

## 49<sup>TH</sup> MEETING OF THE MANAGEMENT BOARD 20-21 MAY 2014 IN WARSAW, POLAND

### List of attendance

Mr Ralf GÖBEL - Chairman of the Management Board  
Mr Robert STRONDL (Austria - AT)  
Mr Herbert VEYT (Belgium - BE)  
Mr Zaharin PENOV (Bulgaria - BG)  
Mr Zlatko SOKOLAR (Croatia - HR)  
Mr Petros ZENIOUS (Cyprus - CY)  
Mr Jiří PERNÍČEK (Czech Republic - CZ) - *non-voting member*  
Mr Richard Østerlund LA COUR (Denmark - DK)  
Mr Rando KRUUSMAA (Estonia - EE)  
Mr Mikko KIRJAVAINEN (Finland - FI)  
Mr Benoît BROCARD (France - FR)  
Mr Maik BAUMGAERTNER (Germany - DE)  
Mr Alexandros SOUKOULIS (Greece - EL)  
Mr Zsolt HALMOSI (Hungary - HU)  
Mr Sigridur Bjork GUDJONSDOTTIR (Iceland - IS)  
Mr John O'DRISCOLL (Ireland - IE)  
Mr Giovanni PINTO (Italy - IT)  
Mr Normunds GARBARS (Latvia - LV)  
Mr Vainius BUTINAS (Lithuania - LT)  
Mr Thierry FEHR (Luxembourg - LU)  
Mr Neville XUEREB (Malta - MT)  
Mr Hans LEIJTENS (The Netherlands - NL)  
Mr Stein ULRICH (Norway - NO)  
Mr Dominik TRACZ (Poland - PL)  
Mr Manuel PALOS (Portugal - PT)  
Mr Liviu GALOS (Romania - RO)  
Mr Ľudovít BÍRÓ (Slovak Republic - SK)  
Mr Marko GAŠPERLIN (Slovenia - SI)  
Mr Emilio BAOS ARRABAL (Spain - ES)  
Mr Sören CLERTON (Sweden - SE)  
Mr Heribert WIDER (Switzerland - CH)  
Mr Paul MORGAN (United Kingdom - UK)

██████████ (European Commission - COM)

██████████ (European Commission - COM)

Frontex Executive Director (ED), Mr Ilkka LAITINEN, participated in the meeting.

## Agenda

1. Approval of the Agenda
2. Approval of the minutes of the 48<sup>th</sup> Management Board meeting
3. Recent internal developments and procedural issues
4. Presentation of the latest phenomena at the EU external borders including Frontex operational response
5. Reporting from the Fundamental Rights Officer
6. Adoption of the Multi-Annual Staff Policy Plan 2015-2017
7. Adoption of the Management Board's analysis and assessment of the Annual Activity Report 2013
8. Presentation and discussion on the Management Board opinion on the Frontex final accounts 2013, including budget implementation 2013
9. Endorsement of the Activity Based Budgeting (ABB) approach
10. Decision on applying by analogy certain Commission's Staff Implementing Rules
11. Endorsement of the methodology and guidance for the Frontex Anti-Fraud Strategy
12. Presentation of the core elements of the Plan of Operations and Training Portfolio 2015
13. RELEX issues
  - a. Presentation of the Eastern Partnership IBM and ENPI (Morocco-Tunisia) projects
  - b. Information on bilateral cooperation between MS and between MS and third countries
14. Implementing the Programme of Work
15. Summary of the activities by the acting EU Council Presidency Greece
16. Any other business

## Summary of decisions and discussions

### Decisions and endorsements

*Pursuant to Article 20(2)(h) of the Frontex Regulation, the Management Board adopted the Frontex Multi-Annual Staff Policy Plan 2015-2017 (as amended during the meeting) by unanimity.*

*Pursuant to Article 47 of the Frontex Financial Regulation, the Management Board adopted its analysis and assessment of the Frontex Annual Activity Report 2013 by unanimity.*

*Called upon to deliver an opinion on the Frontex final accounts 2013 pursuant to Article 30(5) of the Frontex Regulation, the Management Board decided to do so by written procedure on receipt of the Court of Auditors' observations on the Agency's provisional accounts.*

*The Management Board endorsed the Activity Based Budgeting approach and agreed to discuss it further at the 50<sup>th</sup> Management Board meeting in September 2014.*

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*Pursuant to Article 17(4) of the Frontex Regulation, the Management Board adopted the decision applying by analogy certain Commission's staff implementing rules earlier than the deadline foreseen in Article 110 of the Staff Regulations.*

*The Management Board endorsed the methodology and guidance for the Frontex Anti-Fraud Strategy.*

*The Management Board decided to adopt by written procedure the amendments to the Programme of Work 2014 and Budget 2014 related to the detailed inclusion of two Technical Assistance Projects namely Eastern Partnership Integrated Borders Management Project and European Neighbourhood Policy Instrument Project. The written procedure will be launched once the respective Grant Agreement and Cooperation Agreement are signed.*

*Pursuant to the MB Decision 18/2012 of 26 September 2012 on Working Methods of the Consultative Forum and the modalities of the transmission of the information to the Frontex Consultative Forum, the Management Board agreed that the Annual Activity Report of the Frontex Consultative Forum 2013 will be presented by written procedure.*

## **Discussions**

*After the annulling of the recruitment procedure of the new Frontex Executive Director by the European Commission, the latter provided the Management Board members with further explanations and debriefed them about the state of play of the procedure.*

*12 delegations (Hungary, Finland, Spain, Italy, Austria, Portugal, Greece, Germany, Slovakia, Cyprus, Estonia and France) underlined their concerns and deep disappointment about the lack of transparency from the Commission in the different phases of the procedure.*

*The Management Board expressed its full trust and confidence on the skills and capabilities of the five pre-selected candidates to perform the function of the Executive Director of Frontex. The Management Board strongly encouraged them to apply again once the new vacancy notice is published.*

*The Management Board agreed upon postponing the launching of the new selection procedure in order to take into account the discussions to be held at the JHA Council meeting on 5-6 June 2014.*

*Subject to the results of these discussion, the vacancy note will be the same as that published in December 2013 with very slight variations. Candidates with experiences in migration or law enforcement may also be considered, but preferences will be given to direct experiences in the field of border management.*

*The Chair will act as observer in all phases of the recruitment procedure in order to increase the transparency of the procedure.*

*Upon proposal of the Chair, and due to business continuity reasons, the MB agreed upon changing the job title of the Deputy Executive Director that will be replaced by Executive Director a.i. as of 1 June 2014.*

*The presentation of Frontex Headquarters on the latest phenomena at the EU external borders and Frontex coordinated operational response was followed by an exchange of views.*

*The Frontex Fundamental Rights Officer presented her report covering the period of 9 March-16 April 2014, as well as her activities and recommendations.*

*The Management Board was presented with the core elements of the Plan of Operations and Training Portfolio for 2015.*

*Due to time constraints, the discussion on the implementation of the Programme of Work 2014 was postponed to the 50<sup>th</sup> Management Board meeting.*

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## 50<sup>TH</sup> MEETING OF THE MANAGEMENT BOARD 24-25 SEPTEMBER 2014 IN ROME, ITALY

### List of participants

Mr Ralf GÖBEL - Chairman of the Management Board  
Mr Robert STRONDL (Austria - AT)  
Mr Christiaan MARTENS (Belgium - BE)  
Mr Zaharin PENOV (Bulgaria - BG)  
Mr Gilio TOIĆ SINTIĆ (Croatia - HR)  
Mr Petros ZENIOUS (Cyprus - CY)  
Mr Milan MAJER (Czech Republic - CZ)  
Mr Richard Østerlund LA COUR (Denmark - DK)  
Mr Rando KRUUSMAA (Estonia - EE)  
Mr Ilkka LAITINEN (Finland - FI)  
Mr Benoît BROCARD (France - FR)  
Mr Maik BAUMGAERTNER (Germany - DE)  
Mr Ioannis KARAGEORGOPOULOS (Greece - EL)  
Mr Zsolt HALMOSI (Hungary - HU)  
Mr Jón Pétur JÓNSSON (Iceland - IS)  
Mr John O'DRISCOLL (Ireland - IE)  
Mr Giovanni PINTO (Italy - IT)  
Mr Normunds GARBARS (Latvia - LV)  
Mr Mario BÜCHEL (Liechtenstein - LI)  
Mr Vainius BUTINAS (Lithuania - LT)  
Mr Thierry FEHR (Luxembourg - LU)  
Mr Neville XUEREB (Malta - MT)  
Mr Hans LEIJTENS (The Netherlands - NL)  
Mr Stein ULRICH (Norway - NO)  
Ms Aleksandra ŚWIĄTECKA (Poland - PL)  
Mr Manuel PALOS (Portugal - PT)  
Mr Liviu GALOS (Romania - RO)  
Mr Ľudovít BÍRÓ (Slovak Republic - SK)  
Mr Marko GAŠPERLIN (Slovenia - SI)  
Mr Emilio BAOS ARRABAL (Spain - ES)  
Mr Sören CLERTON (Sweden - SE)  
Mr Heribert WIDER (Switzerland - CH)  
Mr Paul MORGAN (United Kingdom - UK)

██████████ (European Commission - COM)

██████████ (European Commission - COM)

Frontex Executive Director *ad interim* (ED a.i.), Mr Gil ARIAS, participated in the meeting.

## List of items debated and/or approved (agenda)

1. Approval of the Agenda
  2. Approval of the minutes of the 49<sup>th</sup> Management Board meeting
  3. Recent internal developments and procedural issues
  4. Presentation of the latest phenomena at the EU external borders including Frontex operational response
  5. Fundamental Rights issues
    - Report from the Fundamental Rights Officer
    - Follow-up of Consultative Forum recommendations on Poseidon Programme
    - Decision on the amendment of working methods of the Consultative Forum
  6. Information and discussion
    - Programme of Work 2015 draft budget 2015, including the establishment plan
    - Activity Based Budget (ABB), presentation by the ad hoc working group on budgets and accounts
  7. State of play of discussions on the Copernicus programme
  8. Decision on the adoption of the dates planned for Management Board meetings in 2015
  9. Designation of the reporting officers for Executive Management's annual appraisals
  10. Staff issues
    - Decision on granting differential allowance to the ED a.i
    - Decision on the derogation from the Commission implementing rules on working time
  11. Information on bilateral cooperation between MSs and between MSs and 3rd countries
  12. Information from the Commission
    - State of play of the recruitment of the Executive Director
    - Information on the Internal Security Fund
    - Information on the new Schengen evaluation mechanism and the role of Frontex
  13. State of play on the implementation of the Programme of Work 2014
    - Budget implementation
    - Conceptual frame of plan of operations related to return activities
    - Follow-up of the pilot project on Frontex acquisition of own equipment
  14. Any other business
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## Main results of the meeting

### Decisions and endorsements

At the request of the Consultative Forum (CF) for Fundamental Rights, the MB amended its Decision 18/2012 of 26 September 2012 on the working methods of the CF with a view to reflecting practice and improving efficiency of the CF work.

Furthermore, the MB took note of the observations and recommendations from the CF following the visits to the operational area of JO Poseidon Land in Bulgaria and Greece in July 2013. In order to address the recommendations and further discuss the protection of fundamental rights in the field, a focus group composed of representatives of the MB and the CF was established. The MB Members were invited to express their interest in participating in the focus group by 16 October 2014.

The MB agreed on its meeting dates in 2015, namely: 18-19 February 2015 in Riga (Latvia), 25-26 March 2015 in Frontex Headquarters, 19-20 May 2015 in Frontex Headquarters (followed by the European Day for Border Guards), 9-10 September 2015 in Frontex Headquarters and 25-26 November 2015 in Frontex Headquarters.

██████████ (Commission) and Mr Marko GAŠPERLIN (Slovenia) were appointed as reporting officers of the Executive Director and the Deputy Executive Director for the annual appraisal procedure of 2014-2015.

The MB authorised Frontex to request for a derogation from the Commission implementing rules on working time.

### Discussions

Frontex presented an outline of the operational concept for Joint Operation Triton (JO, still under negotiation). The Member States, Schengen Associated Countries and the Commission mainly discussed the calibre and the funding of the planned JO.

An updated version of the Programme of Work 2015 (PoW) including the draft budget 2015 was presented to the MB. The version integrated the comments made by the representatives at the previous MB meetings. It was agreed that a finalised version of the PoW taking into account the views of the Commission - or, if possible, the opinion of the Commission - will be presented at the 51<sup>st</sup> MB meeting in November 2014 for its adoption. Linked with the presentation of the PoW, the *ad hoc* working group of the MB on budget and accounts presented the progress of Frontex in the incorporation of Activity Based Budgeting method in the PoW.

The Commission informed the MB about the Internal Security Fund and the new Schengen evaluation mechanism in which Frontex will play a role.

Moreover, the Commission provided information about the state of play concerning the recruitment of the Executive Director: out of the 17 candidates interviewed by the pre-selection panel on 8-9 September, seven candidates were retained to attend an interview by the Consultative Committee on Appointments (CCA) on 3 October 2014. For this purpose, candidates must have previously performed an all-day assessment at the external management assessment centre. The CCA will recommend some candidates to Commissioner MALMSTRÖM who will interview them on 13 October 2014. She will make, jointly with Commissioner ŠEFČOVIČ, a recommendation to the College of Commissioners who will finally decide on the candidates to be presented to the MB. The MB should be in a position to appoint the Executive Director at the 51<sup>st</sup> MB meeting in November 2014.

Pursuant to Article 8 of the Frontex Financial Regulation, the MB was consulted about the possible delegation of tasks by the Commission to Frontex for the implementation of the Copernicus Programme. With the explanations provided by Frontex and the Commission, the MB took note of the presentation and benefits of this Programme for Frontex provided that the Agency has the necessary financial and human resources. Additionally, the MB acknowledged that it will have no decision-making competence to issues related to the Copernicus Programme (with the Programme falling under the remit of the Commission's responsibilities).

Pursuant to Article 2(2) of the Frontex Regulation, the ED a.i. informed the MB about the bilateral cooperation among the Member States and between the Member States and Third Countries. Such information will be presented at least once a year at the MB meeting in November as well as whenever relevant and necessary. Given the different approaches of the representatives concerning the access to this information, it was instructed that the information and report would not be disclosed to the public but releasable only to Frontex, the Member States, Schengen Associated Countries and the Commission.

With a view to providing the MB with concrete examples of Frontex activities, Frontex presented the conceptual frame of the plan of operations related to return activities which included both co-organising joint return operations and building return capacity in some Third Countries.

In addition, Frontex presented a pilot-project aiming at testing new solutions of aerial surveillance within the framework of Article 7(1) of Frontex Regulation (i.e. acquisition of technical equipment for external border control).

The MB was informed about the developments undertaken by DG Enlargement with regard to the Instrument for Pre-Accession Assistance 2014 funding (IPA II). In this regard, and in accordance with Article 14(5) of Frontex Regulation, Frontex could act as a lead implementing partner in the regional cooperation activities of the IPA II called "regional support to protection-sensitive migration management in the Western Balkans and Turkey".

Lastly, the MB was provided with an update on the external evaluation process of Frontex pursuant to Article 33 of the Frontex Regulation.

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## 51<sup>ST</sup> MEETING OF THE MANAGEMENT BOARD 26-27 NOVEMBER 2014 IN WARSAW, POLAND

### List of participants

Mr Ralf GÖBEL - Chairman of the Management Board  
Mr Robert STRONDL (Austria - AT)  
Mr Herbert VEYT (Belgium - BE)  
Mr Zaharin PENOV (Bulgaria - BG)  
Mr Zlatko SOKOLAR (Croatia - HR)  
Mr Glykerios LEONTIOU (Cyprus - CY)  
Mr Martin VONDRASEK (Czech Republic - CZ)  
Mr Richard ØSTERLUND LA COUR (Denmark - DK)  
Mr Helen NEIDER-VEERME (Estonia - EE)  
Mr Ilkka LAITINEN (Finland - FI)  
Mr Benoît BROCARD (France - FR)  
Mr Maik BAUMGAERTNER (Germany - DE)  
Mr Aleksandros SOUKOULIS (Greece - EL)  
Mr Zsolt HALMOSI (Hungary - HU)  
Mr Ólafur Helgi KJARTANSSON (Iceland - IS)  
Mr John O'DRISCOLL (Ireland - IE)  
Mr Giovanni PINTO (Italy - IT)  
Mr Vladimirs ZAGUZOUS (Latvia - LV)  
Mr Uwe LANGENBAHN (Liechtenstein - LI)  
Mr Vygintas KAZIUKONIS (Lithuania - LT)  
Mr Thierry FEHR (Luxembourg - LU)  
Mr Neville XUEREB (Malta - MT)  
Mr Ronald HARMSMA (The Netherlands - NL)  
Mr Jan Eirik THOMASSEN (Norway - NO)  
Ms Aleksandra ŚWIĄTECKA (Poland - PL)  
Mr Luís GOUVEIA (Portugal - PT)  
Mr Liviu GALOS (Romania - RO)  
Mr Ľudovít BÍRÓ (Slovak Republic - SK)  
Mr Marko GAŠPERLIN (Slovenia - SI)  
Mr Emilio BAOS ARRABAL (Spain - ES)  
Mr Sören CLERTON (Sweden - SE)  
Mr Heribert WIDER (Switzerland - CH)  
Mr Paul MORGAN (United Kingdom - UK)

██████████ (European Commission - COM)

██████████ (European Commission - COM)

Frontex Executive Director *ad interim* (ED a.i.), Mr Gil ARIAS, participated in the meeting.

## List of items debated and/or approved (agenda)

1. Approval of the Agenda
  2. Approval of the minutes of the 50th Management Board meeting
  3. Decision of the Management Board on the appointment of the new Executive Director
  4. Recent internal developments and procedural issues
  5. Presentation of the latest phenomena at the EU external borders including Frontex operational response and including information on the JO Triton
  6. Fundamental Rights issues:
    - 6.1 Report from the Fundamental Rights Officer
    - 6.2 Report on the outcome of the Consultative Forum meeting
    - 6.3 Focus Group on follow-up of the Consultative Forum recommendations on Poseidon
  7. Decision of the Management Board on the review and possible extension of the mandate of the working group of the Management Board on budget and accounts
  8. Decision of the Management Board on the draft Programme of Work 2015 and the draft budget 2015, including the establishment plan
    - Presentation of the further development of the gap analysis for Frontex operations pursuant to Article 7 of the Frontex Regulation
  9. Programme of Work 2016 - Single Programming Document
    - 9.1 Presentation of the key elements - Strategic Action Areas for 2016
    - 9.2 Decision of the Management Board on the adoption of provisional draft estimate of revenue and expenditures
  10. Decision of the Management Board on the adoption of the Working Arrangement with the EEAS
  11. State of play on the implementation of the Programme of Work 2014
    - Budget implementation
  12. Summary of the activities by the acting EU Council Presidency Italy and incoming EU Council Presidency Latvia
  13. Any other business
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## Main results of the meeting

At its 51<sup>st</sup> meeting, the Management Board (MB) appointed in secret ballot the new Executive Director of Frontex according to Article 26 of Frontex Regulation: Mr Fabrice LEGGERI from France. He will take up his duties as soon as possible, in January 2015. The Media Team of Frontex took certain footages of the opening of this agenda item and the announcement of the result of the voting procedure. They will be made available to journalists and the public.

The Internal Audit Service performed an audit in May 2014. The overall conclusions are positive. The IAS issued three recommendations, namely: on recording and validation of documents supporting the management of Frontex stakeholders (recommendation 1), on securing sensitive communication and information with stakeholders in order to avoid leaking of sensitive data (recommendation 2), on consistency and reliability of the objectives and key performance indicators (KPIs) in the cooperation with the Member States (MS; recommendation 3).

Frontex updated the MB on the state of play of Frontex cooperation with Europol: a new bilateral working arrangement for the transmission of personal data from Frontex to Europol and for the exchange of information in the framework of Eurosur is currently being drafted.

In parallel, the PeDRA Project of Frontex (Personal Data for Risk Analysis) is on-going. After the European Data Protection Supervisor (EDPS) is notified, the project will be submitted to the MB for adoption.

As from 1 January 2015, Frontex will be located at European Square 6, 00-844 Warsaw.

In the presentation of the latest phenomena at the EU external borders, Frontex concentrated mainly on presenting the different trends of illegal border crossings, the recent involvement of private shipmasters in rescuing migrants and the likelihood of smugglers triggering accidents to test JO Triton. Regarding Ebola, a low number of appearance of Ebola cases was reported at the border.

Among others, the phase-out of Mare Nostrum Operation, the cooperation with Western Balkans countries as well as the issue of secondary movements were discussed during the discussion.

The MB member representing Hungary presented the situation at the border between Hungary and Serbia.

The Fundamental Rights Officer of Frontex (FRO) presented her two latest reports of activities during the period of 28 April 2014 to 17 October 2014.

The Deputy Chair of the MB reported on his participation in the 5<sup>th</sup> meeting of the Consultation Forum (CF) held on 22-23 October 2014. He explained further the own-initiative inquiry of the European Ombudsman of 20 October 2014 related to the joint return operations of MS coordinated by Frontex. This inquiry, which was not triggered by any complaint, offers an opportunity to demonstrate once more the Agency's engagement in ensuring the respect and the promotion of fundamental rights in its coordinated activities.

In order to discuss the recommendations issued by the CF following its visit to the Poseidon joint operation in Greece and Bulgaria in July 2013, the MB mandated the representatives of Bulgaria, Greece, Slovenia, Switzerland, Italy, Sweden, Austria and the Netherlands to take part in the focus group with the representatives of the European Union Agency for Fundamental Rights (FRA), the United Nations High Commissioner for Refugees (UNHCR), the Council of Europe, the European Council on Refugees and Exiles (ECRE) and Churches' Commission for Migrants in Europe (CCME).

The MB decided to establish a permanent working group (WG) on budget and accounts which succeeds the *ad-hoc* working group on budget and accounts created at the 44<sup>th</sup> MB meeting in May 2013. It is composed of representatives from Estonia, France, Spain, the Netherlands, Germany, Greece and the Commission. The mandate of the WG was defined during the open discussions. The responsibility of the management of the Agency's budget lies with the MB.

As far as the programming documents are concerned, Frontex will prepare an amended version of the Programme of Work 2015, taking into account concerns and suggestions voiced by the MB. The document will be submitted, along with the draft budget, for approval by written procedure in December 2014.

The MB discussed the utilisation of technical equipment provided by the Member States for joint operations (according to Article 7 of the Frontex Regulation, the Agency should report on the development of the technical equipment pool which specifically involves any identified shortcomings). The MB took note of the gap analysis report prepared and presented by the Agency and intends to return to the topic in more detail during its future sessions.

The working arrangement with the European External Action Service (EEAS) was endorsed by the MB. Subsequently, it will be signed by the ED a.i. and his counterpart in EEAS. The cooperation document will formalise and further strengthen the cooperation between Frontex and EEAS.

The MB granted the permission for Frontex to launch non-automatic carry forwards of funds from 2014 to 2015 in the written procedure.

The MB was updated on the activities undertaken by the Italian Presidency in the Council of the European Union and informed about the priorities of the upcoming Latvian Presidency.

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## 52<sup>ND</sup> MEETING OF THE MANAGEMENT BOARD 18-19 FEBRUARY 2015 IN RIGA, LATVIA

### List of participants

Mr Ralf GÖBEL - Chairman of the Management Board  
Mr Günter SCHNITTLER (Austria - AT)  
Mr Herbert VEYT (Belgium - BE)  
Mr Milen PENEV (Bulgaria - BG)  
Mr Gilio TOIĆ SINTIĆ (Croatia - HR)  
Mr Petros ZENIOU (Cyprus - CY)  
Mr Martin VONDRASEK (Czech Republic - CZ)  
Mr Richard ØSTERLUND LA COUR (Denmark - DK)  
Mr Rando KRUUSMA (Estonia - EE)  
Mr Ilkka LAITINEN (Finland - FI)  
Mr Bernard SIFFERT (France - FR)  
Mr Lars GERDES (Germany - DE)  
Mr Aleksandros SOUKOULIS (Greece - EL)  
Mr Zsolt HALMOSI (Hungary - HU)  
Mr Ólafur Helgi KJARTANSSON (Iceland - IS)  
Mr Daniele MOSCONI (Italy - IT)  
Mr Normunds GARBARS (Latvia - LV)  
Mr Uwe LANGENBAHN (Liechtenstein - LI)  
Mr Vainius BURINAS (Lithuania - LT)  
Mr Thierry FEHR (Luxembourg - LU)  
Mr Neville XUEREB (Malta - MT)  
Mr Ronald HARMSMA (The Netherlands - NL)  
Mr Jan Eirik THOMASSEN (Norway - NO)  
Ms Aleksandra ŚWIĄTECKA (Poland - PL)  
Mr António BEÇA PEREIRA (Portugal - PT)  
Mr Liviu GALOS (Romania - RO)  
Mr Ľudovít BÍRÓ (Slovak Republic - SK)  
Mr Marko GAŠPERLIN (Slovenia - SI)  
Mr Emilio BAOS ARRABAL (Spain - ES)  
Ms Marianne PERSSON (Sweden - SE)  
Mr Heribert WIDER (Switzerland - CH)  
Mr John FOTHERGILL (United Kingdom - UK)

██████████ (European Commission - COM)

██████████ (European Commission - COM)

Frontex Executive Director (ED), Mr Fabrice LEGGERI, participated in the meeting.

## List of items debated and/or approved (agenda)

1. Approval of the Agenda
  2. Approval of the minutes of the 51st Management Board meeting
  3. Recent internal developments and procedural issues
  4. Presentation of the latest phenomena at the EU external borders including Frontex operational response and including information on the JO Triton
  5. Decision of the Management Board on prioritising Turkey for deployment of Frontex Liaison Officer
  6. Single Programming Document 2016-2019
    - 6.1. Presentation and discussion on Frontex Multi Annual Plan 2016-2019, and
    - 6.3. Presentation and discussion on the preliminary draft Programme of Work 2016 and preliminary draft budget 2016 including information from the working group on budget and accounts
    - 6.2. Presentation and discussion on Multi Annual Staff Policy Plan 2016-2018
  7. Report from the Fundamental Rights Officer
  8. Presentation of Frontex annual report to the European Parliament on the commitments of the Member States to the European Border Guard Teams 2015
  9. Presentation of the report on the Seconded Guest Officers
  10. Presentation of the Final Feasibility Study Report on the European System for Border Guards
  11. Presentation of the first progress report for Article 33 Evaluation
  12. Presentation of the preliminary budget implementation of the financial year 2014
  13. State of play on the implementation of the Programme of Work 2014
  14. Any other business
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## Main results of the meeting

At its 52<sup>nd</sup> meeting, the Management Board adopted two decisions: on the prioritising of Turkey for a possible deployment of a Frontex liaison officer and on additional 20 million EUR in the draft budget 2016.

The discussion accompanying the decision on the prioritising of Turkey for a possible deployment of a Frontex liaison officer focused on preparation of the accurate description of the profile, setting an estimated timeframe, assessing the interaction and coordination with the national liaison officers already deployed in Turkey as well as on legal and financial aspects of the deployment. A pilot deployment will be proposed after feasibility and impact assessment.

The new Frontex Executive Director, Mr Fabrice Leggeri, provided feedback on his activities undertaken since taking up the post on 16 January 2015, focusing on meetings held with Frontex staff and authorities on national and EU level as well as on external communication.

Frontex presented the state of play of the Working Arrangement with Europol following the agreement reached in December 2014 on the text of the working arrangement allowing for processing of personal data. Frontex is in the process of preparing legal, technical and operational documents concerning the working arrangements in consultation with the European Data Protection Supervisor.

In the presentation of the latest phenomena at the EU external borders, Frontex concentrated mainly on presenting the different trends of illegal border crossings (including data on routes and nationalities as well as cross-border crime), the current geopolitical context and the implementation of selected ongoing joint operations and the Eurosur Fusion Services. The subsequent discussion largely focused on the situation in the Mediterranean and the Western Balkans (the current situation on the Hungarian-Serbian border) as well as respective operational responses.

The new planning document, the so-called "Single Programming Document" (SPD), based on a template common to all EU decentralised Agencies, was introduced to the MB. This document aims at gathering all strategic documents (Multi Annual Plan, Multi Annual Staff Policy Plan, and Annual Programme of Work) into one.

Its use will be compulsory as of 2017. However, in view of getting familiar, Frontex decided to apply it in 2016 as a pilot. However, the Multi Annual Staff Policy Plan (MSPP) will remain separated from the pilot SPD for the year 2016.

The MB exchanged views on the strategic direction developed by the SPD and commented on the multi-annual objective and strategic action areas. Based on those, the SPD will be reviewed and submitted for adoption at the 53<sup>rd</sup> MB meeting in March 2015. Changes will also be introduced to the MSPP in view of reflecting the discussions and the decision paving the way for a possible deployment of Frontex Liaison Officers. The MSPP will be submitted to the Commission for its favourable opinion and it will be presented to the MB for adoption in May MB meeting.

The Working Group on budget and accounts presented its priorities for 2015.

The Fundamental Rights Officer presented her report covering the period from 20 October 2014 to 15 January 2015.

The Focus Group, which was created during the 51<sup>st</sup> MB meeting for a joint work between selected members of the Consultative Forum (CF), MB and Frontex on the recommendations of the CF following its visit to Poseidon sea and land operations in July 2013, presented the outcome of the first meeting held on 13 January 2015.

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Frontex presented a report concerning the number of border guards that each MS has committed to the European Border Guard Teams and the number of technical equipment committed to the Technical Equipment Pool. By means of this report, each year the Agency keeps the European Parliament informed on the matter. Frontex will amend the report to take on board comments and suggestions made by the delegations.

The European Commission presented the results of the Feasibility Study on the European System for Border Guards. It also introduced the two new Communications on security and migration where Frontex will have a role. Communications are expected to be published during this year.

The external evaluation of Frontex is currently being conducted. After receiving the findings of this evaluation. The findings and the recommendations of the evaluation shall be made public. In 2014, the Steering Committee to accompany the evaluation of the Agency was appointed. The Spokesperson of this Committee presented the results of the meeting held in February 2015 with the contractor responsible for carrying out the evaluation. The contractor presented the content of the Interim Report.



## 53<sup>rd</sup> MEETING OF THE MANAGEMENT BOARD 25-26 March 2015 IN WARSAW, POLAND

### List of participants

Mr Ralf GÖBEL - Chairman of the Management Board  
Mr Robert STRONDL (Austria - AT)  
Mr Christiaan MARTENS (Belgium - BE)  
Mr Milen PENEV (Bulgaria - BG)  
Mr Gilio TOIĆ SINTIĆ (Croatia - HR)  
Mr Petros ZENIOU (Cyprus - CY)  
Mr Martin VONDRASEK (Czech Republic - CZ)  
Mr Richard ØSTERLUND LA COUR (Denmark - DK)  
Mr Rando KRUIUSMA (Estonia - EE)  
Mr Pasi KOSTAMOVAARA (Finland - FI)  
Mr Benoît BROCARD (France - FR)  
Mr Lars GERDES (Germany - DE)  
Mr Ioannis KARAGEORGOPOULOS (Greece - EL)  
Mr Zsolt HALMOSI (Hungary - HU)  
Mr Ólafur Helgi KJARTANSSON (Iceland - IS)  
Mr Giovanni PINTO (Italy - IT)  
Mr Vladimirs ZAGUZOVS (Latvia - LV)  
Mr Vygintas KAZIUKONIS (Lithuania - LT)  
Mr Thierry FEHR (Luxembourg - LU)  
Mr Neville XUEREB (Malta - MT)  
Mr Hans LEJTENS (The Netherlands - NL)  
Ms Ellen AHNFELT (Norway - NO)  
Ms Aleksandra ŚWIĄTECKA (Poland - PL)  
Mr António BEÇA PEREIRA (Portugal - PT)  
Mr Liviu GALOS (Romania - RO)  
Mr Ľudovít BÍRÓ (Slovak Republic - SK)  
Mr Marko GAŠPERLIN (Slovenia - SI)  
Mr Emilio BAOS ARRABAL (Spain - ES)  
Ms Marianne PERSSON (Sweden - SE)  
Mr Heribert WIDER (Switzerland - CH)  
Mr John FOTHERGILL (United Kingdom - UK)

██████████ (European Commission - COM) and ██████████  
██████████ (European Commission - COM)

Frontex Executive Director (ED), Mr Fabrice LEGGERI, participated in the meeting.

## List of items debated and/or approved (agenda)

1. Approval of the Agenda
2. Approval of the minutes of the 52<sup>nd</sup> Management Board meeting
3. Recent internal developments and procedural issues
4. Presentation of the latest phenomena at the EU external borders including Frontex operational response, main findings from ARA 2015, Frontex' role regarding the issue of the foreign fighters, and migratory pressure from Kosovo
5. Fundamental Rights issues:
  - 5.1. Presentation of the Consultative Forum draft Annual Report 2014
  - 5.2. Presentation of the Consultative Forum draft Work Programme 2015
  - 5.3. Report from the Fundamental Rights Officer
  - 5.4. Presentation of the Fundamental Rights Officer Work Plan 2015
6. Single Programming Document 2016-2019
  - 6.1. Decision of the Management Board adopting Frontex Multi Annual Plan 2016-2019
  - 6.2. Decision of the Management Board adopting the preliminary Programme of Work 2016
  - 6.3. Decision of the Management Board adopting the draft revenue and expenditures for 2016
7. Decision of the Management Board adopting Frontex General Report 2014
8. Decision of the Management Board on the rules relating to technical equipment (OMNTE) to be deployed in Frontex coordinated activities in 2016
9. Presentation of the report on the Seconded Guest Officers
10. Decision of the Management Board on the new unit costs
11. Presentation of the state of play of the Headquarters Agreement
12. Presentation of the preliminary budget implementation of the financial year 2014 and state of play of the implementation of budget 2015
13. Any other business

## Main results of the meeting

The second annual report 2014 and Work Programme for 2015 of the Consultative Forum (CF) were respectively presented by the CF Co-Chair, Mr Stefan KESSLER, and the CF Chair, Ms Marta BALLESTERO. In the past years, both documents had been posted on Frontex website. The presentation was followed by a discussion with the members of the MB.

The Single Programming Document (SPD), including the Multi Annual Plan for 2016-2019, the preliminary Programme of Work for 2016 and the draft revenue and expenditures for 2016, was approved by the MB taking into account the comments made during the discussion. Firstly, remarks focused on the format of the document. Secondly and most importantly, the members of the MB commented on the substance mainly touching upon the strategic directions of the Agency, the decrease of budget earmarked to the area of Joint Return Operations, the priority levels of certain areas and the relevance of certain priority actions (notably Frontex support to the development of the European Coast Guard Functions Forum). Based on the comments, a revised version of the SPD will be submitted to the MB for decision at the end of year 2015.

It is worth reminding that the use of the SPD format stems from a recommendation of the European Commission. The SPD will become compulsory as of 2017. The MB agreed to use the new format as of 2016 as a “testing phase”.

The MB approved the General Report 2014 which is available on Frontex website.

The MB adopted the rules related to the technical equipment (Overall Minimum Number of Technical Equipment) to be deployed in Frontex coordinated operations in 2016. The Decision is available on Frontex website. The assets-months agreed by the MB represent the total of the estimated required technical equipment for 2016 operations. The purpose of the assets-months approach is to gain in flexibility to adapt resources to the operational needs which will be further defined during this year based on well-grounded planning and risk analysis.

In the presentation of the latest phenomena at the EU external borders, Frontex provided information on the main findings of the Annual Risk Analysis (ARA) 2015, with recommendations for the year in the areas of security, identification of migrants, knowledge management, third-country collaboration and integrated training. Moreover, the Agency provided an update of the situation at the external borders since the previous Management Board meeting (February 2015), drawing the attention of the Board to the record high figure of irregular border crossings in winter. After presenting the wider geopolitical context, Frontex focused on the implementation of selected ongoing joint operation and the Eurosur Frontex Fusion Services. Lastly, the Agency presented its role regarding the issue of foreign fighters and migratory pressure from Kosovo. The subsequent interventions focused on the findings of the ARA 2015, the phenomenon of cargo ships, irregular migration flows from the Western Balkans, pooling and sharing resources, counter-terrorism measures, foreign fighters, return flights, economic migrants, cooperation with the sub-Saharan countries, cooperation with Europol, effectiveness of Eurosur, availability of vessels to facilitators and different ways of combatting organised criminal groups.

The presentation of the report on the Seconded Guest Officers was postponed due to time constraints.

The decision of the MB on the new unit costs was postponed to the next MB meeting. Unit costs are one of the financial instruments for EU institutions to reimburse EU Member States (MS). They aim at contributing to a sound financial management and at ensuring equal treatment between the beneficiaries (i.e. MS) for the same category of actions. The discussion showed that certain costs were not mature enough to be agreed by the delegations.

The presentation of the state of play of the Headquarters Agreement between Poland and Frontex was postponed due to time constraints.

The presentation of the preliminary budget implementation of the financial year 2014 and the state of play of the implementation of budget 2015 was postponed due to time constraints.



## 54<sup>th</sup> MEETING OF THE MANAGEMENT BOARD 19-20 May 2015 IN WARSAW, POLAND

### List of participants

Mr Ralf GÖBEL - Chairman of the Management Board  
Mr Robert STRONDL (Austria - AT)  
Mr Herbert VEYT (Belgium - BE)  
Mr Stoyan IVANOV (Bulgaria - BG)  
Mr Zlatko SOKOLAR (Croatia - HR)  
Mr Martin VONDRASEK (Czech Republic - CZ)  
Mr Richard ØSTERLUND LA COUR (Denmark - DK)  
Mr Rando KRUUSMA (Estonia - EE)  
Mr Mika RYTKÖNEN (Finland - FI)  
Mr Bernard SIFFERT (France - FR)  
Mr Lars GERDES (Germany - DE)  
Mr Aleksandros SOUKOULIS (Greece - EL)  
Mr Zsolt HALMOSI (Hungary - HU)  
Mr Stephen COURAGE (Ireland - IE)  
Mr Ólafur Helgi KJARTANSSON (Iceland - IS)  
Mr Giovanni PINTO (Italy - IT)  
Mr Normunds GARBARIS (Latvia - LV)  
Mr Renatas POŽĖLA (Lithuania - LT)  
Mr Thierry FEHR (Luxembourg - LU)  
Mr Neville XUEREB (Malta - MT)  
Mr Ronald HARMSMA (The Netherlands - NL)  
Mr Jan Eirik THOMASSEN (Norway - NO)  
Ms Aleksandra ŚWIĄTECKA (Poland - PL)  
Mr António BEÇA PEREIRA (Portugal - PT)  
Mr Liviu GALOS (Romania - RO)  
Mr Ľudovít BÍRÓ (Slovak Republic - SK)  
Mr Marko GAŠPERLIN (Slovenia - SI)  
Mr Emilio BAOS ARRABAL (Spain - ES)  
Ms Patrick ENGSTROM (Sweden - SE)  
Mr Andrea HÜLSMANN (Switzerland - CH)  
Mr Paul MORGAN (United Kingdom - UK)

██████████ (European Commission - COM)

██████████ (European Commission - COM)

Frontex Executive Director (ED), Mr Fabrice LEGGERI, participated in the meeting.

## List of items debated and/or approved (agenda)

1. Approval of the Agenda
2. Approval of the minutes of the 53<sup>rd</sup> Management Board meeting
3. Recent internal developments and procedural issues
4. Adoption of the Management Board's analysis and assessment of the Annual Activity Report 2014
5. Decision of the Management Board on the new unit costs
6. Information on the Deputy Executive Director's annual appraisal
7. Update on the state of play of the draft report of Article 33 Evaluation
8. Presentation of the progress report on evaluation of Frontex Liaison Office in Piraeus
9. Presentation of the state of play of the Headquarters Agreement
10. Presentation of the latest phenomena at the EU external borders including Frontex operational response
  - 10.1. Discussion on the results of the Special Meeting of the European Council on 23 April 2015
  - 10.2. Amendment of the Programme of Work 2015
  - 10.3. Amendment of the Budget 2015 including establishment plan 2015
11. Information on the cooperation between Frontex and Europol (in particular in Joint Operational Team "Mare")
12. Single Programming Document 2016-2019
  - 12.1. Decision of the MB adopting Frontex Multi Annual Plan 2016-2019
  - 12.2. Presentation of the core elements of the plan of operations and training portfolio 2016
13. State of play on the implementation of the Programme of Work
  - 13.1. Budget implementation
  - 13.2. Eurosur implementation
  - 13.3. Technical Assistance projects in Third Countries
  - 13.4. Deployment of a Liaison Officer in Turkey
14. Summary of the activities by the acting EU Council Presidency Latvia and incoming EU Council Presidency Luxembourg
15. Any other business

## Main results of the meeting

Pursuant to Article 47 of Frontex Financial Regulation, the Executive Director of Frontex (ED) shall report annually to the Management Board (MB) on the performance of his duties by a Consolidated Annual Activity Report (AAR) containing financial and management information.

The Consolidated AAR was transmitted to the Working Group of the MB on Budget and Accounts who drafted an analysis and assessment for the MB.

The main observations and recommendations of the Working Group (WG) were presented as follows: the WG noted the improvement in terms of budget implementation compared to 2013. However the risk of over-budgeting still remains. Therefore the WG pointed out the continuous need to improve budget execution in the coming years. The WG recommended that the AAR undergoes editing and formatting before publication. The MB adopted the analysis and assessment of the AAR 2014. By not later than 1 July 2015, the MB shall send the Consolidated AAR, together with the analysis and assessment of the MB, to the Court of Auditors, the Commission, the European Parliament and the Council.

Frontex is currently undergoing an external evaluation pursuant to Article 33 of Frontex Regulation. After receiving the findings of this evaluation, the MB shall issue recommendations to the Commission, who will forward them, together with its own opinion as well as appropriate proposals, to the Council. Both - the findings and the recommendations of the evaluation - shall be made public. At the 54<sup>th</sup> MB meeting, the Steering Committee briefed the MB with the latest information on the evaluation along with the timeline of proceedings.

Also the Frontex Liaison Office in Piraeus, Greece, is currently undergoing an evaluation. The Agency presented the state of play, methodologies and indicative timeline of this evaluation. Although it is planned that the MB will decide on the future of the Frontex Liaison Office at its September meeting, in order to liaise with the outcome of the Article 33 evaluation of the Agency and taking into account developments deriving from the upgrade of Frontex coordinated operational activities (JO Triton and JO Poseidon), as decided by the European Council on 23 April 2015, the timeline could be amended in a way that the decision making could be postponed to the November MB meeting.

Despite the obligation originating from the Frontex Regulation (Article 15a) to conclude the Headquarters Agreement fully complying with EU policy objectives, such an agreement is not achieved yet between Frontex and the Polish Government. The Agreement is supposed to facilitate and ensure the best possible working conditions for the functioning of the Agency. Frontex presented the state of play of the negotiations.

During the 53<sup>rd</sup> MB meeting, the decision on new unit costs was postponed because the discussion showed that certain costs were not mature enough to be agreed by the delegations. The method of unit cost is a simplified way to reimburse certain eligible costs (similar to the principle of a flat-share) aiming at easing administrative work both for the Member States (MS) and the Agency. The Financial Regulation allows this method provided that the definition of the unit cost is based on historical statistical data.

At the request of some MS, Frontex will investigate the possibility to lease or rent standard cars for joint operations in accordance with Article 7 of Frontex Regulation. As a consequence, a revised decision on new unit costs will be presented to the MB in September 2015. In the meantime, the existing reimbursement methods (i.e. reimbursement based on supporting documents or application of certain unit costs on a voluntary basis pursuant to MB Decision No 08/2014 of 7 May 2014).

Directors of EASO and Europol have been invited to attend the discussions on agenda points 10, 11 and 12: EASO was represented by [REDACTED] Executive Director, and [REDACTED]

Communications and Press Officer; Europol - by [REDACTED] Deputy Director, Governance, and [REDACTED] External Affairs Expert.

The presentation on the latest phenomena at the external borders was focused on the current situation in the Mediterranean region and was followed by a discussion on the European Council conclusions of 23 April regarding Frontex. The subsequent discussion touched on the extension of joint operations Triton and Poseidon as well as flexibility of deploying assets between them, security of JO Triton assets that could be threatened by traffickers, Frontex pooling and sharing activities, inter-agency cooperation, especially with EASO and Europol, cooperation with third countries, the Operational Frontex Regional Team and the EU naval force EUNAVFOR MED.

Following the European Council conclusions of 23 April 2015, and as a consequence of the up-scaling of the Joint Operation Triton, budget and human resources in Frontex had to be up-scaled. For 2015, approximately 26.8 million EUR additional funds will be provided to Frontex. For the time being, the Commission proposed to make available 20 million EUR additional funds whilst the adoption of the amended budget of the EU is pending. The MB adopted this amendment to the budget 2015 which was initially adopted in January 2015. It also took note of the 16 additional temporary agent positions proposed by the Commission for in 2015 as part of the budget amending proposal submitted to the budget authority of the EU. These posts could be filled in once the amended establishment plan will be adopted and in the course of 2016. According to the needs, especially for the deployment of upgraded Triton and upgraded Poseidon, the MB approved that the number of seconded national experts (SNE) and the contract agents will be increased respective by 8 and 4 additional posts.

Summary on cooperation between Frontex and Europol was outlined by representatives of both Agencies. Europol focused on the Joint Operational Team (JOT) Mare which was set up in March 2015 in close cooperation with MS and as part of the focal point on illegal migration. Upon invitation from Europol, Frontex confirmed that it will participate in the Europol Joint Action Days by deploying one liaison officer. Frontex presented the working arrangement with Europol which recently received green light from the European Data Protection Supervisor by which the guidelines of the project were validated in terms of exchanging personal data. Frontex works on the technicalities related to the information and communication technology in order to enable the transmission of data.

After receiving the favourable opinion of the Commission, the MB adopted the updated version of the Multi Staff Policy Plan 2016-2019. It was stressed that the latter does not include the consequences stemming from the European Council conclusions of 23 April 2015.

The delegations discussed the core elements of the plan of operations for 2016. Due to the time span to 2016, core elements are necessarily flexible concepts subject to amendments and developments taking into account the situations at the external borders. Therefore the plan of operations is a living document which will be further detailed with analytical products and presented in the course of the annual bilateral talks with the MS in October 2015.

Priorities for the planned training portfolio for 2016 were presented to the MB.

The implementation of Budget 2015 (as adopted in January 2015) covering the period 1 January-10 May 2015 was presented to the MB. The Budgetary Authority is expected to formally adopt the Budget amendment by autumn 2015. The approach of Activity Based Budgeting applicable to the budget implementation was presented according to the activities areas identified during the 49th MB meeting. Both commitment and payments included the direct and indirect costs associated to each activity. Staff costs and administrative expenditures have been allocated proportionally to the level of commitment and payment of each item. Following this presentation, the representative of the European Commission to the MB called upon the



Agency to speed up the payments on commitments carried over from 2014, which can only be processed until the end of 2015 (automatic carry-over).

Since the entry into force of the Eurosur Regulation on 2 December 2013, Frontex has been incorporating the Eurosur related products into the Agency's portfolio. The aim of the presentation was to review the latest development of Eurosur Framework as foreseen in the Programme of Work 2015. It focussed on the maintenance and further development of the communication network, the development of the Eurosur Handbook, the Eurosur related training, the performance of the Eurosur expert group and the implementation of Eurosur related projects. The WG on Budget and Accounts presented its work on the costs linked to Eurosur. In particular it drew the attention of the MB on the important sum used for acquiring satellite images: in 2013 and 2014 together, out of the total of budget used for Eurosur (12.3 million EUR), 5 million EUR were used for satellite images. The problem at stake does not lie on the amount of costs itself but on the justification and the structural approach governing the acquisition of satellite images.

In the context of the European Council conclusions of 23 April 2015 where cooperation with Third Countries was stressed, Frontex deemed necessary to update the MB on the three capacity building projects in Third Countries namely the Eastern partnership - integrated border management project, the project developed with the European Asylum Support Office (EASO), Morocco and Tunisia in the context of the European Neighbouring Policy Instrument (ENPI), and the project with Western Balkan and Turkey in the context of Instrument for Pre-Accession (IPA) II.

Concerning the latter project, Frontex announced that it will be signing a grant agreement with DG NEAR of 5.5 million EUR in July 2015. The MB agreed to use the written procedure for the signature and subsequent amendments to the budget.

Concerning the deployment of a Liaison Officer to Turkey, Frontex provided information to the MB on the preparation made in view of a possible deployment in the second semester of 2015. Due to time constraints, only a short discussion followed on the content of the job profile.

As the terms of the MB Chair and MB Deputy Chair will end in the beginning of 2016, delegations were invited to submit applications to the functions by 15 September 2015 to the MB Secretariat of Frontex.



**MINUTES  
OF THE 55<sup>th</sup> MEETING OF THE MANAGEMENT BOARD  
9-10 September 2015 IN WARSAW, POLAND**

**List of participants**

Mr Ralf GÖBEL - Chairman of the Management Board  
Mr Günter SCHNITTLER (Austria - AT)  
Mr Herbert VEYT (Belgium - BE)  
Mr Antonio ANGELOV (Bulgaria - BG)  
Mr Gilio TOIĆ SINTIĆ (Croatia - HR)  
Mr Petros ZENIOU (Cyprus - CY)  
Mr Martin VONDRASEK (Czech Republic - CZ)  
Mr Signe HØJLAND JENSEN (Denmark - DK)  
Mr Joosep KAASIK (Estonia - EE)  
Mr Ilkka LAITINEN (Finland - FI)  
Mr Bernard SIFFERT (France - FR)  
Mr Lars GERDES (Germany - DE)  
Mr Aleksandros SOUKOULIS (Greece - EL)  
Mr Zsolt HALMOSI (Hungary - HU)  
Mr Ólafur Helgi KJARTANSSON (Iceland - IS)  
Mr David DOWLING (Ireland - IE)  
Mr Giovanni PINTO (Italy - IT)  
Mr Vladimirs ZAGUZOVS (Latvia - LV)  
Mr Vygintas KAZIUKONIS (Lithuania - LT)  
Mr Jean-Louis BORDET (Luxembourg - LU)  
Mr Neville XUEREBA (Malta - MT)  
Mr Ronald HARMSMA (The Netherlands - NL)  
Mr Jan EIRIK (Norway - NO)  
Ms Dominik TRACZ (Poland - PL)  
Mr António BEÇA PEREIRA (Portugal - PT)  
Mr Liviu GALOS (Romania - RO)  
Mr Ľudovít BÍRÓ (Slovak Republic - SK)  
Mr Marko GAŠPERLIN (Slovenia - SI)  
Mr Emilio BAOS ARRABAL (Spain - ES)  
Ms Marianne PERSSON (Sweden - SE)  
Mr Eric GROSSENBACHER (Switzerland - CH) - *non-voting member*  
Mr Matt BECKINGHAM (United Kingdom - UK)  
██████████ (European Commission - COM)  
██████████ (European Commission - COM)  
  
██████████ (Executive Director, EASO)  
██████████ (Deputy Director, Governance, Europol)  
██████████ (Senior Legal Officer, Europol)

Frontex Executive Director (ED), Mr Fabrice LEGGERI, participated in the meeting.

## List of items debated and/or approved (agenda)

1. Approval of the Agenda
2. Approval of the minutes of the 54<sup>th</sup> Management Board meeting
3. Recent internal developments and procedural issues
4. Presentation of the latest phenomena at the EU external borders focused on Frontex operational response
  - 4.1. Triton 2015
  - 4.2. Poseidon 2015
  - 4.3. Western Balkans
  - 4.4. Hotspot approach
5. Fundamental Rights issues
  - 5.1. Report from the Fundamental Rights Officers
  - 5.2. Decision of the Management Board on the appointment of the new NGO Members of the Consultative Forum
6. Single Programming Document 2016-2019
  - 6.1. Adoption of the Programme of Work 2016
  - 6.2. Adoption of the draft estimate of the Budget 2016, including the establishment plan
7. Decision on the adoption of the dates planned for Management Board meetings in 2016
8. External relations issues
  - 8.1. Decision of the Management Board on the deployment of a Liaison Officer in Turkey
  - 8.2. Decision of the Management Board on the mandate to the Executive Director to negotiate a Working Arrangement with Kosovo
9. Decision of the Management Board on the new unit costs
10. Information on the future of Frontex Liaison Office in Piraeus
11. Decision of the Management Board on the Data Protection implementing rules in Frontex
12. Decision of the Management Board on the Frontex Anti-Fraud Strategy
13. Presentation of the candidates to the post of a new chairperson and a new deputy chairperson
14. Presentation of the final report of Article 33 Evaluation
15. Information on the selection procedure of the new Deputy Executive Director
16. Presentation of the state of play of the Headquarters Agreement
17. Discussion on the United Kingdom's and Ireland's contribution to Frontex Budget
18. State of play on the implementation of the Programme of Work 2015
  - 18.1. Budget implementation
  - 18.2. Information on the European Joint Masters in Strategic Border Management (EJMSBM)
19. Presentation of the activities by the EU Council Presidency Luxembourg
20. Any other business

## Main results of the meeting

The presentation on the latest phenomena at the external borders was focused on the ongoing operations Triton and Poseidon Sea, unprecedented migratory pressure in the Western Balkans (with a special presentation by Hungary concerning the situation at the Hungarian-Serbian border) as well as the so called 'hotspot approach' which aims at improving the coordination of European assistance in areas of significant migratory pressure.

A working group was convened within the Management Board aiming at drafting and finalising the recommendation paper which will be subsequently adopted by the Board. This should enable the Board to decide on this matter in the November at the latest. Seven delegations (Sweden, Poland, Finland, The Netherlands, Germany, France and Italy) indicated their interest to participate in the working group. All delegations were requested to submit proposals related to the future of Frontex in writing as soon as possible. The final recommendations, after they are adopted by the Board, will be submitted to the European Commission.

The Fundamental Rights Officer presented her report covering the period from 1 March until mid-August 2015. Having in mind the recent expansion of the Frontex operational activities, a short discussion followed on the human resources made at the disposal of the FRO.

A new composition of the Consultative Forum on Fundamental Rights was established and was given the mandate of three calendar years (until 31 December 2018) [[press release and the text of the Management Board Decision](#)].

The draft Programme of Work and Budget 2016 were discussed. The Commission will be consulted on the latter. After receiving the opinion of the Commission, the MB will be invited to adopt the Programme of Work and Budget 2016 by written procedure.

In the area of external relations, the Management Board adopted the decisions on the deployment of a Liaison Officer in Turkey and the decision authorising the Executive Director of Frontex to negotiate a working arrangement with the aim of establishing operational cooperation between Frontex and the competent authorities of Kosovo<sup>1</sup>, underlining that the proposal is not political but an operational one.

The Management Board adopted the decision on the unit costs to be used in operational activities. In addition, following the requests expressed during the 54<sup>th</sup> Management Board meeting, Frontex initiated a pilot project for the rental of vehicles for joint operations.

The Management Board adopted the decision implementing data protection implementing rules in Frontex. These rules are of a general horizontal nature and concern administrative purposes. Implementing measures of the PeDRA (Personal Data in Risk Analysis) Project and of the processing of personal data of returnees in Joint Return Operations will be subject to separate and specific decisions.

The draft Anti-Fraud Strategy was discussed. Based on the comments, Frontex will propose an updated version at the Management Board meeting in November.

The election of Chairperson and Deputy Chairperson shall take place at the November meeting of the Management Board. All members of the MB have been invited to nominate themselves or other candidates for these positions.

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<sup>1</sup> This designation is without prejudice to positions on status, and is in line with UNSC 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

Frontex informed about the state of play of the selection procedure for the new Deputy Executive Director (the term of office of Mr Gil ARIAS will expire on 31 December 2015). The closing date for submission of applications is 30 September.

Frontex reported on the latest developments of the Headquarter Agreement negotiations with the Polish Government which were resumed in February 2015. A meeting with representatives of the Ministry of interior, Ministry of Foreign Affairs, Ministry of Education and Ministry of Finance was held in May. As a result, a full-fledged Polish delegation was created to negotiate governmental agreement with Frontex. However, the agreement on the minutes of this working meeting remains to be reached which blocks the work on the substance of the draft agreement.

The Working Group on Budget and Accounts announced that it will present its analysis and possible proposal regarding the UK and IE contribution to Frontex budget (administrative workload perspective).

Frontex reported about the official launching of the European Joint Master's in Strategic Border Management programme [[press release](#)].

It is foreseen that five Management Board meetings are to be organised in 2016: on 10-11 February in Amsterdam (hosted by the Dutch Presidency), on 30-31 March, 14-15 June (combined with the European Day for Border Guards that will be held on 16 June), 7-8 September and 23-24 November in Warsaw.

## 56<sup>th</sup> MEETING OF THE MANAGEMENT BOARD 25-26 NOVEMBER 2015 IN WARSAW, POLAND

### List of participants

Mr Ralf GÖBEL - Chairman of the Management Board

Mr Robert STRONDL (Austria - AT)

Mr Christiaan MARTENS (Belgium - BE)

Mr Antonio ANGELOV (Bulgaria - BG)

Mr Gilio TOIĆ SINTIĆ (Croatia - HR)

Mr Petros ZENIOU (Cyprus - CY)

Mr Martin VONDRASEK (Czech Republic - CZ)

Mr Richard ØSTERLUND LA COUR (Denmark - DK)

Mr Joosep KAASIK (Estonia - EE)

Mr Ilkka LAITINEN (Finland - FI)

Mr Benoit BROCARD (France - FR)

Mr Lars GERDES (Germany - DE)

Mr Aleksandros SOUKOULIS (Greece - EL)

Mr József ZEHER (Hungary - HU)

Mr Ólafur Helgi KJARTANSSON (Iceland - IS)

Mr Joseph DEGNAN (Ireland - IE)

Mr Giovanni PINTO (Italy - IT)

Mr Andrejs ROGOZINS (Latvia - LV)

Mr Vygintas KAZIUKONIS (Lithuania - LT)

Mr Thierry FEHR (Luxembourg - LU)

Mr Harrie VAN DEN BRINK (The Netherlands - NL)

Ms Ellen AHNFELT (Norway - NO)

Mr Dominik TRACZ (Poland - PL)

Mr António BEÇA PEREIRA (Portugal - PT)

Mr Liviu GALOS (Romania - RO)

Mr Ľudovít BÍRÓ (Slovak Republic - SK)

Mr Marko GAŠPERLIN (Slovenia - SI)

Mr Emilio BAOS ARRABAL (Spain - ES)

Mr Patrik ENGSTROM (Sweden - SE)

Mr Eric GROSSENBACHER (Switzerland - CH)

Mr Paul MORGAN (United Kingdom - UK)

██████████ (European Commission - COM)

██████████ (European Commission - COM)

Ms Marta BALLESTERO (Consultative Forum Chair)

Mr Stefan KESSLER (Consultative Forum Chair)

██████████ (Executive Director a.i., EASO)

██████████ (Deputy Director, Capabilities, Europol)

Frontex Executive Director (ED), Mr Fabrice LEGGERI, participated in the meeting.

## List of items debated and/or approved (agenda)

1. Approval of the Agenda
  2. Approval of the minutes of the 55th Management Board meeting
  3. Decision of the Management Board on the appointment of the new DED
  4. Decision of the Management Board on the new Chairmanship
  5. Recent internal developments and procedural issues
  6. Presentation of the latest phenomena at the EU external borders focused on Frontex operational response and including information on the JO Triton and Poseidon including hotspot in Italy, and Western Balkans
  7. Decision of the Management Board on the changes to Frontex organisation
  8. Decision of the Management Board on the Frontex Anti-Fraud Strategy
  9. Fundamental Rights issues
    - 9.1. Presentation of the Consultative forum Draft Work Programme 2016
    - 9.2. State of play of the preparations of the Consultative Forum Annual Report 2015
    - 9.3. Report from the Fundamental Rights Officers
    - 9.4. Presentation of the Fundamental Rights Officer Work Plan 2016
  10. Single Programming Document 2016-2019
    - 10.1. Adoption of the Programme of Work 2016
    - 10.2. Adoption of the draft estimate of the Budget 2016, including the establishment plan
  11. Single Programming document 2017-2020
    - 11.1. Decision of the Management Board on the adoption of the general figures related to titles and chapters of Frontex preliminary budget 2017
    - 11.2. Elaboration of the priorities for 2017
  12. Decision on the future of Frontex Liaison Office in Piraeus
  13. External relations
    - 13.1. Decision of the Management Board on the adoption of the Working Arrangements with Morocco
    - 13.2. Presentation of the state of play of Frontex cooperation with Third countries
  14. Training issues
    - 14.1. Presentation of the Frontex training strategy
    - 14.2. Information to the Management Board on the possibility to join the Quality Assurance Committee for the European Joint Masters in Strategic Border Management (EJMSBM) as an external advisor
  15. Discussion on the changes related to the United Kingdom's and Ireland's contribution to Frontex Budget
  16. Implementation of the Programme of Work 2015
    - 16.1. Budget implementation
    - 16.2. PeDRA project
  17. Presentation of the activities by the incoming EU Council Presidency the Netherlands
  18. Any other business
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## Main results of the meeting

At its 56th meeting, the Management Board (MB) elected in secret ballot a new Deputy Executive Director of Frontex according to Article 26 of Frontex Regulation: Mr Berndt KÖRNER from Austria. He will take up his duties in January 2016.

In accordance with Article 22 of the Frontex Regulation the MB elected Mr Marko GAŠPERLIN from Slovenia for the position of Chairperson and Mr Ralf GÖBEL from Germany for the position of Deputy Chairperson from among its Members by an absolute majority of all Members with a right to vote.

The MB was informed about the appointment of Frontex first Liaison Officer in a third country. The selected Liaison Officer to Turkey is expected to take up his duties on 1 January 2016. The MB was also informed about the appointment of the new Head of Unit in charge of Human Resources.

The presentation on the latest phenomena at the external borders was focused on the ongoing operations Triton and Poseidon Sea, as well as the joint operations in the Western Balkan region (Focal Points Land 2015, Flexible Operational Activities Western Balkan, Coordination points and enhanced return activities) along with the deployment overview.

The Consultative Forum on Fundamental Rights presented their draft Work Programme for 2016 as well as the outline of their Annual Report for 2015. The Fundamental Rights Officer reported on recent incidents and presented the draft of her Work Plan for 2016.

Following a proposal by the Executive Director, the MB took a decision amending the internal organisation of Frontex. It implies the reorganisation of the former Executive Support into a cabinet of advisors, reorganisation of Administration Division into Corporate Governance Division and creation of two new units: namely Return Support Unit in Operations Division and Third Countries and European Union Cooperation Unit in Capacity Building Division. The decision will enter into force on 1 January 2016.

According to common approach on EU decentralised Agencies, Frontex is requested to have anti-fraud measures in place. The strategy was developed and it was presented to the MB during the previous meeting held in September 2015. After that meeting it was revised in line with the received recommendations and the MB was invited to adopt the proposed Anti-Fraud Strategy & Action Plan in November. Due to time constraints the Chair decided to adopt the Anti-Fraud Strategy by written procedure.

The MB was requested to take a decision on the adoption of the Programme of Work 2016 and Budget 2016, including the establishment plan. The Programme of Work 2016 was elaborated in close cooperation with the Member States and other stakeholders (Frontex Consultative Forum) by considering the contributions received during several meetings and also the ones received in writing.

Based on a general outlook of the situation from 2016-2019 and the deriving influencing factors, Frontex proposed revised multi annual objectives and prioritised activities grouped in strategic action areas (Single Programming Document, Section II - Multi Annual Programming 2016-2019). This was adopted by the Management Board in its meeting on 24/25 March 2015.

Activities to be carried out in 2016, contributing to the achievement of multi annual objectives, were elaborated and described. Those elaborations, forming Frontex' Programme of Work 2016, are contained in the Single Programming Document 2016-2019, Section III - Programme of Work 2016.

In order to enable the involvement of the Schengen Associated Countries in the decision making process, the Programme of Work was prepared in a modular way, allowing to separate the elements and to define different decision making processes for each of them or for a bundle of them.

Since the opinion of the Commission has not been released yet, the Chair concluded that the MB will to decide on the adoption of Frontex Programme of Work 2016 in written procedure, after having received COM's opinion.

Moreover, the MB will decide on the adoption of the draft Budget 2016, including Establishment Plan, in written procedure, after the final adoption of the general budget of the EU by the Budgetary Authority.

The new Single Programming Document (SPD) was based on a common template for all EU decentralised Agencies. It contains all strategic documents (Multi Annual Plan, Multi Annual Staff Policy Plan and the Programme of Work). During the meeting the MB was invited to discuss and endorse Frontex' priorities for 2017. Based on the outcome of the meeting, the SPD will be revised and presented for adoption in February 2016. Moreover the MB was invited to discuss and adopt the general figures related to titles and chapters of Frontex' preliminary budget 2017. Those general figures will be forwarded to the Commission, thus enabling COM to include Frontex' needs in the draft budget of the EU (to be processed by COM to the budgetary authorities). Subsequent to the voting, the MB adopted the general figures related to titles and chapters of Frontex preliminary budget 2017.

The MB decided to restructure the Frontex Liaison Office in Piraeus, Greece, by incorporating it into the EU Regional Task Force, as of January 2016. This will reinforce the existing office while improving cooperation between Frontex, Europol and the European Asylum Support Office (EASO) in Greece to assist the country in managing the unprecedented migratory pressure at its external borders.

The Netherlands provided the MB with an overview of the general priorities of the Dutch EU Council Presidency in the first half of 2016.

The MB will discuss the changes related to the United Kingdom's and Ireland's contribution to Frontex Budget during its next meeting in February 2016.

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## 57<sup>th</sup> MEETING OF THE MANAGEMENT BOARD 10-11 FEBRUARY 2016 IN AMSTERDAM, THE NETHERLANDS

### List of participants

Mr Ralf GÖBEL - Chairman of the Management Board

Mr Robert STRONDL (Austria - AT)

Mr Herbert VEYT (Belgium - BE)

Mr Antonio ANGELOV (Bulgaria - BG)

Mr Gilio TOIĆ SINTIĆ (Croatia - HR)

Mr Petros ZENIOU (Cyprus - CY)

Mr Martin VONDRASEK (Czech Republic - CZ)

Mr Richard ØSTERLUND LA COUR (Denmark - DK)

Mr Joosep KAASIK (Estonia - EE)

Mr Ilkka LAITINEN (Finland - FI)

Mr Benoit BROCARD (France - FR)

Mr Lars GERDES (Germany - DE)

Mr Aleksandros SOUKOULIS (Greece - EL)

Mr Zsolt HALMOSI (Hungary - HU)

Mr Ólafur Helgi KJARTANSSON (Iceland - IS)

Mr David DOWLING (Ireland - IE)

Mr Giovanni PINTO (Italy - IT)

Mr Vladimirs ZAGUZOVS (Latvia - LV)

Mr Vygintas KAZIUKONIS (Lithuania - LT)

Mr Thierry FEHR (Luxembourg - LU)

Mr Neville XUEREB (Malta - MT)

Mr Harrie VAN DEN BRINK (The Netherlands - NL)

Mr Jan Eirik THOMASSEN (Norway - NO)

Mr Marek ŁAPIŃSKI (Poland - PL)

Ms Luisa MAIA GONCALVES (Portugal - PT)

Mr Liviu GALOS (Romania - RO)

Mr Ľudovít BÍRÓ (Slovak Republic - SK)

Mr Marko GAŠPERLIN (Slovenia - SI)

Mr Emilio BAOS ARRABAL (Spain - ES)

Mr Patrik ENGSTRÖM (Sweden - SE)

Ms Julia TERVEER (Switzerland - CH)

Mr Matt BECKINGHAM (United Kingdom - UK)

██████████ (European Commission - COM)

██████████ (Executive Director, eu-LISA)

██████████ (Deputy Director, Governance, Europol)

Frontex Executive Director (ED), Mr Fabrice LEGGERI participated in the meeting.

The Secretariat of the Management Board was provided by Frontex.

## List of items debated and/or approved (agenda)

1. Approval of the Agenda
  2. Approval of the minutes of the 56<sup>th</sup> Management Board meeting
  3. Recent internal developments and procedural issues
  4. Designation of the reporting officers for the Executive Management's annual appraisal 2016 and 2017
  5. Presentation of the latest phenomena at the EU external borders focused on Frontex operational response
    - 5.1. Triton 2015 including hotspot in Italy
    - 5.2. Poseidon 2015 including hotspots in Greece
    - 5.3. Western Balkans
    - 5.4. Presentation of Annual Risk Analysis (ARA) for 2016 including main findings
  6. Single Programming Document 2017-2019
    - 6.1. Presentation of the Multi Annual Plan 2017-2019 including multiannual financial plan
    - 6.2. Presentation of the preliminary Programme of Work 2017 and draft estimate of the revenue and expenditures (Budget) 2017 including contribution from the working group on budget and accounts
    - 6.3. Presentation of the Multiannual Staff Policy Plan 2017-2019
  7. Cooperation with non EU partners
    - 7.1. Presentation of the state of play of Frontex cooperation with non-EU partners
    - 7.2. Information on bilateral operational cooperation between MS and between MS and non-EU partners
  8. Presentation of the draft Frontex annual report to the European Parliament on the commitments of the Member States to the European Border Guard Teams and Technical Equipment Pool 2016
  9. Presentation of the preliminary budget implementation of the financial year 2015
  10. Presentation of the annual evaluation plan
  11. Presentation of the Frontex training strategy
  12. Implementation of the Programme of Work 2016
  13. Any other business
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## Main results of the meeting

Frontex presented its operational response to the latest phenomena at the external borders. The operational part of the presentation focused on the joint operation Triton 2015 including hotspots in Italy, Poseidon 2015 including hotspots in Greece and Western Balkans. The discussion touched on effectiveness of hotspots, return policy, EU military operation EUNAVFOR Med / Sophia, Personal Data for Risk Analysis (PeDRA) project, recruiting external experts for Frontex operations and security checks against relevant databases. Afterwards, main findings of the Risk Analysis 2016 were presented and discussed.

The Executive Director presented the updated version of Frontex Single Programming Document (SPD). This document is mandatory and aims at gathering all strategic documents (Multi Annual Plan, Multi Annual Staff Policy Plan, and Annual Programme of Work) into one. The structure of SPD, as recommend by the Commission, does not foresee a self-standing section for the Multi Annual Staff Policy Plan (MASPP) so the elements of the former MSPP are spread over the document.

The MB exchanged views on the strategic direction developed by the SPD, in particular return operations, flexibility of Frontex response and interventions, own equipment, capacity building and training activities. The MB commented also on the necessity to develop the Key Performance Indicators and introduce them into multiannual part. Based on the discussion held, and taking into account the fact that Frontex mandate will be amended soon, the SPD will be reviewed and presented as one of the items at next MB meetings in March and June.

The Working Group on budget and accounts presented the outcomes of the meeting on 20 January 2016 and its priorities for 2017. The new mechanism for UK and Ireland was decided - the cash flow for return flights will be dropped.

Frontex provided an overview on state of play of Frontex cooperation with non-EU partners and, afterwards, of the bilateral operational cooperation between MS as well as between MS and third countries at the external borders outside the framework of the Agency. Frontex Executive Director is obliged to report to the MB on this topic annually.

Also on annual basis the Agency should inform the European Parliament on the number of border guards that each MS has committed to the European Border Guard Teams (EBGT) and the number of technical equipment committed to the Technical Equipment Pool (TEP). Relevant information and Annual Report were presented to the MB.

Vice-Chair briefed the MB on the outcomes of the 9<sup>th</sup> Meeting of the Consultative Forum and informed that the annual report would be ready for presentation at the MB meeting in March.

Frontex informed the MB about first activities of the new Deputy Executive Director and planned activities related to deployment of new Frontex LO to Turkey. The Executive Director provided feedback on Frontex organisation changes, developments in the Human Resources and Security Unit, and presented the state of play of recruitment activities.

Frontex informed the MB that ED4BG will be organised in Warsaw as a smaller-scale event on 24 May.

The MB designated reporting officers for annual appraisals of ED and DED for the period 2016-2017.

Frontex briefed the MB on the implementation of budget in the period from 1 January until 31 December 2015. The results and key budget implementation figures were very well received by the MB.

Frontex reported to the MB on the Agency's annual evaluation plan for 2016, which will be carried out in line with the practical handbook recommended by the Commission. For outsourcing evaluation activities Frontex will use the Framework Contract concluded by the Commission.

Frontex presented its training strategy, explaining that its key benefit is a common, clear and concise approach to Frontex training activities in order to develop competences needed for an efficient border guarding. The MB took note of the strategy and invited the ED to take note of the comments made by some delegations and to consider them accordingly.

Under 'any other business' the MB discussed the creation of an external experts' database. Frontex explained the background of the new mechanism of recruiting external experts. The MB decided that the topic will be presented in more detail and discussed at the next meeting in March.

On the occasion of the upcoming Slovak EU presidency, Slovakia offered to host the 60<sup>th</sup> MB meeting in Bratislava.

## 58<sup>th</sup> MEETING OF THE MANAGEMENT BOARD 30-31 March 2016 IN WARSAW, POLAND

### List of participants

Mr Ralf GÖBEL - Chairman of the Management Board  
Mr Robert STRONDL (Austria - AT)  
Mr Christiaan MARTENS (Belgium - BE)  
Mr Antonio ANGELOV (Bulgaria - BG)  
Mr Gilio TOIĆ SINTIĆ (Croatia - HR)  
Mr Petros ZENIOU (Cyprus - CY)  
Mr Jiří PERNÍČEK (Czech Republic - CZ)  
Mr Richard ØSTERLUND LA COUR (Denmark - DK)  
Mr Joosep KAASIK (Estonia - EE)  
Mr Ilkka LAITINEN (Finland - FI)  
Mr Benoit BROCARD (France - FR)  
Mr Lars GERDES (Germany - DE)  
Mr Dimitrios MALLIOS (Greece - EL)  
Mr Zsolt HALMOSI (Hungary - HU)  
Mr Ólafur Helgi KJARTANSSON (Iceland - IS)  
Mr Giovanni PINTO (Italy - IT)  
Mr Andrejs ROGOZINS (Latvia - LV)  
Mr Peter STADELMANN (Liechtenstein - LIE)  
Mr Vygintas KAZIUKONIS (Lithuania - LT)  
Ms Catherine STRONCK (Luxembourg - LU)  
Mr Neville XUERE (Malta - MT)  
Mr Marty MESSERSCHMIDT (The Netherlands - NL)  
Mr Jan Eirik THOMASSEN (Norway - NO)  
Mr Marek ŁAPIŃSKI (Poland - PL)  
Ms Luísa MAIA GONCALVES (Portugal - PT)  
Mr Liviu GALOS (Romania - RO)  
Mr Ladislav CSÉMI (Slovak Republic - SK)  
Mr Marko GAŠPERLIN (Slovenia - SI)  
Mr Emilio BAOS ARRABAL (Spain - ES)  
Ms Marianne PERSSON (Sweden - SE)  
Ms Julia TERVEER (Switzerland - CH)  
Mr Matt BECKINGHAM (United Kingdom - UK)

██████████ (European Commission - COM)

██████████ (European Commission - COM)

██████████ (Deputy Director, Governance, Europol)

██████████ (Head of the Centre for Information and Documentation Analysis, EASO)

Frontex Executive Director (ED), Mr Fabrice LEGGERI participated in the meeting.

The Secretariat of the Management Board was provided by Frontex.

## List of items debated and/or approved (agenda)

1. Approval of the Agenda
2. Approval of the minutes of the 57th Management Board meeting
3. Recent internal developments and procedural issues
4. Presentation of Frontex operational responses following selected latest phenomena at the EU external borders
  - 4.1 Central and Western Mediterranean routes including hotspots in Italy
  - 4.2 Eastern Mediterranean routes including hotspots in Greece
  - 4.3 Western Balkan route
  - 4.4 Discussion on "Risk Analysis for 2016"
5. Fundamental Rights issues
  - 5.1 Presentation of the Consultative Forum annual report 2015
  - 5.2 Report from the Fundamental Rights Officer
6. Single Programming Document 2017-2019
  - 6.1 Presentation and discussion on Frontex Multi Annual Plan 2017-2019
  - 6.2 Decision of the Management Board adopting the preliminary Programme of Work 2017
  - 6.3 Decision of the Management Board adopting the draft revenue and expenditures for 2017
7. Decision of the Management Board adopting Frontex General Report 2015
8. Decision of the Management Board on the rules relating to technical equipment (OMNTE) to be deployed in Frontex coordinated activities in 2017
9. Decision of the Management Board adopting additional profiles to be made available to the European Border Guard Teams and repealing MB Decision 11/2012
10. Information on the external experts database in Frontex
11. Cooperation with non-EU partners
  - 11.1 Decision of the Management Board on the list of priority Countries/Regions for the deployment of Frontex Liaison Officers
  - 11.2 Decision of the Management Board adopting Working Arrangement with Kosovo
  - 11.3 Information on the Working Arrangements to be updated
  - 11.4 Information on the kick-off meeting for IPA II project
12. Status and planning of the accreditation of the Eurosur Communication Network and preparation of the activities in the Member States
13. Presentation of the state of play of the Headquarters agreement
14. Implementation of the Programme of Work 2016
  - Budget implementation
15. Any other business



## Main results of the meeting

Frontex operational responses following selected latest phenomena at the EU external borders were presented and discussed in three parts: Central and Western Mediterranean routes including hotspots in Italy, Eastern Mediterranean routes including hotspots in Greece, Western Balkan route.

An important point of the discussion was the EU-Turkey readmission agreement and the preparations being made to start the implementation of the agreement.

Other points of the discussion were related to the following:

- increasing migratory flows at the Central Mediterranean route and anticipated changes of the routes;
- need for MSs' pledges for registration, screening and fingerprinting support;
- security concerns regarding SAR operations close to the Libyan territorial waters;
- EURTF in Catania and Piraeus; the inter-agency cooperation between Frontex, Europol and EASO; EASO provided an update on its activities;
- deployment of readmission experts and escorting officers;
- deployment of Dutch border security teams in Chios and in Lesbos (forthcoming);
- state of play of the cooperation with NATO.

A discussion on "Risk Analysis for 2016" followed.

The Chair of the Consultative Forum presented the 3<sup>rd</sup> annual report covering activities of the Consultative Forum in 2015 and briefed on the common engagements with the Fundamental Rights Officer. With reference to the future enhancement of Frontex' mandate, the Co-chair of the Consultative Forum identified the need of developing effective mechanisms for the protection of the Fundamental Rights of migrants. The Fundamental Rights Officer briefed on the reported incidents as well as on the activities covering the period from 1 November 2015 till end of March.

Revised Single Programming Document 2017-2019 was presented and discussed, in particular the enhancements of Section II (multiannual planning), Section III (programme of work) and Section IV (budget) which were incorporated based on the discussion during the last MB meetings in February.

The MB adopted the revised preliminary Programme of Work 2017 and the estimate of the budget 2017. Both decisions were taken with no votes against and two abstentions from the Commission.

The Chair announced that the revised versions of the document will be presented and discussed in the Management Board in June before submitting the draft Programme of Work 2017 to the Commission for its opinion in July. Adoption of the elements of the Multi Annual Plan at a later stage allows to take into consideration also the changes to Frontex's legal framework, mandate and tasks.

Frontex General Report 2015 was presented and discussed. With an amendment on Arctic route proposed by FI, the MB adopted the General Report 2015 with no votes against and two abstentions from Commission.

In accordance with Frontex Regulation, by 15 June 2016 the document will be forwarded to the European Parliament, the Council, the Commission, the European Economic and Social Committee, and the Court of Auditors. The General Report will be made public.

Technical equipment for JOs, including OMNTE 2017 was presented and discussed. The Management Board adopted the decision on the rules relating to technical equipment (OMNTE) to be deployed in Frontex coordinated activities in 2017 with four votes against from CY, EL, ES, IT.

The proposal of the Management Board decision adopting additional profiles to be made available to the European Border Guard Teams was presented. Due to concerns raised by some of the MSs, the Chair concluded that comments should be sent to the Agency in writing by 20 April 2016 so they could be implemented and tabled for the Management Board's decision during the meeting in June.

In the area of external relations, the Management Board adopted the decision on the list of priority Countries/Regions for the deployment of Frontex Liaison Officers. At this stage three regions were prioritized - Western Balkans, North Africa and West Africa. As the next step, the countries for deployment of the Liaison Officers will be examined in cooperation with the European External Action Service. Proposal will be presented for the decision of the Management Board in the future.

The Management Board adopted Working Arrangement with Kosovo aiming at establishing operational cooperation. The draft was positively assessed by the European Commission who appreciated the pace in which the arrangement had been negotiated. The decision was taken with three abstentions from CY, ES and EL.

The MB thanked Mr Ralf Göbel for his four years as the MB Chair. Mr Göbel will take the role of the Deputy Chair before the next MB meeting on 14-15 June. Mr Marko Gašperlin, current Deputy, will become the new Chair, as elected during 56<sup>th</sup> MB meeting in November 2015.

Due to time constraints, the following items were postponed to the next meeting:

- Information on the external experts database in Frontex
- two sub-items of "Cooperation with non-EU partners": information on the Working Arrangements to be updated and information on the kick-off meeting for IPA II project,
- status and planning of the accreditation of the Eurosur Communication Network and preparation of the activities in the Member States,
- presentation of the state of play of the Headquarters Agreement.

## 59th MEETING OF THE MANAGEMENT BOARD 14-15 June 2016 IN WARSAW, POLAND

### List of participants

Mr Marko GAŠPERLIN - Chairman of the Management Board

Mr Günter SCHNITTLER (Austria - AT)

Mr Herbert VEYT (Belgium - BE)

Mr Antonio ANGELOV (Bulgaria - BG)

Mr Jiří PERNÍČEK (Czech Republic - CZ)

Mr Per FIIG (Denmark - DK)

Mr Helen NEIDER-VEERME (Estonia - EE)

Mr Mikko SIMOLA (Finland - FI)

Mr Bernard SIFFERT (France - FR)

Mr Ralf GÖBEL (Germany - DE)

Mr Dimitrios MALLIOS (Greece - EL)

Mr László BALÁZS (Hungary - HU)

Mr Ólafur Helgi KJARTANSSON (Iceland - IS)

Mr David DOWLING (IRELAND - IE)

Mr Daniele MOSCONI (Italy - IT)

Mr Andrejs ROGOZINS (Latvia - LV)

Mr Uwe LANGENBAHN (Liechtenstein - LIE)

Mr Agnė VEREŠKIENĖ (Lithuania - LT)

Ms Thierry FEHR (Luxembourg - LU)

Mr Neville XUEREB (Malta - MT)

Mr Daan NOORT (The Netherlands - NL)

Mr Jan Erik NYBAKK (Norway - NO)

Mr Marek ŁAPIŃSKI (Poland - PL)

Ms Luisa MAIA GONÇALVES (Portugal - PT)

Mr Liviu GALOS (Romania - RO)

Mr Martina MATUŠKOVIČOVÁ (Slovak Republic - SK)

Mr Emilio BAOS ARRABAL (Spain - ES)

Ms Marianne PERSSON (Sweden - SE)

Ms Julia TERVEER (Switzerland - CH)

Mr Paul MORGAN (United Kingdom - UK)

██████████ (European Commission - COM)

██████████ (European Commission - COM)

██████████ (Deputy Director, Governance, Europol)

██████████ (Head of the Centre for Information and Documentation Analysis, EASO)

Frontex Executive Director (ED), Mr Fabrice LEGGERI participated in the meeting.

The Secretariat of the Management Board was provided by Frontex.

## List of items debated and/or approved (agenda)

1. Approval of the Agenda
2. Approval of the minutes of the 58th Management Board meeting
3. Recent internal developments and procedural issues
4. Presentation of operational situation
  - 4.1 Situation at the EU external borders
  - 4.2 Expected developments and resources needs
5. State of play on the European Border and Coast Guard Agency Regulation – information by the Commission and the Dutch Presidency
6. Single Programming Document 2017-2019
  - 6.1 Presentation of the core elements of plan of operations 2017 as part of the draft Programme of Work 2017
  - 6.2 Presentation of the core elements of training portfolio 2017 as part of the draft Programme of Work 2017
  - 6.3 ABN 2017 – next steps
7. Adoption of the Management Board's analysis and assessment of the Annual Activity Report 2015
8. Cooperation with non-EU partners
  - 8.1 Information on the Working Arrangements to be updated
  - 8.2 Information on the partnership projects
9. Decision of the Management Board adopting additional profiles to be made available to the European Border Guard Teams and repealing MB Decision 11/2012
10. Information on the external experts database in Frontex
11. Information on the Executive Director's annual appraisal 2015
12. Presentation of the state of play of the Headquarters agreement
13. Implementation of the Programme of Work 2016
  - Budget implementation
14. Presentation of the activities by the acting EU Council Presidency the Netherlands and incoming EU Council Presidency Slovakia
15. Any other business

## Main results of the meeting

Frontex briefed the MB members on the current situation at the EU external borders focusing more specifically on Eastern Central and Western Balkan routes. The approach of the presentation was slightly changed as it focused more on the expected developments, obstacles and gaps in human resources as well as in technical equipment. The discussion that followed touched mainly on the possible solutions to meet the operational needs and deal with the challenges more effectively, such as appointment of additional readmission experts, redeployment of operational means from Poseidon to Triton, new concepts of hotspots, acquisition of Frontex autonomous means, and support of voluntary returns of migrants. The issue of security in the Central Mediterranean and close to the LY shore was tackled.

With a view to ensure a proper budget implementation, Frontex provided a rough estimation of budget consumption for the operational activities planned in the second half of the year and invited the MSs to make use of the remaining financial resources for return flights.

An update on the state of play on the European Border and Coast Guard Agency Regulation was provided by the European Commission and Frontex. Five priorities have been identified by the Council with regard to the implementation of the new mandate: mandatory pooling of resources, establishment of the methodology for the vulnerability assessment, preparation of the new task in return, cooperation with Third Countries and the standard complaint form in the framework of the complaint mechanism.

The Single Programming Document 2017-2019 will be adjusted to new tasks after the new Frontex Regulation is in force, therefore the documents presented focused only on the core elements of plan of operations and training portfolio for 2017 and both documents will be attached to the Programme of Work 2017. The plans for Frontex operational flexibility in terms of budget are included in the documents to enable the Agency to adapt to the new operation activities in the course of the year 2017. The MB agreed on both documents.

Frontex presented the next steps of the Annual Bilateral Negotiations for 2017 with detailed timeline.

The MB adopted the Management Board's analysis and assessment of the Annual Activity Report 2015 with no votes against, as well as the Decision on additional profiles to be made available to the European Border Guard Teams and repealing MB Decision 11/2012 with no votes against and one abstention from IT.

Frontex Deputy Executive Director presented an overview of the cooperation with non-EU partners, focusing on the Working Arrangements which should be updated and on the existing partnership projects.

Frontex explained the new procedure of establishing an external expert data base. The idea of this new mechanism was published in the Official Journal and on Frontex webpage in December 2015. The purpose of this mechanism is to increase Frontex flexibility in terms of human resources and expertise.

Frontex Executive Director briefed the MB on the latest developments related to the Headquarter Agreement with the Polish authorities.

NL provided an overview of the results achieved by the NL Presidency, covering the period from January to June 2016, with emphasis on the developments with regard to the Border Management. SK briefed about the activities planned during the upcoming presidency lasting from July to December 2016. During its term SK Presidency will focus on the current migration challenges ensuring that all efforts are made to achieve the maximum progress in all legislative proposals.



**MINUTES  
OF THE 60<sup>th</sup> MEETING OF THE MANAGEMENT BOARD  
7-8 SEPTEMBER 2016 IN BRATISLAVA, SLOVAKIA**

**List of attendance**

Mr Marko GAŠPERLIN - Chairman of the Management Board

Mr Robert STRONDL (Austria - AT)

Mr Christiaan MARTENS (Belgium - BE)

Mr Antonio ANGELOV (Bulgaria - BG)

Mr Giljo TOIĆ SINTIĆ (Croatia - HR)

Mr Petros ZENIOU (Cyprus - CY)

Mr Martin VONDRÁŠEK (Czech Republic - CZ)

Mr Per FIIG (Denmark - DK)

Mr Joosep KAASIK (Estonia - EE)

Mr Ilkka LAITINEN (Finland - FI)

Mr Bernard SIFFERT (France - FR)

Mr Ralf GÖBEL (Germany - DE)

Mr Dimitrios MALLIOS (Greece - EL)

Mr Zsolt HALMOSI (Hungary - HU)

Mr Ólafur Helgi KJARTANSSON (Iceland - IS)

Mr David DOWLING (IRELAND - IE)

Mr Giovanni PINTO (Italy - IT)

Mr Normunds GARBARS (Latvia - LV)

Mr Vygintas KAZIUKONIS (Lithuania - LT)

Ms Thierry FEHR (Luxembourg - LU)

Mr Harrie VAN DEN BRINK (The Netherlands - NL)

Mr Jan Eirik THOMASSEN (Norway - NO)

Mr Marek ŁAPIŃSKI (Poland - PL)

Ms Luisa MAIA GONÇALVES (Portugal - PT)

Mr Liviu GALOS (Romania - RO)

Mr Ladislav CSÉMI (Slovak Republic - SK)

Mr Joaquín CASTRO LEÓN (Spain - ES)

Ms Marianne PERSSON (Sweden - SE)

Ms Julia TERVEER (Switzerland - CH)

Mr Matt BECKINGHAM (United Kingdom - UK)

██████████ (European Commission - COM)

██████████ (Deputy Director, Governance, Europol)

██████████ (Liaison Officer to Frontex, EASO)

Frontex Executive Director (ED), Mr Fabrice LEGGERI participated in the meeting.

The Secretariat of the Management Board was provided by Frontex.

## List of items debated and/or approved (agenda)

1. Approval of the Agenda
2. Approval of the minutes of the 59th Management Board meeting
3. Recent internal developments and procedural issues
4. Presentation of operational situation
  - 4.1. Situation at the EU external borders
  - 4.2. Returns
  - 4.3. Expected developments and resources needs
5. Report from the Fundamental Rights Officer
6. Single Programming Document 2017-2019
  - 6.1. Decision of the Management Board adopting Programme of Work 2017
  - 6.2. Decision of the Management Board adopting draft estimate of the Budget 2017, including the establishment plan
7. Decision of the Management Board adopting practical arrangements regarding public access to the documents held by the Agency
8. Decision on the dates planned for Management Board meetings in 2017
9. New methodology for calculation of SACs' contribution - presentation by the Working Group on Budget and Accounts
10. Report on the implementation of the Frontex Anti-fraud strategy
11. Presentation of the state of play of the Headquarters agreement
12. Delegation of the Management Board Appointing Authority powers to the Executive Director
13. Implementation of the Programme of Work 2016
  - 13.1. Budget implementation
14. Any other business

### DAY 2 - New Frontex Regulation

#### Presentation and discussion on the roadmap for the implementation

- + Draft methodology for the vulnerability assessment
- + Liaison Officers to the Member States
- + Rapid Reaction and Technical Equipment pools
- + Action plan on the development of return support activities

#### New concept of the Working Group on Budget and Accounts

#### Organisation of the work of the Management Board in the future



## Main results of the meeting

The 60th Management Board meeting was held on 7-8 September 2016 in Bratislava, Slovakia.

The Executive Director provided an update on the most important internal developments within the Agency.

Frontex delivered a presentation on operational situation at the European Union external borders and in the field of returns, with a special focus on expected developments and resources needed;

During the subsequent discussion, BG informed the Management Board on the situation at the border with Turkey and drew the Management Board's attention to the cumulative number of migrants on the territory of BG and the number of Afghans in Pakistan to be returned to Afghanistan by the end of the year, BG furthermore raised the issue of possible alternative routes in case a huge number of those migrants attempt to reach the EU territory and stressed out the urgency for joint preventive measures.

With reference to insufficient MSs' response to BG's call for contributions, BG extended the request for support. The idea to develop a tool for a better planning of contributions at the national level was agreed.

NL's delegation briefed the Management Board on the evaluation of the NL mixed teams' deployment in the Aegean Sea and on the experiences gained from the Joint Operations.

Fundamental Rights Officer presented XVI report covering her activities for the period from 1 May to 31 July 2016, including planned activities and FRO recommendations. The full report was uploaded in FOSS before the meeting.

The Executive Director presented the elements of the revised Single Programming Document (SPD) 2017-2019; the adjustments introduced into the document were made to reflect the new and enhanced mandate of the Regulation on the European Border and Coast Guard (EBCG). It was agreed that in line with the suggestions outlined during the discussion, the document will be updated and sent to the Commission for an opinion by 22 of September. The decision on the SPD 2017 - 2019, taking into consideration the opinion of the Commission, is scheduled for the next regular MB meeting in November. The EU Parliament will be consulted by the Agency on the multiannual part of SPD as soon as the EBCG Regulation enters into force.

The Decision of the Management Board adopting practical arrangements regarding public access to the documents held by the Agency was prepared with a view to improve practicalities for the Agency and will be adopted in written procedure. It will repeal Management Board Decision 3/2014 of 19 February 2014.

The Management Board approved the dates for its meetings in the upcoming year 2017. In the view of the future Estonian presidency, Estonia offered to hold the 64th MB meeting in Tallinn.

The Chairperson of the Working Group on Budget and Accounts presented new methodology for calculation of SACs' contribution. Follow the recommendations, GB and IE were removed from the Overall Gross Domestic Product, which resulted in an increase in the percentage of the contributions from SACs.

The Executive Director briefed the Management Board on the state of play of the Headquarters Agreement, outlining the timeline, scope and priorities of the negotiations with PL Host State. In line with the new EBCG Regulation the agreement should be concluded within 6 months since the entry into force of the Regulation.

In line with the new Regulation, the Management Board will exercise the Appointing Authority power. With a view to ensure compliance with the new Regulation, the Management Board agreed with the proposed text of a decision delegating the relevant powers of Appointing Authority to the Executive Director. When all the procedural steps have been taken, the Management Board will formally adopt the decision in written procedure,

which will enter into force on the same day as the new Regulation. This decision will allow for the powers of Appointing Authority to continue to be exercised by the Executive Director in relation to the Staff of the Agency.

Under “any other business” representatives of partner Agencies - EASO and Europol, briefed the Management Board on their activities and recent developments.

The second day of the meeting was devoted to the discussions on the implementation of the new European Border and Coast Guard Regulation.

The Deputy Executive Director delivered a presentation on the Road Map for Implementation, which intends to serve as a guide for the future actions, highlighting that the roadmap had been divided in two main areas - identified priorities and implementation of tasks.

The Vulnerability Assessment methodology was presented by the Director of Operations Division, who informed that first draft was developed by Frontex together with the Member States. After the internal discussions, the document will be consulted with the Management Board. As a last stage, all comments will be embedded and the final draft will be tabled.

The notion of the Liaison Officers to the Member States was presented with an emphasis put on the legal basis, role, main tasks and their implementation, as well as on the mechanism for deployment of the Liaison Officers to the Member States.

The Management Board was updated about the notion of Pooling Resources with focus on the Rapid Reaction and Technical Equipment pools, as well as about the action plan on the development of return support activities.

The new concept on the Working Group on Budget and Accounts was prepared in line with the input received and was presented for the Management Board's revision. The draft decision will be prepared for adoption by written procedure.

The options how to improve working methods of the Management Board were presented by the Chair and the Management Board members were invited to share their ideas to facilitate the discussion at the next MB meeting.

The Management Board agreed to hold an extraordinary MB meeting on 3-4 November<sup>1</sup>.

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<sup>1</sup> At the request of the Commission the date of the extraordinary MB meeting was changed to 18-19 October.

**MINUTES  
OF THE 61<sup>st</sup> MEETING OF THE MANAGEMENT BOARD  
18-19 OCTOBER 2016 IN WARSAW, POLAND**

**List of attendance**

Mr Marko GAŠPERLIN - Chairman of the Management Board  
Mr Günter SCHNITTLER (Austria - AT)  
Mr Wald THIELEMANS (Belgium - BE)  
Mr Svetlan KICHIKOV (Bulgaria - BG)  
Mr Gilio TOIĆ SINTIĆ (Croatia - HR)  
Mr Petros ZENIOU (Cyprus - CY)  
Mr Jiří PERNÍČEK (Czech Republic - CZ)  
Mr Per FIIG (Denmark - DK)  
Ms Helen NEIDER-VEERME (Estonia - EE)  
Mr Ilkka LAITINEN (Finland - FI)  
Mr Benoit BROCARD (France - FR)  
Mr Lars GERDES (Germany - DE)  
Mr Dimitrios MALLIOS (Greece - EL)  
Mr Zsolt HALMOSI (Hungary - HU)  
Mr Ólafur Helgi KJARTANSSON (Iceland - IS)  
Mr Giovanni PINTO (Italy - IT)  
Mr Andrejs ROGOZINS (Latvia - LV)  
Mr Vygintas KAZIUKONIS (Lithuania - LT)  
Mr Neville XUEREB (Malta - MT)  
Mr Harrie VAN DEN BRINK (The Netherlands - NL)  
Mr Jan Eirik THOMASSEN (Norway - NO)  
Mr Marek ŁAPIŃSKI (Poland - PL)  
Ms Luísa MAIA GONÇALVES (Portugal - PT)  
Mr Liviu GALOS (Romania - RO)  
Ms Martina MATUŠKOVIČOVÁ (Slovak Republic - SK)  
Mr Juan Carlos ORTIZ ARGÜELLES (Spain - ES)  
Mr Patrik ENGSTRÖM (Sweden - SE)  
Ms Julia TERVEER (Switzerland - CH)

██████████ (European Commission - COM)

██████████ (European Commission - COM)

██████████ (Deputy Director, Governance, Europol)

██████████ (Liaison Officer to Frontex, EASO)

Frontex Executive Director (ED), Mr Fabrice LEGGERI participated in the meeting.

The Secretariat of the Management Board was provided by Frontex.

## List of items debated and/or approved (agenda)

1. Approval of the Agenda
2. Recent developments
3. Roadmap for the implementation of the new Frontex Regulation
  - 3.1. Presentation of the updated priorities and timeline
  - 3.2. Information on the management of complaints
4. Decision of the Management Board adopting the vulnerability assessment methodology
5. Decision of the Management Board adopting the profiles and the minimum number of border guards or other relevant staff that correspond to those profiles to be made available for a rapid reaction pool of the European Border and Coast Guard Teams (EBCGTs)
6. Decision of the Management Board amending MB Decision 08/2016 adopting rules relating to technical equipment, including the Overall Minimum Number of Technical Equipment (OMNTE) to be deployed during operational activities coordinated by Frontex in 2017
7. Cooperation with Third Countries
  - 7.1. Model status agreement
  - 7.2. Working Arrangements update
  - 7.3. Future deployment of Frontex Liaison Officer to the Western Balkans - questionnaire
  - 7.4. Decision of the Management Board on the deployment of a Frontex Liaison Officer to West Africa
  - 7.5. Decision of the Management Board on the priority regions for the deployment of Liaison Officers in 2017

### DAY 2

8. Organisation of the work of the Management Board in the future - discussion on the basis of comments received
9. Review of the results of the discussions of the first day
10. Information on the allocation of the 'front loaded' posts and the recruitment of TAs, CAs and SNEs
- 10.1. Decision of the Management Board adopting amendment N1 of the Budget 2016 including the establishment plan
11. Decision of the Management Board on the Working Group on Budget and Accounts
12. Headquarters agreement -
13. Any other business

## Main results of the meeting

The 61<sup>st</sup> extraordinary Management Board meeting was held on 18 - 19 October 2016 in Warsaw.

The Management Board was updated on the latest developments and briefed about the European Border and Coast Guard launching event in Bulgaria at the Border Crossing Point Kapitan Andreevo on 6 October 2016 as well as about the Coast Guard exercise in Split, Croatia, on 10 October.

The Roadmap for the implementation of the new Frontex Regulation with the updated priorities and timelines was presented to the Management Board. The document will be updated on an ongoing basis, reflecting the progress and outlining possible changes to the initial plan.

Information on the Complaints mechanism as set up by the Executive Director's Decision (No 2016-106), foreseen in Art. 72 of European Border and Coast Guard Regulation, was provided.

The Management Board discussed different elements of the vulnerability assessment methodology including the pilot project to be launched next year with the selected MSs, took decision adopting the vulnerability assessment methodology and agreed on further steps.

The Management Board adopted the decision on the profiles and the minimum number of border guards or other relevant staff that correspond to those profiles to be made available for a rapid reaction pool of the European Border and Coast Guard Teams, as well as approved the amendment of the Decision 08/2016 adopting rules relating to technical equipment, including the Overall Minimum Number of Technical Equipment to be deployed during operational activities coordinated by Frontex in 2017.

The Director of the Capacity Building Division provided an update on the state of play concerning Working Arrangements with some Western Balkan countries, as well as concerning ongoing negotiations for the conclusion of new Working Arrangements. The Management Board was asked to reply in writing concerning priorities for the future deployment of a Frontex Liaison Officer to the Western Balkans.

The Management Board approved the decision on the deployment of a Frontex Liaison Officer to West Africa, to be posted in Niamey, Niger, as well as on the priority regions for the deployment of Liaison Officers in 2017 in addition to the existing regions.

Discussion was held on the organization of work of the Management Board in the future. The structure of the agenda will be modified and tested already at the next Management Board meeting. A first information on the new concept will be also presented at the November Management Board meeting.

Information on the allocation of the 'front loaded' posts was provided by the Agency - the recruitment for Contract Agents and Seconded National Experts can be initiated. A decision was taken by the Management Board adopting amendment N1 of the Budget 2016 (entry into force of the amendment N1 only after adoption of the relevant amendment to the general budget 2016 by the Budgetary Authority).

The decision of the Management Board on the new concept for the Working Group on Budget and Accounts was adopted. Management Board Members were invited to nominate candidates for the membership of the Working Group by 28 October 2016.

The Management Board was updated on the state of play regarding the Headquarters agreement. Negotiations have progressed and will be intensified taking into consideration that 7 April 2017 is the deadline for the conclusion of the Headquarter agreement with the Polish authorities.



**MINUTES  
OF THE 62<sup>nd</sup> MEETING OF THE MANAGEMENT BOARD  
23-23 NOVEMBER 2016 IN WARSAW, POLAND**

**List of attendance**

Mr Marko GAŠPERLIN - Chairman of the Management Board

Mr Robert STRONDL (Austria - AT)

Mr Wald THIELEMANS (Belgium - BE)

Mr Svetlan KICHIKOV (Bulgaria - BG)

Mr Giljo TOIĆ SINTIĆ (Croatia - HR)

Mr Petros ZENIOU (Cyprus - CY)

Mr Martin VONDRAŠEK (Czech Republic - CZ)

Mr Per FIIG (Denmark - DK)

Mr Joosep KAASIK (Estonia - EE)

Mr Ilkka LAITINEN (Finland - FI)

Mr Benoît BROCARD (France - FR)

Mr Ralf GÖBEL (Germany - DE)

Mr Antonios VIDALIS (Greece - EL)

Mr Zsolt HALMOSI (Hungary - HU)

Mr Ólafur Helgi KJARTANSSON (Iceland - IS)

Mr Michael GRIFFIN (Ireland - IE)

Mr Giovanni PINTO (Italy - IT)

Mr Vladimirs ZAGUZOVS (Latvia - LV)

Mr Uwe LANGENBAHN (Liechtenstein - LI)

Mr Vygintas KAZIUKONIS (Lithuania - LT)

Mr Thierry FEHR (Luxembourg - LU)

Mr Neville XUEREB (Malta - MT)

Mr Harrie VAN DEN BRINK (The Netherlands - NL)

Ms Ellen AHNFELT (Norway - NO)

Mr Marek ŁAPIŃSKI (Poland - PL)

Ms Luisa MAIA GONÇALVES (Portugal - PT)

Mr Liviu GALOS (Romania - RO)

Ms Martina MATUŠKOVIČOVÁ (Slovak Republic - SK)

Mr Joaquín CASTRO LEÓN (Spain - ES)

Mr Patrik ENGSTRÖM (Sweden - SE)

Ms Julia TERVEER (Switzerland - CH)

██████████ (European Commission - COM)

██████████ (Deputy Director, Governance, Europol)

██████████ (Liaison Officer to Frontex, EASO)

Frontex Executive Director (ED), Mr Fabrice LEGGERI participated in the meeting.

The Secretariat of the Management Board was provided by Frontex.

## List of items debated and/or approved (agenda)

1. Approval of the Agenda
  2. Approval of the minutes of the 60<sup>th</sup> and 61<sup>st</sup> Management Board meetings
  3. Recent internal developments and procedural issues
  4. Presentation of operational situation
    - 4.1 Situation at the EU external borders
    - 4.2 Returns
    - 4.3 Expected developments and resources needs
  5. Decision of the Management Board delegating powers to make non-substantial amendments to the annual work programme to the Executive Director
  6. Decision of Management Board on the deployment of the Frontex Liaison Officer in the Western Balkans
  7. Decision of the Management Board adopting Frontex Application for Return as a rolling operational plan
  8. Programming Documents 2017-2019
    - 8.1 Decision of the Management Board adopting the training portfolio for 2017 (voting includes SACs)
    - 8.2 Decision of the Management Board adopting the plan of operations for 2017 (voting includes SACs)
    - 8.3 Decision of the Management Board adopting Programme of Work 2017 & Multi Annual Plan 2017-2019
    - 8.4 Decision of the Management Board adopting draft estimate of the Budget 2017, including the establishment plan
  9. Draft Programming Documents 2018-2020
    - 9.1 Endorsement and presentation of the key elements
    - 9.2 Decision of the Management Board adopting of the provisional draft estimate of the revenue and expenditure, including the provisional establishment plan for 2018
  10. Pooling of Resources
    - 10.1 General presentation on the pools
    - 10.2 Decision of the Management Board adopting the revised profiles and overall the number of border guards and other relevant staff to be made available for the European Border and Coast Guard teams
    - 10.3 Decision of the Management Board adopting the profile and the number of forced-return monitors, forced-return escorts and return specialists
  11. Vulnerability Assessment
    - 11.1 Decision of the Management Board adopting the vulnerability assessment methodology including objective criteria
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- 11.2 Information to the Management Board on the implementation plan
- 12. Fundamental Rights issues
  - 12.1 Presentation of the Consultative Forum draft Work Programme 2017
  - 12.2 State of play of the preparations of the Consultative Forum Annual Report 2016
  - 12.3 Information on the revised working methods of the Consultative Forum
  - 12.4 Report from the Fundamental Rights Officer
  - 12.5 Presentation of the Fundamental Rights Officer Work Plan 2017
  - 12.6 Endorsement of the complaint mechanism
- 13. Information on the future deployment of Frontex Liaison Officers in Member States in 2017
- 14. External relations
  - 14.1 Information on bilateral operational cooperation between Member States and between Member States and Third Countries
  - 14.2 Cooperation with the Western Balkans
- 15. Headquarters Agreement - discussion on the state of play of negotiations and follow up
- 16. New Working Group on Budget and Accounts
- 17. Information on the first draft of the rules of procedure of the Management Board
- 18. Information on the Frontex Risk Analysis Network and European Union Document Fraud Risk Analysis Network Data Policy
- 19. Report on the implementation of the Frontex Anti-fraud strategy
- 20. Eurosur Implementation - Report by the Working Group on Budget and Accounts
- 21. Information on the outcome of the probationary period of Deputy Executive Director
- 22. Implementation of the Programme of Work 2016 - Budget implementation
- 23. Presentation of the activities by the incoming EU Council Presidency Malta

## Main results of the meeting

The Management Board was updated on the latest developments in the area of international as well as inter-agency cooperation, and briefed about the recruitments. Reference was also made to the ETIAS (European Travel Information and Authorization System) legal proposal by the Commission which would entrust Frontex with a crucial role in the management of this electronic system;

Frontex delivered a presentation on the current operational situation with focus on the situation at the EU external borders, returns as well as on the expected developments and resources needs, covering the period from January to October 2016. A new form of presenting the activities, in a form of booklet, was introduced. DE prepared a draft spreadsheet on Frontex operations and delivered a short supporting presentation, which included an example of the proposed spreadsheet.

Representatives of partner Agencies, Europol and EASO, provided an update on their activities.

Decision of the Management Board delegating powers to make non-substantial amendments to the annual work programme to the Executive Director was postponed for the next MB meeting

The Management Board adopted the decision on the deployment of the Frontex Liaison Officer in the Western Balkans indicating Belgrade, Serbia as the top priority for the deployment of the Frontex Liaison Officer, as a part of the Agency's strategy to further strengthen the cooperation with countries outside the European Union.

Decision of the Management Board on the Frontex Application for Return as a rolling operational plan was adopted to serve as a more efficient and user-friendly tool for the cooperation between the Member States and Frontex in return matters.

The Programming Document 2017-2019 was presented in its current version to the MB; once the opinion of the COM is received, the decision will be adopted by written procedure;

The Draft Programming Document 2018-2020 was presented and the MB adopted decision on the provisional draft estimate of the revenue and expenditures, including the provisional establishment plan for 2018;

The Management Board was updated on the use of Pooled Resources with the focus on the deployment overview, needs assessment of the Rapid Reaction pool per operational area, OMNTE relation to Rapid Reaction Pool, as well as on the deployment of teams and Rapid Border Intervention.

Decision of the Management Board on the revised profiles and overall the number of border guards and other relevant staff to be made available for the European Border and Coast Guard teams was adopted.

It was decided that the decision adopting the profile and the number of forced-return monitors, forced-return escorts and return specialists would be taken in written procedure.

Decision of the MB on the Vulnerability Assessment Methodology was adopted, repealing the previous MB decision on the topic and integrating the points of the previous addendum/objective criteria; information on the implementation plan was provided;

The Chair of the Frontex Consultative Forum on Fundamental Rights presented the draft Work Programme for 2017, revised working methods as well as the Annual Report 2016.

The Fundamental Rights Officer provided an overview of her work plan and activities envisaged under the new mandate, as well as reported on other relevant fundamental rights issues.

The Complaint Mechanism was endorsed by the Management Board as a major development of Frontex in monitoring and ensuring the respect of fundamental rights in Frontex operational activities.

MB was updated on the current state of play with regard to the future deployment of Frontex Liaison Officers in MS and the respective project implementation status.

MB was updated on the state of play regarding the Headquarters Agreement - the pace of negotiations has speeded up and several general negotiations meetings as well as technical meetings are held with the Polish authorities; premises issues are addressed and a presentation by Europol of their housing roadmap was given to polish representatives in September.

The Chair informed about the Member States' nominations for the members of the Working Group on Budget and Accounts, which are FR, IT, EE, DE and SI.

Proposals for future organization of the MB work were presented and further comments are expected by the MS to come up with a first draft of the rules of procedure of the MB.

The Management Board took note on the information on the Frontex Risk Analysis Network and European Union Document Fraud Risk Analysis Network Data Policy.

MT provided an overview of the objectives of the incoming Maltese Presidency, stressing out close cooperation with the current Slovak Presidency for a smooth transition and takeover of tasks.



**MINUTES  
OF THE 63<sup>rd</sup> MEETING OF THE MANAGEMENT BOARD  
8-9 FEBRUARY 2017 IN VALLETTA, MALTA**

**List of attendance**

Mr Marko GAŠPERLIN - Chairman of the Management Board

Mr Robert STRONDL (Austria - AT)

Mr Wald THIELEMANS (Belgium - BE)

Mr Svetlan KICHIKOV (Bulgaria - BG)

Mr Gilio TOIĆ SINTIĆ (Croatia - HR)

Mr Petros ZENIOU (Cyprus - CY)

Mr Martin VONDRAŠEK (Czech Republic - CZ)

Mr Per FIIG (Denmark - DK)

Mr Joosep KAASIK (Estonia - EE)

Mr Jesse SEPPÄLÄ (Finland - FI)

Mr Bernard SIFFERT (France - FR)

Mr Ralf GÖBEL (Germany - DE)

Mr Dimitrios MALLIOS (Greece - EL)

Mr Zsolt HALMOSI (Hungary - HU)

Mr Ólafur Helgi KJARTANSSON (Iceland - IS)

Ms Mary DELMAR (Ireland - IE)

Mr Giovanni PINTO (Italy - IT)

Mr Normunds GARBARS (Latvia - LV)

Mr Stephan GSTÖHL (Liechtenstein - LI)

Mr Renatas POŽĖLA (Lithuania - LT)

Mr Thierry FEHR (Luxembourg - LU)

Mr Neville XUEREB (Malta - MT)

Mr Marty MESSERSCHMIDT (The Netherlands - NL)

Mr Jan Eirik THOMASSEN (Norway - NO)

Mr Marek ŁAPIŃSKI (Poland - PL)

Ms Luísa MAIA GONÇALVES (Portugal - PT)

Mr Costel BUCUR (Romania - RO)

Ms Martina MATUŠKOVIČOVÁ (Slovak Republic - SK)

Mr Juan Carlos ORTIZ ARGUELLES (Spain - ES)

Mr Patrik ENGSTRÖM (Sweden - SE)

Ms Julia TERVEER (Switzerland - CH)

Mr Paul MORGAN (United Kingdom - UK)

██████████ (European Commission - COM)

██████████ (European Commission - COM)

██████████ (Deputy Director, Governance, Europol)

██████████ (Executive Director, EASO)

Frontex Executive Director (ED), Mr Fabrice LEGGERI participated in the meeting.

The Secretariat of the Management Board was provided by Frontex.

## List of items debated and/or approved (agenda)

1. Approval of the Agenda
2. Approval of the minutes of the 62<sup>nd</sup> Management Board meeting
3. Recent internal developments and procedural issues
4. Presentation of operational situation
  - 4.1 Situation at the EU external borders
  - 4.2 Returns
  - 4.3 Expected developments and resources needs
  - 4.4 Presentation of Risk Analysis for 2017
5. Implementation of the new Regulation - state of play and experiences
6. Decision of the Management Board adopting Working Arrangement with EMSA and EFCA
7. Decision of the Management Board adopting the terms of transmission of information to the Frontex Consultative Forum
8. Presentation of the budget implementation of the financial year 2016
9. Presentation of the evaluation plan for 2017
10. Decision of the Management Board delegating powers to make non-substantial amendments to the annual work programme to the Executive Director
11. Programming Document 2018-2020
  - 11.1 Presentation and discussion on Frontex draft Multi Annual Plan 2018-2020 including multiannual budget and staff
  - 11.2 Presentation and discussion on the preliminary draft Programme of Work 2018 and preliminary budget 2018 including contribution from the Working Group on Budget and Accounts
12. International and European Cooperation
  - 12.1 Decision of the Management Board on the mandate to the Executive Director to negotiate a Working Arrangement with Niger
  - 12.2 Cooperation with the Western Balkans
13. Presentation and approval of the Headquarters Agreement
14. Presentation of the draft rules of procedure of the Management Board
15. Outcome of the probationary period of Deputy Executive Director
16. European Travel and Information and Authorization System (ETIAS) - presentation by the Commission

## Main results of the meeting

The 63<sup>rd</sup> Management Board meeting was held on 8-9 February 2017 in Malta. After the meeting a group of the MB members visited the EURFT Catania, Italy, and the hotspot in Pozzallo on 10 February 2017.

The morning session of 8 February was dedicated to the first joint Frontex-EASO Management Board meeting focusing on the implementation and way forward regarding the hotspots, as well as the Agencies' activities in the field of data collection, analysis and information sharing in view of enhancing the cooperation of both Agencies (minutes of the joint session will be made available separately).

The Management Board was briefed about the recent internal developments embracing the change of position of the Director of Capacity Building Division, who joined the Cabinet as Senior Strategic Advisor for Agency Transformation (with the Deputy Executive Director taking up the position ad interim) and the recruitment of the new Head of Pooled Resources Unit to take up the office as of 1 March 2017. In addition the Management Board was informed about re-election of the Consultative Forum Chairs for the period of two years as of 2 February 2017 and updated on current steps undertaken by the Agency and Interpol to further enhance cooperation, including the work on a proposal for an amended Working Arrangement and respective Action Plan.

The Management Board was further briefed about the operational situation at the European Union external borders including key messages on hotspots implementation and return related activities. Also a presentation of Risk Analysis for 2017 was provided.

The Management Board was updated on the state of play regarding the implementation of the new Regulation and the respective Roadmap enabling the Management Board to govern the process towards the full implementation of the European Border and Coast Guard Regulation was presented.

The Management Board adopted the tripartite Working Arrangement between Frontex, European Maritime Safety Agency (EMSA) and European Fisheries Control Agency (EFCA) focusing on coast guard functions, as well as approved the terms of transmission of information to the Frontex Consultative Forum.

The MB took note of the preliminary budget implementation of the financial year 2016 and the evaluation plan for 2017 and adopted the Decision on delegating powers to make non substantial amendments to the annual work programme to the Executive Director, with an additional explanation provided in the meeting's minutes.

The revised programming Document 2018-2020 as well as the preliminary draft Programme of Work 2018 and the preliminary budget 2018 including contribution from the Working Group on Budget and Accounts were presented.

The Management Board adopted a decision on a mandate to the Executive Director to negotiate a Working Arrangement with Niger and was presented with the ongoing and possible future cooperation fields in and with the Western Balkans.

The Headquarters Agreement was presented and approved by the Management Board.

The draft Rules of Procedure of the Management Board were presented and discussed.

The European Commission provided a presentation on the European Travel Information and Authorisation System (ETIAS).

