



European Agency for the Management
of Operational Cooperation
at the External Borders of the Member
States of the European Union

Rondo ONZ 1
00-124 Warsaw, Poland

frontex@frontex.europa.eu
www.frontex.europa.eu

General Report 2011

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Foreword from the Chairman of the Management Board

The key developments for the Frontex Agency in 2011 can be divided into legal and operational branches.

From the legal perspective, the main innovation was the entry into force of the amended Frontex Regulation on 12 December 2011. As the new legal basis, this Regulation sets the frame for the Agency's work in the years to come. In fact, its provisions considerably extend the Frontex mandate, particularly including the creation of European Border Guard Teams as a single pool of border guards participating in Frontex joint operations, a strengthened and co-leading role for the Agency in joint operations, the acquisition of Frontex's own technical equipment, a clearly defined mandate to process personal data collected during operations, the full respect for and the promotion of fundamental rights in all Frontex activities as well as the deployment of liaison officers in third countries.

From the operational perspective, the Agency's main challenge was the shaping of its operational response to the increased migration flows in the Mediterranean following the political events in North Africa. As a matter of fact, such response required the availability of additional resources of both human as well as financial nature. Hence, the Management Board, Frontex Headquarters and the European Commission, as well as the Budgetary Authority, took all necessary and legally possible measures to react accordingly to provide for the necessary budgetary means. This paved the way for an appropriate and sound operational response to the situation in the Mediterranean.

Further operational highlights in 2011 were the successful conclusion of the first RABIT operation at the Greek-Turkish land border, followed by the on-going Joint Operation Poseidon, the endorsement of the Frontex

Fundamental Rights Strategy, including an action plan for its implementation, as well as the completion of the external evaluation of the pilot Frontex Operational Office (FOO) in Piraeus (Greece).

When it comes to the Management Board's working framework, the most important decision was the election of the German member, Ralf Göbel, as new Chairperson and the Slovenian member, Marko Gasperlin, as new Deputy Chairperson in November. Both gentlemen's terms of office will take effect following the end of the Austrian-Portuguese Chairmanship in spring 2012. Moreover, it needs to be mentioned that the Management Board adopted updated Rules of Procedure in order to provide for efficient working methods of the Management Board.

At this point, I would like to express my special thanks to the Members of the Management Board for their active and constructive participation, including those representing Hungary and Poland for their regular updates on Agency-relevant activities in the Council of the European Union, and, last but not least, the Executive Director, the Deputy Executive Director and their staff for both the excellent support they provided to the Member States in the field of EU border management as well as the superior cooperation and preparation of the Management Board meetings in 2011.

Thanks to its service-oriented work, Frontex continues to be highly acknowledged by the Member States as an indispensable EU actor.

Robert Strondl
Chairman



Foreword from the Executive Director

Frontex's sixth year of existence will be remembered as a year of change. From its very start, the twelve months of 2011 were marked by transition; with the tumultuous events in North Africa and the Arab world, amid financial and political upheavals within the EU, 2011 tested the Agency's ability to remain flexible and responsive while maintaining the high level of professionalism our stakeholders have come to expect.

The overthrow of Tunisia's president, the subsequent spread of political change in Egypt and civil war in Libya all re-focused attention on the Central Mediterranean in 2011 and particularly on the Strait of Sicily and the Pelagic islands. For the second time in just a few months, Frontex was called upon to provide support to Member States experiencing disproportionate pressure. But there all similarity to 2010's RABIT deployment ends. The types of migrant flows, the needs of the Host Member State and the operational environment all called for a different approach from the earlier RABIT deployment in Greece. Tasked with reinforcing the situational awareness and intelligence-gathering capacity, the Agency's operational response was different from previous measures.

Risk analysis and situational monitoring activities spearheaded our response and rose to the challenge of creating possible future scenarios, each with appropriate operational provisions. New informational and analytical products were developed to keep all the actors constantly informed and updated. Once again, it was thanks to the commitment and professionalism of Frontex staff that the Agency was able to demonstrate adaptability to the needs of its stakeholders. Tracking developments to identify trends, while also assisting in the interviewing and debriefing of migrants in situ to uncover smuggling networks, Frontex demonstrated ample capacity and institutional maturity at a time when it was needed.

But not all change is external and 2011 will also be remembered as the Agency's last in its original form. The long-awaited amendments to Frontex's founding regulation constituted a coming of age for the Agency. With increased powers and streamlined procedures, Frontex was in a sense reinvented and its future direction clarified. These changes entailed internal challenges within the Agency. The new mandate will be accompanied by a new logo and visual identity to emphasise these developments. Moreover, Frontex's professional relationship with other Agencies, international organisations and NGOs will be further enhanced through the creation of a consultative forum on fundamental rights and closer working relationships with those stakeholders. The creation of the position of Fundamental Rights Officer is an opportunity to cement our commitment to human rights and the promotion of best practices in all the Agency's activities.

Despite all these changes, some things remain the same: the need to maintain Frontex's vision, goals and values by ensuring quality in everything we do; the commitment and professionalism required to deliver constant and reliable support to the Member States; and an unfaltering recognition of the importance of fundamental rights at every stage of operations will all stand us in good stead for whatever challenges the future may hold.

None of that would be possible without the staff of the Agency and its stakeholders supporting Frontex's mission, always committed to bringing more and more quality into our activities.

Ilkka Laitinen
Executive Director



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Introduction

1.1 Frontex in general

The European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union was established by Council Regulation (EC) 2007/2004*.

Frontex promotes, coordinates and develops European border management in line with the EU fundamental rights charter applying the concept of Integrated Border Management.

The Agency: supports the Member States to achieve an efficient, high and uniform level of border control; coordinates operational and EU measures to jointly respond to exceptional situations at the external borders; develops capacities at Member States and European level as combined instruments to tackle

challenges of migration flows and organised crime at the external borders; assists Member States in the training of national border guards, including the establishment of common training standards; carries out risk analysis; follows up on the development of research relevant for the control and surveillance of external borders; and provides Member States with the necessary support in organising joint return operations.

As stipulated in the Frontex's founding regulation the responsibility for the control and surveillance of external borders lies with the Member States. The role of the Agency is to facilitate the implementation of EU measures ensuring the coordination of Member States' actions.

* Council Regulation (EC) No 2007/2004 of 26 October 2004 establishing a European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union amended by • Regulation (EC) No 863/2007 of the European Parliament and of the Council of 11 July 2007 and • Regulation (EC) No. 1168/2011 of the European Parliament and of the Council of 25 October 2011.

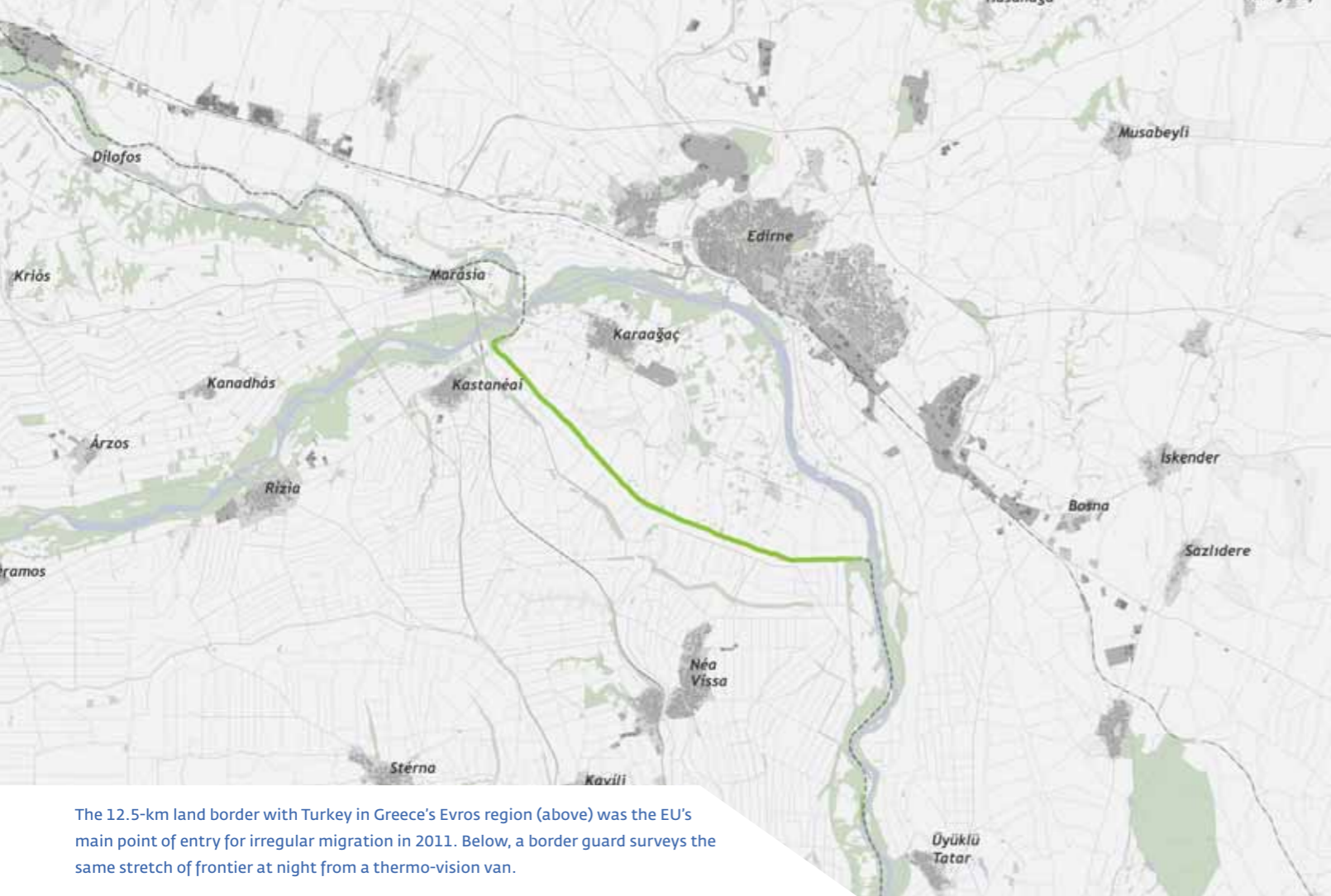
1.2 Purpose of the report

The Frontex General Report 2011 takes the Programme of Work 2011 as a reference but does not aim to report against each and every objective set. It gives the reader a broad overview of activities carried out during 2011, and additionally highlights individual operational activities and successes. This information is then enriched with general financial

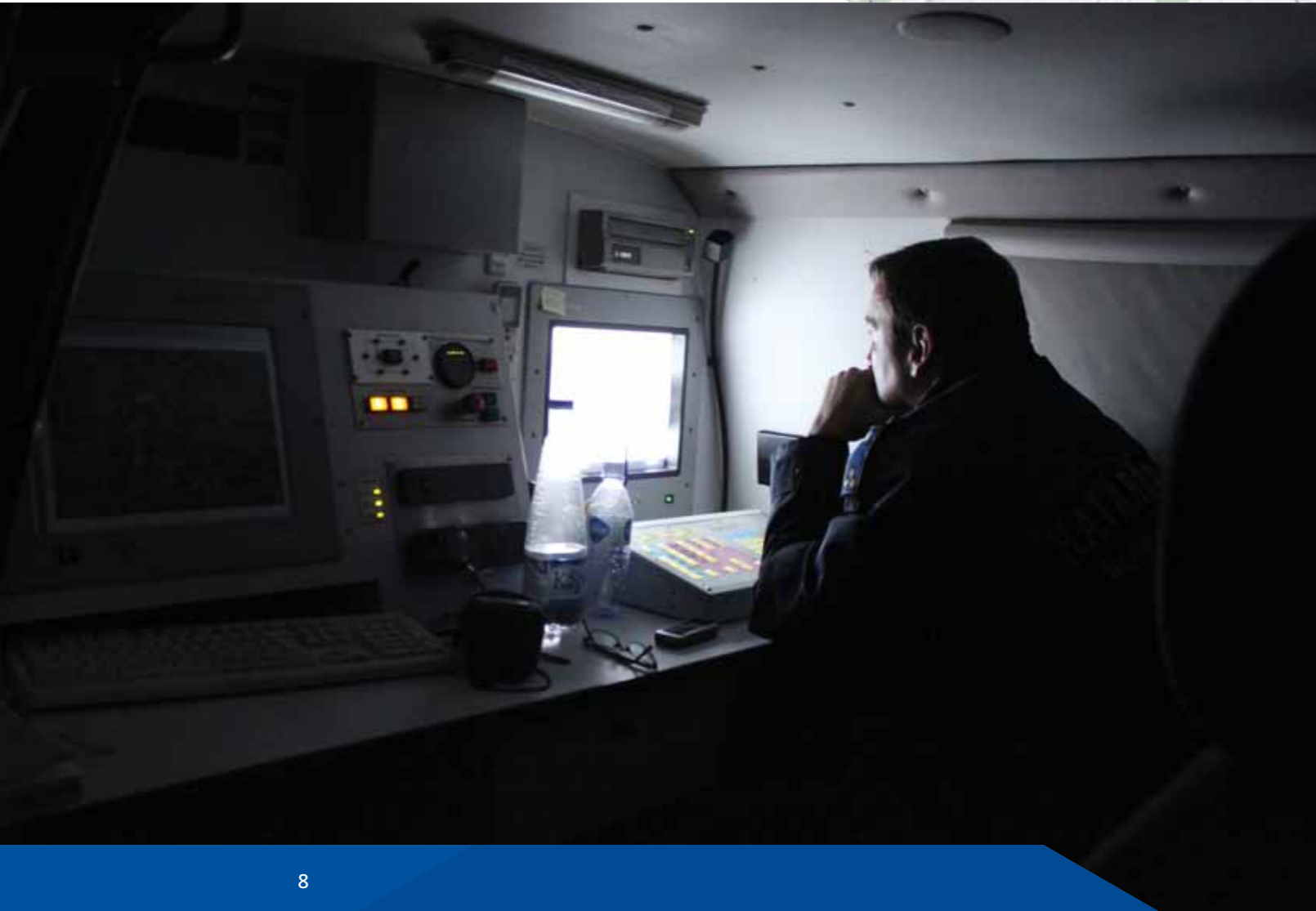
information and annexes presenting lists of different types of activities, comparative analysis of joint operations as well as budgetary and human resources details. Some information is repeated between chapters to provide context.

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Developments



The 12.5-km land border with Turkey in Greece's Evros region (above) was the EU's main point of entry for irregular migration in 2011. Below, a border guard surveys the same stretch of frontier at night from a thermo-vision van.



2.1 The situation at the EU's external borders in 2011

Detection of illegal border crossings along the external borders of European Union Member States rose sharply, from approximately 104 000 in 2009 and 2010 to nearly 141 000 in 2011 (+35%). The migrants crossing the borders illegally originated mainly from Tunisia (20%), Afghanistan (16%) and Pakistan (11%).

This increase is mostly due to the fact that more than 64 000 detections were reported in the Central Mediterranean area, compared to only 5 000 in 2010. Most of the illegal border crossings occurred between February and August 2011. These were triggered by the change in the political regime in Tunisia and later sustained by the departure of many sub-Saharan migrants from Libya. Since October 2011, the number of detections has fallen to below 1 000 detections per month. This coincided with an improvement in the situation in Northern Africa and harsher sea conditions.

The second main area for illegal border crossings was the land border between Greece and Turkey, where detections rose from approximately 47 700 in 2010 to more than 54 300 in 2011 (+14%). At this border section, the number of detections increased steadily throughout the year, exceeding the figure prior to the RABIT operation, which lasted from November 2010 to March 2011. By contrast, the

detection of illegal border crossings in the Aegean Sea, between Turkey and Greece, declined by 76%, to less than 1 500 in 2011.

There are two main pull factors explaining the high migratory pressure at the external border with Turkey. One of these factors is the low number of effective returns of those migrants detected crossing the border illegally, and the other is the limited capacity of detention centres in Greece, which leads to the quick release of migrants after detection. Facilitators are quick to exploit these vulnerabilities, driving migrants to that section of the external land border.

Turkey is also used as a point of embarkation for attempts to enter the EU illegally by air. Migrants take advantage of low airfares and arrive at the Turkish airport of Istanbul by plane. Furthermore, migrants are aware of how easy it is to obtain a Turkish visa and there are more than 60 countries whose nationals are exempt from visa requirements to enter Turkey.

Though it used to be one of the main routes for irregular migration, the detection of illegal border crossings at the land border between Greece and Albania, dropped considerably in 2011, to 5 300 from 35 300 in 2010 (-85%). This decrease followed the introduction of a visa-free regime for Albanians.

2.2 Developments at the policy level

* COM(2011) 873 final of 12 December 2011

After two years of discussion and many debates regarding amendments to the mandate and tasks of Frontex as defined in the Frontex Regulation (Regulation (EC) No 2007/2004), the Parliament and the Council finally reached agreement on amendments on 25 October 2011. The agreement on the new Frontex mandate and tasks was formally adopted by means of Regulation (EU) No. 1168/2011 amending the Frontex Regulation. The amended Frontex Regulation entered into force on 12 December 2011*.

This amended Frontex Regulation sets up a strengthened framework for Frontex tasks and the possibility of acting at the external borders of the Member States of the European Union.

This enhanced role is well illustrated by the following major improvements, in particular from an operational perspective:

- Technical equipment: Frontex is able to acquire, co-own or lease its own technical equipment for its operations (including sea and coastal patrol vessels or vehicles). This will have considerable operational, budgetary and legal implications.

- The establishment of the Consultative Forum on the Fundamental Rights and appointing the Fundamental Rights Officer.

- European Border Guard Teams: These teams (EBGTs) are created as the new single pool of border guards available to take part in Frontex joint operations (replacing the existing Frontex Joint Support Team and Rapid Border Intervention Team pools).

- Seconded Guest Officers (SGOs): Frontex is to have its own manpower resources with SGOs, national experts seconded to Frontex from Member States' border authorities, available at any time to the Agency, for a maximum period of six months within a period of 12 months.

- Processing personal data: Frontex has a mandate to process personal data collected during operations, under strict conditions (limited purposes, limited data subjects and limited data storage time).

In December 2011, the European Commission published a proposal* for a regulation on the establishing of the European Border Surveillance System (Eurosur). The purpose of the legislative proposal is to improve the situational awareness and reaction capability of Member States and Frontex when preventing irregular migration and cross-border crime at the external land and maritime borders.

General view of the European Parliament hemicycle.



European Union, 2011

The latter is intended to be achieved by establishing a common framework, with clear responsibilities and competencies for National Coordination Centres (NCC) for border surveillance in Member States and Frontex, which will form the backbone of Eurosur. The cooperation and information exchange between NCCs and Frontex is to be achieved via 'situational pictures' to be established at national and European level, as well as for the pre-frontier area. These three pictures, of which the two latter ones are to be managed by Frontex, are structured in a similar way to facilitate the flow of information among them.

The approach chosen in Eurosur is to make the best use of existing information, capabilities and systems available in other EU agencies to the maximum extent possible. Discussion on the proposal is scheduled to start in 2012.

On the operational side, the EU policy cycle for organised and serious international crime, including the eight priority areas set by the Council and the Operational Action Plans (OAPs) adopted by COSI in December 2011, will benefit from Frontex operations. Frontex is associated with three priority areas for crime, namely Trafficking in Human Beings (THB), illegal immigration and criminality in the Western Balkans. The OAPs, which will be implemented in 2012 and 2013, include a number of operations, information exchange and training activities, which Frontex will support under the leadership of designated Member States and in cooperation with Europol.

Also in 2011, Frontex continued with its thematic focus on both unaccompanied minors and Trafficking in Human Beings (THB). Together with the EU Anti-Trafficking Coordinator, Frontex and other EU Agencies

active in the domain of justice and home affairs* organised the annual high-level EU Anti-Trafficking Day event. As a result of the discussions held, the Agencies signed a memorandum to step up their cooperation in the fight against this serious crime.

Partnerships and cooperation with third countries were further strengthened in 2011. Working Arrangements (WAs) were concluded with the National Police of Cape Verde, as well as with the Migration, Asylum, Refugees Regional Initiative (MARRI) Regional Centre based in Skopje, in the Former Yugoslav Republic of Macedonia. The Management Board: gave the Agency mandates to negotiate WAs with the competent authorities of Tunisia, Armenia and Azerbaijan; and adopted negotiated WAs with the competent authorities of Armenia and Nigeria.

* CEPOL – the European Police College, EASO – the European Asylum Support Office, EIGE – the European Institute for Gender Equality, EUROJUST – the European judicial cooperation body, EUROPOL – the European law enforcement agency and FRA – the Fundamental Rights Agency.

Frontex's working agreement with Nigeria.



Neighbouring Mediterranean third countries, as well as some other African countries, continued to be a priority for Frontex, in particular those countries where mandates had already been given by the Frontex Management Board. Frontex

participated in the launch of the EU Dialogue on Migration, Mobility and Security with Tunisia and Morocco, which provided for the re-establishment of contacts with the competent authorities of these countries. A wide representation of African countries could also be seen in events related to the Africa-Frontex Intelligence Community (AFIC) organised by Frontex in Warsaw and Lisbon respectively in 2011. Contacts in the area of returns with some key third countries (i.e. Gambia, DR Congo and Nigeria) were also further explored.

With Turkey, a renewed proposal by Frontex to conclude a Memorandum of Understanding (MoU) for the establishment of operational cooperation was agreed at technical level with the Turkish Ministry of Foreign Affairs and remained under a process of consultation among the relevant competent Turkish authorities.

In the wider scope, Frontex was increasingly involved in key EU migration/border

management-related initiatives and political dialogues, such as the Mobility Partnerships, Eastern Partnership, and Building Migration Partnerships as well as JAEX and other EU meetings focused on migration cooperation with third countries, e.g. the US, Russian Federation and Western Balkans. Contact was also maintained and support provided to EU regional programmes, projects and missions in third countries (i.e. EUROMED, EUSBSR, EUBAM, EULEX, BSRBCC, BSCF).

A formal cooperation arrangement with the Centre for the Democratic Control of Armed Forces (DCAF) was signed in 2011, while negotiations for signing an agreement with the European Commission's Joint Research Centre were also concluded. On the other hand, negotiations were initiated on a working arrangement with the UNODC and Eurojust while discussions on upgrading the working arrangement with Europol for the exchange of personal data also began.

2.3 Developments at the Agency level

2.3.1 Operations

Frontex's focus in 2011 in the operational domain was irregular immigration and enhanced border control cooperation, including the fight against cross-border crime, in particular that related to vulnerable groups and victims of THB.

A number of joint operational activities were planned and implemented with a view to achieving results beyond the scope of illegal border crossings, in domains related to drug trafficking, pollution and illegal fishing, among others. The results of those operations, both at sea and air borders, are promising. The Agency plans to continue

developing this operational concept based largely on inter-agency cooperation at the national and European level. Frontex also continued to look to improve the effectiveness of regular joint operations; however massive migration flows on the Eastern Mediterranean route, as well as in the Central Mediterranean area, drastically changed the course of operational preparations for 2011 from as early as the beginning of the year.

RABIT Operation 2010

In March 2011, Frontex successfully finalised the first Rapid Border Intervention Team (RABIT) Operation in the Agency's six-year

history, demonstrating the ability to provide an adequate operational response to tackle the exceptional and urgent emergency situation caused by massive migration flows at the Greek-Turkish land border. Over four months, Frontex coordinated the deployment of a total of 567 officers from 26 Member States and Schengen-Associated Countries between 02 November 2010 and 02 March 2011. Through intensified patrolling and subsequent border control measures a deterrent effect was established reducing the number of daily-detected illegal border crossings from 250 to 60. At the same time, the identification and debriefing of migrants were improved in the course of the operation: ultimately a presumed nationality could be established for almost 90% of those apprehended.

The RABIT Operation 2010 was followed by Joint Operation Poseidon Land 2011 and the continuation of Attica 2011 (Greece's return capacity building project). Although the migration flows increased during summer and autumn 2011, the efforts of apprehending facilitators were enhanced, resulting in a 30% increase in the number of arrested facilitation suspects, including those carrying firearms; between March and the end of 2011, a total of 116 facilitators were arrested, in addition to 59 at the Bulgarian-Turkish border. The experience with a real and massive deployment of officers to Greece showed that there was a strong need for further development of the RABIT mechanism, profiles of officers sent to joint operations, and the way they are selected by national authorities.

The "Arab Spring"

Another critical element changing the initial operational plans for the Agency was the instability in North Africa and subsequent migratory flows towards Italy and Malta.

Developments that started in Tunisia and spread to other North African countries required from the Agency fast operational decisions and contingency planning based on constant situational monitoring and developing follow-up risk assessments.

Starting from February with the ouster of Tunisian President Ben-Ali, massive flows of migrants arrived in Italy, mainly in Lampedusa and the Pelagic Islands. Following an urgent request from the Italian authorities, Frontex launched Joint Operation EPN Hermes Extension 2011 within two weeks to face this mass influx of migrants.

RABIT Operation 2010.



* Prevention of cross-border crime; reduction of the number of undetected illegal border crossings; reduction of death toll of migrants at sea.

This specific situation resulted in the pro-active approach of reinforcing and extending planned maritime operational activities. A special Frontex Operational Response Package was prepared focused on flexible adjustment of operational areas in the Mediterranean, and concepts including the activation of air border operations focusing on irregular migration flows originating from the North Africa and Near East region.

The support of Member States and Frontex was provided in areas such as: strengthening patrolling, air and surface surveillance for early detection of migrants (to assist in search-and-rescue (SAR) operations carried out by the Host Member State); and support in effective identification of migrants, including collection of information on criminal trafficking and smuggling networks.



The implementation of the operational response package resulted in an almost 100% increase in operational days in the field of maritime joint operations compared to the annual Programme of Work 2011, with respective implementation of additional financial resources, and was based constantly on intensified monitoring and analytical work. The latter was possible thanks to close cooperation with partner organisations, such as UNHCR and IOM, and extension of situation and crisis monitoring services to 12 hours a day, seven days a week. Information produced by risk analysis experts served a wide range of Frontex stakeholders at the operational and political levels.

Enhanced cooperation

2011 saw a significant boost in operational cooperation with non-EU countries. Officers from seven and nine countries respectively were deployed as observers to joint operations coordinated by Frontex at air and land borders. For the first time ever, Bosnia and Herzegovina, as well as the Former Yugoslav Republic of Macedonia, took part in a Frontex operational activity. Additional value was brought to joint air operations by Liaison Officers from certain Member States who provided advanced information on specific high-risk flights and carried out checks on certain EU-bound flights.

Closer cooperation with non-EU countries and a local presence in those regions under constant migratory pressure were further success factors for Frontex's analytical work. The Agency tightened cooperation in this field with African countries within the framework of the Africa Frontex Intelligence Community (AFIC) and continued its close cooperation with the Western Balkans Risk Analysis Network (WB RAN).

In the maritime domain, apart from the regular contacts in place, initial steps were taken for the coordination of US Coast Guard and Frontex-coordinated patrols carried out in cooperation with common third countries.

2.3.2 Building Capacity

Over the year 2011, Frontex continued to provide capacity building activities at the Member State and European level as combined instruments to tackle the challenges of migration flows and organised crime at the external borders. The gradual development of Member States' capabilities and the achievement of a high and uniform level of control and surveillance of their external borders included the harmonisation of training and technical systems.

In order to better serve its stakeholders, Frontex organised for the second time the Capacity Building Stakeholders Conference, a platform for reporting achievements and identifying and collecting ideas on new Frontex initiatives. This time the conference gathered more than 100 participants from national border guard authorities, EU bodies, educational institutions related to border guard authorities, the research community, international organisations and independent think-tanks.

Eurosur

Frontex continued the development of the European Border Surveillance System (Eurosur) – an information sharing and cooperation mechanism increasing situational awareness and improving the reaction capacity of the authorities controlling the external borders of the EU. The backbone of the system – the Eurosur network pilot –

was installed and tested at Frontex and six Member States.

Addressing the objectives of Eurosur,* the Agency continued working on development of the situation-monitoring and analysis layers of Eurosur. An automated reporting application (JORA), information exchange (FOSS) and media monitoring (FMM) tools became fully operational in 2011. Work on their integration with the Eurosur network was also launched. Furthermore, important conceptual work on the development of a Common Pre-frontier Intelligence Picture and European Situational Picture was performed during 2011.

Training

In the framework of three programmes comprising 20 projects, the Training Unit organised 223 activities with the participation of almost 3 500 attendees (training experts, trainees).

In 2011, a common methodology and materials were developed for national and Frontex-organised training activities. New manuals, such as the "Trainer's Manual on Combating THB for Border Guards" and the "Air Crew Training Manual", were developed in line with this new approach. The Basic English language tool, which was successfully implemented over 2011, will contribute to the harmonisation of English language competences of border guards working at airports and to their interoperability at EU level. Another basic tool for border guards' education – the Common Core Curriculum (CCC) – that is being implemented in all EU countries was further developed during the year. Implementation of the Erasmus-style mobility/exchange programmes continued, together with the updating process and the introduction of the Sectorial Qualification

* On 25 October 2011 the European Commission presented its Communication (COM (2011), 680 final) on "Smart Borders – options and the way ahead" setting out possible solutions to speed up border crossing for legitimate travellers while securing external borders.

Framework (SQF) concept, which links various training and education systems together and enables comparison of competences by levels. The CCC implementation, together with other training activities ranging from dog handling, through helicopter flying to Schengen evaluation, serves as the main instrument to promote common and high European standards regarding border management.

Research

In the field of research Frontex continued to play a major role in European security research, working in close conjunction with the European Commission and key industry representatives.

In the course of 2011, Frontex proactively followed and contributed to research relevant to the control and surveillance of external borders. At the core of its work was exploration of the potential offered by new border management technologies to meet the dual objectives of enhancing security and facilitating bona fide travel. In this regard, several activities in 2011 furthered

the aims of the upcoming Smart Borders Package,* most importantly the on-going work of the Best Practice Guidelines on Automated Border Control (ABC) systems. In 2011, Frontex also continued to serve as a key platform bringing together the worlds of public service and private industry by organising technology showcases and demonstrations in which border management authorities were able to have first-hand experience of innovative solutions to the challenges they encounter in their daily work.

Under the Border Checks and Border Surveillance Programmes, Frontex developed and implemented seven projects during 2011. Of these, three represented continuation of the activities started in 2010 and four constituted new initiatives in fields covering different areas, such as coordination and integration of border checks at land borders, contribution of advanced information (AI) for border control, detection technologies (e.g. falsified documents), automatic intelligence, secure communication solutions and remote sensing.

Sea Survival and Mountain Survival training courses.



Within these projects, specific conferences, workshops and bilateral events with Member States were organised by the Agency. Moreover, Frontex evaluated 11 project proposals on behalf of the European Commission (DG-ENTR) for Framework Programme 7 SEC.

Surveillance technology.



their capacity while at the same time developing its own. The first real-life deployment of Rapid Border Intervention Teams (RABITs) in Greece that ended in March 2011 was an acid-test for the RABIT mechanism. Lessons learnt during this deployment were translated into a new comprehensive procedure and a concept to further refine the improved mechanism.

In view of the establishment of the new European Border Guard Team pool by the new Frontex Regulation (1168/2011), the need to identify and define new profiles, as well as develop guidelines on the national selection procedures to the pool, became pivotal. During 2011, both objectives were met and the results were presented to the Member States.

Another important development concerning Frontex's operational capacity was the development of OPERA, an e-platform for the management of operational resources (both human and technical) deployed in Frontex-coordinated activities. This integrated application enables storage of updated information on the pooled resources, crucial for the management of the technical equipment and European Border Guard Team pools, and data on deployment, enabling rapid processing of large amounts of data and a powerful automated reporting system for both Frontex and Member States. The system will be launched in 2012 as a pilot project.

2.3.3 Administration

The administration services of the Agency continued to support the core business of Frontex in a flexible and agile manner. Human Resources ensured that the staffing requirements for 2011 were met. The Finance Unit ensured that programmes, projects and services were allocated sufficient financial

In 2011, Frontex produced a number of guidelines and academic studies related to border security:

- Best Practice Guidelines on the Design, Deployment and Operation of Automated Border Crossing Systems (working draft)
- Best Practice Operational Guidelines (working draft)
- Study on the Security of e-passports
- Study on the Ethics of Border Security
- Forward study on European border checks.

Frontex supports Member States in building

means. Frontex's administration rendered assistance and support to the Agency's everyday operations, whether at the Warsaw HQ, the Frontex Liaison Office in Brussels or the Frontex Operational Office in Piraeus, Greece.

The tendering process for a new Frontex HQ was initiated in 2011 for completion in 2012. Information and Communication Technology-enabled projects for the core business areas numbered thirteen in total in 2011, mainly covering the Agency's situation monitoring and risk analysis needs. Two major external factors had a particular impact on Frontex in 2011: the situation in the North African region and the amendment to the Frontex Regulation. The situation in North Africa was particularly challenging for the Finance Unit in mid-2011 when Frontex was heavily involved in the resulting migratory crisis situation. Frontex did receive an increase in budget of EUR 31 million but as this injection of funds came late in the year: Finance had to take a flexible approach to ensure that sufficient resources were available for the core Frontex business to meet expectations.

The amended Frontex Regulation (25 October 2011) broadened the Agency's mandate and allocated new tasks, despite a general zero-growth policy of the EC. While Frontex will receive increased resources for new tasks, this increase will be limited to those core areas directly identified within the regulation. In order to respond to the increased demands expected as a result of the amended regulation, Frontex intends, as a result of the completion of a business process mapping project in 2011, to automate systems with the goal of achieving efficiency gains and hence continuing to provide the level of service expected by the Agency's stakeholders.

2.3.4 Transparency and Access to Information

In 2011, Frontex continued actively to provide information on its activities. Due to the exceptional situation in North Africa and continued high pressure on the Greek-Turkish border, most day-to-day communication activities centred around media requests generated by the operational activities in both regions. The Agency processed some 500 requests for information from researchers, students and the general public, and organised visits to Frontex HQ for individual researchers and groups of students.

In 2011, Frontex received and processed 17 official requests for Frontex documents (Regulation (EC) No. 1049/2001 regarding public access to European Parliament, Council and Commission documents).

The Border Post.



The Border Post, a monthly 12-page colour print publication, continued to extend its reach in terms of readership, through peer-to-peer recommendations within the international law enforcement and migration management communities. The

publication presents topical coverage of border-control and allied issues both within the EU and internationally. The production's readership increasingly reflects its global appeal among border-management professionals, as demonstrated by the results of an informal readership survey conducted in September, a year after the product's launch.

Frontex continued to produce films addressed to the general public and border guards covering the explanation of its mandate, specific activities and the situation at external EU borders.

2.3.5 Fundamental Rights

The respect for and promotion of fundamental rights in all Frontex activities is a high priority for the Agency. Hence Frontex, together with its international partner organisations, as well as with the members of the Management Board, was able to draft and subsequently to adopt three key documents in 2011: the Frontex Fundamental Rights Strategy, the Frontex Fundamental Rights Action Plan and a comprehensive Code of Conduct for all persons engaged in Frontex-coordinated activities.

On the basis of the work of the Drafting Committee, the Fundamental Rights Strategy was endorsed by the Management Board in March 2011. The main objectives of the strategy, namely that respect for fundamental rights be an integral part of border management, that Frontex adopt and display an exemplary attitude in this field and that a fundamental rights culture be created within the EU border guard community, are based on the following core elements of the strategy: legal and political context;

operationalisation; and implementation. The Fundamental Rights Action Plan was endorsed in September 2011 as the main tool for implementation of the Fundamental Rights Strategy. It outlines many existing activities that are adjusted or revised in order to integrate the objectives of the Fundamental Rights Strategy as well as the relevant new provisions contained in the amended Frontex Regulation. Hence, where appropriate, reference is made in the Action Plan to the Fundamental Rights Strategy and/or to the relevant articles of the amended Frontex Regulation. The actions are to be implemented according to a timeline which distinguishes short-, mid- and long-term goals and also mentions the internal Frontex services and external partner organisations which will be cooperating in the implementation of the actions.

In order to establish a comprehensive set of binding rules of behaviour for persons engaged in Frontex-coordinated activities, the Frontex Code of Conduct entered into force in March 2011. This code is based on the results of a comparative study on existing national codes in the Member States. The code aims to create and maintain a high level of standards of behaviour throughout the implementation of all Frontex activities. It also ensures Frontex custodianship of best practices in the European Border Guard Culture. In particular the professionalism and trustworthiness of border guards in Europe will be fortified through this comprehensive set of rules. With this Code of Conduct, Frontex also underscores its firm stance with regard to the violation of fundamental rights of migrants and to misbehaviour during the activities the Agency coordinates.

/ 3

Summary of Budgetary and HR Issues in 2011

3.1 Budgetary developments

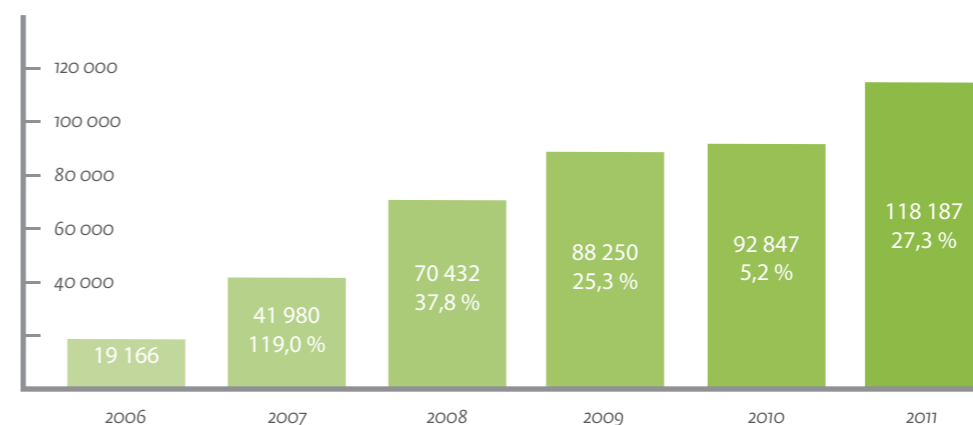
Financially, 2011 can be described as a year of achieving a suitable balance between finding additional funds to face the challenges of developments in North Africa and maintaining the Agency's normal activities. The budget increased by 27.3% on 2010, to EUR 118.2 million, due to additional funding provided by the European Commission (EUR 30 million) and the SACs (EUR 1.8 million) for the Emergency Response Package in the Mediterranean. Without these additional funds, the budget would have decreased by almost 7%.

When comparing the final budgets of the past five years, it can be noted that the total percentage budgetary increase amounts to 180%. Such a rapid increase

provoked consumption challenges, as the annual financial cycle differs from the operational one.

The increased budget for 2011, at 27.3%, was substantial, and from a financial perspective, late in the year. The concerted approach and efforts taken by the different units within the Agency led to high utilisation of the appropriations: by 31 December 2011, 98% of appropriations were committed and 66% of such appropriations were used for payments. The final actual utilisation will be much higher, as Frontex has the opportunity to make payments on carry-over appropriations until 31 December 2012.

Budget development.



3.2 Final implementation of the 2010 budget

The closure of the 2011 financial year put Frontex in a position to ascertain the total use of payment appropriations received in 2010 (including those carried forward to 2011). The total budget execution of the appropriations made available to Frontex in 2010 came to 93% (EUR 86.6 million). Of the total amount, EUR 22.8 million (24.6% of the 2010 budget) was paid in 2011 after the carry-forward of related commitments. Appropriations not used and returned to the EU Commission amounted to EUR 6.2 million (6.7%).

Total use of appropriations made available in 2010.

Title / Article (amounts in € 1 000)	Budget		Paid			Unused
	2010	2010	2011	Total	%	
Title 1	15 735	15 064	274	15 338	97%	397
Title 2	12 200	5 953	4 885	10 838	89%	1 362
Title 3	64 912	42 760	17 662	60 422	93%	4 490
Total	92 847	63 777	22 821	88 598	93%	8249
Breakdown per unit/sector for Title 3						
Joint Operations Unit	47 449	37 500	8 300	45 800	97%	1 649
Land Borders	6 702	4 648	1 783	6 431	96%	271
Sea Borders	29 554	23 539	4 862	28 401	96%	1 153
Air Borders	2 079	1 469	481	1 950	94%	129
Joint Return	9 114	7 844	1 174	9 018	99%	96
Risk Analysis	1 568	590	792	1 382	88%	186
Situation Center	270	197	47	244	90%	26
Training	5 622	3 026	1 562	4 588	82%	1 034
Research & Development	1 400	261	746	1 007	72%	393
Pooled Resources	6 776	903	4 831	5 734	85%	1 042
Miscellaneous Operational Activities	190	146	41	187	98%	3
Operational IT Projects	1 637	137	1 343	1 480	90%	157

3.3 Appropriations in 2011

The originally foreseen allocation for 2011 was amended during the year by transfers made on the authority of the Frontex Executive Director. The transfers reflected the change in priorities that were made during 2011 because of the popular uprisings in North Africa, which, for Frontex, started in March with the "Amendment to the Frontex Programme of Work and Budget 2011 – Operational Response Package" and the request for additional resources.

In 2011, Frontex consumed 98% of its available budget of commitment appropriations. The differences between

the titles were minimal, with Title 1 (Staff) at 97%, Title 2 (Other administrative expenditures) at 98%, and Title 3 (Operational activities) at 99%. In addition to the amounts committed at the end of 2011, Frontex made a request to the Management Board, in February 2012, for a non-automatic carry-over of appropriations where the procurement process was at an advanced stage. On receipt of positive decision from the Management Board, the authorising officer was able to sign the legal and financial commitment which resulted in Frontex committing 99% of its available appropriations for 2011.

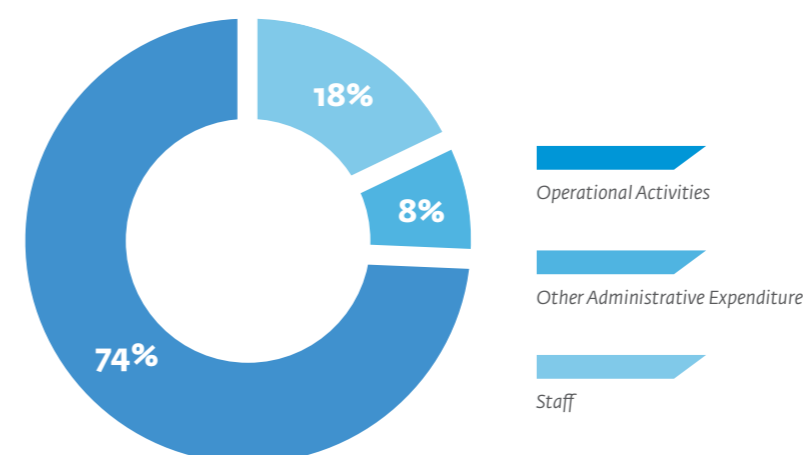
3.4 Other aspects of financial management

3.4.1 General budget

In the chart below, the distribution of the 2011 budget reflects the importance

given to operational activities; a 74:26 distribution ratio. This level of distribution for operations is higher than that of 2010.

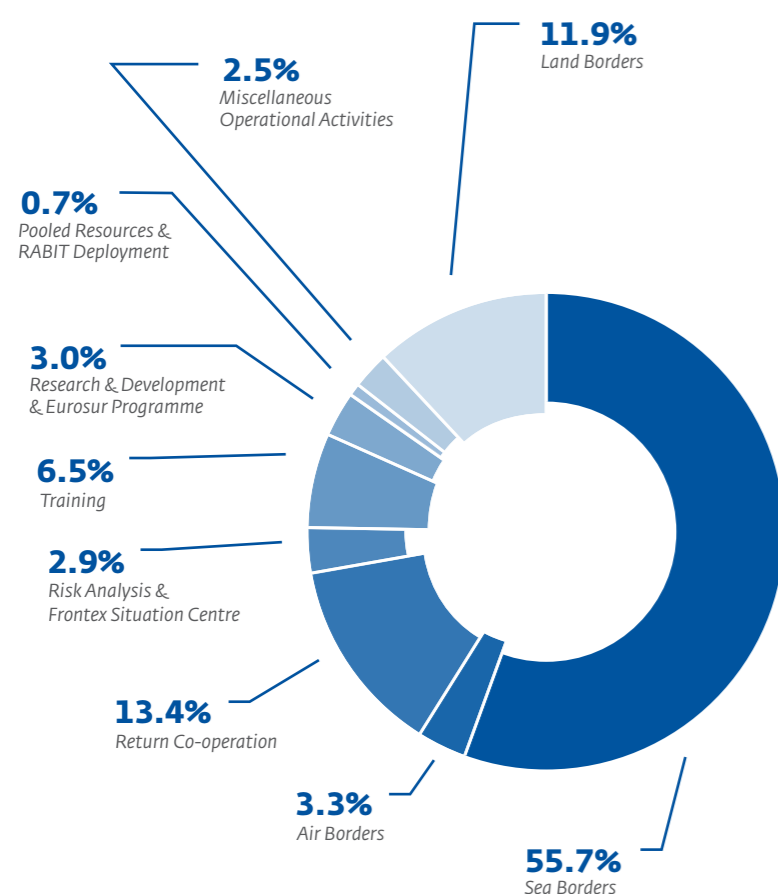
Final Budget Distribution



3.4.2 Operational budget

From the 2011 operational budget of EUR 86.8 million, 56% of the available funds were committed to Sea Border Operations. The main reason for this proportion is the high running costs of the equipment used, such as off-shore vessels and patrolling aircraft. The second largest part of the 2011 operational budget was allocated to joint return operations (13%), followed by Land Border Operations (12%).

Final Operational Budget Distribution



3.4.3 Payments

The use of payment appropriations as a percentage of the budget remained at the same level as in 2010. In absolute figures though there was a significant increase of 22% in the use of payment appropriations, i.e. EUR 77.7 million compared with EUR 63.8 million in 2010.

The payment levels for Title 1 (Staff) remained the same as 2010, at 96%; Title 2 (Other administrative expenditure) improved significantly, from 49% in 2010 to 74% in 2011; Title 3 (Operational activities) showed a slight decrease in percentage terms, 58% against 66% in 2010, although in absolute figures there was a significant increase of EUR 7.2 million in payment appropriations compared with 2010.

In Title 3 (Operational activities), the use of payment appropriations improved, with the exception of the Joint Operations Unit (JOU), from 30% in 2010 to 41% in 2011. The decrease in the implementation of payment levels in the JOU, from 79% in 2010 to 61% in 2011, was as a result of an increase of the budget by EUR 12.7 million on 31 August and another increase of EUR 19.1 million on 27 October. These budget increases were used to cover operational activities from September onwards, which means that while most of them were completed at the end of 2011, other activities will continue and will be completed in the first half of 2012; therefore the final claims have not yet been submitted. The commitments carried over will be paid by 31 December 2012. The majority of claims are expected between March and October and will be paid once the final claims have been submitted and processed.

3.5 Human Resources

The year 2011 was a successful one for Frontex's Human Resources. The groundwork for the launch of the Fundamental Rights Training for Frontex staff was completed and will be implemented during 2012. In addition, a staff survey was conducted, with a high response rate, the results of which are being analysed within the context of efficiency measures.

3.5.2 Staff Development and Training

Two hundred staff attended seventy-six training courses in 2011. Online staff appraisals were introduced and a reclassification exercise carried out for the first time in the Agency. As a result of the introduction of an internship policy, twelve internships were taken up in 2011. This number is expected to increase in 2012.

3.5.1 Recruitment

In all, one thousand, two hundred and eighty-three applications were received for vacant positions: Temporary Agents, Contract Agents and Seconded National Experts. Forty recruitment procedures were launched and two hundred and nineteen interviews conducted. The total staffing figure at the end of 2011 was 304, from a total approved Establishment Plan figure of 314.

	Total recruited by 31/12/2010	New posts recruited in 2011	New posts recruited in 2011	Posts that became vacant in 2011	Replacements (2008-2011) recruited in 2011	Total recruited by 31/12/2011	Establishment plan 2011
TA	139	2	0	12	13	141	143
CA	79	0	7	7	6	85	88
SNE	76	0	3	14	13	78	83
Tot	294	2	10	33	32	304	314

A breakdown of Frontex staff by Unit and number of Temporary Agents is attached as Annexes E and F.

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Achievements

Trainer's Manual on Combating Trafficking in Human Beings for



In 2011, Frontex developed a Trainer's Manual on combating trafficking in human beings for border guards. The training material is based on a new EU directive on trafficking adopted in 2011, tailored to the functions of border guards, and puts the human rights of the trafficked person at the centre of all efforts which address trafficking in human beings. Particular attention is paid to the situation of groups facing vulnerabilities, such as children and persons in need of international protection.

The manual is an example of good cooperation between national and international experts in the field in Europe and is testimony to the joint commitment to the fight against human trafficking. The 13 Member State experts taking part in the development of the manual were joined by external partners representing the European Police College (CEPOL), Eurojust, the United Nations High Commissioner for Refugees (UNHCR), the Office of the High Commissioner for Human Rights (OHCHR),

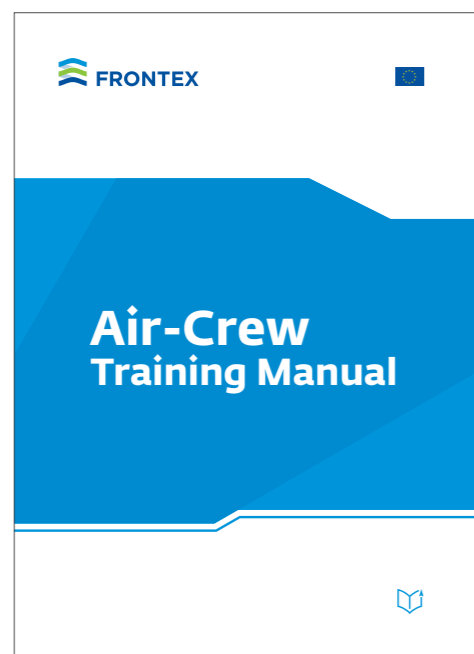
the International Organisation for Migration (IOM), the Office for Security and Cooperation in Europe (OSCE) and UNICEF, the United Nations Children's Fund.

The training package comprises three key training modules: Awareness (for all), Identification (for first-line officers) and Interviewing (for second-line officers). Trafficking of children is incorporated as a separate section in all three modules. The manual is supplemented with a toolkit including case studies, exercises, video training tools and ready-made presentations.

While the overarching objective is to develop the capacity of border guards in the EU Member States and Schengen-Associated Countries, the strategic approach of the manual is to create training "multipliers" who will return to their home authorities and perpetuate the on-going training process at the grass-roots level.

The process of implementation will start with Pilot Training for Border Guards in 2012, in order to road-test the materials, followed by multiplier training and then implementation at national level after translation of the materials into all necessary languages. The package may later be made available to third-country partners in the interests of developing multi-tiered Integrated Border Management across all EU external borders.

Air Crew Training Manual



The very complex operational activities carried out during a Joint Operation, in which a great number of crews coming from various Member States are involved, using different aerial assets and various, highly sophisticated types of equipment, highlighted from the beginning the need to identify and develop a core group of training activities in order to standardise air crew members' knowledge and harmonise procedures, taking into consideration the fact that all these activities can only be carried out by highly trained and competent personnel to ensure high-level safety standards.

The Air Crew Training Manual is the result of cooperation between different experts from 11 Member States that during 2010 and the first half of 2011 described and developed all the necessary training activities to define common standards in order to educate

Border Guard crew members with different civil or military profiles to ensure a common level of knowledge and competence, and to train multipliers for the national implementation of the manual.

As a result, 17 different training courses were described in the manual, divided into four main topics: Multinational Cooperation, Survival Training, Standardisation for Qualifications, and Joint Operation exercises. These courses take into consideration the peculiarities of the training activities, the present educational purpose and the possible different scenarios during joint operations.

In parallel with the standardisation of the training, the aim of the manual is to qualify "multipliers" who will implement the national training process. This process will start immediately in 2012 after translation into all necessary languages has been finalised.

The Air Crew Training Manual, produced by Frontex and accessible only to law enforcement organisations, represents the first step towards harmonising a unified European air operation system for Border Guards and Police Forces.

Air Crew Training.



Automated Border Crossing

One of Frontex's focus areas is on Automated Border Control (ABC) systems using biometric technologies to allow travellers holding electronic passports to pass smoothly through electronic gates. In 2011, important achievements were reached in this field. The Study on Operational and Technical Security of Electronic Passports was completed and its conclusions disseminated in Montreal at the 7th Symposium on Machine Readable Travel Documents (MRTD) held by the International Civil Aviation Organization (ICAO) on 13 September 2011.

Under the leadership of Frontex, the ABC Working Group drew up two documents (built on the first version of ABC Best Practice Guidelines) – Best Practice Operational Guidelines and Best Practice Technical Guidelines – to address issues that were not addressed in the first version of the document and to target wider audiences and validation communities. With regard to the latter, the work did not go unnoticed by standardisation bodies, such as the CEN and ISO, with whom Frontex is establishing liaison relationships.

Furthermore, Frontex generated a very generic cost benefit analysis toolkit to be used by Member States when making decisions about implementing ABC systems at border crossing points.

To maintain a live dialogue between all relevant stakeholders, the Frontex ABC workshops provided a platform for exchange of experiences and lessons learned.

Automated border crossing gates.

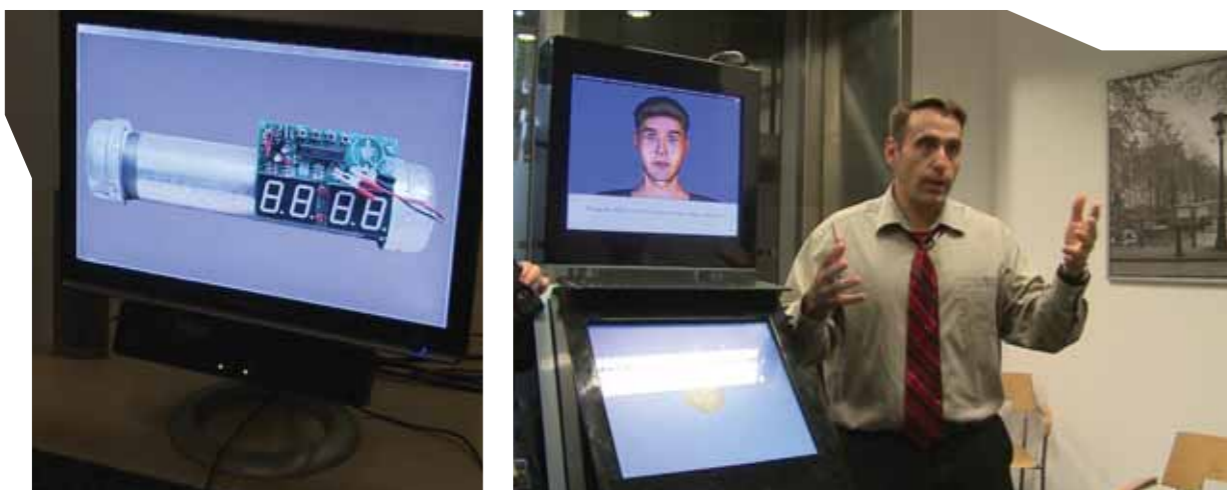


AVATAR Workshop and showcases

From 20-22 September 2011, EU Member States participated in a workshop organised by Frontex in cooperation with the United States' National Center for Border Security and Immigration (BORDERS), a university-based Center of Excellence funded by the Department of Homeland Security (DHS) on "Improving Border Checks with Next Generation Artificial Intelligence and Advanced Sensor Technology." The workshop succeeded in fostering a better

understanding of how risk assessment decisions are made in the first line in the absence of documentary evidence, and in particular how behaviour analysis is used by border guards to, for instance, select people for second-line control. Discussions were complemented by a role-play simulating a border check process using an e-gate and an "avatar" kiosk (providing automated interviewing), during which participants had the opportunity to interactively use these.

AVATAR Workshop.



Eurosur – the Network Project

Agency-wide Eurosur activities continued in 2011 in close cooperation with the Member States and the Commission. The main achievement was in the Network Project, which produced, installed and tested Eurosur nodes at Frontex and at the National Coordination Centres of Finland, France, Italy, Poland, Slovakia and Spain. As of December 2011 – when the Commission also tabled the Eurosur legislative proposal – the core-network

has enabled exchange of operational information between these seven nodes on a pilot basis. Furthermore, Frontex took part in the Member States Expert Group, providing input to the development of the legislative proposal and worked closely with the Commission to provide steering with regard to several FP7 research projects on maritime surveillance, supporting further development of the Eurosur concept.

Multi-agency cooperation through multipurpose joint operations

Participants in Frontex-coordinated joint maritime operations are prepared to perform Coast Guard activities in addition to border control duties. Assets and personnel engaged in joint operations often encounter situations involving activities not directly related to illegal border crossing: drug trafficking, counterfeit money, firearms smuggling, smuggling of goods, illegal fishing, environmental pollution, etc.

Consequently, Frontex adopted a holistic approach and for the first time launched a maritime joint operation with an emphasis on multi-agency participation. JO EPN Indalo 2011, hosted by Spain, featured special agreements between Spain, Frontex and other agencies, including CeClad-M (Centre du Coordination pour la Lutte Anti-Drogue en Méditerranée), the European Maritime Safety Agency (EMSA) and Europol.

Spain hosted the operation, while CeClad-M made specific information available to the International Coordination Centre (ICC) on suspect vessels. EMSA provided the ICC with the analysed information in order to identify targets of interest in the areas used by criminal networks on their journey towards the EU as well as pictures of maritime pollution included in the JO EPN Indalo 2011 operational area. Meanwhile, Europol cooperated through exchange of information and intelligence.

Through this multipurpose joint operation, considerable synergies were demonstrated whereby all interested stakeholders pooled their efforts for the common interest, representing a positive step forward whereby good will was extended beyond words. During JO EPN Indalo 2011, 12 273 kg of cannabis resin was seized and seven cases of possible oil spills were detected.

Surveillance performed by Portuguese Air Force, JO EPN INDALO 2011.



Enriched cooperation with Third Countries and Liaison Officers during Joint Operation Hubble 2011

Joint Operation Hubble 2011 was carried out under the Pulsar programme in two phases: March and May/June 2011. The reason for the introduction and implementation of this EU-wide joint operation was: to enhance the response to emerging migratory pressure at air borders; to gain deeper insight into people-smuggling networks that use third country airport hubs as source or transit points, indicating the migration routing, modi operandi, and the carriers and flights used as well as how the networks react to the measures adopted by border guards. The unfolding of events in North Africa necessitated alertness and rapid reaction by Frontex in the event of sudden peaks at air borders in the region. JO Hubble 2011 complemented Frontex's sea and land operations focusing on Tripoli, Algiers and Tunis airports.

The two phases of JO Hubble 2011 resulted in a total of 715 detections, including four arrests of suspected facilitators. One of Frontex's objectives was to further develop cooperation with third countries. During JO Hubble 2011, Frontex deployed two Turkish observers to Brussels Airports.

Also, eight observers from Western Balkan airports were deployed to EU airports. The contributing reports from Belgrade, Tirana, Zagreb, Skopje and Sarajevo airports allowed Frontex to better monitor the overall migratory situation.

During JO Hubble 2011 Frontex developed cooperation with immigration/airline liaison officers deployed by the United Kingdom, Denmark and Austria to third countries in order to have information in advance on specific high-risk flights. The involvement of these liaison officers provided added value to the operation.

JORA – Joint Operations Reporting Application

The processing and management of operational information, one of the core tasks of the Frontex Situation Centre (FSC) highlighting the unit's supporting role to the Member States and Frontex HQ, benefited greatly from the implementation of the Joint Operations Reporting Application (JORA). This automated and user-friendly application uses state-of-the-art technology. Its main purpose is to replace manual uploading of data, thereby effectively contributing to greater cost-efficiency in the management and analysis of operational data. The tool ensures

secure and continuous data exchange and provides close to real-time automated reporting and visualisation of operational information.

It is important to highlight that the system's development was conducted with full Member State participation throughout the entire design and development process. The tool can also be adapted to Member States' internal incident reporting processes. After several successful trials at sea and land borders, the tool became fully operational at the end of 2011.

Common Integrated Risk Analysis Model (CIRAM)

Risk analysis is a fundamental element in effective border management, as reaffirmed by the Schengen Borders Code and numerous conclusions adopted by the European Council. According to the Frontex Regulation, the Agency must apply the Common Integrated Risk Analysis Model (CIRAM) and also develop it further. The initial CIRAM was developed in 2003 and modified slightly in early 2006 when Frontex became operational. In November 2011, the Risk Analysis Unit finalised a comprehensive update of the model. The new CIRAM 2.0 was produced in close cooperation with Member States, similarly to the related Guidelines for Risk Analysis Units, which

provide practical advice on how to set up a risk analysis function and apply the new model. CIRAM 2.0 also accommodates the 2011 amendments to the Frontex Regulation, such as development of the capability to conduct capacity assessments. The successful application of CIRAM at the EU level implies that a similar approach is used at national level. The rollout of CIRAM and the Guidelines will start in 2012. This will include, inter alia, translation of the two documents into the EU languages and the development of awareness activities across the Member States and relevant EU authorities, and the design of a related training model.

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Annexes

Annex A. List of Management Board Members

Country	Name	Position	Institution
Management Board Members			
Austria	Mr. Robert Strondl	Chairman of Frontex Management Board, Major General, Head of the "Operational Matters" Department	Ministry of the Interior
Belgium	Mr. Marc Van Den Broeck replaced by Mr. Tony Mouton as of 1 Feb 2011 replaced by Mr. Peter Muyshondt as of 1 Oct 2011	Director	Directorate of Administrative Police and Operations, Federal Police
Bulgaria	Mr. Zaharin PENOV	Commissioner, Director	Chief Directorate "Border Police"
Cyprus	Mr. Emilios Lambrou	Superintendent, Commander of the Aliens and Immigration Unit	Cyprus Police
Czech Rep.	Mr. Vladislav Husak	Director	Directorate of the Alien and Border Police of the Czech Republic

Country	Name	Position	Institution
Management Board Members			
Denmark	Mr. Ole Andersen	Assistant National Commissioner	National Police of Denmark, Aliens Division
Estonia	Mr. Tõnu Hunt	Deputy Director General on Border Guard Affairs	Police and Border Guard Board
Finland	Mr. Jaakko Kaukanen	Chief of the Finnish Border Guard, Lieutenant-General	Finnish Border Guard
France	Mr. François Lucas	Immigration Director	Ministère de l'immigration, de l'intégration, de l'identité nationale et du développement solidaire
Germany	Mr. Ralf Göbel	Deputy Director General	Federal Ministry of Interior Department of the Federal Police
Greece	Mr. Vasileios Kousoutis	Police Brigadier General	Ministry of Interior, Hellenic Police Headquarters, Aliens Division
Hungary	Mr. József Hatala	High Commissioner of the National Police Headquarters	Hungarian National Police
Italy	Mr. Felice Addonizio replaced by Mr. Salvatore Guglielmino as of 29 July 2011	Director of the Border Police and Foreigners Service	Ministry of Interior
Latvia	Mr. Normunds Garbars	Colonel/Chief of the State Border Guard	Border Guard

Country	Name	Position	Institution
Management Board Members			
Lithuania	Mr. Vainius Butinas	Commander of the State Border Guard Service	State Border Guard Service at the Ministry of Interior of the Republic of Lithuania
Luxembourg	Mr. Pascal Schumacher	JHA Counsellor	Représentation du Luxembourg auprès de l'Union européenne
Malta	Mr. Neville Xuereb	Superintendent	Malta Police Force Special Branch
Netherlands	Mr. Dick Van Putten	Lieutenant General	CINC Royal Marechaussee
Poland	Mr. Leszek Elas	Brig. Gen. Commander-in-Chief of Border Guard	Polish Border Guard
Portugal	Mr. Manuel Jarmela Palos	Deputy Chairman of Frontex Management Board, National Director of the Immigration and Borders Service	Aliens and Border Service
Romania	Mr. Ioan Buda	General Inspector	General Inspectorate of Romanian Border Police
Slovakia	Mr. Ludovit Biro	Director of Border and Alien Police	Border and Alien Police Office, Ministry of Interior
Slovenia	Mr. Marko Gašperlin	Deputy Director, Senior Police Superintendent	General Police Directorate, Ministry of the Interior
Spain	Mr. Juan Enrique Taborda Alvarez	General Commissioner of Alien and Borders	National Police Force

Country	Name	Position	Institution
Management Board Members			
Sweden	Ms. Therese Mattsson replaced by Mr Klas Friberg as of 1 March 2011	Commissioner/Head of the Swedish Criminal Police	Swedish Criminal Police
European Commission	Mr. Stefano Manservigi , Director General of the Directorate Home Affairs	Director General Home Affairs	European Commission
	Mr. Jean-Louis De Brouwer replaced by Ms. Belinda Pyke as of 1 April 2011	Director for Migration and Borders, DG Home	European Commission
Iceland	Ms. Sigríður Björk Gudjónsdóttir	District Commissioner	Sudurnes Police District
Norway	Mr. Stein Ulrich	Senior Adviser to the National Commissioner of Police – International Affairs	National Police Directorate
Switzerland	Mr. Héribert Wider	Head of operations section	Swiss Border Guard
Ireland	Mr. John O'Driscoll	Head of Bureau	Garda National Immigration Bureau
UK	Mr. Tom Dowdall	Director, European Operations	Border and Immigration Agency

Annex B. List of Joint Operational (JO) Activities 2011

Sea Border JOs			
Name	Operational Area	Length (days)	Participating MSs/SACs
EPN-Hera 2011 (incl. EPN Hera 2010 extension)	Atlantic Ocean's waters between North Western African countries and Canary Islands	Permanent operation 365	Spain (host), Iceland, Italy, Luxembourg
EPN-Indalo 2011	Western Mediterranean	228	Spain (host), Belgium, Finland, France, Germany, Iceland, Italy, Luxembourg, Netherlands, Portugal, Slovakia
EPN- Minerva 2011	Western Mediterranean (sea ports)	45	Spain (host), Austria, Belgium, Bulgaria, Estonia, Finland, France, Italy, Lithuania, Netherlands, Norway, Portugal, Romania, Slovenia, Slovakia, Switzerland + Georgia, Ukraine
EPN-Hermes 2011	Central Mediterranean	315	Italy (host), Austria, Belgium, France, Germany, Greece, Hungary, Netherlands, Poland, Portugal, Romania, Spain, Switzerland
EPN-Aeneas 2011	Central Mediterranean (Ionian Sea)	271	Italy (host), Denmark, Finland, France, Germany, Greece, Iceland, Luxembourg, Portugal, Romania, Slovakia, Sweden, Spain
JO Poseidon 2011 Sea (incl. JO Poseidon Sea 2010 extension)	Eastern Mediterranean	Permanent operation 365	Greece (host), Austria, Belgium, Denmark, Estonia, Finland, France, Germany, Hungary, Iceland, Italy, Lithuania, Latvia, Netherlands, Norway, Poland, Portugal, Romania, Sweden, Slovenia, Slovakia, the United Kingdom + Croatia

Land Border JOs			
Name	Operational Area	Length (days)	Participating MSs/SACs
RABIT Operation	The south-eastern external EU land borders (Greece)	61	Austria, Belgium, Bulgaria, Cyprus, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Hungary, Iceland, Italy, Latvia, Lithuania, Luxemburg, Malta, the Netherlands, Norway, Poland, Romania, Portugal, Slovakia, Slovenia, Spain and Sweden.
JO Poseidon 2011 Land	The south-eastern external EU land borders (Greece, Bulgaria)	303	Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Italy, Latvia, Lithuania, Malta, Netherlands, Norway, Poland, Romania, Portugal, Slovakia, Spain, Slovenia, Sweden, the United Kingdom, Luxemburg
JO Focal Points 2011 Land (incl. Focal Points 2010 extension)	Eastern and Southern Land borders (Finland, Estonia, Latvia, Lithuania, Poland, Slovakia, Hungary, Romania, Bulgaria, Slovenia, Greece)	Permanent operation 365	Austria, Germany, Romania, Slovakia, Latvia, Estonia, Slovenia, Bulgaria, Hungary, Poland, Italy, Lithuania, Finland, France, Greece, the Netherlands, Ukraine, Moldova, Russian Federation, Serbia, the former Yugoslav Republic of Macedonia, Switzerland, Sweden, Spain
JO Jupiter 2011	EU Eastern external land borders (Poland, Slovakia, Hungary, Romania)	56	Austria, Bulgaria, Czech Republic, France, Germany, Poland, Romania, Finland, Hungary, Italy, Latvia, Lithuania, Luxemburg, Netherlands, Slovenia, Slovakia, Portugal, Estonia, Spain, Belarus, Moldova, Russia, Ukraine
JO Neptune 2011	Western Balkan Land Borders (Greece, Slovenia)	35	Austria, Bulgaria, Czech Republic, France, Hungary, Latvia, Lithuania, Luxemburg, Poland, Romania, Slovakia, Spain, Swiss and Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia

Land Border JOs			
Name	Operational Area	Length (days)	Participating MSs/SACs
PP Coordination Points in MD/UA	Land border between Moldova and Ukraine	29	Austria, Poland, Romania, Moldova, Ukraine

Joint Return Operations-related Activities			
Name	Operational Area	Length (days)	Countries Participating
ATTICA 2011 (Return capacity building) (incl. ATTICA 2010 extension)	Greece	Permanent operation 365	In January & February 2011, under Attica 2010: Austria, France, Latvia, Sweden Interpreters form IND (Netherlands)
			In the period of March-December 2011, under Attica 2011: Austria, Estonia, France, Hungary, Ireland, Latvia, Norway, Portugal, Romania, Spain, Sweden, United Kingdom Interpreters form IND (Netherlands)
MELITA 2010	Malta	(Evaluation meeting 21- 24.02.2011)	Malta

Joint Return Operations			
Destination	Organising Member State	Participating Member States	Number of Returnees
Nigeria	Austria	Austria, Spain, France, Germany, Switzerland, Portugal, Luxembourg, Sweden, Norway, Finland, Malta	59
Colombia and Ecuador	Spain	Spain, France	109
Nigeria	Ireland	Ireland, UK, Greece, Malta, Sweden, Norway, France, Germany	85
Kosovo	Germany	Germany, Austria, France, Norway, Sweden	60
Democratic Republic of Congo	The Netherlands	The Netherlands, Ireland, UK, Belgium, Finland, Switzerland	8
Georgia	Spain	Spain, Austria, Poland, Greece, Switzerland	31
Nigeria	UK	UK, Norway, Spain, Hungary, Austria, France	92
Iraq	Sweden	Sweden, Netherlands, Norway, Denmark, UK	56
Ukraine	Spain	Spain, France, Portugal, Sweden	31
Nigeria	Austria	Austria, Switzerland, The Czech Republic, Portugal, France, Norway, Finland, Sweden, Germany, Poland, The Netherlands	44
Kosovo	Germany	Germany, Portugal, Sweden, Norway, Austria	77

Joint Return Operations			
Destination	Organising Member State	Participating Member States	Number of Returnees
Nigeria	The Netherlands	The Netherlands, Norway, Spain, France	40
Democratic Republic of Congo and Nigeria	Belgium	Belgium, Ireland, Switzerland, Poland, Germany, UK, Sweden, Norway, France	54
Nigeria	Ireland	Ireland, Hungary, Finland, Switzerland, The Netherlands, Germany, Portugal, Spain, Norway	57
Nigeria	Italy	Italy, Norway	37
Serbia	Germany	Germany, Norway, Sweden, Belgium	56
Nigeria	France	France, Switzerland, Sweden, Norway, Spain	36
Ukraine and Georgia	Spain	Spain, Ireland, Sweden, Hungary	49
Kosovo	Germany	Germany, Austria, Sweden	33
Ecuador and Colombia	Spain	Spain, Romania, Bulgaria	107
Nigeria and Gambia	Austria	Austria, Norway, Hungary, Denmark, Finland, Sweden, Germany	41
Nigeria and Democratic Republic of Congo	Ireland	Ireland, Germany, Sweden, Finland, Norway, France	0 (cancelled)
Nigeria and Democratic Republic of Congo	Ireland	Ireland, Finland, Germany, The Netherlands, Norway, Spain, Switzerland	0 (cancelled)

Joint Return Operations			
Destination	Organising Member State	Participating Member States	Number of Returnees
Kosovo	Germany	Germany, Austria, France, Belgium, Slovenia	49
Nigeria	Austria	Austria, Poland, Finland, Denmark, Norway, Germany, Spain, The Netherlands, Portugal	32
Serbia	Germany	Germany, France, Sweden	39
Nigeria	Italy	Italy, Malta, Poland, Norway, Sweden, Germany, France	47
Iraq	Sweden	Sweden, Norway, The Netherlands, Denmark, Finland	51
Nigeria	The Netherlands	The Netherlands, Finland, France, Spain, Austria, Poland	39
Georgia and Ukraine	Spain	Spain, France, Sweden, Norway, Poland	38
Serbia	Germany	Germany, France, Sweden	101
Kosovo	Germany	Germany, Sweden, Norway, Austria	59
Georgia and Armenia	Austria	Austria, Switzerland, Poland, Hungary	17
Iraq	The Netherlands	The Netherlands, Denmark, Belgium, Norway, France	0 (cancelled)
Nigeria	Austria	Austria, Norway, Hungary, Greece, Malta	30
Pakistan	Spain	Spain, Ireland, UK, Portugal, Bulgaria, Norway, France	84

Joint Return Operations			
Destination	Organising Member State	Participating Member States	Number of Returnees
Georgia and Armenia	Austria	Austria, Hungary	19
Colombia and Dominican Republic	Spain	Spain, France	92
Nigeria	Italy	Italy, Germany, Sweden, The Netherlands, France	49
Kosovo	Germany	Germany, Austria, Sweden, Norway, Slovakia, France	76
Iraq	Sweden	Sweden, Norway	26
Nigeria	Austria	Austria, Malta, Germany, Sweden, France, Spain, Ireland	49

Annex C. Comparative Analysis of Joint Operational Activities 2011*

At Sea Borders

All in all, seven joint maritime operations and seven tailored pilot projects were implemented in 2011, with the aim of facilitating interoperability and flexible response to irregular migration phenomena and cross-border crime, as well as coordination of national patrolling in pre-defined areas of the European Patrols Network (EPN).

In response to the migration flow triggered by the "Arab Spring", Frontex launched an operational response package, which led to a 45% increase in the number of operational days (2060/1419) in sea operations. At the same time, there was growth in the area of operational performance (number of patrolling hours 48 277/41 007). This operational activity was intensified with the use of a significant budget increase (EUR 48 322 500/EUR 29 554 000). In addition, it was necessary to increase the budget allocated to co-financing of the Host MS' additional operational activities (50%/34%), due to the need to support the MSs directly affected by massive and disproportionate migration flows in the Mediterranean area.

The number of participating MSs/SACs in joint sea operations remained almost the same as in 2010 (27/26), while the total number of deployed technical assets increased in 2011 (108/94). There was a much higher number of deployed experts (530/386), who performed 84% more man-days (22 590/12 260). The average duration of one single deployment of experts rose by two weeks to 43 days in 2011 (31 days in 2010). In addition, during maritime joint operations 1 644 crewmembers were deployed (1 044),

who performed 63 571 man-days (31 320).

In total, 60 605 migrants (~168 migrants per day) were apprehended during joint sea operations in 2011 – out of 71 170 overall detections at external sea borders – which is almost a nine-fold increase compared to 2010 (6 890 migrants). The massive migration flows affected mostly the Central and Western Mediterranean and were triggered by the "Arab spring" and civil war in Libya. High numbers of migrants were inevitable, but the sea operations proved to be in the right place at the right time: the vast majority of migrant boat interceptions were made at sea in the operational area, very often linked with search and rescue activities. Thanks to the effective implementation of the operational concept, a further decrease in the migration flows was noted in JO EPN-Hera 2011, and in JO Poseidon 2011 Sea. The decrease in illegal migration flows reached as high as 80%.

As regards JO Poseidon 2011 Sea, very good progress was made by combining the sea-border control activities with support from Mobile Operational Unit Team C**, which was capable of proceeding to the area of the incident in order to support Greek law enforcement authorities in identifying persons suspected of involvement in the facilitation of illegal migration, human trafficking and other cross-border criminal activities, thus providing added value for the effective fight against crime that would affect EU border security. As regards JO EPN-Hera 2011, bilateral cooperation between Spain and third countries – Senegal and Mauritania – was a critical success factor. In total, during joint maritime operations 327 suspected facilitators were apprehended, which is 250% more than in 2010 (92).

* Figures in parentheses usually present a 2011/2010 comparison.

** MOU Team C – a team composed of national officers, specialised experts from contributing MS/SAC and interpreters supporting national law enforcement authorities in gathering and analysing evidence collected upon migrants' apprehension

Ultimately, rescuing people in distress at sea is one of the key elements highlighted during all maritime joint operations. In 2011, there were 241 search and rescue cases and 23 192 migrants in distress were saved. This means that on average, Frontex-coordinated assets were involved in saving 64 persons per day. During joint maritime operations some other types of cross-border crime were detected by participating assets.

Some 275 suspected drug smugglers were apprehended; the amount of hashish seized was 18 tonnes, representing a market value in excess of EUR 16 million. There were several cases of cigarette smuggling detected with contraband worth EUR 18 million. Further investigation at national level led to dismantling of the entire smuggling network.

Additionally, eight alleged sea pollution and several alleged illegal fishing cases were detected by technical assets deployed in Frontex-coordinated sea operations and reported to the respective national authorities and EU agencies (EMSA, EFCA).

At Land Borders

The intensity of activities at the external land borders continued, increasingly requiring amendment of the budget allocation (EUR 10 360 000 in 2011 against EUR 6 702 000 in 2010).

The Greek-Turkish land border remained the centre of gravity of all activities. Joint Operation Poseidon Land replaced Joint Operation RABIT 2010 as from 02 March 2011 and has run continuously since that time. The permanent status of JO Poseidon Land and the RABIT

deployment at the beginning of the year resulted in high levels of human and technical resources being used at the Greek-Turkish border.

More MSs/SACs took part in all land border joint operations in 2011 than in 2010 (28/27) while the number of hosting MSs in principle did not change (11). At the same time, the number of operational days rose 18% (4 880/4 003 man-days).

Due to intensive operational activities at the Greek-Turkish border, the total number of deployed border control experts in all land border joint operations increased by 13% (1 073/931) along with an increased number of man-days performed (37 916/ 35 710). Human resources were actively supported by the deployment of technical means, particularly aerial assets as well as mobile and portable night-vision equipment, patrol cars and heart-beat detectors. In addition, service dogs were used extensively in land border joint operations.

Growing interest from third countries in participating in land border joint operations should be highlighted. In total, nine neighbouring countries were actively involved in Frontex operational activities at land borders (compared to seven in 2010).

More effective coordination and harmonisation between different types of operational activity was achieved in 2011 by the establishment of the new multiannual programme, Pluto. Despite good progress, especially in the framework of the Poseidon Land and RABIT operations, this programme aims, inter alia, at further improving the adequacy of experts' skills and profile.

At Air Borders

Operational activity at the EU external air borders was intensified as the number of operational days within air border joint operations increased by 19.5% (4 435/3 712; in man-days 9 286/9 081). The number of deployed officers (431/489) was 13% lower, but the duration of deployments, especially with JO Focal Points, was extended. The number of participating Member States/SACs remained very high (27/30) and in addition eight non-EU countries took part in joint operations. For the year as a whole, the Air Border Sector Budget increased from EUR 2 200 000 to EUR 2 870 000 to cover the costs of activities, including those related to the Frontex Operational Response Package. Therefore, the 2011 budget was finalised at a figure 28% higher than in 2010.

The multiannual programme Pulsar clusters the air border joint operations and several pilot projects in a structured, dynamic and flexible way with a risk-analysis-based perspective. One of the new elements of this set-up was JO Mizar, which was added to the Pulsar programme. This JO was conducted between 10 June and 7 July 2011 and involved 20 MSs/SACs with 24 participating airports and 34 officers deployed with the objective of increasing the effectiveness of border checks at European Union airports, focusing specifically on EU documents at high risk of forgery or of being fraudulently obtained. In total, 265 cases of document abuse were detected during the operation.

During JO Hammer 2011, cooperation with international partner organisations, such as the UNHCR and IOM, was further developed and additional operational cooperation was established with EU partner agencies, such as EASO and FRA. Cooperation with Interpol was enhanced

during JO Hammer 2011 through the deployment of the "SLTD travel kit" (Stolen and Lost Travel Documents) at Rome Fiumicino and Milan Malpensa Airports in order to increase the level of controls in particular to the detect child victims of trafficking across the international airports of the European Union. Cooperation with Europol in air border joint operations remained at the same level as in 2010.

Return activities

Compared to 2010, the number of Frontex-assisted joint return operations (JRO) in 2011 increased from 39 to 42. In total, 2 059 people were returned, which is slightly more than in 2010 (2 038). Belgium was the organising MS of a Frontex coordinated JRO for the first time in 2011, while three additional third countries became destinations of Frontex-coordinated JROs for the first time, namely the Dominican Republic, Serbia and the Democratic Republic of Congo.

Note: Crewmembers are not included in the calculation of man-days

Annex D. 2011 Appropriations

General Report 2011

Budget item (amounts in EUR 1 000)	Original Budget 2011	Amended Budget 2011 n1	Amended Budget 2011 n2	Amended Budget 2011 n3	Transfer of appropriations	Commitments		Payments		To be Carried Forward		Unused					
	(A)	(B)	(C)	(D)		(E)	(F) ¹	(G)	(G)/ (F)	(H)	(H)/ (F)		(I)	(J)	(K)=(I)+ (J)	(K)/ (F)	(L) ¹
Title 1 Staff	21 761	0	0	- 314	0	0%	21 447	20 719	97%	20 342	95%	0	297	297	1%	728	3%
Other																	
Title 2 Administrative Expenditure	11 310	0	0	- 1 300	- 55	0%	9 955	9 744	98%	7 357	74%	0	2 467	2 467	25%	211	2%
Title 3 Operational Activities	53 313	0	12 721	20 696	55	0%	86 785	85 596	99%	49 972	58%	360	35 624	35 984	41%	829	1%
30 Operations	40 631	0	12 721	19 871	0	0%	73 223	73 224	100%	44 346	61%	0	28 878	28 878	39%	- 1	0%
3000 Land Borders	4 500	0	880	3 280	1 700	38%	10 360	10 360	100%	5 695	55%	0	4 665	4 665	45%	0	0%
3010 Sea borders	24 040	0	9 721	16 261	- 1 700	- 7%	48 322	48 323	100%	29 024	60%	0	19 299	19 299	40%	- 1	0%
3020 Air borders	2 200	0	120	550	0	0%	2 870	2 870	100%	2 110	74%	0	760	760	26%	0	0%
3050 Return co-operation	9 891	0	2 000	- 220	0	0%	11 671	11 671	100%	7 517	64%	0	4 154	4 154	36%	0	0%
310 Risk analysis	1 400	0	0	- 41	0	0%	1 359	973	72%	468	34%	360	505	865	64%	26	2%

General Report 2011

Budget item (amounts in EUR 1 000)	Original Budget 2011	Amended Budget 2011 n1	Amended Budget 2011 n2	Amended Budget 2011 n3	Transfer of appropriations	Commitments		Payments		To be Carried Forward		Unused					
	(A)	(B)	(C)	(D)		(E)	(F) ¹	(G)	(G)/ (F)	(H)	(H)/ (F)		(I)	(J)	(K)=(I)+ (J)	(K)/ (F)	(L) ¹
311 Frontex Situation Centre	1 400	0	0	- 225	0	0%	1 175	1 173	100%	384	33%	0	789	789	67%	2	0%
320 Training	5 700	0	0	- 100	55	1%	5 655	5 653	100%	2 988	53%	0	2 665	2 665	47%	2	0%
330 Research & Development	1 032	0	0	135	0	0%	1 167	1 167	100%	651	56%	0	516	516	44%	0	0%
331 Eurosur programme	0	0	0	1 445	0	0%	1 445	1 445	100%	577	40%	0	868	868	60%	0	0%
340 Pooled Resources	1 000	0	0	- 680	0	0%	320	283	88%	203	63%	0	80	80	25%	37	12%
341 RABIT deployment	0	0	0	250	0	0%	250	169	68%	169	68%	0	0	0	0%	81	32%
350 Misc. operational activities	150	0	0	41	0	0%	191	191	100%	161	84%	0	30	30	16%	0	0%
351 Operational IT projects	2 000	0	0	0	0	0%	2 000	1 318	66%	25	1%	0	1 293	1 293	65%	682	34%
Grand total regular budget	86 384	0	12 721	19 082	0	118 187	116 059	98%	77 671	66%	360	38 388	38 748	33%	1 768	1%	

2 Introduction of new budget line: EUROSUR
3 Non-automatic (C2)
4 Automatic (C8)
5 (F)=(A)+(B)+(C)+(D)+(E)
6 (L)=(F)-(G)-(I)

Annex E. Breakdown of staff by Unit as on 31 December 2011

Name of the Unit	2007				2008				2009				2010				2011			
	AA	CA	TA	SNE	AA	CA	TA	SNE	AA	CA	TA	SNE	AA	CA	TA	SNE	AA	CA	TA	SNE
Joint Operations	0	1	8	33	0	7	12	32	0	10	19	33	0	11	23	35	0	11	23	35
Administrative Services	3	7	10	0	0	20	18	0	0	26	20	0	0	33	25	0				
Human Resources & Services																	0	26	11	0
ICT																	0	6	17	0
Risk Analysis	1	1	5	12	0	2	13	17	0	3	12	14	0	6	17	18	0	8	17	18
Executive Support	0	2	6	3	0	3	8	3	0	3	10	5	0	6	14	4	0	6	14	5
Finance & Procurement	1	3	7	0	0	3	9	0	0	5	9	0	0	6	13	0	0	7	10	0
Training	0	1	2	6	0	2	4	5	0	2	5	4	0	3	8	7	0	3	9	7
Situation Centre	0	0	1	0	0	3	1	2	0	4	6	3	0	5	11	3	0	9	11	4
Pooled Resources	0	0	2	3	0	0	2	3	0	1	2	4	0	1	5	5	0	1	5	5
R & D	0	1	2	4	0	1	1	3	0	1	7	2	0	1	12	2	0	1	12	1
Legal Affairs	0	1	1	0	0	1	2	2	0	1	3	0	0	1	3	1	0	1	3	1
Internal Audit/ QM	0	0	1	0	0	2	1	0	0	1	2	0	0	3	2	0	0	3	2	0
Directorate	0	0	2	0	0	0	5	0	0	3	5	1	0	3	6	1	0	3	7	2
Total:	5	17	47	61	0	44	76	67	0	60	100	66	0	79	139	76	0	85	141	78

Annex F. Breakdown of Temporary Agents as on 31 December 2011

Grade	Establishment plan 2010		Post actually filled on 31.12.2010		Establishment plan 2011		Post actually filled on 31.12.2011	
	PERM	TEMP	PERM	TEMP	PERM	TEMP	PERM	TEMP
AD16	-	-	-	-	-	-	-	-
AD15	-	1	-	1	1	-	1	-
AD14	-	1	-	1	2	-	1	-
AD13	-	6	-	3	6	-	3	-
AD12	-	3	-	8	5	-	9	-
AD11	-	13	-	8	12	-	10	-
AD10	-	5	-	7	4	-	6	-
AD9	-	3	-	1	18	-	4	-
AD8	-	43	-	43	29	-	42	-
AD7	-	2	-	2	3	-	1	-
AD6	-	5	-	6	5	-	7	-
AD5	-	4	-	3	2	-	2	-
Total AD	-	86	-	83	87	-	86	-
AST11	-	-	-	-	-	-	-	-
AST10	-	-	-	-	-	-	-	-
AST9	-	-	-	-	1	-	-	-
AST8	-	6	-	5	8	-	6	-
AST7	-	11	-	12	11	-	11	-
AST6	-	12	-	10	14	-	11	-
AST5	-	18	-	20	14	-	19	-
AST4	-	5	-	5	5	-	4	-
AST3	-	5	-	4	3	-	4	-
AST2	-	-	-	-	-	-	-	-
AST1	-	-	-	-	-	-	-	-
Total AST	-	57	-	56	56	-	55	-
AUX	-	0	-	0	0	-	0	-
Overall Total	-	143	-	139	143	-	141	-

Annex G. Research and Development Projects

R&D Forum — a project aimed at exploring how the different types of checks carried out at the external land borders can be better coordinated, integrated and rationalised with a view to the twin objectives of facilitating access and improving security.

ABC and Biometrics — a project with the aim of examining technical and operational needs and challenges concerning biometric technology for border checks. It supports the Commission in the development of the future biometric systems for border checks and the Member States in addressing their interests and needs as end users.

Advance Information — a project aimed at improving knowledge about the possible contribution of advance information (AI) to border control, specifically towards passenger facilitation and more cost effective risk management. The project covered three distinct specific objectives: Current use of AI, Challenges and areas for improvement, and Best practice guidelines.

Dognose 2011 — project pursued to investigate how technology may help more efficiently in detecting falsified documents, persons hidden in vehicles, and deceptive behaviour for risk assessment purposes at BCPs and how to examine and validate existing detection technologies in use. The project was also designed to keep the MSs informed on developments in detection technology at BCPs and to facilitate the deployment of new technology at BCPs (pilots, tests).

Intelligence and Communication 2011 — the project addressed two specific topics related to the acquisition and sharing of information, namely, tools for automating intelligence gathering on certain events, trends and developments ('Intelligence') and deployment of modern secure communication solutions for sharing of tactical information across MS border guard authorities ('Communication').

Remote Sensing and Detection Technologies 2011 — the objectives of this project were focused on keeping MSs informed concerning new technical/technological developments in the field of remote sensing and detection technologies, examining and validating the detection capabilities of existing surveillance tools and facilitating the deployment (trying-out) of new technologies for border surveillance as pilot projects in MSs and/or in the context of JOs organized by Frontex.

Eurosur 2011 — Frontex continued the development of the European Border Surveillance System (EUROSUR) as a combined effort together with the MSs and the Commission. Frontex is pursuing the EUROSUR Pilot Project, which aims to set up a core-EUROSUR network interlinking National Coordination Centres (NCCs) and Frontex.

Annex H. Acronyms used in this General Report

ABC	Automated Border Control/Crossing
AFIC	Africa-Frontex Intelligence Community
BG	Border Guard
BiH	Bosnia and Herzegovina
BSCF	Black Sea Cooperation Forum
BSRBCC	Baltic Sea Region Border Control Cooperation
CBD	Capacity Building Division
CeClad-M	Centre du coordination pour la lutte Anti-Drogue en Mediterranee
CEN	European Committee for Standardisation (Comité Européen de Normalisation)
CEPOL	European Police College
CIRAM	Common Integrated Risk Analysis Model
CIS	Commonwealth of Independent States
DED	Deputy Executive Director
DG JRC	Directorate General Joint Research Centre
EBGT	European Border Guard Teams
ED	Executive Director
EFSA	European Food Safety Agency
EMSA	European Maritime Safety Agency
EMSA	European Maritime Safety Agency
ESP	European Situational Picture
EUBAM	EU Border Assistance Mission to Moldova and Ukraine
EULEX	European Union Rule of Law Mission in Kosovo
EUPM	European Union Police Mission (in BiH)
EUROMED	EU funded regional project with European Neighbourhood Southern Partners
EUROSUR	European Surveillance system
EUSBSR	European Union Strategy for the Baltic Sea Region
FADO	False and Authentic Documents
FMM	Frontex Media Monitor
FP7	Seventh Framework Programme
FSC	Frontex Situation Centre

GIS	Geographical Information System MS
IBM	Integrated Border Management
ICC	International Coordination Centre
ICMPD	International Centre for Migration Policy Development
ICT	Information and Communication Technology
ILECU	International Law Enforcement Coordination Unit(s)
IOM	International Organisation for Migration
ISO	International Organisation for Standardisation
JORA	Joint Operations Reporting Application
LAU	Legal Affairs Unit
MALE	Medium Altitude Long Endurance
MB	Management Board
MOU	Mobile Operational Unit
MoU	Memorandum of Understanding
MRTD	Machine Readable Travel Document
NCC	National Coordination Centres
OHCHR	Office of the High Commissioner for Human Rights
OPV	Optional Piloted Vehicles
OSCE	Office for Security and Cooperation in Europe
PC	Partner Countries
RABIT	Rapid Border Intervention Teams
RAU	Risk Analysis Unit
RDU	Research and Development Unit
SGO	Seconded Guest Officers
SLTD	Stolen and Lost Travel Documents
TRA	Tailored Risk Analysis
UAV	Unmanned Aerial Vehicle
UNHCR	United Nations High Commissioner for Refugees
WA	Working Arrangement
WB	Western Balkans
WB RAN	Western Balkans Risk Analysis Network