scarce additional, but nevertheless dedicated and skilled resources, often required reprioritisation and temporary reassignment of analysts to deliver elements related to vulnerability assessment, many times at the expense of other regular and ad hoc analytical outputs. Furthermore, the launch of analytical activities in support of return and design of dedicated portfolio of products to support return has also been delivered with existing resources. Likewise, the new concept of Third Country intelligence portfolio, which has been launched at the end of 2017 will continue to 2018.

The processing of personal data for risk analysis and contribution to police investigation has been expanded to all joint operations resulting in an increase of volume and quality of personal data and information packages provided to Europol. Simultaneously, technical solutions were introduced to enhance the exploitation of information and personal data contained in the debriefing interviews of migrants. In order to improve the quality of the interviews with migrants and the collection of personal data, while matching the increase in the number of debriefing teams, RAU has increased the support and mentoring in the field to debriefing teams, as well as improved the definitions and linkage of the roles of team leaders and intelligence officers with the debriefing teams. Overall, action was taken on quality enhancement of the operational analysis reports, sustaining a high volume of requests for knowledge from high level stakeholders such as DG Home, EEAS, the Council General Secretariat, other organisations and agencies such as Europol, the Operation Sophia and NATO and the public on the current developments in the operational areas.

To increase the availability of data for risk analysis, data processing automation has been introduced allowing for the reduction of the response time to numerous requests for data, information, and analysis. Furthermore, relevant solutions were implemented to enable Member States access to processed data exchanged within Frontex Risk Analysis Network. Similarly, the developments of the Air Border Risk Analysis Network were finalised, allowing Member States to have access to air border data on indicators of irregular migration. More than 120 EU airports are now sharing trends and developments in real time, providing for Frontex and the MS an up-to-date picture at an EU level for well-informed operational response and risk analysis.

The establishment and support to the data collection processes for vulnerability assessment were, as already mentioned, implemented largely with existing internal resources, and included the additional requirement of the secure environment as the data collection has been established at Restreint UE EUCI level.

New satellite imagery analysis services, operational field visits and regular workshops have led to a significant increase in the use of Imagery Intelligence (IMINT) by analysts in Frontex and MSs. In addition, these analytical services are now also delivered in support of EUBAM Libya and the EUNAVFORMED “Sophia” operation.

Highlights: Risk Analysis 2017

Increased availability of information to various stakeholders

In 2017 the Risk Analysis Unit developed automated data processing, which resulted in faster and better quality data availability for regular and ad hoc analysis, as well as to various stakeholders. As regards Member States, huge progress has been made in enabling direct access to Member States and Schengen Associated Countries to the processed data exchanged within the Frontex Risk Analysis Networks.

Delivering Vulnerability Assessment

Following the adoption of the Common Vulnerability Assessment Methodology (CVMA) and the launch of the Vulnerability Assessment Network at the end of 2016, the first baseline assessment, the initial step of the methodology, was officially launched in January 2017. This enabled the first assessments to be delivered in April 2017, exactly one year after the challenging concept of vulnerability assessment was outlined. The 28 baseline assessments were implemented in collaboration with Member States and led to issuing 33 recommendations to 21 Member States. In addition, six simulation assessments and eight emerging threat assessments were drawn up. Importantly, Frontex reported the first results of the VA to the EP and the Council with the feedback from the political masters including the European Commission having been positive. The first cycle of vulnerability assessments has been implemented with very few staff specifically dedicated to vulnerability assessment, using the tools and the staff reassignment from other areas of the Risk Analysis Unit.

AFIC Devco Capacity Building project

Building on the achievements of the Africa Frontex Intelligence Community, Frontex received an additional funding of EUR 4 million from COM (DG DEVCO) to further develop the analytical capacity of the AFIC. The project runs for three years during which Frontex trains analysts and sets up AFIC risk analysis cells with technical equipment in selected AFIC countries. The project improves operational capabilities of AFIC countries by also promoting information sharing leading to investigations to dismantle criminal networks smuggling. The project has been officially launched during the AFIC plenary meeting in September 2017 followed by the first scoping visits to selected AFIC countries.

Analytical activities supporting return

A new set of analytical products, among them a monthly return support analysis, was designed in collaboration with the ECRet and launched in 2017.

2.4. Management of Pooled Resources

Highlights of 2017 include the successful establishment of the Return Pools and the Rapid Reaction Pool. The Return Pools are fully operational and around 100 deployments from the Forced-return Monitors Pool have so far covered over 80% of the needs related to monitoring of return operations in 2017. The Rapid Reaction Pool comprises 1500 border guards and other relevant staff with different profiles, allowing the Agency to respond to urgent unforeseen challenges. The mechanism of rapid intervention was tested during the 2017 edition of the Rapid Intervention Exercise (REX). Taking place in Bulgaria, simultaneously at the land, sea and air borders, a new concept was implemented, dividing the exercise in three distinct but inter-connected modules: a table-top exercise, a training component and the actual deployment.

The feasibility study for Opera Evolution was concluded in 2017. Based on this, the project for developing a new application for the integral management of operational resources has been initiated. The Business Case and the Project Initiation Document for the Opera Evolution project were approved by the project board in January 2018. The Terms of Reference defining the technical requirements for the new system were developed in 2017 and have been included in the tender documentation to be published in the first quarter of 2018.

A temporary IT-tool to support the ABN process was developed in parallel in 2017. The tool was introduced to the MS/SAC during PRN meetings and tested in the frame of ABN 2018. It is currently being used for the Open Call 2018 and will be the main tool used for ABN2019.

An important tool for increasing the Agency's resilience in catering the operational needs is the Strategy for Acquisition of own Technical Equipment adopted by the Management Board in September 2017. With a view of further developing it into a comprehensive strategy during 2018, it aims at gradually relieving Member States from some of the burden related to the operations and deployment of technical equipment. For the time being a series of first positive achievements were made, corroborating the effectiveness of Frontex own and leased assets. Frontex Aerial Surveillance Services is continuing to deliver operational effects and 2018 will see the concept evolve into an inter-Institutional endeavour, partnering with EFCA. Other positive activities are framework contracts for chartering of aircrafts, light equipment and mobile offices. 2018 will see the acquisition of mobile surveillance systems, vehicles for migration management, satellite communication services and a pilot on leasing maritime vessels (for each the relevant preparations were made in 2017). In addition, Frontex will also venture into provision of language services to support operations in terms of interpretation and translation.

A key enabler for operational effectiveness is a robust and flexible logistics and supply chain management system. In 2017 Frontex launched a study with an aim of providing the model to be gradually implemented during 2018. The relevant deliverables were submitted by the end of 2017.

Another key enabler is ensuring safety and health of human resources, both while deployed, as well as upon returning home. A complex challenge here is that of managing the mental strain of being deployed. First steps for a comprehensive OSH-policy were elaborated and adopted to be operationally fully implemented in 2018.

REX 2017 and rapid reaction pools

The REX 2017, which lasted from 20 September to 8 November 2017, for the first time simultaneously covered activities at the air, land and sea borders preceded by a one week full-time training for all participants relevant for their profiles and tasks envisaged during their deployment. The exercise concept was updated in order to integrate new key elements, such as the new rapid reaction and rapid reaction equipment pools, as well as the updated rapid border intervention timeline. The pools were established following effective negotiations with the MS, especially as regards aligning MS compulsory contributions to the rapid reaction pool with specific Frontex needs.

The REX 2017 was based on a fictitious scenario involving increased migratory pressure affecting the Bulgarian land and sea borders and an increase in detections of counterfeit or forged travel documents and refusals of entry at the largest Bulgarian airports. In total, 53 experts with different operational profiles, a Coastal Patrol Vessel and 10 patrol cars from 14 MS/SAC participated in the exercise. Frontex also deployed one fixed-wing aircraft for maritime surveillance purposes.

The successful implementation of the exercise contributed to testing Frontex's and MS's ability to implement the procedures for a rapid border intervention and increasing the capacity of the rapid reaction pool members.

Current Duty of Care-implications for Frontex largely staffed operations

Viewing at the presently largely staffed border operations, which are running since 2015, implementing the Hotspot approach since 2016, taking on board the extended mandate including shared responsibilities between Member States and Frontex, the aspect of Duty of Care towards deployed personnel gained momentum in 2017. Frontex's Occupational Safety and Health (OSH) policy, approved in January 2018 (ED Decision R-ED-2018-1), has been successfully developed and implemented. Grounded on the initial preliminary research in the field of border guards' mental health deployed within the framework of JO Triton, in 2017 under the valuable contribution of eight most advanced Member States in this regard, the Frontex Mental Health Strategy was developed, published and distributed.

Frontex Aerial Surveillance Services (FASS)

The Frontex Aerial Surveillance Services (FASS) concept continues to enhance situational awareness for the Agency's operational activities at land and sea borders. Launched in September 2015, in 2017 the framework contract was extended for an additional two years. To date, 14 specific contracts have been awarded, covering 748 operational days, which corresponds to almost 25 Asset-Months, amounting to a value of EUR 7.89 million. The concept allows Frontex to respond to operational requests at short notice, complementing the contributions of Member States and Schengen Associated Countries (MS/SAC), demonstrating the operational effectiveness of the Agency's autonomy in this context. Advanced sensor and communication systems on board allow for targeted cooperation with other EU stakeholders, such as EMSA and EFCA, in multipurpose missions. Looking ahead, the lessons learned from the current contract are being used to develop the concept further towards a new enhanced framework contract, for both Frontex and EFCA, planned to be put in place in 2018.

2.5. Training

The Training Unit has drafted the Frontex Training Quality Assurance System to enable Frontex to become an accredited developer and provider of harmonised, learner-centred, cost-effective and internationally validated training products. Another new development in the Educational Standards area has been the creation of the Border and Coast Guard Training Delivery Methodology - Train the Trainers course, to be implemented as of 2018.

The previously developed courses and/or curricula continued to be implemented, including the second iteration of the European Joint Masters in Strategic Border Management. Where necessary, the courses were updated and aligned with the Sectoral Qualifications Framework.

The Training Unit has organised in total approx. 320 training actions (including development meetings, training courses, webinars, etc.) involving more than 4 800 participants and experts, plus hundreds of webinars' beneficiaries. In addition to training courses planned in the Portfolio, the Training Unit has also responded to ad-hoc needs by organising tailored training interventions. The training locations were not limited to the MS/SAC countries and did include also some Third Countries.

Work has continued on the development of the e-learning infrastructure and the TRU ICT platform.

Following the publication of the Call for proposals, in 2017 for the first time the Training Unit awarded grants for ten various projects for the development and delivery of European Border and Coast Guard Courses. The implementation of the successful projects continues in 2018.

The Training Unit has continued cooperating with other agencies and international organisations for the development and implementation of various training actions.

Highlights: Training activities 2017

After one year of joint development, the Frontex Training Unit, with large support of MS/SAC, delivered the first EU certification course for CIRAM analysts.

After entry exams, interim assessment, three weeks of centralised sessions carried out at Frontex HQ in Warsaw and one week examinations in front of a commission of analysts from seven MS, students from 23 MS graduated from the EU course for CIRAM analysts.

The course adopts a holistic approach, taking the students from basics of analysis and leading them to the level where they are able to create analytical products, making use of CIRAM. Results and feedback received after such an intensive training indicates a very high level of demands and the intensive efforts to be invested by students in order to obtain the certification as EU CIRAM analyst.

All graduated student are already working in analytical units of structures involved in border management (a few of them planned to work soon following the course graduation). They are supposed to be the ones responsible at national level of the practical implementation of CIRAM, following the Schengen related recommendations, as mentioned in various Schengen Evaluation reports.

Common Training Standards for Forced-Return Escorts were successfully Established.

The Training Unit designed, in close cooperation with the Return Support Unit, the first comprehensive training programme for Forced-Return Escort Officers.

This programme aims to prepare officers to act as Escort Officers in a National or Joint Return Operation (JRO) or readmission, by air (commercial and charter flights) or by sea. The programme is also designed to prepare officers for a Collecting Return Operation (CRO). The modular structure enables flexible learning paths of compulsory and elective units of learning to specifically meet national requirements. Taken together, the programme sets out the Frontex common standards for forced return escorts training.

The common training standards and the idea to harmonise the national training of forced-escort officers were presented to MS/SAC representatives responsible for training of forced-return escorts at their first conference in November 2017. The representatives welcomed Frontex's initiative.

2.6. Research and Innovation

During 2017 Frontex continued to further develop the four areas of work, which constituted the research and innovation part of its mandate, reaching out to and engaging the different stakeholders.

While on one hand ensuring that the European research agenda is fed with needs identified by the border guard community, the desire to ensure that the outcome of the research and development undertaken finds some real take-up at the end of the research projects is more and more coming to the forefront. Frontex actively engaged the research and border guard community providing a platform for exchange of information, which included to promotion of the outcomes of the research undertaken.

The Agency, in cooperation with the Member States, industry, academia and other stakeholders, aims to identify technical solutions that could address operational needs, are ready to be integrated and tested in a real operational scenario, and then to make recommendations for introducing these solutions in the field. To test potential solutions and assess their capabilities as well as identify future needs, Frontex organised dedicated industry days and trials, while at the same time provided feedback to industry as regards the different products and services. Support was also provided to different internal stakeholders as regards procurement of technical equipment.

The ever increasing number of people crossing the external border requires that innovative solutions are found in order to ensure that the necessary border checks are carried out in an expedited way - at the same time guaranteeing a high level of security and avoiding long queues and bottlenecks. The Agency, together with the MSs, explored different ways to achieve this goal. In this context, Frontex provided support to MSs to better tailor their capacities to the flow of people crossing the border. At the same time, under the umbrella of IPA II as part of the preparation of the WB states for membership of the EU, Frontex prepared country reports on each of these states as regards identification and registration. The reports highlighted the areas in which capacities have to be put in place to comply with existing EU best practices related to this activity.

The need to ensure an equal level of control at all the external borders of the EU is not only brought about by a uniform legal framework. Working practices and processes also deserve attention as they may differ from MS to MS. Introducing a more coordinated approach in this area will eventually contribute not only to a more harmonised implementation of the legal framework, but also to a higher level of security and interoperability. The efforts in this area of work continued throughout the year focussing on different topics of relevance for the border guard community.

Highlights: Research and Innovation 2017

Training courses for Multipliers on ABC solutions - The training course was organised in March 2017 by Frontex in cooperation with the Portuguese Immigration and Border Service (SEF) and the German Federal Office for Information Security (BSI). It was attended by 56 officers from 27 EU Member States as well as selected experts from eu-LISA and Frontex. It showed the excellent cooperation between Frontex Training and Research and Innovation Unit, SEF and BSI and the joint commitment to safeguarding the efficient and effective management of ABC systems through the delivery of harmonised trainings at the national level.

This was the first time that a harmonised training has ever been developed in support of fostering a common understanding of ABC systems that is aligned with European educational standards for border guarding. The large turnout of Member State experts from almost every EU country proved that there is a need for harmonised training and the positive feedback after the training showed that this Frontex-led project was a much needed initiative.

The training courses comprised an intermediate-level training on Automated Border Control System for the First Line Officers and the advanced-level training on Vulnerability Assessment and Testing for Automated Border Control Systems. Well-tailored training methods and materials were a result of long-term Frontex involvement with ABC-related best practices and guidelines since 2007, and the expertise gained by the Agency experts during that period proved to be crucial for the purpose of the training.

The training proved Frontex's long-term commitment to develop capability tools in the area of ABC and included Trainer's manuals, face-to-face training with practical component and on-line self-directed training tool to be used at the national level.

In September 2017, the Frontex Conference & Exhibition on Biometrics on the move 2017 was organised in Warsaw. The objective of the Conference was to provide a platform for international dialogue on feasibility and potential impact of 'biometrics on the move technology' for border control with a view to enhance security and facilitate travel at the borders.

The focus of the conference was on legal and operational challenges, with emphasis on the required legislation and technologies, which could enable a wider use of 'biometrics on the move', bringing a change to the border checks approach and day-to-day operations at the border.

The event gathered an international group of speakers and participants from industry, academia, and government and international organisations, including high rank officials and leading experts on the cutting edge of research. Ten companies presented solutions for 'biometrics on the move' via real-life demonstrations, four research abstract papers were distributed and 30 moderators and speakers contributed in five Sessions - "Vision", "Challenges", "Ongoing research in this area", "What is in the funnel" in addition to the "Way ahead". In total 176 delegates from 37 countries took part.

In the context of increased traveller flows, understanding how the different available intelligence sources can be best used for performing an advance traveller risk assessment holds great potential for rendering border management more efficient as well as more secure. Pursuing the implementation of its new mandate, the Agency has taken steps to explore the existing capabilities and identify new methods for optimising the advance traveller analysis with a view to enhance the border crossing decision making process and provide greater facilitation to bona fide travellers. In this context the Advance Information Working Group (AIWG) was launched in December 2016. Initially attended by 14 Member States, the group quickly gained the large support of the practitioners' community, which acknowledged the added value of having a common understanding and a coordinated approach towards the use of advance information for border management purposes. By means of six plenary meetings and two additional workshops, the Guidelines for Building a Targeting Capacity were developed, incorporating contributions provided by all EU Member States. Such capacity will make use of all present and future traveller intelligence sources that can legally be used for border management purposes (e.g. API, VIS, EES, ETIAS, watch lists, facilitation programmes, intelligence networks, OSINT). The main goal of these guidelines is to converge the working practices with a view to build the foundations for interoperability among MSs in traveller targeting. The document, which is to be made available to the intended audience in 2018, constitutes a first attempt at EU level of providing a toolkit and guidance material for decision-makers, project managers and other practitioners involved in the subject.

2.7. and 2.8. Eurosur and Situation Monitoring

In 2017 Frontex continued to monitor the situation at the external borders and in the pre-frontier areas and provided a continuously enhanced set of Eurosur Fusion Services (EFS) to Member States and other stakeholders.

EFS Real-time surveillance

In 2017 Frontex developed and implemented a new EFS service - Multipurpose Aerial Surveillance (MAS) - giving the Agency, for the first time, a real-time surveillance capability. The service aims to increase the situational awareness in the pre-frontier areas, with a focus on locations with no established operational presence of Frontex. As part of the service, a European Monitoring Team has been formed to collect information from Frontex own aircrafts deployed in the pre-frontier MAS surveillance areas. The data is received and analysed by the team in real-time, and distributed to Member States and other partners for operational follow-up activities such as rescue or interception.

Eurosur Fusion Services

The EFS continued to support Member States and other partners with situation monitoring and information exchange capabilities. In 2017, the EFS contribution included 42 890 incidents detected and reported in JORA, 809 optical satellite images (125% rise compared to 2016), 1 230 vessel detection satellite images (96% rise), 123 reports on a total of 60 tracked vessels of interest (86% rise in the number of vessels), and 341 activated vessel anomaly searches.

In 2017 the JORA system, via which reporting for the Joint Operations is done and the EFS is provided, was upgraded. The upgrades included the addition of the fishing vessels positions in the Vessel Monitoring and Tracking Service following an agreement with EFCA. Aiming to better respond to the needs on the ground, in 2017 the EFS service development team also began with the development of the second generation of JORA system, which will be gradually implemented.

Situation monitoring

Frontex continued to support Member States with 12/7 situation monitoring services, also covering out-of-hours and night availability. Regular and ad hoc reports provided stakeholders with accurate and close to real-time situational picture of the EU's border and pre-frontier areas, improving situational awareness and increasing reaction capability. In 2017, more than 4 700 situation monitoring reports produced enhanced situational picture at the borders, 42 890 incidents were detected, reported, and validated in JORA (15% rise compared to 2016), 4 843 JORA users were provided with an access to JORA, over 1 000 requests for information on operational data were processed by the Senior Duty Officers team, 7 178 documents were uploaded to FOSS, and 32 443 correspondence items were registered (13% rise).

As part of the increasing investment in situation monitoring skills and training, operational media monitoring activities were enhanced following two in-house workshops on social media monitoring organised for Member States and other partners, including the European Commission, Europol, EASO, EEAS, OSCE, IOM, and UNHCR, as well as a social media monitoring exercise involving Member States.

In October Frontex organised a table top crisis management exercise. The crisis management exercise tested a new concept for crisis management embedded in a draft Frontex Event Response Policy. The work to implement this new organisational concept for crisis management is ongoing.

Highlight: Operational results of the Multipurpose Aerial Surveillance

In 2017, in a very short timeframe, the Multipurpose Aerial Surveillance (MAS) service was successfully established, triggering numerous search and rescue and cross-border crime related operations. Fused with other Eurosur Fusion Services, including the Vessel Detection Service, MAS succeeded in detecting objects at sea on numerous occasions. In total, approximately 1 960 people were rescued after 36 detections conducted by MAS assets and the follow-up operations launched by the competent national authorities.

Examples illustrating MAS functioning are certainly the detections that took place on 10 October 2017. One of the MAS aircrafts detected five wooden boats with approximately 117 persons on board. The same day, a second aircraft sighted two wooden boats with approximately 22 persons on board in the proximity of Sardinia. The information was transmitted in real-time to the European Monitoring Team, which in turn notified the Italian authorities. The following search and rescue operations coordinated by the Italian Coast Guard led to an interception of the boats and the rescue of the people on board.

The multipurpose profile of the service enables the MAS engagement in a variety of coast guard functions activities. On 25 June, a MAS aircraft sighted two vessels presenting abnormal behaviour at the sea. The European Monitoring Team's assessment led to the identification of one of them as a former vessel of interest tracked in the framework of the Eurosur Fusion Services. The Spanish authorities were informed of the situation and boarded the vessel on 4 July. Six containers of cigarettes worth EUR 12 million were found on board during what the media called the largest operation of its kind in the history of Spanish Customs.

2.9. International and European Cooperation

In the course of 2017, Frontex maintained an effective cooperation network with Third Countries, international organisations and relevant EU entities.

Cooperation with Third Countries, including through technical assistance projects

In 2017 Frontex invested into closer cooperation with countries of origin and transit for irregular migration along the key migratory routes to the EU. Particular efforts were dedicated to strengthen the dialogue with countries in the Southern Neighbourhood, such as Tunisia, Morocco and Egypt, and to contribute to the overall EU efforts of supporting Libya. The Agency also started negotiations on Working Arrangements with Niger and Guinea and further advanced on negotiations with Senegal. Turkey and the Western Balkan region continued to be important priorities across various areas of the Agency's work.

The Agency continued to support its partners through Commission-funded capacity building projects, namely the multi-annual project for the "Regional support to protection-sensitive migration management in the Western Balkans and Turkey" and the IBM Capacity Building Project in the Eastern Partnership region. In September 2017, the Agency started a new three-year project in cooperation with partners in Africa, with the aim to strengthen the Africa-Frontex Intelligence Community (AFIC; see also 1.2.3.). Furthermore, Frontex developed another project under the title EU4BorderSecurity that will be implemented in the Southern Neighbourhood Region as from September 2018 onwards.

In order to provide a solid framework for the Agency's engagement in the external dimension, in December 2017, the Frontex Management Board adopted an International Cooperation Strategy. The Strategy will pave the way for cooperation with Third Countries and international organisation in the period 2018-2020.

Cooperation with EU entities and international organisations

Close cooperation continued with the Justice and Home Affairs (JHA) agencies, both through the JHA agencies network, as well as on bilateral basis. These partnerships were crucial for the operational activities related to the hotspot initiatives in Italy and Greece, coordination of operational actions in the context of the EU Policy Cycle/EMPACT and regular exchange of border-related situational awareness and operational monitoring products.

2017 marked the start of implementation of new mandates for several JHA Agencies. This opened up new possibilities to review and enhance existing cooperation agreements and strive for closer engagement at operational level. Cooperation with eu-LISA, EASO and Europol was strengthened through respective cooperation plans. Discussions on reviewed Working Arrangements commenced with CEPOL and Eurojust.

European cooperation on coast guard functions was strengthened through a Tripartite Working Arrangement between Frontex, EFCA and EMSA. Aligned with their new mandates, the three Agencies cooperate in sharing maritime information, providing new surveillance and communication services, building capacity, analysing operational challenges and emerging risks in the maritime domain as well as planning and implementing multipurpose operations.

Frontex also enhanced its engagement in the area of customs, regularly contributing to the Council Customs Cooperation Working Party (CCWP), as well as strengthening dialogue with international and regional actors, such as the World Customs Organisation (WCO) and the Customs Eastern and South-Eastern Land Border Expert Team (CELBET).

Development of the Frontex Liaison Officer (FLO) networks

2017 was also the starting point for the implementation of the Frontex Liaison Officers network in the EU Member States. Following the decision of the Management Board in June 2017, the Agency and the Member States agreed on eleven clusters and their main seats for the deployment of the FLOs, and started negotiations on the bilateral Memoranda of Understanding. Subsequently, Frontex defined the FLO job profiles and started the recruitment process (to be finalised in 2018).

The growing networks of the FLOs, both in the EU Member States as well as in Third Countries, require solid support and smooth workflows in the headquarters. To that end, the Agency set the first milestones for the FLO Back Office that will be fully implemented throughout 2018.

Highlights: International and European Cooperation in 2017

International Border Police Conference 2017

On 7-8 November Frontex hosted the 23rd International Border Police Conference in Warsaw. The event brought together more than 200 representatives from the international border security community from 67 countries.

The conference was designed as a platform for networking and exchange on operational issues of common interest, with the aim to enhance cooperation among institutions and facilitate interoperability of different border management systems. The overarching theme of the conference was: “Ensuring Global Security through Integrated Border Management”. Over two days, discussions touched upon various topics, from measures to counter terrorism through effective border management, to information systems for stronger and smarter borders, capacity building, as well as strategies for effective situation monitoring.

In order to strengthen bilateral ties and discuss potential cooperation, the presence of Third Country partners was used to arrange multiple bilateral and multi-lateral meetings with the Agency’s Executive Management and operational business entities. Numerous side meetings also served as a good opportunity to facilitate cooperation between EU Member States and Third Countries.

The IBPC once again proved to be a unique platform for exchange among border management community at the level of the chief executives. Frontex will further continue this tradition and will hold the next International Border Police Conference in 2019 in Warsaw.

Enhanced cooperation with the Common Security and Defence Policy (CSDP) actors

The new mandate of the Agency has reinforced its possibilities to engage in the external dimension and consequently to enhance cooperation with the EEAS and CSDP actors. In 2017, the Agency dedicated particular attention to cooperation with CSDP operations and missions in Third Countries, aiming to take full advantage of the new possibilities to work together.

Frontex has been supporting the EU Border Assistance Mission (EUBAM) in Libya through the long-term deployment of experts. Since May 2017, two experts on three-month deployments have been embedded with the border management team of EUBAM Libya and contributed to its work. Close cooperation is also in place with the EUNAVFOR MED Operation Sophia, which Frontex has supported since its inception in 2015. Frontex provides EUNAVFOR MED with a number of Eurosur Fusion Services and regularly exchanges information on its operations in the Mediterranean. Communication and coordination of operational activities are reinforced through the exchange of liaison officers on the EUNAVFOR MED Flagship and Frontex JO Triton.

Due to the political and security situation, cooperation with Libya took place exclusively through EUBAM Libya and EUNAVFOR MED. For example, in the framework of cooperation with EUNAVFOR MED, Frontex contributed to the training of 78 officers from Libya with a one week law enforcement training.

CSDP missions are also important partners to Frontex Liaison Officers in Third Countries. For example, the FLO to Niger is working closely with EUCAP Sahel. These interactions have demonstrated the growing need to ensure close cooperation between CSDP missions and Frontex and will continue to develop as the Agency further develops its network of Liaison Officers in Third Countries.

Developing Frontex Liaison Officer (FLO) networks in the EU Member States and Third Countries

Since 2016, the Agency has been gradually developing the Frontex Liaison Officer (FLO) network in Third Countries, which is envisaged to reach at least 10 FLOs posted to key priority regions by 2020. The EBCG Regulation also sets Liaison Officers to the Member States as an interface between the Agency and the competent national authorities, which will result in the deployment of 11 FLOs across 30 EU Member States and Schengen Associated Countries.

In 2017, the Agency continued to deploy FLOs in selected priority regions agreed by the Management Board (the Western Balkans, the North and West Africa, the Horn of Africa and the Silk Route region). In July, a FLO was deployed to Niger, based in Niamey, and in September a FLO to the Western Balkan region took up duties in Belgrade, Serbia.

The FLOs are collocated to the respective EU Delegations in Third Countries and closely coordinate their work with the European Migration Liaison Officers (EMLOs), Immigration Liaison Officers (ILOs) of the EU Member States and other actors. The first FLO to Third Countries was deployed to Ankara, Turkey in 2016. The initial results of the FLO work already show a clear indication of closer engagement with the local authorities and have opened new opportunities for cooperation.

2.10. Communication (Information and Transparency, Press Office)

With the change of the mandate of the agency, Frontex press office produced an information package on the new regulation as well as short animated movies about various aspects of Frontex work, including the new regulation.

Press office also produced feature stories for the agency's website and created a press room with a number of Q&As and hot topics to facilitate access to information about the way the agency operates.

In view of increasing operational transparency of the organisation, the Press Office also facilitated access of 150 journalists to Frontex operations organising interviews with the officers deployed. In addition, the Press Office organised more than 70 embedments on vessels, helicopters and aircrafts during patrolling activities, search and rescue operations were.

The Press Office contributed to wider academic discussion about migration by facilitating access to information about Frontex and the role of European Institutions in general to Master's and PhD students and researches from European academic institutions and beyond.

The spokespersons also participated in external meetings involving about 1000 civil society representatives and members of the general public.

Frontex received numerous requests for information and access to the operations from members of the general public. As part of engagement with the citizens, top Frontex management including the Executive Director and Heads of Units took part in online interactive debates and direct roundtables on the role of the agency clarifying our mandate and answering questions from the public.

Creation of Frontex LinkedIn page

Last year Frontex's digital communication officer in cooperation with HR developed a LinkedIn strategy, which led to the setting up of a Frontex LinkedIn page. In 2017 the agency also signed a multiagency framework contract with LinkedIn, which allows the Frontex LinkedIn profile to have more functionalities, promote jobs and run sponsored job campaigns. This was an important and needed development as the agency is in a process of recruiting a large number of new staff and needs to use all available channels to reach qualified candidates.

Frontex is now publishing all its job offers on its LinkedIn profile (and on Twitter) and promoting such posts based on the skills required for a given job. Frontex also opened a live tab, where movies about Warsaw, sport clubs, traineeship programme and photos from the agency HQ are posted. Frontex also collected first testimonials of former trainees, as peer review is of essence when looking for new job opportunities.

Number of followers: 6118

Total number of impressions (the number of times each update is shown to LinkedIn members): 429 878
A significant uplift in the number of followers during job campaigns.

2.11. Fundamental Rights and Data Protection

As part of the regular duties of the FRO, observations to most of the Operational Plans were provided for the consideration of operational units. Further, the system of Observations to Evaluation Reports (5) has started to develop more comprehensively. Further FRO has been appointed as coordinator to eight serious incident reports on fundamental rights that were submitted by participants to operations in 2017.

The FRO also supported the initial inclusion of a specific fundamental rights objective with relevant indicators in the draft OPLANs received, which requires to be tested and updated. Similarly, FRO has recommended to undertake a brief assessment of the general situation in the Third Countries in the framework of the JO Flexible Operational activities Land on Border Surveillance 2017 and JO Coordination Points Land 2017.

The FRO Team supported the operational briefings of the JO Focal Point Land and Coordination Point Land 2017, JO Pegasus, JO Focal Points Air 2017- Regular officers briefing, Joint Operation Alexis 2017: Phase 2- Briefing for NON-EU country observers and Officers deployed in the 2nd phase of the JO, LO to NATO, LO to Niger, LO to Western Balkans, LBS General Briefing, VEGA Children Air 2017 with fundamental rights sessions.

FRO Team participated in the Operational Heads of Airports Conference 2017 providing input about specific fundamental rights-related matters including access to asylum in airports. It also raised awareness on the particular needs of vulnerable persons. Furthermore, in order to enhance the capacities of border guards to identify and refer children on the move from any risk, FRO Team supported the development of the VEGA Children Handbook for land and sea borders. FRO team undertook several field visits and took part in readmission and return operations, to monitor operational activities and provide guidance on fundamental rights compliance.

As a part of the ongoing revision of the monitoring mechanism for fundamental rights in all Agency's activities, FRO contributed to the update and strengthening of the Standard Operating Procedure on Serious Incident Reporting, focusing on the aspects relevant to reporting and follow up of alleged fundamental rights violations as per mandate.

With regards to deployment of forced-return monitors from the pool of monitors, FRO contributed to the establishment and selection of monitors, organised by Pooled Resources Unit, following an open call sent to relevant bodies in the Member States. By taking part in this process, FRO ensured that the skills and competences of the monitors will allow them to carry their tasks in accordance with fundamental rights.

The FRO Team actively participated in the Induction trainings for new-comers, “Training on Fundamental Rights - Training the border guards’ multipliers”, “Frontex FR trainers: development meeting”, EBCGT Maritime Border Surveillance Officer Training (II), “Child Protection at the EU borders” training course, Forced-Return Monitoring II (FReM II) Trainings for Forced-Return Monitors and the Common Core Curriculum for Border and Coast Guard Mid-level Education and Training. The FRO has also submitted a revised version of the concept note for developing a “specialised fundamental rights training for Agency staff” that should naturally follow the “Basic fundamental rights training for Agency staff” specifically for operational officers.

In 2017, the FRO received a total of 15 complaints. After performance of admissibility review, 5 complaints were declared admissible, out of which three are pending admissible cases are currently under investigation. The other two have been successfully closed. The FRO team has also supported the drafting of a new procedure on the complaints mechanism for Operational Plans both for operations and return activities, in close collaboration with the relevant operational units of the Agency. The mechanism strives to have an online system for submission of complaints directly from mobile devices. To this aim, the FRO team is working in cooperation with the ICT unit to develop it and has already launched a microsite located in the website of the Agency (<https://microsite.frontex.europa.eu/en/Complaints>) that ensures safety of the information and confidentiality. The FRO team has submitted a revised draft of the current Rules Mechanism based on the experience gained since the establishment of the mechanism to the Agency and consulted it with the Consultative Forum.

Highlights: Fundamental rights 2017

The FRO team has successfully and collectively engaged itself in the process of drafting a Fundamental Rights strategy to replace the one enacted in 2011. The exercise has included all relevant new obligations of the Agency in accordance to its new mandate as foreseen in the Regulation, with special emphasis on child protection and gender mainstreaming. The strategy is now internally discussed before it reaches the mandatory consultation with the Consultative Forum.

The FRO has been actively engaged in 2017 to support the further implementation and training of the new members of the pool of forced return monitors, which became effective on 7th January 2017, with the support of the ICMPD Project on forced return monitoring (FReMP) Phase II. Two intensive trainings of a full week, where FRO engaged very actively, took place in 2017 in January (Amsterdam) and July (Lisbon). The main outcome of the work of the monitors consisted in a monitoring report that they regularly sent to FRO for analysis, and has resulted in two sets of very valuable comments annexed as observations to the bi-annual Agency’s Evaluation reports on return operations. These observations were shared with practitioners and monitoring bodies to enhance the harmonisation of standards and practices and the awareness of their impact on fundamental rights during return operations.

Data Protection

The newly recruited full time Data Protection Officer dedicated her first six months to the:

- establishment of a Data Protection culture within the organisation;
- systematic provision of data protection training to newcomers;
- design and execution of workshop on data protection;
- modification of the Register of processing operations upon personal data and public access to the notifications advancing for the new regulation;
- **prior notification on FAR sent successfully to the EDPS;**
- successfully lobbying over the recast of Regulation 45/2001 to maintain a chapter on operational personal data applicable to Frontex.
-

Highlights: Data protection in 2017

Paving the way for the further collection, processing and exchanging of personal data in the context of the new mandate of the Agency regarding the fight against cross border crime and prevention of terrorism.

2.12. Corporate Governance

Finance and Corporate Services

Following the entry into force of the new European Border and Coast Guard Regulation, which enhanced the mandate of the Agency by extending its tasks and responsibilities, the existing financing scheme needed a thorough revision in order to properly support the implementation of the extended mandate and efficiently manage the increased budgetary resources. Together with the MS/SAC, Frontex developed a new grant scheme that aims at significantly reducing the administrative workload for both, the agency and national authorities thanks to the introduction of unit costs. In addition a significantly lower number of individual agreements are issued, covering a longer period of time.

The unit also prepared all necessary documentation for the budgetary authority to enable the agency to rent additional floors in the current office building and negotiated successfully the amendment to the rental contract.

In 2017, Corporate services was also responsible for the organisation of the eighth annual European Day for Border Guards (ED4BG) - Frontex's flagship event. More than 500 border guard officers and other officials from 38 countries took part in the event that took place on 12 June 2017 in Narvil, Poland. The programme included four panels whose topics were related to Frontex's transformation, including a new approach to European Integrated Border Management, European coast guard functions and border security as part of maintaining internal security within the EU. The event, renamed the European Border and Coast Guard Day, presents Europe's border and coast guards' community with an opportunity to share experiences, best practice and common values.

Human Resources and Security

2017 was the first full year after entry into force of the European Border and Coast Guard Regulation. The allocation of new resources (both financial and human) created an unprecedented situation for HR services. The increased number of activities required a lot of effort to efficiently deal with different stakeholders expectations. By adopting a Human Resources Strategy at the end of 2016 (2017 being the first full year of implementation) and empowering HR services by allocation of new resources, Frontex Management gave a clear signal for the importance of this area. Also the security area has been scaled up and the relevant management decisions supported developments also in this dimension. Last, but not least, it has to be stated that both HR and Security aspects are recognised as strategic and very important topics for the proper functioning of the Agency.

Highlights: Human Resources and Security 2017

Despite the immense workload associated with record number of recruitments and newcomers in 2017 there was no single case of a failed probationary period. This underlines the fact that the Frontex recruitment procedures contain a strong quality element.

Information and Communication Technology

The year 2017 was also a challenging one for IT, considering all the ongoing changes and the start of development of practical solutions for the implementation of the new Frontex mandate. ICT supported the current IT solutions, updating and upgrading the systems mainly against security vulnerability. In addition, ICT had to prepare the organisational change, contribute to the concept of the vulnerability assessment solution, to the tender specification and the project organisation of the new OPERA. It continued the development and extension of FAR and configure and deploy Document Management workflows, the MyFX solution (collaboration and documents management platform) with sub-project „communities” (project and workgroups) and modules for recruitment and for complaints.

Highlights: Information and Communication Technology 2017

- Interim Authorisation to Operate granted to the Eurosur Communication Network allowing the exchange of classified information between nodes;
- Automation of workflows for ED decision, Administrative Notices, Security Notices;
- Start of production and operational use of the FAR application;
- Development and start of operational use of the recruitment process through the MyFrontex platform - all application handled by the systems since the start in operation (more than 1000 application files by the end of 2017);
- Implementing a paperless, electronic user access management workflow for granting/revoking/changing users' access to information systems in unclassified network: 473 electronic requests registered in 2017 (since service was announced in May 2017);
- Implementing a paperless, electronic user access management workflow for granting/revoking/changing users' access to the premises: 419 electronic requests registered in 2017 (since service was announced in May 2017);
- Standardising the way of use of the Frontex e-mail service in the form of the Administrative Notice No R-AN-2017-9;
- Total number of incidents and service requests opened in 2017: 21 342 and total number of the incidents and service requests closed in 2017: 20 948;
- SLS/SLA compliance for all incidents and service requests closed in 2017: 93%

Legal Affairs

2017 has been a busy year for the Legal Affairs Unit (LAU), not least given that LAU merged with the Procurement Team of FCS on 1.1.2018 (which required a lot of preparatory work), and has now become the Legal and Procurement Unit (LPU). As such, LAU was more involved in legal issues connected to procurement procedures, as compared to previous years.

However, LAU was also increasingly busy in its more 'classical remits'. For instance, in light of increasing amounts of requests for legal support LAU has set up a dedicated internal team providing legal support to the Agency's various operational Divisions/Units, and entities. As such, LAU was very active in reviewing and contributing for example to the drafting and signature of various Operational Plans, Memoranda of Understanding on the deployment of Frontex Liaison Officers to multiple Third Countries, Status Agreements with multiple Third Countries (e.g. Albania, Serbia and FYROM), monitoring and providing input to the Commission's ETIAS proposal, revising the Code of Conduct for all Persons participating in Frontex Operational Activities.

Furthermore, again in light of increasing amounts of requests for legal support LAU has set up a dedicated internal team providing legal support to the Agency's non-operational Divisions/Units, and entities. As such, LAU was very active in carrying out for example quality control reviews of internal decision making processes (e.g. legally reviewing draft ED and MB Decisions), securing the new lease for office space in Wronia, extending the existing lease for office space in the Warsaw Spire, supporting the drafting, signature and implementation of the Headquarters Agreement between Poland and Frontex, signing the notary deed for the plot of land at 132 Raclawicka Street, supporting the establishment and implementation of the new financing scheme for operational activities.

Finally, LAU continued to be responsible for the correct handling of the increasing amount of requests for access to documents, complaints lodged at the EU Ombudsman, representing Frontex in court cases, and recovering costs incurred in litigation proceedings.

Highlights: Legal Affairs 2017

Contributing to the signature of multiple Status Agreements concluded with Third Countries.

Under the leadership of the Commission, LAU was highly involved (together with IEC and JOU) in the preparatory and negotiation stages to a number of draft Status Agreements (SAs) which are to be concluded between the European Union and a number of Third Countries (namely, for now: Albania, Serbia and FYROM). More specifically, LAU has thoroughly examined comments provided by Third Countries, analysing their legality and operational implications, compared them against their counterparts in previously concluded SAs, and suggested counter-proposals to the Commission.

LAU has actively participated in a number of negotiating rounds with Third Countries, also providing substantial input during, and after those negotiations took place. As such, LAU has actively contributed to reaching viable compromises with a number of Third Countries on those draft SAs, which appear to be acceptable for all parties involved. LAU focused especially on a number of key elements of high

strategic/operational importance, such as achieving the highest degree of immunity possible for members of teams (given that otherwise MSs might be reluctant to deploy border guards in TCs).

Furthermore, LAU has drafted a comparative table on a number of key elements of high strategic/operational importance, including input collected from various previous SAs. This comparative table could prove to be of significant strategic value during any future negotiations with Third Countries on the conclusion of SAs (and during the stages prior thereto).

Contributing to the signature and implementation of the Headquarters Agreement & the transfer of a plot of land. LAU has provided extensive legal support leading up to the signature and entering into force of the Headquarters Agreement signed between Frontex and the Republic of Poland, and the transfer of the plot of land for building its new headquarters. Furthermore, LAU will continue to support the implementation of the Headquarters Agreement.

Transformation of the Agency

Highlights: Agency Transformation in 2017

In 2017 the Agency was fully engaged in a change management and innovative process to address all strategic organisational components impacted by the sharp growth of missions, tasks and responsibilities, budget and staff.

Under the leadership of Frontex Executive Director the transformation of the Agency encompassed a number of change management projects. Specific mechanisms were established to design a new organisation chart and to further elaborate on the Frontex internal structure while reviewing the existing Frontex vision, mission and values.

In doing so, the Agency opened the necessary space for collaboration by setting up new platforms of discussion and creation, hence ensuring that informed decision could be taken on the allocation of staff, skills and competences across the portfolio, not limited to the new entities.

After the adoption of a new organisation chart in June 2017 the Executive Director set up dedicated project boards for the establishment of new Frontex entities (Divisions, Offices and Units). Managers were appointed as project managers and regular meetings were held to commonly address key challenges including the allocation of resources. The setting up of such governance scheme allowed the possibility to ensure that all component of change were approached with a holistic view and in a consistent way. In particular it contributed to a better definition of the scope of activities and the delineation of existing and new responsibilities. This process contributed to a better understanding on the emerging need to have key functions better highlighted and concentrated at the Agency's level, as represented by the creation of new offices dedicated to Fundamental Rights, Internal Control, Media and Press Relations, and Data Protection with enlarged portfolio to adapt emerging needs and to adequately mitigate potential new risks linked to the unprecedented growth.

When it comes to Frontex Vision, Mission and Values, a collaborative approach was undertaken starting with discussions and contributions among managers, and at the same time extensively discussed among staff appointed on a voluntary basis to a dedicated Focus group.

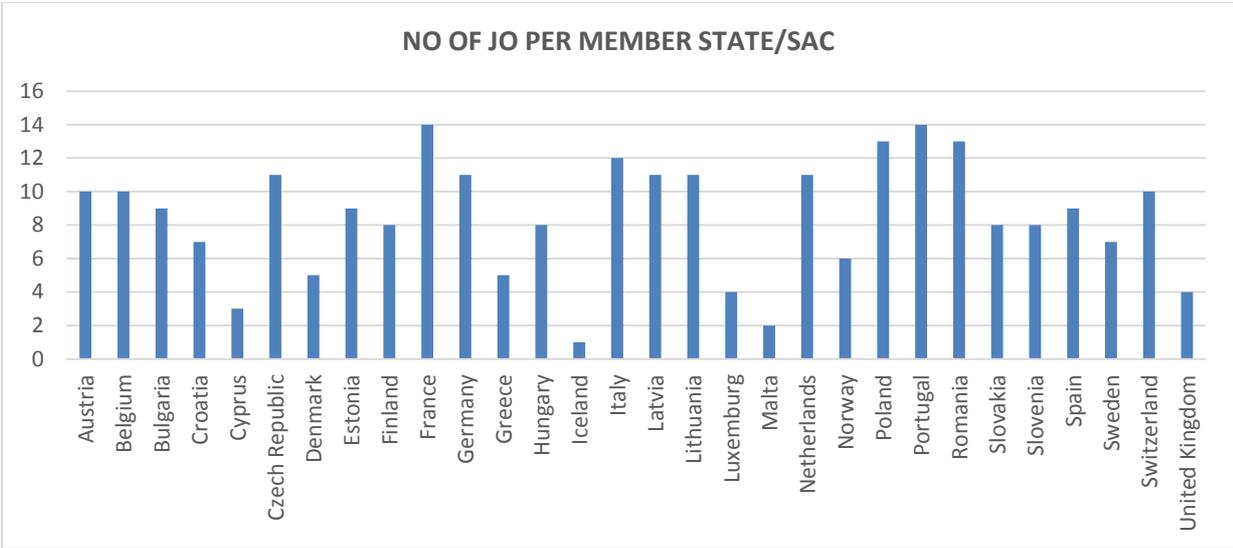
A new leadership training programme was launched for the managers, together with a new exchange platform that started to meet on regular basis to address cross cutting issues related to the transformation of the Agency.

3. KEY RESULTS AND PROGRESS TOWARDS THE ACHIEVEMENT OF GENERAL AND SPECIFIC OBJECTIVES OF FRONTEX

3.1. Key Performance Indicators

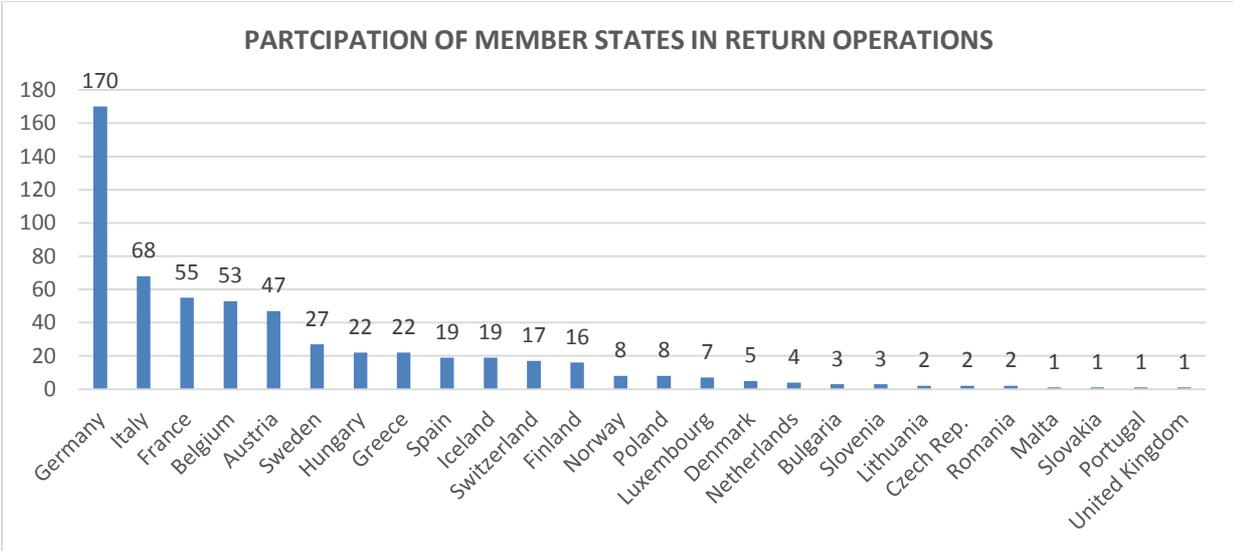
The most relevant key performance indicators are the following:

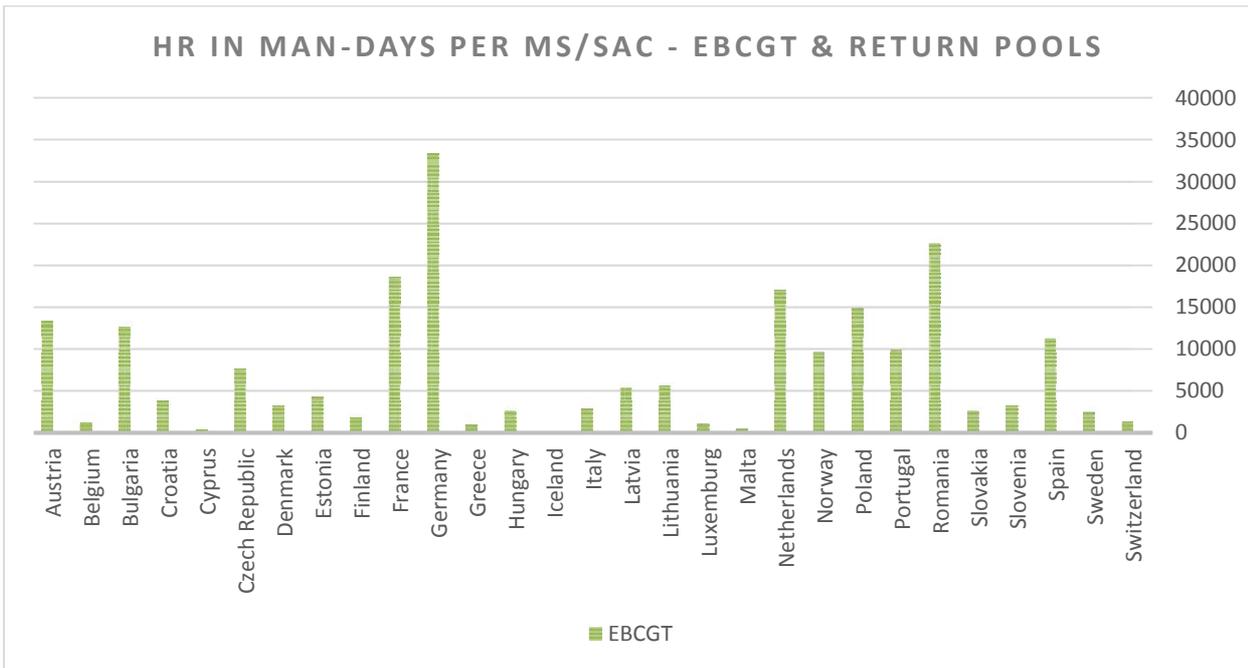
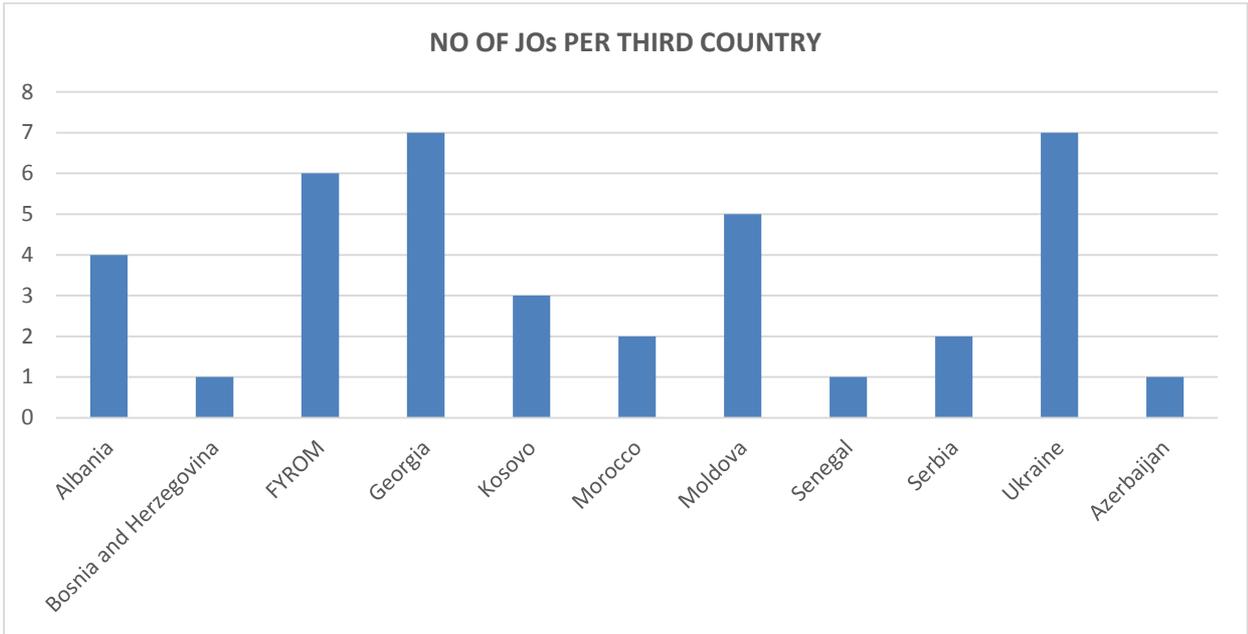
Description of Indicator	<i>In 2017 the number of Member States participating in operational activities should remain at the same level as in 2016.</i>
Target	An average of 30 Member States and Schengen Associated Countries participated in operational activities during 2017.



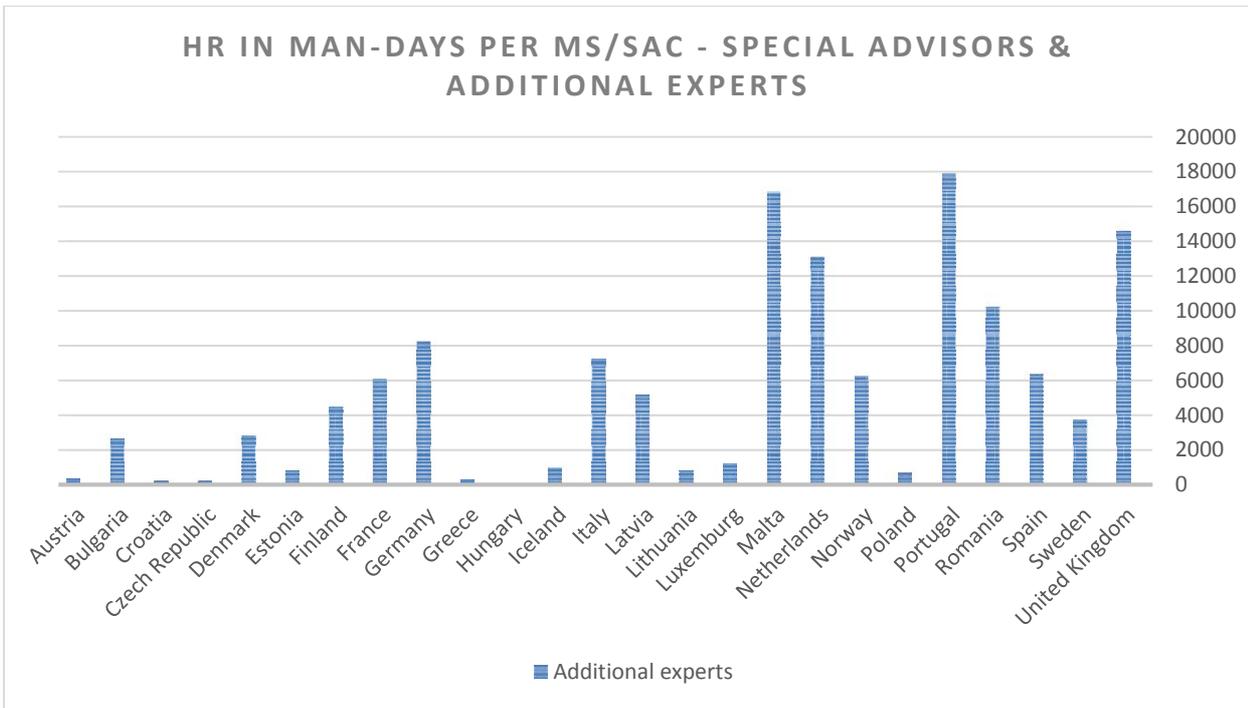
The overview shows that during 2017 all Member States and Schengen Associated Countries participated in at least one Joint Operation. In that respect the target set was reached.

In 2017, 26 Member States took part as an organiser or participant in return operations coordinated and co-financed by Frontex, two more than in 2016. The overview shows that although the number of return operations increased significantly, the main users of those activities and services remained the same as in 2016.

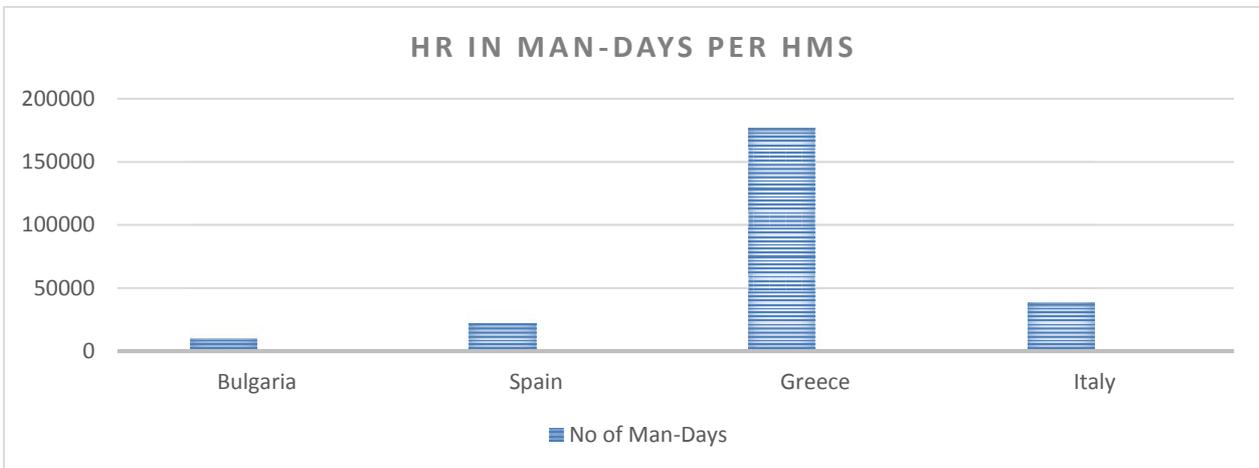




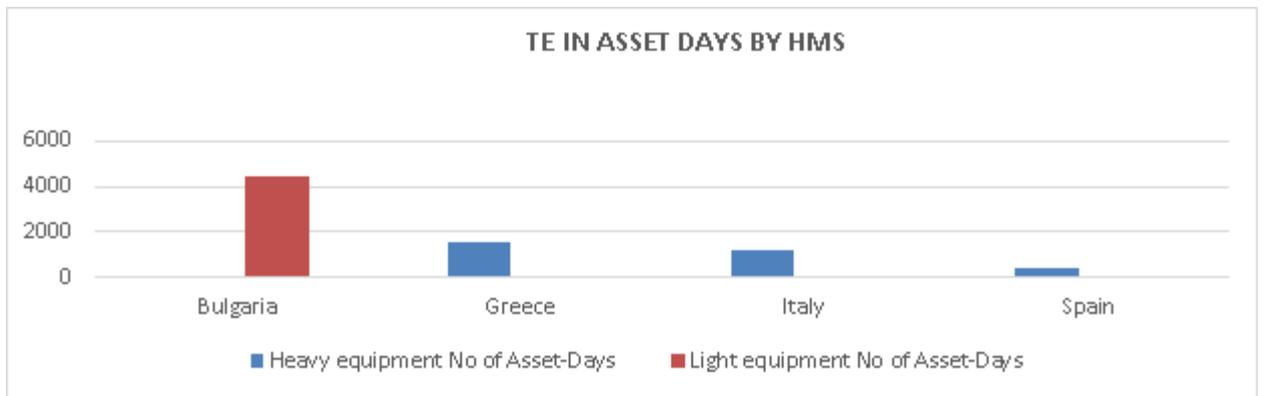
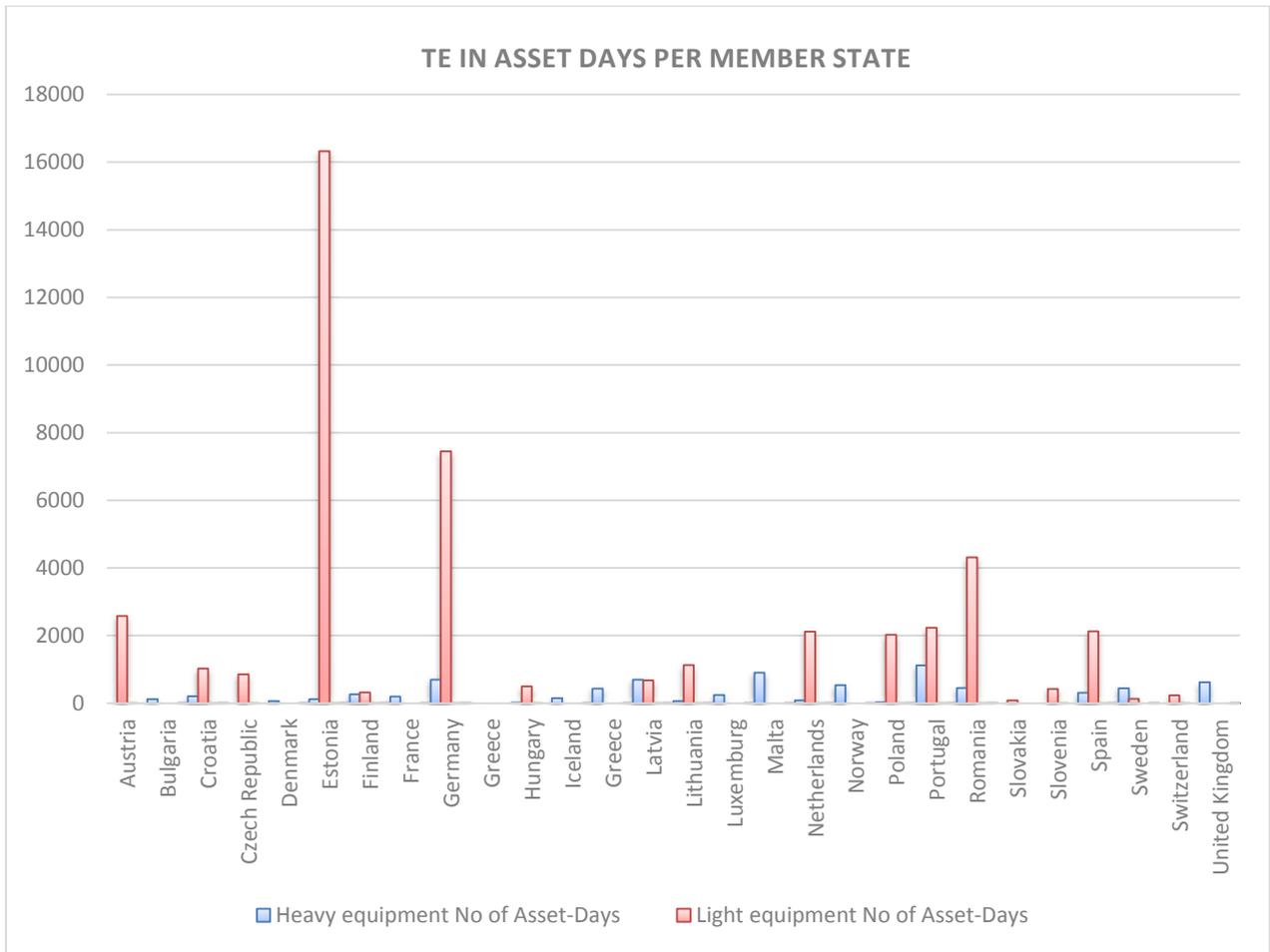
The graph above and below show the contributions per Member State and Schengen Associated Country to the overall number of deployments (days) coordinated by Frontex. Such contributions were either sourced from the pools or were 'additional experts' not being part of any pool.



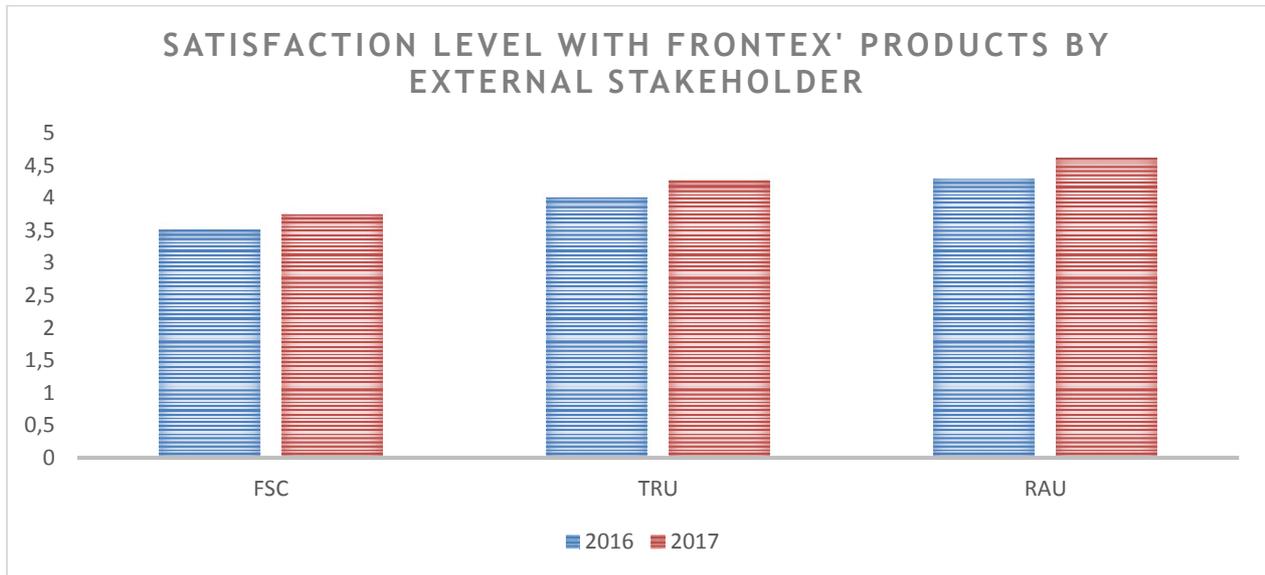
The last two charts on the human resources deployed in operational activities (joint operations) need to be read together with the one below as this shows that at least one of the hosting Member States (Greece) is still the main provider of human resources to joint operations. In comparison to the year before the contributions from the other hosting Members States is now much better balanced by the contributions from other (main) participating Member States such as Germany, Malta, Portugal, Romania, and The Netherlands.



The same tendency can also be identified as regards the deployment of technical equipment. Also here the contributions from participating Member States have started to outpace the level of contributions from hosting Member States. At the current stage and based on the tools at the full disposal of the Agency (own equipment) but also considering the level of resource utilisation in the participating Member States a full replacement of resources provided by the hosting Member State is not achievable.



Description of Indicator	<i>The increased focus on the quality of Frontex's products and services should result in an improved level of customer satisfaction (increase by 0.1 points).</i>
Target	Customer satisfaction at the level (average) of 4.



The outcome of the customer satisfaction surveys conducted by the units shows a betterment of the value compared to 2016. Despite the already high level of satisfaction a slight increase was achieved.

3.2. Key conclusions on Management and Internal Control

Frontex conducts its operations in compliance with the applicable laws and regulations, working in an open and transparent manner and meeting the expected high level of professional and ethical standards.

Frontex has adopted a set of internal control standards, based on international good practice, aimed to ensure the achievement of its objectives. The financial regulation requires that the organisational structure and the internal control systems used for the implementation of the budget are set up in accordance with these standards.

The 2017 ongoing review of the internal control system and organisational performance provided reasonable assurance to Frontex management as to the level of compliance with all internal controls, on the correct functioning of the systems in place and on organisational performance. The review highlighted the main strengths and the potential weaknesses of the systems in place and supported the establishment of an improvement action plan.

In 2017, Frontex took measures to improve the efficiency of its internal control systems. Such measure need to be put in perspective with the ongoing implementation of the new and extended mandate, the significant increase in staff and the resulting overhaul of the organisational structure. Those undertakings are certainly challenging the slowing down effective implementation of control measures due to an extended 'learning curve'.

Nevertheless,

- Risk management and processes (ICS 8 Processes and Procedures, ICS 11 Document management and ICS 12 Information and communication), but also
- Leadership (ICS 9 Management supervision, ICS 15 Assessment of the internal control system) remained at a high level of efficiency.

People management (ICS 3 Staff Allocation and Mobility) and ICS 7 Operational Structure were assessed as requiring major improvements. Following reorganisation of the Frontex structure adopted by the Management Board in June 2017, both areas are covered by development projects, which should increase effectiveness of the controls and have already produced results in the first quarter of 2018 while this report was being drafted.

In addition, Frontex has systematically examined the available control results and indicators, including those aimed to supervise entities to which it has entrusted budget implementation tasks, as well as the observations and recommendations issued by internal auditors and the European Court of Auditors. These elements have been assessed to determine their impact on the management's assurance as regards the achievement of control objectives.

In conclusion, Frontex management has reasonable assurance that Frontex has continued to implement a comprehensive system of internal controls, performance and results oriented management embedding risk management and ensuring a proportional approach to compliance and effectiveness of internal procedures and systems. The necessary improvements and reinforcements have been implemented and the Executive Director, in his capacity as authorising officer, has signed the Declaration of Assurance.

Nevertheless, Frontex recognises that given the substantial increase in Frontex's budget (financial and human resources) and the implementation of the extended tasks and responsibilities that are assigned to Frontex, the internal control system must be further strengthened and improved in 2018.

4. BUDGETARY AND FINANCIAL MANAGEMENT

All expenditure is implemented in the form of centralised management. As a general rule, the agency uses the financial circuit model 3 "decentralised circuit with central counterweight", where the operational initiation and verification functions, as well as the financial initiation function, are executed within each division. The ex-ante financial verification is centrally performed by the Financial Services within the Financial and Corporate Services Unit under Corporate Governance Division.

Four different circuits have been identified in Frontex: a standard circuit, a simplified circuit for commitments, a simplified circuit for payments and a mission circuit.

For payments below EUR 5000, a simplified circuit is followed, where both operational and financial verification functions are performed by the Authorising Officer by delegation.

For missions, the operational and financial initiation function is performed centrally by staff in the Corporate Travel Services within Financial and Corporate Services Unit; the operational and financial verification functions are performed by the relevant Authorising Officer by delegation.

For all remaining transactions a standard circuit is followed where the functions of operational verification, financial verification and Authorising Officer or Authorising Officer by delegation are separated.

The system of delegations and deputising in Frontex respects the following principles:

- Executive Director and Deputy Executive Director are entitled to sign all transactions for all amounts and all budget lines.
- Delegations are granted by the Executive Director to: Division Directors, Heads of Units, Heads of Sectors and other selected staff. Different financial thresholds apply to these delegations depending on the position of the AO by delegation (as a general rule: Director - EUR 500 000, other positions - between EUR 5 000 and EUR 200 000).
- Deputising/Suppléances: As a general rule, deputising is performed downwards; which means that Heads of Units replace Directors, Heads of Sectors replace Heads of Units; Heads of Sectors which are absent are replaced by another Head of Sector from the same unit or a delegated staff from the sector.

4.1. Implementation of appropriations

Fund source	Budget	Total commitments		Total payments	
C1 Regular budget	280 560 000	273 913 199	98%	186 355 601	66%
C4 Internal assigned revenue	3 466 079	3 096 707	89%	2 458 148	71%
C5 Internal assigned revenue carry over	1 928 140	1 880 429	98%	1 660 552	86%
C8 Automatic carry over	74 350 323	63 277 656	85%	63 225 147	85%
Sub-total:	360 304 542	342 167 991	95%	253 699 448	70%
R0 Earmarked expenditure	23 823 593	18 439 477	77%	10 773 703	45%
Table 1. Summary overview 2017 implementation per	Total: 384 128 135	360 607 468	94%	264 473 151	69%

of fund source

The initial adopted budget of EUR 302m was amended three times, resulting in the final budget of EUR 280.6m.

In 2017 98% of the C1 appropriations were committed and 66% paid. The uncommitted appropriations of EUR 6.6m had to be cancelled; in this amount EUR 2.25m from the mandatory operational reserve are included, which needed to be kept until 31 December 2017 to have sufficient funds available in case of rapid interventions. The committed but still unpaid appropriations, amounted EUR 87.6m (31%) at 31 December 2017. They were automatically carried over to 2018 and constitute C8 funds. These commitments will be paid during 2018 with the final delivery of the goods or services or the completion of operational activities.

The funds automatically carried over from the year 2016 to 2017 (C8 funds) amounted to EUR 74.4m of which 85% was paid. The remaining 15% (EUR 11.1m) had to be cancelled.

Internal assigned revenue are amounts reimbursed from funds used from Frontex regular budget (C1) voted by the budgetary authority. Internal assigned revenue concerns recovery orders collected to date and is amounting to EUR 3.5m (C4). For (C4) funds 89% were committed in 2017 and 71% paid. The outstanding amount of EUR 0.3m will be carried forward to (C5) funds in 2018. EUR 1.9m (C5) stem from recovery orders which were carried over from 2016. 98% of (C5) was committed and the outstanding amount of EUR 0.05m was cancelled.

Title		Budget	Total committed		Total payments	
		A	B	C=B/A	D	E=D/A
A-1	Staff	33 686 000	31 565 675	94%	31 180 559	93%
A-2	Other administrative expenditure	21 303 600	20 634 111	97%	9 707 846	46%
A-3	Operational activities	225 570 400	221 713 412	98%	145 467 196	64%
		280 560 000	273 913 198	98%	186 355 601	66%

Table 2. Regular budget (C1)

implementation per Title

Table 3. Table 2. Comparison performance budgetary year 2017 versus 2016

The overall percentage level of commitments and payments remained the same as last year, namely 98% in commitments and 66% in payments. The percentage of funds needed to be carried forward to 2018 is 31% compared to 2017 - 32% and 2% of the budget appropriations needed to be cancelled.

	2017	2016
Commitments C1	98%	98%
Payments C1	66%	66%
Funds carried forward to the following year	31%	32%
Funds cancelled	2%	2%

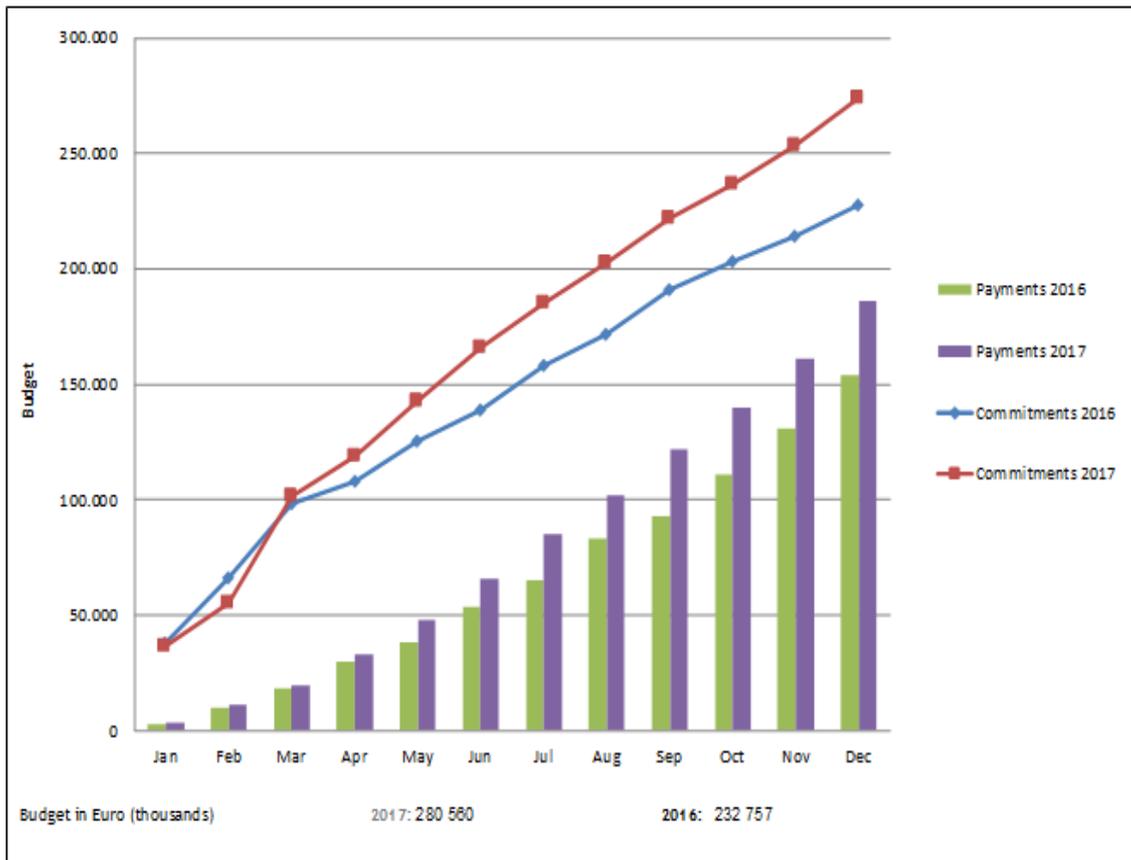


Figure 1. Graphical view comparing C1 funds (commitments and payments) in 2017 and 2016

4.2. Information on transfers and amending budgets

In the course of the preparation of the Programming Document, adjustments were introduced to correct the overestimation of Title 1 (staff related expenditure) and align the budget 2017 with the annual programming document. This was the result of a misunderstanding of the figures provided by the European Commission as indications in the Legal Financial Statement (LFS) attached to the proposal for the new EBCG Regulation. On 28 February the Management Board took the Decision 08/2017 adopting the amendment of Frontex Programming Document 2017-2019, including the Budget Amendment N1.

As a result, the overestimation of EUR 20m in Title 1 was transferred to Title 2 (other administrative expenditure) and Title 3 (operational activities). EUR 6.6m for Title 2 was to cover the (infra-) structural adaptation of the current premises in the light of the significant staff increase. The remaining amount of EUR 13.4m was transferred to the non-mandatory operational reserve in Title 3 to be used according to the needs of the Agency.

On 17 August the Management Board adopted the second amendment of Frontex’s Programming Document 2017-2019 along with the Budget Amendment N2, focusing strictly on the approval of an ad-hoc grant agreement that Frontex was about to sign with the European Commission (DG DEVCO). The abovementioned amendment did not introduce any further changes to the regular budget appropriations.

On 7 December the Management Board adopted the third amendment of Frontex's Programming Document 2017-2019 along with the Budget Amendment N3. The reason behind this amendment was that it had proven in the course of the year that EUR 21.5m could not be absorbed by the agency; in agreement with DG HOME, EUR 20m was returned to the European Commission, the remaining EUR 1.5m represent the reduction of the Schengen Associated Countries' contribution. All in all the EUR 20m that were given back to the European Commission at the end of 2017 is equivalent to the same amount as the overestimated staff budget that was initially allocated by the EU budget authority to the Agency as a consequence of a miscalculation of the correction coefficient. EUR 17m was returned from Title 3, where the budget for return related activities and the non-mandatory operational reserve had been overestimated and did not keep pace with the real developments. A significant increase in the number of return operations and returnees has, however, been achieved in 2017. The number of return operations in 2017 amounted to 341, compared to 232 in 2016, and the number of returnees in 2017 equalled 14 189, compared to 10 698 in 2016. The number of readmission operations from Greek islands to Turkey also increased to 50 with 687 returnees in 2017 compared to 35 with 908 returnees in 2016. Although Frontex had increased its operational activities and achieved significant improvements, the budgetary allocation could not be fully used also due to political constraints with regard to return and readmission activities. EUR 4m needed to be given back from Title 1, as the high number of new employees with various profiles could not have been possibly recruited during 2017. The low correction coefficient in Poland continued to negatively impact recruitment in 2017.

In 2017, 16 budget transfers were made in order to further align the budgetary figures with the Programming Document as adopted by the Management Board in November 2016 to respond to the actual needs of the Agency as they developed during 2017.

The transfers in Title 1 amounted to EUR 2.6m where redistribution of funds was needed due to increase in other external services, supplementary clerical services, publication of notices, other recruitment costs (use of assessment centre for selection of new managers) and the initially foreseen appropriations for family, expatriation, installation and daily allowances were not sufficient.

The transfers in Title 2 amounted to EUR 3.5m, where redistribution of funds was necessary mainly due to increased ICT needs (purchase of new ICT equipment for newcomers, new software licenses, purchase of consultancy service for development of tools in SharePoint for Joint Operations Unit, Intranet and Document Management System), but also increased publications, transportation costs for staff members (social measure), unplanned event for the entry into force of the Headquarters Agreement, additional funds for the deployment of the two additional Frontex Liaison Officers in Third Countries (Niger, Serbia) and for security equipment for their offices.

The transfers in Title 3 amounted to EUR 32.8m, covering mainly the following needs:

- Aligning the budget 2017 with the Programming Document after having received the opinion of the European Commission;
- Implementation of Mixed Crew Proof of Concept (European Coast Guard activities);
- Increase in deployments for Incident Validation at the Frontex Situation Centre;
- Additional deployments within the joint operation "Flexible Operational Activity Land 2017";
- Additional statistical analysis software services related to Data Integration Feasibility Study;
- Lease of Medium Altitude Long Endurance Remotely Piloted Aircraft Systems platform;
- Additional deployment at maritime borders (extended Joint Operation Indalo);
- Continuation of the Multipurpose Aerial Surveillance Project.

#	Description	Transaction number	Date	Title 1 - Staff expenditure	Title 2 - Other Administrative expenditure	Title 3 - Operational expenditure
1	Align the budget with POW after COM opinion	FRO.20243	01.25.2017	0	0	8 050 000
2	Increase in legal costs	FRO.20278	01.31.2017	0	3 000	0
3	Align the budget (phase 2) with PoW after COM opinion	FRO.20323	03.03.2017	0	215 000	5 030 000
4	Implementation of Mixed Crew Proof of Concept	FRO.20328	13.03.2017	0	0	600 000
5	LAU needs for damages/compensation and legal expenses	FRO.20362	04.04.2017	0	50 000	0
6	Increase in other external services	FRO.20372	20.04.2017	90 000	0	0
7	Increase in supplementary clerical services	FRO.20414	24.05.2017	130 000	0	0
8	Transfer of funds from EUROSUR to RAU; publications increased	FRO.20428	23.06.2017	0	100 000	50 000
9	Savings in rent, increases in other Title 2 expenditure	FRO.20435	26.06.2017	0	133 000	0
10	Increase in deployments for Incident Validation at FSC OPS	FRO.20434	28.06.2017	0	0	300 000
11	Mid-term review of the budget	FRO.20480	01.08.2017	2 195 000	1 420 000	10 765 000
12	Additional deployments in SBS and ABS	FRO.20542	19.09.2017	0	0	1 900 000
13	Final review of the budget	FRO.20581	18.10.2017	150 000	1 061 000	1 042 708
14	Additional deployment in SBS and ABS; plus additional funds in ICT needed	FRO.20601	27.10.2017	0	103 513	3 500 000
15	Continuation of MAS project; increased transportation cost staff members	FRO.20687	07.12.2017	0	27 000	450 000
16	Purchase of new ICT equipment for newcomers	FRO.20767	20.12.2017	0	431 849	154 153
				2 565 000	3 544 362	31 841 861

Table 4. Budget transfers in 2017

4.3. Implementation of appropriations from 2016 carried forward to 2017

The amount carried forward from 2016 to 2017 (C8 funds) amounted to EUR 74.4m of which 85% was paid. The remaining 15% (EUR 11.1m) had to be cancelled.

Title		Carried Forward	Total payments		To be returned
		A	D	E=D/A	
A-1	Staff	433 722	337 410	78%	96 312
A-2	Other administrative expenditure	6 410 231	5 787 144	90%	623 087
A-3	Operational activities	67 506 370	57 100 594	85%	10 405 776
		74 350 323	63 225 148	85%	11 125 175

Table 5. Implementation of appropriations carried from 2016 to 2017

4.4. Procurement procedures

In 2017, 1662 procedures were initiated, out of which 1509 procurement procedures were signed in 2017 compared with 1167 in 2016. These procedures were either by launching own tenders or using framework contracts (FWC) concluded by Frontex or by the European Commission. The value of the signed procurement procedures amounted to EUR 92.79m.

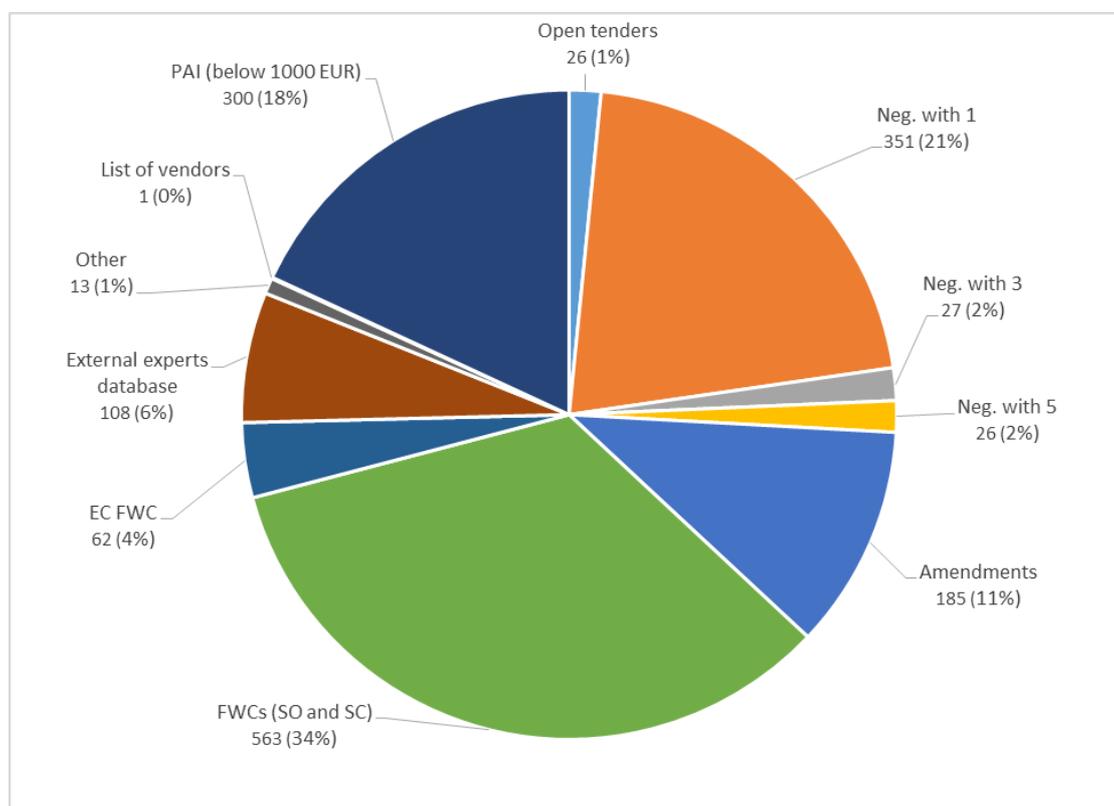


Figure 2. Procurement procedures in 2017⁶

A significant increase in the use of framework contracts (FWC) concluded by the agency was noticed; the number of contracts signed using such FWC increased by over 200 compared to 2016. In addition more FWCs concluded by the European Commission were used by Frontex. The agency could benefit in 2017 from the existence of the FWCs both for its operational, but also its administrative activities.

The use of the external experts' database, which is not a typical procurement activity but leads also to the conclusion of contracts for service provision, has led to the conclusions of five times more contracts compared to 2016. At the same time the number of very low value procedures, payments against invoice, decreased by 10% compared to the same period in 2016.

⁶ PAI - purchase against invoice

EC FWC - European Commission Framework Contract (Frontex participating)

FWC (SO and SC) - Framework Contract (Specific Order and Specific Contract)

Neg. with 1 - negotiated procedure with 1 vendor

Neg. with 3 - negotiated procedure with 3 vendors

Neg. with 5 - negotiated procedure with 5 vendors

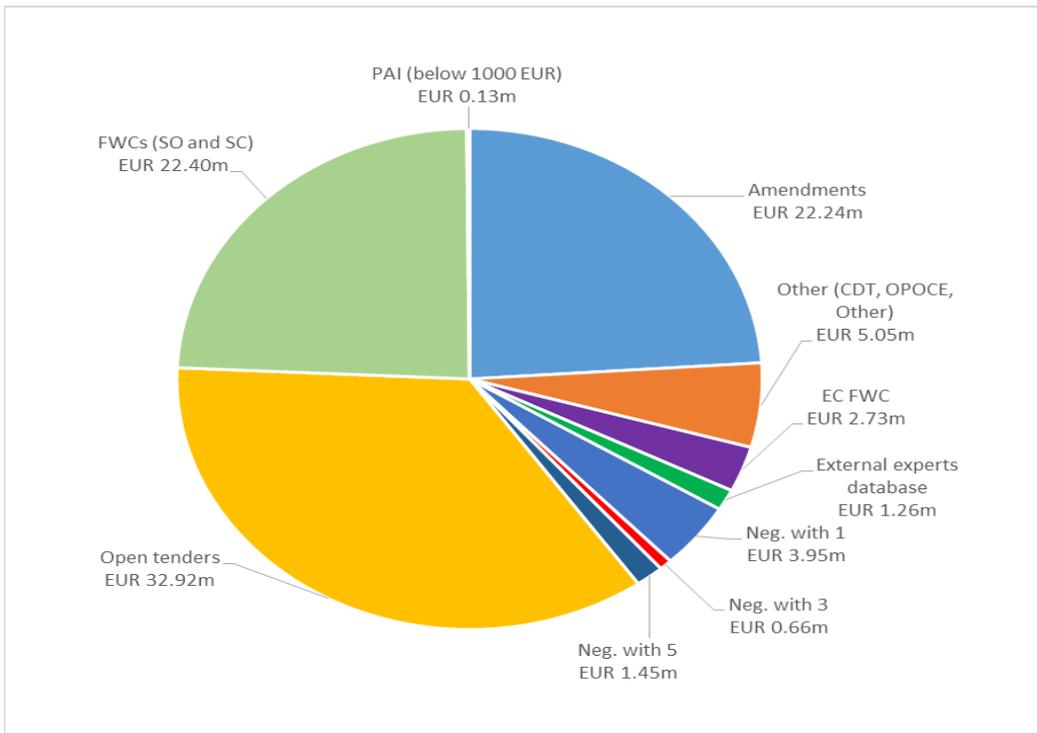


Figure 3. Value of signed procurement procedures in EUR thousands⁷

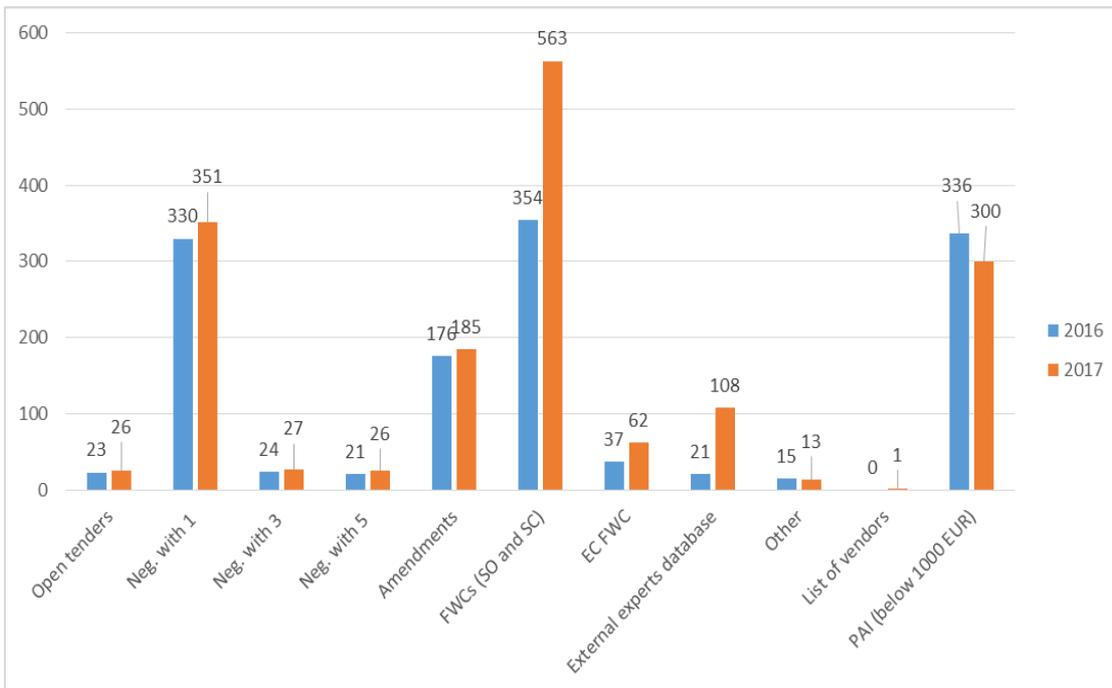


Figure 4. Procurement procedures in 2017 compared to 2016

⁷ CDT - translation Centre
 OPOCE - Publication Office

4.5. Late payments – interests paid to suppliers

The overall interest charged by suppliers through late payments (>30 days) amounted to EUR 5 300.85.

4.6. Ad-Hoc Grants and Delegation Agreements

External assigned revenue concerns funds which do not find their origin in voted Community appropriations for the Agency, but which are received for the execution of specific contracts or agreements from external financing parties or from other European Commission DGs. According to the Financial Regulations, these appropriations cannot be mixed with others, therefore they are shown separately under Title 4 of Frontex budget.

The appropriations corresponding to assigned revenue are made available automatically, both as commitment appropriations and as payment appropriations, once the revenue has been received by the Agency. External assigned revenue is carried over automatically and must be fully used by the time all the operations relating to the programme or action to which it is assigned have been carried out.

Frontex is currently running three grant agreements and one Delegation Agreement, all funded by the European Commission:

- *Grant agreement “Strengthening of Africa - Frontex Intelligence Community (AFIC) in the fight against organised crime and the smuggling of migrants” signed with the European Commission (DG DEVCO) on the 10 August 2017; budget of up to EUR 4.0m for three years starting in September 2017.*
- *Grant agreement “Eastern Partnership IBM” (Regional Capacity Building Project) signed with the European Commission (DG DEVCO) on the 20 June 2014; budget of up to EUR 4.5m for three years starting in 2014.*
- *Grant agreement “IPA II” (regional support to protection-sensitive migration management in the Western Balkans and Turkey) signed on the 22 December 2015; total budget EUR 5.5m, implementation period of 36 months from 1 January 2016.*
- *Delegation Agreement on “Copernicus 2015-2020” with the European Commission, represented by DG GROW, signed on 10 November 2015, entrusting Frontex the service component implementation tasks, in line with Regulation (EU) 377/2014 establishing the Copernicus Programme. The indicative budget amounts to EUR 47.6m, implemented until 31 December 2020.*

4.7. Human Resources (HR) Management

4.7.1. HR developments

The year 2017 was the second one of the five-year growth following the adoption of the new EBCG Regulation that significantly increased resources in the area of budget and staff. To this end, the Agency continued to recruit additional personnel at higher rates (compared to the ‘cruising levels’ of previous years).

During the year, 208 new recruitments were concluded (newcomers who took up duties after the selection procedure and after medical check-up); by end of 2017, about 40 % of all staff were newcomers who joined Frontex in 2017.

Frontex HR services also looked into the possibilities of increased efficiency of recruitment processes. A new e-recruitment system which facilitates registration of applications and management of recruitment procedures became operational in late summer 2017. Also, in order to increase visibility of published job vacancies, Frontex diversified its communication channels, amongst which by creation of a LinkedIn account where the vacancies are advertised.

In the course of 2017 Frontex continued to implement new or revised HR policies, namely on:

- guidelines on internal mobility: new ED decision to promote and regulate staff mobility within the Agency - applicable for TA and CA;
- policy on contracts of employment: new ED decision with general principles on duration and renewal of contracts - applicable to TA and CA;
- policy on traineeships: new ED decision to review the rules of previous decision (2013) and regulate the process of selection of trainees;
- decision on seconded national experts: new MB decision 12/2017 repealing the old one that was adopted in 200;

Other aspects of HR developments worth mentioning, started in the course of 2017 and aimed for implementation in 2018, are:

- working time registration system,
- competency framework,
- procurement of medical services,
- start-up phase of joining the Sysper 2 project.

4.7.2. Recruitment

Process	Volume/quantity	Additional comments
Recruitments completed = newcomers joined Frontex in 2017 (A)	173	Figure refers to new staff members without former employment contract with Frontex
Recruitment completed = change of contract and/or status in 2017 (B)	35	Figure refers to staff member appointed to a new position after having successfully participated in an external competition
TOTAL Recruitment completed (A + B)	208	
New external procedures started/published in 2017	36	Several procedures covered more than one post to be filled
Departures	23	Figure refers to staff members that left the organization
Internal reassignments	7	Figure refers to staff members that have been reassigned in the interest of the service

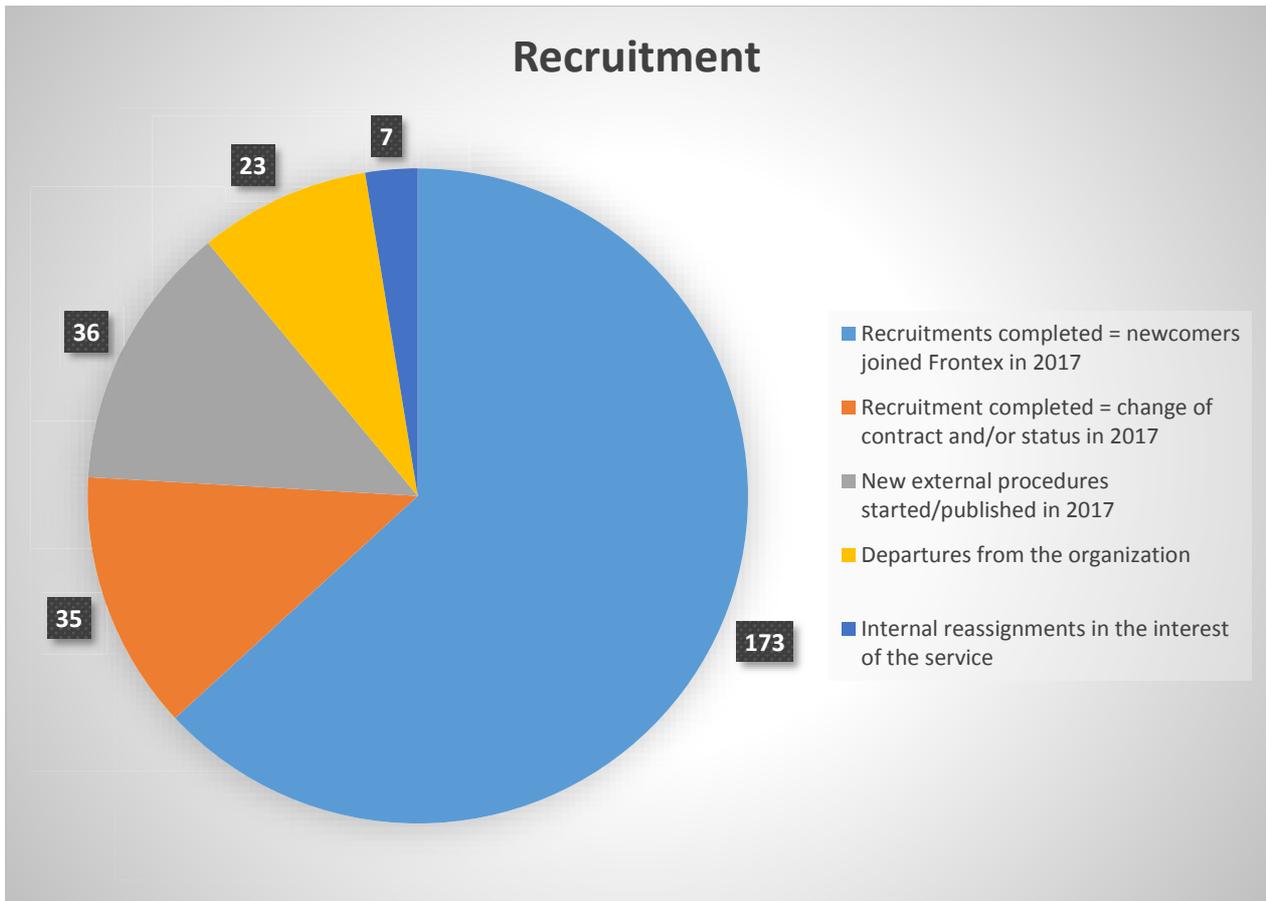


Figure 5 - Staff Issues 2017

4.7.3. Staff Development and Training

Process	Volume/quantity	Additional comments
Appraisal	353 appraisals processed	98 % of appraisals were finalised; No complaints under Article 90 (2). There were 4 appeals filed to the Appeal Assessors within the appraisal procedure as per Article 7 of the appraisal rules for temporary staff and Article 7 of the appraisal rules for contract staff.
Reclassification	90 jobholders eligible (46 TAs and 44 CAs)	The process for 2017 is still on-going
Probation	150 probationary periods started in 2017	So far all the contracts confirmed after probationary period (some probationary periods to be finalised in 2018)
Contract renewal	39 renewal procedures started in 2017 (for contracts ending in 2018)	1 process ongoing. 36 contracts renewed. 2 decisions to let the contract expire in view of staff's requests to retire. No complaints under Article 90 (2).

Training	<ul style="list-style-type: none"> • In-house language courses: 23 groups in the spring semester (5 languages - DE, EN, ES, FR and PL) - 165 participants • 31 groups in the autumn semester (6 languages - DE, EN, ES, FR, IT and PL) - 276 participants • other in-house courses - 306 participants • external courses - 134 participants 	<p>It should be noted that apart from language courses, other in-house courses as well as external courses, Leadership and Management Development programme was successfully continued in the course of 2017.</p>
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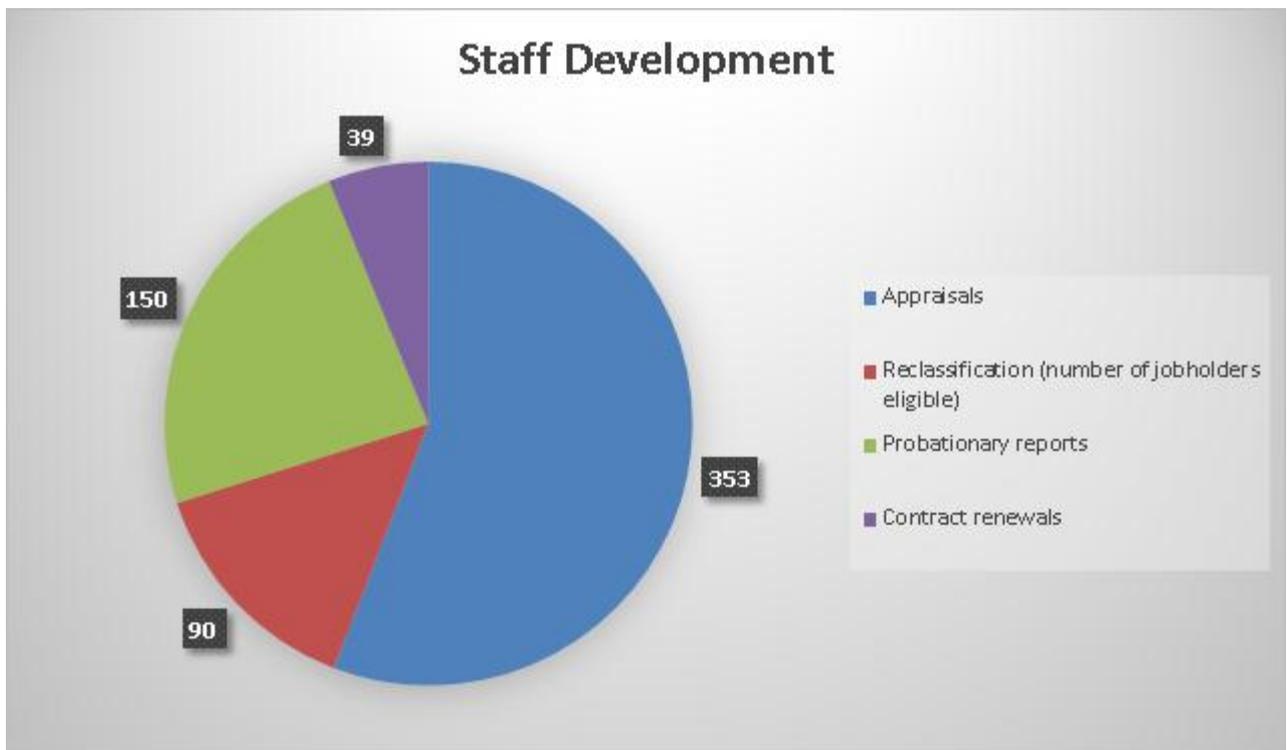


Figure 6 - Staff Development

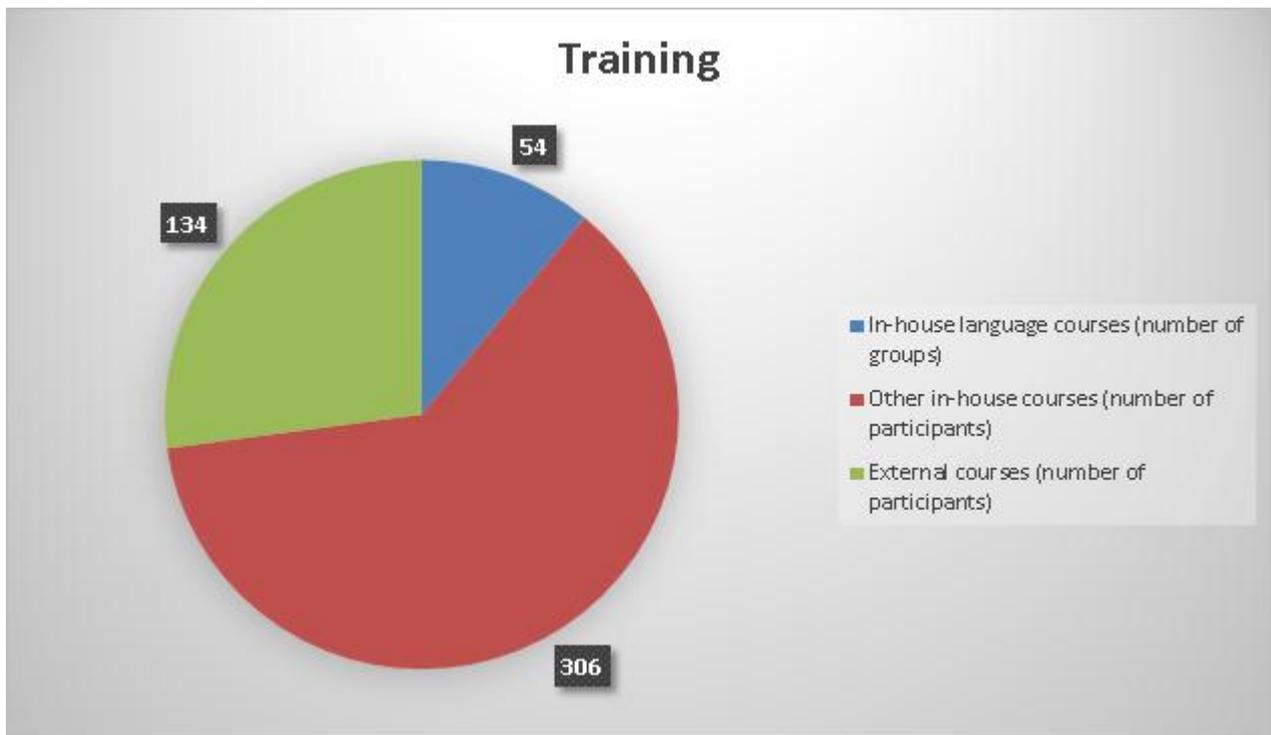


Figure 7 - Training

4.7.4. Job screening⁸

The job screening exercise was done according to the guidelines defined by the EU Agencies Network and based on staff figures including temporary and contract staff as well as national experts on 31 December 2017.

TYPE / ROLE	Number	As a percentage of all staff	CATEGORY	Number	As a percentage of all staff
ADMINISTRATIVE SUPPORT	88	16.73%	DOCUMENT MANAGEMENT	5	0.38%
			HR MANAGEMENT	31	5.89%
			INFORMATION AND COMMUNICATION TECHNOLOGY	20	3.80%
			LOGISTICS	29	6.08%
			HEAD OF RESOURCES	3	0.57%
COORDINATION	31	5.89%	LEGAL ADVICE	18	3.42%
			COMMUNICATION/ INFORMATION	7	1.33%
			GENERAL COORDINATION	3	1.14%

⁸ Job screening undertakes to distinguish what type of jobs are assigned to certain functional entities (divisions, units, sectors)

OVERHEAD	33	6.27%	FINANCE, NON-OPERATIONAL PROCUREMENT AND QUALITY MANAGEMENT ⁹	33	6.27%
			LINGUISTIC	0	0.00%

OPERATIONAL	374	71.11%	TOP LEVEL OPERATIONAL COORDINATION	13	2.47%
			PROGRAMME MANAGEMENT IMPLEMENTATION	113	20.91%
			EVALUATION AND IMPACT ASSESSMENT	75	14.26%
			GENERAL OPERATIONAL	176	33.47%

4.8. Assessment by Management

4.8.1. Ex-ante controls

The ex-ante controls in the Agency are embedded in the financial circuit; the financial ex-ante verification plays a vital role in the ex-ante controls.

Out of 22 088 financial transactions the financial verification function in the agency processed 12 258 commitments and payment transactions in 2017. 100% of the commitments and 44% of payments have been verified by the Financial Services, showing the increase compared with previous years; in 2017 four full time equivalents (FTE) perform the financial ex-ante verification.

⁹ Functionalities such as Internal Control or Quality Management are allocated under this group

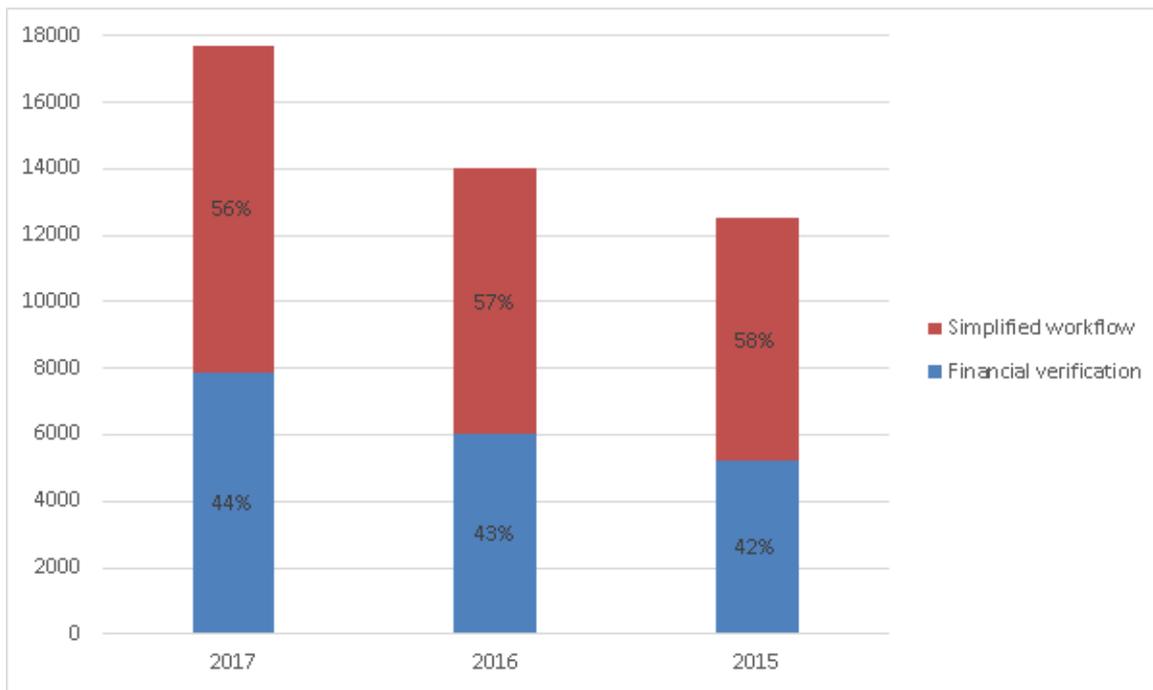


Figure 8. Number of payments verified by Financial Services (2017 compared with 2016 and 2015)

During 2017 Frontex continued the efforts to strengthen the ex-ante control framework, in particular in the case of joint operations, pilot projects and return operations due to their high value. In 2017, Frontex verified supporting documents substantiating the request for final payment for 708 grants. The final total amount checked increased significantly to EUR 84.4m, covering 67.7% of the total amount paid, compared to EUR 60.5m in 2016 and 49% coverage.

4.8.2. Ex-post controls

In 2017, the Agency followed its policy on ex-ante and ex-post controls. According to the ED Decision no 2016/126 on Policy on ex-ante and ex-post controls. Ex-ante controls are complemented by ex-post controls carried out in house or at the beneficiaries on the spot; the total annual coverage shall reach a minimum of 50% of the amount; Additional ex-post controls performed by another Agency on a mutuality basis is complementing the scheme. The reference period for selecting the population is set for 01/07/N-1 - 30/06/N. The controls shall be finalised in due time to include its results into the Annual Activity Report of year N.

In 2017, the ex-ante control related to grants paid reached 51%, therefore no complementary ex-post controls of grants were carried out.

Since 2014, Frontex has a Service Level Agreement on the bilateral exchange of experts in order to perform mutually ex-post controls with EIGE. As a result, in 2017 Frontex carried out an ex-post control exercise in EIGE, checking whether the internal control system ensures the compliance of the transactions to the financial rules and to internal procedures. In return, EIGE supported Frontex in performing the control on the validation of user access rights granted in ABAC. This control resulted in a short report indicating small shortcomings in the rights encoded in ABAC. All detected inconsistencies were corrected by Frontex and led subsequently to the strengthening of the internal controls.

To complete the picture, also within the remit of the Copernicus Delegation Agreement, Frontex carried out an ex-post control on the costs claimed under the Service Level Agreement with the EU Satellite Centre for delivery of imagery and analysis. The ex-post control of expenditure covered:

Year	Budgeted total according to the contract EUR	Real cost reported by EU SatCen	Controlled ex-post	%
2016	3 345 000.00	2 703 124.39	980 732.74	36%
2017	3 220 000.00	1 019 659.65*	253 083.00	25%

* period 1.01-30.06.2017

No irregularities that would have led to recoveries were found.

5. MANAGEMENT AND INTERNAL CONTROL

The internal control is a process that helps an organisation to achieve its objectives and sustain operational and financial performance, respecting rules and regulations. It supports sound decision making, taking into account risks to the achievement of objectives and reducing them to acceptable levels through cost-effective controls. Internal control applies to all activities, irrespective of whether they are financial or non-financial.

Due to the expanded mandate and responsibilities for Frontex under the new European Border and Coast Guard Regulation, Frontex assessed the adequacy of the Agency's internal control framework established by the Management Board Decision No 24 of 25 June 2009. Accordingly the internal control framework of the European Commission should form the basis for the Agency's one. On 19 April 2017, the European Commission introduced changes to its internal control framework. Consequently, Frontex internal control framework was revised as well.

To appropriately and effectively address the objectives of the revision, Frontex decided to change the approach from compliance-based to **risk-based**. This approach enables to act according to strategic directions ensured by internal control processes and mechanisms that provide the Executive Director with reasonable assurance that the Agency delivers effectively even in cases of business continuity.

As a result, the **revised Frontex internal control framework (revised ICF)** was adopted by the Management Board on 22 November 2017.

The Frontex revised ICF, defines the five major components, (i.e. **building blocks that underpin the framework's structure** and support the Agency in its efforts to achieve its objectives) namely: (1) control environment, (2) risk assessment, (3) control activities, (4) information and communication, and (5) monitoring activities. These five components are **interlinked and must be present and effective at all levels of the Agency**, in order for the internal control over Frontex operations to be considered effective.

In order to facilitate implementation of the revised ICF, and the assessment of management on whether each above mentioned component is present and effectively functioning (in harmony), each component consists of several principles (17 principles in total). Working with these principles helps to provide reasonable assurance that the Agency's objectives are met, as they specify the actions required for effective internal control.

Following the adoption of the Management Board Decision on the **revised ICF**, the Executive Director was mandated to implement the framework, and to conduct an overall assessment of the presence and functioning of all internal control components at least annually (for the first time at the latest in the context of the Annual Activity Report for year 2019), and in particular to:

- Establish and/or streamline the processes, structures and functions to accommodate changes resulting from the revision of the Frontex internal control framework, and in particular processes of risk management, control, planning and evaluating, reporting, and communicating.
- Ensure the adequate resources for an efficient and consistent implementation, and effective assessment of the Internal Control System;
- With support of the Internal Control Coordinator take appropriate actions to establish and manage the revised internal control framework implementation plan; the Internal Control Coordinator shall facilitate the process and support the managers in definitions of the baselines and targets for internal control indicators, taking into account their specificities and risks, and to improve the awareness and understanding of internal control framework by all staff, in particular through training, information and support activities.

Since decision of the Management Board on adoption of the **revised ICF** entered into force in November 2017, the activities and status of the Internal Control System in Frontex are being gradually adapted to the new framework. During 2018 the whole transformation should be completed, enabling for an assessment to be performed fully against the established **revised ICF**.

Given that the changes to the internal control framework took effect during the year (2017), the Internal Control Assessment presented herein, is based on the tools and methods established under the framework of 2009 updated already to some extent to the revised framework adopted in November 2017.

The changes impact at the first stage the process of assessment, which is carried out by management, who monitors the functioning of the internal control system on a continuous basis. The status of the internal control system is summarised in the Internal Control Coordinator periodical reports, and discussed during the regular Internal Control Management Meetings. The first Internal Control Management Meeting (ICMM) in the year following the annual assessment is dedicated for discussion and conclusions on the annual assessment of internal controls in the Agency¹⁰.

The ICMM conclusions are elaborated on the basis of the following dedicated reports:

- The Internal Control Coordinator regular reports based on the evaluation of the Frontex Corporate Risk Log, and Exceptions Register, and contributing to the periodical (at least quarterly) assessments of effectiveness of the internal control system.
- The opinion of the internal auditor (IAS) as expressed in the audit reports and in its assessment of the implementation of post audit recommendations.
- The opinion and observations of the external auditor of Frontex (European Court of Auditors) and Frontex's response.

These reports result from a systematic analysis of the evidence available. This approach provides "reasonable assurance"¹¹ as to the completeness and reliability of the information reported. The control results and other elements that support management's assurance are detailed below as follows: Control Results, Audit observations and recommendations, Assessment of the effectiveness of the internal control system. The inputs are used to provide the Conclusions as regards the assurance.

Following the process established based on the internal control standards adopted in 2009, the declarations of assurance of deputy director, the directors of divisions, heads of units and where appropriate other subordinated entities in the hierarchy were collected and presented to the Executive Director as input and supporting documents to his Declaration of Assurance as the Authorising Officer¹².

5.1. Control Results

Frontex has a set of Internal Control Standards (ICS) in place which specify the necessary requirements, actions and expectations in order to build an effective system of internal control that can provide reasonable assurance on the achievement of Frontex's objectives.

The internal control system also includes a number of internal procedures, for example, guidance on conflicts of interests, a code of good administrative behaviour, and the procurement procedures. New internal procedures are introduced when necessary and existing procedures are revised in regular intervals.

¹⁰ The meeting concluding on the assessment of the internal control in 2017 presented herein (26 April 2018).

¹¹ An internal control system, no matter how well designed and operated, cannot provide an absolute guarantee regarding achievement of an entity's objectives. This is because of inherent limitations of any control system and the possibility of deliberate human intervention to circumnavigate controls.

¹² After the revised Frontex internal control framework is fully operational, the declaration of assurance (1) by the Executive Director will be complemented by the statement (2) of the Internal Control Coordinator, both attached to the Annual Activity Report (for AAR of 2019 - and onwards), following the templates enclosed to the revised Frontex Internal Control System.

In accordance with ICS 8, Frontex has a procedure in place to ensure that overrides of controls or deviations from established processes and procedures are documented in exception reports, justified, duly approved before action is taken, and logged centrally.

The control assessment results presented in the internal control assessment report (p. 5.1.1), the report on the exceptions (p. 5.1.2); the risk assessment report (p. 5.1.3); audits' reports (p. 3.2).

5.1.1. Internal Control Assessments

In the course of the revised ICF implementation, a consolidation of the risks and issues logged within the Frontex Improvements log was prepared enabling prioritisation of actions during the year. Out of this exercise a consolidated Frontex Improvement Log was established serving as a source for the internal control monitoring and reporting concluded on a regular bases in the Internal Control Coordinator Reports. The Log is based on multiple sources including: Exceptions Register Report, Frontex Corporate Risks Log, Quarterly Internal Control Management Meetings' conclusions, IAS audit' recommendations, external auditors' findings and recommendations.

Other issues are identified ad-hoc, at the Internal Control Management Meetings or during the annual evaluation of the internal control system.

The internal control assessment results presented below, summarise the regular assessments of the controls performed during the year, focusing on:

- Action plan for the improvement areas to be implemented in 2017,
- Exceptions registered in 2017;
- Risk assessment reports;
- Audits' reports and observations.
- Results of the Internal Control Annual Assessment of 2017.

Action plan for improvement areas to be implemented in 2017

The following actions were defined based on the assessment of the internal control system performed in 2016:

ICS	Improvement actions	Status 2017
All	To strengthen the Internal Control System by increasing the awareness	Implementation of the revised ICF and endorsement of the regular ICC reports and ICMMs served to increase awareness. The effort need to be continued in the following periods.
1	To review the mission statement and vision.	Completed: The mission, vision and the organisational values were reviewed during 2017 with deep engagement of staff and management with focus on embedding it into delivery of all processes of the organisation;
2	To update the organisational values	
3	To strengthen HR related processes, especially those related to staff selection and motivation	Completed: The risk related to recruitment was downgraded due to the actions performed in 2017, including : <ul style="list-style-type: none"> - <i>Launch of the HR Business Partners concept (decentralised service model)</i> - <i>Launch of internal staff mobility policy</i> - <i>Launch of the e-recruitment system</i> - <i>Launch of the Sysper 2 project in cooperation with the Commission</i> - <i>Reviewed induction training for newcomers</i> - <i>Launch of the Leadership and Development Programme</i> - <i>Launch of the Change Management Workshops and review of the Vision, Mission and Values of the organisation</i> - <i>Start of restructuring the organisation (launch of the Project Boards)</i> - <i>Successful organisation of a number of HEAT trainings for staff</i> - <i>Updated Code of Conduct for all persons participating in Frontex</i>

ICS	Improvement actions	Status 2017
		<i>Operational Activities and the Code of Conduct for Return Operations and Return Interventions</i> <ul style="list-style-type: none"> - Signature and entering into force of the Headquarters agreement; - Signature of the legal document (Notary deed) for the transfer of land; - Strengthening optimal use of existing human resources. - Increasing visibility and attractiveness of recruitment campaigns using social media tools.
4	To improve training and career development in Frontex	Completed by endorsing the internal mobility policy and other actions.
5	To align Frontex organisational structure, functions, roles, and responsibilities with the new mandate and objectives;	Launch and completion of 8 projects to implement elements of the new organisational structure until end 2017; Alignment of rules and procedures including revised roles and responsibility
6	To strengthened the risk managing process	The risk based reporting system implemented in 2017, strengthened by the revised ICF contributing to improve risk management at units' level.
8	To develop, adopt, implement and control new processes, rules, and procedures	Being implemented as part of the revised ICF;
10	To strengthen business continuity	The following developments were delivered in 2017: <ul style="list-style-type: none"> - <i>New alternative premises and the alternative disaster recovery site were established.</i> - <i>The crises management process was assessed, modified, implemented and tested.</i> - <i>Several components of the business continuity in facilities management were implemented.</i> The revised comprehensive policy adopting all developments performed in 2017 is prioritised for implementation.

The overall status of implementation of actions planned for 2017 is assessed as satisfactory; however, the workload driven by external factors (e.g. migration flows, potential weaknesses and vulnerabilities in the management of EU external borders) will impact on the further operationalisation of the new mandate and other changes in the Agency's internal and external rules (e.g. processing personal data).

5.1.2. Register of Exceptions - Overview of 2017

Exceptions recorded in 2017 followed the process described in Procedure of Recording and Monitoring of Exceptions (Executive Director Decision No 2015/88), addressing the Internal Control Standard No. 8: "the Agency shall '[...] track and give prior approval to control overrides or deviations from policies and procedures'".

In 2017, 75 exceptions were registered with the overall amount of EUR 4 016 521. The table below represent the statistics for the whole year 2017, and comparison with the previous years, showing the positive trend in number of exceptions and their total amount.

Year	No of Exceptions	Amount EUR	Ratio (%)
2017	75	4,016,521	2.14
2016	124	8,358,939	4.64
2015	81	1,001,605	0.80
2014	73	1,661,106	1.77
2013	66	854,480	0.89
2012	116	2,182,397	2.21
2011	101	3,452,011	5.35

The Key Control Indicator set for the exceptions is to keep the ratio of amount covered by the exceptions by the total payment made during the period below 2% (best practice). This objective was nearly achieved in the Year 2017 (total) with the KPI at the level of 2.14 %. This ratio was mostly driven by one single exception with an amount of around EUR 2 million, caused by the urgent request resulting from the migration crisis. By excluding this single exception, the indicator for the whole 2017 would remain well below the level of 2%.

Overall the control indicator but also other parameters show a positive tendency (impacted mainly by dynamics of the migration crises). However the establishment of a dedicated inspection and control entity and ex-post controls performed in time of preparing of this report, identified events that would further influence the above indicator. At least one case related to the conclusion of a contract for the rental of additional working spaces concluded in 2017 is expected to deteriorate the indicator for 2018.

Based on the Exception Register's monitoring process and conclusions on possible improvements, the Agency decided to strengthen the control over exceptions in a comprehensive way, i.e. by revision of the ***Procedure on Recording and Monitoring of Exceptions***, which is part of the implementation of the revised ICF.

This revision focuses on streamlining and adding qualitative checks at an early stage of an event. It also includes practical guidelines for monitoring of any type of events.

The annual control plan 2018 foresees a comprehensive review of high value procurement procedures executed since November 2015.

5.1.3. Risk Assessments

The Frontex's Corporate Risk Management process builds on the continuous assessment of risks, developing and incorporating response plans and ongoing revision of the measures. During 2017 six Internal Control reports provided information on the actual status of risks exposures, assessing their likelihood and impact. Nine corporate risks with the highest risk exposure were identified at beginning of the year, for frequent monitoring and reporting to the executive management.

In the margins of the implementation of the annual work programme 2017 but also during the internal revision of the Internal Control Framework, those corporate risks were evaluated and assessed once again and updated in course of the year.

At corporate level the following main groups of risks were identified as potentially negatively impacting delivery of the Frontex mandate:

- Competing new events and initiatives, together with not sufficient record of the baseline of the originally planned objectives, might not allow for effective control of the Frontex delivery.
- Quality and efficiency of the Frontex deliverables may be affected by non-sufficient centralised data governance.
- The low number of applications resulting in unsuccessful procedures, and the relatively high internal turnover of staff, driving unplanned recruitments are putting the recruitment plan at risk.

The Frontex Corporate Risk Log (April 2017) has been reviewed to introduce the controls on the response plans' implementation. The corporate risks were organised according to response plans, to effectively decrease the likelihood of risks. Out of this exercise, seven response areas were identified with three of them being followed with detailed response plans implemented in 2017.

Planning & Change Management

Process of Internal Control (based on the enhanced planning and evaluation) has been redesigned by:

- Providing the Monthly Internal Control Coordinator Reports,
- Organising the Quarterly Internal Control Management Meetings.

This Internal Control platform was used to update the plans and assess change initiatives recorded in between of the regular planning cycles, integrating information on usage of the Human, Technical and Financial resources.

Two quarterly Internal Control Management Meeting took place in 2017.

Corporate Data Management

The projects on data modelling and IT Architecture of Frontex continued in 2017, to bring results in 2018 (design phase) and following years (implementation phase).

HR Recruitment Effectiveness

The risks for recruitment were further analysed to understand the causes and implement appropriate measures (see status of recommendations described under II.3.1.1. Action plan for the improvement areas to be implemented in 2017).

The low Correction Coefficient has been further highlighted as a factor outside of the Agency's internal controls, impacting on the number of candidates applying for Frontex's posts; the relevant statement was included in the IAS Strategic Audit Plan dated 5 September 2017¹³.

Other internal or external developments concerning Frontex, relevant for the assessment of corporate risks.

Change of the Organisational Structure

The re-organisation of the Agency structures was approved by the Management Board in June 2017 impacting the allocation of resources. The new organisation chart foresees the inclusion of mitigation measures in terms of control such as the placement of Procurement and Ex-post Control activities under hierarchical lines which are independent from Finances, and the allocation of the Internal Control function to a full-fledged detached Inspection and Control Office independent from the Division responsible for the management of resources. The Management Board indicated that the assessment of the new structure adequacy should be performed in February 2018. This review might result in changes in the particular areas. The prolonging uncertainty contains the risk for the organisation, requiring adequate measures and managerial controls.

Conclusion of the Headquarter Agreement

The Headquarter Agreement between Frontex and the Polish Government had been ratified by the Polish Parliament, and entered into force as of 1 November 2017. The HQ Agreement has an effect on several processes of the Agency with major consequences on the working conditions and the management of facilities.

One of the resulting project is construction of the new HQ building on the land offered by the Polish Government. Due to the size of the financial and human resources required for the project within the next few years, this undertaking requires adequate risk management, including establishing of appropriate controls. Presently the programme/project is in the inception phase.

¹³ "Given that the country correction coefficient calculation method is based on the Staff Regulations, it is outside of the internal control powers of the Agency. As such the risk that the Agency fails in its mission to recruit staff from across the EU rather than from a few countries remains high. The nature of the Agency's operations depends upon having staff from across the EU and therefore the associated risks of failure to implement the budget and achievement of objectives are also increased".

According to the HQ agreement, the Polish Government is committed to facilitate the establishment of an accredited European School in Warsaw and to reimburse the schooling costs for non-Polish employees of Frontex until such an accredited European School is functional. This provision should serve as an important asset for advertising of the Frontex's jobs. However these developments are out of the Agency's direct supervision, the adequate controls will be set following the HQ Agreement implementation plan to monitor the progress and impact on the recognised recruitment risk.

5.1.4 Ex Post Controls – see Ex Post Controls under 4.8.2.

5.2. Audit observations and recommendations

5.2.1. European Court of Auditors (ECA)

The European Court of Auditors is required to provide its final opinion on the accounts of Frontex “no later than 1 June of the following year”. Therefore, the ECA's opinion on Frontex's accounts for 2017 was not available at the time the AAR 2017 was prepared. The opinion of the ECA on Frontex's accounts for the year ending 2016 is provided below as this sheds some light on the adequacy of the internal control system.

Opinion on the reliability of the accounts

In the Court's opinion, **the Agency's annual accounts present fairly, in all material respects**, its financial position as at 31 December 2016 and the results of its operations, its cash flows and the changes in net assets for the year then ended, in accordance with the Financial Regulation and the accounting rules adopted by the European Commission's accounting officer.

Opinion on the legality and regularity of the transactions underlying the accounts

In the Court's opinion, the transactions underlying the annual accounts for the year ended 31 December 2016 **are legal and regular in all material respects**.

Comments on the legality and regularity of transactions

The previous founding Regulation which was in force until 5 October 2016 provided for the funding of joint return operations carried out with participating countries. National return operations only became eligible under the new founding Regulation. However, in the period January to October 2016 the Agency funded national return operations for an amount of 3.6 million euro. These payments are irregular.

The Staff Regulations provide that in the case of an external selection procedure, temporary staff can only be recruited at grades SC 1 to SC 2, AST 1 to AST 4 or AD 5 to AD 8. In 2016 the Agency recruited 14 staff at higher AST grades. The recruitments at these grades are irregular.

Comments on budgetary management

The level of carry-overs for committed appropriations increased for Title II to EUR 6.4 million, i.e. 43% (2015: EUR 3.2 million, i.e. 38%) and Title III to EUR 67.3 million, i.e. 37 % (2015: EUR 40.2 million, i.e. 35%). The main reason is contracts and operations extending beyond the year-end. The Agency may consider introducing differentiated budget appropriations to better reflect inevitable delays between legal commitments, contract implementation and operations and the related payments.

The level of cancelled carry-overs from 2015 was high for Title III at EUR 6.4 million, i.e. 16%, due to an overestimation of 2015 costs that still had to be reimbursed to participating countries in 2016. There is a need to obtain more precise cost estimations and more timely cost reporting from cooperating countries.

Comments on financial management and performance

Under the Agency's mandate, high importance is attached to return operations, EUR 63 million had been assigned to that in 2016 budget. However, EUR 3 million (37.5 %) were repaid to the EU budget since fewer return operations were carried out than envisaged. The significant delay of the procurement procedure for a EUR 50 million framework contract to charter aircraft and related services contributed to this situation. The launch of this procurement procedure was planned for March 2016, it had not been started by the year end.

In December 2015 the European Commission and the Agency signed a grant agreement amounting to EUR 5.5 million on regional support to protection-sensitive migration management in the Western Balkans and Turkey for a three year period starting on 1 January 2016. However, cooperation agreements (legal commitments) with the three partners EASO, IOM and UNHCR (amounted to EUR 3.4 million) were only signed between August and November 2016. Budget commitments amounted to EUR 1.2 million, covering only the pre-financing payments. Such a procedure is in breach of the Financial Regulation's rules and the late signature of the agreements caused uncertainty for the operational cooperation between partners.

Other comments

The establishment plan for 2016 provides for 275 posts. By the end of 2016 only 197 (71%) of these posts were filled, mainly due to the fact that 50 new posts were only established in October 2016 and recruitment still has to be completed. The Agency traditionally experiences difficulties in finding staff with the required profile, partly because of the salary correction coefficient (66.7%).

5.2.2. Discharge authorities' (European Parliament) Observations and measures taken by Frontex¹⁴

The European Parliament granted discharge to Frontex in respect of the implementation of the Agency's budget for the financial year 2015. The main areas in which the European Parliament made comments are listed below:

- more efficient and cost efficient funding mechanism to be used for financing the operational activities of the Agency;
- greater exchange of information between Frontex, JHA Agencies and Member States;
- improve strategic programme planning, strategic objectives, monitoring, reporting and key performance indicators;
- Headquarters Agreement;
- increase of adequate resources and staff in Fundamental Rights Office;

Frontex has taken the measures in the lights of the Discharge Authority's recommendations. Summary points are provided below:

- a new simplified grant financing scheme has been developed and approved with entrance into force as of 1 February 2018;
- the new mandate provides the agency with an extended mandate with regard to the exchange of information and the agency is implementing it complying with data protection rules in force.
- with the amended mandate, which impacts considerable on the multi annual and annual planning, the agency is using the opportunity to develop relevant objectives and indicators;
- The Headquarters' Agreement has been concluded, ratified by the Polish Parliament and entered into force on 1 November 2017;
- The Fundamental Rights Officer had received 5 new staff members since 2016 and is now composed out of 7 staff members.

¹⁴ Given the timing of the ECA and EP work, their observations relate to 2015. The discharge for the 2016 accounts was given on 18 April 2018.

5.2.3. Audits - Internal Audit Service (IAS)

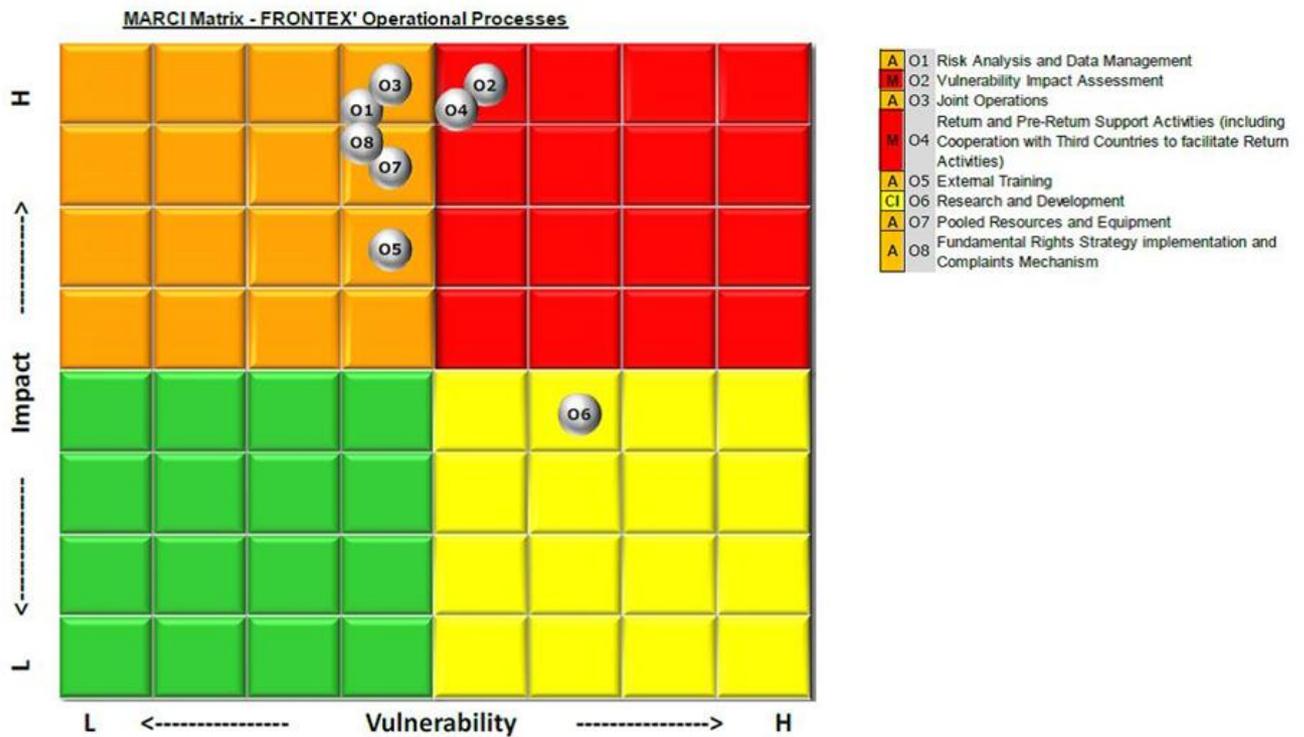
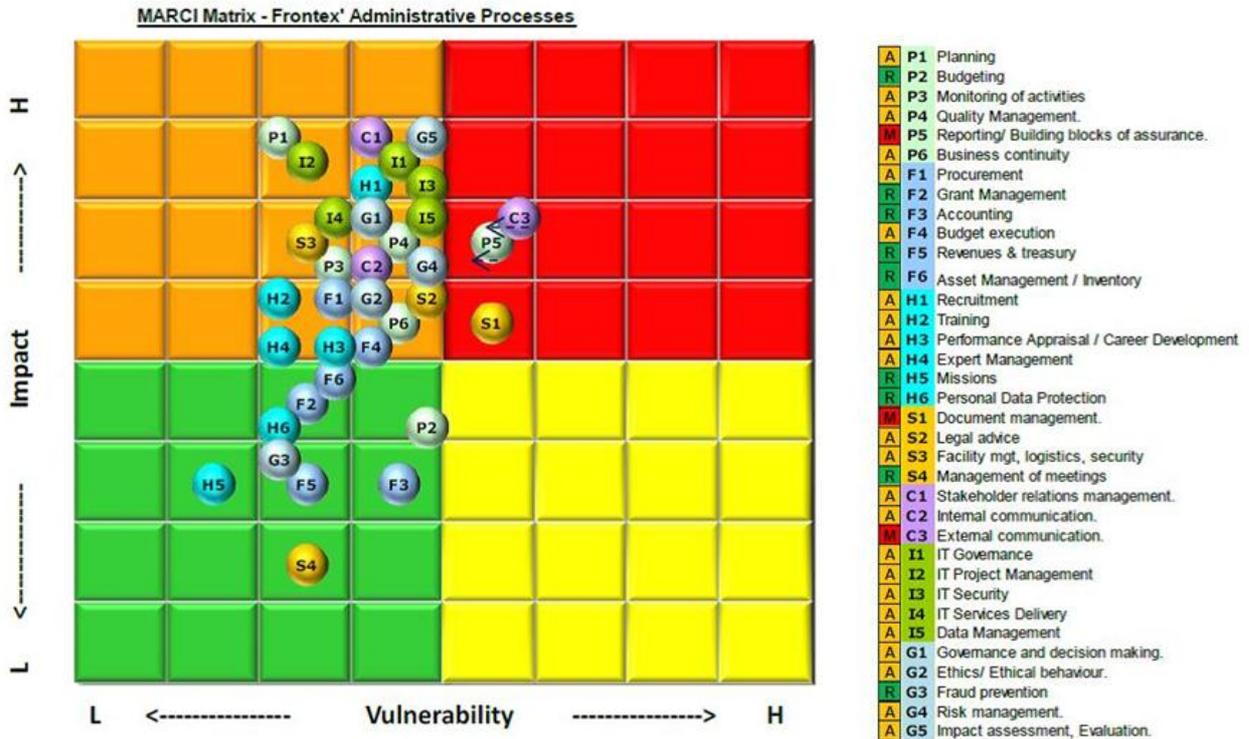
Due to Article 82 (2) of the Frontex Financial Regulation, the internal audit in Frontex is performed by the Internal Audit Service of the European Commission (IAS).

By the end of 2017 no recommendations issued by the IAS in previous years and classified as ‘critical’ or ‘very important’ were ‘open’. Seven other recommendations classified as ‘important’ were ‘pending’ (=open), but five of them have a deadline later than the end of 2017 (2018 and 2019).

Nine (important) recommendations with deadline for implementation before the end of 2017 were reported as ‘ready for review’, meaning that the related implementation measures had been taken and they are awaiting final review by the IAS.

During 2017, the IAS performed a risk assessment of the Agency processes to define the Strategic Audit Plan 2017-2019. The on-site visit was performed by the auditors in February 2017, leading to the conclusions on the risks status.

FRONTEX Risk Map for 2017 - 2019



In the report issued on 5 September 2017, the results of the risk assessment have been summarised in a matrix (FRONTEX Risk Map). All the reviewed processes and sub-processes, both administrative and operational, have been positioned in the matrix according to the perceived risk - both inherent and residual risks that remain if/when pertinent controls are in place.

The objective of the matrix presentation is to map the processes according to their maturity in relation to risks and related controls. The processes positioned in the orange zone are perceived to be satisfactorily controlled and, either individually or combined with others, will be the likely proposed future audit topics, to provide further assurance to management on the effective functioning of the controls. Processes in the red zone still need to be improved by more effective controls and their progress will be monitored annually. Processes in the green zone may be reviewed to identify possible simplification and efficiency improvements. Processes in the yellow zone should be assessed to determine whether the cumulative risks could have a more significant impact and should therefore be mitigated by specific measures.

The IAS concluded that Frontex needs to improve the existing controls or put in place additional ones (see table hereunder) for the sub-processes that have been placed in the red quadrant of the risk map ('Enhance Risk Mitigation'). The objective is to improve the controls in all of these processes to a level of maturity that will enable FRONTEX to move them to the orange zone of the risk map ('Assurance'), i.e. when they are mature enough for re-assurance audit.

The Agency focused on implementing necessary measures to address the IAS observations and present all below processes as **ready for review**, with the following status:

Sub-processes identified by IADS based on review in February 2017 as requiring further action to improve controls	Status achieved in 2017
C3 External Communications	Responding to the findings of the previous reviews and own assessment by the Agency, the Media and Public Relations team has been established in the new Organigram, with direct subordination to the Executive Director. The Media and Public Relation team has been staffed and further detailed its processes and functions.
O2 Vulnerability Assessment	<p>The Vulnerability Assessment¹⁵ Methodology, including 3 sub-processes have been defined, documented and is fully operational:</p> <ul style="list-style-type: none"> <li data-bbox="662 1019 1324 1052">i. <i>Sub-process to assess readiness to face upcoming challenges;</i> <li data-bbox="662 1075 1212 1108">ii. <i>Sub-process to identify immediate Consequences;</i> <li data-bbox="662 1131 1093 1164">iii. <i>Sub-process to assess contribution to</i> <p>The list of objective indicators has been identified and is being monitored; the two sub-processes are fully operational. The third sub-process (contribution to the rapid reaction pool) is intentionally carried out first time only in 2018; the envisaged revision of the Common VA methodology is a regular part of the roll-out.</p>
O4 Return and Pre-return Support Activities (including Cooperation with Third Countries)	<p>The phase-in (of FRONTEX)/phase-out (of Eurint and EURLO) is already gradually implemented and foreseen to be finalised in the end of the financial cycle of 2021.</p> <p>The outcome of the Mapping Exercise is expected to be of significant added-value for an enhanced needs assessment. The compilation of MS responses has been finalised and targeted tailor-made actions are being developed since from Q4 2017 and continue in 2018.</p>
P5.1 Reporting/Building Block of Assurance	<p>The new, risk based, Corporate Reporting process (including decision making on risks) is being established. The decision on the updated FRONTEX Internal Control Framework was adopted by the Management Board adoption in November. The process of establishing of the reasonable assurance is streamlined to fully serve the new requirements as of the 2018 annual work programme implementation.</p> <p>The Procedure applying to management of exceptions and non-compliance events is ready for adoption beginning of 2018.</p>

¹⁵ Vulnerability Assessment is the evaluation of the Member States preparedness to deal with current and even unforeseen event affecting border management at national and EU level

S1 Document Management System (DMS) The centralised DMS system has been implemented. In course of 2018 the P/R drive based system will be gradually disabled and withdrawn from use.

Following the Strategic Audit Plan for the 2017, the IAS performed an audit on Contract Management. The audit focused on performance aspects for the most significant contracts assisting the agency in its endeavour to obtain the best value for money from its contractual commitments.

The series of interviews were handled with the key staff involved in the procurement and inventory management procedures and samples of the contracts were reviewed. At the moment of preparing of this report, no IAS's conclusions on this topic were available.

5.3. Assessment of the effectiveness of the internal control system

For the assessment of the internal control system as of the end of 2017, a modified process, as adopted by the decision of the Executive Director of May 2017 was applied. By this decision regular, structures internal control building block were established that provide regular management reports.¹⁶

For each internal control requirement, the **level of control** and the **effectiveness of the control** is assessed.

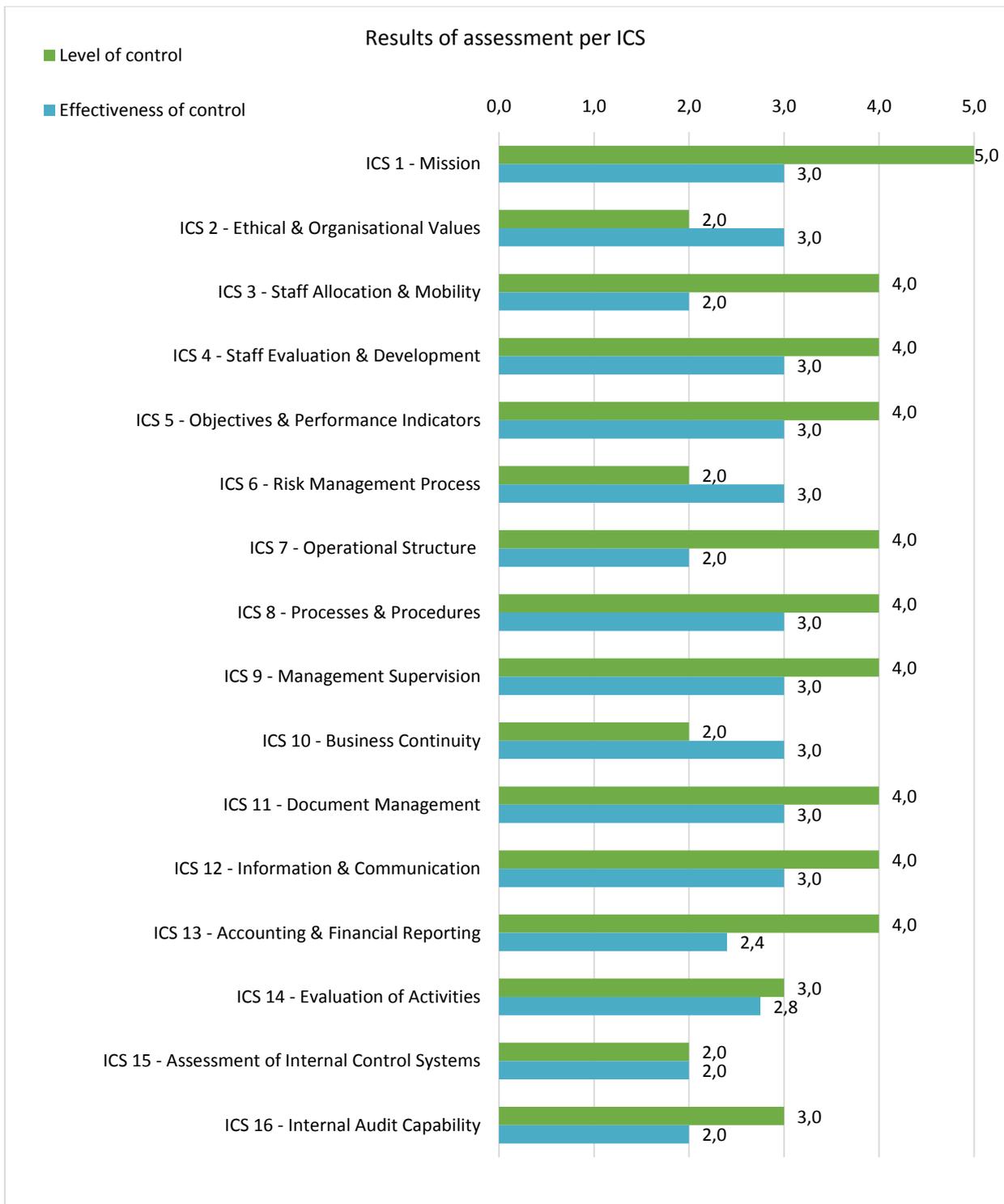
The **level of control** is mainly determined by findings summarised in the regular reports of the Internal Control Coordinator; these are discussed and accepted by the heads of units, directors of divisions, DED and ED at quarterly Internal Control Management Meetings. During the meetings the availability of evidence for the different internal control requirements (as identified in the Guidelines on measuring the effectiveness of Internal Control Standards) is assessed.

The assessment of the **effectiveness of control** is based on the level of implementation of audit recommendations and improvement actions, the results of the risk assessment, the outcome of the self-assessment survey collected from all directors of divisions, heads of units and heads of offices, and conclusions of the first Internal Control Management Meeting in 2018. Based on the individual assessments an average is created.

The figure below provides a numerical summary of the results (a 1-5 scale is used where 1 is low and 5 is high) of the assessment of the internal controls as of the end of 2017.

¹⁶ The following reports were issued in course of 2017:

- *Action Plan for the Improvement areas identified for Internal Control System in 2017,*
- *Internal Control Service Strategic Audit Plan 2017-2019,*
- *Corporate risk assessment report issued in May 2017.*
- *6 Internal Control Coordinator Reports summarised in the end-year report of 2017 issued in January 2018,*
- *4 quarterly reports on the exceptions summarised in the annual report of 2017 issued in February 2018,*
- *Conclusions and Action Points of the three Internal Control Management Meetings.*



The Matrix below relates the level of controls and the effectiveness of control; that enables to assess how efficient the different controls are.

A very high level of controls (= high level of documented control measures) might still be a weakness in the internal control system if those controls are not effective (= recognised). Such high level of control could rather create an obstacle for achieving process efficiency; therefore, it is important to have an appropriate, balanced level of controls.

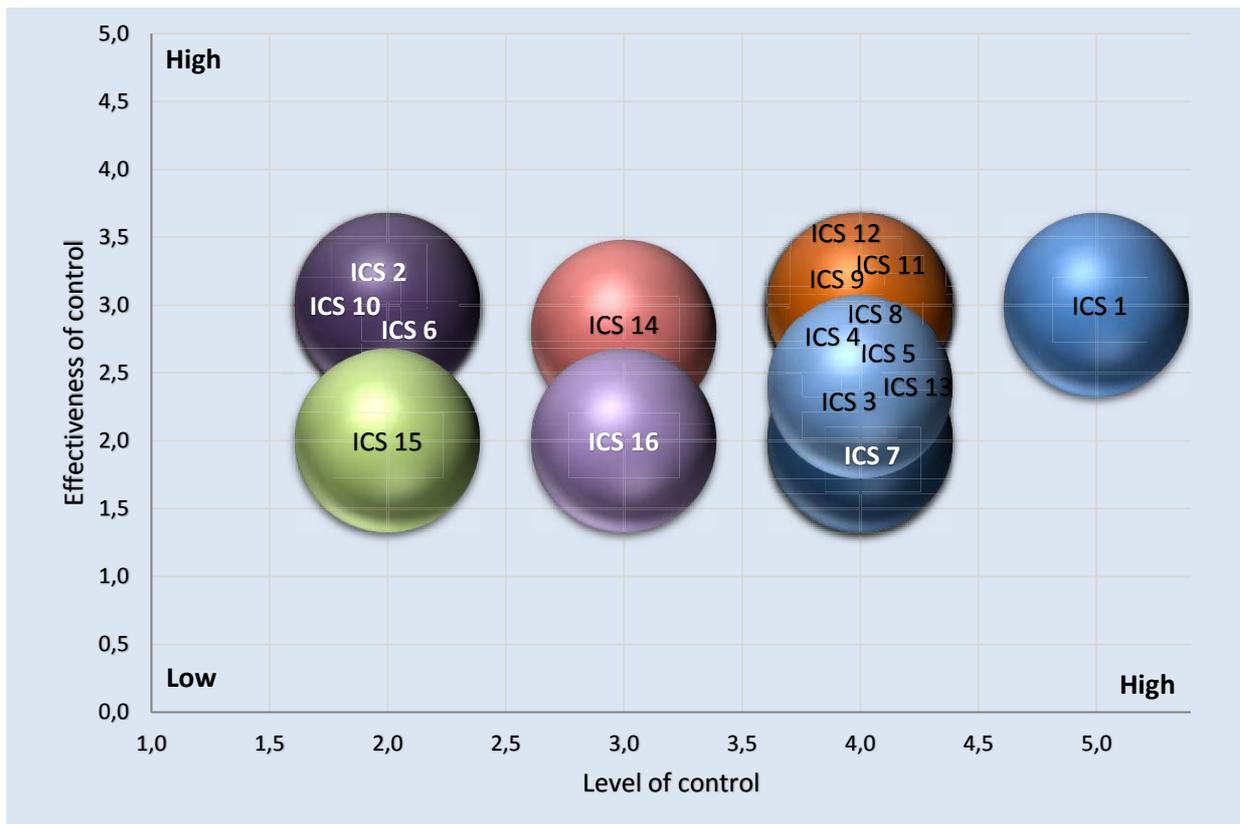


Figure 9 - The effectiveness level of the internal control system in 2017

Conclusions and areas for improvement:

The average level of controls amounts to 3.4 and the level of effectiveness to 2.7. As the result of the implementation of the revised Internal Control Framework the ambition of the Agency is to increase both factors to the 4.0.

The most efficient controls are those having a reasonable (low) level of control achieving a high level of effectiveness (e.g. ICS 2, and ICS 10).

The least efficient are those having a high level of controls but a low effectiveness (e.g. ICS 3, ICS 7, and ICS 13). The ICS 1 is very effective, however engaging highest level of controlling measures.

Overall assessment of the controls in place shows that the controls related to ICS 6 - Risk Management Process and ICS 10 - Business Continuity are mostly effective.

The ICS 3 - Staff Allocation & Mobility, and ICS 7 - Operational Structure were assessed as requiring major improvements. Following reorganisation of the Frontex structures adopted by the Management Board in June 2017, the both areas are covered by development projects, which should increase effectiveness of the controls.

5.4. Conclusions as Regards Assurance

Overall Conclusion

Based on the internal control assessment process, the Directors of Divisions, who were in charge of risk management and internal control of the activities performed by the Division under their managerial remit, confirmed that the state of internal control in their Division during 2017 was duly reported, and the information provided and represented in Section II.3 of the Report is to the best of their knowledge, accurate and complete.

Following these statements, and the outcome of the overall internal control assessment process for year 2017, it can be concluded that the internal control standards are functioning effectively. However, as described above there are areas where improvements are needed. This is especially important given that there will be a continued increase in both financial and human resources until 2020. The significant changes in the mandate of the Agency will further impact on Frontex's activities, the internal organisation and the way it interacts with Member States and other external stakeholders. It is anticipated that these changes will put a major strain on the internal control system, thus placing the revised Internal Control Framework in focus.

The information reported above stems from the results of internal control assessment processes, audits and monitoring and are contained in the reports listed above. This approach provides sufficient guarantees on the completeness and reliability of the information reported and provides a comprehensive coverage of Frontex's budget.

Reviewing the elements supporting the assurance as described and the evidence as presented in this Annual Activity Report some areas for improvement were identified. However, they do not rise to the level of a "reservations".

6. DECLARATION OF ASSURANCE FOR 2017

I, the undersigned,

Executive Director of Frontex, the European Border and Coast Guard Agency,

In my capacity as authorising officer, declare that the information contained in this report gives a true and fair view¹⁷.

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, on the information at my disposal (including that provided by managers that reported to me), and such work as the annual assessment of the internal control system, ex-ante and ex-post controls, and the findings and observations of the Internal Audit Service and the European Court of Auditors for years prior to the year of this declaration.

I confirm that I am not aware of anything not reported here which could harm the interests of Frontex.

Although I have not specified any “reservations”, the attachment to this Declaration specifies areas where significant improvements can be made to the internal control system.

Warsaw,



Fabrice Leggeri

¹⁷ True and fair in this context means a reliable, complete and correct view on the state of affairs in the Agency.

ANNEX 1 - Annual report on public access to documents in 2017

This annual report, covering the period from 1 January 2017 to 31 December 2017, is drawn up in accordance with Article 17(1) of Regulation (EC) No 1049/2001¹⁷,

The principle of transparency and the rights of individuals to access documents of EU bodies, as derived from Article 15 of the TFEU and Article 42 of the Charter of Fundamental Rights of the EU, is reemphasised in Article 74 of the European Border and Coast Guard Regulation¹⁸.

The practical arrangements for the implementation of Regulation (EC) No 1049/2001 are laid down in Management Board Decision No 25/2016 of 21 September 2016¹⁹, adopted pursuant to Article 74(3) of the European Border and Coast Guard Regulation.

Initial applications are decided by the head of the Transparency Office established through Management Board Decision 25/2016 and embedded within the Legal and Procurement Unit, as successor to the Legal Affairs Unit, in cooperation with case-handlers from the business units holding the documents. While the Transparency Office also processes confirmatory applications, their decision is vested in the Director of Corporate Governance as internal administrative review instance.

All documents forming subject to an application are examined individually to determine whether Frontex can grant full or partial access, or has to refuse access. Total or partial refusals constitute exceptions in the sense of Article 4 of Regulation (EC) No 1049/2001 and applicants are provided the reasons for such including information about available remedies in line with Articles 7(1) and 8(1) of Regulation (EC) No 1049/2001.

Statistics

In 2017 Frontex received a total of 140 applications - out of then 118 applications were admissible/processed as PAD applications: 108 initial and 10 confirmatory - as opposed to 63 initial and 4 confirmatory applications in 2016. The trend towards more complex applications, involving more than one business unit and consultations with third parties, continued also in 2017, as did their scope, with applications more and more aimed at a multitude of documents ranging up to several hundred pages.

¹⁷ Regulation (EC) No 1049/2001 of 30 May 2001 regarding public access to European Parliament, Council and Commission documents (OJ L 145, 31.5.2001, p. 43).

¹⁸ Regulation (EU) 2016/1624 of 14 September 2016 on the European Border and Coast Guard (OJ L 251, 16.9.2016, p. 1).

¹⁹ Management Board Decision No 25/2016 of 21 September 2016 adopting practical arrangements regarding public access to the documents held by the European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union (the "Agency").

The amount of documents released increased by 260 per cent as compared to 2016.

Breakdown	
Full access	15
Partial access	65
Access refused	21
Documents not held	7
Withdrawn applications; no proof of eligibility; application constituted a request for information processed by the Media and Public Relations Office	22
Confirmatory Applications	10
Total	140

Reasons for Refusal

In the majority of cases where access had to be denied partially or totally, this was based on

- *Article 4(1)(a) first indent of Regulation (EC) No 1049/2001: protection of the public interest as regards public security;*
- *Article 4(1)(b) of Regulation (EC) No 1049/2001: protection of the privacy and the integrity of the individual;*

Scope of Applications

The main part of applications was related to Serious Incident Reports and information contained in operational plans.

Background of Applicants

While the background and motivation of applicants is not relevant for the examination of the documents applied for and Frontex does not keep records, applicants provided such information voluntarily claiming to be from academia or NGOs or journalists.

European Ombudsman Cases

The three cases pending in 2017 with the European Ombudsman (EO) regarding Frontex all related to public access to documents. While the EO closed one case, as “a solution has been found”, in the other two cases she concluded that “there was no maladministration by Frontex”, respectively that the Agency’s position not to disclose documents in order not to undermine the public interest in public security was legally justified.

ANNEX 2 - Organisational Structure



Frontex Organisational Structure

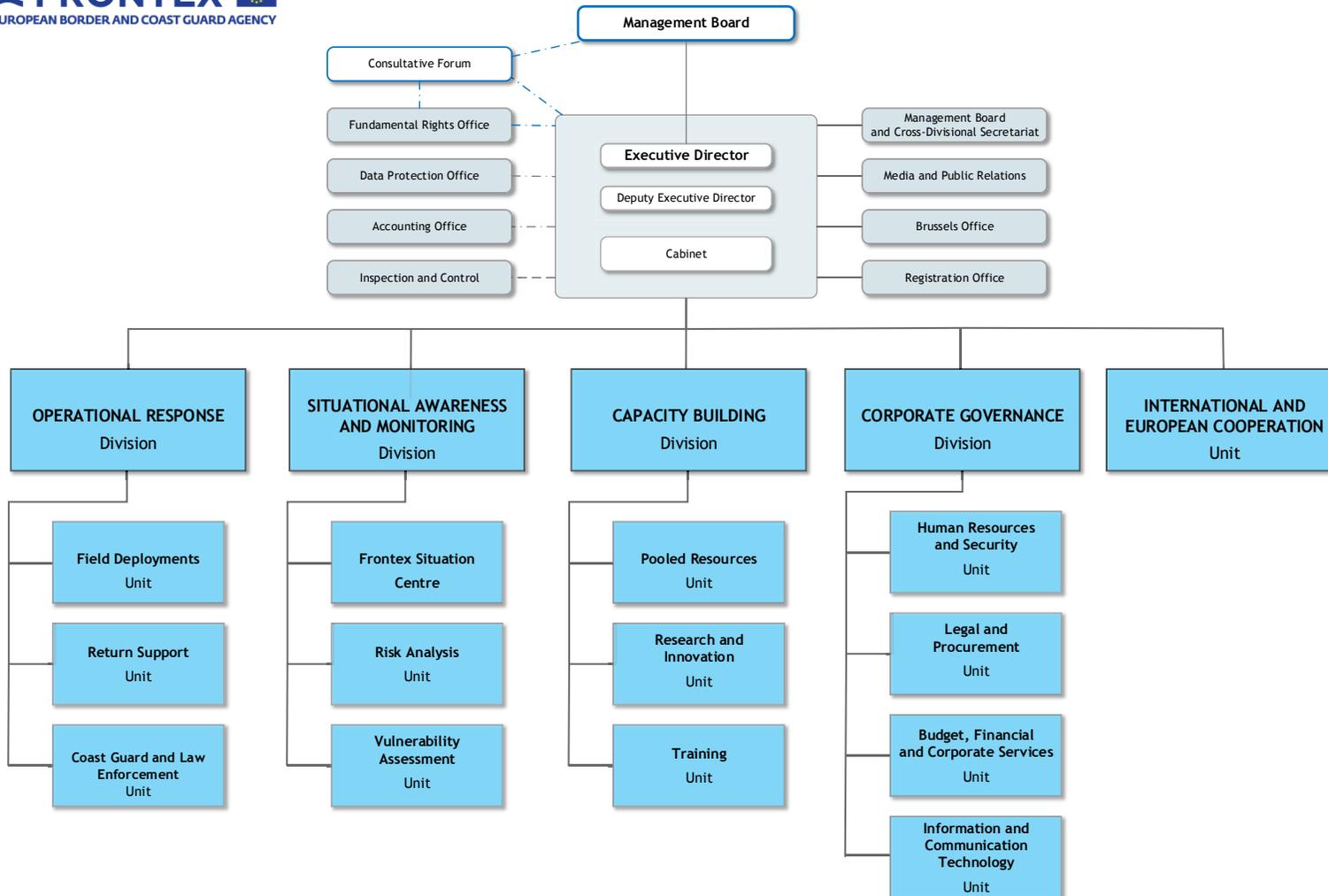


Figure 10 - Organisational Structure as of June 2017

ANNEX 3 - Human resources – Establishment Plan

Breakdown of Temporary Agents as on 31 December 2017

Function group and grade	2017			
	Authorised under the EU Budget		Filled as of 31/12/2017	
	Permanent Posts	Temporary Posts	Permanent Posts	Temporary Posts
AD16	-	0	-	0
AD15	-	1	-	0
AD14	-	1	-	3
AD13	-	5	-	4
AD12	-	15	-	14
AD11	-	11	-	7
AD10	-	10	-	14
AD9	-	20	-	15
AD8	-	85	-	44
AD7	-	65	-	51
AD6	-	34	-	26
AD5	-	14	-	12
AD total		261		190
AST11	-	0	-	0
AST10	-	0	-	0
AST9	-	0	-	1
AST8	-	5	-	10
AST7	-	11	-	14

AST6	-	16	-	16
AST5	-	27	-	16
AST4	-	28	-	11
AST3	-	4	-	4
AST2	-	0	-	0
AST1	-	0	-	0
AST total		91		72
TOTAL	-	352	-	262

Differences in the tables above might appear due to the fact that during the duration of an employment contract staff members have been reclassified. Those reclassifications are shown in the columns titled "Filled as of 31/12/2017". This reclassification does not have an impact on the posts authorised under the EU budget because those positions are referring to 'start grade' of a post.

Breakdown of Staff by Unit as on 31 December 2017

Division	Unit	2017				
		TA	CA	SNE	TOTAL FILLED	TOTAL PLANNED
	ED, DED	2	0	0	2	7
	Cabinet	4	6	1	11	14
	Fundamental Rights	4	2	0	6	7
	Data Protection	1	1	0	2	2
	Press	5	1	0	6	8
	Brussels Liaison	2	0	0	2	2
	Frontex Liaison Officers to third Countries	3	0	0	3	7
CGO	Administration Office	6	4	1	11	12
	Human Resources and Security	19	26	0	45	64
	Finance and Procurement	22	21	0	43	48
	ICT	25	7	0	32	39
	Legal Affairs	7	3	1	11	11

OPD	Operations Division Office	5	2	0	7	7
	Joint Operations	37	15	30	82	108
	Frontex Situation Centre	20	11	16	47	63
	Risk Analysis	33	12	27	72	90
	Return Support	18	7	16	41	55
CBD	Capacity Building Division Office	1	1	0	2	3
	Training	20	6	7	33	37
	Pooled Resources	9	5	8	22	29
	Research & Development	12	2	1	15	20
	International and European Cooperation	7	7	5	19	23
Total		262	139	113	514	656

ANNEX 4 - Resources per Activities - Programme of Work 2017

1. Joint Operations & Pilot Projects

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
Focal Points Concept	JOU-1	<p>The general aim of this concept is to further develop and intensify the implementation of multipurpose operational concepts, further develop the operational activities at air, sea and land borders as permanent platforms for providing sustaining operational presence and information exchange/gathering in areas exposed to specific and disproportionate pressure, for reinforcement at external borders when needed by Flexible Operational Activities and to work as a platform for strengthening the interagency cooperation and gaining border related intelligence.</p> <p>Multipurpose joint operations implemented in the framework of Focal Points Concept will be connected with activities under the Multiannual Strategic Priorities of the Policy Cycle using the EMPACT mechanism thus, based on tailored needs assessment, complementing the holistic approach to fight against illegal activities, criminal networks and also preventing cross border crime,</p>	<p>Under Focal Points concept the following operational activities will be implemented:</p> <p>JO Focal Points Land;</p> <p>JO Coordination Points Land;</p> <p>JO Focal Points Sea;</p> <p>JO Focal Points Air Regular officers;</p> <p>JO Focal Points Air Intermediate Managers;</p> <p>JO Flexible Operational Activities Land on border surveillance;</p> <p>JO Flexible Operational Activities Land on border checks.</p>	<p>JO Focal Points Land</p> <p>Launched on 1 February as a follow-up to Joint Operation (JO) Focal Points 2016. During the operation 46 Focal Points were activated.</p> <p>The number of man-days amounted to 14,012 as a result of the deployment of 335 Team Members (TMs) with various profiles providing effective support to the Host Member States authorities during the border checks and information gathering activities. It is noteworthy that most of the TMs were deployed for longer periods than the minimum of 1 month. JO Focal Points hosted the deployment of 25 Third Country (TC) observers from 5 different non-EU countries.</p> <p>Operational results include the detection and apprehension of 3,192 false documents, 301 stolen vehicles and 981 attempts at clandestine entry. Furthermore, the JO contributed to the detection of various incidents involving 72,656 refusals of entry, 19,805 overstayers and 834 cases of smuggling of goods.</p> <p>Enhanced exchange of information between the Police and Customs Cooperation Centres (PCCCs) and Focal Points was accomplished during the JO implementation. 350 inquiries were sent by various Focal Points (FPs) to PCCCs.</p> <p>Within the framework of the EU Policy Cycle/ European multidisciplinary platform against criminal threats (EMPACT) 2017 JO Focal Points supported operational activities in combating illegal migration and document fraud but also other serious cross border crimes such as firearms trafficking and excise goods smuggling. In particular Focal Points was used as the prime JO to act as the interface between Frontex operational activities and the EMPACT Operational Action Plans (OAPs) for 2017 across a range of serious organised cross border crimes, with special focus on migrant smuggling.</p>	21	13,725.651,53

	<p>including the fight against migrant smuggling or trafficking in human beings and drug trafficking control operations. Joint activities will also strengthen the effective cooperation with various partners in the field of migration management of mixed migratory flows and vulnerable groups at the EU external border.</p> <p>With a view to contributing to an efficient, uniform and high level border control, the Focal Points Concept will profoundly evolve in order to provide platform for implementation of joint operations/actions at the external borders involving on voluntary basis one or more Member States and a third country, including on the territory of that third country;</p> <p>Modalities of cooperation and procedures for deployment of Frontex coordinated human resources and technical equipment in Third Countries will be developed in the course of 2017.</p> <p>Focal Points are selected for activation according to recommendations resulting from short/mid-term risk analysis reports delivered throughout the year, in order to respond in an effective and accurate manner to threats at the external borders of the EU.</p>		<p>Action Danube organised under the umbrella of EU policy cycle/EMPACT and co-led by Frontex and Hungary was implemented in close cooperation with EU Member States (MSs), Europol and Interpol. The action was focused on facilitation of Illegal Immigration, Organised Property Crime (smuggling of vehicles). Moreover, an additional Joint Action Day (JAD) DUAL was organised by Frontex and co-led by Germany and Austria. The investigative action was focused on facilitation of Illegal Immigration, Excise Goods Smuggling.</p> <p>Frontex was also supporting JAD on Firearms which was implemented with the aim to promote a closer integration in the work against trafficking in firearms between the countries in the Western Balkans region, EU Member States and relevant European institutions (Europol and FRONTEX). During the implementation Frontex was deploying 12 officers in Focal Points Karasovici, Kalotina, Kapitan Andreevo, Röske, Tompa, Kakavia and Kristallopigi. Frontex provided information on the operational findings related to detections at the activated Focal Points during JAD implementation using JO Focal Points reporting system.</p> <p>The following results were achieved during JAD Danube and JAD Dual: JAD DANUBE II with 7 migrants smugglers apprehended, 546 irregular migrants and 24 stolen vehicles; JAD DUAL with 24 suspected people smugglers arrested, 761 irregular migrants detected and 19 stolen vehicles recovered. Some quantities of smuggled cigarettes, alcohol and drugs were detected, along with weapons and ammunition. The intelligence collected in those two JADs allowed to launch several investigations of people suspected of involvement in migrant smuggling. Focal Points Staff Exchange was launched with the aim to enhance the operational cooperation and exchange of information as well as best practices among the Focal Points.</p> <p>JO Coordination Points Land</p> <p>Implemented between 07 March and 12 December 2017 in 8 non-EU Countries (Albania, Bosnia and Herzegovina, former Yugoslav Republic of Macedonia, Kosovo, Moldova, Montenegro, Serbia and Ukraine). 20 Member States/Schengen Associated Countries (SACs) deployed 95 experts (profile Advanced-Level Document Officers /Stolen Vehicle Detection Officer/Second Line Officer/Dog Handler) as observers in 12 Coordination Points. JO Coordination Points supported Ukraine, activating 7 Coordination Points at EU borders during the launching of visa waiver of Ukrainian travellers towards EU.</p>		
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		<p>Focal Points can also be activated upon justification based on the MS national risk analysis. The operational activities at external land borders will be implemented according to risk analysis recommendations to support MS at the external borders.</p> <p>The main focus of the operational activities to be implemented at EU external land borders will remain in the South Eastern and Western Balkan region.</p> <p>Focal Points concept will also cover Flexible Operational Activities focussing on the green border surveillance, debriefing and screening activities and additionally insuring increased border checks capacities in BCPs.</p>		<p>In total, 552 incidents, involving 631 persons were reported using JORA. There were 293 incidents with 356 persons being refused entry, 74 cases of smuggling of goods and 56 cases concerning use of false or falsified documents. Furthermore, 49 persons were detected as overstayers on exit at the Border Control Points and 33 vehicles were reported as stolen during the implementation period of the JO Coordination Points 2017 Land.</p> <p>Effective practical cooperation and networking between the local coordinators of JO Focal Points and Coordination Points was in place aiming at gaining experience and mutual exchange of information and best practices.</p> <p>JO Focal Points Sea</p> <p>19 Focal Points were activated within JO Focal Points Sea with a good level of operational results. 839 man-days were performed during the activities.</p> <p>208 irregular migrants were intercepted and 6 facilitators apprehended as well as 6 kilograms of hashish, 1.1 tons of cocaine and 368 cigarettes were seized in relation to attempted smuggling cases.</p> <p>JO Focal Points Air - Regular Officers</p> <p>In total 165 EU/SAC/TC officers were deployed, for a total of 5,483 deployment days at the 32 EU/SAC and 9 Third Country airports which participated in the implementation of the joint operation.</p> <p>The deployed officers reported 2,632 detected incidents involving 3,295 persons, 1241 refusals, 525 asylum seekers, 27 facilitators and 54 overstayers. In addition 978 false or falsified documents were also reported as well as 6 Foreign Terrorist Fighters/militant Islam profiles were identified.</p> <p>Joint Operation Focal Points Air 2017 - Regular Officers delivered the following main benefits:</p> <p>Positive impact on the operational cooperation among EU and Non-EU airports based on the exchanged experiences and established contacts; Increased knowledge about different operational practices in Member States and Third Countries; Increased knowledge in Member States and Third Countries about Frontex operational activities and its values; Increased response capacity of Frontex having permanent Focal Point structure established.</p>		
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				<p>JO Focal Points Air - Intermediate Managers</p> <p>56 EU/SAC/TC officers were deployed during the Joint Operation which provided a platform for information, experience and smart practices exchange at intermediate managerial level.</p> <p>Joint Operation Focal Points Air 2017 - Intermediate Managers delivered the following main benefits:</p> <p>Positive impact on the operational cooperation among EU and Non-EU airports based on the intermediate managers experiences and established contacts; Increased knowledge about different managerial practices in Member States and Third Countries; Increased knowledge at the managerial levels in Member States and Third Countries about Frontex operational activities and its values.</p> <p>JO Flexible Operational Activities Land on Border Surveillance</p> <p>Launched on 01 February, as a follow-up to the JO Flexible Operational Activities Land on Border Surveillance 2016 (FOA BCU).</p> <p>4 MSs hosted the operation, namely Bulgaria, Greece, Hungary and Croatia. Particularly noteworthy new element was the deployment of HR and TE along the Greek - former Yugoslav Republic of Macedonia border in order to reduce the secondary movements along the Western Balkans route.</p> <p>Continuous increased support in terms of Human Resources and Technical Equipment was provided to Hungary, Bulgaria and Greece via “Annual Open Call for additional contributions to Joint Operations 2017”.</p> <p>A total of 2282 TMs were deployed within the JO. Deployments per profile of experts were: 1455 border surveillance officers, 125 dog handlers, 102 debriefing experts, 27 screening experts as well as 89 Frontex Support Officers and 9 crew members of aerial means.</p> <p>Furthermore, 47 Officers from 7 non-EU countries were deployed as Observers in the framework of JO FOA 2017 BCU.</p> <p>During the JO implementation, the following results were reported at the South-Eastern EU land borders: 1 593 illegal border-crossing incidents, 8 551</p>		
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				<p>irregular migrants apprehended and 277 people smugglers arrested. The operations results in the Western Balkans area included 930 illegal border-crossing incidents involving the apprehension of 6 233 irregular migrants and 26 people smuggling incidents involving 172 irregular migrants and 48 people smugglers.</p> <p>JO Flexible Operational Activities Land on Border Checks</p> <p>Implemented starting from 1 February 2017 until 31 January 2018.</p> <p>38 seconded TMs (sTMs), with 3 different profiles - Second Line Officers (SLO), Stolen Vehicle Detection Officers (SVDO), Advanced-Level Document Officer (ALDO)- were deployed at 25 selected Focal Points for periods ranging from 3 to 7 months providing operational support in border checks with a focus on the detection of false/falsified documents, stolen cars, clandestine detections and intelligence gathering, thus advancing the identification of possible risks and threats and increased situational awareness across the mainly affected land border areas. Furthermore, the possibility to deploy and redeploy sTMs in a flexible way allowed for responding faster to the border related challenges faced at the specific Focal Points. Incident reporting of this operational activity was integrated in JO Focal Points, hence the operational results are reflected therein.</p>		
Maritime Portfolio Concept	JOU-2	<p>Joint maritime operations within the Framework of EPN will be implemented according to risk analysis priorities to support MS at the external borders in operational areas of Central Mediterranean, Eastern and Western Mediterranean Regions, and Atlantic Ocean in order to control irregular migration flows towards the territory of the MS of the EU and to tackle cross border crime and to enhance European cooperation on coast guard functions.</p> <p>By demonstrating sustainable operational presence and information exchange/gathering</p>	<p>Under the MMA concept the following operational activities will be implemented:</p> <ul style="list-style-type: none"> - JO Triton - JO Poseidon - JO Indalo - JO Minerva - JO Hera 	<p>Maritime Portfolio</p> <p>Five joint maritime activities have been implemented as planned. All activities resulted in 1159 operational days.</p> <p>Frontex, with a significantly increased budget allocations for joint maritime operations, managed to implement a great volume of various multipurpose operational activities.</p> <p>Deployed experts performed 133,596 operational man-days. In addition, during the maritime joint operations, crewmembers performed 160,823 operational man-days. Finally, approximately 52,000 operational man-days of coordinating staff were provided by the host countries.</p> <p>The number of participating EU MS/SAC was 30. There were also 8 Third Countries involved in sea operations during 2017.</p> <p>In total, 172,195 irregular migrants were intercepted during the joint maritime operations. As regards geographical areas, 119,213 irregular migrants were registered in JO Triton in the Central Mediterranean and</p>	40	99,318.446,00

		in areas of the external borders exposed to specific and disproportionate pressure, substantial contribution is provided in accordance with the EUROSUR objectives and cooperation and coordination with other Union agencies and bodies or international organizations as well as Third Countries is systematically enhanced.		<p>33,367 irregular migrants at Greece maritime borders during the JOs 2017.</p> <p>During JOs 3,944 debriefing interviews were performed by Frontex deployed experts. Frontex JOs Triton and Poseidon significantly contributed to the hotspot approach by providing support in identification and registration activities, especially by deploying Registration and Fingerprinting officers.</p> <p>Technical equipment (seaborne and airborne) deployed by Frontex delivered 72,692 patrolling hours.</p> <p>Frontex has provided substantial technical and operational assistance in Search and Rescue (SAR) and combatting cross border crime during maritime operations of 2017.</p> <p>As regards the European cooperation on coast guard functions and cross-border crime following results could be mentioned:</p> <p>2233 search and rescue cases were registered; 744 suspected facilitators were apprehended; 219 smugglers apprehended; 137.376.911,043 grams of drugs were seized; 107.727.600 contraband cigarettes were seized; 17 suspected sea pollution cases have been detected and reported; Over 1000 fisheries sighting forms have been submitted to European Fisheries Control Agency (EFCA) and national authorities; 5 incidents on suspected illegal fisheries were reported.</p>		
Pulsar Concept	JOU-3	<p>The operational activities at external air borders will be implemented according to risk analysis recommendations and identified needs to support MS across the entire external air borders as well as in Third Countries having signed working arrangements with Frontex within the limits set by Reg. (EC) 2016/1624. Focus will be given to threats and perceived vulnerabilities/needs identified at the external air borders.</p> <p>Within the legal mandate of the</p>	<p>Under the Pulsar Concept the following operational activities will be implemented:</p> <p>JO Alexis I, II, III and IV; Pegasus; Project Reference Manual On-line; PP Reference Manual; Project Air Border</p>	<p>JO Alexis</p> <p>Joint Operation Alexis 2017 was implemented in four different phases at 34 airports of Member States. In total 22 Member States, 5 Third Countries and 34 participating airports took part in the implementation of Joint Operation Alexis 2017. To support Alexis operational activities, Interpol deployed an IBMTF (Integrated Border Management Task Force) coordinator within Phase 2 and within Phase 4 at one of the participating airports.</p> <p>During the Joint Operation, 95 officers (including 10 Third Country observers) were deployed at different airports according to the operational needs for a total of 2,879 man-days covering the profiles of Second-Line Airport Officer and/or Advanced-Level Document Officer.</p> <p>The main aim of the activities undertaken within the framework of Joint Operation Alexis 2017 was to strengthen the operational capabilities of EU</p>	7	698,542.03

		<p>Agency, multipurpose joint operations implemented in the framework of Pulsar Concept will be connected with activities under the Multiannual Strategic Priorities of the Policy Cycle using the EMPACT mechanism thus based on tailored needs assessment, complementing the holistic approach to fight against illegal activities, criminal networks and also preventing cross border crime, including the fight against migrant smuggling or trafficking in human beings and drug trafficking control operations. Joint activities will also strengthen the effective cooperation with INTERPOL focusing on common operational activities and supporting the use of INTERPOL databases by border guards, in particular the SLTD.</p> <p>Concerning the Project Air Border Monitoring and Project Outpost the aim will be to establish a mechanism (process) regarding operational requirements - for deploying EU officers to key Third countries, with particular focus on those at risk. Focus will be given to modalities of deployments, the requirements to be fulfilled and the legal, logistic, financial and practical conditions to be met in order to enable such deployments.</p>	<p>Monitoring; Project Outpost.</p>	<p>airports to address the perceived vulnerabilities/needs that they had mentioned in an Information Request Survey distributed at the end of 2016. By applying the Vega Handbook and the Standard Operational Procedures provided in the annexes of the operational plans, specific countermeasures were implemented during the Alexis operational activities.</p> <p>The 11,265 implemented countermeasures as well as the high number of participants (22 Member States, 34 participating airports and 5 Third Countries) and the 2,879 man-days deployed in the course of the joint operations contributed to the enhancement of border security.</p> <p>During this operation, main threats as well as new and emerging aspects regarding irregular migration flows were also reported. The information provided by the participating airports greatly assisted Frontex Risk Analysis Unit in highlighting new and emerging trends.</p> <p>Joint Operation Alexis 2017 provided: Tailored operational support and capacity building, strengthening Member States operational capabilities in order to overcome perceived vulnerabilities; Effective and efficient operational response to perceived vulnerabilities meeting current threats (European Situational Awareness) in order to enhance the security of external air borders; Increased response capacity to emergency situations.</p> <p>JO Pegasus: A total of 11 Member States with 10 participating airports took part in the implementation of Joint Operation Pegasus 2017. During the implementation 10 officers were deployed at these airports according to operational need for a total of 597 man-days covering the profiles of Second-Line Interview Officer and/or Advanced-Level Document Officer.</p> <p>In particular, the deployment of the two officers from Interpol deployed at one of the participating airports was very successful due to the high number of hits on incoming passengers.</p> <p>The 10 participating airports reported 375 validated incidents involving a total of 806 persons as well as a total number of 578 unlawfully used travel/supportive documents and visas.</p> <p>The added value of Joint Operation Pegasus 2017 consisted of increasing mutual awareness concerning new modus operandi related to irregular</p>		
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				<p>migration as well as some emerging trends. It also highlighted some aspects of cross border crime and related irregular migratory phenomena at the EU's external air borders, some of them being already observed in the framework of other Frontex Joint Operations.</p> <p>JO Pegasus delivered the following main benefits: Enhancing border security and preventing illegal immigration by targeting facilitated irregular migration and trafficking in human beings by air and identifying organised crime groups (OCGs) responsible; Gathering intelligence, which could also facilitate further identification of the responsible OCGs and supporting Member States' criminal investigations through Europol; Improving intelligence/knowledge picture; Enhancing cooperation at the national and EU level, and that between EU Agencies (Frontex and Europol) and Interpol; Raising awareness of the Common Risk Indicators in respect of Foreign Terrorist Fighters or those linked to militant Islam.</p> <p>Project Reference Manual On-line</p> <p>Following the decision of the interagency Steering Committee, the project has been renamed to FIELD5 (Frontex INTERPOL Document Library System).</p> <p>In the course of 2017 the following results were achieved:</p> <p>Frontex and INTERPOL concluded an Implementing Arrangement connecting Frontex to INTERPOL I-24/7 Global Police Communication Network. In 2017 the technical connection was built and Frontex nominated the Data Protection Officer and the IT Security Officer to INTERPOL.</p> <p>The upload of Frontex QCCs to INTERPOLs Dial-Doc Platform via I-24/7 has started in July 2017. Up to now about 300 Frontex QCCs (Quick Check Cards) are uploaded on the platform.</p> <p>Under the project ABS has enhanced cooperation with the General Secretariat of the Council and agreed operational instructions concerning the use of iFADO images for the creation of Frontex Quick Check Cards.</p> <p>Communication Guidelines/Strategy and a Communication Plan was agreed with INTERPOL for the project.</p> <p>Terms of Reference for Business Analysis was drafted together with</p>		
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				<p>INTERPOL, agreeing the concrete outputs of the Business Analysis to be undertaken in course of 2018.</p> <p>The evaluation of Phase 1 and Planning of Phase 2 was prepared. The second Interagency Steering Committee meeting was organised on 9.8.2017.</p> <p>A Partnership Agreement was signed with INTERPOL on 9.8.2017. The purpose of this agreement was to agree the conditions and investments of both parties required for project success.</p> <p>On 29/30 November 2017 all EU MS/SAC and a few partner Third Countries (Albania, Canada, Serbia and the United States - selected together with INTERPOL) were informed about the project at the occasion of the first INTERPOL-Frontex joint conference. During the conference the National Frontex Point of Contacts as well as the INTERPOL National Central Bureaus were represented.</p> <p>On 21 December 2017 INTERPOL and Frontex formally invited together all EU MS/SAC as well as the above partner Third Countries to join the business analysis phase.</p> <p>PP Reference Manual</p> <p>In course of 2017 the EXP-DOC group (Frontex expert Group on Document Control) was established with 84 members representing 26 MSs in two sub-working groups, one collecting specialist documents experts and the other collecting operational document experts. The purpose of the experts' group is to streamline and better coordinate the contributions, recommendations, and support of Member States' document experts to the planning and implementation of effective operational and tactical measures to detect document fraud.</p> <p>In May 2017 the first Plenary meeting of the EXP-DOC group was held at Frontex HQ.</p> <p>2 workshops were organised with the operational document experts and 2 workshops with the technical document experts producing more than 200 new QCCs. The updated library was distributed in over 500 copies on encrypted USB drives. During one of the workshops a new document, alerts template, was developed for all Frontex Jos.</p> <p>One workshop was organised for 8 specialist document experts establishing</p>		
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				<p>requirements and specifications for Frontex owned technical equipment deployed to border control supporting travel document authentication.</p> <p>Project Air Border Monitoring</p> <p>In 2017 the project was kept frozen. During the Evaluation of the original Flight Tracking Project in 2014 participating MSs pointed out that alerting activity at air borders adds value in case certain personal data of the concerned passengers could be also communicated in the alerts. In the course of 2017 an assessment was undertaken with the support of Frontex Legal Assistance Unit (LAU) considering the new mandate of the EBCGA. The assessment suggests that personal data at issue could only be collected autonomously by MSs authorities and continuation of the project would require Frontex to integrate the Airline Liaison Officers deployed to Third Countries.</p> <p>Project Outpost. The project was frozen in 2017.</p>		
Vega Concept	JOU-4	<p>Frontex will promote effective protection measures for vulnerable persons/groups (children and victims of trafficking in human beings) at external air, land and sea borders from a law enforcement point of view. Under this concept Frontex will further develop cooperation with non-EU Countries and with EU Agencies and International Organisations (Europol, FRA, Interpol, UNHCR, and IOM) organising also public awareness session at EU airports.</p> <p>In view of contributing to an efficient, high and uniform level of border control, the SOPs are going to be used to complement the operational plans, covering all aspects considered necessary for carrying out the joint</p>	<p>Under the Vega concept the following operational activities will be implanted:</p> <p>JO Vega Children;</p> <p>Vega Handbooks.</p>	<p>Air - JO Vega Children</p> <p>In total 17 Member States and 3 Third Countries participated in the Joint Operation with 22 participating hosting airports and with 34 officers deployed (24 TMs, 4 EU advisers and 6 TC observers) in mixed teams along with 32 representatives of 2 International organizations. During the joint operation there were 15 confirmed cases of unaccompanied minors being detected. During both phases of the operation 6 persons were suspected of being involved in child smuggling. There were 5 arrests and 6 separate investigations opened into the smuggling of children via airports into the EU during the operation. There were three incidents of young female children whose parents declared that their daughters were at risk of Female Genital Mutilation (FGM). Prior to the operation the Frontex Team members, IO experts and the airports representatives were briefed and appraised about the risks associated with the practice which is unlawful in the EU.</p> <p>For awareness raising purposes and promoting effective protection measures for vulnerable persons/groups (children and victims of trafficking in human beings) at external air borders, in the frame of this joint operation 7 awareness sessions were organised (Helsinki airport: 2 awareness sessions, one for border guards and one for the staff of Finavia Corporation, Finnair and Customs; Skopje airport: 2 awareness sessions; Ohrid: 1 awareness session; Nicosia: 2 awareness sessions).</p>	3	269,641.49

		<p>operation, including:</p> <ul style="list-style-type: none"> - Procedures setting out a referral mechanism whereby persons in need of international protection, victims of trafficking in human beings, unaccompanied minors and persons in a vulnerable situation are directed to the competent national authorities for appropriate assistance; - Taking into account the special needs of children, victims of trafficking in human beings, persons in need of medical assistance, persons in need of international protection and persons in distress at sea and other persons in a particularly vulnerable situation. <p>Ensure the aforementioned measures are part of the package provided by the Agency during joint operational activities addressing cross border crime and irregular migration.</p>		<p>Air - Vega Handbooks</p> <p>The Vega Handbook - Children at airports: The handbook was translated into 23 EU languages and distributed to 114 MSs/ SACs airports. The handbook was also translated in Eastern Partnership (EaP) languages (Armenia, Azerbaijan, Belarus, Moldova, Ukraine, and Georgia) and will be also distributed to the airports in EaP countries.</p> <p>Vega Countermeasures Handbook Update</p> <p>In 2017, a revision of the VEGA ‘Countermeasures’ Handbook - which was published in 2012 - was finalized. New chapters on Evidence collection in child - related cases and on Second line checks (Article 2.13 SBC) with link to Foreign Terrorist Fighters and Common Risk Indicators have been introduced.</p> <p>Sea - Vega Children Handbook SEA</p> <p>Children at Sea Borders has been under development since 2016 and is planned to be published by the end of 2018.</p> <p>The project achievements are going to be extended to other Frontex business areas and will provide a solid law enforcement background for enhancing inter-agency cooperation within the scope of the protection of children. The handbook is presumed to be tested during 2018’s sea border Frontex joint operations, in order to observe its practical results.</p> <p>Land - Vega Children Handbook</p> <p>The aim of this Frontex handbook is to address various challenges and support the key processes with regard to the identification of children on the move and at risk as well as with regard to the activation of referrals to the relevant authorities. The draft VEGA Children Handbook has been presented in several Land Border Sector (LBS) meetings (e.g. All-in-One Meeting, Focal Points Land General Briefing Meeting and 1st Local Coordinators Network Meeting). Members of the Consultative Forum participated in Focal Points Land General Briefing Meeting (January and June 2017) and were invited to present and promote the topic. Based on the outcomes of the Workshops and Meetings, the Handbook has been reviewed, updated and re-structured. Publication of the activity is scheduled in 1st Quarter of 2018.</p>		
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<p>Additional Products and Services</p>	<p>JOU-6</p>	<p>Products and Services that can be delivered in addition and more tailored to products and services of the aforementioned concepts.</p> <p>Activities under EPN concept are related to harmonization, compatibility and interoperability seeking to further develop operational effectiveness and efficiency in coherence with the main recommendations and conclusions of the Jos.</p> <p>Focal/Coordination Points staff exchange will enhance networking of Focal/Coordination Point Local Coordinators and commanding staff by deploying to different Focal/Coordination Points. Handbook of the Best Practices for the Land Borders' ICC procedures will aim at harmonisation of Land Borders' ICC working procedures.</p> <p>The Operational Heads of Airport Conference is an annual platform contributing to the enlargement of the coordination of operational cooperation at external air borders of EU as well as with key non-EU Countries by increasing the awareness of operational heads of airports on the role and objectives of Frontex with specific focus on</p>	<p>Maritime activities:</p> <p>Staff Exchange and - Common Patrols;</p> <p>Frontex Positioning System;</p> <p>Yellow Pages; Compatible</p> <p>Operational Image;</p> <p>Working group on boarding in Frontex coordinated JO;</p> <p>Support to regional cooperation in maritime domain (Baltic Sea Region Border Control Cooperation (BSRBCC);</p> <p>EU Coast Guard Functions PP, ECGF Forum and other maritime related fora.</p> <p>Land borders activities:</p> <p>Best practices on Land border's ICC procedures;</p> <p>Focal/ Coordination Points staff exchange</p>	<p>Staff Exchange under Maritime</p> <p>During the reporting period, the scope of Staff Exchange visits was increased twofold compared with previous year. In 2017, 93 visits were performed by nominated officers from 12 EU MS/SAC for over 800 man-days. For reference in 2016, 46 visits were performed by officers from 11 EU MS/SAC for almost 400 man-days (similar level was achieved in 2015).</p> <p>Frontex Positioning System</p> <p>The tests for the transceivers have been finalised and the total number of them (45) has been delivered to Frontex HQ. More than 10 transceivers were tested and used in real operational activities under real conditions on board of maritime and aerial assets from different MS in the frame of all maritime Jos.</p> <p>Yellow Pages</p> <p>Yellow Pages is a web based database containing a set of practical information (logistics, contacts) on EPN areas with a particular highlight given to the deployment locations within the Member States hosting Frontex coordinated maritime operations accessible to authorised users of Frontex One Stop Shop (FOSS) platform.</p> <p>The database was gradually enriched with information on deployment spots with an aim to provide the participants with practical information on their deployment location prior to their mission.</p> <p>Compatible Operational Image</p> <p>Late November 2017 a procurement was published in order to organize an Aerostatic Aerial Border Surveillance Demo "Tethered Balloons/Aerostats", under real operational conditions, in Greece in 2018.</p> <p>Handbook "Boarding in Frontex-Coordinated Joint Maritime Operations: Best Practices & Guidelines"</p> <p>The hard copies of the Handbook "Boarding in Frontex-coordinated Joint Maritime Operations: Best Practices & Guidelines" were distributed to MS authorities. Also several tailored exercises/briefings were arranged within Jos Triton and Poseidon, including SAR, boarding, MEDVAC, and border</p>	<p>5</p>	<p>360.548,00</p> <p>Budget allocation is included in FP concept</p> <p>220,721.88</p>
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		<p>air border operational and capacity building activities, actual risks, threats and vulnerabilities.</p>	<p>programme.</p> <p>Air Border activities:</p> <p>Operational Heads of Airports Conference</p>	<p>control topics.</p> <p>Frontex supported Norwegian Presidency with expertise in the workshops/meetings and allocated 90 000 EUR.</p> <p>COASTEX 2017</p> <p>Portuguese Presidency was supported in the organisation of multipurpose multi-agency operations concept Coastex 2017 and JOU allocated 125 000 EUR.</p> <p>EMPACT Priorities</p> <p>The Agency took part in 31 Oas under 4 EMPACT Priorities, leading or co-leading 17 of them:</p> <p style="padding-left: 40px;">Facilitation of Illegal Immigration: 17 Oas THB: 5 Oas Firearms: 5 Oas Excise Fraud: 4.</p> <p>EU Agencies Network on Trafficking of Human Beings (THB)</p> <p>Frontex participated in the EU Agencies Network on THB based on the Joint Statement of 2011 of the Heads of the JHA Agencies.</p> <p>Handbook “Best Practices for the Land Borders’ International Coordination Centre (ICC) Procedures”</p> <p>The Final Draft of the handbook was presented to MSs, for introduction and familiarization, during the Land Borders’ 1st Host Country Network Conference. Host MSs were requested to provide comments. During the 2nd Semester of 2017, electronic version of the handbook was distributed to the ICCs for implementation, aiming at harmonisation of the Land Borders’ ICC working procedures.</p> <p>Focal/Coordination Points Staff Exchange Programme</p> <p>Focal Points Staff Exchange was launched with the aim to enhance the cooperation and exchange of information as well as best practices among the Focal Points. In total 37 Focal/Coordination Points took part to Staff Exchange:</p>		
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			<p>21 FP Commanders and 26 Local Coordinators were deployed for a total of 406 man-days.</p> <p>Operational Heads of Airports Conference</p> <p>The Operational Heads of Airports Conference is organised by Frontex every year for operational commanders responsible for border control at international airports in order to further promote the value of cooperation in the field of Integrated Border Management.</p> <p>The aim of the Conference is to facilitate personal contacts between the operational leaders of international airports. Furthermore, it is a good opportunity for delegates to discuss issues of shared interest and be updated on the latest developments in the field of air border integrated management. The conference was attended by 139 officials Commanders of Border Guard Services at airports and Organisations' Representatives. The three days conference went smoothly with declared satisfaction of several delegations. No relevant issues were identified and the participants were very satisfied with the event. Frontex staff presented the activities planned for 2017, answering to the questions and clarifications requested by the participants. First Risk Analysis Unit, but also other speakers reported on the challenges faced today by airport border guards. Comprehensive information on Schengen Evaluation and Monitoring Mechanism, Frontex Vulnerability Assessment, EU Policy Cycle/EMPACT activities, Fundamental Rights and children, were provided with specific emphases on travel documents (e.g. Frontex Reference Manual - Interpol Dial Doc project, Interpol I-Checkit Programme). Apart from the presentations given by the Canadian representative and UNODC Regional Office for West and Central Africa in Dakar, Frontex speakers underlined several times the importance of TC cooperation for air border activities. Supported also during informal meetings and discussions by the presence of a representative of the Frontex International and European Coordination (IEC) Unit, the Frontex team strengthened the relationship with the TC heads of airports present at the Cascais event.</p>		
Missions		Missions (Frontex staff and sTMs) related to land, sea and air operations activities	<p>Land Borders Sector: 301.000,00 EUR (please note this amount covers only Frontex staff missions only, sTMs missions are included under FP Concept)</p> <p>Sea Borders Sector: 2.520.000,00 EUR</p> <p>Air Borders Sector: 620.000,00 EUR</p>		3.441.000,00

Participants		Costs related to the participation of MSs/SACs, TCs, IOs, NGOs in operational meetings/workshops and etc.		Land Borders Sector: 434.335,43 EUR Sea Borders Sector: 350.000,00 EUR Air Borders Sector: 719.530,06 EUR		1.503.865,43
Operational Flexibility	JOU-7	<p>Operational Flexibility shall enable the short term allocation of additional financial resources based on exceptional developments of the migratory pressure and related changes to risk levels. This can also trigger operational activities involving Third Countries</p> <p>The reserved allocations for land border operational activities may be used to enhance green border surveillance activities and border checks covering additional operational areas (not included under operational concept) affected by irregular migration flow.</p> <p>The operational flexibility allocated to joint maritime operations might be used to enhance ongoing operational activities such as EPN Triton, and EPN Poseidon Sea;</p> <p>At external air borders the</p>	<p>Enhance joint operations at different types of borders (indicative):</p> <p>JO Focal Points Land;</p> <p>JO Flexible Operational Activities Land on border surveillance.</p>	Land Borders Sector: Increased deployment scope within JO FOA BCU LAND 2017 due to additional request for support from Bulgaria as well as an extended operational area of the activity to be covered (launch of the operation at the northern Greek border with FYROM) (3 000,000.00 EUR); Sea Borders Sector: Operational deployments' reinforcement within JO Poseidon 2017 (2,200,000 EUR), JO Triton 2017 (1,800,000 EUR) and JO Indalo 2017 (1,500,000 EUR); Air Borders Sector: Additional deployments within JO Focal Points Air 2017 (620,000 EUR), FIELDS Project (former Reference manual on-line) (300,000 EUR) and costs related to organising of All-in-One and Operational Heads of Airports Conferences in Q1 of 2018 (150,000 EUR).	0	9.570.000,00

		<p>operational flexibility budget might be distributed to the different joint operations carried out at airports with the aim to have resources immediately available per each of those activities while additional budget can be later transferred between different activities according to the need.</p> <p>The use of the budget will be triggered by emerging needs identified by Frontex and as proposed by the participating Member States in course of the year. The needs may encompass a certain number of irregular migrants arriving at certain airports, new connections and etc.</p>				

2. Return Support Activities

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
Return Support - Operational Concept	ECRet-1	<p>Frontex will enhance the practical cooperation on return by increasing the numbers of return operations (national and joint return operations) to destinations based on request from the EU Member States for assistance and coordination. The Rolling Operational Plan will be transferred to the web based platform FAR, allowing day to day update from MS request for assistance and coordination.</p> <p>In parallel Frontex will increase pre-return assistance to the EU Member States and facilitate cooperation with Third Countries on identification and acquisition of travel documents. The activities will also cover third country delegation visits for identification, verification purpose and issuing travel documents (identification missions).</p> <p>Frontex, as part of the flexible support on return, will support on request capacity building on return including training, with appropriate levels of targeted specialised training/workshops and seminars.</p> <p>Frontex will ensure technical and operational coordination of an integrated system of return management to build synergies</p>	<p>140 - 180 forced return operations</p> <p>10 - 30 Return operations on voluntary departure</p> <p>Readmission operations in accordance with the EU-Turkey Statement</p> <p>Enhanced support in the identification process and in obtaining of travel documents</p> <p>Improved response to MS' return needs</p>	<p>Significant increase in the scale of activities;</p> <p>No incidents reported;</p> <p>341 return operations implemented, 14189 TCNs on board;</p> <p>First FX organised RO and the first CRO to Ukraine successfully implemented;</p> <p>100% increase in the number of CROs;</p> <p>Increasing the number of physically monitored ROs;</p> <p>32 TCoR reached with FX coordinated ROs;</p> <p>Creation and effective use of the FX return pools;</p> <p>Developing a new mechanism to charter aircrafts;</p> <p>Putting in place a new system to support MS with returns by scheduled flights.</p> <p>The development and upgrade of FAR;</p> <p>Increasing number of readmission operations;</p> <p>Close cooperation with the DCP and PRAN networks;</p> <p>Deployment of return specialists in ATH throughout 2017;</p> <p>First Return Specialist training on 8 and 9 November 2017 (15 RS from 11 MS);</p> <p>Completion of the mapping exercise in accordance with the Renewed Action plan for Return;</p> <p>Launching the Pilot Project for the deployment of EURLO under the managerial and financial scheme of Frontex;</p> <p>Build-up the cooperation with key TC through participation in different fora;</p> <p>Familiarisation visit conducted with GIN and a number of contacts promoting the range of Agency's support on return was developed during TC visits to the Agency;</p> <p>Active use of EURLOs in case of ingoing/outgoing missions;</p> <p>Expand networking with EMLOs and EU DELs based in TC.</p>	52*	53,060.000

		<p>between competent authorities of the EU Member States, the EU funded return programmes and Frontex, with the participation of relevant authorities of Third Countries and other relevant stakeholders. The role of Frontex Direct Contact Points on return matters (DCPs) and Pre-Return Assistance Network (PRAN) will be further enhanced as part of the operational coordination of return management and for the exchanging of operational experience and knowledge in return matters.</p> <p>Frontex will provide technical and operational return assistance to the EU Member States subject to particular pressure on their return systems.</p> <p>Frontex will constitute and manage pools of “forced return escorts”, “return specialists” and “forced return monitors” as well as European return intervention teams</p>				
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3. Risk Analysis and Vulnerability Assessment

Title	Activity ID	Description/Objec tives	Expected Results	Delivered Results	HR	FR
Strategic risk analysis products services and methodologies	RAU-1	To provide platforms for information exchange and joint analytical work by Frontex and Member States in order to generate and share in-depth knowledge and up-to-date situational awareness achieved also through the constant development of methodology for risk analysis, including the analysis of vulnerabilities.	4 FRAN meetings implemented; 4 FRAN Quarterly Reports issued, with public release versions Regular analysis on Intra Schengen movements delivered in periodical and dedicated products EDF-ARA EDF meetings Annual Risk Analysis package Stakeholders participation in the Annual Risk Analysis process Regular monthly products Updates of situation at the external borders THB Handbook package Thematic workshops with THB experts	<p>FRAN: 4 meetings of Frontex Risk Analysis Network (April, June, September, December) with average participation of 29 Member States/Schengen Associated Countries, and Commission, EASO and Europol.</p> <p>Monitoring of the quality and timeliness of information upload. Resolving technical problems and responding to queries. All FRAN meetings implemented as planned providing a forum for discussion on irregular migratory trends and updates on RAU activities. 4 FRAN Quarterly reports issued in full and public versions. Risk Analysis for 2017 issued in full and public versions. The ARA supports strategic decision-making by Frontex senior and executive management, the MB as well as policy-making activities related to the IBM. MS, EASO and Europol contribute to the Annual Risk Analysis process. Presentation packages at various WPs and other fora. Member States regularly updated on the developments and state of play of the FRAN and the EDF-RAN information exchanges. Knowledge on concrete reporting issues in Member States, and agreement on the way to solve them in the future.</p> <p>FRAN Annual Survey was conducted in May. Presentation of the Annual FRAN report findings in the June FRAN meeting, and full report distributed in November. FRAN questionnaire on extension of the FRAN information exchange conducted in September. FRAN data meeting in November.</p> <p>Guest Analyst workshop with representatives of 6 Member States on Intra-Schengen data collection: Due to time constrains and the lack of resources there was no product dedicated to Intra-Schengen movements in 2017. Therefore, the Guest Analyst workshop with representatives of 6 Member States on Intra-Schengen data collection did not take place.</p> <p>EDF-RAN: Three meetings of the European Union Document-Fraud Risk Analysis Network (May, September, December) with the average participation of 25 Member States/Schengen Associated Countries, and Commission, Europol and Interpol.</p> <p>Two Guest Analyst workshops with the participation of 8 Member States to support work on the Handbook on Syrian documents and their misuse. Guest</p>	10*	430.000

				<p>Analyst workshop with participation of 2 Third Countries experts to work on the Handbook on Syrian documents and their misuse.</p> <p>Guest Analyst workshop on enhancement of quality of EDF data reporting with the participation of 3 Member States.</p> <p>Guest Analyst workshop with the participation of 3 Member States to support update of the Handbook on Impostor Risk Profiles. Digital version of the Handbook also made available on iFADO.</p> <p>EDF-ARA 2017 drawn up as planned. Regular incorporation of analysis on document fraud in FRAN Quarterly reports and monthly analytical outputs, as relevant. Increased quality of and enhanced information collected through the FRAN and EDF-RAN network as the basis for better quality Frontex reports. Update issue and distribution of Handbook on Impostor Risk Profiles.</p> <p>THB Expert Group: In 2017, the THB Expert Group meeting did not take place. Instead, the Strategic Analysis Sector took a different approach and carried out targeted visits to selected Member States. These aimed to enable RAU to meet with THB experts from different authorities in these Member States and discuss particular aspects related to THB, which enabled the update of the existing THB risk profiles contained in Frontex's Handbook on Risk Profiles on THB, and the development of new ones. This exercise helped to identify key stakeholders in the Member States, whose participation will be welcomed in a future THB Expert Meeting.</p> <p>In 2017 Frontex continued on producing its monthly analysis such as Monthly Analysis (12 issues), Statistical Report (12 issues) and Analytical Brief (7 issues). The monthly products provide the EU policy making level (i.e. ministers of the interior, the EU Council working parties, the European Commission), and border and migration management agencies and national and EU level, with the analysis of the most important developments and key trends in matters related to illegal border-crossing, cross-border crime and terrorism.</p> <p>Answering to the growing demand of the Member States, Frontex designed a new product the Return Monthly. It summarises return developments against the background of irregular migration to Europe, grouped by regions of origin of returnees. The analysis was presented to the stakeholders in the last quarter of 2017 and received a good feedback.</p> <p>Extension of FRAN information exchange: new breakdowns, update of</p>		
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				<p>definitions, flat template (implemented as of January 2018).</p> <p>Regional versions of the Common Risk Indicators booklets were published: Eastern Partnership in Russian, Western Balkans in Serbo-Croatian, Albanian and Macedonian languages</p> <p>European versions of the Common Risk Indicators booklets were published in German, Hungarian, Spanish, Italian, French, Greek and Bulgarian.</p>		
Risk analysis in support to return operations	RAU-3	A new line of analytical work is established to facilitate effective and efficient return activities by Member States and Frontex. (link to Articles 13, 27, 32, 35 and 53)	Enhanced collection of return data from Member States, development of composite indicators, amendment of third country methodology, amendment of existing regular products to include return issues, new tailored analytical products to facilitate planning and implementation of return operations.	Development of dedicated risk analysis portfolio to support the planning and implementation of return operations: Monthly Analysis for Return (one issue in 2017) and ad hoc Briefing Notes (ten in 2017), per request. Inclusion of return issues in regular products - monthly, quarterly, annual. Further enhancement of data collection has been postponed due to the developments of IRMA. Member States have been regularly updated on the developments related to risk analysis to return through, the participation and presentations at relevant meetings (European Migration network, Direct Contact Point in return, Pre-return Assistance Network), and updates in the FRAN meeting. The developments concerning third country methodology and portfolio are included under third country analysis products.	2	40.000
Third country analysis Services and Products	RAU-4	Third Country Risk Analysis Networks, third country monitoring and other related activities are the platforms and means for access and exchange of up to date information and analysis with and on Third Countries, enabling situation awareness on the irregular migration situation in Third Countries affecting EU external borders.	EaP-RAN meetings and workshops EaP-ARA and EaP Quarterly packages AFIC meetings and workshops AFIC annual report package AFIC Monthly packages TU-RAN meetings TU-RAN ARA and TU-RAN Quarterly packages WB-RAN ARA, WB-RAN Quarterly packages WB-RAN meetings Third Country Monitoring included in regular analytical production Participation in relevant	WB-RAN: Expert Meeting (March) with the participation of 21 experts from the MS, 10 from the Western Balkan countries and EU Institutions 1 from Commission, Europol, EASO, CELBET and UNCHR. WB Annual Analytical Review meeting with the participation of 12 experts from WB countries and 6 Member States and end of year planning meeting with the participation of experts from the Western Balkan countries. Guest Analyst Workshop in February with participation of Kosovo, Montenegro, the former Yugoslav Republic of Macedonia. Western Balkans Risk Analysis Network Study Visit to Montenegro held in September with participation of the representatives of Albania, Bosnia and Herzegovina, Kosovo, the former Yugoslav Republic of Macedonia, Montenegro and Serbia. Western Balkan Risk Analysis Network End of the Year Meeting in Warsaw with participation of Albania, Bosnia and Herzegovina, Kosovo, Montenegro, the former Yugoslav Republic of Macedonia and Serbia.	10	350.000
				Information exchange system operational and enabling production of periodical reports: WB-RAN Annual Risk Analysis (full and public versions), Annual Brief, and Annual Indicators overview translated to three languages of the region. Four WB Quarterly reports, full and public release versions		

			ILO network meetings	<p>available on the website. Increased knowledge on the migratory situation in the region enabling quality contributions on the region to general and specific periodical reporting, monthly contributions to the Post Visa Liberalisation Monitoring Mechanism owned by EASO, and monthly contribution to the Western Balkans videoconference organised by COM. Feedback to WB-RAN partners and FRAN on the developments. Increased visibility of the network among international organisations in the region. Finalisation and distribution of regional versions of the Common Risk Indicators booklets Western Balkans version, in Serbo-Croatian, Albanian and Macedonian languages.</p> <p>EaP-RAN: Expert Meeting (March) with the participation of 14 experts from MS, one expert from CELBET, Europol and UNHCR, 12 representatives of 6 EaP countries. In coordination with IEC and Eastern Partnership team implementing the activities of Eastern Partnership project.</p> <p>Information exchange operational and enabling production of periodical reports: Eastern European Borders Annual Risk Analysis (full and public versions). Annual report translated into Russian, with the support of EaP-RAN guest analysts from Ukraine and Moldova. 4 EP Quarterly reports (Full and public versions available on the website).</p> <p>Finalisation and distribution of the Common Risk Indicators booklet Eastern Partnership version in Russian language.</p> <p>AFIC: Three AFIC workshops (February - Niger, May - Canary Islands, September-Warsaw) to set up the new platform for information exchange and for joint analytical work aiming at delivering the AFIC Joint Report 2017. The EU Liaison Officers' Meeting in the framework of the Africa-Frontex Intelligence Community (AFIC) organised in October in Paris with the participation of 38 Liaison Officers, Commission and Europol. Joint AFIC Report 2017, full and public release version. Continuation of AFIC reporting via CIRCABC and 12 issues of AFIC Monthly report in EN and FR version, as feedback to the analytical community.</p> <p>AFIC Devco grant: Following the acceptance of the DG Devco grant to Frontex for the project on Strengthening of the AFIC, the project activities were launched in the September AFIC plenary meeting. The project was presented also at the annual Immigration Liaison Officers meeting covering AFIC countries. Furthermore, five scoping visits to selected AFIC countries took place and project staff has been recruited.</p>		
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				<p>TU-RAN: A TU-RAN Expert Meeting was held in March 2017 with the participation of 6 representatives of Turkish border management related entities, 9 Member States, Europol and UNHCR. Political intervention in technical matters have limited interactions. The finalisation of the cooperation plan between Turkey and Frontex could reinvigorate the collaboration.</p> <p>Third Country Monitoring: Results of regular third country monitoring included in regular reports and ad hoc briefings tailored to the needs of Frontex and EU level stakeholders. Continued use of social media analysis service tailored to EU borders' analytical needs, resulting in the delivery of a social media landscape report and monthly monitoring of selected areas based on its findings. Definition of new portfolio of Third Country Intelligence products, presentation to the Management and production launch.</p>		
Operational risk analysis services and products	RAU-5	Operational analysis products and services are delivered in order to provide situation awareness and advice for the planning implementation monitoring and evaluation of joint operations, pilot projects and EBGCT. The continuation of Air Border Risk Analysis network to provide situation awareness and support to air operations.	Risk Analysis input for JO planning, incl. ABT planning and implementation (AOD) Risk Analysis inputs to JO implementation and evaluation Risk Analysis Input to EBGCT processes Regular staffing of intelligence component in EURTF Greece and Italy 2 AB-RAN meetings Transfer of Pulsar Data collection to JORA as part of the AB-RAN Development Project phase 2.	<p>The following JOs and PPs were supported by RAU in 2017:</p> <p>FOA 2017 SE LAND, FOA 2017 WB LAND, COORDINATION POINTS 2017, FP LAND 2017, JO FOA BCP 2017 Land, JO EPN Triton 2016, JO EPN Triton 2017, JO EPN POSEIDON 2017, JO EPN Minerva 2017, JO EPN INDALO 2017, JO EPN Focal Points Sea 2017, JO EPN Hera 2017, JO Focal Points Air Intermediate Managers, JO Focal Points Air Regular Officers, Pegasus. Alexis, Vega Children.</p> <p>The operational analysts supported the joint operations in the preparatory phase, during the implementation and in the evaluation of each joint operation and Rapid Intervention.</p> <p>In particular, during the preparatory phase they provided the analytical assessments that served as a foundation for the planning and later for the drafting of the operational plan in relation to the identification of the operational concept, the definition of the operational area, the duration and period of the JO, and providing knowledge basis for the deployment of assets and experts. In addition, they provided their input in the definition of the resources, structure and processes that relate to intelligence, and supported the negotiation with the Member States.</p> <p>During the implementation of the joint operations and the rapid intervention the operational analysts provided regular analytical reports, with three distinct set of addressees, the bi-weekly analytical reports for the project team and the coordination structure of the operation such as the ICC, the bi-</p>	20*	75.000

			<p>weekly analytical briefing for Frontex management and internal stakeholders and the bi-weekly analytical updates for the experts seconded in the operational areas. The concept Weekly Analytical Overview as a dedicated product to be shared with other actors in the operational area: was extended to address the similar needs in all main operational areas at land and sea. The portfolio of operational analysis reports to provide prompt advice on new trends has been developed (Analytical Warning for Operations, Operational Analysis on routes, modus operandi, nationalities...) and standardisation process has been launched. In addition, regular tailored periodical analytical reporting from key operational areas was provided to IPCR and ISAA. JORA templates were elaborated for the purpose of operational reporting.</p> <p>In addition, operational analysis inputs also supported the planning and implementation of JAD (more details included under RAU-08).</p> <p>Responses based on analytical findings were provided to numerous stakeholders upon request. Advice and update on the impact of geopolitical developments in key transit countries, on the operational response was provided as needed/requested. Operational Analysis input was provided to vulnerability assessment processes and products requiring additional workload on the size of operational analysts.</p> <p>Situation awareness at the external air borders was provided as input to regular and ad hoc operational analysis, and for information of Frontex Management in Weekly Operational Briefings.</p> <p>ABN support The Assessment for Operational Deployment and specific fact sheets per route were prepared in September to facilitate the preparation of ABN.</p> <p>AB-RAN Due to the continued limited geographical and time limited operations at air borders, RAU maintained situational awareness across the greater part of the external air borders with weekly reporting from over 100 key EU and Schengen airports using the Pulsar Weekly statistical data collection. Bi weekly reports based on the data were prepared by RAU and shared with MS and SAC. The reporting process was further strengthened by the use of analysts from 27 MS/SAC attending the two meetings of the Air Borders Risk Analysis Network (AB-RAN) carried out during the course of the year, which allowed for the identification and sharing of emerging trends across the sector.</p> <p>In preparation for the imminent transfer of Pulsar data onto JORA and therefore providing the AB-RAN analysts with the ability to access and</p>		
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				analyse each other's Pulsar Data, the analysts were provided with a training course in using SAS VA tools to visualise and analyse data in November 2017.		
Collection and coordination of intelligence	RAU-6	To manage the effective collection of actionable information, through the management of joint debriefing teams, Intelligence Officers, and of related information flows, from emerging hotspots or border areas subject to high border management pressures.	Support and management of debriefing activities in operational areas Updated debriefing reference material per route Acquisition of personal data from operational areas Intelligence Officer workshops	<p>Debriefing activities:</p> <p>In 2017 in the framework of the analytical input to joint operations approx. 4328 debriefing interview reports were submitted to Frontex; 3910 in sea operations and 418 in land operations. Besides that 670 intelligence officer reports and 1361 landing reports were made and sent to Frontex Risk Analysis Unit to be processed.3 RAU Debriefing Advisors (SNE) were providing regional support to the Human Intelligence Network (HUMINT). In order to enhance regional coordination, one of them was deployed in Greece one in Italy and another one was tasked to support debriefing activities in Spain, Bulgaria and Italy and Greece based on intelligence needs. In total they were deployed during 37 missions to many operational areas (Indalo, Triton, Minerva, Poseidon Sea, Land, as well as Flexible Activities) where they delivered Debriefing Activity Workshops during rotations for MS experts and national officers coming from different MS. Regular contacts and direction for debriefer was provided through briefing meetings with operational analysts and weekly video conferences.</p> <p>In addition an External Debriefing Expert was contracted by RAU (during the period March to December 2017) and had 19 missions to four joint operational areas (Triton/Italy, Poseidon Sea/ Greece, Flexible Activities JO Greece / Bulgaria and JO Indalo / Spain) and at the Frontex Headquarters. The External Debriefing Expert delivered 30 two-day workshops, with approximately 35 to 40 participants in each workshop from several MS experts (screening and debriefing experts, fingerprint officers, document experts, FSO, team leaders) cultural mediators and other Frontex staff.</p> <p>In order to provide ongoing support to the debriefing activities in the hotspots, Operational Analysts on rotation undertook missions to the EURTF in Italy. The Debriefing Advisors were also deployed to the EURTF Office in Catania as a part of RAU team responsible for operational intelligence gathering.</p> <p>Two HUMINT network meetings organised by RAU took place at FX HQ comprising of Intelligence Officers, Team Leaders of Joint Debriefing Teams involved in the hotspots in Joint Operations Triton, Indalo and Poseidon 2017. These meetings focused on the implementation of debriefing activities and the extension of Personal Data gathering through debriefing interviews as a matter of priority, with the view of discussing needs and requirements for</p>	4	150.000

				<p>risk analysis and Personal Data gathering and to exchange best practices.</p> <p>EBGT RAU staff took care of the selection of Seconded Guest officers for the debriefer profile, monitoring their performance and providing briefing/information to support their activities during deployment. The support that was provided by RAU staff included having regular video conferences and field mentoring and resulted in improved quality of reporting from SGOs.</p> <p>RAU staff supported Intelligence Professionals training events organised by Frontex Training Unit by sending an analyst for the planning of training activities, the evaluation of the trainees and providing presentation on the latest issues related to debriefing deployments in joint operations.</p>		
Processing personal data for operational purposes	RAU-7a	Collecting and processing, in a law-enforcement context, personal data relating to suspects of crime in order to support risks analyses and Frontex operations, as well as for transmission to Member States and EU law enforcement agencies such as Europol & Eurojust.	More precise tactical and strategic risk analyses and transmissions of personal data to MS & EU law enforcement agencies	<p>In relation to the processing of personal data for risk analysis and transmission to EUROPOL: In the framework of Frontex Joint operations Frontex obtained information resulting in obtaining intelligence on 386 persons, 2416 descriptions, 1277 intelligence packages sent to Europol and 145 hits in Europol database.</p> <p>In relation to the transfer of personal data to Member States: Launch of a working group for consultations with MS; Preparation of Draft Operational Concept.</p> <p>In relation to the transmission of personal data to Eurojust: Launch and two meetings of a Frontex- Eurojust working group to facilitate consultations on the matter</p> <p>Acquisition of relevant software for the processing of personal data and tailoring it to the needs of Frontex (ICT budget).</p>	9*	40.000
Processing personal data for migration management	RAU-7b	Collecting and processing personal data relating to all individuals detected for unauthorised crossing of the border (including migrants, asylum seekers, victims and minors) to support Frontex return	Risk Analyses, personal data packages to support Frontex return operations, and transmissions of personal data to MSs, and the new European Asylum Agency.	The implementation of the project aimed at developing the processing of personal data on all individuals detected for unauthorised crossing of the border has been postponed to 2018. It is dependent on the recruitment of dedicated staff to take place in 2018, and the EDPS authorisation.	7*	40.000

		activities, the EASO and the competent authorities of the Member States.				
Informing EU policies and regulations with risk analysis. Support to EMPACT	RAU-08	Regular and ad-hoc analytical input and reports are provided to DG Home and other EU institutions in the implementation of relevant regulations and policies.	Risk Analyses for Schengen Evaluation Mechanism Observer participation in Schengen Evaluation missions Risk Analysis for Presidency Operation if required Relevant contributions to the planning and implementation of Frontex-led and participated priorities within EU Policy Cycle/EMPACT	Analytical input provided by Frontex in the implementation of relevant regulations and policies: Schengen Evaluation Mechanism. Report for the Annual Programme 2018 delivered to the European Commission and shared with MS as required; Schengen Evaluation Mechanism. Risk Analysis for Unannounced On-site Visits in 2018 delivered to the European Commission as required; Involvement of Member States in the guest analyst workshop to analyse the data needed for the Schengen Evaluation Mechanism reports; Frontex observer participation in Schengen Evaluation Mechanism announced visits; Support to the implementation of Art8 of the Amended Schengen Border Code. Technical meeting on the implementation of the implementation of Art 8 risk assessment article, with the participation of 19 MS and the COM. Elaboration of risk assessment template and the process, on communicating the risk assessment; Regular monthly input to EASO for elaboration the Joint Post Visa Liberalisation Monitoring Mechanism Report (Western Balkans); Provision of input to visa dialogues led by the European Commission as required. The coordination of Frontex contribution to EU Policy Cycle/EMPACT related activities was provided by Product and Change Manager to Director of Operations Division and Anti-Trafficking Coordinator, while RAU, apart from is share within led and participated Operational Actions, provided the availability of Mission budget. The coordination of Frontex contribution to EU Policy Cycle/EMPACT related activities was provided by Product and Change Manager to Director of Operations Division and Anti-Trafficking Coordinator, while RAU, apart from is share within led and participated Operational Actions, provided the availability of Mission budget.	3 ²⁰	80.000

²⁰ The undertakings in support to the EU Policy Cycle/EMPACT planning and implementation are coordinated by Change & Product Manager to DOPD and Anti-Trafficking Coordinator.

			<p>Frontex increased its share within EU Policy Cycle/EMPACT both with the range of the Priorities and the number of Operational Actions. In 2017, the Agency took part in 31 Operational Actions under 4 EMPACT Priorities, leading or co-leading 17 of them, namely Facilitation of Illegal Immigration (17 OAs), THB (5 OAs), Illicit Firearms Trafficking (5 OAs) and Excise Fraud (4 OAs). The most significant share concerned Facilitation of Illegal Immigration with 9 Actions led/co-led and 8 more participated and the role of the Co-Driver of the whole Priority.</p> <p>Under the OAP 2017, the Agency has started its EMPACT cooperation within Excise Fraud - mainly due to the perspective of excise goods smuggling, following the extension of its mandate and development of the multi-purpose concept of the Joint Operation. The main Agency's focus is tobacco products and alcohol smuggling via the EU external borders in land and maritime domain. The participation in the Priority serves also the purpose of increasing its own knowledge, intelligence picture.</p> <p>Frontex has strived to play more intensive cooperation with customs within EMPACT activities. This has been encouraged by COSI and fulfilled also via the Coordination Mechanism. Some Operational Actions participated by Frontex within Firearms and Excise Fraud EMPACT Priorities are supported by national customs authorities. In 2017, the Agency supported the Joint Customs Operation Magnum II under 8th Action Plan of CCWP (starting with the contribution to the risk analysis), attended CCWP plenary and expert group meetings regularly; aligned its engagement with Excise Goods and Firearms EMPACT Priority. Analytical products related to EFS were presented during the awareness sessions at EMPACT and within CCWP. One of the Joint Action Days under FII EMPACT Priority, organised by Frontex in autumn 2017 involved customs authorities as well. The strive for alignment of customs cooperation with law enforcement under EU Policy Cycle was strongly promoted by COSI. Moreover, the collaboration with CELBET was further expanded, the meeting on risk management was organised to enhance this element. The customs related cooperation required the sequence of meetings and missions that have been executed.</p> <p>Within EMPACT, Frontex concentrated its efforts along with MSs, Europol and Interpol on intelligence gathering, risk analysis, identification of links to other criminal areas including terrorism, synchronisation and synergy with Frontex coordinated, multipurpose JOs, availing Eurosur Fusion Services for cross-border crime and facilitated illegal immigration tackling, sharing the debriefing results to feed the investigations and operational work and the enhancement of the cooperation with certain MS, WB countries and the</p>		
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			<p>Eastern European region.</p> <p>Frontex was actively involved in the preparation and fulfilment of Joint Action Days under EU Policy Cycle led either by MS or Europol under 2017 line (Operation Dragon). JADs aimed at the intensified controls, searches that could end with apprehensions of irregular migrants, detections of false docs and ID fraud, seizures of illegal goods, arrest of criminals (facilitators, smugglers). They focused on certain phenomenon, region, route, modus operandi, criminal network. They also aimed at initiating new investigations with intelligence obtained or end the on-going investigations with arrests and seizures. They have to be embedded in the Operational Actions under at least 2 different EMPACT OAPs. Frontex was also involved in the Large-Scale JAD under Operation Dragon managed by Europol, while we have provided the analytical support and operational response aiming at tackling facilitated illegal immigration, ID fraud in air, land and sea domain.</p> <p>Frontex officers were deployed in the operational coordination centre at Europol to facilitate the exchange of information. Moreover, the Agency was involved in JADs organised by MS or Europol such as Global Airline Action Day and Calibre. The Agency took the coordination role with JAD DANUBE 2 with the co-leadership of Hungary that allowed to further expand the operational cooperation between central and regional border police units and investigative units with the assistance of other MS and both Europol and Interpol with the support of the analytical tools as well. Information gathered or analysed during operation DANUBE 2 allowed to boost or start new intelligence cases/investigations against migrant smuggling facilitators. The action held in June 2017, resulted also in the seizures of illegal goods smuggling, detection of stolen vehicles and false documents. Similar activity was executed by the Agency in the air border domain, within the framework of the action AEOLOS targeting the risk analysis based airports and air routes exploited by the facilitators of illegal immigration (with the co-leadership of Germany) Moreover, JAD Dual was organised aiming at combating facilitated illegal immigration and excise goods smuggling with the focus upon the use of cargo trains, containers, trucks and other means of transportation. Joint risk analysis with Europol and Austria was produced. In JAD Danube 2 and Dual, the coordination centre was established for better exchange of information and its analysis if needed. Europol actively got involved as well.</p> <p>Under EMPACT Priorities, Frontex availed its Eurosur related services (including the analysis related services) to the national criminal police, border guard, customs authorities and Europol (both within FI, Excise Fraud and Firearms domain) to support their effort with preventing and combating cross-border crime, then fulfilling one of the objectives set in Eurosur</p>		
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				<p>Regulation. EFS has been also applied during the Operation Columbus initiated together with ESP, PRT, NDL, Europol and CCWP with the main aim to better identify and counteract the firearms trafficking in maritime domain. The pilot project within this EMPACT related activity under Firearms Priority was organised in December 2017.</p> <p>In the field of the fight against firearms trafficking, beside the involvement in EMPACT Firearms Priority, Frontex became the participant in European Firearms Expert Group closely linked to Firearms EMPACT priority, bringing its perspective of EU external border protection, but also to further build The Agency capacity in the firearms trafficking related field in full alignment of EFE efforts in order to counteract this phenomena better jointly.</p> <p>The overall coordination of EMPACT has been fulfilled at the level of Director of Operations Division office. This has required both the internal and external undertakings, involving almost all units and sectors of OPD, with a significant burden of RAU all three sectors. Several analytical materials, presentations were elaborated, shared and presented within EMPACT. A series of preparatory meetings at Frontex and at Europol and in Brussels, kick-off / debriefing / evaluation / coordination meetings and JADs fulfilment were executed within 2017 mostly by means of missions. This has also included the deployments at the Coordination Centres established for JADs Dual and Danube 2.</p> <p>Within the crime priority THB, Frontex updated the Frontex “Handbook on Risk Profiles on Trafficking in Human Beings” by including a special profile on children and a special profile on labour exploitation. These actions contributed to various actions of the Operational Action Plan on THB under EMPACT and as well to the invitation from Council Conclusions 9373/16 to further develop risk profiles to be used by border guards to identify potential victims and perpetrators of THB for labour exploitation at air, land and sea borders.</p> <p>Frontex made an effort to contribute to the collection and sharing of operational and strategic information through FP Phoenix on THB for all forms of exploitation which impact across the EU.</p>		
Informing Frontex Management stakeholders and Frontex policies with	RAU-09	Ad hoc analytical briefing to internal Frontex stakeholders as required	RAU contribution to required Briefing Notes, situation analysis and updates, presentations and policy documents, press information.	In 2017 RAU supported Frontex management with briefing notes, mission awareness reports, updates concerning specific topics, situation analysis and related presentations.	3	0

risk analysis						
Data Management and Technical Support to Risk Analysis	RAU-10	Provision of technical services enabling and supporting risk analysis such as data and GIS analysis, business intelligence, building risk analysis capacity in Frontex, Member States and cooperating Third Countries, access to open source information and intelligence. Implementation of land earth observation services financed under Copernicus Delegation Agreement.	Data Analysis and GIS analysis inputs Increased automation of data analysis. Availability of identified OSINT and OSINF sources directly to analysts. Trainings delivered.	The following results were achieved in 2017 under the specific work lines: Data Analysis: Automated reporting packages for monthly, quarterly and yearly regular reports; Automated reporting packages for specific areas of interest; Tailored data analytics for end-users; Trend fluctuation detection for analysis and data validation reports; Vulnerability Assessment objective indicators and Third Country Monitoring threat levels data reports; Access to external open source data and integration with the in-house available datasets; Extension and revision of the data collection and processing automation; Data workshops and training provided for the data providers; Vulnerability Assessment data project management: Design, development and implementation of form based applications for the Data Collection of the 2nd Cycle of the Baseline Assessment; Data Model definition: Metadata concept definition and Data base deployment for the Baseline Assessment; Deployment of the Data Security level up to EU-Restricted for the VA Data Set; Validation rules, data quality concept and implementation proposal; Improved and automated ETL processes implemented in the Data Base level for the Baseline Assessment processes; Analytical Tool to support the SE and ETA processes and reporting needs; Output management tools to support other processes and sub-processes: Simulation Exercise, Consultation processes, recommendations follow-ups. GIS Analysis: Update and maintenance of GIS operational data analysis applications; Risk Analysis GIS Portal maintenance and upgrades: access to analytical Copernicus Evolution services; centralised area for analytical mapping products; improved self-service capabilities; Upgrade and maintenance of the EU MS Liaison Officers web map application; Support to Vulnerability Assessment: cartography and geospatial analysis; Further development of GIS services for RAU through the preparation and launch of two specific contracts for GIS services: Earth observation Services - management of products and enhancement of visualization; GIS access, analysis and visualisation for RAU activities.	7	850.000

				<p>Implementation of Copernicus DA: Management of an increased number of requests for Imagery Intelligence (IMINT) services. In 2017 significantly more requested were received from the National Coordination Centres (NCCs) and also related to Cross-Border Crime (CBC). Coordination and delivery of 5 training sessions on IMINT for border surveillance to increase the awareness of the imagery intelligence services' availability and use. Coordination and delivery of 2 Analysis Layer User Group meetings to update stakeholders on the Analysis Layer services and products as well as on the development of tailored Analysis Tools. Update and maintenance of documentation for the provision of services under Copernicus DA, reporting on services implementation.</p>		
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Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
Vulnerability Assessment	RAU-2	To develop and implement vulnerability assessments on Member States, with the support of Liaison Officers to Member States ²¹ , in line with the Implementation Plan and in close consultation with Member States to support risk analysis (art. 10), to provide a basis for recommendations for necessary measures (art. 18).	Vulnerability Assessment Network meeting (up to 6 meetings); Vulnerability assessment reports to the Council and the Parliament (at least once a year).	6 VAN meetings organised, with the participation of experts from MS/SAC and COM. 1 VA Annual Report 2017 to EU institutions, in line with provisions of Art. 13(9) of the EBCG Regulation. 29 Baseline Assessment reports delivered to the MS/SAC involved in Vulnerability Assessment activities. 9 Simulation Exercises Assessment reports (3 from pilot phase + 6 from the 'real exercises'). 8 Emerging Threat Assessments launched in 2017.	10*	200.000

²¹ Relevant temporary solution might be utilised until the Liaison Officers to Member States to be deployed by the Agency are recruited and selected.

4. Management of Pooled Resources

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
Resource management	PRU-1	Provision of technical assistance and management of resources aimed at securing that appropriate human and technical resources are made available for deployment to support operational activities.	Established Frontex capacity to meet the operational needs.	Establishment of the EBCG Teams, Return Pools and Technical Equipment Pool through the Annual Bilateral Negotiations (ABN) 2018 Managing the pools and mobilising additional resources for operational activities in 2017 Recruitment of seconded Team Members (sTM) through the annual sTM recruitment process Development and implementation of policies and strategies for Occupational Safety and Health Stakeholder management through the Pooled Resources Network Monthly reporting to the Management Board and Annual Reporting to the European Parliament	12	359.000
Establishment of rapid reaction capacity	PRU-1a	Provision of technical assistance and management of resources aimed at securing that appropriate human and technical resources are made available for rapid border interventions as well as monitoring and enhancing Frontex and MS/SAC preparedness for rapid deployments via relevant exercises.	Established rapid reaction capacity (rapid reserve pool)	First time establishment of the Rapid Reaction Pool and the Rapid Reaction Equipment Pool Development of an enhanced concept and delivery of the Rapid Border Intervention Exercise 2017 in Bulgaria.	5	689.000
Infrastructure development	PRU-2	Maintaining the quality of the resources made available for deployment to ensure they are appropriate, sufficient, cost-effective and correctly allocated to meet operational needs and legal obligations as well as ensuring the quality of resource management processes.	Enhanced quality of the resources and processes.	Conclusion of the Opera Evolution Feasibility Study Launch of the Project aimed at acquiring Opera Evolution Development of the technical requirements for Opera Evolution Development and implementation (in close cooperation with ODSO) of a temporary tool (ABNet) for supporting the ABN process.	6	235.000
Acquisition of technical equipment and services	PRU-3	Acquisition of technical equipment and/or services to ensure that sufficient, efficient and cost-effective technical resources and logistical solutions are available to Frontex to cover all identified operational needs.	Enhanced Frontex capacity to meet the operational needs by: Acquisition of TE or services for border control tasks Procurement of	Continued successful implementation of the Frontex Aerial Surveillance (FASS) project Management Board adoption of the Strategy for Acquisition and Leasing of Frontex own Technical Equipment Launch of feasibility study for establishment of the Agency's own logistics and supply chain management system Secured framework contracts for	10	7.400.000

			services for return activities Acquisition of services and equipment to provide logistical support for operational areas and hot spots Procurement of other items/small equipment to support Frontex activities	Chartering aircrafts Light border management equipment Hand-held border management equipment Preparation of the technical requirements for Vehicles for Migration Management Mobile Surveillance Systems Mobile offices Language services		
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5. Training

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
Educational Standards	TRU-1	From the basic level up to the Master degree, Common Core Curricula and related course modules for Border Guards constitute the cornerstones in building harmonised competencies within all stages of professional careers. In 2017 priority will be given to the revision of the Common Core Curriculum for Border Guard Basic Training (CCC Basic) and the development of a Common Core Curriculum for Border Guard Mid-level Officers Training (CCC Mid-Level) and quality assurance. New activities planned in order to implement the new regulation: Develop curricula on strategic border management for senior officers in the MSs and Third Countries; (Art. 4, 8(1)(p), 36) Carry out interoperability assessment programmes as a part of the vulnerability assessment. (Art. 13, 8(1)(p))	Curricula, QA system, trained officers	Frontex Training Quality Assurance System developed to enable Frontex to become an accredited developer and provider of harmonised, learner-centred, cost-effective and internationally validated training products Border and Coast Guard Training Delivery Methodology - Train the Trainers course was developed The Educational Quality Assurance Board, the SQF Trainers and the Train the Trainers Boards train were established 2 courses in Course design using the SQF for BG in line with Bologna/Copenhagen principles delivered (50 participants trained) 2 nd iteration of the European Joint Master's in Strategic Border Management launched Scientific Committee established to develop quality standards for integrating different methodological approaches applicable in border management research and facilitate the implementation of a harmonised approach; to promote practitioners' research in Border Management.	14.5*	2.450.000

		<p>Support practitioners research in border management, develop and maintain a community of excellence in researching border management practices and disseminate results to inform education and learning in border management (Art. 8(1)(q), 36, 37(1))</p> <p>Develop and maintain a quality assurance system allowing the institutional accreditation, accreditation of courses, validation and recognition of qualifications and the certification of trainers (Art. 4, 8(1)(p), 36(4))</p> <p>Develop and maintain common core curricula (Art. 8(1)(p), 11(7)).</p> <p>Establish and maintain a forum on Educational Excellence aiming at identifying and implementing best practice in education and training in border and coast guard management (Art. 4, 8(1)(p), 10, and 36(8)).</p>		<p>The Common Core Curriculum for Border and Coast Guards Basic training in the EU (CCC) was updated and aligned with SQF for BG</p> <p>The CCC 2017 was launched in June; the implementation and translation process started already in the second half of 2017 - 2 workshops for MS, SAC and WAC</p> <p>The introduction to the CCC 2017 and alignment tables translated into all European languages to facilitate the implementation process</p> <p>The cooperation within EaPA project with Third countries to facilitate the implementation of the CCC</p> <p>The development of the Common Core Curriculum for Border and Coast Guards Mid-Level Management Training in the EU has started: the concept and the strategy were elaborated; development of the content is in progress.</p>		
Pre-Deployment Training	TRU-2	<p>These types of training activities focus on the specific needs of the pool members for carrying out their duties effectively, according to the profile defined for their deployment. The priority will be given to the training on coast guard functions and training for return operations and interventions. EBCGT profile training courses will be re-shaped with attention given to the development of eLearning tools and training delivery supported by means of ICT-enhanced learning as integral part of the courses. Emphasis will be given to development and adaptation of training tools and eLearning courses. New activities planned in order to implement the new regulation: Supporting the delivery of operational</p>	Training products, trained officers	<p>3 Profile Training courses for Debriefing Experts delivered and 45 Debriefing experts trained.</p> <p>Profile Training courses for Screening Experts delivered and 20 Screening experts trained.</p> <p>1 Trainers Workshop for trainers in nationality assumption and screening delivered and 12 national trainers in screening trained.</p> <p>4 Second Line Airport Officers Profile Training Courses delivered and 64 SLAO trained.</p> <p>1 Ad hoc course for Second Line Officers delivered prior REX exercise and 20 second line officers trained.</p> <p>Close cooperation with EASO on implementation of the Access to the Procedure tool; tutorial video for the Access to the procedure produced in April 2017 and since October incorporated in pre-deployment courses.</p> <p>Assistance to IPA 2 project in the area of training for screeners and interview experts in 4 courses.</p> <p>Cooperation with EDA - Train-the-trainer course for migrant handling (participant and also a lecturer) - follow up with materials exchange and support with training expert to NMOTC</p>	23.5*	2.650.000

		<p>and technical assistance by providing training products (Art. 4, 8(1)(p), 36). Develop and deliver training for the members of the European Return Intervention Teams (Art. 8(1)(p), 36). Develop, deliver and maintain training products for coast guard functions (Art 8(1)(q), 35). Develop, deliver and maintain training products for first and second line officers on child specific issues (Art. 8(1)(p), 36.1). Plan and carry out regular exercises (table-top and live) with members of the EBCGT (Art. 8(1)(p), 36(1)). Develop and deliver training packages for staff to be deployed in the Migration Management Support Teams (Art. 8(1)(p), 17). Develop, deliver and maintain training packages for observers (Art. 52(5), 54(5)).</p>		<p>course. 4 Profile Courses for Maritime Border Surveillance Officer delivered and 66 participants trained. Webinar on Maritime Border Surveillance Officer delivered. Air Crew Training for Border and Coast Guards developed. Webinar on Air Crew Training delivered. Additional Training for Coast Guard Functions developed. Webinar on Additional Training for Coast Guard Functions delivered. 4 EBCGT Land Border Surveillance Officer courses delivered and 71 participants trained. 1 EBCGT Land Border Surveillance regional course for Germany, Poland, Netherlands and Austria delivered and 26 participants trained. 1 EBCGT training course for Belgium officials as rapid pool members delivered and 16 participants trained. 2 parallel EBCGT Land Border Surveillance officer training courses during REX delivered and 34 participants trained. Online course for EBCGT training developed. Training for Frontex Support Officers developed. 4 Courses of Advanced Level Document officers delivered. 4 Courses for Escort Leaders in JRO by Air delivered and 72 Escort Leaders trained. 7 Courses for Escort Officers on Readmission from Greece to Turkey delivered and 453 escort officers trained. Training for National Multipliers in Return Matters delivered. Training for Return Specialists Pool provided. 1 Trainers Workshop for Escort Officers in Readmission. trainers delivered. Webinar on FAR delivered. Network of National Designated Experts for Forced-return Escort Training established. Assistance to Greece and Hungary in their National Escort Officer Training provided. Assistance to IPA 2 project in the area of forced-return escort training provided in 3 courses. Training activities for forced-return monitors (2 courses, 1 train the trainer workshop) coordinated and co-delivered in close cooperation with ICMPD. EUNAVFORMED operation SOPHIA supported by providing Training support for Libyan Coast Guard and 59 officers from Libyan Coast Guard trained. Table top exercise for foreign terrorist fighters developed.</p>		
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<p>Training Support to Border and Coast Guard Functions</p>	<p>TRU-3</p>	<p>The implementation of common standards for specialised training of border guards is achieved through the development of common training products and by certifying BG instructors and trainers at EU level. Priority was given to the training of escort officers and escort leaders, taking into account different means of transportation to be used in the joint return and readmission operations.</p> <p>New activities planned in order to implement the new regulation: Develop and deliver a training package on IBM for senior officers to be utilised by the MSs and to maintain a readiness to deliver it as a course in Third Countries. (Art. 8(1)(p), 36) Supporting the delivery of operational and technical assistance by providing training products. (Art. 4, 8(1)(p), 36) Develop and deliver training for the vulnerability assessors (Art. 13, 8(1)(p)) Develop, deliver and maintain training products for coast guard functions (Art 8(1)(q), 36, 53) Develop and maintain common core curricula (Art. 8(1)(p), 11(7)) Develop, deliver and maintain training products for first and second line officers on child specific issues (Art. 8(1)(p), 36(1)) Maintain a readiness to support the training of customs officers (Art. 52(3)).</p>	<p>Training products, trained officer</p>	<p>Training package on European IBM concept for senior officials developed, piloted in Q1 and delivered during three Courses in Q2, Q3 and Q4 (in total 108 participants from MS/SAC, COM and Frontex). Courses for Customs BG cooperation developed and carried out. Courses for CIRAM risk analysts carried out. Courses for NCC operators carried out. Courses for Fundamental Rights trainers developed. Courses for FR (tailored for first line and second line officers) developed. Two courses on Schengen Evaluations delivered in Q2 and Q4 (in total 89 participants from MS/SAC, COM and Frontex). Initiation of development of an on-line Training package for first line border guards on basic Schengen rules concerning border checks on persons (SBC Training). Delivery of ten demonstrations of the Schengen Borders Code e-Learning tool in Partnership academies (around 300 participants). Course for Specialist on Identity expertise delivered for the first time. 3 Consular staff training workshops delivered in cooperation with EU delegations in Third Countries. 5 Roadshows of false documents detection delivered in successfully.</p>	<p>18*</p>	<p>2.200.000</p>
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Training Networks and Infrastructures	TRU-4	<p>To promote excellence in border guard education and training by developing and maintaining effective cooperative networks. Priority will be given to the implementation of the new ICT system for training and the implementation of the new Partnership Academies Network concept.</p> <p>The network approach will include a Call for Proposal on exchange programs, common training development/delivery and the implementation of educational standards. The Call for Proposals will be addressed in Q2 2017 to public bodies providing education to border guards and which have sufficient financial and operational capacity to implement the proposed projects. Grants will be awarded with due regard to the quality of the proposed projects.</p> <p>New activities planned in order to implement the new regulation: Support the delivery of operational and technical assistance by providing training products. (Art. 4, 8(1)(p), 36). Assess training needs as a part of the vulnerability assessment. (Art. 13, 8(1)(p)). Develop and maintain a semi-automated system for the quality assurance mechanism (Art. 4, 8(1)(p), 36(4)).</p>	Networks, training products	<p>Delivery of training needs assessment Q4 - final TNA 2017 report.</p> <p>Partnership Academies Network concept presented to stakeholders Q1, 2017 (Partnership Academies, NTCs)</p> <p>Grants awarded (498,843.49 EUR) - Q3-2017 to Partnership Academies Network members.</p> <p>Delivery of semi-automated QA system delayed, due to ICT technical issues, which in turn, delayed the development of the TRU ICT platform. Current deadline for delivery of the platform is Q2-2-2018. Delivery of semi-automated QA system dependent on final delivery and implementation of TRU ICT platform.</p> <p>Courses in the field of educational technology were provided and general support for development and integration of digital learning in TRU portfolio.</p>	18*	1,500.000
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Ad hoc training and agility	TRU-5	Training solutions to support urgent operational needs on ad hoc basis and logistics. Improved agility to implement the new Regulation.		The following ad-hoc training interventions have been provided: Train the trainer intermediate course on automatic border control for 1st line officers. Training on vulnerability assessment and testing for ABC systems (x2). Train the trainer intermediate course on automatic border control for 1st line officer. CoastEx17. EUNAVFOR MED training support for Libyan Coast Guards, Mobile Boarding Training Concept Workshop - Preparatory Meeting 1/2017.	4*	233.000
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6. Research and Innovation

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
Harmonisation and Standardisation of the EU Member States' border control capacities	RIU-1	The activities in the area of Harmonisation and Standardisation aim at driving the process of harmonisation and development of best practices and standards in border control, both operational and technical, in line with existing and future EU measures in order to increase security and enhance travel facilitation at the borders.	Best practices and technical guidelines on different aspects pertaining to border control Gap assessment on different aspects pertaining to border control	Development of current practices and recommendations for Air Border Checks: Report on Practices and Recommendations for Air Border Checks at Airports. Publication in progress. Development of Common Procurement Guidelines for Automated Border Control (ABC) Systems: Report on Common Procurement Guidelines for ABC Systems. Publication in progress. Development of capability tools and practices in the field of Automated Border Control (ABC): Harmonised training tools- for the first line officers and specialised experts on vulnerability assessment and testing - in the field of Automated Border Control (ABC) has been developed. It comprises: trainers' manuals on ABC in line with SQF, face-to-face training course accompanied by a practical training component and online self-directed training as well as the assessment. Development of capability tools and best practices for MSs to support harmonisation of the EU border control capacities: 1.Establishment of a WG - comprising internal Frontex entities and member states experts - on technology and standards aiming to support development of standard definitions, minimum functional and technical specifications for selected technical equipment (in line with Frontex regulation Art.8 and 39). Preliminary discussion with internal business units (PRU, JOU, and RAU) were launched and mapping exercise conducted at Frontex level in order to identify the gaps and prioritise the categories. The terms of reference of the WG were	3,75	Commitments - 148,793 Payments (2017) - 26,708 Expected Payments (2018) - 122,085

				<p>drafted and approved by the management at the end of 2017. The first priority is on maritime equipment and the kick off meeting of the WG took place in February 2018.</p> <p>2. Development of performance assessment methodology for document inspection systems. The terms of reference were drafted, the contractor selected. The kick off meeting is planned in April 2018. The work will entail 3 stages which include; development of the methodology, testing it in the operational environment in the margins of Frontex joint operations, analysing the results which will feed into the development of minimum requirements for document inspections systems. The work is planned to support the member states and the EC technical sub-group of the Article 6 committee in development of guidelines on document inspection systems; it will also contribute to the international standards community such as ICAO and ISO.</p> <p>3. Organisation of a dedicated training workshop on morphing faces and associated vulnerabilities for relevant Frontex business units. The workshop was undertaken together with BSI (Federal Office of Information Security in Germany).</p> <p>Combatting document fraud by contribution to the EMPACT, the Handbook on Impostors (section on morphing), EDF meeting, Council WP on False Doc and Mixed Committee.</p> <p>Contribution to the European and international standardisation and harmonisation activities in the area of border security. Participation and contribution to the ICAO Symposium, and Implementation and Capacity Building Working Group (ICBWG); reinstated participation and contribution to the ISO WG on implementation of biometric systems; regular participation at the CEN WG meetings on biometrics. In September 2017, Frontex hosted one CEN meeting in Frontex.</p>		
Development and Technical Assistance	RIU 2	The activities under Development and Technical Assistance area aim to deliver, including through the implementation of pilot projects, innovative solutions (product/technology innovation, process	Innovative solutions and development oriented technical assistance delivered to Frontex stakeholders (MSs, COM, other EU Agencies, TCs, Frontex business	<p>Developing and piloting a „Mixed Crew” Concept for the long term deployment of OPVs in Frontex coordinated joint operations and rapid interventions (in cooperation with JOU):</p> <p>A Mixed Crew Concept initiative which foresees the use of a multi-national, cross functional crew on board of the Off-shore Patrol Vessels deployed in the context of coordinated joint operations and interventions was developed and tested by means of a proof of concept. Based on a Memorandum of Understanding with the Finnish Border Guard, the Finnish OPV “Merikarhu” was deployed in the period February-July 2017 in the context of joint</p>	4,75	<p>Commitments - 756,451</p> <p>Payments (2017) - 692,556</p> <p>Expected Payments (2018) -</p>

		<p>innovations and organisational innovations) for border management and to support the Frontex stakeholders, through the delivery of development oriented technical assistance, with the practical implementation of the border management policies and the evolution of the border control capacities.</p>	<p>units) contributing to the evolution of border management capacities and capabilities Evaluation Reports of the Pilot Projects implemented on matters covered by European Border and Coast Guard Regulation</p>	<p>operational activities coordinated by the Agency.</p> <p>Assisting Member States in developing and piloting an end to end border control facilitation scheme in cooperation with Third Countries:</p> <p>In cooperation with participant Member States (Czechia, the Netherlands and Portugal) as well as with the UAE (third country which offered availability to explore the potential of an end to end facilitation scheme) a High Level Concept Design Document was developed. With the support of the Agency, countries have identified the minimum technical and operational requirements for operationalising the concept as the financial needs as well as the operational and legal pre-requisites for piloting the scheme were considered.</p> <p>Assisting Member States in developing capacities for using Advance Traveller Information for the purpose of border control:</p> <p>Development of Guidelines for Building a Targeting Capability in the context of the Advance Information Working Group. The document aims to provide Member States with a tentative framework for the implementation of a targeting capacity seeking convergence in working practices with a view to build the foundations for interoperability among Member States in traveller targeting. The document is to be made available to the intended audience in 2018.</p> <p>Contribution to the different initiatives for the development of an European framework for processing the advance traveller information (participation in Council DAPIX WG upon invitation, contribution to Europol Travel Intelligence Workshop, participation in IATA - European Passenger Data Workshop.</p> <p>Assisting Member States, upon request, with specific technical advice and expertise for the development of their border management capacities:</p> <p>Conducting operational research simulation and gap analysis as well as performing the analysis of the results for the identification of process optimisation areas and determining the balance between automated and manual checks at the airports. Sweden, France and Portugal benefited from assistance with assessing queuing times and determine the balance between ABC gates and manual booths needed to check travellers at their main airports.</p> <p>Technical advice and expertise provided upon request to the European Commission, supporting the development of existing and new border</p>	<p>63,895</p>
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				<p>management capacities and capabilities (including large scale IT systems):</p> <p>Technical and operational expertise on particular topics related to the maintenance and development of the existing border management capacities and capabilities was delivered (participation in the Second EU Customs Detection Technology Workshop, organised under the Customs 2020 Programme by DG TAXUD, on 10-12 October in Tartu, Estonia).</p> <p>Technical advice and expertise provided as contribution to the formulation of the Agency's position regarding different legislative initiatives initiated by the European Commission in the area of border management and the establishment of an IBM Strategy</p> <p>Regular contribution to the Frontex internal ETIAS Working Group feeding into the Agency's position as regards ETIAS. Participation in the EU Joint Delegation (with eu-LISA, Europol and Commission) in a visit to CBSA from 30 October until 1 November. The aim of the visit was to gain insights on the development and implementation of the Canadian ETIAS and iAPI. A visit to CBSA Targeting Centre was also organised.</p> <p>Delivery of technical assistance under the Instrument for Pre-Accession (IPAI) Multi-Country Action Programme "Regional support to protection sensitive migration management in the Western Balkans and Turkey":</p> <p>Mapping and assessment of the business processes and technical capacities for border checks were performed, with a focus on identification and registration of mixed migration flows in the IPA II Western Balkans Beneficiary countries. Six country reports developed based on the country visits performed (FYROM, Albania, Montenegro, Bosnia-and-Herzegovina, Serbia, and Kosovo) were delivered to the European Commission and a Regional Action Plan as well as six national action plans were initiated to be developed and will be finalised in 2018.</p> <p>In addition a Regional Conference on "Enhancing Capacities, Tools and Cooperation related to Identification and Registration Processes" in the Western Balkans was held on 22-23 November 2017. It was preceded by bilateral meetings held on 21 November with each Beneficiary Country. The event aimed at presenting the results of the field visits and recommendations, but also to discuss the proposed Regional Action Plan with a view to finalize it.</p>		
Technology Assessment	RIU 3	The Technology and Assessment	Enhanced operational border	Organisation of the Conference & Exhibition on Biometrics on the move workshop.	3.75	Commitments - 6,651,082

and Acquisition		Acquisition area integrate a range of different activities aimed at performing the operational assessments of the effectiveness of the border control systems and technologies. This includes tests and demonstrations of systems and technologies that have already achieved a high level of technology readiness and the implementation of technical feasibility studies in areas relevant for border control. The results collected can be further translated in tender specifications to support the acquisition of technical equipment by Frontex and/or the Member States.	control capacities within EU through the use of state of the art technologies;	<p>Organisation of the Workshop with Industry in the field of Maritime Analysis Tools.</p> <p>Technical advice and expertise provided to support</p> <ul style="list-style-type: none"> - the EU coast guard function Pilot project implementation; - EDA Workshop on Air support for Sea surveillance; - ICAO Second Global Remotely Piloted Aircraft Systems Symposium (RPAS 2017); - Two FSC Workshops on new technology for land operations; - Government Satellite Conference 2017; - Technical Advisory Group (TAG) of the Common Information Sharing Environment (CISE) (2 meetings) - Meeting with DG HOME and DG GROW to prepare the GOVSATCOM experts conference and GOVSATCOM experts conference; - European Organisation for Security (EOS) Board of Directors meeting; - Conference APPSPACE Brittany Oct 2017; - Evolution of Copernicus services (3 WG meetings on the evolution of Copernicus Services 2021-2027 - organised and chaired); - 10 SC evaluation committees under FASS including 2 MASS; - the „Mixed Crew” Concept for the long term deployment of OPVs in Frontex coordinated joint operations and rapid interventions (in cooperation with JOU). 		<p>Payments (2017) - 184,036</p> <p>Expected Payments (2018) - 6,467,046</p>
Border Security Research	RIU-4	The activities pertaining to the Border Security Research area aim to strengthen the monitoring and contribution of Frontex to the European Border Security Research and Innovation, and to coordinate and enhance the activity and involvement of the border guard community in this field. The Border Security Research activities are geared towards assisting the EC and MSs in identifying key research themes and in the	Increased awareness/knowledge of the Member States/Frontex regarding ongoing Horizon 2020 projects relevant for border security Frontex stakeholders' needs better reflected in the European border security research programmes, making these more end-user driven Enhanced Frontex	<p>Increased awareness/knowledge of the Member States/Frontex regarding the ongoing Horizon 2020 projects relevant for border security.</p> <p>Increased awareness/knowledge of the Member States and Frontex regarding latest technologies available.</p> <p>Frontex stakeholders' needs better reflected in the European border security research programmes, making these more end-user driven.</p> <p>Enhanced Frontex contribution to the European Research programmes relevant for border security.</p> <p>New ways of governance in research and innovation explored and investigation initiated concerning new modalities for fostering the synergic effort (i.e. cross-border joint procurement of border security products and services, including research services - Pre-Commercial Procurement, Procurement of Innovative Solutions and Innovation Partnerships).</p>	1.75	<p>Commitments - 116,055</p> <p>Payments (2017) - 50,158</p> <p>Expected Payments (2018) - 65,897</p>

		<p>definition and accomplishment of the relevant Union framework programmes for border security research and innovation activities, including by implementing the parts of the Framework Programme for Research and Innovation which relate to border security.</p>	<p>contribution to the European Research programmes relevant for border security</p>	<p>The achieved results have been made possible via a wide range of activities which included:</p> <p>Organisation of a workshop (between the MSs border guard authorities, Frontex and the leaders of the ongoing EU funded research projects) focused on the relevant border security related projects from Horizon 2020 - WP 2015 and 2016.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> -The projects' aims and contents were presented to the experts of the Member States border guard authorities; -Feedback was received from the audience and discussions were held; -The contacts were facilitated between the Member States border guard authorities, industry, academia and the European Commission (EC); -Premises were created to set up interactions between the presented communities in order to have at the end projects' results that take into account the End User's input. <p>The meeting featured a participation of 22 experts from 13 MSs border guard authorities and 10 representatives of 7 EU funded projects (Protect, iBorderCtrl, Mesmerise (Border checks), Alfa, Marisa, Camelot and Roborder (Border surveillance); DG Migration and Home Affairs (Innovation and Industry for Security), JRC and Frontex.</p> <p>Organisation of a workshop dedicated to the EU funded research project CLOSEYE (Collaborative evaluation Of border Surveillance technologies in maritime Environment by pre-operational validation of innovative solutions) - project whose activities are very relevant for the theme of testing/evaluating/assessing border security technologies, project aiming at validating innovative services applicable to the surveillance of the EU maritime borders in a real operational environment, providing an operational and technical framework able to in-crease the situational awareness and improve the reaction capability of authorities in charge.</p> <p>Consultations with the MSs border guard authorities and Frontex Operational units for defining proposals for research topics and challenges to be proposed to the EC for the Work Package 2018-2020 of Horizon 2020 programme</p> <p>Organisation of meetings between Frontex-MSs-industry in the field of border security technologies/products/systems (2 meetings/4days in total, in spring and autumn of 2017; 33 companies invited; several Frontex Units/Sectors involved (RDU, SBS, LBS, FSC, RAU); 37 experts from MSs border guard authorities).</p>		
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7. Eurosur

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
Frontex Situation Centre Eurosur/Eurosur Fusion Services (EFS) situational monitoring	FSC-2	In accordance with the Eurosur Regulation, provision of the European Situational Picture (ESP) and the Common Pre-Frontier Intelligence Picture (CPIP) for enhanced situational monitoring based on (close-to) real-time information including delivery of surveillance and environmental data under Eurosur Fusion Services umbrella supporting short term/immediate decision making process and situational awareness. Delivery of Copernicus border surveillance services in the framework of Copernicus Security Component.	Enriched European Situational Picture. Eurosur Fusion Services delivered to Member States, Frontex, and other stakeholders. Enhanced Eurosur services.	The EFS continued to support Member States and other partners with situation monitoring and information exchange capabilities. In 2017, the EFS contribution included: <ul style="list-style-type: none"> – 809 optical satellite images (125% rise compared to 2016), – 1 230 vessel detection satellite images (96% rise), – 123 reports on a total of 60 tracked vessels of interest (86% rise in the number of Vols), – 341 activated vessel anomaly searches. The services provided contributed to the situational picture at the external borders and in the pre-frontier areas. The users of EFS appreciated the value of the delivered services in the FSC 2017 annual survey. The content of the EFS was marked high with the satisfaction rate of over 70%. Moreover, more than 80% of users marked the service support received as satisfactory.	11	6 650 000
Development of Eurosur capabilities and services	FSC-3	Enhancement of services and functionalities of Frontex Information Exchange Systems and Eurosur Fusion Services in order to support situational awareness and reaction capabilities, in accordance with the European Border and Coast Guard Regulation and Eurosur Regulation. Further develop and implement the European Border Surveillance framework (Eurosur) and promote the operational integration of Eurosur into	New and enriched Eurosur Fusion Services delivered to Member States, Frontex, and other stakeholders for operational use at the external borders.	In 2017 Frontex developed and implemented a new EFS service - Multipurpose Aerial Surveillance (MAS) - giving the Agency, for the first time, a real-time surveillance capability. The service aims to increase the situational awareness in the pre-frontier areas, with a focus on locations with no established operational presence of Frontex thus contributing to the implementation of the Coast Guard Functions. In 2017, several awareness sessions were organised where the use of EFS proved their effectiveness, leading to a wider use and promotion of EFS under several EMPACT priorities, e.g. Facilitated Illegal	7	1 700 000

		border control and surveillance activities across the EU including availing the services within EU Policy Cycle/EMPACT for the sake of facilitated illegal immigration and cross-border crime tackling.		<p>Immigration, Illicit Firearms Trafficking, and Excise Fraud. In December 2017, Operation Columbus I took place within Firearms EMPACT Priority OA 3.6 for which a set of EFS was implemented.</p> <p>Following successful security accreditation (EU RESTRICTED) of the Eurosur Communication Network, improvement and update of operational layer displaying positions of assets in Joint Operations and in pre-frontier areas took place in line with the Eurosur framework.</p> <p>In 2017 the JORA system, via which reporting for the Joint Operations is done and the EFS is provided, was upgraded. The upgrades included the addition of the fishing vessels positions in the Vessel Monitoring and Tracking Service following an agreement with EFCA.</p> <p>In 2017 the EFS service development team started to develop the second generation of the JORA system, which will be gradually implemented.</p>		
Response support by Eurosur Fusion Services	FSC-4	Provision and fusion of real-time and/or close-to-real-time situational awareness and surveillance services (via Eurosur Fusion Services) in support of the response activities and exceptional situations at external borders of the EU.	Tailored services supporting Member States, Frontex, and other stakeholders.	<p>A full set of Eurosur Fusion Services, including the new Multipurpose Aerial Surveillance (MAS) service, were provided to the Member States, Frontex, and other stakeholders. Besides MAS, these services include: Incident Reporting, Vessel Monitoring and Tracking, Tracking Vessels of Interest, Vessel Detection, Meteo Service, Visual Data Discovery, Maritime Simulation, Satellite Imagery, Anomaly Detection, and Visualisation Tools tailored to the operational needs of the stakeholders.</p> <p>The Multipurpose Aerial Surveillance service executed 176 flights in the Central Mediterranean Sea in 2017 (approximately 898 flight hours). As a result, approximately 1 960 people were rescued</p>	2	500 000

				by Member States authorities and EUNAVFOR MED assets following 36 detections on the sea. The MAS service is supported by other EFS, including Vessel Detection Service and Tracking Vessels of Interest Service, a fusion of which enables an enhanced situational picture. In addition to the service's availability to Member States, it was also delivered to EFCA for fisheries control purposes, in line with the multipurpose profile of the service and based on the operational needs of the stakeholders.		
Risk analysis Eurosur specific services and products	RAU-11	To provide the risk analysis layer of the CPIP/ESP, as required by the EUROSUR regulation.	Analytical products uploaded in analysis layer Regular updates of impact levels for relevant sea and land border sections as per agreed procedure RAU Business User inputs provided for the development of Analysis Tools	Impact levels for Eurosur border sections were regularly reassessed and 12 updates were performed throughout 2017. In 2017 RAU uploaded 484 reports in the Analysis Layer, including Key Developments (10), Briefing Notes (0), Analytical Monitors (45), and Earth Observation Reports (429). Extensive cooperation with EU SatCen for the provision of imagery analysis services (Pre-frontier Monitoring, Coastal Monitoring, Reference Mapping and Evolution) within the framework of the Copernicus Delegation Agreement. As a result, Member States had the possibility to request Earth Observation services and access 429 Imagery Intelligence and Geospatial Intelligence reports shared in the CPIP/ESP Analysis Layer. In order to increase the understanding and utilisation of Earth Observation services and products, RAU organised 5 training sessions led by EU SatCen experts and attended by participants from 19 Member States. Furthermore, in 2017 the upgrade of the third country monitoring application launched in 2016 has been completed, allowing automatic upload of third country intelligence reports to the Eurosur Analysis Layer.	2	50.000

8. Situation Monitoring

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
Frontex Situation Centre operational activities	FSC-1	<p>Delivery of situation monitoring and information exchange services (e.g. alerts, situational reports, media products, incident validation, WOB, correspondence management) and related customer support.</p> <p>Training and access management to information exchange applications including FOSS, CMS, JORA, FMM, and SAS.</p>	Enhanced European situational awareness.	<p>In 2017 there has been a rise in the delivery rate of situation monitoring and information exchange products and services compared to 2016:</p> <ul style="list-style-type: none"> – over 4 700 situation monitoring reports enhanced situational picture, – 42 890 incidents were detected, reported, and validated in JORA (15% rise compared to 2016), – 4 843 users were provided with an access to JORA, – over 1 000 requests for information on operational data were processed by the Senior Duty Officers team, – 7 178 documents were uploaded to FOSS, – 32 443 correspondence items were registered (13% rise). <p>These products and services have been appreciated by their recipients in the FSC 2017 annual report. Over 80% of respondents indicated their satisfaction with the situation monitoring products, over 75% - with the FOSS system and Operational Media Monitoring products, and over 85% with the Frontex Media Monitor.</p> <p>Frontex operational media monitoring activities were enhanced with the increase in information exchange among internal and external stakeholders following two in-house workshops on social media monitoring organised for Member States and other partners, including the European Commission,</p>	21	580 000

				<p>Europol, EASO, EEAS, OSCE, IOM, and UNHCR, as well as a social media monitoring exercise involving Member States.</p> <p>In October Frontex organised a table top crisis management exercise. The crisis management exercise tested a new concept for crisis management within a draft Frontex Event Response Policy. Work is ongoing to implement a new organisational concept for crisis management.</p>		
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9. International and European Cooperation

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
Implementation of Technical Assistance Projects in Third Countries.	IEC-1	Programme management in all phases of project cycle, acquisition and preparation of new proposals, monitoring and evaluation.	Efficient project management	Preparatory works for the “EU4Border Security” in the Southern Neighbourhood Project, to be implemented as of September 2018.	1	30.000
		Coordinate and implement the IPA II Multi-Country Action Programme “Regional support to protection-sensitive migration management in the Western Balkans and Turkey” to cover the period 2015-2018.	Improved/enhanced capacity of beneficiary countries.	Overall 274 participants took part in 17 trainings during 2017: 10 trainings were conducted in Intervention 1 and 7 trainings - in Intervention 5. In Intervention 2, the existing capacities for registration mapped and assessed in the six beneficiaries after country assessment visits as reflected in Country Reports with sets of recommendations for improvement put forward and accepted by the beneficiaries; six National Action Plans on Enhancing Capacities, Tools and Cooperation related to Identification and Registration Process for each beneficiary country in the Western Balkans and one regional action plan on the same topic were developed and presented to authorities; and cooperation with eu-LISA established.	4 ^[1]	5,500.000 ^[3]
		Provided there will be an extension of the project (on condition of expected prolongation of the project) - coordinate, implement and close the EU funded Eastern Partnership (EaP) - IBM - Capacity Building Project, to cover the period 2014 - 2018.	Improved/enhanced capacity of beneficiary countries	The project was extended until December 2018 on a cost-free basis, implementation well under way, 14 activities, of which 7 were trainings. In 2017, 36 activities were implemented, of which 24 were trainings. In that context, 371 officials were trained: 137 border guards and 234 customs officials.	4	4,500.000

[1] 12 FTE are funded by ad hoc grants

[3] Ad hoc grant under Frontex budget Title IV

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
		Upon signature of the contract agreement with DG DEVCO (expected by August 2017), implementation of the project on strengthening the Africa-Frontex Intelligence Community (AFIC). Duration of the project: 36 months, starting on 1 September 2017 (tentative).	Improved/enhanced capacity of beneficiary countries. Risk Analysis Cells (RACs) equipped in selected beneficiary countries.	The project was successfully launched on 28 September 2017. The inception phase successfully started and will conclude at the end of March 2018, including 5 staff recruited and strategic dialogue established with DG DEVCO.	5 ^[2]	4,000.000
Development, maintenance and implementation of a Third Country Strategy and the deployment of Frontex Liaison Officers (FLO) in Third Countries, including back-office function	IEC-2	A Third Country Strategy for the European Border and Coast Guard Agency will allow the Agency to better prioritise its activities in the external dimension. Also, according to article 55 of the new Regulation, "The Agency may deploy experts of its own staff as liaison officers (...) in Third Countries. In April 2016 the first FLO was deployed in Turkey. Within the framework of the external relations policy of the Union, priority for deployment	Increased cooperation with relevant third country authorities	Frontex International Cooperation Strategy adopted by the Management Board, to provide a strategic direction for cooperation with Third Countries and international organisations in the period 2018-20. FLO to Niger recruited and deployed to the EU Delegation in Niamey from July 2017. FLO to the Western Balkan region recruited and deployed to the EU Delegation in Belgrade, Serbia from September 2017. Negotiations on an Administrative arrangements with EEAS on FLO deployments to Niger and the Western Balkans initiated and advanced to the final stage.	10*	140.000

[2] 5CAs to join RAU under the project budget.

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
		should be given to those Third Countries, which on the basis of risk analysis constitute a country of origin or transit regarding illegal migration.		<p>Administrative arrangement with the European External Action Service (EEAS) signed for the deployment of the FLO to Turkey.</p> <p>Priorities for further FLO deployments adopted by the MB for 2018 and include the Western Balkans, North and West Africa, the Horn of Africa and the Silk Route region.</p> <p>Proposal for the deployment of FLO to Senegal prepared and adopted by the Frontex Management Board.</p> <p>The concept for the FLO Back-office put in place, with the new workflows to be fully implemented throughout 2018.</p>		
Develop closer cooperation with Libyan authorities	IEC-3	Libya is a transit country and a major source of irregular migration towards the EU by sea. The unstable situation in Libya has not allowed for any meaningful cooperation in the last years. Recent positive developments however may translate into establishing some closer cooperation in 2017 in coordination with EUBAM Libya, EUNAVFOR MED and other EEAS/EU structures.	Initial practical support provided to the Libyan authorities	<p>Cooperation is in place with EU Border Assistance Mission in Libya (EUBAM) and EUNAVFOR MED Operation Sophia in order to enhance Libyan civilian coast guarding capacities. In this framework, Frontex contributed to the EUNAVFOR MED led initiative and provided 78 officers from Libya with a one week law enforcement training.</p> <p>Support to EUBAM Libya through regular deployments of Frontex experts to Tunis for subsequent three month missions.</p> <p>Close dialogue with the EEAS and the European Commission for the deployment of Frontex experts to the pilot Crime Information Cell within EUNAVFOR MED, to be implemented subject to the final agreement of the MS in 2019.</p> <p>Contribution to the strategic review of EUBAM Libya and EUNAVFOR MED.</p>	3*	150.000

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
Organisation of the 23rd International Border Police Conference	IEC - 4	This event will offer an opportunity for the Chiefs of Border Guard authorities around the world to share best practices and experiences on various topics of common interest related to border management and security. In addition it will allow the renewal of personal relationships between the chiefs in border guard management which were established during last years' events and to continue building the international border guard community.	Increased cooperation amongst chief of border guard authorities. Platform for exchange of views and experiences on current challenges. Executive Management to regularly meet formal TC-Counterparts on highest level.	23 rd International Border Police Conference took place on 7-8 November in Warsaw. Bringing together over 200 representatives from 67 countries, the event was an excellent opportunity to exchange on the shared challenges of countering organised crime and terrorism in the context of border management, while ensuring smooth border crossing of legitimate travellers and businesses around the globe. Taking advance of the presence of many partners from Third Countries, Frontex Executive Management and many business entities had a number of bilateral and multi-lateral meetings to advance cooperation with the Agency. IBPC continues to be a very unique platform for exchange among border management community at the level of the chief executives. The 24 th IBPC was announced to take place in 2019.	1	350.000 ²²
Establish and/or enhance operational cooperation between MS and Third Countries as well as between the Agency and Third Countries.	IEC - 5	There are Management Board mandates in place to negotiate WAs with: Senegal, Mauritania, Morocco, Tunisia, Libya, Egypt, and Brazil. Additional cooperation may be explored and developed with the support and in coordination with EU Delegations. Moreover the Unit needs to facilitate cooperation with potential new TC (requested by business entities/executive management).	Signature of new Working Arrangements or practical enhancement of the cooperation with certain TCs.	Negotiations on the Working Arrangement with Senegal are at a very advanced stage. Negotiations on a Working Arrangement with Niger and Guinea have commenced. Ongoing dialogue with Niger, Egypt, Morocco, Tunisia and other priority countries, including through the visit of the Frontex Executive Director to Tunisia in October 2017, the visit of a high level delegation from Egypt to Frontex in March 2017 and bilateral talks on the margins of the IBPC.	7*	40.000
Implementation	IEC - 6	Frontex concluded 18 WA with	Continuation	Ongoing revision of Working Arrangements with Albania (in the final stage),	3	40.000

²² The amount assigned to this activity might be subject to change - concept of event is currently under revision

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
of existing Working arrangements (WA) and Cooperation Plans (CP) and amendments of WA when necessary		Third Countries (as regards the Russian Federation the WA was approved in the form of ToR whereas with Turkey the WA was approved in the form of a MoU) and in a few cases the WA are implemented through CP. IEC supports the implementation of such instruments in coordination with the other units of Frontex. Most of the WAs will need to be amended in accordance with the new Regulation and mandatory fundamental rights provisions.	/enhancement of operational cooperation with TCs and amendment of certain existing WAs	former Yugoslav Republic of Macedonia, Serbia and Georgia. Negotiations on the Cooperation plan with Turkey and Moldova at a very advanced stage.		
Act as repository in the area of cooperation with Third Countries, EU Institutions/Age ncies and International Organisations and prepare briefings, policy papers, official correspondence and facilitate TC visits, incl. Study visits	IEC - 7	The International and European Cooperation Unit, through the Director of the Capacity Building Division, has a general task for acting as a repository of the Agency in terms of cooperation with Third Countries (TC), International Organisations and EU bodies including by i.e. drafting background notes, preparing briefings and policy papers, preparing official correspondence and facilitate TC visits, incl. study visits.	Internal coordination and effective advisory role to senior management	Nearly 40 study visits organised with Frontex stakeholders from Third Countries, international organisations as well as EU partners. Contributions to EU level processes on migration and mobility, Khartoum-Rabat-, Budapest-, Prague Processes as well as the Valletta summit follow-up and other intergovernmental initiatives.	3	20.000
Cooperation with EU Agencies, EU Institutions and EU MS/SAC and contribute to EU policy decision making	IEC - 8	Developing, coordinating, evaluating and consolidating the cooperation with EU Agencies and EU institutions and contribution to EU policy decision making guided by Frontex strategic interest and developments. This includes cooperation in the area of Customs and the European Coast Guard Functions.	Increased cooperation with EU partners incl. with Customs and within the European Coast Guard Functions.	Joint Action Plan with Europol concluded, outlining joint activities and aiming for closer cooperation in relation to the exchange of information, operational and strategic activities, and external relations. Dialogue ongoing with Eurojust on a renewed Working Arrangement that would allow the exchange of personal data. Joint Management Board between Frontex and EASO, and implementation of a Cooperation plan, covering operational activities, information analysis and capacity building, including training and research as well as cooperation in	5*	40.000

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
				<p>frame of the respective Consultative Fora. In order to adapt to the changing mandates and new challenges, both agencies established two ad hoc working groups - on Migration Management Support Teams and Common Situational Picture.</p> <p>Cooperation plan with eu-LISA concluded, focusing on the areas of border, migration and asylum management, security and business continuity, research and development, operational activities, training, as well as risk analysis and vulnerability assessment.</p> <p>Conclusion of the Tripartite Working Arrangement to implement the European cooperation on the Coast Guard functions between Frontex, European Maritime Safety Agency (EMSA) and the European Fisheries Control Agency (EFCA).</p> <p>Enhanced cooperation in the area of customs, including through regular and active participation in the Council Customs Cooperation Working Party (CCWP) and the visit of the CCWP TRIO Presidency to Frontex.</p> <p>Regular contribution to the Justice and Home Affairs Agencies Network, bringing together nine JHA agencies for regular exchange on operation cooperation. Frontex leads the network activities in the area of migration management and has initiated the JHA toolbox on migration.</p> <p>Extensive contribution to CEPOL coordinated trainings as well as training needs assessments and other surveys; updated Working Arrangement and Cooperation plan in progress.</p> <p>Preparations for the deployment of FLOs to EU Member States</p> <ul style="list-style-type: none"> • Management Board Decision on the deployment of Liaison Officers to MS adopted in June 2017. • Eleven clusters and their main seats for the deployment of the Liaison Officers agreed with the Member States. • Negotiations on the bilateral Memoranda of Understanding between the Member States and Frontex commenced. • Job profiles for the FLOs defined and recruitment process started. • The concept for the FLO Back-office put in place, with the new workflows to be fully implemented throughout 2018. 		
Cooperate with	IEC - 9	Maintaining fluent relations with	Internal	Preparatory talks on a Working Arrangement with the World Customs	4*	20.000

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
International Organisations		International Organisations. Special focus will be placed on the monitoring and evaluation of the cooperation with partner organisations on the basis of the existing Working Arrangements.	synergies between stakeholders at EU level.	<p>Organisation (WCO) commenced.</p> <p>Initial agreement to prepare an updated Working Arrangement with International Organisation for Migration (IOM).</p> <p>Working Arrangement with the Organisation for Security Cooperation in Europe (OSCE) at the final stages, pending formal approval.</p>		
Periodical reporting to EU Institutions and bodies, incl. to the entire Agency' reporting to the European Parliament	IEC-10	Timely delivery of the regular reports on cooperation with Third Countries, EU institutions, EU Agencies and International Organisations as well as contributing to the annual report, including an assessment of the International cooperation.	EU Institutions and bodies informed	<p>First report to the European Parliament on cooperation with Third Countries submitted to the EP, in accordance with the EBCG Regulation.</p> <p>The European Parliament was also regularly informed of the Agency's intention to deploy FLOs to Third Countries.</p> <p>Annual reporting mechanism in accordance with the Article 8(2) of the EBCG Regulation was duly implemented, providing an overview of the Member States operational cooperation with other Member States and/or Third Countries at the external borders and in the field of return.</p>	1	5.000

10. Communication (Information and Transparency and Press Office)

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
Update of Frontex visual identity guideline.	COM-1	<p>The current visual identity introduced in 2012 works well. Its shape, colours and visual elements are in line with the messages of Frontex and the concept of integrated border management. Frontex is shown as a modern entity that assists legitimate travellers in passing through borders quickly (bridges, overlaying visual elements) but is tough for persons disrespecting the law.</p> <p>Since the visual identity was launched in 2012 a valuable insight has been gathered from the users, and some functional issues were identified.</p> <p>In the light of a possible new mission statement and the change of the full name of Frontex such an update is required.</p>	<p>New Frontex visual identity guideline.</p> <p>Frontex visual identity policy.</p> <p>Graphical support to artefacts (i.e. flags, plates) production according to the new guidelines.</p> <p>Awareness campaign on the updated visual identity for staff.</p>	Frontex visual identity was updated in 2016 when Frontex became the European Border and Coast Guard Agency. A full review of the visual identity was postponed and will take place at a later stage.	0.4	100.000
Development of content production	COM-2	<p>In the era of online media, visual and multimedia communication, Frontex must produce content that can be (re-)edited, (re-)distributed and (re-)purposed according to the different information needs of specific audiences and multitude of channels in use.</p> <p>Frontex has to create a network of writers, editors and proof-readers that would cater for the communication needs of different Frontex entities.</p> <p>In order to illustrate the work of Frontex and border authorities in the Member States Frontex will develop a network of photo and video providers within the national border and coast guard authorities. Frontex communication experts will be also embedded.</p>	<p>Network of writers, editors and proof-readers.</p> <p>Network of photo and video providers.</p> <p>Contractual framework for filming, directing, sound recording, post-production.</p> <p>Communication support to Frontex staff in editing, video production, graphic design and publications production.</p>	It was decided in 2017 that the agency will not outsource content production to free-lance contributors but will rely on skilled staff. Consequently a three person editorial team was created as part of MPR and a cross-media officer was hired to support multimedia production in the publication and production team.	5.1*	200.000

		<p>A contractual framework for the production of movies, sound recording and post-production should be created.</p> <p>A multimedia management system LENS must be implemented and maintained to allow smooth photo and video production process.</p>				
Multilingual on-line communication	COM-3	<p>Frontex, as one of the EU agencies, is encouraged to make information about its role and activities available in all EU official languages.</p> <p>In 2017 Frontex will introduce mini-websites on its website in nine EU languages with general information about Frontex divided into thematic blocks.</p> <p>On the basis of statistics relevant to the site visitor's language distribution, additional languages might be introduced in the next years.</p> <p>Frontex videos are translated, with subtitles available in nine EU languages. This practice shall continue and the production of subtitles will be included into the overall video production process.</p>	<p>Nine language versions of Frontex mini-websites.</p> <p>All movies published on-line translated into 9 EU languages.</p>	The Frontex multi-media website is still under development. The main reason for this delay was the need to update the main website of the agency, which was done at the end of 2017.	0.3	205.000
On-line communication	COM-4	<p>Sharing information with its audiences is crucial to fulfilling the commitment to accountability and transparency of Frontex. Frontex is communicating on daily basis with its stakeholders providing relevant and timely information about its activities and decisions that might affect them.</p> <p>While traditional communication methods such as print are still important, today stakeholders have come to expect information to be available in more convenient online formats, including websites and social media tools. Trends that can be observed globally - including increased internet use, the use of social media</p>	<p>Tendering documentation for the new content management system, hosting and monitoring services.</p> <p>Digital communication strategy.</p>	In 2017 Frontex main website was updated and Frontex launched its LinkedIn page. In addition, a LENS photo database (which now contains over 10 000 copyright cleared photos) was launched and is now accessible to all staff. Frontex also produced many multimedia communication products which were uploaded on the website and shared on different social media channels. The tender for the new website will be developed in 2018.	1.0	

		<p>and ever changing online demographics - indicate that also Frontex stakeholders are searching for real-time information on social media and are using podcast, blogs and RSS feeds.</p> <p>The role of communications has evolved and continues to progress with the exponential growth of social media and the continual advancement of mobile technologies and the increasing availability of Wi-Fi means that the public now has the ability to access, customise and forward information however, wherever and whenever they want. Individuals can choose to receive information and instant updates on topics they have decided are beneficial and relevant to them.</p> <p>Use of social media tools for engagement and information sharing purposes should be an integral part of all communication plans of the key Agency projects.</p> <p>In 2017 Frontex will launch a tender procedure for the new website content management system, hosting and monitoring services.</p> <p>A new digital communication strategy will be created to streamline on-line communication on platforms used by Frontex (Frontex websites, EU web-based platforms, social media, and content-sharing platforms).</p>				
Internal communication	COM-5	<p>Frontex has to ensure that its staff have access to necessary information, so that they are well informed, without being overloaded, and are well aware of the Agency's decision-making process.</p> <p>Internal communication is a tool to boost an engaging culture where people are committed to achieving business results, by helping improve motivation, collaboration, productivity</p>	<p>Intranet solution populated by quality content.</p> <p>Events helping to build horizontal information-sharing culture.</p> <p>Communication training courses.</p>	<p>Internal events organised in 2017 included an internal day in October, Christmas party for staff and partners in December and Brown bag lunches on a variety of topics organised on average twice a month. In addition staff received a monthly FrontexInformer newsletter.</p>	5.2*	150.000

		<p>and performance.</p> <p>At Frontex, a multi-cultural European agency with staff coming from different countries and different backgrounds, communication is essential to creating a successful, collaborative organisation. The latter will encourage efficient use of resources, contribute to breaking the existing silos culture and bolster the achievement of objectives set.</p> <p>Efficient internal communication is key in supporting organisational change by helping in gaining acceptance and address resistances. In 2017 and later Frontex will be undergoing changes related to the change of its mandate.</p> <p>Frontex needs to create modern internal communication platforms (i.e. modern intranet solution) and populate them with quality content.</p> <p>With the increase in staff numbers Frontex will also focus on induction training for newcomers and internal events that will create strong horizontal information sharing culture (i.e. team building, internal days, brown bag luncheons)</p> <p>2017 changes will also require provision of communication training for different staff categories, including training on communicating in change and English writing and presentation skills.</p>				
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11. Fundamental Rights and Data Protection

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
FR in JO	FRO-1	Coordinate multipurpose joint activities that sustain the operational presence in areas at the external borders exposed to specific and disproportionate pressure as well as facing significant uncertainties; including consistent action in line with operational reaction mechanism laid down in the EUROSUR Regulation.	Fundamental Rights impact in JO/ SIR reports	Observations to nine (9) OPLANs, its Annexes, and Handbooks for the Operational Plans were provided. FRO developed a Referral Mechanism questionnaire for JOU to insert into OPlans. SIRs on FR were coordinated and followed up.	3*	60.000
Individual complaints	FRO-3	Intensify the tailored concepts of different types of joint operations (land, sea, air, return activities) and target the alignment of the operations coordinated by Frontex with the priorities of the Internal Security Strategy and EU Policy Cycle.	Fundamental Rights monitoring system, structure/implementation of the new complaint mechanism	FRO established successfully a Case management system, drafted new rules, information and awareness material. FRO ensures daily running of the mechanism. FRO supported the inclusion of a specific procedure and operational briefing information about the mechanism for all operational activities.	3*	0
FR analysis and research	FRO-4	Intensify the tailored concepts of different types of joint operations (land, sea, air, return activities) and target the alignment of the operations coordinated by Frontex with the priorities of the Internal Security Strategy and EU Policy Cycle.	Evaluation reports, risk analysis on FR, Reports on Fundamental Rights matters	FRO has provided Observations on the impact of FR to five (5) FERs of 2017.	3*	0
FR in Return matters	FRO-5	Intensify the tailored concepts of different types of joint operations (land, sea, air, return activities) and target the alignment of operations coordinated by Frontex with the priorities of the Internal Security Strategy and EU Policy Cycle.	Fundamental Rights contribution in return related matters (monitoring, training, policy documents)	FRO supported the delivery of trainings and briefings and the setup and running of the pool of monitors. FRO receives/collects and analyses regularly the numerous reports of the monitors that take part in return operations.	3*	0
FR awareness	FRO-6	To embed a respect for the principles of Fundamental Rights in the communication culture of Frontex.	Fundamental Rights embedded in Frontex communication	FRO team has actively taken part in numerous trainings and briefing internal (newcomers, fundamental rights, etc.) as well as for MOTs and participants to operational activities in sea, return, and land borders.	0.7*	0
Revision and	FRO-7	To embed a respect for the principles of Fundamental Rights in the culture of Frontex.	Revised Frontex Fundamental Rights	A new draft fundamental rights strategy was finalised by FRO team in December	1.3*	0

implementation of FR Strategy and AP			Strategy	2017 for consideration of the Agency.		
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Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
Execution of Data Protection function (DPO)	DPO	Assessment of operational and administrative activities (planning) regarding impact on the individuals' right of data protection; provision of advice.			2	0

12. Corporate Governance

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
Provision of financial and corporate services	FIN-1	Ensure business as usual services and continuity	Provision of financial and corporate services	All services provided and business continuity from both, the side of financial as well as corporate services, ensured.	44*	
Improvement and enhancements of budget management	FIN-2	Introduce activity based management (ABM) to complement the activity based budgeting (ABB) aiming at improving performance and quality management to align the products and services of Frontex to stakeholders needs;	Improvement and enhancements of budget management	ABB discussed with MB WG budget and account, in the light of the revised mandate discussion ongoing.	0.2	
Revision of the financing instruments used by the - contracts/grants/reimbursement of costs	FIN-3	Explore new instruments or streamline and improve existing financing instruments and practices. Examine new financing/contractual relations with MS for the deployment of technical equipment, eventually procure more services (Art. 13)	Revision of the financing instruments used by the Agency - contracts/grants/reimbursement of costs	New financing scheme developed, discussed with stakeholders and adopted by the MB.	0.5	

Identification of other financial sources for Frontex activities	FIN-4	Identify the potentials of external funding for Frontex coordinated activities, but also their limitations. Explore and identify an efficient mechanism on how to build synergies and connect Union-funded networks and programmes in the field of return. (Art. 26,27)	Identification of other financial sources for Frontex activities	Other sources identified and secured (Grants, Delegation Agreements)	0.5	
Automation of financial and procurement processes, including integration with external stakeholders	FIN-5	Develop an IT platform/system that will improve/streamline and offer better monitoring and control mechanisms for our financial relations with MS. Assessment and introduction of a tool for procurement/contract management.	Automation of financial and procurement processes, including integration with external stakeholders	Contract management tool assessed, not fit for agency purpose, own tool to be developed in 2018.	0.3	
Revision of the current and future needs regarding premises and infrastructure	FIN-6	Ensure the Agency has the building and infrastructure capacity responding to its needs. Provide logistical support and facility management to EURTFs and Liaison Offices in MSs and TC.	Revision of the current and future needs regarding premises and infrastructure.	Additional floors rented, EURTFs and LOs supported administratively.	0.5	

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
Selection and recruitment procedures, staff administration, staff training and development.	HRS-1	Supporting selection and recruitment procedures, implementation and enforcement of the Staff Regulations and CEOS, drafting staff policies (EU rules and best practices), assisting Frontex managers and staff members in all HR-related matters: budget assigned to Title 1, staff development related issues; training for Frontex staff members; annual appraisal exercise; the reclassification procedure; and entitlements of Frontex staff (including		<ol style="list-style-type: none"> 208 new staff members have been selected and recruited to fill vacant posts (in accordance with the establishment plan and management decisions). At the end of year the number of staff member (TA, CA, SNE) employed in Frontex was 526, in fact about 40% of staff are newcomers. Four new policies have been adopted: <ul style="list-style-type: none"> on internal mobility; on contracts of employment; on traineeship; on seconded national experts. Title 1 budget has been implemented in line with 	33*	0

		SNEs and SMTs).		<p>the FR rules to achieve objectives set. In particular, salaries and allowances that represents about 95% of the HR budget have been processed and paid in timely way each month.</p> <p>4. Appraisal and reclassification processes have been performed according to the binding legal provisions.</p> <p>5. Internal training have been organised in-house for the development of staff skills and knowledge; also, staff member participated in external specific courses.</p>		
Ensuring that Frontex personnel, information, buildings and equipment are adequately protected against threats	HRS-3	Safety and security measures in place in compliance with the overall internal security regulatory framework and in line with EU rules and best practices. This includes implementation of the applicable rules, including EU Classified Information, as well as liaison with EU and the Member State security services.		<p>1. Kick off and participation in the Standing Security Working Group, a joint security advisory (COM SRSS, DG HOME, Europol, EASO and Frontex), which demonstrated a joint approach towards security in operational areas and hotspots.</p> <p>2. Follow-up with the MS on the outcome of the joint COM/GSC inspection, which led to including Frontex in the Joint Approach on sharing of EU CI as the first decentralised agency.</p> <p>3. Security recognised by the Management as a priority, which led to planning and implementation of a developed structure of the Security Sector.</p> <p>4. Recruitment of the new Senior Security officer in training and communication: improvement of internal awareness and culture on security during common values exercise, induction training, and security advices. A liaison in training was also ensured through contacts with external partners such as ISTAG.</p> <p>5. Contribution to security of staff to Third Countries-organised HEAT courses, as well as input to MoUs with EEAS and provided security mission advice.</p>	17*	0

Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
Maintain the performance, availability and security of ICT services	ICT-2	Ensuring ICT services availability.	System available according to commitment mentioned in SLA and SLS	Obtained performances :	16*	3.095.000
Due to new regulation and increase of staff Develop new capabilities in relation with architecture, data management, Project management and business analyst. Define architecture for operational consolidated systems and applications	ICT-4	Develop the in house capabilities related to business and technical analysis, enterprise and system architected and information and data management to retain knowledge, improve development of ICT Strategy and Governance. To supply the technical architecture document for the consolidation of ICT systems in order to supply common components, reduce the number of systems; reduce the overlapping of functionalities and maintenance costs.	Enterprise and technical architecture documentation New IT Strategy New IT Technical architecture for the operational platform	Recruitment executed of two Project Managers, and one Business Analyst Development of technical architecture documentation ongoing, mainly related to data management and data models.	3*	400.000
Technical, procurement and contracts coordination for the evolution of both operational and non-operational systems	ICT-5	Technical coordination of developments made in collaboration with other business units, coordination of the procurement procedures and requests in order to ensure the timely acquisition of licenses, the execution of support and the maintenance and development tasks for: - the bespoke operational systems, FOSS, FMM, Equipment of the Operations room, GIS solution, business intelligence environment;	Contract management in place, including escalation of incident and issues, on time renewal of contract on time launch of new procedures,	Contract management in place, participation in the support of the existing application mentioned in the IT service catalogue, support to the specifications of the new Opera	8*	1.600.000

		- digital asset management; - bespoke applications in the administrative area.	permanent contractual coverage of the IT solutions, management of SLA			
Intranet / My Frontex workspace	ICT-6	Further development of the My Frontex Workspace (Intranet based collaboration tools) and Record Based Document Management System (RDBMS).	Intranet/ MyFrontex workspace modules delivered Improved collaboration, document and knowledge management	Modules foreseen in the first wave of myFx delivered, tested, released for adoption and operational use. Document Management function implemented for ED Decisions, administrative, security notices,	1.5	800.000
Implementation of ICT Business Continuity Capability	ICT-7	Continuation of implementation and operation of ICT business continuity capability (Disaster Recovery Plan and Infrastructure) including the installation, running, improvement, test and maintenance of the main ICT services in the disaster recovery site (DRS).	Capability available on the Disaster recovery site for the basic systems such as authentication, email, file servers (as a first steps), installation of the critical systems in preparation	The infrastructure has been acquired, configured and tested in Frontex premises. Unfortunately, due to delays in the preparation of the space in the data centre and delays in the delivery of the delivery of the internet access line in the backup data centre, the final installation for phase one will happen probably in the Q3 of 2018.	1.5	625.000
Implementation of Identity and Access Management	ICT-8	Continuation of implementation and operation of ICT business continuity capability (Disaster Recovery plan and infrastructure) including the installation, running, improvement, test and maintenance of the main ICT services in the disaster recovery site (DRS).	Main architecture of the system in place, documentation for the interfaces and corporate applications defined.	On going	1.5	110.000
Adaptation of	ICT-9	Floor adapted to the need of users,	User able to	Slight delay in the implementation due to delays in the	0.5	440.000

the network and service infrastructure in the additional floor in the building, as a consequence of the change of regulation and the associated increase of staff member numbers		including cabling to the workstations, installation of wifi, connection of the floor distribution system to the datacentre, installation of multifunctional and video conference devices	use all the ICT solutions in the additional floors in the same building	handover of the buildings compared to the initial plan (Wronia already finalised, additional floors in Europejski 6 currently ongoing).		
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Title	Activity ID	Description/Objectives	Expected Results	Delivered Results	HR	FR
Litigation and pre-litigation	LAU-1	LAU represents Frontex in front of EU and national courts. Furthermore, LAU plays an important role in the internal pre-litigation phase and in the recovery of financial amounts due.		A successful year in pre-litigation & litigation. All court cases were won, no maladministration was found by the EU Ombudsman. Claims totalling hundreds of thousands of euros were successfully defended.	2*	0
Legal opinions and advice regarding core business, i.e. OPD, CBD	LAU-2	LAU gives support to internal stakeholders on core business related matters (OPD, CBD). In view of the Mediterranean crises, this activity has become even more significant.		Extensive support provided on operational matters (e.g. OPLANS, Frontex Liaison Officers etc.). Dedicated team in LAU set up for operational matters (LEG.OPS).	2*	0
Core business (PAD)	LAU-3	Public Access to Documents (PAD) requests Caveat: I&T reconstruction significantly affects LAU's workload (two persons from Communications who are responsible for PAD matters pursuant to the MB Decision No 3/2014 have left to other internal entities and will not discharge PAD duties). "Core business" staff do not always discharge their obligations under the same MB decision (this was reported in the "risk matrix" a		Successful year in handling PAD Requests, despite the significant increase in numbers, with few complaints lodged at the EU Ombudsman. Further development of the Transparency Office and review of its workflows is necessary to ensure business continuity.	1	0

		number of times). The figure below for LAU is therefore underestimated.				
Complaints mechanism	LAU-4	LAU design of the complaints mechanism.		The complaints mechanism, as adopted by ED Decision 2016/106, became operational.	TBC	0
Implementing the European Border and Coast Guard Regulation	LAU-5	LAU gives legal and practical advice on interpretation and implementation of the new Regulation. LAU leaves to HoUs to issue instructions on details related to tasks under the Regulation.		Extensive support provided on the European Border and Coast Guard Regulation. Still ongoing, but scaling down.	3*	0
Decision-making process	LAU-6	LAU checks the legality of the internal decision-making process.		Thorough legal reviews conducted by LAU, resulting in high quality, internal decisions.	0.5	0
General support to all divisions and cabinet;	LAU-7	General support to all divisions and cabinet.		Extensive support provided on operational and non-operational related matters. Now incorporated in two separate legal helpdesks on: (i) operational, and (ii) non-operational related matters.	0.5	0
Legal advice to HR	LAU-8	Legal Officer dedicated to HR matters		Extensive support provided to HR. To be scaled down and transferred to HR due to its 'resource intensiveness'.	TBC	0

Title	Activity ID	Description	Output planned	Output delivered	Risk	HR
Establish and enhance corporate evaluation function	CTL-1	Internal evaluations (interim, ex ante and ex post) are mandated and coordinated by a central entity, involving internal and external experts.	4 evaluations (ex ante/ex post) are carried out and documented	The evaluations were suspended due to resources restriction	shifts of resources due to the implementation of the new EBCG Regulation	0.4
Enhance project management best practices in Frontex	CTL-2	Establish and implement a tailored project management methodology - tools and practice, project portfolio planning and management, establish processes for centralised project support function. Ongoing process of building up a project oriented culture.	All project initiatives are aligned with multiannual/ annual planning processes; All projects' documentation stored in one central	Ongoing		0.4

			depository; One budget line for projects			
Business Continuity Management in Frontex	CTL-3	Set up, maintain and adjust Business Continuity Management across Frontex; effectively response to threats; BCM protects main business interests of Frontex according to the adopted strategy.	BCM Strategy, policy and plan in place; test of BCM plan	Procedure in progress		0.2

Title	Activity ID	Description	Output planned	Output delivered	Risk	HR
Enhance organisational risk management in Frontex	QM-1	Further develop organisational risk management (Internal Control Standard 6) with particular focus on Frontex activities.	Integration of organisational risk into the Corporate planning process.	The risk assessment exercise was based on the objectives identified in the annual programme of work	Due to heavy workload, there is a risk that important managerial functions such as internal control, risk management, will not be strengthened enough, what increase the risk of not having appropriate controls in place.	1
Strengthening Frontex's anti-fraud controls	QM-2	In line with OLAF's recommendations for all EU Agencies and Commission guidelines the controls over potential fraud will be strengthened.	Anti-fraud strategy and action plan.	Action plan for the implementation of the anti-fraud strategy for the period 2015-2018 was partially implemented	Due to heavy workload, there is a risk that important managerial functions such as internal control, risk management, will not be strengthened enough, what increase the risk of not having appropriate controls in place.	0.5
Process improvement	QM-3	Improve processes by strengthening process management.	Process documentation	New process documents prepared in RAU Revision of process documents in FSC	Lack of well-defined and aligned across FX processes lead to unclear roles and responsibilities and incoherent approach related to different activities, which may cause high amount of incidents, loss of productivity and negatively influence FX reputation	0.5

ANNEX 5 - Draft annual accounts and financial reports

According to Art 98 (1) Frontex Financial Regulation (FFR) the accounting officer of the Agency shall send the provisional accounts to the accounting officer of the Commission and to the Court of Auditors by 1 March of the following year.

By 1 June of the following year at the latest, the Court of Auditors shall make its observations on the provisional account of the Agency (Art 99(1) FFR). On receiving the Court of Auditors observations on the provisional accounts of the Agency, the accounting officer shall draw up the final accounts of the Agency. The Executive Director shall send them to the Management Board, which shall give an opinion on these accounts (Art 99(2) FFR).

The accounting officer shall send the final accounts, together with the opinion of the Management Board to the accounting officer of the Commission, the Court of Auditors, the European Parliament and the Council by 1 July of the following financial year.

The provisional accounts and a reporting package were forwarded to the accounting officer of the European Commission and the Court of Auditors on 28 February 2017.

As the Court of Auditors has not issued its observations on the provisional accounts the attached overviews (Balance Sheet, Statement of Financial Performance and Cash Flow Statement) are in a draft (provisional) status.

The annual accounts are drawn up in accordance with the Frontex Financial Regulation. The annual accounts of Frontex include the financial statements and the report on the implementation of the budget. The report contains more detailed information regarding the elements of the financial statements (see column 'Note').

The objectives of the financial statements are to provide information about the financial position, performance and cash flows of Frontex.

The financial statements have been prepared according to the accounting rules adopted by the European Commission's accountant, following the principles of accrual based accountancy where the economic outturn, balance and cash flow are concerned. It should be noted that under Frontex Financial Regulation, the accounts consist of the general accounts and the budget accounts, both kept in Euro.

The general accounts are accrual accounts which mean that the effects of transactions and other events are recognised when those transactions or events occur (and not only when cash or its equivalent is received or paid). They are based on the IPSAS (International Public Sector Accounting Standards). The general accounts allow for the preparation of the financial statements as they show all revenues and expenses for the financial year and are designed to establish the financial position in the form of a balance sheet at 31 December.

The budget execution is prepared on the basis of a modified cash accounting. In cash accounting system, payments made and revenue received are recorded. Modified cash accounts means that payment appropriations carried over are also recorded.

These provisions lead to discrepancies between the general accounts and the budget accounts.

The accounting policies have been applied consistently throughout the period.

According to Article 82 of Frontex Financial Regulation, Agency's Accounting Officer shall send to the Commission's Accounting Officer and the Court of Auditors by no later than 1st of March of the following year its provisional accounts, together with the report on budgetary and financial management during the year.

The Executive Director shall send the final accounts, together with the opinion of the Management Board, to the Commission's Accounting Officer, the Court of Auditors, the European Parliament and the Council, by 1st of July of the following year at the latest.

Finally, the final accounts are presented to the Council and Parliament for discharge.

The final annual accounts will be published on Frontex website:

<http://frontex.europa.eu/about-frontex/governance-documents/>

Balance Sheet

BALANCE SHEET	Balance 31.12.2017 (1)	Balance 31.12.2016 (2)	Variation (1)-(2)
I. ASSETS	142,546,639.46	113,982,077.95	28,564,561.51
A. NON-CURRENT ASSETS	7,334,402.00	6,252,602.00	1,081,800.00
A1. Intangible fixed assets	1,853,306.00	2,313,432.00	-460,126.00
1. Software and related	1,853,306.00	2,313,432.00	-460,126.00
A2. Tangible fixed assets	5,481,096.00	3,939,170.00	1,541,926.00
1. Plant & equipment	79,817.00	108,840.00	-29,023.00
2. Furniture & vehicles	723,937.00	760,512.00	-36,575.00
3. Computer hardware	4,173,110.00	2,627,979.00	1,545,131.00
4. Other fixtures & fittings	504,232.00	441,839.00	62,393.00
B. CURRENT ASSETS	135,212,237.46	107,729,475.95	27,482,761.51
B1. Receivables	120,338,408.73	95,910,787.61	24,427,621.12
1. Customers	900,000.00	1,443.99	898,556.01
2. Member States	3,178,495.81	2,651,483.00	527,012.81
3. EFTA	352,545.58	352,545.58	0.00
4. Public Bodies	210,446.66	0.00	210,446.66
5. Consolidated entities	484.11	390.90	93.21
6. Sundry	115,696,209.06	92,885,038.57	22,811,170.49
7. Other	227.51	19,885.57	-19,658.06
B2. Pre - finance	10,620,740.59	10,865,061.64	-244,321.05
1. Operational	10,618,242.46	10,758,834.73	-140,592.27
2. Administrative	2,498.13	106,226.91	-103,728.78
B3. Cash & cash equivalents	46,456.42	18,161.66	28,294.76
1. Imprest account (EUR)	30,099.55	13,902.96	16,196.59
2. Imprest account (PLN)	16,356.87	4,258.70	12,098.17
B4. Other	4,206,631.72	935,465.04	3,271,166.68
1. Accrued income	3,706,995.72	312,596.73	3,394,398.99
2. Deferred expenditure	499,636.00	622,539.64	-122,903.64
3. Other	0.00	328.67	-328.67

BALANCE SHEET	Balance 31.12.2017 (1)	Balance 31.12.2016 (2)	Variation (1)-(2)
II. Liabilities	142,546,639.46	113,982,077.95	-28,564,561.51
C. CURRENT LIABILITIES	93,877,893.00	78,629,536.22	-15,248,356.78
C1. Accounts payable	53,195,028.87	33,958,372.77	-19,236,656.10
1. Suppliers	1,300,923.89	1,151,982.78	-148,941.11
2. Member States	15,734,443.68	17,409,934.12	1,675,490.44
3. EFTA	-127,296.38	2,593,757.61	2,721,053.99
4. Public Bodies	1,145,397.25	55,040.76	-1,090,356.49
5. Consolidated entities	34,853,217.15	12,213,518.04	-22,639,699.11

6. Third States	495,398.52	498,307.45	2,908.93
7. Sundry	-184,012.30	36,433.49	220,445.79
8. Other	-23,042.94	-601.48	22,441.46
C2. Provisions	0.00	66,864.44	66,864.44
1. Legal cases	0.00	66,864.44	66,864.44
C3. Accrued charges	40,682,864.13	44,604,299.01	3,921,434.88
1. Accrued charges	40,682,864.13	44,604,299.01	3,921,434.88
D. NET ASSETS	48,668,746.46	35,352,541.73	-13,316,204.73
D1. Accumulated surplus/deficit	48,668,746.46	35,352,541.73	-13,316,204.73
1. Result of previous years	35,352,541.73	19,396,976.55	-15,955,565.18
2. Economic result of the year	13,316,204.73	15,955,565.18	2,639,360.45

Statement of Financial Performance

STATEMENT OF FINANCIAL PERFORMANCE	Year 2017 (1)	Year 2016 (2)	Variance (1)-(2)
A. REVENUE	271,434,816.00	228,589,294.35	42,845,521.65
A1. Operating	270,818,247.03	228,018,786.82	42,799,460.21
1. EU contribution	248,448,863.47	211,741,766.02	36,707,097.45
2. Other contributions	18,501,000.00	15,852,000.00	2,649,000.00
3. Other revenue from consolidated entities	1,164,995.72	312,596.73	852,398.99
4. Revenue from fixed assets	54,368.00	88,134.00	-33,766.00
5. Other revenues	2,649,019.84	24,290.07	2,624,729.77
A2. Financial	616,568.97	570,507.53	46,061.44
1. Exchange rate gains	615,393.32	565,420.79	49,972.53
2. Interests	1,175.65	5,086.74	-3,911.09
B. EXPENSES	-258,118,611.27	-212,633,729.17	-45,484,882.10
B1. Staff and related	-25,245,539.78	-18,713,586.84	-6,531,952.94
1. Staff	-18,226,099.97	-13,828,422.85	-4,397,677.12
2. Allowances	-5,845,312.12	-4,110,566.53	-1,734,745.59
3. Social contributions	-752,484.50	-598,140.91	-154,343.59
4. Others	-421,643.19	-176,456.55	-245,186.64
B2. Administrative	-19,561,521.21	-15,517,671.53	-4,043,849.68
1. Building and associates	-8,292,024.59	-7,770,595.31	-521,429.28
2. Office supply & maintenance	-1,040,439.31	-671,498.98	-368,940.33
3. Communication & publication	-778,596.39	-613,718.13	-164,878.26
4. Recruitment	-463,820.89	-210,565.55	-253,255.34
5. Training	-420,648.94	-97,348.21	-323,300.73
6. Missions	-577,701.45	-527,623.13	-50,078.32
7. Experts	-5,851,227.33	-4,553,523.57	-1,297,703.76
8. IT costs	-1,326,086.51	-104,432.70	-1,221,653.81
9. Other	-810,975.80	-968,365.95	157,390.15
B3. Operational	-199,845,026.75	-169,822,446.62	-30,022,580.13
1. Operational costs	-195,084,026.36	-165,348,650.46	-29,735,375.90
2. IT costs	-4,761,000.39	-4,473,796.16	-287,204.23
B4. Consolidated entities	-12,685,116.80	-7,950,313.12	-4,734,803.68
1. Consolidated entities	-12,685,116.80	-7,950,313.12	-4,734,803.68
B5. Financial	-781,406.73	-629,711.06	-151,695.67
1. Exchange rate loss	-775,686.07	-628,875.12	-146,810.95
2. Interests	-5,300.85	-835.94	-4,464.91
3. Other	-419.81	0.00	-419.81
ECONOMIC RESULT	13,316,204.73	15,955,565.18	-2,639,360.45

Cash Flow

(Indirect method)

	Year 2017	Year 2016
Surplus/(deficit) from ordinary activities	13,316,204.73	15.955.565,18
Operating activities		
Amortisation (intangible fixed assets)	1.317.566,92	1.595.281,35
Depreciation (tangible fixed assets)	1.061.765,09	1.378.793,11
Increase/(decrease) in Provisions for risks and liabilities	-66.864,44	52.264,44
(Increase)/decrease in Short term Pre-financing	244.321,05	-8.986.908,06
(Increase)/decrease in Long term Receivables	0,00	0,00
(Increase)/decrease in Short term Receivables	-27,698,787.80	-46.255.174,43
Increase/(decrease) in Accounts payable	15,315,221.22	38.679.322,67
Net Cash Flow from operating activities	3.489.426,77	2.419.144,26
Investing activities		
Purchase less disposal of tangible and intangible fixed assets (-)	-3,461,132.01	-2.444.819,46
Net cash flow from investing activities	-3.461.132,01	-2.444.819,46
Net increase/(decrease) in cash and cash equivalents	28,294.76	-25.675,20
Cash and cash equivalents at the beginning of the period	18.161,86	43.836,86
Cash and cash equivalents at the end of the period	46.456,42	18.161,66