

# Roadmap

## for the implementation of the

# European Border and Coast Guard 2.0

1 July 2019 (EBCG Agency & DG HOME)  
Updated in January 2021

## Foreword

The **rapid and full operationalisation** of the European Border and Coast Guard (EBCG) 2.0 Regulation is a top priority for the EU.

The **advanced preparatory process** starting before the new Regulation's entry into force (June to November 2019) is a pre-requisite for its successful and timely implementation, especially to ensure the full readiness of the EBCG standing corps for deployment as of 1 January 2021 and guaranteeing the effective use of the substantial budget earmarked to build the Agency's own technical capabilities.

This process must involve **all the relevant stakeholders** (the European Border and Coast Guard Agency, the Commission and Member States) in a transparent and cooperative manner starting from now onwards.

In order to ensure transparency and effective monitoring of the progress as well as the full accountability towards the EU Institutions, the Commission services together with the European Border and Coast Guard Agency have developed this **Roadmap** covering all the main novelties brought by the new Regulation. The Roadmap also identifies the priorities for implementation among and makes the linkages between all those novelties.

The role of the Agency's **Management Board** will be key in agreeing and adopting a series of implementing measures as well as in providing strategic steering. For that reasons, the Management Board will hold an extraordinary meeting entirely dedicated to the strategic preparations for the operationalisation of the new Regulation on 2-3 October 2019.

The effective and constructive **engagement of Member States** not only at political, but also at operational and technical level to work closely with the Agency and Commission to implement all the requirements of the new Regulation in the coming months, is essential for the successful implementation of the new Regulation and the achievement of this historical change.

**The structured cooperation** between the EBCG Agency and the Commission **will be the key element** ensuring the smooth implementation of the main activities listed and their progress in accordance with the Roadmap.

## Explanation of the Roadmap

The individual tasks have been regrouped either by chapter corresponding to key policy priorities or by thematic functions (some tasks refer to both), with subchapters and individual numbering.

The first chapter describes the horizontal tasks, covering activities that are not directly related to an article of the Regulation but which are deemed indispensable to initiate key aspects of the implementation.

, reference is made to the relevant article/paragraph. Tasks follow in a logical sequence. However, when completion of another task is a prerequisite or is linked, this task is cross-referred. The timelines are either indicative or derive directly or indirectly from the Regulation. The lead actors are either the Member States (MS), the Commission (COM), the EBCG Agency's Management Board (MB), the Executive Director of the EBCG Agency (ED), the Agency's Fundamental Right Officer (FRO). Whenever this is not clearly specified or depends upon a decision made via a precedent task, a general reference is made to the Agency (EBCGA).

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## 1 General framework

Task number	Activity	Timeline/Deadline	Lead actor	Associated parties/ fora	Comments	State of play of implementation
1.1 <u>Agency's staffing</u>						
1.1.1	Urgent reinforcement of the Agency's units whenever identified for critical functions necessary for the implementation of the new Regulation**	Q2-Q3 2019	EBCGA		** -based on not yet allocated EBCG 1.0 posts	All posts for 2019 allocated and priorities for recruitment defined by ED. Report on status of recruitments regularly provided to MB.
1.2 <u>Agency's Programming document</u>						
1.2.1	Resubmission of the revised draft SPD 2020-2022 for the COM's opinion	Mid-August 2019	EBCGA	WG on Budget and Finance		COM's opinion delivered in 29 November 2019. SPD 2020-2022 adopted by MB on 23 December 2019 by written procedure.
1.2.2	COM's opinion on the SPD 2020-2022	Q4 2019	COM			
1.2.3	Final adoption of the revised SPD 2020-2022	End Nov. 2019 at the MB meeting or by written procedure.	MB			
1.3 <u>Adoption of COM's implementing acts</u>						
1.3.1	Nomination of Experts to support the Commission in the Implementation of EBCG 2.0	June 2019	MS			Experts nominated in June 2019.
1.3.2	Preparatory work by the Commission's experts' group to prepare the implementing acts to be adopted by the EBCG Committee	As of 5 July 2019 (first meeting)	COM	Experts of MS and EBCGA	Existing COM experts' group established originally for EUROSUR	4 expert group meetings on the 'Article 61' Implementing Act, and 7 expert meetings on 'EUROSUR' Implementing Act took place until 20 February 2020.
1.3.3	Establishment of EBCG Committee and adoption of the two main implementing acts (payment of subsidy to the MS under art. 61 and on EUROSUR reporting)	As of Q4 2019, after entry into force of the new Regulation	COM	Representatives of MS		Completed. The Implementing Act on the payment of the subsidy under Art. 61 was adopted on 26 October 2020.  The Implementing Act on EUROSUR has entered COM's inter-service consultation process and is expected to be adopted in Q1 2021.
1.4 <u>New Workflows of the EBCGA</u>						
1.4.1	Restructuring of the Agency's processes and information management	As of Q3 2019	MB	COM and MS	Linked to information systems (8.1.1) and Agency's administrative structure (13.1.1)	Process is ongoing, please see task 8.1.1 and 13.1.1 accordingly.
1.5 <u>Management Board</u>						
1.5.1	The adoption of the revised rules of procedure for the Management Board	Q4 2019 NEW DL: Q2 2020	MB			Completed - Management Board Decision 16/2020 adopting Rules of Procedure of the Management Board was adopted on 7 July 2020.
[new] 1.5.2	Revisions of the MB decision concerning appointing authority powers as regards fundamental rights officer and her/staff, and security officer	Q3 2020 NEW DL: Q1 2021	MB	After approval of the Commission in accordance of 110 of Staff Reg.		On 21 September 2020, the Management Board has authorized ED to seek COM's formal approval on the draft MB Decision delegating the powers conferred by the Staff Regulations of Officials on the appointing authority and by the Conditions of Employment of Other Servants of the European Union on the authority empowered to conclude contracts of employment ("draft AIPN Decision"), as set out in the Annex to the Management Board Decision of 4 September 2020.  After working level discussions, a draft MB Decision was sent on 7 December to COM for approval. Reply is pending.
[new] 1.5.3	Adoption of two decisions setting model decision on middle management staff and the model decision on temporary occupation of management posts	Q2 2020	MB		Via written procedure	Both completed: <ul style="list-style-type: none"><li>• MB decision 34/2020 was adopted on 10 November 2020 on middle management staff;</li><li>• MB decision 18/2020 was adopted on 29 July 2020 laying down implementing rules on temporary occupation of management posts.</li></ul>

## 2 Standing corps ready for deployment as of 1/1/2021 (Articles 46, 55-58, 61, 94 (6))

Task number	Activity	Timeline/Deadline	Lead actor	Associated parties/ fora	Comments	State of play of implementation
<b>2.1 Overall strategic planning of the Corps</b>						
<b>2.1.1</b>	A preliminary non-exhaustive analysis of profiles for Category 1 to 3 for 2021 deployments, including suggestions for new profiles as well an indicative breakdown of profiles for Categories 2 and 3 and for the Reserve for Rapid Reaction (Category 4) per MS.	By 1 <sup>st</sup> week July 2019	EBCGA	To be discussed with MS/COM via Pooled Resourced Network	Starting point for all other processes (recruitment, training, MS planning)	Completed
<b>2.1.2</b>	Discussions on the definition of profiles for standing corps	Q2 2019-Q3 2019	EBCGA	Close cooperation with MS/COM	A process started at 40 PRN meeting	Completed
<b>2.1.3</b>	Definition of general recruitment profiles for Agency's Category 1 staff in view of preparing recruitment procedures.	September 2019	EBCGA			Delivered as part of the vacancy notes for recruitment of Category 1.
<b>2.1.4</b>	Bilateral discussions with MS on their future profiles for Categories 2 and 3 as well as for the reserve for Rapid Reaction (Category 4).	As of Q3-Q4 2019	EBCGA	MS	Via annual bilateral negotiations 2020	Process about to be finalised in line with Regulation. Latest discussions took place during the Extraordinary PRN meeting on 3 December 2020. The outcome of the pooling process was presented during the 47 <sup>th</sup> PRN meeting on 16-17 December 2020.
<b>2.1.5</b>	Draft MB Decision on the standing corps' annual and multiannual programming in accordance with Article 55 (4) of the new Regulation, including the definition of profiles, operational needs for 2021, allocation of profiles per Member State and indicative planning of profiles for next years.	To be prepared in Q4 2019, to be discussed in Q4 2019-Q1 2020	ED of EBCGA	Prepared in close cooperation with MS/COM	Via 1) Pooled Resources Network 2) MB	MB Decision 09/2020 was adopted on 4 April 2020.
<b>2.1.6</b>	Possible adoption of a separate MB Decision on the definition of profiles.	Q4 2019 (presented at the MB meeting on 2-3 Oct, adopted at Nov. MB meeting)	MB	Prepared in close cooperation with MS/COM		MB Decision 01/2020 adopted on 4 January 2020 by the written procedure.
<b>2.1.7</b>	Final adoption of MB Decision on the standing corps' annual and multiannual programming.	Possible adoption in the MB meeting in February 2020, at the latest by 31 March 2020	MB			MB Decision 09/2020 was adopted on 4 April 2020.



Task number	Activity	Timeline/Deadline	Lead actor	Associated parties/ fora	Comments	State of play of implementation
<b>2.2 Other MB's implementing acts related to the standing corps</b>						
<b>2.2.1</b>	Preparation of draft MB decisions on: a) Financial arrangements for Cat. 3 (Art. 45(2)) b) Conditions of secondments for deployment including financial arrangements for Cat 2(Art.95(6)) c) Supervisory mechanism for monitoring the use of force by Cat. 1 (Art. 56(3a)) d) Rules for ED to grant entitlement for carry/use of weapons by Cat. 1 (Art. 56(3a)) e) Storage of weapons for Cat. 1 (Art. 56 (3a))	For a) and b): to be prepared in Q3, discussed in Q4, submitted for COM's opinions by end Q4 2019. NEW DL: Q2 2020  For c), d) and e): to be prepared in early Q1 2020, discussed in Q1, submitted for COM's opinions by end Q1 2020. NEW DL: Q1 2021	ED of EBCGA	MS/COM	Via 1) Pooled Resources Network (a,b,c, d, e), 2) WG on Budget and Finance (a,b) 3) Fundamental Rights Officers (c)	For a) and b)  MB Decision 30/2020 adopting the rules on the secondment of category 2 and MB Decision 31/2021 on financing deployments of operational staff category 3 and category 4 were adopted by the written procedure on 11 October 2020.  For c) d) and e) Following the 82 <sup>nd</sup> MB meeting on 25-26 November 2020, a special workshop was organised on 4 December 2020 with MS/SAC to discuss relevant aspects and details related to these three MB Decisions. At the Extraordinary MB meeting on 9 December 2020 it was concluded that any remaining questions shall be sent by writing to the Agency by 15 December 2020 for a quick review and amendment to the drafts in order to be able to proceed with the written procedures by the end of the year. However, for the MB Decision on supervisory mechanism (c) is subject to the COM agreement, in accordance with article 110 of the Staff Regulations. The final draft for Commission's approval was sent on 21 December 2020 and the Commission's internal procedures are expected to be concluded in early January 2021. Only after receiving the COM agreement, the Decision will be tabled for voting, hopefully during the 83 <sup>rd</sup> MB meeting on 20-21 January 2021.
<b>2.2.2</b>	COM's opinions on the proposals for the MB decisions (a,b,c)	For a) and b) Q1 2020, NEW DL: Q2 2020  for c) Q2 2020 NEW DL: Q1 2021	COM			
<b>2.2.3</b>	Final adoption of the abovementioned decisions by MB	For a) and b) end Q1 2020 NEW DL: Q2 2020  For c), d), e) end of Q2 2020 NEW DL: Q1 2021	MB			
<b>2.2.4 (NEW)</b>	MB decision approving the relevant derogations to the Staff Regulations for Category 1 staff, including the deployment Guide	Q3 2020	EBCGA	COM/MS	The current mission rules in force for Frontex statutory staff based on the Commission's mission guide do not fit the specific needs for the deployment of the category 1 of the EBCG standing corps.	The Agency will eventually not seek any derogation from the Staff Regulations as regards missions of Category 1 at this stage, therefore the respective MB decision will not be tabled.
<b>2.3 Recruitment of Agency's statutory staff</b>						
<b>2.3.1</b>	Preliminary draft of a comprehensive recruitment strategy for Category 1 (tools, actions, milestones, timeline)	1 <sup>st</sup> week of July 2019	EBCGA	To be shared with COM/MS		Completed

Task number	Activity	Timeline/Deadline	Lead actor	Associated parties/ fora	Comments	State of play of implementation
2.3.2	Preparation of relevant materials, launch of recruitment process for 1 000 staff (750 under 2019 EU budget and 250 under 2020 EU budget) in line with the recruitment strategy	Q3/early Q4 2019	EBCGA			<p><b>European Border and Coast Guard Officers:</b></p> <ul style="list-style-type: none"> <li>The selection procedures published in October 2019 for three levels of European Border and Coast Guard Officers resulted in complex assessment of 7,500 applications (about two times more than expected). Following the outbreak of COVID-19 pandemic in Europe in March 2020, Frontex was forced to re-program the schedule of interviews for remote assessment and to divide the processing of applications into several batches. Travel restrictions also negatively affected/delayed the performance of physical aptitude tests and of pre-employment medical checks. Further delays were caused by the inability of the Brussels Medical Service to perform the medical checks which made it necessary for the Agency to launch an additional procurement for the service to be ensured by an alternative external contractor</li> <li>Overall, following the intake of the first two batches of European Border and Coast Guard Officers that took place in June and in October 2020, Frontex will have on board 420 standing corps Category 1 as of 1 January 2021 (255 ready for deployment in January 2021, 165 still under training, and ready for deployment in May 2021).</li> <li>The third group of the candidates completed interviews and physical aptitude tests in September 2020. Reserve lists were established with a possible employment of up to 220 newcomers in Q1 2021 (they should be ready for deployment in September/October 2021 after completing the compulsory training and medical checks as in the case of the previous groups). In such a way a gradual growth of the standing corps with deployments rotating every four months will be ensured, provided that the proposed amendment of the Establishment Plan is approved, as a precondition to build the organic chain and the coordination structure in the operational areas. These hiring processes will add up to a total of 650 posts of deployable standing corps Category 1 to gradually enter the service in 2020 - 2021.</li> </ul> <p><b>Fundamental Rights Monitors</b></p> <ul style="list-style-type: none"> <li>Two selection procedures were published in November 2020 (AD7 level and AST4 level – comparable to the levels of Advanced and Intermediate European Border and Coast Guard Officers). As of mid-December 2020, Frontex received more than 20 and 30 applications respectively). The publications were delayed due to long-term absence of FRO and, having regards to the specific appointment powers and independence of FRO, could have been launched only after the Management Board adopted the necessary set of legal instruments. Consequently, the first new Fundamental Rights Monitors will be able to join Frontex in March/April 2021.</li> </ul> <p><b>ETIAS Operators</b></p> <ul style="list-style-type: none"> <li>The selection notice for ETIAS operators is being finalised and the first (more than 40) newcomers should be engaged in summer 2021 to create the ‘first shift’ for a pilot phase of implementation of ETIAS Central Unit. The remaining positions of ETIAS operators are planned to be filled in early 2022 (due to the slight delays in adopting respective detailed legal framework).</li> </ul>
2.3.3	Job offers made to the candidates from the lists	As of Q4 2019 onwards when available (as of the entry into force of the new Regulation)	EBCGA			Completed for the recruitment of the batch 1 and 2 of the standing corps. For batch 3 the job offers were sent on 23 December 2020 with a deadline for confirmation of the conditional offer by 4 January 2021, in view to start the deployment in February 2021.



Task number	Activity	Timeline/Deadline	Lead actor	Associated parties/ fora	Comments	State of play of implementation
2.3.4	Gradual entry into service and training	As of Q4 2019	EBCGA			First batch of the standing corps completed their Basic Training in December 2020. Due to COVID-19 implications, half of the first batch has completed their specialisation profile training already in December 2020 (Kętrzyn Training Centre), while the other half will complete it by 15 January 2021 (Koszalin Training Centre). Training will be followed by entry into service. The second batch meaning the group from Bari Training Centre is scheduled to complete the Basic Training in March 2021, to be followed by a specialised training before the entry into service. The third batch will complete the Basic Training by August 2021, to be followed by specialised training mid-August/September and deployment in September/October 2021.
<b>2.4 Training</b>						
2.4.1	Development of the training programmes for Category 1 profiles on return and borders	Q3-Q4 2019	EBCGA	Training coordinators network		Delivered
2.4.2	Mapping of the MS's training capacities and interest for training of Category 1	July 2019	EBCGA	MS/COM		Delivered
2.4.3	Based on mapping exercise, discussions and agreements with selected MS' partnership academies to carry out the training of Category 1 in their facilities	Q3-Q4 2019	EBCGA	MS's training institutions		Delivered. The procedure for the call for grants for 6-months training has been completed but its implementation was initially suspended due to COVID -19 implications. Results of that call have been followed for the second batch of recruits (Bari) and planned to be applied for the third batch.  For the first batch, a special procedure to the training had been implemented due to the COVID-19 restrictions resulting in a 3-months online phase of the theoretical training and 3-months contact phase completed in two Training Centres in Poland for which a new call for grant was published and successfully completed.
2.4.4	Designation of training maps for each new Category 1 recruit	As of the entry into service	EBCGA			As of December 2020; the electronic operationalisation of the training maps follows the individual allocation per profiles and the establishment of the respective training pathway. The further development of the training will be dependent on the operational needs and closely linked to individual situation of each member of the standing corps.
2.4.5	Training of Category 1 officers according to the profiles in MS' training institutions	Q2-Q4 2020 NEW DL: Q3-Q4 2020	EBCGA/MS		MSs' training institutions	Due to the COVID-19 crisis, the specialized training has been adapted and will be provided as blended learning (as a combination of online and face to face training). Further to completing their Basic Training programme, half of the first batch of standing corps recruits (approx. 150) will be trained according to the operational profiles assigned for their first deployment by the end of December 2020. The second half of the first batch, approx. 120 recruits will be trained during January 2021. The second batch (recruits from Bari) will start the specialised training in March 2021 whereas the third batch (Avila) shall commence the specialised training mid-August /September 2021.
<b>2.5 Uniform/personal gear for Category 1</b>						
2.5.1	Preparations by the Agency on the design and specifications for uniforms of Category 1, including possible contracting of external company and the submission of a proposal for the design and specifications for uniforms for the COM's opinion	Q2-Q4 2019	EBCGA	Pooled resources network		MB Decision 20/2020 adopted on 1 August 2020 outlines the design and technical specification of the service uniforms composed from the following sets of items: <ul style="list-style-type: none"> <li>• Tactical wear</li> <li>• Sports wear</li> <li>• Ceremonial wear</li> </ul> The individual items composing each type of wear are described within the above mentioned MB decision. This Decision also allows the possibility for Frontex to modify the set composition (expand/decrease/introduce minor design changes) based on Frontex internal decision making.
2.5.2	COM's opinion on the proposal on the design and specifications	Q1 2020	COM			
2.5.3	Final MB decision on the design and specifications	Q1 2020 NEW DL: Q2 2020	MB			

Task number	Activity	Timeline/Deadline	Lead actor	Associated parties/ fora	Comments	State of play of implementation
2.5.4	Tendering procedure(s) for uniforms and personal gear for Category 1	Q2-Q4 2020 after the MB decision	EBCGA		Incremental approach (e.g. starting with the basic kit, needed for the initial training) to the acquisition should be adopted, allowing for test and evaluation to allow for necessary adaptations.	<ul style="list-style-type: none"> <li>At present the service uniforms are delivered under the framework contract Frontex/OP/1340/2019/MS Lot-1 for garments and Lot-2 for shoes and accessories. The contract was established on 13 May 2020 for a maximum duration of 4 years (12 months renewable for 3 times).</li> <li>On 1 September Frontex published the call for tender in order to establish a longer-term contract for the service uniform provision – Frontex/OP/551/2020/MS/ZB. The deadline for submission of offers was set to 9 November 2020. The expected contract signature date is Q1 2021. The list of items to be provided under this contract comprises full sets of items for the ceremonial, tactical and sportswear of the service uniform.</li> <li>A separate MB Decision is being prepared to clearly define the profiles of the standing corps obliged to wear the uniform and the profiles that shall be exempted from wearing them.</li> </ul>
2.5.5	Delivery of uniforms/personal gear for category 1 officers	End Q4 2020 before the first deployments	EBCGA			Uniform for formal duties, including the ceremonial wear is scheduled for delivery by the end of Q4 – in line with graduation and deployments timelines.
<b>2.6 Financial support for the development of the European Border and Coast Guard standing corps (Article 61)'s</b>						
2.6.1	Preparatory work by the COM on the implementing act on subsidy	As of Q3 2019	COM		Assisted by the Experts' group, discussed with the EBCGA	Completed. The Implementing Act was adopted on 26 October 2020.
2.6.2	Adoption of a implementing act by the COM after the consultation of the EBCG Committee	Q4 2019 NEW DL: Q3 2020	COM	Assisted by the EBCG Committee		Completed. The Implementing Act was adopted on 26 October 2020.
2.6.3	First payments of subsidy to the MS upon the fulfilment of conditions	As of Q2 2020 NEW DL: end Q3 or early Q4 2020	EBCGA			First grant agreements in relation to Category 2 have been signed, first advance payment is under processing.
<b>2.7 Secondments of Category 2</b>						
2.7.1	MS indicate the candidates for 48 months secondment in accordance with the specific numbers and profiles as per the MB's decision of 31 March 2019	By 30 June 2020	MS	The EBCGA		Nominations received from most MS/SAC on time.
2.7.2	The Agency accepts/refuses the proposed candidates	By 15 September 2020	EBCGA	MS		Outcome of the verification process to be discussed at the 47 <sup>th</sup> PRN meeting on 16-17 December 2020. Delays in the process were caused by the fact that some MS/SAC had to provide replacements for the rejected candidates.
2.7.3	Possible introductory pre-secondment/deployment with training to allow Category 2 officers to get familiarised with the administrative and organisation structure of the Agency	Q4 2020 NEW DL: Q1 2021	EBCGA	MS		Induction planned in the first weeks of 2021.
2.7.4	Secondment starts by the deployment to the operational areas	As 1 January 2021	EBCGA			355 officers Category 2 to be seconded as of January 2021 with the view to reach up to 400 by the end of the 2021.
<b>2.8 Planning of Category 3</b>						
2.8.1	(Optional) Information by the MS about the intention to deploy the technical equipment*	By end of January 2020	MS	The Agency	*-if the corresponding crew is expected to be counted as Category 3 in the MB's decision of 31 March 2019	MS/SAC have indicated intention to deploy the technical equipment in the course of discussing numbers and profiles per MS.
2.8.2	Based on the MB's decision of 31/3/2019, MS to nominate operational staff to the national preliminary lists and its communication to the Agency	By 30 June 2020	MS	Communicated to EBCGA		Nominations have been received.

<i>Task number</i>	<i>Activity</i>	<i>Timeline/Deadline</i>	<i>Lead actor</i>	<i>Associated parties/ fora</i>	<i>Comments</i>	<i>State of play of implementation</i>
2.8.3	The Agency request's for the contributions by MS of their individual operational staff members to joint operations for 2021.	By 31 July 2020	EBCGA's ED	Sent to MS		Completed: Agency launched the call on 31/08/2020.
2.8.4	Bilateral negotiations between the Agency and MS for	Q3-Q4 2020	EBCGA's ED with MS			Completed – ABN Week took place in October 2020.
2.8.5	The final list of Category 3 officers confirmed to the Agency after the conclusion of the annual bilateral negotiations	By 1 December 2020	MS	EBCGA		Outcome of ABN 2021 – Category 3 and technical equipment was discussed at the 47th PRN meeting on 16-17 December 2020. 3234 out of 3600 officers are nominated (89.83 %).
<b>2.9 <u>Deployments</u></b>						
2.9.1	Deployments of teams composed of Categories 1 to 3	As of 1 January 2021	EBCGA's ED			Allocation of profiles was completed, composition of teams is being finalised.



### 3 Launch of multiannual strategic policy cycle for European Integrated Border Management/IBM (Article 8)

Task number	Activity	Timeline/Deadline	Lead actor	Associated parties/ fora	Comments	State of play of implementation
<b>3.1 Political steering (Stage 1)</b>						
<b>3.1.1</b>	Preparation of a strategic risk analysis for European Integrated Border Management and its submission to COM	Q2-Q4 2019, to be submitted by end 2019 NEW DL: Q2 2020	EBCGA	In close cooperation with MS and COM via FRAN	Finalised	The Strategic Risk Analysis (SRA) 2020 report was submitted to the European Parliament, Council and the Commission on 30 June 2020.
<b>3.1.2</b>	Preparation of a Policy Document based on the EBCGA's strategic risk analysis and lessons learnt from Schengen evaluations	In the course of 2020 NEW DL: Q2 2021	COM	MS experts, involvement of EBCGA experts	COM will take also into account thematic Schengen evaluations on the existing national IBM strategies.	As announced in the Pact on Asylum and Migration, the preparatory process for the Policy Document is to be launched soon. A preparatory workshop on IBM is indicatively scheduled in February 2021.
<b>3.1.3</b>	Submission of Policy Document adopted by College to EP/Council for discussion	In the course of 2020 NEW DL: Q1-Q2 2021	COM			
<b>3.1.4</b>	Discussions in EP/Council on Policy Doc.	In course of 2020 NEW DL: In course of 2021	EP/Council			
<b>3.1.5</b>	Following the discussion in EP/Council, the adoption of the COM communication establishing the multiannual strategic policy for European IBM	In the course of 2020 NEW DL: In course of 2021	COM			
<b>3.2 Technical and operational EUIBM strategy (Stage2)</b>						
<b>3.2.1</b>	Based on the COM communication, the preparation of the revised Technical and operational EUIBM strategy	Q1-Q2 2021 NEW DL: In course of 2021	ED of EBCGA	in close cooperation with MS & COM		
<b>3.2.2</b>	Adoption of the (revised) technical and operational strategy for European integrated border management	6 months after COM communication	MB			
<b>3.3 National strategies (Stage 3)</b>						
<b>3.3.1</b>	Revision of national Strategies for European Integrated Border Management subject to the Schengen evaluations	12 months after the COM communication is adopted	MS		In parallel with the establishment of national capability development plans, COM will assess the process via the Schengen evaluation mechanism.	
<b>3.4 Evaluation by COM/ new cycle (Stage 4)</b>						
<b>3.4.1</b>	Thorough evaluation of the multiannual strategic policy cycle for European Integrated Border Management	4 years after COM communication is adopted ()	COM	MS and EBCGA give necessary information		
<b>3.4.2</b>	Preparation of next multiannual policy cycle.	After evaluation is carried out	COM			

#### 4 Returns (Articles 49-54, 78)

Task number	Activity	Timeline/Deadline	Lead actor	Associated parties/ fora	Comments	State of play of implementation
<b>4.1 Handover of EU Funded Return Projects</b>						
<b>4.1.1</b>	Plan for a transitional handover of EURLO.	Q3 2019 for take-over plan ED decision by end 2019	EBCGA	COM and BE	Gradual takeover as of May 2020 in line with the expiry of contracts of deployed EURLOs until full take-over by September 2021 (last contract).	The plan has already been fully finalized - Implementation is ongoing. Gradual takeover of EURLO deployments started in January in line with the expiry of AMIF-funded contracts until full take-over by September 2021 (last contract).
<b>4.1.2</b>	Plan for a transitional handover of ERRIN including funding arrangements.	March 2020 NEW DL: Q2 2020	EBCGA	COM and NL	Transitional financing solution (top-up) until June. Gradual takeover as of June 2020 and by end of June 2022.	Final works ongoing – Transfer Plan was signed by ED in May 2020. HL Phase-In/Out Roadmap endorsed by the Agency in July. Transitional Steering Group established in August with two meetings already done in August and October 2020. Frontex has returned to the COM, following the MB Decision 29/2000 of 6 October 2020, full amount i.e. EUR 29.6 million previously requested by COM to provide for the business continuity of ERRIN until 1 July 2022.
<b>4.1.3</b>	Plan for a transitional handover of FReMIII including funding arrangements.	Q4 2019 for take-over plan NEW DL: Q2 2021	EBCGA	COM and ICMPD	Full takeover by 1 July 2021.	The management concept is being finalised by ICMPD with the aim to be submitted to FX in the coming weeks for approval and handover of the project (it is expected that the project will be run by ICMPD until the end of 2021 due to COVID-19 implications). Already there are several actions taking place to prepare the Agency for the handover: Communication platform for the Monitors was integrated in FOSS, IT reporting tool for the Monitors will be finalised in Q2 2021, training is also being planned to ensure FX readiness.
<b>4.2 New Return Functions</b>						
<b>4.2.1</b>	Review of return functions under the new mandate in view of the revision of the administrative structure	Q4 2019 NEW DL: ongoing	EBCGA			Ongoing process.
<b>4.2.2</b>	Action plans to expand the Agency's return support services and capacity for MS on pre-return	Q1 2020 NEW DL: Q1/2021	EBCGA, COM	MS	Single process with planning ERRIN handover. Progress Reporting to COM and MB	Drafting in its final stage prior commencing internal consultation and final approval. Regular progress reporting to COM and MB.
<b>4.2.3</b>	Action Plan on expanding Agency's return support capacity for MS on post-arrival and post-return (AVR(R))	Q1 2020 NEW DL: Q1/2021	EBCGA, COM	MS	Progress Reporting to COM and MB	Action Plan will be part of one single "Action plan on Return" (including point 4.2.2 to expand the Agency's return support services and capacity for MS on pre-return), and in line with activities planned within the transfer plan of ERRIN activities to Frontex.
<b>4.2.4</b>	Finalise return data collection implementation scheme.	Q2 2020	EBCGA	COM, MS	Adoption of MB decision(s) on the lists of mandatory information and data to be exchanged with EBCGA.	The scheme is fully finalized and implemented – the technical solution for the return data collection was developed in Q4 2019 and launched in February 2020. The reporting sections in IRMA are made available to delegated users as of 5 February 2020 for quantitative data and the Qualitative Assessment as of 15 February 2020 for the qualitative data. Additionally, integration with SAS for Data visualisation was implemented as of 10 June 2020 and 13 training sessions for the usage of the platform and its dashboards were held in June-July 2020.
<b>4.2.5</b>	Development of an adequate Return Capacity curriculum for EU MS return experts and third country return experts including return counselling	As of Q4 2020	EBCGA, COM		As there is no curriculum on return, MS currently use Scheval trainings. Policy Concept to be outlined with COM.	The Agency has developed and is implementing return related specialized training courses dedicated mainly but not only for standing corps' return profiles, in different area of the return process (e.g. ground support and escorting in return operations, consular engagement and TC cooperation, RECAMAS experts, return counsellors). With certain adaptations, same training products are also offered to the Third Countries, within capacity building programs. These are complemented by ad hoc training initiatives such as for instance, a workshop on handover of returnees. In Q4/2020, the development of the curriculum for Return Counsellors has reached its advanced stage. Two development meetings took place with MS experts. Pilot training will take place in January 2021.



<i>Task number</i>	<i>Activity</i>	<i>Timeline/Deadline</i>	<i>Lead actor</i>	<i>Associated parties/ fora</i>	<i>Comments</i>	<i>State of play of implementation</i>
4.2.6	Development of the reference model for national IT return case management systems	Q4 2019 NEW DL: Q3 2020	EBCGA	COM, MS		Completed. The version 1.1 of the model RECAMAS was delivered on 1 September 2020 and has already been used as a basis for the gap analysis with EST. The model has been shared with MS. In terms of content the model has an expanded scope (including voluntary return and reintegration), as well as a new structure.

## 5 Acquisition of the EBCGA's own technical capabilities (Articles 64-65)

Task number	Activity	Timeline/Deadline	Lead actor	associated parties/fora	Comments	State of play of implementation
5.1.1	Development of a draft multiannual strategy with an implementation procurement plan to be submitted for COM's opinion for the 2021-2027 MFF	Q3-Q4 2019, submission to COM by mid- December 2019 NEW DL: Q2 2021 (subject to final MFF/ revised LFS)	EBCGA's ED	MS/COM	Via Pooled Resourced Network	In order to develop a sound estimation for the 2021-2027 budget for Frontex-owned technical equipment, the Agency has already developed Life Cycle Cost Analyses (LCCAs) for the Mobile Surveillance Systems, Vehicle Migration Management Systems, acquired and leased vessels, and all future fleet of vehicles. Similar LCCAs are planned to be prepared for aircrafts, and standing corps equipment, in order to develop the first draft of the implementation plan of the multi-annual Acquisition Strategy for Frontex-owned equipment, estimated in Q4 2020. The strategic narrative was presented at the Extraordinary MB in February 2020. The strategy can be completed following adoption of the MFF and in accordance with the revised Legal Financial Statement for the EBCG Regulation.
5.1.2	COM's positive opinion on the multiannual strategy and the implementation plan	Q1 2020 NEW DL: Q3 2021 (subject to 5.1.1.)	COM			Linked with 5.1.1
5.1.3	Final adoption after COM positive opinion	Q1/early Q2 2020 NEW DL: subject to 5.1.2.	MB on ED's proposal			Linked with 5.1.1
5.1.4	Advanced preparations of first procurements	As of Q4 2019 NEW DL: As of Q3 2020	EBCGA		Based on the standards available/developed 12.3.1	As the MFF envelope is not expected to provide for significant increase in acquisition of own technical equipment at least during the first years of MFF, preparations for tenders can commence only after the adoption of MFF/ revision of the LFS and adoption of the multiannual acquisition strategy.
5.1.5	Launch of the first tender procedures after the adoption of multiannual strategy	Q2 2020 NEW DL: Q4 2020	EBCGA			
5.1.6	Contracting for the first years (2021-2023)	As of Q3-Q4 2020 NEW DL: subject to final MFF	EBCGA			
5.1.7	Delivery of technical capabilities	As of 2021 onwards NEW DL: subject to final MFF	EBCGA			

## 6 Integrated planning and EBCG capability development (Article 9)

Task number	Activity	Timeline/Deadline	Lead actor	associated parties/ fora	Comments	State of play of implementation
<b>6.1 Capability development planning</b>						
<b>6.1.1</b>	Adoption of methodology and procedures to develop national capability development plans including the definition of scenarios	Q2-Q4 2019, delivered by end Q1 2020 NEW DL: Q1 2021	EBCGA	COM, MS		Methodology and procedure to establish national capability development plan for the management of the borders and return by the MS, including the definition of scenarios is planned for adoption by the written procedure to be launched in early January 2021.
<b>6.1.2</b>	Programming of HOME instruments, in particular BMVI and AMIF	Q1-Q4 2020	MS with COM	EBCGA consulted		Ongoing
<b>6.1.3</b>	Development of national capability development plans	Q3 2021	MS	EBCGA (VAU) COM (funding and ScheVal units)	To be done in parallel with the National IBM Strategies (3.3.1). To be consistent with the national programmes of BMVI.	Will be delivered within the newly established deadline – process depended on the MB Decision adopting the methodology and procedures to develop national capability development plans including the definition of scenarios.
<b>6.1.4</b>	Synthesis of national capability development plans	Q1 2022	EBCGA	COM, MS	To prepare work programmes of EU instruments and response to calls	
<b>6.1.5</b>	Approval of Capability Roadmap and annexed to the Technical and Operational Strategy of IBM	Q4 2023	MB	COM closely associated, MS	Ready for Mid-MFF and Thematic Facilities and programming of EU instruments	
<b>6.2 Contingency planning</b>						
<b>6.2.1</b>	Methodology and procedures to develop national contingency plans including the definition of scenarios	Q2-Q4 2019, delivered end Q2 2020 NEW DL: Q1 2021	EBCGA		To be aligned with 6.1.1	Adoption of methodology and procedure to establish a contingency plan for the management of the borders and return by the MS, including the definition of scenarios is planned for the MB meeting in March 2021.
<b>6.2.2</b>	National Contingency Plans	Already ongoing alignment with the new template by Q3 2021	MS	EBCGA	To be aligned with capability development planning 6.1.30	
<b>6.3 Operational planning</b>						
<b>6.3.1</b>	Workflow to allow exchange of National Operational Plans with EBCGA and neighbouring MS for high and critical EUROSUR impact levels	Q4 2019 NEW DL: DEPENDENT ON THE IA	EBCGA with MS	COM associated		Awaiting Implementing Act on EUROSUR

## 7 EUROSUR and Inter Agency Cooperation (Articles 18 to 29, 31, 34, 35, 42 and 69)

Task number	Activity	Timeline/Deadline	Lead actor	associated parties/ fora	Comments	State of play of implementation
<b>7.1 Evolution of the scope of EUROSUR (Inclusion of Border Checks, Secondary Movements, Air Border Surveillance, 4th Impact level)</b>						
<b>7.1.1</b>	Creation of a fourth impact level in EUROSUR and related procedures	As of Q3 2019	EBCGA	MS COM associated *	Impacts on the programming of IBM Fund	Work ongoing
<b>7.1.2</b>	Update of the EUROSUR Handbook	As of Q2 2021	COM	EBCG expert group EBCGA	After 7.2.1 needed for 7.1.3	
<b>7.1.3</b>	Redefinition of the Border Sections to include border crossing points and air border surveillance	As of Q3 2021 (2 years after entry into force)	MS	EBCGA	Using the new handbook see 7.2.2	
<b>7.1.4</b>	Reporting on secondary movement in EUROSUR (Art. 25(a))	As of Q1 2020	EBCGA and MS (voluntary basis)	FRAN (Frontex Risk analysis Network)	To be specified via 7.2.1	
<b>7.1.5</b>	Adaptation of the National Coordination Centres to the new mandate of EUROSUR	Progressive until Q3 2021	MS	To be Implemented through the national programming of BMVI		
<b>7.2 Situational Pictures</b>						
<b>7.2.1</b>	Adoption of an Implementing act on EUROSUR situational pictures*	As of Q4 2019	COM, EBCG Committee	EBCGA, EBCG Expert Group, EBCG Committee (see 1.3.2. and 1.3.3)	*-specifying the type of info to be provided, responsible entities, delays for reporting, data security, quality control	COM's preparatory process is ongoing. The Implementing Act has entered COM's inter-service consultation process and is expected to be adopted in Q1 2021.
<b>7.2.2</b>	Evolution of the national situation pictures	As of Q4 2019	MS		After 7.2.1	The activity will start after the adoption of the Implementing Act and it is expected to finish by the end of 2021.
<b>7.2.3</b>	Evolution of European Situational Picture	As of Q3 2019	EBCGA	MS	In line with the 7.2.1	The activity will start after the adoption of the Implementing Act and it is expected to finish by the end of 2021. This activity as well as activities under 7.1.1, 7.3.1, 7.3.2, and 7.3.3 will be clustered in a Frontex EUROSUR evolution programme and also discussed within the revitalised Frontex EUROSUR Expert Group meetings with MS and the COM starting in January 2021.
<b>7.2.4</b>	Definition of Specific Situational Pictures	As of Q3 2019	EBCGA and MS		JOs, Regional Networks	The activity will start after the adoption of the Implementing Act and it is expected to finish by the end of 2021. The definition of the Specific Situational Picture will be described in the EUROSUR Implementing Act (see point 7.2.1). Further discussions will take place with Risk Analysis Networks.
<b>7.3 EUROSUR Fusion Services</b>						
<b>7.3.1</b>	Monitoring of EUROSUR and related EUROSUR Fusion Service (Article 24)	As of Q4 2019	EBCGA		Based on 7.2.1	The data quality mechanism which is already in place shall be adapted to meet the new reporting obligations stemming from the Implementing Act. An initial monitoring mechanism could be in place by the end of 2020 but not a fully-fledged one. Depending on the Implementing Act, the activity can start to be implemented by the beginning of 2021.
<b>7.3.2</b>	EUROSUR Fusion Services for air border surveillance	As of Q1 2020	EBCGA	EUROCONTROL, EASA, COM and MS		Frontex is awaiting COM's approval of the draft WA with EASA to formally initiate the practical discussion on the implementation and potential contributions of EASA in supporting the EUROSUR enhancements. As for the EUROCONTROL, initial steps, such as an internal needs collection have already been carried out and now Frontex is ready to engage with EUROCONTROL in the negotiation process given the approval of the MB (WA to be discussed at the next MB meeting in January 2021).
<b>7.3.3</b>	Media monitoring and open source intelligence	As of Q3 2020	EBCGA	EUROPOL		Implementation foreseen by the end of 2021. There is no need to wait for the Implementing Act in order to start the implementation of this activity. Internal consultations are already ongoing.
<b>7.3.4</b>	Analysis of large scale information systems	As of Q3 2020	EBCGA	EU LISA COM		First study was delivered in Q2 2020 investment plan. Further progress when MFF perspective established.

7.4 Cooperation on European Coast Guard Functions						
7.4.1	Practical Handbook on European Coast Guard Functions	As of Q2 2020	COM	EBCG expert group, EBCGA, EMSA, EFCA	Preparatory work already ongoing.	First draft technical version of the handbook has been proposed by the three EDs (EFCA/EMSA/EBCGA) during Tripartite Working Arrangement Steering Committee held on 28 May 2020; This version has been sent to COM (DG MARE, DG HOME, DG MOV) together with a commonly signed letter dated 2 June 2020. COM will use this document as a basis for the handbook.



## 8 Information Exchange including data protection (Articles 14 and 15 and Chapter IV Section 2)

Task number	Activity	Timeline/Deadline	Lead actor	associated parties/fora	Comments	State of play of implementation
<b>8.1 <sup>2</sup>Upgrade</b>						
<b>8.1.1</b>	Implementation of an overall review and upgrade of the information management architectures and systems of the EBCGA	Start in Q3 2019	EBCGA	MS, COM	See EUROSUR (7) Returns( Data Protection (8.2), etc.	Partially delivered through the adoption of ED Decision No R-ED-2020-54 adopting a Frontex ICT Implementing Plan 2020-2025 on 25 March as previously informed during the Extraordinary MB meeting on 3-4 March 2020 under point 2 Revision of the Roadmap and state of play of the implementation. The next steps will be planned along with the development of further ICT systems.
<b>8.2 Data protection (Chapter IV Section 2)</b>						
<b>8.2.1</b>	Redraft the Agency's Implementing Measures on data Protection	As of Q3 2019	MB	Commission and EDPS	Needed to implement 8.2.2, 8.2.3, 8.2.4, 8.2.5	This area will be regulated by 6 implementing measures to be adopted by the MB which will pave the way for the next steps as they are all interconnected. First draft of the implementing measures on data protection (rules related to the DPO) are being prepared for adoption via written procedure. The following measures will be gradually proposed for adoption by Q1/Q2 2021: : <ol style="list-style-type: none"> <li>1. MB IR DPO – under preparation for the swift adoption via written procedure in Q1 2021</li> <li>2. MB IR 1725/2018</li> <li>3. MB IR Joint Operations PD</li> <li>4. MB IR restriction on rights for returnees</li> <li>5. MB IR restricting rights for administrative data</li> <li>6. ED Decision on retention periods for Operational PD</li> </ol>
<b>8.2.2</b>	Determination of the entities responsible for compliance with personal data and update of operational plans (Article 89)	Q3 2019 NEW DL: Q1 2021	EBCGA, MS			Completed – Operational Plans have been redrafted with DP requirements both for JO in MSs and in TC for international data transfers
<b>8.2.3</b>	Processing of operational personal data for law enforcement purposes (Article 90a)	Q3 2019 NEW DL: Q1 2021	EBCGA	MS, EUROPOL, EUROJUST, COM		Initial work has commenced as regards the processing of personal data for law enforcement purposes (points 8.2.3. and 8.2.4) and agreed a way forward with EUROJUST. Retention periods for Operational Personal Data to be included in a specific Article in the MB IR for OPD. In Feb 2021, Frontex will share the consolidated draft with the MS for consultation and establish a WG with MS to discuss and address all issues they might identify in the MB IR.
<b>8.2.4</b>	Data retention periods (Article 90b)	Q3 2019 NEW DL: Q2 2021	EBCGA			
<b>8.2.5</b>	Traceability of personal data processing	Q3 2019 NEW DL: Q4 2021	EBCGA			Dependant on JORA audit trail and i2 iBase Audit trail.
<b>8.3 Communication Network and information exchange systems</b>						
<b>8.3.1</b>	Opening of the EUROSUR Communication Network to other applications managed by EBCGA	As of Q3 2019	EBCGA	MS		First study delivered in Q2 2020 including new ECN investment plan and ICT HR resources necessary. Development of the project is subject to available resources. The implementation of Art14 to deploy Frontex's capacity to process confidential information is delayed and linked with the move of Frontex HQ in 2025. Interconnection with national network at the same level of classification will be performed in full respect of the security accreditation process and EUCI management standards taking into account the data protection rules of EUROSUR foreseen in the implementing act referred to in 7.2.1.
<b>8.3.2</b>	Evolution of the communication network to Confidential	As of Q3 2019 Postponed in 2025	EBCGA		No need to wait for all MS' accreditation. Postponed in 2025	
<b>8.3.3</b>	Further development of the integrated return management platform (currently IRMA) to accommodate new return functions as needed	Continuous	EBCGA	COM, MS		<u>Current version of IRMA:</u> The interconnection between IRMA and IDS launched on Q3 2020 while the interconnection between IRMA and SAS, for Return Data visualisation purposes was completed in Q2 2020.

						<p>Additionally, the graphical and functional features of the platform are continuously being improved (12 releases in 2020 and 2 additional releases planned for Q4 2020).</p> <p><u>IRMA 2.0:</u> This project will harmonize the existing ICT systems in ECRet (IRMA, FAR), expand the level of digitalisation and ensure compliance with the new mandate. The implementation phase has started: procurements have been launched and development is expected to start in Q1 2021 in accordance with the project schedule.</p>
8.3.3.1	Development of a communication infrastructure to support linking MS national return management systems	Start in Q3 2019	EBCGA	COM, MS		FX and AUT have finalised the pilot project. The AUT RECAMAS and FAR are now interconnected in the production environment. AUT sent the request for final payment of the grant. A follow-up meeting will be organised in order to assess the way-forward and to discuss the lessons-learned.
8.3.3.2	Improving the performance of the platform	Ongoing	EBCGA			Activities to further improve user friendliness of IRMA are ongoing and will continue until IRMA 2.0. is fully in place. With the implementation of the new Return Data Collection scheme, the performance of the platform has also improved, as the reported data is no longer stored directly in IRMA, but in the JORA Data base. Further performance improvement is expected upon release of version 1.37.0, as a side benefit of the PHP7 compliance.
8.3.3.3	Fully integrating the EBCGA/Frontex Application for Return (FAR) with the platform	Ongoing	EBCGA			<p>IRMA 2.0 Business Case is in place. Project plan and procurement documentation are at the final stages of preparation. ED Decision on establishment of Portfolio Board for Digitalization in the Area of Return has been adopted on 7 May 2020, incorporating also the governance of IRMA 2.0 project. The implementation phase of the project has started. Procurements have been launched and development of several components will start in 2021.</p> <p>In September 2020, FAR Scheduled Flights 2.0 was launched, replacing the previous software. This deployment is in line with the forthcoming IRMA 2.0, as it shares the same SharePoint version and look&amp;feel. New version of FAR Charter Flights development to commence in Q1 2021, achieving the goal of integration in IRMA 2.0 by end of 2021.</p>
<b>8.4 FADO (NEW)</b>						
8.4.1	Establishment of the technical specification		EBCGA with COM	MS		The delivery of the project expected by 31.12.2023.
8.4.1.1	Business Case/Solution Requirement Document	Q3 2020	EBCGA with COM	MS, General Secretariat of the Council		<p>Following the trilateral meeting held on 24 November 2020, the adapted plan for the implementation of the FADO project in the form of a Roadmap was shared with the Council and COM on 7 December 2020.</p> <p>The Business Case, the establishment of the project governance and project team were approved.</p>
8.4.1.2	Procurement	<p>The Project initiation document is estimated to be made available by Q4 2020.</p> <p>NEW: Q1 2021</p> <p>The system business analysis tender activities are expected to run between Q1 2021 and Q4 2021.</p> <p>The implementation tender</p>	EBCGA			<p>The project initiation are expected to be approved during the Project initiation Phase scheduled from 15/1/2021 to 15/3/2021. This includes also the additional project documentation (Project Charter, Handbook, Work Plan etc.)</p> <p>During the Project Initiation Phase the plan will be further developed, detailing the timeline of the next project phases. Depending on the selected approach, the system implementation procurement will be made either in one single step or in two steps i.e. one tender for the business analysis and one for the solution development.</p>

		activities are expected to run between Q4 2021 and the Q2/2022, depending on the selected project implementation approach and the availability of resources.  NEW: Q3 2022				
8.4.2	Commission Implementing Act adopting technical specifications	To be adopted between Q4 2021 and Q1 2022	COM	MS (Comitology)		
8.4.3	Commission Implementing Act establishing the procedures for controlling and verifying the information contained in the FADO system determine the date of the effective implementation of the FADO system by the Agency.	To be adopted between Q3 2022 and Q4 2023	COM	MS (Comitology)		
8.4.4 NEW	System implementation phase	To be adopted between Q3 2022 and Q4 2023	EBCGA			

## 9 Risk analysis and vulnerability assessment (Articles 30, 33 and 34)

Task number	Activity	Timeline/Deadline	Lead actor	associated parties/ fora	Comments	State of play of implementation
<b>9.1 Evolution of Risk analysis</b>						
<b>9.1.1</b>	Preparation of a first strategic risk analysis	Q2-Q4 2019, to be completed by end 2019/early 2020 NEW DL: Q3 2020	EBCGA	In close cooperation with MS/COM via FRAN	Finalised	Completed - Please see update under point 3.1.1
<b>9.1.2</b>	Adaptation to the changes in EUROSUR and situational awareness (see chapter 6)	As of Q3 2019	EBCGA MS		To process new data sets, populate the EUROSUR layers on risk analysis and use EUROSUR Fusion Services	Ongoing
<b>9.1.3</b>	Definition of Scenarios for national plans	Q2 2021	MS	EBCGA (on standardization)	Based on 6.1.1 and 6.2.1. To prepare 6.1.3 and 6.2.2.	
<b>9.1.4</b>	Development of a pre-warning mechanism (art 29 (11))	Ongoing	EBCGA	MS and COM	As a result of the above (Reference to Article 30(3))	Ongoing. The Senior Analyst on pre-warning mechanism was recruited and started on 1 August 2020 within the Risk Analysis Unit. Pre-warning concept documentation draft will be completed in Q4 2020. At the same time, an integrated intelligence software suite will be developed within the EUROSUR ecosystem embedding elements for pre-warning, forecasting and scenario design. A presentation to be given in Q4 2020, and a series of proofs of concept are planned. Additional contracts on open source data are planned for Q1-2 of 2021, to be injected from Q3 2021 in the system.
<b>9.2 Common integrated risk analysis Model</b>						
<b>9.2.1</b>	Revision of the Common Integrated Risk Analysis Model	Q3-Q4 2019 NEW DL: Q1/Q2 2021	EBCGA	In close cooperation with MS and COM	Via EBCGA/Frontex Risk Analysis Network (FRAN)	Ongoing. However, the revision discussions have been suspended since MS have asked not to conduct the discussions in a remote manner (due to COVID-19 related difficulties). Informal consultation taking place with MS's to understand issues at stake. HLRT to be considered. Revised CIRAM to be prepared for adoption in 2021.
<b>9.2.2</b>	Adoption of the Common Integrated Risk Analysis Model	Q1 2020 NEW DL: Q1/Q2 2021 following 9.2.1	MB			CIRAM 3.0 document to be adopted in 2021. See 9.2.1.
<b>9.3 Vulnerability Assessment (Article 33)</b>						
<b>9.3.1</b>	Adaptation of the common methodology for vulnerability Assessment in line with the new Regulation in view of the 2020 cycle	Q2-Q4 2019	EBCGA	In close cooperation with MS and COM	Finalised. Via the vulnerability assessment network	Completed
<b>9.3.2</b>	Adoption of the revised common methodology for vulnerability assessment	November 2019	MB		Finalised	Revised CMVA adopted on 19 December 2019.
<b>9.3.3</b>	Reporting on vulnerability assessment process to the EU Institutions in accordance with Article 33(11)	As of Q4 2019	EBCGA		Finalised	First issue of the new report was delivered in June 2020, the next biannual report is foreseen for Q4 2020. Regular reporting twice per year as per Regulation
<b>9.3.4</b>	Arrangements on the exchange information on vulnerability assessments and Schengen evaluations	Ongoing	COM, EBCGA			The information exchange framework is already in place and exchanges ongoing. A dedicated ED Decision to that regard was signed in February 2020. The new pool of Frontex observers to Scheval visits to be created in Q2 of 2021. Negotiations are currently ongoing in order to formalise this cooperation (in particular in relation to the requirements set by Art 33.3) in a formal exchange of letters between COM and Frontex.



## 10 Cooperation with third countries (external dimension)

Task number	Activity	Timeline/Deadline	Lead actor	Associated parties/ fora	Comments	State of play of implementation
<b>10.1 Status Agreements</b>						
<b>10.1.1</b>	Assessment of the need for and possible update of the Model Status Agreement (Article 77 1a) to align with EBCG 2.0	As of Q4 2019	COM	MS and EBCGA		The internal COM consultations on a draft model status agreement are completed. Frontex provided comments to the first round of COM consultations on the draft model.
<b>10.1.2</b>	Mapping of the status agreements that need to be updated	As of Q4 2019	COM	EBCGA	Inform Council and EP	On 29 January 2020, COM updated Frontiers WG on the state of play of the existing agreements.
<b>10.1.3</b>	Identification of other (including non-neighbouring) third countries with whom a status agreement should be concluded	As of Q4 2019	COM	EBCGA		COM's internal process to identify possible third countries is ongoing. ED will provide the Agency's indication on a list of third countries with which status agreements could be concluded. Internal needs assessment has been concluded as part of the consultations on the renewed International Cooperation Strategy 2021-23, and based on Frontex risk analysis.
<b>10.2 Working Arrangements of EBCGA with third Countries</b>						
<b>10.2.1</b>	Model Working Arrangement (Article 77.3)	As of Q4 2019	COM	EBCGA, FRA and EDPS		COM preparatory work is ongoing. Frontex provided comments to the draft model shared by COM.
<b>10.2.2</b>	Mapping of the working agreements that need to be updated and roadmap	As of Q4 2019	EBCGA	COM	To be shared with MB	Mapping of the WAs shared in the framework of the 81 <sup>st</sup> Management Board. The Agency will follow-up with proposals for the MB to authorize individual WAs once the model WA has been adopted by the Commission.
<b>10.3 Bi and Multilateral Agreements of MS with Third Countries</b>						
<b>10.3.1</b>	Model Provisions for MS on info exchange in the framework of EUROSUR (Art. 77 2)	Q2 2020	COM	EBCGA and MS	EBCG Expert Group	Covered by the adoption of the Implementing Act on EUROSUR.
<b>10.3.2</b>	Notification of the draft provisions related to border management and return to COM	As of Q3 2019	MS	COM		Once the process of 10.3.4 is defined.
<b>10.3.3</b>	Notification of the provision of the bi and multilateral agreements related to Border Management and return to COM	As of Q3 2019	MS	COM		
<b>10.3.4</b>	Definition of a process to assess pre notified draft provisions and bi and multilateral agreements related to border management, return, and possible reaction.	Q3 2019 NEW DL: Q1 2021	COM			Process is ongoing.
<b>10.4 Liaison officers of the Agency in third countries</b>						
<b>10.4.1</b>	Deployment of Return liaison officers (Article 78)	January 2022 (in line with take-over of EURLO)	EBCGA	COM and MS	MB decision on laying down the specific profiles (incl. return) and establishing the annual list of priority countries.	Preparatory steps undertaken – focus on return related regions strengthened in the recently adopted MB Decision on priority regions for 2020 (12 September 2019 / 76 <sup>th</sup> MB meeting) and 2021 (adopted at the 81 <sup>st</sup> MB meeting).
<b>10.5</b>						
<b>10.5.1</b>	Adoption of MB decision on specific financial rules applicable to Agency's activities in the area of cooperation with third countries, notably in the field of return	Q4 2019 NEW DL: depending on the point 4.2.3	MB	COM		Assessment ongoing, conclusion expected in the course of 2021



## 11 Fundamental Rights (Article 81, 107, 107a, 108)

Task number	Activity	Timeline/Deadline	Lead actor	Associated parties/ fora	Comments	State of play of implementation
<b>11.1 Fundamental Rights Officer</b>						
<b>11.1.1</b>	Decision setting special rules to guarantee the independence of FRO (Article 107 (2))	Q4 2019 NEW DL: Q3 2020	MB	FRO		Discussed during the Extraordinary MB meeting on 10 November 2020 and 82 <sup>nd</sup> MB meeting on 25-26 November 2020. The final draft of the MB Decision has been shared with the Chairperson of the Management Board on 21 December 2020 with a view to its adoption by the Management Board in a written procedure as soon as possible.
<b>[new] 11.1.2</b>	Interim appointment of FRO to occupy a middle management function for a maximum period of 1 year	March 2020 NEW DL: Q3 2020	MB			Appointed during the 81 <sup>st</sup> MB meeting on 23-24 September 2020.
<b>[new] 11.1.3</b>	Recruitment of FRO as middle management function		MB	The Agency		The Vacancy Notice for FRO AD10 position RCT-2020-00078 was published on the Frontex website with a deadline of 14 December 2020.
<b>11.1.4</b>	Nomination of Deputy FRO (Article 107(2b))	Q4 2019 (as of entry into force ) NEW DL: Q3 2021	MB and FRO			Depends on 11.1.3 – the recruitment process of the deputy FRO will start after FRO is recruited (approx. June 2021).
<b>11.1.5</b>	Adaptation of complaint mechanism in accordance with the new provisions (Article 108)	Q2 2020 NEW DL: Q3/Q4 2021	EBCGA and FRO	MB to be informed		The Agency is currently in the process of developing the new draft rules on the complaints mechanism together with FRO a.i.
<b>11.1.6</b>	Drawing up of the fundamental rights strategy/action plan in accordance with Article 81	Q2 2020 NEW DL: Q2 2021	MB on the proposal of ED	with the contribution of/ endorsement by the FRO and in consultation with the Consultative forum,		Following consultations with relevant business entities of the Agency, with the MB (in-depth comments by four MS) the COM, FRA, EASO, EIGE and the Consultative Forum, the document is being finalised with the view of being adopted in Q2.
<b>11.2 Fundamental Rights Monitors</b>						
<b>11.2.1</b>	Recruitment of at least 40 Fundamental Rights Monitors (Article 107a(b))	by Q4 2020 NEW DL: Q1 2021	EBCGA	FRO		Two selection procedures for the 40 Fundamental Rights Monitors were published in November 2020 (AST 4 and AD7) with deadlines for application set as 4 January and 5 January 2021 respectively. Moreover, within the scope of Service Level Agreement (SLA) between Frontex and FRA, additional support in relation to fundamental rights monitoring in Frontex operations will be ensured.
<b>11.2.2</b>	Enhanced fundamental rights training for Fundamental Rights Monitors and training maps (Article 107a(6))	Q4 2020 NEW DL: Q2 2021	EBCGA	FRO		Within the scope of the SLA between Frontex and FRA, a training curricula for the FRO monitors are being devised; training will follow once FRMs are recruited in Q1.

## 12 Standardization role of EBCGA (Article 16 and Article 64(5))

Task number	Activity	Timeline/Deadline	Lead actor	Associated parties/fora	Comments	State of play of implementation
<b>12.1 General</b>						
<b>12.1.1</b>	Development of a standardization process for the EBCG	Q1 2020 NEW DL: Q1 2021	COM and EBCGA	MS		Work to commence from Q4 2020 with the aim to complete the task by Q2 2021. At the moment all efforts are diverted into the finalisation of the standards for technical equipment (12.3.1) which will pave the way for the development of a standardization process (serve as a proof of concept) as the development is taking place following a given process (to be formally documented within the first annual report for technical standards, under a chapter named Process and Methodology).
<b>12.2 Technical standards for information exchange (Article 16)</b>						
<b>12.2.1</b>	Development and adoption of standards to a) interconnect the Communication Network with national networks b) interconnect software applications c) broadcast situational pictures d) report position of assets	As of Q3 2019	EBCGA	MS, COM		Ongoing
<b>12.3 Technical standards for deployment in the activities of the Agency (Article 64 (5))</b>						
<b>12.3.1</b>	Definition of standards for technical equipment	ongoing	EBCGA	In close cooperation with MS and COM, possible endorsement by the MB	Needed for the acquisition	First drafts of Technical Standards for (1) maritime equipment, (2) aerial equipment, (3) land border surveillance equipment, (4) document Inspection equipment, (5) EES related equipment were drafted. The state of play is to be presented at the MB meeting at the beginning of 2021.
<b>12.4 International Standards for EU Integrated Border Management</b>						
<b>12.4.1</b>	Definition of EU IBM Standards to be promoted in external relations (Article 72(4))	As of Q3 2019	EBCGA COM	MS EEAS	To be used for border assistance projects	Process will be linked to the EU IBM Policy Cycle, in particular the preparation of standards will be linked with the revision of the technical and operational IBM strategy. The Agency is carrying out preparatory work in this regard.

### 13 Organization of the Agency

Task number	Activity	Timeline/Deadline	Lead actor	Associated parties/ for a	Comments	State of play of implementation
<b>1.1 Administrative structure</b>						
<b>13.1.1</b>	First concept of the revised draft EBCGA's administrative structure taking into account the EBCG 2.0 novelties, including the team of three deputy executive directors, the EBCG standing corps and the extended mandate on return and ETIAS as well as to better reflect the operational and technical IBM strategy	Q4 2019 NEW DL: Q2 2020	EBCGA's ED			First draft of the concept was discussed at the Extraordinary MB meeting on 3-4 March 2020. After several rounds of written consultations with MS/SAC and COM, ad-hoc VC on 17 September 2020 and two Extraordinary MB meetings (7 October 2020 and 9 December 2020) the new organisational structure was adopted (see below).
<b>13.1.2</b>	Final adoption of the revised Agency's administrative structure	Q1 2020 NEW DL: Q2 2020	MB	On the ED's proposal including the allocation of specific responsibilities to the team of three deputy executive directors		The Management Board adopted the Agency's amended organisational structure (MB Decision 43/2020) during the Extraordinary MB on 9 December 2020 and agreed that a detailed roadmap for the gradual implementation of the new structure is required. The roadmap will be prepared by the Executive Director and discussed at the 83rd Management Board on 20-21 January 2021. An evaluation of the structure is foreseen at the end of 2022.
<b>[new] 13.1.3</b>	Adoption of job descriptions for deputy executive directors with allocation of specific responsibilities	Q3 2020 NEW DL: Q1 2021	MB	On the ED's proposal		Endorsement of vacancy notices for three DEDs at the 83rd Management Board on 20-21 January 2021.
<b>13.1.4</b>	Proposal of at least three candidates for each of the deputy Executive Directors' posts filled in accordance with Article 105 (1).	Q2 2020-Q3 2020 NEW DL: Q4 2020	COM	EBCGA's ED is involved in the selection process		
<b>13.1.5</b>	Appointment of the deputy Executive Directors	Q3 2020 NEW DL: Q4 2020	MB	Upon the proposal of COM		
<b>13.1.6</b>	Appointment of a security officer in accordance with Article 98 (2) (cc)	Q3 2020 NEW DL: Q2 2021	MB	On the ED's proposal		Security rules to be first adopted (Q1 2021) followed by the appointment (Q2 2021)
<b>13.2 National Contact Points (Article 13)</b>						
<b>13.2.1</b>	Adoption of the rules and conditions for deployment of MS Liaison Officers to the EBCGA	Q2 2020 NEW DL: Q3 2021	MB			First concept and preliminary rules and conditions were presented at the 81 <sup>st</sup> Management Board in September 2020, followed by written consultation with the MS. The Agency will follow-up with a revised concept in early 2021.
<b>13.2.2</b>	Possible designation of up to two Liaison officers to the EBCGA	From Q4 2020 onwards	MS			