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Delegations will find enclosed the Frontex draft Programming Document 2018 – 2020.

Programming Document 2018 - 2020

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INTRODUCTION

1. Foreword

Frontex Programming Document 2018 - 2020 (PD 2018 - 2020) forms the umbrella for all strategic planning documents as outlined in the European Border and Coast Guard Regulation¹ (EBCG Regulation).

As strategic planning document the PD 2018 - 2020 is made up by Frontex Multiannual Plan 2018 - 2020 (MAP 2018 - 2020), representing the mid-term strategic business plan of the Agency. The structure of the MAP 2018 - 2020 is in line with the joint statement of the European Parliament, the Council of the EU and the European Commission on decentralised agencies, adopted on 19 July 2012, and follows the guidelines of the Commission as communicated on 16 December 2014, C(2014) 9641 final. Together with the Annual Work Programme 2018, they form Section II and Section III of the PD 2018 - 2020. The budget 2018 is elaborated and displayed in Section IV of the document.

The PD 2018 - 2020 further shows, how the Frontex Mission Statement is translated into multiannual objectives and linked with strategic action areas. Considering the entry into force of the EBCG Regulation on 6 October 2016 and the assignment of numerous new and enhanced tasks, the first half of 2017 will also be used to revise the current Mission Statement.

As strategic document, the PD 2018 - 2020 also aims at outlining the future mid-term strategy and the related activities of the Agency².

The **purpose** of the PD 2018 - 2020 can be summarised as:

- serving as a reference for the development of the annual work programme;
- ensuring transparency, efficiency and accountability regarding the activities of Frontex;
- providing the Management Board with a commonly agreed framework for its undertakings;
- enabling the Executive Director to perform his duties within key objectives and the strategic action areas as established by the Management Board;

The tables and figures contained in the document reflect the status on the 17 January 2017 and might need further validation and adjustment toward the final adoption of the document.

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

² Article 64 of the European Border and Coast Guard Regulation.

2. List of Acronyms

ABB	Activity Based Budgeting
ABM	Activity Based Management
AFIC	Africa/Frontex Intelligence Community
AOD	Assessment of Operational Deployment
ARA	Annual Risk Assessment
BCM	Business Continuity Management
BCP	Border Crossing Point
CCC	Common Core Curriculum
CCG	Core Country Group
CeCLAD-M	Centre de Coordination pour la Lutte Anti-drogue en Méditerranée
CEPOL	European Police College
CPIP	Common Pre Frontier Intelligence Picture
EASO	European Asylum Support Office
EaP	Eastern Partnership
EBCGT	European Border and Coast Guard Team
ECA	European Court of Auditors
EDF	European Union Document Fraud (Project)
EEAS	European External Action Service
EFCA	European Fishery Control Agency
EFS	Eurosur Fusion Services
EIBM	European Integrated Border Management
EMPACT	European Multidisciplinary Platform against Criminal Threats
EMSA	European Maritime Safety Agency
EPN	European Patrols Network
ERIN	European Reintegration Instrument Network
ESP	European Situational Picture
EU	European Union
EUBAM	EU Border Assistance Mission
EURINT	European Integrated Return Management Initiative
EURLO	European Return Liaison Officers Network
Eurojust	European Union's Judicial Cooperation Unit
Europol	European Police Office
EUROSUR	European Border Surveillance System
EUNAVFOR MED	European Union Naval Force Mediterranean
EURTF	European Regional Task Force
FOSS	Frontex One Stop Shop
FR	Fundamental Rights
FRA	Fundamental Rights Agency
FRAN	Frontex Risk Analysis Network
FRO	Fundamental Rights Officer
FSC	Frontex Situation Centre
GIS	Geographical Information System
HR	Human Resources
IAS	Internal Audit Service
IBM	Integrated Border Management
ICT	Information and Communication Technology
ILO	Immigration Liaison Officer
Interpol	International Police Office
IOM	International Organization for Migration
IPA	Instrument for Pre-Accession

JO	Joint Operation
JORA	Joint Operations Reporting Application
MAP	Multiannual Plan
MB	Management Board
MS	Member State
NCC	National Coordination Centre
PID	Project Initiation Document
RAU	Risk Analysis Unit
SAC	Schengen Associated Country
SDO	Senior Duty Officer
SIR	Serious Incident Report
SitReps	Situation Reports
SMT	Seconded Members of the Teams
SNE	Seconded National Expert
SOP	Standard Operating Procedure
SQF	Specific Qualification Framework
TA	Temporary Agent
TC	Third Country
TCM	Third Country Monitor
TDF	Travel Document Forgery
TEP	Technical Equipment Pool
TEU	Treaty of the European Union
TFEU	Treaty on the Functioning of the European Union
THB	Trafficking in Human Beings
UNHCR	United Nations High Commissioner on Refugees
WOB	Weekly Operational Briefing
WP	Work Programme

3. Mission Statement

In line with the increased mandate of the Agency as outlined under 3.4., the Mission and Vision of Frontex have to be revised. Such a revision must be done in close consultation with the Management Board, hence the Agency refrains from inserting a proposal at this stage in time. It is planned to discuss the first draft Mission and Vision during the Management Board meeting in March 2017. After further refinements, the agreed Mission and Vision statement will be included in the version that will be forwarded to the European Parliament for consultation on the multi annual programme and to the Commission to receive the opinion of the Commission on the Programming Document 2018 - 2020

Irrespective of the ongoing work on the Mission and Vision Statement of Frontex (marked by the frames), the work on the Multi Annual Objectives and the annual work programme 2018, as well as the budget 2018 took already into account the enhanced mandate and tasking.

3.1. Mission

Frontex supports, coordinates and develops European border management in line with the Treaties including the Charter of Fundamental Rights of the EU as well as other international obligations.

Frontex supports the Member States³ (MS) to achieve an efficient, high and uniform level of border control in accordance with the relevant EU *acquis* in particular the Schengen Border Code.

Frontex coordinates operational and EU measures to jointly respond to exceptional situations at the external borders.

Frontex develops capacities at Member States and European level as combined instruments to tackle challenges focusing of migration flows, but also contributing to fight cross border crime and terrorism at the external borders.

3.2. Vision

Frontex is the trustworthy European Border and Coast Guard Agency, strengthening the European area of Freedom, Security and Justice.

Frontex is supporting the Members States to keep up their responsibilities by providing operational solidarity, especially to those facing challenges at their external borders.

Frontex is responsible for the concept of Integrated Border Management with a balanced focus on effective border control and fight against cross border crime. The Agency uses effectively all means including enhanced interagency cooperation and cooperation with Non EU and Third countries to fulfil its remit.

Frontex promotes the European border and coast guard culture with the full respect and promotion of fundamental rights as an integral element. Special focus is applied to the right for asylum and international protection and the principle of *non-refoulement*.

Frontex builds the capacities and capabilities in the Member States aiming at develops a functioning European Border and Coast Guard.

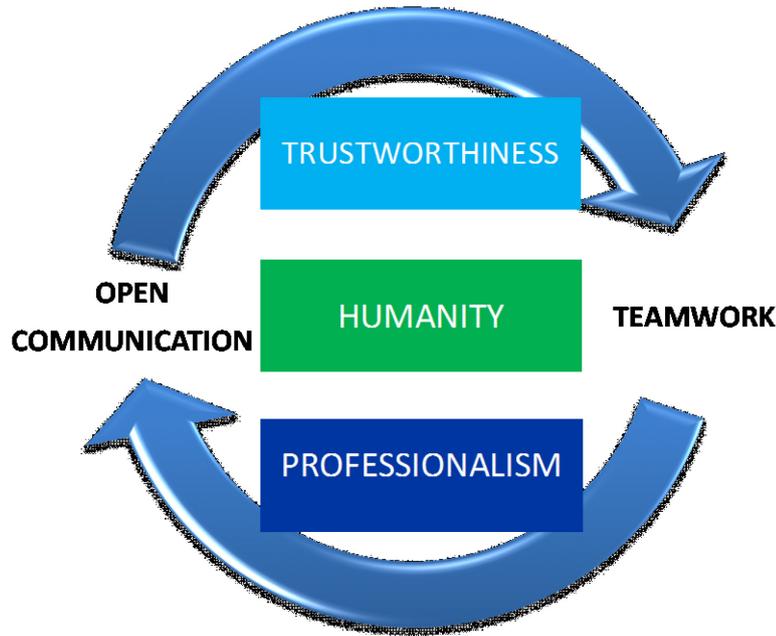
Professional staff and a set of operational and administrative capabilities enable Frontex to add value to the European Union.

Frontex is the preferred provider of operational support on border guarding and coast guarding management to Member States, the Commission and other EU Agencies.

3.3. Values

Within a team-work focused framework, enabled by open communication, the staff members of Frontex share and live the corporate values. Consequently, they perform their activities in a highly professional way. Humanity links the activities of Frontex with the promotion and respect of fundamental rights as unconditional and integral component of effective integrated border management resulting in trust in Frontex.

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



3.4. Mandate

The European Border and Coast Guard Agency is established to ensure European integrated border management at the external borders with a view of managing the crossing of the external borders effectively. This includes addressing migratory challenges and potential future threats at those borders, thereby contributing to addressing serious crime with a cross-border dimension and to ensuring a high level of internal security within the Union in full respect for fundamental rights, while safeguarding the free movement of persons within it.

The European Border and Coast Guard Agency and the national authorities of Member States, which are responsible for border management, including coast guards to the extent that they carry out border control tasks, shall constitute the European Border and Coast Guard.

The European Border and Coast Guard shall implement European integrated border management as a shared responsibility of the Agency and of the national authorities responsible for border management, including coast guards to the extent that they carry out maritime border surveillance operations and any other border control tasks.

The Agency shall support the application of Union measures relating to the management of the external borders by reinforcing, assessing and coordinating the actions of Member States in the implementation of those measures and in return.

To ensure a coherent European integrated border management, the Agency shall facilitate and render more effectively the application of existing and future Union measures relating to the management of the external borders, in particular the Schengen Borders Code established by Regulation (EU) 2016/399.

The Agency shall contribute to the continuous and uniform application of Union law, including the Union *acquis* on fundamental rights, at all external borders. Its contribution shall include the exchange of good practices.

3.5. Tasks

Frontex should carry out its tasks without prejudice to the responsibilities of the Member States with regard to the maintenance of law and order and the safeguarding of internal security in accordance with EU and international law.

The tasks are listed in Art 8 (Tasks) of the EBCG Regulation.

SECTION I - GENERAL CONTEXT

1. Influencing Factors

1.1. Legal Framework

- Treaty on the European Union (TEU) and the Treaty on the Functioning of the European Union (TFEU) as well as the Charter of Fundamental Rights of the European Union, international law and the 1951 Convention on the Status of Refugees;
- The European Border and Coast Guard Regulation;
- The Eurosur Regulation;
- Regulation 656/2014 on establishing rules for the surveillance of the external sea borders in the context of operational cooperation coordinated by Frontex;
- The Schengen Border Code;
- The Staff Regulations and Conditions of Employment of Other Servants;
- The EU Financial Regulations;
- The Return Directive 2008/115/EC;
- Council Directive 2003/110/EC
- Council Decision 2004/573/EC
- Council Decision 2013/488 on the security rules for protecting EU classified information.

1.2. Political Framework

- The future enlargement of the European Union and the Schengen area;
- 'Back to Schengen' Communication;
- The Internal Security Strategy;
- The Global Approach to Migration and Mobility (GAMM);
- The developments after the Stockholm Programme;
- EU Maritime Security Strategy;
- EU Action on Migratory Pressure;
- EU Action Plan on Return;
- EU Action Plan on Smuggling;
- The development and implementation of the Smart Borders Initiative;
- Strategic Directions as expressed in Council Conclusions;
- Joint Statement of the European Parliament, the Council of the EU and the European Commission on EU decentralised Agencies;

- **Common Approach** on EU decentralised Agencies (including roadmap);
- **Commission Decision 2015/444** on the security rules for protecting EU classified information;
- The **political developments** in **Third Countries** of origin or transit for irregular migration;
- Conclusion of **working** arrangements and **readmission agreements**;
- Communication from the Commission to the European Parliament, the European Council, the Council and the European Investment Bank on establishing a new Partnership Framework with third countries under the European Agenda on Migration;
- European Agenda on Migration
- Communication on Enhancing security in a world of mobility: improved information exchange in the fight against terrorism and stronger external borders.
- **Chicago Convention**
- **Tokyo Convention**
- **IATA**

1.3. Economical/Financial Framework

- The **financial situation** within the public sector of Member States, within the EU, and the subsequent austerity measures and '**downsizing policies**';
- Budget Circular of the Commission (17 December 2015);
- Gradual application of **activity based management (ABM)** including **activity based budgeting (ABB)**;
- Impact Assessment as contained in the Proposal for the European Border and Coast Guard Regulation
- Legal Financial Statement.

SECTION II - MULTI ANNUAL PROGRAMMING 2018 - 2020

The following sections were elaborated based on the revised legal framework as expressed in the European Border and Coast Guard Regulation.

In the context of preparing the Agency for the upcoming changes a 'road map' had been developed and the elements of this road map were used for the refinement of the multi annual objectives and the strategic action areas.

The overview summarises the indicators used to measure the achievement of multi annual objectives as described in chapters 1 and 2.

Indicator	WHAT?	HOW?
Compliance/ Implementation Index	<p>Legal compliance of operational and administrative activities;</p> <p>Fundamental rights compliance of operational activities as set in the Charter of Fundamental Rights, the Union and international law</p>	<p>Measure the number of legal claims against Frontex and their 'success rate';</p> <p>Measure the number of SIRs and complaints submitted via complaint mechanisms;</p> <p>Measure the number of IAS and ECA findings and recommendations accepted and implemented in time compared to open recommendations</p>
Contribution Size	What is the overall participation in Joint Operations and Return Operations coordinated by Frontex?	This is measured by the contributions from Member States to Joint Operations in terms of HR and TE compared to the overall number of resources used during the operation;
Exceptions Index	How many deviations from the rules and regulations does Frontex make internally including those related to access to international protection and right to asylum?	This is measured by the overall number of exceptions recorded
Flexibility Index	To what extent are activities coordinated by Frontex adaptable changing operational needs? Do they meet the requirements under EU and international law, including access to international protection and non-refoulement?	<p>Measuring the average time passed from the moment of recognising the event or trend resulting in the request or recommendation to start the operation and the actual start of the operation - including changes; and assessing from a qualitative point of view the assistance provided</p> <p>Measuring timely set up of referral mechanisms and receptions centres in places expected to be on the migrants routes</p>
Implementation Level	To what extent are the products and services of Frontex beside common practices and standards implemented/used by MS and/or TC beyond other customers?	This is done by comparing the number of potential products and services of Frontex in addition to the standards with the one of actually used/ implemented products, services and standards of Frontex.
	The purpose of this indicator is to assess the effectiveness of strategic and operational planning;	Measure the number of changes to the plans not externally driven;

Satisfaction Level	To what extent are external customers satisfied with products and services of Frontex (P/S)?	Value the level of satisfaction specifically on RAU P/S. KPI refers to P/S specifically made for external customer.
Solidarity Index	To what extent are home Member States involved in operation(s) compared to hosting Member States?	This measures the ratio of the overall number of resources (HR and TE) deployed and financed compared to the overall number of resources provided (and financed) by the hosting Member State;
Usage Level	To what extent are P/S provided used in the decision making processes?	This is done by assessing/comparing the numbers of P/S receivers (distribution) and users;
	To what extent is Frontex used as information hub disseminating information and influencing different decision making processes?	Measuring the number of users and information volume exchanged (Push/Pull);
	To what extent is Frontex building interoperability among MSs and TCs through successful introduction of common practices/standards?	Comparing the number of recipients of products(potential users) with the number of actual user of the products;
	To what extent does the Agency make use of recommendations (lessons learned) received after an evaluation (implementation); To what extent the recommendations are used to adapt training portfolio including the one on fundamental rights	Number of recommendations implemented in line with agreed action plan Number of proposed specific trainings
Vigilance - Index ('watchful')	Do JOs and the information gathered during implementation significantly contribute to the ESP and the CPIP?	Create a ratio of information from JOU to ESP and CPIP compared to the overall information provided and used;

1. Multi Annual Objectives

Even in the light of the new and enhanced mandate the following four multi annual objectives (with descriptions) are seen as compliant:

ID	AWARENESS	Indicator ⁴
A1	Information management is carried out comprehensively and all layers of the European Situational Picture as well as the Common Pre-frontiers Intelligence Picture on migration and crime at EU external borders are maintained effectively .	Usage Level Vigilance Index ('watchful')
A2	MSs and SACs are supported with comprehensive risk analysis services and products, serving as a basis for targeted operational cooperation and also meeting the needs of the European institutions.	Satisfaction Level Usage Level
A3	Migration management support teams consist of, where necessary, staff with expertise in specific areas (e.g.: child protection, trafficking in human beings, protection against gender-based persecution and/or fundamental rights).	Usage Level

⁴ Glossary Table as presented in Agenda Point 6 Explanatory Note on the 58th Management Board Meeting, 30-31 March 2016.

ID	RESPONSE	Indicator
R1	Targeted and protection sensitive operational responses at sea-, land- and air borders, and return related activities are provided in a timely and sustainable manner to assist Member States providing border security and add value by <ul style="list-style-type: none"> - strengthening the border management capacity of Member States under specific and disproportionate pressure; - enhancing proactive multipurpose and protection sensitive flexible responses at external borders; 	Flexibility Index
R2	Adequately trained human resources and technical solutions and equipment are made available to joint operations and return operations in a timely manner and cost effective way according to the plan.	Contribution Size
		Solidarity Index
		Pool Utilisation (Human resources and TEP)
R3	Members of the teams fully respect fundamental rights and the principle of non-discrimination, in the performance of their tasks and in the exercise of their powers in all operational activities	Compliance Index

ID	DEVELOPMENT	Indicator
D1	Working practices, competences and technical capacities are improved and harmonised at European level with the support of the comprehensive and integrated portfolio of support activities, products and services of Frontex. Interoperability is achieved through common standards developed in cooperation with Member States. Operational capacity building in MS especially supporting implementation of the EURTF and hotspots concepts while contributing to establish/augment operational infrastructures by deploying relevant equipment, containers-offices, providing workshops, etc.	Usage Level
D2	Such 'European best practices' in border and crisis management and training, in line with the EU concept of IBM, are maintained, promoted and delivered to MSs and other stakeholders, especially in situations which have an impact on EU border security.	Implementation Level

ID	PERFORMANCE	Indicator
P1	Tasks empowered to Frontex are organised and implemented in compliance with applicable law, the mandate, fundamental rights and subject to an internal control system and external oversight and scrutiny.	Compliance / Implementation Index
P2	Relevant findings of evaluations are appropriately taken into account when developing the functioning of the organisation.	Usage Level
P3	Actions are prioritised during the annual planning, and adjusted or reviewed according to pre-defined criteria whenever deemed necessary;	Implementation Level (annual work programme and Operational Plans)
P4	Human and financial resources are managed in line with guiding principles provided by the legislator and political authorities.	Exceptions Index

2. Strategic Direction

Along the lines of a possibly enhanced Vision also the strategic position and direction of Frontex might have to be reworked.

The strategic direction of Frontex is determined by following aims while striking the balance between immediate emergencies and long term projects:

1. **Establishing and enhancing an operational and technical strategy for the European integrated border management in order to address migration and security issues by**
 - Utilising the multi-purpose character of joint operations including the hot spot approach and operational capacity building to better contribute to the effective integrated management of the EU/Schengen external borders and the management of migration flows as well as to the EU Internal Security Strategy by increased cooperation with law enforcement agencies and EU Agencies;
 - Enhancing the support of MS and third countries in combating document fraud and related cross-border crimes;
 - Deepening and developing common spirit, values and practice of the European Border and Coast Guard;
2. **Reinforcing the maritime dimension of the Agency's operational activities by**
 - Implementing common cross-sectoral and cross-border mechanisms for combating risks and threats at maritime domain, supporting authorities carrying out coast guard functions in line with international and EU law, the new regulation, EU MSs as well as with the Commission's Agenda on Migration from May 2015;
 - Developing cooperation with customs authorities at sea;
3. **Enhancing the support provided by the Agency for migration management at the external borders by**
 - Adequate assistance provided to MSs in identification and referral procedures for vulnerable people and/or in need for international protection while performing border control and tackling the related cross-border crime;
 - Realising contingency planning - preparedness for possible emergency situations by developing operational contingency modules used to further improve agility and flexible response capability;
4. **Reinforcing and extending the support provided by the Agency in the field of return by**
 - organising return operations, including voluntary departures, and providing pre-return assistance with a focus on MSs facing specific and disproportionate challenges in return matters;
 - Achieving an integrated system of return management among relevant stakeholders in the field of returns;
5. **Reinforcing and extending the cooperation of the Agency with third countries in the full scope of its mandate by**
 - Consistent and structured cooperation with other EU institutions in the field of Foreign Affairs and external actions (Commission, EEAS, EU delegations);
 - Cooperating with neighbouring and non-EU countries;
 - Developing of a network of Liaison officers posted in third countries;
 - Preparing possible joint operations in the territory of third countries.
6. **Reinforcing and extending the operational and financial agility of the Agency by**
 - Acquiring and using own resources of Frontex (technical equipment and Seconded Members of the Teams);

Using external funding to finance border security related initiatives (e.g. technical assistance projects in Third Countries and research programmes);

3. Strategic Action Areas

Priority Level 1	Priority Level 2	Priority Level 3
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3.1. EUROPEAN INTEGRATED BORDER MANAGEMENT

Description/Objectives	Link to Activity ID	Expected results	Indicators
pending	pending	pending	pending

3.2. COAST GUARD COOPERATION

Description/Objectives	Link to Activity ID	Expected results	Indicators
pending	pending	pending	pending

3.3. JOINT OPERATIONS

Description/Objectives	Link to Activity ID	Expected results	Indicators
Implement European integrated border management via common cross-sectoral and cross-border mechanism for combating risks and threats at maritime domain authorities, and supporting MS authorities carrying out coast guard functions in line with the new regulation, EU Maritime Security Strategy as well with the Commission's Agenda on Migration of May 2015	JOU-2	Enhanced and steered cooperation of coast guard functions in the EU by significant synchronization of activities at maritime domain. Developed maritime intelligence between MS for fighting seaborne crimes. Enhanced integration of information exchange and surveillance data and services.	Satisfaction Level, Contribution Size, Implementation Ratio
Assist the Commission in the implementation of the hotspot approach in the front line Member States and support in coordination of the activities of the migration management support teams, including deployment of European Border and Coast Guard Teams at hotspot areas as well as provide administrative and logistical support for the European Union Regional Task Forces, which is a platform for coordination of the activities of the different actors involved.	JOU-1 to 3	Platform provided for the agencies to intervene, rapidly and in an integrated manner, in frontline Member States facing an existing or potential disproportionate migratory challenge characterized by a significant increase in the number of arriving migrants at the external borders. Member State concerned might request support and assistance to better cope with that pressure. Enhanced exchange of knowledge among officers in order for efficient border security and operational cooperation via exchange of information and identification of risks and threats.	Satisfaction Level, Flexibility Index; Contribution Size

Establishing the mechanism (process) - operational and legal framework - for deploying EBCGT members to key Third countries , as well as for carrying out joint operations, if applicable, with particular focus on those at risk.	JOU-3	Enhanced utilisation of Focal points coordination platform for carrying out JO in gradual manner; Deployment of European Border and Coast Guard teams at key land, sea, air BCP in TC according to standard mechanism (process);	
In view of contributing to an efficient, high and uniform level of border control, Standard Operating Procedures (SOPs) for border guards when dealing with vulnerable persons in the course of Frontex coordinated activities are going to be developed to be used to complement the operational plans, covering all aspects considered necessary for carrying out the joint operation.	JOU - 4	Enhanced integration of the protection of fundamental rights of vulnerable persons during the course of Frontex coordinated operational activities (including in third countries).	Satisfaction Level, Flexibility Index; Compliance Index
The European Border and Coast Guard teams shall guarantee protection of fundamental rights in the performance of their tasks in all joint operations. In case of non-compliance, team members may be subjected to external and/or internal measures.		Enhanced compliance of the teams in the exercise of their powers with the Charter of Fundamental Rights of the European Union and code of conduct, Union law and international treaties. Enhanced accountability and transparency of the European Border and Coast Guard Agency	Compliance Index Performance Index
Implement European integrated border management by launching and coordinating multipurpose joint activities that sustain the operational presence in areas at the external borders exposed to specific and disproportionate pressure as assessed by risk analysis and Eurosur impact assessment as well as facing significant security concerns and other uncertainties.	JOU-1 JOU - 3 JOU - 4	Enhanced Frontex contribution to the EU Policy Cycle/EMPACT Priorities such as "Facilitation of Illegal Immigration", "Trafficking Firearms" as well as the EMPACT Priority targeting the Excise Goods fraud and smuggling, and identity and credit card fraud; Enhanced customs-police collaboration at the external borders and contribution to the Joint Action Days organized by Members States and cooperation with the EU Police and Customs Coordinating Centres network Enhanced operational cooperation with INTERPOL contributing to a common achievement of objectives via parallel and coordinated joint operations (implemented in EU by the European Border and Coast Guard and at other continents by INTERPOL)	Contribution Size Flexibility Index; Implementation Ratio
Further optimise the use of Frontex budget for operational purposes and to increase the intensity and flexibility of operational activities by: <ul style="list-style-type: none"> • optimising the use of participating Member States' Technical Equipment, and well trained members of the pools; • better analysis of operational needs, gap analysis and identification of options to close the gaps; • Using own technical equipment of Frontex; • co-financing host Member State's additional operational activities that establish the core infrastructure for the management of joint operations; 	FSC-1 PRU - 1 TRU - 2	Enhanced operational cooperation by increase capacities in the operational areas resulting in full coverage of 'high risk' areas	Flexibility Index; Satisfaction level Pool Utilisation; Implementation Level; Usage Level

<ul style="list-style-type: none"> making full use of projects and products contribution to Eurosur implementation; <p>Further enhance and sustain operational cooperation with relevant partners as well as Third Countries through tailored activities/ JOs;</p>			
Develop operational contingency modules in the event of emergency situations by reinforcing/modifying ongoing operational activities or launching new joint operations thus ensuring enhanced operational capacity adding EU value in situations of specific migration pressure or security threats, including procedures for vulnerable persons;	JOU-7 PRU - 1	Increased capacities is reflected in decreased response time to changing operational needs as expressed by the Member States Unified and joint coordination and operational management at maritime domain at EU level enriching situation awareness and reaction capability of MS leading to cost-effective use of resources	Satisfaction Level, Flexibility Index; Usage Level
To provide technical and operational assistance to MS and TC in support SAR operations for persons in distress at sea during Agencies coordinated JO's	JOU-1	Closer cooperation established between operational (ICC/NCC) and respective SAR management (MRCC's) structures Operational advise provided to relevant MRCC's Complete readiness of assets deployed by Agency to provide direct rescue service	Flexibility Index Implementation Ratio
Monitor whether the respect for fundamental rights, access to international protection and the principle of non-refoulement are guaranteed during the operational activities by the participating Member States and the Agency	FRO	Enhanced compliance of operations with fundamental rights and the principle of non-refoulement. Enhanced accountability of the European Border and Coast Guard Agency	Compliance Index
Benefiting from the outcome of the implementation of a pilot project 'Enhanced cooperation of coast guard functions in the EU' including improved cooperation of cost guard functions in the EU.	JOU-2 IEC-9 PRU-1 RIU-2	Considering lessons learned from the pilot project in to further activities of the Agency Deployment of law enforcement officers in Frontex coordinated operational activities regardless of organisational background of officer or equipment	Usage Level Contribution Size
Further develop a system to identify, collect, elaborate and disseminate best practices by implementing functional strategies and delivery of services contributing to significantly enhance MS capacities;	JOU-6 PRU - 2 RIU - 1	Enhanced operational cooperation Enhanced exchange of information	Contribution Size Implementation level
Facilitate operational cooperation by ensuring effective coordination with any existing Member State local or regional liaison officers (e.g. ILOs) outside the EU;	JOU-6 IEC-2 JOU - 3	Enhanced exchange of information Set up of an operational networking mechanism between Frontex Liaison officers linked with Regional Liaison Officers and Frontex adviser/observer deployed to Third Countries.	Contribution Size (ILOs in Frontex operational activities)
Contribution with nominated Schengen Evaluators to the COM lead Schengen evaluations as appropriate	JOU-6 RAU-2	Nomination of relevant JOU experts to take part in Schengen Evaluations of MS	Usage Level

3.4. RETURN ACTIVITIES

Description/Objectives	Link to Activity ID	Expected results	Indicator
Organise, promote and coordinate at technical and operational level return-related activities of MS to achieve an integrated system of return management among competent authorities of MS and relevant authorities of third countries and other relevant stakeholders.	RSU-1 TRU-3 IEC-5 and 6	Enhanced cooperation between Frontex and the EU funded programmes, their networks and COM leading to build synergies and to achieve a coherent and effective system on integrated return management. Coordinated and structured collaboration with and among Member States in order to further develop, strengthen the response to return needs	Contribution Size
Provide technical and operational assistance to MS subject to particular pressure on their systems: a. Interpreting service b. Information on third countries of return c. Advice on the implementation and management of return procedures d. Advice and assistance on activities to ensure the availability of returnees for return purposes and to avoid that returnees abscond	RSU-1	Establishment of a pool of interpreters/provider of interpreting services. Regular contributions to knowledge store established in an IT system on return with relevant practical information on third countries of return and with involvement in its development. Use of the expertise of Frontex' staff and MS' return specialists to review existing procedures in the requesting MS, identify obstacles and barriers (in the processes such as identification, acquisition of travel documents and return). Gathering of information and best practice from other MS. Afterwards recommendations made on both organisational and procedural level for improvements leading to more effective return procedures. Use of the expertise of Frontex' staff and MS' return specialists to review existing procedures in MS. Information gathering (e.g. alternatives to detention, detention periods) and best practice from other MS through the pre-return activities network (PRAN), e.g. via a query, in a dedicated workshop.	Usage Level
Further development of a Share Point application FAR (Frontex Application for Return), to allow MS to request assistance in the field of both return and pre-return, Frontex would coordinate or initiate the organization and implementation of return-related activities.	RSU-1	FAR (Frontex Application for Return) in place to provide assistance in the field of both return and pre-return	Satisfaction Level; Usage Level
Provide support to the Member States on consular cooperation for the identification of third-country nationals and the acquisition of travel documents, without disclosing information relating to the fact that an application for international protection has been made.	RSU-1	Improved capability of MS in getting identification document for migrants to be returned Potential improved number of returns carried out by MS in cooperation with FX	Satisfaction Level
Enhancing the support in organising joint and national return operations, including voluntary departures, with a focus on MSs facing specific and disproportionate challenges;	RSU-1	Assistance to MS in both national and joint return operations, including collecting return operations. Possibility to provide assistance in return operations carried out by scheduled flights too. Increased number of return operations from MS, which are facing	Implementation Level

		particular challenges with regard to their return systems, in particular MS with established hotspots	
The Agency shall constitute, from the pools of forced return monitors, forced return escorts and pool of return specialist, tailor-made European Return Intervention Teams (ERIT) for deployment during return interventions.	RSU-1	Established and deployed ERIT upon request of MS; Standard operational procedures for return interventions;	Pool Utilisation
Further enhanced pre return activities - acquisition of travel documents, cooperation with embassies and consulates, operational coordination of EURINT and other EU funded return-related programmes, support to MSs by building return capacity (targeted specialized trainings, organisational capacity for return matters);	RSU-1 TRU-3 PRU-3 IEC-5-6	Increased return capacity in Member States; the return process is more efficient with a more coherent response to needs addressing the ultimate aim of quicker issuance of travel documents; Support of MS in the organisation and coordination of third country identification missions	Flexibility Index; Contribution Size
Monitor whether the respect for fundamental rights, the principle of non-refoulement, and the proportionate use of means of constraints are guaranteed during the entire return operation by the participating Member States and the Agency	FRO	Use of the pool of forced return monitors upon request of MS; Reporting of the monitors to the Agency on the compliance of return operations with the fundamental rights and the principle of non-refoulement and on the use of means of constraints. Availability and use of monitors' reports for the evaluation of return operations, investigation of possible complaints and alleged violations of fundamental rights related to return operations.	Pool Utilisation Compliance Index

3.5. ANALYSIS

3.5.1. Risk Analysis

Description/Objectives	Link to Activity ID	Expected results	Indicator
Personal data processing for risk analysis and for migration management To continue processing personal data on suspects for the purposes of risk analysis. To establish effective and legally compliant processes covering the extended scope of personal data processing, as outlined in the EBCG Regulation.	RAU-05a and 05b	Personal data and contextual analytical information transmitted to Europol, Eurojust and Member State authorities where necessary for use in accordance with their respective mandates. Change initiatives launched for the extension of personal data processing for risk analysis and to cover personal data processing for migration management.	Usage Level
EU and thematic analysis RAU provides for a wide range of analyses supporting activities and policies at Frontex and EU level on key irregular migration and border security aspects, including return, document fraud, cross border crime and terrorism.	RAU-01 RAU-06 RAU-07	Drawing regular and ad hoc reliable analysis on the irregular migration situation at the external borders of the EU.	Satisfaction Level; Usage Level
EU Borders Risk Analysis Networks and Methodologies To provide and consolidate the platforms for the exchange of actionable information, knowledge and analysis enabling Frontex, Member States, and other participating EU entities to experience being part of the most up to	RAU-01	Frontex Risk Analysis Network (FRAN) and its extension European Union Document Fraud Network (EDF-RAN) serve the needs of Member States and Frontex as the platforms to share information for risk analysis and carry out joint analytical work. FRAN continues to contribute to both general and in-depth situation awareness at EU	Contribution Size; Satisfaction Level; Flexibility Index

<p>date situational awareness system. Operationalisation and support to implementation of Common Risk Indicators. To enhance the applicability of common risk analysis methodology across the EU.</p>		<p>level. Analytical work on secondary movements within Schengen area and on-related aspects is incorporated fully in regular risk analysis products. Update of CIRAM and rollout of the updated CIRAM.</p>	
<p>Regional analysis To cover all aspects of border management including security threats, cross-border crime including terrorism, where relevant and expand the existing regional Risk Analysis Networks (RANs) as well as establish new ones in order for the Agency to carry out risk analysis as regards all aspects of integrated border management; structured, regular and secure analytical cooperation with key countries of origin and/or transit as required.</p>	RAU-02	<p>Expansion of the scope of the data collection implemented where relevant within regional RAN Expansion of the AFIC to cover new countries, possible establishment of sub-regional AFIC groups (e.g. East Africa, West Africa, North Africa) Establishment of new regional RAN.</p>	Satisfaction Level; Usage Level
<p>Third Country Monitoring Capacities Development of a pre-warning mechanism to analyse the situation in relevant third countries, such analysis will be part of risk analysis and European integrated border management.</p>	RAU-02	<p>Review and further development of the existing third country monitoring methodology (TCM) to support knowledge on return related aspects and cross-border crime dimension.</p>	Satisfaction Level
<p>Third Country Analytical Networks To continue developing the third country monitoring services and products, including production for the analysis layer. To continue identifying and expanding new possible information sources.</p>	RAU-02	<p>Produce up to date situation awareness on the illegal migration and border security situation on Third Country hot spots considered a priority to Frontex, Member States and at EU level.</p>	Satisfaction Level; Flexibility Index; Contribution Size (ratio of third countries in Frontex led frameworks);
<p>Operational Analysis products, services and networks To further enhance the quantitative and qualitative information gathering for the purpose of situation awareness in joint operations and provide the right justifications and recommendations for ensuring that the operational response of the Agency is able to adapt to the changing phenomena and challenges.</p>	RAU-03	<p>The Assessment for Operational Deployment and other risk analysis inputs (incl. TFA) providing adequate information for intelligence - led preparation of ABN (AOD) and planning of specific JOs (TFA). Risk Analysis inputs monitoring the developments in the operational area creating situation awareness that allows adapting the operational response to the changing JO/PP environment. RA networks to monitor the trends, risks and threats at the air borders to facilitate adequate operational response.</p>	Contribution Size; Satisfaction Level; Flexibility;
<p>HUMINT Specific new initiatives, such as intelligence operations, will be developed in order to foster the capacity of acquiring and utilising human intelligence on the spot, in the full respect of the legal framework and human rights.</p>	RAU-04	<p>Creation of a reliable HUMINT network that covers all significant actors and layers. Human intelligence gathering activities in line with specific intelligence needs for risk analysis.</p>	Satisfaction Level; Usage Level

Data Management The implementation of a Data Management framework aims at facilitating the introduction into the intelligence cycle of the processes, policies and solutions to govern, protect, maintain and use of existing and new Risk Analysis-managed datasets	RAU-08	Increased interoperability in the field of risk analysis, achieved through increased and enhanced systematic collection, processing, visualisation and analysis of all types of data and information, quantitative and qualitative, from a variety of sources. Risk Analysis networks to monitor new trends, risks and threats at the air borders to facilitate adequate operational response.	Usage Level
GIS for Risk Analysis Management and enhancement of the Risk Analysis GIS Portal capabilities to support the fulfilment of regular and new complex analytical tasks: Vulnerability Assessments and the Processing of Personal Data. Delivery of earth observation services for irregular migration and cross-border crime.	RAU-08	Enhanced quality of risk analysis as result of multiple GIS based data and information available and usable as sources for risk analysis outputs. Access to latest developments on methodologies related to risk analysis.	Satisfaction Level Usage Level
Support to EU Policies and Regulations To provide analytical and other expertise to support EU institutions, in particular the European Commission, by continuing to support the implementation of relevant regulations and policies, contribute to the establishment of evaluation and monitoring mechanism with regard to the application of the Schengen acquis.	RAU-06	Analytical contributions to the EU Policy Cycle, including the input to High Impact Operations, are delivered in line with agreed planning. Frontex risk analysis expertise contributes to the success for planning, implementation and evaluation of Presidency Operation, and other risk-analysis activities implemented by the Presidency, as relevant. Risk Analysis inputs to EU level policies as required, including Schengen Evaluation Mechanism.	Satisfaction Level; Flexibility Index
Risk Analysis EUROSUR specific products and services To continue providing the relevant products and services for the CPIP/ESP Analysis Layer while keeping the internal and external stakeholders informed on developments To provide relevant framework for the satellite imagery services under Copernicus Delegation Agreement	RAU-10	Member States take part in and are sufficiently informed and have the possibility to inform the developments of the analysis layer, ensuring thus that the developments are in line with their needs. Analysis layer users have access to increased situation awareness through updated analytical products and the possibility of requesting earth observation services.	Contribution Size
Attribution of impact levels to border sections	RAU-03 RAU-10	Verify regularly and, if needed, adapt impact levels attributed to border sections; Current impact levels match situation faced at the border section	Flexibility Index

3.5.2. Vulnerability Assessment

Description/Objectives	Link to Activity ID	Expected results	Indicator
<p>Vulnerability Assessments (baseline, simulation, and emerging threat) elaborated and disseminated as required, enabling and together with recommendations on necessary measures to be taken by Member States. Liaison Officers⁵ contribute to the vulnerability assessment processes as relevant.</p> <p>To develop and deliver training for those involved in assessing vulnerabilities.</p>	<p>RAU-09 TRU-3</p>	<p>Fully fledged implementation of vulnerability assessment methodology, in regular consultations with Member States. Dissemination as required in the Regulation.</p> <p>Trained vulnerabilities assessors.</p>	<p>Satisfaction Level; Usage Level</p>
<p>Prepare risk analysis by the Agency that shall cover all aspects relevant to European integrated border management with a view to developing a pre-warning mechanism including with regard to increased number of asylum and international protection seekers, and persons referred to other protection procedures for vulnerable groups</p>		<p>Ensured protection mechanisms for the vulnerable groups</p> <p>Ensured better border management including asylum and international protection procedures</p> <p>Decreased illegal border crossings</p>	<p>Usage level Satisfaction level</p>

⁵ The functional and administrative allocation of Liaison Officers is subject to further elaborations, building on the experiences made during the initial pilot phases.

3.6. MANAGEMENT OF POOLED RESOURCES

Covering: Rapid Reaction Capabilities

Technical Equipment Pool and

Return Related Pool

Description/Objectives	Link to Activity ID	Expected results	Indicator
To effectively manage Technical Equipment and Human Resources made available to Frontex by MS/SAC for deployment in Frontex coordinated Joint Operations and return activities, including complying with the reporting requirements and analysing the use made of these operational resources.	PRU - 1	Appropriate number and type of human resources and technical equipment is made available for operational activities at the required time to cover the operational needs.	Contribution Size; Alignment Index; Timeliness Index; Customer Satisfaction; Utilisation Level;
To ensure quality of the resources made available for deployment and provide appropriate infrastructure, including policies, processes and procedures for resource management.	PRU - 2	<ul style="list-style-type: none"> - Enhanced quality of the resources and processes to ensure they are appropriate, sufficient, cost-effective and correctly allocated to meet operational needs and legal obligations. 	Alignment Index; Participation Index; Customer Satisfaction;
To acquire technical equipment and services for use during Frontex organized/coordinated activities and provide related logistical support.	PRU - 3	<p>Ensuring that sufficient, efficient and cost-effective technical resources and logistical solutions are available to Frontex to cover all identified operational needs by means of:</p> <ul style="list-style-type: none"> - Procurement procedures in place to acquire its own small and medium size equipment or equipment co-owned by Frontex and MS (focus on IT, mobility and registration); - Services acquired for border control tasks within the existing FWC (e.g. aerial surveillance); - Services for return activities procured (chartering aircraft and vessels); - Services and equipment acquired to provide logistical support for operational areas and hot spots (e.g. transportation services, mobile support infrastructure, office equipment, safety equipment, hygienic products and equipment); - Items to support Frontex activities procured (e.g. FX armbands, vests, caps etc.) 	Product Delivery; Alignment Index; Customer Satisfaction; Timeliness Index;

3.7. TRAINING

Description/Objectives	Link to Activity ID	Expected results	Indicator
Educational Standards (Common Core Curricula): To establish, maintain and develop educational standards from the basic level up to the Master degree based on the Sectoral Qualifications Framework (SQF) for Border and Coast Guarding in the context of integrated border management. Promoting quality assurance principles for learning, development and recognition in the field of border and coast guard education at national and European level.	TRU-1	Harmonised Border and Coast Guard education and training. Updated Common Core Curriculum for Border and Coast Guard Basic Education, aligned with the SQF. Common Core Curriculum for Border and Coast Guard mid-level education, aligned with the SQF. Quality assurance and certification programme.	Satisfaction Level
Pre-Deployment Training: To improve capability, capacity and performance of staff planned to be deployed in Frontex operational activities. Education and training activities focused on the specific needs of the pool members (EBCG - European Border and Coast Guards and ERI - European Return Intervention) aim to increase the effectiveness of multinational forces and their ability to carry out assigned duties effectively, according to the profile defined for their deployment and their obligation to guarantee fundamental rights protection.	TRU-2	Successful delivery and completion of updated profile training via available relevant training resources, exchange programme and exercises	Satisfaction Level
Training Support to Border and Coast Guard Functions: To complement national programmes in Member States/SAC towards having specialised trained professionals to perform border guard activities with common training tools, qualifying national multipliers and trainers.	TRU-3	Successful course delivery and participation in training activities. New and updated training products available for specialised training activities.	Satisfaction Level, Usage Level
Training Networks and Infrastructures: To further develop and maintain supporting networks for training activities including in the maritime field.	TRU-4	Effective cooperation and info-share between Frontex and its stakeholders. Platform for supporting training processes and ICT-enhanced learning	Satisfaction Level, Usage Level

3.8. RESEARCH AND INNOVATION

Description/Objectives	Link to Activity ID	Expected results	Indicator
<p>Harmonization and Standardization of best practices and standards in border control, both operational and technical, in line with existing and future EU measures.</p>	RIU-1	<p>European best practices in border management developed, maintained, promoted and delivered to Member States and other stakeholders of Frontex; Compatibility and interoperability achieved at EU level, where applicable, through the implementation of soft standards and recommendations developed in cooperation with Member States; Specific knowledge and expertise collected in the process of developing best practices and soft standards delivered to support the vulnerability assessment Gaps regarding border management capacities and capabilities identified Specific technical advice and expertise for the establishment of an operational and technical strategy for EIBM delivered; Increased overall efficiency of border control at EU level.</p>	Flexibility Index;
<p>Development- and Technical Assistance to deliver innovative solutions for border management and support the Border and Coast Guards stakeholders with the practical implementation of the border management policies and the evolution of the border control capacities.</p>	RIU-2	<p>Specific technical advice and expertise for the establishment of an operational and technical strategy for IBM delivered; Pilot projects on matters covered by the European Border and Coast Guard Regulation planned and implemented in order to steer the development of innovative and new border and coast guarding capacities and capabilities and to contribute to the implementation of IBM; Innovative solutions (product/technology innovation, process innovations and organizational innovations) for border management, specific advice and expertise that will foster the usage of state of the art technology, including large-scale information systems delivered to Frontex stakeholders; Innovative solutions (product/technology innovation, process innovations and organizational innovations), specific advice and expertise that support the application of Union measures relating to the management of the external borders delivered Capability tools to support decision making and to better target the risks and vulnerabilities associated with deployment of new technologies at BCPs further developed Enhanced capacities of Member States for performing risk based border checks, including by integrating alternative sources of information for traveller assessment; Improved technical capacity of Member State(s) for complying with the obligation of registration and fingerprinting (Eurodac</p>	Flexibility Index; Satisfaction Level; Contribution Size;

		<p>Regulation); Technical assistance supporting the development and operation of a European border surveillance system delivered; Development oriented technical assistance contributing to the implementation of EIBM and in particular to cooperation with third countries in the areas covered by the European Border and Coast Guard Regulation delivered; Increased capacities of EU neighbouring Third Country(ies) to manage cross border flows; Best practices successfully shared with EU neighbouring Third Country(ies) for an increased overall efficiency of cross border flows management; The application of innovative solutions shall be in line with the Charter of Fundamental Rights, Union law and international law especially related to the right to privacy and right to asylum and prohibition of non refoulement</p>	
<p>Technology Assessment of the effectiveness of the border control systems and technologies to support the future acquisition of border management technologies within EU</p>	<p>RIU-3</p>	<p>Enhanced capacity of Member States to perform land, sea and aerial border surveillance thus contributing to improved border security Enhanced operational capacity at EU level through the identification of new communication solutions Increased capacity of the border management community to share sensor data/information at local level Enhanced awareness of the stakeholders of Frontex on the different technologies and systems for border control through the dissemination of the results of the assessments performed; Increased operational border control capacities at EU level;</p>	<p>Flexibility Index;</p>
<p>Border Security Research activities for assisting the EC and MSs in identifying key research themes and in the definition and accomplishment of the relevant Union framework programmes for border security research and innovation activities, including by implementing the parts of the Framework Programme for Research and Innovation which relate to border security.</p>	<p>RIU-4</p>	<p>Increased awareness/knowledge of the Member States and Frontex regarding latest technologies available Increased awareness/knowledge of the Member States/Frontex related to FP7 projects relevant for border security Increased awareness of the Member States/Frontex regarding Horizon 2020 (WP 2014 and WP 2015) projects relevant for border security Collected feedback and ideas on how to steer/improve the content of the border security related projects' developed by industry and/or academia, in order to better serve to the end user's interest Increased capacity of Frontex and its stakeholders to steer European research relevant for border security and thus making it more end-user driven Increased awareness of the Member States/Frontex regarding the state of the art technologies/products for border security Increased technical capacity of Member States for the submission of project proposals under Horizon 2020;</p>	<p>Flexibility Index; Satisfaction Level:</p>

		<p>Better connection between end-user needs and the project definition and deliverables; High quality evaluations of project proposals, including fundamental rights impact. Increased awareness of border management community on methodologies/ methods/ best practices for testing border security technologies; Harmonized approach towards testing of border security technologies. Parts of the Framework Programme for Research and Innovation which relate to border security implemented through:</p> <ul style="list-style-type: none"> - management of some stages of programme implementation and some phases in the lifetime of specific projects on the basis of the relevant work programmes adopted by the Commission, where the Commission has empowered the Agency to do so in the instrument of delegation; - adopting the instruments of budget execution for revenue and expenditure and carrying out all the operations necessary for the management of the programme, where the Commission has empowered the Agency to do so in the instrument of delegation; - provision of support in programme implementation where the Commission has empowered the Agency to do so in the instrument of delegation. 	
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3.9. SITUATIONAL MONITORING

Description/Objectives	Link to Activity ID	Expected results	Indicator
Information Exchange Single Point of Entry - Exit for the purpose to maintain a (close to) real time situational picture.	FSC -5 FSC - 9	Constantly updated European and Pre-Frontier Situational picture	Usage Leve Timeliness index
Crisis Management Support Effective structure and procedural framework in place, including response support.	FSC - 6	Fully developed crisis management framework and structure with quick response mechanisms in place. Crisis management supporting and safeguarding the fulfilment of Agency's tasks.	Flexibility Index Timeliness index Satisfaction Level
Operational media monitoring/social media monitoring Timely delivery of products and services from media and open sources in support of situation monitoring for operational purposes.	FSC - 5	Operational media monitoring products and services supporting swift information exchange and early warning mechanisms. Social media monitoring exploited as source for valuable operational open source information.	Flexibility Index Satisfaction Level Timeliness index
24/7 Duty Service Provision of effective situation monitoring, operational information management and reporting throughout a 24/7 fully-fledged Duty Office service.	FSC - 7	Duty Service effectively monitoring, managing and distributing information around the-clock. Provision on a 24/7 basis to Frontex internal and external stakeholders of a comprehensive situational picture of the EU external borders. Enhanced reaction capabilities for Frontex stakeholders and round-the-clock contact point for Frontex staff.	Flexibility Index Satisfaction Level Timeliness index
Eurosur Fusion Services: further enhancement of services and products.	FSC-1 FSC - 2 FSC - 4	Development, delivery and enhancement of Eurosur Fusion Services (EFS) and service capabilities based on the newest state-of-the-art technologies, Joint Monitoring Operations and incorporation of additional in-situ data sources aligned with the business processes. Increased situational picture and improved reaction capabilities for Frontex stakeholders. Enhancement of existing platforms (including JORA), in line with information exchange needs, in particular for processing classified information and personal data.	Satisfaction Level; Usage Level; Timeliness index
Eurosur Fusion Services: platforms and services integration	FSC - 2	Establishment of a holistic approach incl. for monitoring of the external borders of the EU in full respect for fundamental rights and the principle of non-refoulement. This will include data injection processes, information sharing and situational picture compilation via a single platform.	Implementation Level; Satisfaction Level
Support to EU Policy Cycle To provide situation monitoring services to EU institutions, by supporting the implementation of relevant policies and regulations.	FSC- 1 FSC-2 FSC-3	Situation Monitoring services contributing to implementation of EU policies, in line with stakeholder needs. Situation Monitoring contribution to the EU Policy Cycle, including input to High Impact Operations, by delivering EFS products and services in line with agreed planning.	Satisfaction Level; Usage Level

Support the implementation of Coast Guard Function activities through delivery of Eurosur Fusion Services	FSC - 2	Fusion of services and data from different Agencies and commercial providers, providing integrated real and close to real time situational picture outside (EUROSUR) based on Joint Monitoring Operations and inside of the area of Multipurpose joint operations.	Implementation Level; Usage Level
Coordination of EUROSUR information exchange processes and communication framework	FSC-2	Support communication between the Agency, MS and other external stakeholders (i.e. EUBAM Libya, EEAS, EMPACT, etc.) in line with Art. 53 of the new Frontex Regulation	Usage Level Timeliness index Satisfaction Level
Support to development and delivery of customized information exchange services	FSC-2	Provision of dedicated state-of-art technology services to internal and external stakeholders for enhancement of their situation picture, i.e. customized information exchange platforms.	Usage level Timeliness index Satisfaction Level
Third Country Monitoring Services and products	FSC-1	Delivery of enhanced situation monitoring services and products to all relevant stakeholders for maintaining and establishing a common pre- frontier intelligence picture, incl. the organisation of Joint Monitoring Operations.	Usage Level Timeliness index Satisfaction Level
Support to Hotspot Approach	FSC - 3	Assist the Commission in the implementation of the hotspot approach in front line Member States by providing tailored sets of situation monitoring services under the framework of Eurosur Fusion Services. Support to European Union Regional Task Forces in front line Member States with enhanced situation monitoring and operational information exchange services.	Usage Level Satisfaction Level
Copernicus Delegation Agreement Management	FSC-4	Coordination and supervision of daily activities for the implementation of Copernicus Delegation Agreement (DA)	Satisfaction Level
Alignment and harmonization of Copernicus/EFS activities	FSC-3 FSC-4	Ensure compatibility of Copernicus/EFS business processes and service delivery to avoid duplication of efforts	Satisfaction Level
Coordinate information exchange between EMSA, EFCA and Frontex (in line with Art. 53 of the New Frontex Regulation)	FSC-2 FSC-3	Establishment of multi-dimensional/holistic situational picture based on the products and services received, combined and delivered to stakeholders through EFS.	
Ensure proper and smooth EUROSUR reporting	FSC-3	Coordination of Eurosur reporting processes through collection and fusion of information and alignment of data received from the MS and other stakeholders	Implementation Level Satisfaction Level
Manage and provide European Situational Picture (ESP) and the Common Pre-frontier Intelligence Picture (CPIP) of Eurosur	FSC-1	Coordination of business activities related to the development and implementation of EUROSUR service capabilities to deliver complete ESP and CPIP to Frontex stakeholders. Collection and integration of real time and close to real time operational information from different data sources.	Contribution Size; Usage Level; Satisfaction Level
Operational maintenance of the European Situational Picture (ESP) and the Common Pre-frontier Intelligence Picture (CPIP) of EUROSUR	FSC-5	Providing Events layer Providing Operational layer (joint activity with JOU) 24/7 provision of near-real time information on position, time, status and type of assets involved in as well as up-to-date general information on Frontex JOs, pilot projects and rapid interventions.	Contribution Size (reporting of incidents detected by Frontex (CPIP;

			JO; rapid intervention) and MS (NSP).
Common application of surveillance tools (EUROSUR Fusion Services)	FSC - 1 FSC - 2 FSC- 5	Supply MS' NCCs and Frontex with surveillance services on a regular, reliable and cost-efficient basis Tracking of vessels Monitoring of designated maritime/pre-frontier areas with organisation of Joint Monitoring Operations Environmental information Compliance with data protection rules	Compliance Index; Usage Level
Information and data management for situational picture Enhancement of infrastructure for operational data management. Enhanced processes supporting internal Frontex stakeholders' activities on data management. Enhancement of geospatial imagery information provision and support, for the purpose of a situational picture.	FSC-9	Fully fledged product and service support to Frontex stakeholders for situation monitoring purposes. Statutory staff to replace Guest Officers, for supporting: - Data management and data validation processes. - Situation monitoring processes Enhanced provision of geospatial imagery information from other EU agencies and commercial partners for the purposes of producing and providing to internal (Frontex) and external stakeholders with final products.	Usage Level Satisfaction Level

3.10. INTERNATIONAL AND EUROPEAN COOPERATION

Given the importance of cooperating with non-EU countries and European and international partners as an element of integrated border management, the agency is in the process of developing a multi annual third country strategy. This strategy will be presented to the MB in the course of 2017 and will form the basis for activities in and with third countries and partners in 2018 and beyond. It will define an objective for the Agency's action in third countries and will include a list of principles that guide the Agency's work in this regard

Description/Objectives	Link to Activity ID	Expected results	Indicator
Facilitate and encourage operational cooperation between MS and Third Countries; and cooperate with authorities of third countries with the support of and in coordination with EU Delegations as well as in the framework of Working Arrangements. The Western Balkans and neighbouring Mediterranean countries and also countries identified by risk analysis as major countries of transit and/or origin are priority areas.	IEC-5	Established and/or enhanced Engagement in operational activities as appropriate Structured cooperation via working arrangements Established and/or enhanced contacts with relevant third countries;	Satisfaction Level,
Management and implementation of EU funded technical assistance and capacity building projects in non-EU countries. Consolidate internal capacity to proceed with the acquisition, preparation, implementation and management of additional EU funded projects in priority regions.	IEC-1	Capacity of relevant authorities in third countries improved and operational cooperation and interoperability with the EU MS and Frontex enhanced.	Satisfaction Level
Maintain, develop further and implement a Third Country Strategy for the Agency, which includes coordination and cooperation with EU and international partners and the deployment of Liaison Officers to third countries; follow, participate in and contribute to EU-led initiatives (e.g. CSDP) and other relevant activities regarding cooperation with third countries;	IEC-2	Improved priority setting for the Agency's activities in third countries, in coordination with EU and international partners; Development and enhancing of cooperation and information exchange with partners; Poss. Deployment of additional LOs in third countries. Support office for liaison officers deployed in third countries established and functioning Increased operational capacity	Usage Level
Enhance coordination with EU Institutions and Agencies (Europol, EASO, CEPOL, EU-LISA, Eurojust, FRA, EMSA, EFCA and others) and cooperation with relevant international organisations (UNHCR, IOM, Interpol and others) also in the area of Customs (WCO, DG TAXUD, OLAF CCWP etc.);	IEC-8+9 JOU - 3 JOU - 4	Enhanced efficiency of operational activities, in particular for the development of cooperation in the field of Coast Guards Development of cooperation with partners Participation to EU-Agencies network activities. Support to partners Enhanced presence and visibility of the Agency Test of an INTERPOL/FRONTEX common system for information on travel and identity documents provided to front line control Multidisciplinary operational activities on vulnerable persons in cooperation with civil society organisations (UNHCR, IOM, FRA, EASO, etc.)	

Act as repository to maintain an overview at the Agency level in the areas of cooperation with third countries, EU Institutions/agencies and international organizations. In that context, ensure drafting of background notes, policy papers, briefings etc. and ensure appropriate reporting to internal and external stakeholders (Third country focal points, Commission, EEAS, European Parliament, etc.)	(NEW Proposed Priority) IEC-7	Support to internal and external partners in the decision making process; High quality reports delivered to the partners; Coordinated approach and policies vis-à-vis international partners.	Satisfaction level
Encourage and promote coordinated activities between different national authorities (border guard, coast guard, police, customs, consulates etc.) as well as national and international carriers by involving them in the activities of Frontex;	IEC - 8	Enhanced coordination and synergies between all partners taking into consideration the extended mandate of the new Agency	Satisfaction Level
Promote values of the EU in the cooperation with Third countries as set by the Charter of Fundamental rights, international law and Regulation 2016/1624		Ensured guarantee of fundamental rights protection in all Agency's activities Strengthened functioning of protection mechanisms in third countries	Satisfaction level Usage level Compliance Index

3.11. LIAISON OFFICER IN MEMBER STATES AND THIRD COUNTRIES

Description/Objectives	Link to Activity ID	Expected results	Indicator
Liaison Officers ⁶ (LO) provide an interface between the Agency and National Border Management Authorities. Among other tasks support in the collection of information and monitoring of irregular migration situation. Ensure and strengthen situation monitoring and information exchange with all relevant actors.	FSC-8	Support to the delivery of a constantly updated situational picture, inputs to early warnings, incident reporting, risk analysis, vulnerability assessment and other relevant operational products and services. Facilitated two-way communication between MS and Frontex and regular contacts with MS border management authorities, EURTF and/or other MS structures,	Flexibility Index

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3.12. COMMUNICATION

3.12.1. Information

Description/Objectives	Link to Activity ID	Expected results	Indicator
Update visual and verbal identity of Frontex as European Border and Coast Guard Agency	COM-2	Revised and simplified visual and verbal identity of Frontex.	Implementation Level
Make information about the role and activities of Frontex available in EU official languages.	COM-3	Information about the role and activities of Frontex available in many EU languages.	Multilingual content present on-line; Number of visitors
Improve and streamline production processes for video and multimedia products;	COM-2	Improved and streamlined content production process (text, photo, audio, video, and multimedia).	Content production process implemented
Ensure that the process of organisational changes and staff growth Frontex will be going through till 2020 will receive adequate communication support.	COM-6	Information on change provided on time to Frontex staff; person responsible for organisational change management receives adequate support from communication experts.	Satisfaction level.
Ensure that the staff of Frontex have access to necessary information, so that they are well informed, without being overloaded, and are well aware of the Agency's decision-making process;	COM-5	Internal communication platforms (i.e. modern intranet solution) deployed and populated by quality content.	Internal communication platforms deployed; Number of visitors; Satisfaction level
Provide communication support to Frontex staff and seconded national experts.	COM-5	Frontex staff and seconded national experts with better understanding of communication tools and better communication skills. Quality communication products thanks to communication support provided. Media training sessions for selected members of staff	Quality communication products. Satisfaction level of communication training participants

3.12.2. Press

Description/Objectives	Link to Activity ID	Expected results	
Engage with stakeholders of Frontex in a two-way active communication supported by easy-to-understand, visually attractive information material.	COM-3 and 4	Outreach events organised for different groups of Frontex stakeholders in EU and non-EU countries. Organisation of outreach events and hosting groups of Frontex stakeholders at the HQ and operational areas.	Reputation of Frontex. Number of outreach events participants; Satisfaction level
Strengthen the on-line presence of Frontex with a particular focus on social media.	COM-4	Modernised official website (and other websites) in line with best user-experience practices. Increased social-media presence with quality content, and accurate, consistent information.	Number of social media posts increased; Reach and engagement level
Media relations, including media monitoring		Proactive engagements with international media, including organisation of media events, interviews and visits to Frontex operations. Monitoring of press coverage and impact of messages conveyed by Frontex	
Produce a wide range of communication materials for Frontex website and social media channels		Writing news stories, features stories and hot topics updates. Production of infographics, short videos and animations.	Usage level
Crisis communication		Management and maintenance of Frontex Communication Crisis manual and organisation of periodic Agency wide crisis exercises.	Satisfaction level

3.12.3. PAD

Description/Objectives	Link to Activity ID	Expected results	Indicator
Provide the functionalities of a "Transparency Office"	LAU -3	Ensuring an improved response to increasing number of Public Access to Documents request	Compliance Index Satisfaction Level

3.13. A) FUNDAMENTAL RIGHTS

3.13. B) DATA PROTECTION

The guarantee for the protection of fundamental rights in all Agency's activities is established as a general rule of the functioning of the European Border and Coast Guard. For the effective implementation of fundamental rights the new Regulation enhances the role of the Fundamental Rights Officer to include various new tasks:

Description/Objectives	Link to Activity ID	Expected results	Indicator
Enhance strategic cooperation with the Consultative Forum on Fundamental Rights and consider regularly the inclusion of their recommendations into the activities of Frontex;	FRO - 1-3	Integrated fundamental rights obligations and standards in all Frontex operational activities; Increased awareness and understanding on FR matters New/amended FR Strategy and AP are adopted	Compliance Index Performance Index
Embed the respect and promotion for Fundamental Rights in the culture and activities of Frontex	FRO - 5 FRO - 7		
Ensure the implementation of a Monitoring system for fundamental rights in all agency's activities,		Support establishment of an effective mechanism to monitor the respect for fundamental rights in all the activities of the Agency Monitoring and ensuring the respect for fundamental rights in all the Agency's activities in compliance with the new Regulation	
Functional Complaints' Mechanism	FRO -4	Ensured compliance with the Regulation 2016/1624 Ensured Agency's accountability and transparency	Compliance Index
To provide observations to proposals and evaluations and report on respect of fundamental rights in all Agencies activities, focusing on operational and return matters		Ensured preventive and corrective scope of fundamental rights protection Provide analysis and observations to the evaluations of all activities of the Agency, including return and operational activities, in accordance to the Regulation 1624/2016 Ensured follow up on the progress in the fundamental rights protection in future operations by evaluating impact on fundamental rights of operations and return operations Ensured timely reactions on potential violations of fundamental rights Ensured fundamental rights compliance in third country cooperation activities, focused on operational	Compliance Index
Ensure mainstreaming of fundamental rights in all training curricula developed and delivered by the Agency, with special focus on the Common Core Curricula, the profile training of the members of the teams and the Agency's staff.	FRO - 8	Consultation with the CF and the FRO in the development of the CCC Ensure training on fundamental rights, access to international protection, and where relevant search and rescue and child protection, for border guards from MS who participate in the teams as well as the Agency's staff, prior to their participation in operational activities.	

3.14. GOVERNANCE

Covering: Financial and Corporate Services
 HR and Security
 Legal Affairs
 Information and Communication Technology
 Corporate Planning, Evaluation and Quality Management

Description/Objectives	Link to Activity ID	Expected results	Indicator
Provide financial and procurement services	FIN-1 FIN-3 FIN-5	The compliance with the legal and regulatory framework is ensured. All transactions are timely introduced into ABAC; the revenue is timely collected; financial initiation is supported in complex areas; all commitments and payments are verified; procurement procedures are supported and processed; checks and controls are performed; an efficient financial support environment is enhanced.	Satisfaction level
Provide corporate travel services	FIN-1	Efficient management of corporate travel including the financial aspects of planning, managing and reimbursement of mission costs to staff members and SMT is ensured.	Satisfaction level
Provide miscellaneous corporate support	FIN-1 FIN-6	Administrative support for meetings and conferences, reception supervision, library, office supplies, facility management, expatriate services and administrative ad hoc support is safeguarded.	Satisfaction level
Coordinate the Agency's budget	FIN-2 FIN-4	Budget officer function is secured. Planning, monitoring, coordinating and reporting on provisional and voted budget is efficiently performed.	Satisfaction Level;
Attract and recruit diverse talents with the right competencies, to be deployed at the right time and right place.	HRS-1	The right people selected for vacant posts. Recruitment processes optimized.	Satisfaction level
Optimise the deployment and use of human resources.	HRS-2	Resources allocated according to organisational needs.	Satisfaction level
Engage (commit) and retain staff by developing their competencies through different types of learning and career opportunities; strengthen performance assessment (in view of commitment and contribution).	HRS-3	Staff members equipped with required knowledge, skills and competencies to perform assigned duties. Staff member's performance assessed in line with required management expectations and standards.	Satisfaction level
Provide in partnership professional managerial advice and service oriented solutions as well as development support.	HRS-4	Switch from centralised, reactive, mainly administrative and operational executor to pro-active strategic business partner recognised for contributing value and support to management.	Satisfaction level Usage Index

Provide professional expertise and relevant support in the management of staff rights and entitlements, leave and working time and conditions.	HRS-5	All rights and entitlements executed timely and with legal conformity.	Satisfaction level Compliance Index
Drive and facilitate cultural change through transparent and continuous communication and change management development support and initiatives as well as by acting as a role model.	HRS-6	HR driving change through change needs detection, supporting it by enabling organisational change capacity through recruiting, developing and encouraging staff 's ability not only to adapt to change, but to act as change agents; supporting change processes by transparent and continuous communication through efficient and diversified channels, encouraging social dialogue and a positive working climate.	Flexibility Index
Strengthen HR expertise; review its strategic role and integrated services model, processes and systems ensuring continuous (qualitative) improvement.	HRS-7	HR effectively equipped to qualitatively and efficiently fulfil its role.	Satisfaction level
Implement an up to date HR legal framework and ensure organisational knowledge and compliance.	HRS-8	Legal framework set up and implemented in accordance with Staff Regulation and implementing rules.	Compliance/Implementation Index
Security shall be an integral part of Frontex activities, proactively taken into account at the planning stage.	HRS-9	Potential security vulnerabilities are addressed proactively at an early stage, allowing for the implementation of security measures already in the overall planning of a certain activity.	Compliance/Implementation Index Usage level
Frontex shall have secure premises adequate for performing the full range of tasks, as envisioned in the new regulation.	HRS-10	Physical security ensures that assets-personnel, information and equipment, are adequately protected.	Implementation Level
Frontex shall have a flexible and developed information system for processing of sensitive non-classified information and EU classified information (EUCI).	HRS-11	Information processed in ICT systems is adequately protected and in line with the EU regulatory framework.	Compliance/Implementation Index
Frontex shall closely and actively cooperate with external stakeholders on security matters.	HRS-12	Security cooperation with relevant partners in view of security protection in HQs, EURTFs, Liaison Offices in Third Countries and Member States, hot spots established, taking into account each other's responsibilities. Liaison with EU security counterparts further enhanced in view of contributing to the overall achievement of the Agency's security objectives within the legal framework.	Usage level
Frontex staff shall be security aware and trustworthy.	HRS-13	Staff established as a key element for ensuring adequate security level, in particular with regards to protection of information.	Compliance/Implementation Index
Security shall be delivered by professionals with relevant skills.	HRS-14	Professionalism of security staff ensures that security is delivered in a timely manner and with a required quality.	Compliance/Implementation Index
Security shall make use of technology development in the security equipment.	HRS-15	Use of up-to-date security equipment contributes to the overall security level of the Agency.	Compliance/Implementation Index
Frontex security shall contribute to the business continuity management.	HRS-16	24/7 initial response to emergencies ensured. Security aspects in BCM/BCP implemented.	Flexibility Index

Update and align the regulatory framework in order to support adequately the implementation of Frontex activities;	LAU-2	The legal framework in place enables Frontex to carry out activities effectively.	Compliance Index
Publication of a service catalogue with defined tasks under the "Legal HelpDesk" function and internally assign each function to ensure fast response.	LAU-5	Ensuring a faster response to requests for legal support.	Usage Level
Support the functioning of the Complaints' Mechanism	LAU -4	Support the complaints mechanism in cases admissible against Frontex staff	Compliance Index
Maintain and provide a "Service Catalogue"	LAU -9	Balancing capacity issues in LAU against workload. The service catalogue will assist with prioritisation within LAU	Satisfaction Level; Usage Level
Publication of a Service Catalogue with defined tasks under the "Legal HelpDesk" function and internally assign each function to ensure fast response.	LAU-9	Publication of a "Service catalogue" for LAU, including a helpdesk function	Satisfaction level
Provide technical (ICT) support to operational and enabling areas to maintain and improve the necessary infrastructure for operational and administrative purposes;	ICT-2	Continuity of IT Operations of the listed operational systems and applications for the operational and administrative area is guaranteed	Satisfaction Level; Usage Level
Provide security for the ICT Systems of Frontex;	ICT-1	Keeping ICT security at an acceptable level in the ICT infrastructure and solutions by: - running penetration tests on at least two systems annually - organising on a quarterly basis a roll out of security fixes on all systems - improving detection and management systems	Flexibility Index
Maintain the EUROSUR communication network (ECN)	ICT-1	Enabling information exchange Ensuring secure handling of classified information (EU RESTRICTED) Providing Audio/video conferencing	Satisfaction Level
Continue implementation of recommendations from Art 33 Evaluation	CTL-1	Administrative tasks are executed compliance with fundamental rights	Usage Level
Manage the Division to enhance reporting from working level to senior management;	CG	Informed management at division and unit level	Usage Level
Maintain a document management system, an intranet and a content management system for Frontex;	CG	A functioning, user friendly 'My Frontex' workspace in place including workflows, Intranet and collaboration tools	Satisfaction Level; Usage Level
Implement an automated system for human resource management;	HRS-1	Ensure that all HR-related activities are carried out efficiently and timely: selection and recruitment, entitlements and staff management, training, staff development (including appraisal and reclassification)	Satisfaction Level; Usage Level
Gradually embrace more operational topics	LAU-2	Highest level of legality of operational activities attested by low level of complaints;	Satisfaction Level
Improve the performance and overall management (culture) of Frontex;	QM-3	Frontex reputation was safeguarded and increased	Implementation Level
Maintaining business continuity in Frontex, including ICT solutions.	CTL-3	Full integration with other business processes at the corporate level: Risk Mgt.; Crisis Mgt., Disaster Recovery Mgt.	Flexibility Index Usage Level

		All gaps within the BCM identified and covered. Infrastructure ready and tested and selected application loadable with latest backed-up information; procedure in place to activate the DRS; Documentation produced and updated; set equipment for the crisis team ready. Cost of the housing of the mirror site included.	
Evaluation of operational and enabling activities	CTL-1	Evaluations conducted confirm the compliant and efficient execution of the activities of Frontex; deficiencies identified are remedied;	Usage Level

4. Human and Financial Resources Outlook for years N+1 - N+3

Highlights and main aspects of the past and current situation

The MB approved in November 2016 the estimated revenue and expenditure as well as the proposed Establishment Plan for 2018. For the time being these resources will be respected in this document.

The European Border and Coast Guard Regulation entered into force on 6 October 2016.

With the increase in staff in 2015, 2016 and 2017 targeted at improved management of the migratory challenges, Frontex left the limit set with regard to the evolution of resources of decentralised agencies 2014-2020 COM (2013) 519. Therefore Frontex refers in its multiannual resource planning already to the Commission communication COM (2015) 671. The budget figures from the subsidy already give a good indication of the overall increase, due to the increase in staff numbers a considerable part of this increase may need to be allocated to the payment of salaries.

The staff is allocated on the basis of priorities defined in the description of job profiles which in consequence are oriented to delivering an operational and European added value to the management of the EU external borders.

Frontex will continue to support the Member States and the EU in the areas of situational awareness, management of information exchange, and the provision of risk analysis reports and, analytical products. Frontex will further develop and strengthen the return and pre-return assistance provided to MSs as well as the integrated system of return management at technical and operational level.

Frontex will continue to actively contribute to the development of the professional competence of the border guards of the Member States and Schengen Associated Countries.

Frontex will further develop and optimise the TEP and SMT mechanisms which will be used widely in the coordinated joint operations.

The European Border and Coast Guard Regulation with partly revised mandate and the considerable increase in resources provides guidance for future activities of the Agency.

4.1 Overview of the past and current situation

Expenditures for N-1:

The trend in the budget implementation was initially similar to the one observed in the year 2016. However, due to the unprecedented migratory situation and the subsequent budget amendments both commitment and payment amounts on C1 funds started to increase significantly compared to the previous years.

The migratory situation led to the reinforcement of the operational activities in the Mediterranean. Particular attention was paid to the request of the Council to reinforce the joint operations EPN Triton and EPN Poseidon 2016.

For 2016 two budget amendments were adopted by the Management Board. As a result, the 'frontloading' of post foreseen in the establishment plan for 2017 was enabled, allowing to recruit staff needed for the implementation of prioritised area before the end of 2016.

Other information concerning recruitment policy, appraisal of performance and reclassification/promotions, mobility policy, gender and geographical balance and schooling will be provided in Annex IV. A-E (Table + short descriptive information).

4.2. Resource programming for the years N+1 - N+3

4.2.1. Financial Resources (detailed data provided in tables in Annex II)

EUR million (to three decimal places)

		EUR million (to three decimal places)			
		2017	2018	2019	2020
		COM(2015) 671	COM(2015) 671	COM(2015) 671	COM(2015) 671
EC subsidy ^a	Commitments	281.267	298.286	310.289	322.227
	Payments	281.267	298.286	310.289	322.227
SAC contribution (indicative amount)	Commitments	20.662	21.912	22.794	23.672
	Payments	20.662	21.912	22.794	23.672
TOTAL (indicative amount)	Commitments	301.929	320.198	333.083	345.899
	Payments	301.929	320.198	333.083	345.899

3.2.2 Human Resources

A) New tasks

Having regard to the European Border and Coast Regulation, the Agency has received new tasks. The mandate was amended and consequently new staff will be allocated to the Agency in order to implement the new mandate.

B) Growth of existing tasks

Following the description in point A, the Agency will need to extensively intensify the performance of its operational tasks, which are already within the current mandate. This will require allocation of more staff for efficient performance. Administrative support will also need to be proportionately reinforced.

C) Efficiency gains

Frontex will further amend its organisational structure during 2017. The change will aim at better management of tasks and achievement of assigned and new goals. The revision of the organisational structure of Frontex will have to be adopted by the Management Board during 2017.

D) Negative priorities/decrease of existing tasks

The decrease of existing tasks is not really an issue at the moment, Frontex is expected to be regarded as an Agency with new tasks.

Human resources	2017 Proposed to MB	2018 COM(2015) 671	2019 COM(2015) 671	2020 COM(2015) 671
COM(2013)519 baseline	146	145	145	145
amendments via budgetary procedure 2016 (Amending Letter 2/2016)	60	60	60	60
additional posts for migration crisis (Triton, Poseidon) in Draft Budget 2016	16	16	16	16
modified baseline	222	221	221	221
requested additional posts	130	197	263	329
Establishment plan posts (in headcounts)	352	418	484	550
- <i>Of which AD</i>	261	311	377	443
- <i>Of which AST</i>	91	107	107	107
External personnel (FTE)	303	357	411	465
- <i>Of which contract agents</i>	162	189	217	245
- <i>Of which Seconded National Experts (SNE)</i>	141	168	194	220
Total staff	655	775	895	1015

SECTION III - ANNUAL WORK PROGRAMME 2018

1. Executive Summary

The annual work programme 2018 was revised to reflect the European Border and Coast Guard Regulation. As reflected in the impact assessment presented by the Commission the process towards the full implementation of the new legal framework must be seen as iterative. Accordingly - and reflected in Section II - priorities for the implementation have been set, without jeopardising the ongoing activities.

The European Border and Coast Guard Regulation builds on MSs capacities and responsibilities merged with the significantly increased capacities and responsibilities of Frontex.

With this in mind the annual work programme 2018 foresees increased activities in prioritised areas such as risk analysis, vulnerability assessment, coast guarding and search and rescue, integrated border management, return support, or third country related activities.

By far the biggest part of the expenditures, almost EUR 120m will still be allocated to joint operations and pilot projects. It is expected that the types of operational activities as well as the operational areas will mainly remain unchanged compared to 2017 with focus on multipurpose elements and coast guarding as well as the implementation of the 'hotspot approach'.

As in 2017, an amount will be established to ensure Operational Flexibility; this amount will reach EUR 20.6m; the assignment of this amount will be decided during the implementation based on the development of security threats at the external borders, migratory flow and trend analysis. On top of the Operational Flexibility there will also be a 'financial operational reserve' of at least 4% of the allocation foreseen for operational activities (EUR 9.1m).

For 2018 further enhanced and widened activities provided by the Return Support Unit will be carried out, using an amount of EUR 53m. Monitoring, also including the expenditures labelled as Eurosur expenditures, will amount to EUR 15m.

The direct investments into specific capacity building measures, such as training, research and innovation and management of pooled resources will follow the same trend up to EUR 19.5m in support to increasing operational challenges. Out of this an amount of EUR 9.0 m is foreseen for the acquisition of Frontex Technical Equipment and services.

Due to the increase of staff in the course of 2017 and 2018 the staff related expenditures will increase to EUR 52.1m and also costs related to the renting of the venue and other logistics will increase to EUR 27.5m.

2. Strategic Action Areas in the Annual Work Programme 2018

On 6 October 2016 the European Border and Coast Guard Regulation (EU) 2016/399 of the European Parliament and of the Council and repealing Regulation (EC) No 863/2007 of the European Parliament and of the Council, Council Regulation (EC) No 2007/2004 and Council Decision 2005/267/EC entered into force.

As already applied for 2017, this new Regulation foresees a significant overhaul of the current legal framework and a significant extension of the mandate of the Agency. This is accompanied by a significant increase in human and financial resources made available to carry out the mandated tasks.

The planning for 2018, in line with the planning for 2017, includes enhancements of existing and new tasks that can realistically be implemented and staffed until the end of 2018. The following chapter will elaborate on changes and their consequences from a financial and human resources perspective.

In order to co-finance its joint operations and pilot projects the Agency is still using grants from its budget in accordance with the financial rules applicable to the Agency. During 2018 the Agency might slowly utilise other possibilities to use other financing instruments compliant to sound financial management.

Revised Mandate and Tasking

The **key role of the European Border and Coast Guard Agency** is to establish an operational and technical strategy for the implementation of an integrated border management at Union level, to oversee the effective functioning of border control at the external borders of Member States, to carry out vulnerability assessments, to provide increased operational and technical assistance to Member States through joint operations and rapid border interventions, and to ensure the practical execution of measures in case of a situation requiring urgent action at the external borders, as well as to organise, coordinate and conduct return operations and return interventions.

1. **Situation monitoring and risk analysis** with the capacity to monitor EU external borders, and to carry out risk analysis which is to be applied by Member States and which covers all aspects relevant to integrated border management;
2. Roll-out and execute **vulnerability assessment** by the Agency to assess the capacity of Member States to face challenges at their external borders, including by means of an assessment of the equipment and resources of Member States as well as of their contingency planning and thus to contribute that in the management of the external border by national authorities upcoming challenges are recognized and preventive actions will be undertaken. This also includes assessment of Member States' capabilities to manage increased number of arrivals including referrals for asylum, international protection and protection of other vulnerable groups.
3. Setting up and deployment of European Border and Coast Guard Teams for joint operations and rapid border interventions, the setting up of a technical equipment pool, assisting the Commission in coordinating the activities of the migration management support teams at hotspot areas, and a strengthened role in return, risk analysis, training and research.
4. **Training as a cross-sectoral task** developing and delivering proper training for staff to be deployed, promoting the implementation of the European Integrated Border Management, developing and implementing common educational standards and a quality assurance system as well as providing thematic training support based on needs assessment including in the field of coast guarding.
5. **European cooperation on coast guard functions** with focus, but not limited to developing multipurpose joint operations and cross-sectoral cooperation among the European Border and Coast Guard Agency, EFCA and EMSA as well as other relevant stakeholders.
6. **Mandatory pooling of human resources** by establishing a rapid reserve pool which will be a standing corps composed of a small percentage of the total number of border guards in the Member States on a yearly basis.

7. **Stronger role for the Agency on return** with the established Return Support Unit within the Agency, which should provide Member States with all necessary operational reinforcement to effectively return third country nationals.
8. **Deployment of an own technical equipment pool** by acquiring itself or in co-ownership with a Member State and managing a pool of technical equipment provided by the Member States, based on the needs identified by the Agency.
9. **New procedures to deal with situations requiring urgent action** where a Member State does not take the necessary corrective action in line with the vulnerability assessment or in the event of disproportionate migratory pressure at the external borders, rendering the control of the external borders ineffective to an extent that risks putting in jeopardy the functioning of the Schengen area.
10. **Participation by the Agency in the management of research and innovation activities** relevant for the control of external borders, including the use of advanced surveillance technology such as remotely piloted aircraft systems and develop pilot projects regarding matters covered by the new Regulation.
11. **Liaison officers of the Agency to be deployed to Member States** so that the Agency can ensure enhanced and effective monitoring through its presence on the ground.
12. **Increased cooperation with third countries** by coordinating operational cooperation between Member States and third countries in border management, including the coordination of joint operations, and by deploying liaison officers to third countries, as well as by cooperating with the authorities of third countries on return, including as regards the acquisition of travel documents.
13. **Strengthen the mandate of the Agency to process personal data** by also allowing for the processing of personal data in the organisation and coordination of joint operations, pilot projects, rapid border interventions, return operations, return interventions and in the framework of the migration management support teams.
14. **Reinforcing the promotion of fundamental rights** by setting up a complaint mechanism to handle complaints concerning possible violations of fundamental rights in the course of activities carried out by the European Border and Coast Guard Agency.

Enhanced Financial Resources

For the Agency to adequately address its tasks, in 2018 an additional amount of EUR 18m will need to be added to the Agency's EU subsidy on the top of the amount foreseen for 2017. In particular, those additional financial resources shall enable the Agency:

- to establish the operational reserve allowing to finance the deployment of rapid border interventions. The financial operational reserve should amount to at least to 4% of the allocation foreseen for the operational activities.
- to acquire its own equipment. In this regard, additional resource should be added to the EU subsidy to enable the Agency to finance in the first place the purchase of small and medium size operational equipment.
- to carry out the new task related to the Agency's cooperation with EFCA and EMSA to support "Coast Guard Functions". Details of this cooperation will be clarified in a dedicated pilot project in 2017.
- to reinforce the Agency's cooperation with third countries (including the posting of Liaison Officers) and the involvement of the Agency's in operational activities with neighbouring countries, technical assistance projects, cooperation on return matters, including on the acquisition of travel documents.
- to support the establishment of the complaint mechanism and streamlining other fundamental rights related activities.

Enhanced Human Resources

In the course of 2017, the Agency's establishment plan was reinforced with additional 240 posts to enable it to address the migratory crisis in the most effective manner. However, in order to implement the new tasks provided for in the Regulation, the Agency will need approximately 120 additional posts for 2018.

The resource allocation shown in the annual work programme 2018 has to be understood as tentative and might be adapted due to changed need but also due to experiences gained when implementing new and enhanced tasks during 2017. At this stage the additional staff will be needed to reinforce the following, function and related activities:

- **Return Support;** to manage the increased number of return related activities implemented by the Agency;
- **Joint Operations;** coordinating officers for joint operations, rapid interventions and hotspots at the external borders;
- **Coast Guard Function;** to coordinate multipurpose operations and provide information services and training;
- **Risk analysis;** reinforce the Agency's capacity to perform "vulnerability assessments";
- Deployment and establishment of **Liaison Officers** in Third Countries;
- **Fundamental Rights Officer;** reinforce capacities with the view to perform an adequate preventive role when providing observations to operational plans and evaluations, including return matter and when revising and advising on training and common core curricula, as well as handling fundamental rights complaints respecting the principle of good administration;
- **Pooled Resources;** acquisition of own equipment as well as ensuring its maintenance and manage the existing pools (EBGCTs, technical equipment pool) as well as the new pools (e.g. related to return);
- **Frontex Situation Centre;** enable for 24/7 duty service, deployment of Liaison Officers in Member States;
- **Research and innovation;** steering of activities relevant for the control of external borders, including the use of advanced surveillance technology and the implementation of pilot projects;
- **Training;** to develop and update high quality training products and provide pre-deployment training for European Border and Coast Guard Teams members as well as to staff involved in return-related tasks.
- **International Relations;** further reinforcing the cooperation with the most relevant third countries, including the implementation of technical assistance projects;
- **Governance;** reinforce administrative capacity (e.g. financial management, **human resources and financial management, ICT and legal assistance**);

2.1. European Integrated Border Management

Title	Activity ID	Description/Objectives	Expected results	HR	FR	Indicator
Pending	Pending	Pending	Pending	Pending	Pending	Pending

2.2. Coast Guard Cooperation

Title	Activity ID	Description/Objectives	Expected results	HR	FR	Indicator
Pending	Pending	Pending	Pending	Pending	Pending	Pending

2.3. Joint Operations

The total estimated budget for operational activities (excluding ‘operational flexibility’) is EUR 178.0m. The further breakdown of this amount is shown in the table below. The table below shows a significant increase in financial resources allocated to operational activities. Compared to the resources available at the beginning of 2015 this means a tripling of financial resources to scale up operational activities, mainly within JO EPN Triton and Poseidon. This will be used to reinforce the number of assets and extending the territorial scope of those operations, thus allowing to increase the support delivered to Member States the search and rescue possibilities within the mandate of Frontex and provisions of international law regarding search and rescue.

Types of operational activities	Budget 2016 N2	Budget 2017	Provisional Draft Estimate of Expenditures 2018
Maritime operational activities	104 725 000	102 800 000	98 800 000
Land operational activities	14 000 000	13 845 000	13 845 000
Air operational activities	3 252 000	3 150 000	3 150 000
Return support activities	39 585 000	66 560 000	53 792 000
Sum	161 562 000	186 355 000	169 587 000

Continuation of the Implementation of EU Agenda for Migration 2015

Frontex further upscaled maritime operational activities tackling the main migration routes across the Mediterranean Sea by reinforcing the number of assets and extending the duration as well as territorial scope (where justified by risk analysis) of those operations, thus allowing to increase the search and rescue possibilities within the mandate of Frontex.

As important elements of the maritime JOs the enhanced deployment of EBGCT screening teams and also fingerprinting support teams aims to assist on systematic registration and identification of migrants including documents and security checks in databases as well as debriefing and other activities to fight cross border crime; the implementation takes place mainly, but not only at ‘hotspots’ established following the respective EC concept.

In order to intensively support Italy and Greece having established the hotspots, additional activities are carried out there using the EURTF - embedded in the implementation of JOs - and aiming to strengthen the interagency cooperation on EU level. The cooperation with Europol and Eurojust on combatting facilitated illegal migration and cross border crime is expected to be even more effective since Frontex started to process information containing personal data in 2016; the cooperation with eu-LISA where appropriate on improved use of EURODAC as well as with EASO on contributing to support the asylum process and relocation developed in the context of research and innovation activities complement the implementation of the ‘hotspot approach’. Frontex has allocated additional resources to run the EURTF coordination platform as a service provider and to effectively implement the modules assigned to the Agency in accordance with its mandate.

With regard to enhanced activities on ‘hotspots’, but also beyond Frontex will make full use of its current mandate in the area of returns by stepping up efforts in assisting Member States in return related activities at both operational and technical level; considerable financial resources will be allocated there, and a new unit in Frontex was created to implement the tasks and the respective parts of the EU agenda on Migration as well as the 2015 EU Action Plan on return. An important component will be the pre-return assistance and the operational coordination of EU-funded return-related programmes- EURINT, EURLO, and ERIN.

Furthermore several actions carried out by Frontex being components of JO and in the course of implementation of the ‘hotspot approach’ will further underline the important role of Frontex to combat migrant smuggling in general as well as the contribution of Frontex to the implementation of the EU Action Plan against smuggling; the Agency continues with enhanced debriefing activities, and sharing the results with Europol by using all legal provisions and appropriate tools; finally the support of MSs’ authorities in the field of security measures - identification of migrants, checks of travel documents and data bases as well as the adequate cooperation with EU-Agencies and Interpol in this regard is connected with activities under the Multiannual Strategic Priorities of the Policy Cycle using the EMPACT mechanism and will complement the holistic approach to fight against illegal activities and criminal networks.

Approach of Operational Concepts

Despite the functional structure of the Agency, and in application of the practice applied over the last year, the annual work programme for 2018 shows the allocation of resources (human and financial) to activities under the Strategic Action Area 'Joint Operations' in line with operational concepts. Those concepts foresee mixed operational activities covering not just one but more types of borders. It also showed, that this approach - besides simplification - also provides additional flexibility, enabling to better deal with shifting operational needs due to the developments in the geographical areas of interest.

During 2018 an amount of EUR 6.7m (shown in the document under 'operational flexibility') will be further allocated.

Based on the agreements found during the further planning process ('Annual Bilateral Negotiations') the allocation of resources might be further specified. During and after the Annual Bilateral Negotiations also the 'Assessment of Operational Deployment' and 'Plan of Operational Activities 2018' will be finalised, containing a brief on the operational scope, area, Member States involved and the allocated resources.

Hotspot Approach

The aim of the 'hotspot approach' is to provide a platform for the Agencies to intervene, rapidly and in an integrated manner, in frontline Member States when there is a crisis due to specific and disproportionate migratory challenge at their external borders, consisting of mixed migratory flows and the Member State concerned might request support and assistance to better cope with that challenge.

The support offered and the duration of assistance to the Member State concerned will depend on its needs and the development of the situation. This is intended to be a flexible tool that can be applied in a tailored manner. In such a 'hotspot approach' different Agencies (mainly Frontex together with EASO, and Europol) will work on the ground with so called "frontline" Member States to swiftly identify, register and fingerprint incoming migrants. The work of the Agencies will be complementary to one another. An EU EURTF is responsible for the local operational coordination of the work of the different teams of experts from EU Agencies involved in the 'hotspot approach', the information exchange among these teams and will coordinate its efforts with national authorities.

Frontex acts as the service provider for the EURTFs implemented in Catania/Italy as well as Piraeus/Greece and is responsible to ensure the working conditions for the staff deployed in the EURTF by other EU Agencies. Frontex will play a particularly active role with regard to return operations and contributing to Europol's and Eurojust' work in dismantling of smuggling networks, *inter alia* by fully utilising the possibilities to exchange personal data for this purpose;

Third Countries

With regard to Third Countries the Western Balkan area will remain the main area of interest for operational response activities. Hence, operational activities implemented at EU external land borders will be planned and coordinated in the Western Balkan region and the South Eastern land borders; those activities will be combined in a synchronised way with "Flexible Operational Activities" organised at the same areas (at the green borders and at the BCPs) according to operational needs, even possibly including the implementation of operational activities in the territory of the Third Countries.

The background of pre-accession and the role of Frontex regarding IPA II projects will also enhance the consistency of the Agency's activities in the region.

Title	Activity ID	Description/Objectives	Expected Results	HR	FR	Indicator
Focal Points Concept	JOU 1	<p>The general aim of this concept is to further develop and intensify the implementation of multipurpose operational concepts, further develop the operational activities at air, sea and land borders as permanent platforms for providing sustaining operational presence and information exchange/gathering in areas exposed to specific and disproportionate pressure, for reinforcement at external borders when needed by Flexible Operational Activities and to work as a platform for strengthening the interagency cooperation and gaining border related intelligence.</p> <p>Multipurpose joint operations implemented in the framework of Focal Points Concept will be connected with activities under the Multiannual Strategic Priorities of the Policy Cycle using the EMPACT mechanism thus, based on tailored needs assessment, complementing the holistic approach to fight against illegal activities, criminal networks and also preventing cross border crime, including the fight against migrant smuggling or trafficking in human beings and drug trafficking control operations. Joint activities will also strengthen the effective cooperation with various partners in the field of migration management of mixed migratory flows and access to international protection and referral of vulnerable groups at the EU external border. Particular focus shall be given to the organisation of Joint Action Days (JAD) and the enhanced cooperation within the framework of Police Customs Cooperation Centres (PCCCs).</p> <p>With a view to contributing to an efficient, uniform and high and level border control, the Focal Points Concept will profoundly evolve in order to provide platform for implementation of joint operations/actions at the external borders involving on voluntary basis one or more Member States and a third country, including on the territory of that third country, taking into consideration the foreseen conclusion of the relevant Status Agreements; Modalities of cooperation and procedures for deployment of Frontex coordinated human resources</p>	<p>Under Focal Points concept the following operational activities will be implemented:</p> <ul style="list-style-type: none"> -JO Focal Points Land; -JO Coordination Points Land; -JO Focal Points Sea; -JO Focal Points Air; - JO Coordination Points Air; -JO Flexible Operational Activities Land on border surveillance; -JO Flexible Operational Activities Land on border checks; 	34.5*	14,700.000	<p>Satisfaction Level, Flexibility; Alignment Index; Contribution Size</p> <p>Land borders (including the flexible operational activities) 86-88%,</p> <p>Air borders - 8-10%</p> <p>Sea borders - 4%</p>

		<p>and technical equipment in third countries will be developed in the course of 2017.</p> <p>Focal Points are selected for activation according to recommendations resulting from short/mid-term risk analysis reports delivered throughout the year, in order to respond in an effective and accurate manner to threats at the external borders of the EU. Focal Points can also be activated upon justification based on the MS national risk analysis. The operational activities at external land borders will be implemented according to risk analysis recommendations to support MS at the external borders.</p> <p>The main focus of the operational activities to be implemented at EU external land borders will remain in the South Eastern and Western Balkan region</p> <p>Focal Points concept will also cover Flexible Operational Activities focussing on the green border surveillance, debriefing and screening activities and additionally insuring increased border checks capacities in BCPs.</p>				
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Title	Activity ID	Description/Objectives	Expected results	HR	FR	Indicator
Former EPN Concept	JOU-2	<p>Joint maritime operations within the Framework of former EPN will be implemented according to risk analysis priorities to support MS at the external borders in operational areas of the Central Mediterranean, the Eastern and the Western Mediterranean Regions and the Atlantic Ocean in order to control irregular migration flows towards the territory of the MS of the EU and to tackle cross border crime.</p> <p>Frontex will maintain enhanced operational activities in the Central and Eastern Mediterranean, by joint operations EPN Triton and EPN Poseidon Sea, including Hot Spots concept.</p> <p>By demonstrating sustainable operational presence and information exchange/gathering in areas of the external borders exposed to specific and disproportionate pressure, substantial contribution</p>		40*	96,150.000 Triton 44-46% Poseidon 46-48% Other maritime operations 6 - 10%	Satisfaction Level, Flexibility; Alignment Index; Contribution Size

		is provided in accordance to the EUROSUR objectives and cooperation and coordination with other Union agencies and bodies or international organizations as well as Third Countries is systematically enhanced.				
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Title	Activity ID	Description/Objectives	Expected results	HR	FR	Indicator
Pulsar Concept	JOU-3	<p>The operational activities at external air borders will be implemented according to risk analysis recommendations and identified needs to support MS across the entire external air borders as well as in Third Countries having signed working arrangements with Frontex. Focus will be given to threats and vulnerabilities/needs identified at the external air borders.</p> <p>Multipurpose joint operations implemented in the framework of the Pulsar Concept will be connected with activities under the Multiannual Strategic Priorities of the Policy Cycle using the EMPACT mechanism thus, based on tailored needs assessment, complementing the holistic approach to fight against illegal activities, criminal networks and also preventing cross border crime, including the fight against migrant smuggling or trafficking in human beings and drug trafficking control operations. Joint activities will also strengthen the effective cooperation with various partners in the field of migration management of mixed migratory flows and vulnerable groups at the EU external border.</p> <p>Frontex will continue to develop operational activities to support the fight against document fraud, including a stronger cooperation with FADO and INTERPOL.</p> <p>Concerning the Project "Air Border Monitoring" and Project "Outpost" the aim will be establish additional operational tasks and the mechanism (process) for deploying EU officers to key Third countries, with particular focus on those at risk.</p>	<p>Under the Pulsar Concept the following operational activities will be implemented:</p> <ul style="list-style-type: none"> - JO Alexis I and II -JO Pegasus -Project Reference Manual On-line -PP Reference Manual -Project Air Border Monitoring - Project Outpost 	14*	1,300.000	Satisfaction Level, Flexibility; Alignment Index; Contribution Size

Title	Activity ID	Description/Objectives	Expected results	HR	FR	Indicator
Vega Concept	JOU-4	<p>Frontex will promote effective protection measures for vulnerable persons/groups (children and victims of trafficking in human beings) at the external air, land and sea borders from a law enforcement point of view. Under this concept Frontex will further develop cooperation with Third Countries and with EU Agencies and International Organisations (Europol, FRA, Interpol, UNHCR, and IOM) organizing also public awareness sessions at EU and TC airports.</p> <p>In view of contributing to an efficient, high and uniform level of border control, the SOPs are going to be used to complement the operational plans, covering all aspects considered necessary for carrying out the joint operation, including:</p> <ul style="list-style-type: none"> – Procedures setting out the activation of a referral mechanism whereby persons in need of international protection, victims of trafficking in human beings, unaccompanied minors and persons in a vulnerable situation are directed to the competent national authorities for appropriate assistance; – Take into account the special needs of children, victims of trafficking in human beings, persons in need of medical assistance, persons in need of international protection and persons in distress at sea and other persons in a particularly vulnerable situation. – Ensure the aforementioned measures are part of the package provided by the Agency during joint operational activities addressing cross border crime and irregular migration. 	<p>Under the Vega concept the following operational activities will be implanted:</p> <p>JO Vega Children</p> <p>Vega Handbook Land (focusing on land borders)</p> <p>Vega Handbook (focusing on maritime dimension) translated to all EU languages</p>	5*	350.000	Satisfaction Level, Flexibility; Alignment Index; Contribution Size

Title	Activity ID	Description/Objectives	Expected results	HR	FR	Indicator
Additional Products and Services	JOU-6	<p>Products and Services that can be delivered in addition and more tailored to products and services of the concepts mentioned before.</p> <p>Activities under EPN General are related to harmonization, compatibility and interoperability seeking to further develop operational effectiveness and efficiency in coherence with the main recommendations and conclusions of the JOs.</p> <p>Focal/Coordination Points staff exchange will enhance networking of Focal/Coordination Point Local Coordinators and commanding staff by deploying to different Focal/Coordination Points. Handbook of the Best Practices for the Land Borders' ICC procedures will aim at harmonization of Land Borders' ICC working procedures. Handbook of the Best Practices for the Focal Points Local Coordinators procedures will aim at harmonization of FP Local Coordinators working procedures.</p> <p>The Operational Heads of Airport Conference is an annual platform contributing to the enlargement of the coordination of operational cooperation at external air borders of EU as well as with key non-EU Countries by increasing the awareness of operational heads of airports on the role and objectives of Frontex with specific focus on air border operational and capacity building activities, actual risks, threats and vulnerabilities.</p>	<ul style="list-style-type: none"> - Best practices on Land border's ICC procedures - Focal/ Coordination Points staff exchange programme Best Practices on Focal Points Local Coordinators <p>Concerning Air Border activities:</p> <ul style="list-style-type: none"> -Operational Heads of Airports Conference - Facilitation activities at operational level with air carriers and airports (conferences, workshops, seminars, operational activities) 	7.5	3,295.000	Satisfaction Level, Flexibility; Alignment Index; Contribution Size

2.4. Return Activities

Operational support on return to Member States (especially the MS facing specific and disproportionate challenges) in all aspects of pre-return assistance, return operations, return interventions, targeted specialized trainings and capacity building, focusing on bottlenecks, needs and other factors relevant to successful return.

As regards the pre-return assistance, Frontex will aim its support to Member States on facilitating the cooperation with third countries, in particular if there is no consular representation in the Member State concerned. Further assistance will be provided in the field of identification, best practices on the acquisition of travel documents and consular engagement and on the removal of irregularly present third country nationals.

Activities in cooperation with third countries will include coordination and financing of visits of third-country officials (“identification missions”) for identification purposes and to facilitate the issuance of travel documents.

For the reason of reinforced return operations as well as new return interventions specific pools will be available. The return operations would either be implemented with aircrafts chartered by the Member States and financed by Frontex, or in the future with aircrafts chartered by the Agency.

Frontex will also enhance its role as an EU hub for exchanging operational experience and knowledge in return matters, using its web based application on return (FAR) and actively contributing to the Integrated Return Management Application (IRMA).

The Agency will further develop its new role as an operational coordinator of the EU funded networks and programs on return and create synergies and coherent system of return management at technical and operational level.

Further return-related plans are related to the organization of workshops on selected topics (such as monitoring, or how to handle challenges in third country cooperation) and the support in training in the field of return in general (escort training and multiplier training).

In addition, support will be provided for the implementation of the IPA II project.

Title	Activity ID	Description/Objectives	Expected results	HR	FR	Indicator
Return Support - Operational Concept	RSU-1	<p>Frontex will enhance the practical cooperation on return by increasing the numbers of return operations (national and joint return operations) to destinations based on request from the EU Member States for assistance and coordination. The Rolling Operational Plan via the web based platform FAR will allow for day-to-day updates of MS requests for assistance and coordination.</p> <p>In parallel Frontex will increase pre-return assistance to the EU Member States and facilitate cooperation with third countries on identification and acquisition of travel documents.</p> <p>The activities will also cover third country delegation visits (identification missions) for identification, verification purpose and facilitation of the acquisition of travel documents.</p> <p>Frontex, as part of the flexible support on return, will support on request capacity building on return including training, With appropriate levels of targeted specialized training/workshops and seminars.</p> <p>Frontex will ensure the technical and operational coordination of return-related activities of MS to achieve an integrated system of return management among competent authorities of the EU Member States, with the participation of relevant authorities of third countries and other relevant stakeholders. Frontex will aim at building synergies and connecting with Union-funded networks and programmes in close cooperation with COM and other relevant stakeholders. The role of Frontex Direct Contact Points on return (DCPs) and the new Pre-Return Activities Network (PRAN) will be further enhanced as part of the operational coordination of return management and for the exchanging of operational experience and knowledge in return matters.</p> <p>Frontex will provide technical and operational return assistance to the EU Member States subject to particular pressure on their return systems.</p> <p>Frontex will constitute and manage pools of “forced return escorts”, “return specialists” and “forced return monitors” as well as European return</p>	<p>250-300 forced return operations</p> <p>10 - 30 Return operations on voluntary departure</p> <p>Readmission operations in accordance with the EU/Turkey agreement</p> <p>Enhanced support in the identification process and in obtaining of travel documents</p> <p>Improved response to MS’ return needs</p>	52*	53,792.000	Satisfaction Level, Flexibility; Alignment Index; Contribution Size

		intervention teams Support Member States in the organization and implementation of returns by scheduled flights, even through possible framework agreement with carriers for the purchase of seats at special condition according to targeted technical requirements based on MS needs.				
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2.5. Analysis

2.5.1. Risk Analysis

Title	Activity ID	Description/Objectives	Expected results	HR	FR	Indicator
Strategic risk analysis products and services and methodologies	RAU-01	To provide platforms for information exchange and joint analytical work by Frontex and Member States in order to generate and share in-depth knowledge and up-to-date situational awareness achieved also through the constant development of methodology for risk analysis. Update of CIRAM as a result of selected aspects of the EBCG Regulation, and rollout activities.	4 FRAN meetings implemented; 2 Induction trainings; Guest Analyst workshops 4 FRAN Quarterly Reports issued, with public release versions Regular analysis on Intra Schengen movements and in support of return activities delivered in periodical and dedicated tailored products EDF-ARA 3 EDF meetings Tailored EDF product packages Annual Risk Analysis package Stakeholders participation in the Annual Risk Analysis process Regular monthly products Updates of situation at the external borders THB Handbook package Thematic workshops with THB experts	11*	430.000	Satisfaction Level; Flexibility

			Common Risk Indicators Package Updated CIRAM			
Third country analysis services and products	RAU-02	Third Country Risk Analysis Networks, third country monitoring and other related activities are the platforms and means for access and exchange of up to date information and analysis with and on Third Countries, enabling situation awareness on the irregular migration situation in Third Countries affecting EU external borders.	EaP-RAN meetings and workshops EaP-ARA and EaP Quarterly packages AFIC meetings and workshops AFIC annual report package AFIC Monthly packages AFIC capacity building activities TU-RAN meetings TU-RAN ARA and TU-RAN Quarterly packages Monthly regional reports for WB-RAN and EaP-RAN WB-RAN ARA, WB-RAN Quarterly packages WB-RAN meetings Third Country Monitoring included in regular analytical production Participation in relevant ILO network meetings	11	350.000	Satisfaction Level; Flexibility;
Operational risk analysis services and products	RAU-03	Operational analysis products and services are delivered in order to provide situation awareness and advice for the planning implementation monitoring and evaluation of joint operations, pilot projects and EBGCT. The continuation of Air Border Risk Analysis network to provide situation awareness and support to air operations.	Risk Analysis input for JO planning, incl. ABT planning and implementation (AOD) Risk Analysis inputs to JO implementation and evaluation Risk Analysis Input to EBGCT processes Regular staffing of intelligence component in EURTF Greece and Italy 2 AB-RAN meetings Pulsar data collection implemented.	20*	75.000	Satisfaction Level, Flexibility; Timelines of AB-RAN project milestones in line with PID

Collection and coordination of intelligence	RAU-04	To manage the effective collection of actionable information, through the management of joint debriefing teams, Intelligence Officers, and of related information flows, from emerging hotspots or border areas subject to high border management pressures.	Support and management of debriefing activities in operational areas Updated debriefing reference material per route Acquisition of personal data from operational areas Intelligence Officer workshops	4	150.000	Number of debriefing activities Number of Guest Officers briefed
Processing personal data for operational purposes	RAU-05a	Collecting and processing, in a law-enforcement context, personal data relating to suspects of crime in order to support risks analyses and Frontex operations, as well as for transmission to Member States and EU law enforcement agencies such as Europol & Eurojust.	Risk analyses and transmissions of personal data to Europol. Pilot implementation of the extended scope of personal data processing on suspects, including transfer to MS & other EU law enforcement agencies	9	40.000	Number of entities transmitted to Europol Number of hits in EASO Risk analyses produced
Processing personal data for migration management	RAU-05b	Collecting and processing personal data relating to individuals detected for unauthorised crossing of the border whose data is collected by EBCG Teams to support Frontex return activities, the EASO and the competent authorities of the Member States.	Preparing the documents relevant for the prior authorisation of EDPS for the personal data processing for migration management	1	40.000	Number of returns and asylum applications supported by Frontex data
Informing EU policies and regulations with risk analysis. Support to EMPACT	RAU-06	Regular and ad-hoc analytical input and reports are provided to DG Home and other EU institutions in the implementation of relevant regulations and policies.	Risk Analyses for Schengen Evaluation Mechanism Observer participation in Schengen Evaluation missions Risk Analysis inputs to relevant EU policies Risk Analysis for Presidency Operation if required	3 ⁷	80.000	Timeliness;

⁷ The undertakings in support to the EU Policy Cycle/EMPACT planning and implementation are coordinated by Change & Product Manager to DOPD and Anti-Trafficking Coordinator.

			Relevant contributions to the planning and implementation of Frontex-led and participated priorities within EU Policy Cycle/ EMPACT			
Informing Frontex Management stakeholders and Frontex policies with risk analysis	RAU-07	Ad hoc analytical briefing to internal Frontex stakeholders as required	RAU contribution to required Briefing Notes, situation analysis and updates, presentations and policy documents, press information.	3	0	Timeliness
Centralised Data Management, GIS Analysis and Technical Support to Risk Analysis	RAU-08	Provision of technical services enabling and supporting risk analysis such as data and GIS analysis, business intelligence, building risk analysis capacity in Frontex, Member States and cooperating Third Countries, access to open source information and intelligence. Implementation of land earth observation services financed under Copernicus Delegation Agreement.	Data Analysis and GIS analysis inputs Increased automation of data analysis. Monthly Data processing for cross-border crime for the regional RANs implemented. Availability of identified OSINT and OSINF sources directly to analysts. Trainings delivered.	8	850.000	Customer satisfaction; Timeliness;
Risk analysis Eurosur specific services and products	RAU-10	To provide the risk analysis layer of the CPIP/ESP, as required by the EUROSUR regulation.	Analytical products uploaded in analysis layer Regular updates of impact levels for relevant sea and land border sections as per agreed procedure RAU Business User inputs provided for the development of Analysis Tools	2	50.000	Flexibility

2.5.2. Vulnerability Assessment

Vulnerability Assessment	RAU-09 TRU-3	To further develop and implement vulnerability assessments methodology, with the support of LOs, in order to provide a basis for recommendations for necessary measures and to assess MS contribution to the rapid intervention pool. To develop and deliver training for those involved in assessing vulnerabilities in MS.	Regular Vulnerability Assessment Network meeting; All MS baseline Vulnerability assessment reports. Simulation Vulnerability Assessment reports Emerging Threat Assessment reports Training for vulnerability assessors	10* (TRU-3)	200.000 (see TRU-3)	Implementation of developments in line with agreed planning
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2.6. Management of Pooled Resources

Covering: Rapid Reaction Capabilities
 Technical Equipment Pool
 Return Related Pool

Title	Activity ID	Description/Objectives	Expected results	HR	FR	Indicator
Resource management	PRU-1	Provision of technical assistance and management of resources aimed at securing that appropriate human and technical resources are made available for deployment to support operational activities.	Established Frontex capacity to meet the operational needs.	22*	500.000	Contribution Size; Alignment Index; Timeliness Index; Customer Satisfaction; Utilisation Level;
Infrastructure development	PRU-2	Maintaining the quality of the resources made available for deployment to ensure they are appropriate, sufficient, cost-effective and correctly allocated to meet operational needs and legal obligations as well as ensuring the quality of resource management processes.	Enhanced quality of the resources and processes.	22*	250.000	Alignment Index; Participation Index; Customer Satisfaction;
Acquisition of technical equipment and services	PRU-3	Acquisition of technical equipment and/or services to ensure that sufficient, efficient and cost-effective technical resources and logistical solutions are available to Frontex to cover all identified operational needs.	Enhanced Frontex capacity to meet the operational needs by: <ul style="list-style-type: none"> - Acquisition of TE or services for border control tasks - Procurement of services for return activities - Acquisition of services and equipment to provide logistical support for operational areas and hot spots - Procurement of other items/small equipment to support Frontex activities 	21*	8.250.000	Product Delivery; Alignment Index; Customer Satisfaction; Timeliness Index;

2.7. Training

Title	Activity ID	Description/Objectives	Expected results	HR	FR	Indicator
Educational Standards	TRU-1	From the basic level up to the Master degree, Common Core Curricula and related course modules for Border Guards constitute the cornerstones in building harmonised competencies within all stages of professional careers. In 2018 priority will be given to fine-tuning the quality assurance system and the accreditation processes.	Curricula, QA system, trained officers	17*	2.450.000	Alignment Index; Satisfaction Level
Pre-Deployment Training	TRU-2	These types of training activities focus on the specific needs of the pool members for carrying out their duties effectively, according to the profile defined for their deployment. The priority will be given to the further development of training on coast guard functions and training for return interventions and operations and interventions.	Training products, trained officers	28*	2.650.000	Satisfaction Level
Training Support to Border and Coast Guard Functions	TRU-3	The national implementation of common standards for specialised training of border guards is achieved through the development of common training tools and by qualifying national multipliers. Focus will be set on updating training tools in need of revision.	Training products, trained officer	21*	2.200.000	Satisfaction Level; Alignment Index
Training Networks and Infrastructures	TRU-4	To promote excellence in border guard education and training by developing and maintaining effective cooperative networks. Priority will be given to the full utilisation of the new ICT platform for delivery of training. The network approach will include a Call for Proposal on exchange programs, common training development/delivery and the implementation of educational standards. On the basis of a prior Call for Framework Partners a Call for Proposals will be addressed to framework partners providing education to border guards and which have sufficient financial and operational capacity to implement the proposed projects. Grants will be awarded with due regard to the quality of the proposed projects.	Networks, training capacities increased, training products	21*	1,500.000	Satisfaction Level; Usage Level
Ad-hoc training and agility	TRU-5	Training solutions to support urgent operational needs on ad hoc basis and logistics. Improved agility to implement the new Regulation.	Training products, training capacities increased, trained officer	5*	650.000	Usage Level

2.8. Research and Innovation

Title	Activity ID	Description/Objectives	Expected results	HR	FR	Indicator
Harmonization and Standardization of the EU Member States' border control capacities	RIU-1	The activities in the area of Harmonization and Standardization aim at driving the process of harmonisation and development of best practices and standards in border control, both operational and technical, in line with existing and future EU measures in order to increase security and enhance travel facilitation at the borders.	Best practices and technical guidelines on different aspects pertaining to border control Gap assessment on different aspects pertaining to border control	10*	300.000	Product Delivery Timeliness -Ratio
Development and Technical Assistance	RIU 2	The activities under Development and Technical Assistance area aim to deliver, including through the implementation of pilot projects, innovative solutions (product/technology innovation, process innovations and organizational innovations) for border management and to support the Frontex stakeholders, through the delivery of development oriented technical assistance, with the practical implementation of the border management policies and the evolution of the border control capacities.	Innovative solutions and development oriented technical assistance delivered to Frontex stakeholders (MSs, COM, other EU Agencies, TCs, Frontex business units) contributing to the evolution of border management capacities and capabilities Evaluation Reports of the Pilot Projects implemented on matters covered by European Border and Coast Guard Regulation	9*	300.000 ⁸	Product Delivery Timeliness -Ratio; Alignment Index
Technology Assessment and Acquisition	RIU 3	The Technology Assessment and Acquisition area integrate a range of different activities aimed at performing the operational assessments of the effectiveness of the border control systems and technologies. This includes tests and demonstrations of systems and technologies that have already achieved a high level of technology readiness and the implementation of technical feasibility studies in areas relevant for border control. The results collected can be further translated in tender specifications to support	Enhanced operational border control capacities within EU through the use of state of the art technologies;	8*	350.0000	Product Delivery Timeliness -Ratio; Alignment Index

⁸ budget for technical assistance to third countries to be covered under grant agreements

		the acquisition of technical equipment by Frontex and/or the Member States.				
Border Security Research	RIU-4	The activities pertaining to the Border Security Research area aim to strengthen the monitoring and contribution of Frontex to the European Border Security Research and Innovation, and to coordinate and enhance the activity and involvement of the border guard community in this field. The Border Security Research activities are geared towards assisting the EC and MSs in identifying key research themes and in the definition and accomplishment of the relevant Union framework programmes for border security research and innovation activities, including by implementing the parts of the Framework Programme for Research and Innovation which relate to border security.	Increased awareness/knowledge of the Member States/Frontex regarding ongoing Horizon 2020 projects relevant for border security Frontex stakeholders' needs better reflected in the European border security research programmes, making these more end-user driven Enhanced Frontex contribution to the European Research programmes relevant for border security	16*	150.000 ⁹	Satisfaction Level; Alignment Index; Product Delivery Timeliness -Ratio

2.9. Situation Monitoring

Title	Activity ID	Description/Objectives	Expected results	HR	FR	Indicator
Eurosur Fusion Services /Situation Monitoring	FSC-1	In accordance with the EUROSUR regulation, provision of European Situational Picture (ESP) and Common Pre-Frontier Intelligence Picture (CPIP) for enhanced situational monitoring based on (close-to) real time information. This includes delivery of surveillance and environmental data under Eurosur Fusion Services umbrella supporting short term / immediate decision making process and situational awareness. Provision of situation monitoring services to EU institutions, including activities within the EU Policy Cycle/EMPACT for the sake of facilitated illegal immigration and cross border crime		25	8,150.000	Usage Level; Timeliness

⁹ Budget for the implementation of Border Security Research programme to be covered under delegation agreements.

		tackling. Fusion of services and data to support the implementation of European Coast Guard Functions. Organisation of Joint Monitoring Operations				
Enhancement and integration of Eurosur capabilities and services	FSC-2	Enhancement and integration of services in order to support situational awareness and reaction capabilities. Further develop and implement the European Border Surveillance Framework (EUROSUR) and promote the operational integration of EUROSUR into border control and surveillance activities across the EU.		10*	2,200.000	Quality Level
Response Support by EUROSUR Fusion Services	FSC-3	Provision and fusion of real time and/or close to real time situational awareness, surveillance and operational information exchange services (via Eurosur Fusion Services) in support of the response activities and exceptional situations at external borders of the EU.		2	1,000.000	Quality Level; Timeliness
Information Exchange for Situational Picture	FSC-5	Delivery of Situation Monitoring and Information Exchange Services and related service management support. Training on Frontex Situation Monitoring and Operational Information Exchange platforms. Delivery of enhanced operational open sources and social media monitoring services. Additional enhancement of some services would also be possible through Copernicus		41*	680.000	Usage Level; Timeliness
Crisis Management Support	FSC - 6	Fully developed crisis management framework and structure with quick response mechanisms in place.	Crisis management procedures and policies safeguarding the fulfilment of Agency's tasks.	3	500,0000	Usage Level; timeliness

24/7 Duty Service	FSC - 7	Establishment of a 24/7 Duty Officer Service	Enhanced reaction capabilities for Frontex and Frontex stakeholders, thanks to 24/7 duty service	20	10,000	timeliness; Usage Level
Information and Data Management for situational picture	FSC - 9	Collection and processing of the Agency operational data for situation monitoring and operational information exchange purposes. Establishment of a single hub for handling Geospatial imagery information from other EU Agencies and commercial partners	Enhanced provision of operational data services for Frontex stakeholders.	5	500,000	timeliness; Usage Level

Copernicus

On 10 November 2015 Frontex signed a Delegation Agreement with DG GROW amounting to EUR 47.5 m for the period 2015-2020 in order to implement the Border Surveillance component of the Copernicus Security Services. The objective of this component is to provide increased situational awareness when responding to security challenges at the external border through detection and monitoring of cross-border security threats, risk assessment and early warning systems, mapping and monitoring. For 2018, an indicative amount of EUR 8.040 m has been earmarked.

Title	Activity ID	Description/Objectives	Expected results	HR	FR	Indicator
Copernicus Delegation Agreement Management	FSC - 4	Implementation of Copernicus programme, including horizontal coordination of Copernicus related initiatives and related activities in the Earth Observation domain.		2	8,569,000.00 ¹⁰	Flexibility

¹⁰ Resources provided by an external grant from the European Commission (DG GROW).

2.10. International and European Cooperation

Title	Activity ID	Description/Objectives	Expected results	HR	FR	Indicator
Implementation of Technical Assistance Projects in third countries.	IEC-1	Programme management in all phases of project cycle, acquisition and preparation of new proposals, monitoring and evaluation.	Efficient project management	5	30.000	Successful acquisition and implementation of technical assistance projects.
		Coordinate and implement the IPA II Multi-Country Action Programme "Regional support to protection-sensitive migration management in the Western Balkans and Turkey" to cover the period 2015-2018.	Improved/enhanced capacity of beneficiary countries.	4 ¹¹	5,500.000 ¹²	Turn Over - Ratio; Usage Level
		(Provided there will be an extension of the project (on condition of expected prolongation of the project) - coordinate, implement and close the EU funded Eastern Partnership (EaP) - IBM - Capacity Building Project, to cover the period 2014 - 2018	Improved/enhanced capacity of beneficiary countries Improved/enhanced capacity of beneficiary countries.		4,500.000	Turn Over - Ratio; Usage Level
Develop closer cooperation with Libyan authorities	IEC-3	The unstable situation in Libya has not allowed for any meaningful cooperation in the last years. Recent positive developments however may translate into establishing some closer cooperation in 2018 in coordination with EUBAM Libya, EUNAVFOR MED and other EEAS/EU structures.	Initial practical support provided to the Libyan authorities	3*	150.000	Usage Level
Establish and/or enhance operational cooperation between MS and third countries as well as between the Agency and third countries.	IEC - 5	There are Management Board mandates in place to negotiate WAs with: Senegal, Mauritania, Morocco, Tunisia, Libya, Egypt, and Brazil (Possibly also NIGER.- Mandate requested for the February 2017 MB meeting). Additional cooperation may be explored and developed with the support and in coordination with EU Delegations. Moreover the Unit needs to facilitate cooperation with potential new TC (requested by business entities/executive management).	Signature of new Working Arrangements or practical enhancement of the cooperation with certain TCs.	7*	40.000	Satisfaction Level

¹¹ 12 FTE are funded by ad hoc grants

¹² Ad hoc grant under Frontex budget Title IV

Implementation of existing Working arrangements (WA) and Cooperation Plans (CP) and amendments of WA when necessary	IEC - 6	(As of January 2017) Frontex concluded 18 WA with Third Countries (as regards the Russian Federation the WA was approved in the form of ToR whereas with Turkey the WA was approved in the form of a MoU) and in a few cases the WA are implemented through Cooperation Plans. IEC supports the implementation of such instruments in coordination with the other units of Frontex. Some WA will still need to be amended in 2018 in accordance with the new Regulation and e.g. mandatory fundamental rights provisions.	Continuation/enhancement of operational cooperation with TCs and amendment of certain existing WAs	3	40.000	Objectives Achievement - Index
Act as repository in the area of cooperation with Third Countries, EU Institutions/Agencies and International Organisations and prepare briefings, policy papers, official correspondence and facilitate TC visits, incl. Study visits	IEC - 7	The International and European Cooperation Unit, through the Director of the Capacity Building Division, has a general task for acting as a repository of the Agency in terms of cooperation with Third Countries (TC), International Organisations and EU bodies including by i.a. drafting background notes, preparing briefings and policy papers, preparing official correspondence and facilitate TC visits, incl. study visits.	Internal coordination and effective advisory role to senior management	3	20.000	Satisfaction Level
Cooperation with EU Agencies, EU Institutions and EU MS/SAC and contribute to EU policy decision making	IEC - 8	Developing, coordinating, evaluating and consolidating the cooperation with EU Agencies and EU institutions and contribution to EU policy decision making guided by Frontex strategic interest and developments. This includes cooperation in the area of Customs and the European Coast Guard Functions.	Increased cooperation with EU partners incl. with Customs and within the European Coast Guard Functions.	5*	40.000	Quality Level
Cooperate with International Organisations	IEC - 9	Maintaining fluent relations with International Organisations. Special focus will be placed on the monitoring and evaluation of the cooperation with partner organisations on the basis of the existing Working Arrangements.	Internal synergies between stakeholders at EU level.	4*	20.000	Quality Level

Periodical reporting to EU Institutions and bodies, incl. to the entire Agency' reporting to the European Parliament	IEC-10	Timely delivery of the regular reports on cooperation with third countries, EU institutions, EU Agencies and International Organisations as well as contributing to the annual report, including an assessment of the International cooperation.	EU Institutions and bodies informed	1	5.000	Quality level
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2.11. Liaison Officer in Member States and Third Countries

Title	Activity ID	Description/Objectives	Expected Results	HR	FR	Indicator
Liaison Officers to Member States	FSC -8	Deployment of Liaison Officers in selected Member States, to act as interface between the Agency and National Border Management Authorities.	Support collection of information and monitoring of irregular migration situation. Enhanced situation monitoring and information exchange with all relevant actors.	15	300,000	Successful deployment in the Member States
Maintenance, further development and implementation of a Third Country Strategy and the deployment of Frontex Liaison Officers (FLO) in third countries, including back-office function	IEC-2	The Third Country Strategy for the European Border and Coast Guard Agency allows the Agency to better prioritise its activities in the external dimension.	Increased cooperation with relevant third country authorities	10*	140.000	Satisfaction Level

2.12. Communication

2.12.1. Information

Title	Activity ID	Description/Objectives	Expected Results	HR	FR	Indicator
Update of Frontex visual identity guideline.	COM-1	The current visual identity introduced in 2012 works well. Its shape, colours and visual elements are in line with the messages of Frontex and the concept of integrated border management. Frontex is shown as a modern entity that assists legitimate travellers in passing through borders quickly (bridges, overlaying visual elements) but is tough for persons disrespecting the law. Since the visual identity was launched in 2012 a valuable insight has been gathered from the users, and some functional issues were identified. In the light of a possible new mission statement and the change of the full name of Frontex such an update is required.	New Frontex visual identity guideline. Frontex visual identity policy. Graphical support to artefacts (i.e. flags, plates) production according to the new guidelines. Awareness campaign on the updated visual identity for staff.	0.1		Visual identity guideline and visual identity policy in place. Awareness campaign on the updated visual identity executed. Updated artefacts produced and installed.
Content production	COM-2	In the era of online media, visual and multimedia communication, Frontex must produce content that can be (re-)edited, (re-)distributed and (re-)purposed according to the different information needs of specific audiences and multitude of channels in use. Frontex has to create a network of writers, editors and proof-readers that would cater for the communication needs of different Frontex entities. In order to illustrate the work of Frontex and border authorities in the Member States Frontex will develop a network of photo and video providers within the national border and coast guard authorities. Frontex communication experts will be also embedded.	Network of writers, editors and proof-readers. Network of photo and video providers. Quality content (text, hyper-text, graphics, video) provided Communication support to Frontex staff in editing, video production, graphic design and publications production.	5.5*	500.000	Engaging content for on-line communication purposes produced with the use networks and contracts in place. Frontex staff and Frontex stakeholders without interruption use multimedia management system LENS. Satisfaction level of Frontex staff that received communication support.

Multilingual on-line communication	COM-3	<p>Frontex, as one of the EU agencies, is encouraged to make information about its role and activities available in all EU official languages.</p> <p>On the basis of statistics relevant to the site visitor's language distribution, additional languages might be introduced in the next years.</p> <p>Frontex videos are translated, with subtitles available in nine EU languages. This practice shall continue and the production of subtitles will be included into the overall video production process</p>	<p>Increased number of content pieces on language versions of Frontex mini-websites.</p> <p>All movies published on-line translated into 9 EU languages.</p>	0.5	50.000	<p>Five mini-websites available on-line</p> <p>Movies available on-line with 8 language versions (subtitles)</p>
On-line communication	COM-4	<p>Sharing information with its audiences is crucial to fulfilling the commitment to accountability and transparency of Frontex. Frontex is communicating on daily basis with its stakeholders providing relevant and timely information about its activities and decisions that might affect them.</p> <p>While traditional communication methods such as print are still important, today stakeholders have come to expect information to be available in more convenient online formats, including websites and social media tools. Trends that can be observed globally - including increased internet use, the use of social media and ever changing online demographics - indicate that also Frontex stakeholders are searching for real-time information on social media and are using podcast, blogs and RSS feeds.</p> <p>The role of communications has evolved and continues to progress with the exponential growth of social media and the continual advancement of mobile technologies and the increasing availability of Wi-Fi means that the public now has the ability to access, customise and forward information however, wherever and whenever they want. Individuals can choose to receive information and instant updates on topics they have decided are beneficial and relevant to them.</p> <p>Use of social media tools for engagement and information sharing purposes should be an integral part of all communication plans of the key Agency</p>	<p>Tendering documentation for the new content management system, hosting and monitoring services.</p> <p>Digital communication strategy.</p>	2.50		<p>Tender for the new content management system, hosting and monitoring services concluded.</p> <p>Digital communication strategy prepared and used for daily communication activities.</p>

		<p>projects.</p> <p>A new digital communication strategy will be created to streamline on-line communication on platforms used by Frontex (Frontex websites, EU web-based platforms, social media, and content-sharing platforms).</p>				
Internal Communication	COM-5	<p>Frontex has to ensure that its staff have access to necessary information, so that they are well informed, and are well aware of the Agency's decision-making process.</p> <p>Organisational change Frontex will be going through, needs to be properly communicated to staff.</p> <p>Communication is essential to creating a successful, collaborative organisation. The latter will encourage efficient use of resources, contribute to breaking silo culture and bolster the achievement of objectives set.</p> <p>Also organisational change must be communicated helping to gain acceptance and address resistances.</p> <p>Frontex needs to create modern internal communication platforms (i.e. modern intranet solution) and populate them with quality content.</p> <p>With the increase in staff numbers Frontex will also focus on induction training for newcomers and internal events that will create strong horizontal information sharing culture (i.e. team building, internal days, brown bag luncheons)</p> <p>2018 changes will further require provisions of communication training for different staff categories, including training on communicating in change and English writing and presentation skills.</p>	<p>Intranet solution populated by quality content.</p> <p>Events helping to build horizontal information-sharing culture.</p> <p>Communication training courses.</p>	1.0*	115.000	<p>Intranet solution populated with quality content in place and in use by Frontex staff.</p> <p>Enhanced induction-training programme for newcomers in place; Satisfaction level.</p> <p>Events helping to build horizontal information-sharing culture organised; Satisfaction level.</p> <p>Communication training courses organised; Satisfaction level.</p>

2.12.2. Press

Title	Activity ID	Description/Objectives	Expected Results	HR	FR	Indicator
Media relations	COM-6	Giving interviews and background briefings is the core part of press office work.	Timely response to all media request.	3		Number of interviews given. Number of articles quoting Frontex' statements
Organisation of press conferences	COM-7	Organisation of press conferences for ED/DED in major European capitals and if needed in operational settings.	10 press briefings in a year. These events frequently include booking a venue, simultaneous translation and translation of press materials.	0.5	20.000	Press participation and press coverage of the events. Messages conveyed.
Media monitoring	COM -8	Monitoring of coverage of Frontex, countering negative voices, writing rebuttals. This includes mainstream and social media.	Weekly press coverage analysis	0.25		Timely reports produced
On-line communication - writing for Frontex website and other written materials including new Frontex brochure.	COM -9	Writing of content for Frontex website and news items, update the press room page, update FAQ page.	Press package New general brochure about the new agency.	2.0		Updated information on the About Agency page Timely publication of the news items Publication of the brochure.
Management of Frontex Twitter account	COM-10	Timely tweets about activities of the agency, links to stories published on the website, crisis management tool.	Daily tweets	0.25		
Production of short animations and infographics	COM - 11	Videos and infographics to explain and illustrate in an easy and accessible way complex issues such as SAR, Return process, Coast guard functions, etc.	Production of 6 videos	0.6	35.000	
Media training sessions	COM - 12	Media training sessions for Frontex staff and officers deployed in Frontex operations enabling them to participate in media interviews.	Organisation of 5 media training sessions	0.1	25.000	Training of 25 staff members and officers deployed in Frontex operations.
Crisis	COM - 13	Creation, management and maintenance of	Organisation of a crisis	0.25	15.000	

communication		Frontex Communication Crisis manual and organisation of Agency wide crisis exercise.	exercise			
Organisation of the annual Spokesperson meeting	COM - 14	Press office manages a network of spokespersons of all national border guard authorities in MS and SAC.	Organise a two day meeting with spokespersons in Warsaw	0.1	30.000	

2.12.3. PAD

Title	Activity ID	Description	Expected results	HR	FR	Indicator
Core business (PAD)	LAU-3	Public Access to Documents requests in line with the MB Decision No 3/2014		1	0	number of pad requests completed as against number of requests received; Drop-out rate

2.13. A) Fundamental Rights

Title	Activity ID	Description	Expected results	HR	FR	Indicator
FR in JO	FRO-1	Coordinate multipurpose joint activities that sustain the operational presence in areas at the external borders exposed to specific and disproportionate pressure as well as facing significant uncertainties; including consistent action in line with operational reaction mechanism laid down in the EUROSUR Regulation.	Fundamental Rights impact in JO/ SIR reports	3*	70.000	Internal Communication - Index
Individual complaints	FRO-3	Set up and run an effective complaints mechanism to ensure monitoring of fundamental rights at the operational areas.	Fundamental Rights monitoring system, structure/implementation of the new complaint mechanism	4*	250.000	Operational Plan Implementation - Ratio (HR)
FR analysis and research	FRO-4	Intensify the tailored concepts of different types of joint operations (return activities) and target the alignment of the operations coordinated by Frontex with the priorities of the Internal Security Strategy and EU Policy Cycle.	Evaluation reports, risk analysis on FR, Reports on Fundamental Rights matters	3*	15000	Objectives Achievement - Index
FR in Return matters	FRO-5	Intensify the tailored concepts of different types of joint operations (return activities) and target the alignment of operations coordinated by Frontex with the priorities of the Internal Security Strategy and EU Policy Cycle.	Fundamental Rights contribution in return related matters (monitoring, training, policy documents)	3*	10000	Internal Communication - Index

FR awareness	FRO-6	To embed a respect for the principles of Fundamental Rights in the communication culture of Frontex.	Fundamental Rights embedded in Frontex communication	0.7*	3000	Internal Communication - Index
Revision and implementation of FR Strategy and AP	FRO-7	To embed a respect for the principles of Fundamental Rights in the culture of Frontex.	Revised Frontex Fundamental Rights Strategy	1.3*	30000	Objectives Achievement - Index
Support to the Frontex Consultative Forum on fundamental rights	FRO-8	To provide administrative and technical support for the preparation, implementation and management of the work of the Consultative Forum in their advisory capacity for Executive Director and the Management Board	Sustainability of Consultative Forum work			Internal Communication Satisfaction level Compliance index

2.13. B) Data Protection

Title	Activity ID	Description	Expected results	HR	FR	Indicator
Execution of Data Protection function (DPO) when activities are planning	DPO-1	Assessment of operational and administrative activities (planning) regarding impact on the individuals' right of data protection; provision of advice at the planning stage.		1.5	0	
Data Protection supervision	DPO-2	Execution of supervision at the data processing stage, including data protection audit on the spot where personal data are collected.		0.5		

2.14. Governance

2.14.1. Finance and Corporate Services

Title	Activity ID	Description	Expected results	HR	FR	Indicator
Provision of financial and corporate services	FIN-1	Ensure business as usual services and continuity	Provision of financial and corporate services	34.5		
Improvement and enhancements of budget management	FIN-2	Introduce activity based management (ABM) to complement the activity based budgeting (ABB) aiming at improving performance and quality management to align the products and services of Frontex to stakeholders needs;	Improvement and enhancements of budget management	2		
Revision of the financing instruments used by the contracts/grants/reimbursement of costs	FIN-3	Explore new instruments or streamline and improve existing financing instruments and practices. Examine new financing/contractual relations with MS for the deployment of technical equipment, eventually procure more services (Art. 13)	Revision of the financing instruments used by the Agency contracts/grants/reimbursement of costs	2		
Implementation of other financial sources for Frontex activities	FIN-4	Identify the potentials of external funding for Frontex coordinated activities, but also their limitations. Implement the efficient mechanism to build synergies and connect Union-funded networks and programmes in the field of return.	Identification of other financial sources for Frontex activities	1		
Automation of financial and procurement processes, including integration with external stakeholders	FIN-5	Develop an IT platform/system that will improve/streamline and offer better monitoring and control mechanisms for our financial relations with MS. Assessment and introduction of a tool for procurement/contract management.	Automation of financial and procurement processes, including integration with external stakeholders	1		
Revision of the current and future needs regarding premises and infrastructure.	FIN-6	Ensure the Agency has the building and infrastructure capacity responding to its needs. Provide logistical support and facility management to EURTFs and Liaison Offices in MSs and TC.	Revision of the current and future needs regarding premises and infrastructure.	5.5		

2.14.2. HR and Services (Security)

Title	Activity ID	Description	Output	HR	FR	Indicator
Efficient and timely recruitment and selection processes.	HRS-1	Preparing and running recruitment and selection procedures based on the identified competencies (using competency framework) and using the implemented e-recruitment tool.	Recruitment processes finalized in a proper time and applicants with proper knowledge, skills and competencies selected.	8	Title 1 for all HR activities = 55 M EUR This budget should cover all staff related expenditures	Satisfaction Level
Allocation of human resources according to the Agency needs.	HRS-2	Performing workforce assessment. Implementing working time monitoring. Developing qualitative workforce assessment tool. Monitoring, assessing and if needed adjusting the mobility policy.	Staff member allocated to different functions according to the organizational needs and possessed competencies.	2		Satisfaction Level
Learning efficiently provided to staff members. Annual appraisals run according to the applicable rules and standards.	HRS-3	Learning for staff members organized on the basis of proper needs analysis. Annual appraisal run in accordance with the processes defined in the implementing rules and according to the common standards. Newcomers' induction process monitored, assessed and if needed re-designed in order to provide newly joining staff with necessary and reliable information and induction/on-boarding support. Leadership and management programme for middle managers and heads of sectors monitored, assessed and if needed adjusted.	Learning delivered according to the yearly plan. Appraisals serving as motivation tool and career guidance.	5		Satisfaction Level
HR as a strategic partner.	HRS-4	Business partners' model monitored, assessed and if needed adjusted. Leadership and Management Programme run and evaluated. Follow up planning prepared and implemented. Regular management training offered for different topics.	In the long term managers are HR ambassadors and HR recognised as strategic business partner for management.	3		Change

Efficient establishment and execution of rights and entitlements.	HRS-5	Financial entitlements paid on time and according to the rights established by PMO. Working conditions and leaves (leaves, working time, sick leaves) managed according to the applicable rules. Personal files of staff members complete and kept according to the personal data protection regulation. Medical services provided in the HQs location for improved management of absences due to sickness. New HR system (Sysper 2) implemented for automated management of HR processes.	Rights stemming from staff regulations legally correct and timely executed.	7		Satisfaction Level
HR as cultural change driver and facilitator	HRS-6	Internal communication strategy developed, implemented, monitored and evaluated. Change needs assessed, change management skills developed and initiatives launched.	Changes accepted and internalized by staff.	2		Change
HR expertise, processes and systems optimised.	HRS-7	Business partners' model monitored, assessed and if needed adjusted. Staff survey and other analysis tools implemented and results followed up, aiming to provide advice to the management about human resources matters. HR KPIs identified and monitored; outcome monitored and regularly reported to management allowing sound decision making based on the factual analysis of re-engineered HR processes.	HR effectively equipped to qualitatively and efficiently fulfil its role.	4		Optimization
HR processes based on applicable legal framework.	HRS-8	General Implementing Rules and Model Decisions of the Commission timely adopted. Number of Article 90 Staff Regulations requests and complaints decreased.	Legal compliance of HR related processes.	2		Legal compliance
Implement and manage a comprehensive physical security program to ensure Frontex premises are adequately protected against existing and potential threats.	HRS-9 HRS-10 HRS-12 HRS-14 HRS-15 HRS-16	Maintain ongoing review of existing physical security measures, identify shortcomings and propose and implement improvements, as required. Contribute actively to the new HQ project in terms of defining security concept and specific measures.	Frontex premises and assets-personnel, information and equipment are adequately protected.	14	Costs covered under the overall building budget and projects-Corporate Services	Flexibility Index Usage Level

Implement and manage a comprehensive personnel security program	HRS-9 HRS-13	Identify the persons performing sensitive tasks in Frontex, in particular with regards to access to sensitive and EU classified information and systems and specific physical areas in cooperation with managers. Propose levels of security clearance. Manage the application process in cooperation with Directorate Security EC and MS NSAs. Follow up internally with respective staff and managers on the status of security clearances.	To ensure that persons performing tasks for Frontex are appropriately vetted and security cleared.	2	0	Implementation Level
Ensure that sensitive and classified information is protected in line with the applicable EU and Frontex regulatory frameworks	HRS-9 HRS-11 HRS-12	Maintain an up-to-date internal policy framework on the protection of information, in line with the applicable EU network and best practices. Implement that framework in close cooperation with the relevant stakeholders. Follow up and review the level of implementation, take necessary steps to address potential shortcomings.	Sensitive and classified information is adequately protected and compliance with the applicable regulatory framework is ensured.	0.8	0	Compliance/Implementation Index
Contribute to the ICT activities in order to ensure that Frontex sensitive and classified information is adequately protected in Communication and Information Systems (CIS)	HRS-9 HRS-11	Contribute to the development of ICT related policies dealing with protection of sensitive and classified information.	Information processed in CIS is adequately protected and in line with the EU and Frontex legal framework.	0.2	0	Compliance/Implementation Index

Title	Activity ID	Description	Expected results	HR	FR	Indicator
Selection and recruitment procedures, staff administration, staff training and development.	HRS-1	Supporting selection and recruitment procedures, implementation and enforcement of the Staff Regulations and CEOS, drafting staff policies (EU rules and best practices), assisting Frontex managers and staff member in all HR-related matters: budget assigned to Title 1, staff development related issues; training for Frontex staff members; annual appraisal exercise; the reclassification procedure; and entitlements of Frontex staff (including SNEs and SMTs).		33*	0	Satisfaction Level
Ensuring that Frontex personnel, information, buildings and equipment are adequately protected against threats	HRS-3	Safety and security measures in place in compliance with the overall internal security regulatory framework and in line with EU rules and best practices. This includes implementation of the applicable rules, including EU Classified Information, as well as liaison with EU and the Member State security services.		17*	0	Time to Respond

2.14.3. Legal Affairs

Title	Activity ID	Description	Expected results	HR	FR	Indicator
Litigation and pre-litigation	LAU-1	LAU represents Frontex in front of EU and national courts. Furthermore, LAU plays an important role in the internal pre-litigation phase and in the recovery of financial amounts due.		2*	0	Quality Level
Legal opinions and advice regarding core business, i.e. OPD, CBD	LAU-2	LAU gives support to internal stakeholders on core business related matters (OPD, CBD). In view of the Mediterranean crises, this activity became to be even more significant.		2*	0	Number of operational plans verified Quality Level; number of agreements processed
Complaints' mechanism	LAU-4	LAU design of complaints' mechanism.		TBC	0	
Implementing European Border and Coast Guard Regulation	LAU-5	LAU gives legal and practical advice on interpretation and implementation of new Regulation. LAU leaves to HoUs to issue instructions on details related to tasks under the Regulation.		3*	0	

Decision-making process	LAU-6	LAU checks the legality of the internal decision-making process.		0.5	0	number of successfully challenged decisions
General support to all divisions and cabinet;	LAU-7	General support to all divisions and cabinet.		0.5	0	number of opinions issued
Legal advice to HR	LAU-8	Legal Officer dedicated to HR matters		TBC	0	

2.14.4. ICT

Title	Activity ID	Description/Objectives	Expected Results	HR	FR	Indicator
Eurosur Communication Network	ICT-1	Support, maintenance and further development of the Eurosur Communication Network.		5	2,250.000	System and Network availability; Alignment Index
Maintain the performance, availability and security of ICT services	ICT-2	Ensuring ICT services availability.	System available according to commitment mentioned in SLA and SLS	16*	3.605.000	Report on compliance to Service Level Statement and Service Level agreements - 88 % of incidents and service requests fulfilment required)
Due to new regulation and increase of staff Develop new capabilities in relation with architecture, data management, Project management and business analyst. Define architecture for operational consolidated systems and applications	ICT-4	Develop the in house capabilities related to business and technical analysis, enterprise and system architected and information and data management to retain knowledge, improve development of ICT Strategy and Governance. To supply the technical architecture document for the consolidation of ICT systems in order to supply common components, reduce the number of systems; reduce the overlapping of functionalities and maintenance costs.	Enterprise and technical architecture documentation New IT Strategy New IT Technical architecture for the operational platform	3*	400.000	Capacity created per area

Technical, procurement and contracts coordination for the evolution of both operational and non-operational systems	ICT-5	Technical coordination of developments made in collaboration with other business units, coordination of the procurement procedures and requests in order to ensure the timely acquisition of licenses, the execution of support and the maintenance and development tasks for: - the bespoke operational systems, FOSS, FMM, Equipment of the Operations room, GIS solution, business intelligence environment; - digital asset management; - bespoke applications in the administrative area.	Contract management in place, including escalation of incident and issues, on time renewal of contract on time launch of new procedures, permanent contractual coverage of the IT solutions, management of SLA	8*	1.600.000	No interruption of contractual support for critical systems. Less than 5 % of noncritical system/application for which a support contract is necessary not covered by contractual maintenance.
Intranet / My Frontex workspace	ICT-6	Further development of the My Frontex Workspace (Intranet based collaboration tools) and Record Based Document Management System (RDBMS).	Intranet/ myFrontex workspace modules delivered Improved collaboration, document and knowledge management	1.5	800.000	Satisfaction Level
Implementation of ICT Business Continuity Capability	ICT-7	Continuation of implementation and operation of ICT business continuity capability (Disaster Recovery plan and infrastructure) including the installation, running, improvement, test and maintenance of the main ICT services in the disaster recovery site (DRS).	Capability available on the Disaster recovery site for the basic systems such as authentication, email, file servers (as a first steps), installation of the critical systems in preparation	1.5	625.000	Availability of the link and “active-active” applications available at 99.5 % of the time.
Implementation of Identity and Access Management	ICT-8	Implementation of a system allowing to centralise the management of accounts and the permissions of all ICT systems for the internal users as well as the external users and to use a single sign on for these applications, and the automation of the provisioning of accounts.	Integration of business applications in the Identity and Access management system according to the priorities fixed by Frontex	1.5	110.000	At least 3 additional applications integrated per year

Adaptation of the network and service infrastructure in the additional floor in the building, as a consequence of the change of regulation and the associated increase of staff member numbers	ICT-9	Floor adapted to the need of users, including cabling to the workstations, installation of wifi, connection of the floor distribution system to the datacentre, installation of multifunctional and video conference devices	User able to use all the ICT solutions in the additional floors in the same building	0.5	0 (budgeted in 2017)	Satisfaction level
Maintain centralised document management system	CGD	Ensuring full functioning of centralised document management system		2		

2.14.5. Corporate Planning, Evaluation and Quality Management

Title	Activity ID	Description	Expected results	HR	FR	Indicator
Enhance corporate evaluation function	CG/CTL-1	Internal evaluations (interim, ex ante and ex post) are mandated and coordinated by a central entity, involving internal and external experts.	Limited number of evaluations executed (FWC) leading to improvements in areas evaluated	0.6	100.000	Number of recommendations accepted
Business Continuity Management in Frontex	CG/CTL-3	Maintain and adjust Business Continuity Management across Frontex; effectively response to threats; BCM protects main business interests of Frontex according to the adopted strategy.	3 BC exercises	0.4	0	Alignment Index
Strengthening Frontex anti-fraud controls	CG/QM-2	In line with OLAF's recommendations for all EU Agencies and Commission guidelines the controls over potential fraud will be strengthened.		0.9	0	Objectives Achievement - Index
Process improvement	CG/QM-3	Improve processes by strengthening process management.		1.1	0	Satisfaction Level

SECTION IV - BUDGET 2018

Revenue

Chapter	Article	Description	Budget 2016 N2	Budget 2017	Provisional Draft Estimate of Revenue 2018 ⁽¹⁾ COM(2015)671
	A-900	Subsidy from the Commission	218 686 000	281 267 000	298 286 000
	A-901	Contribution from Schengen Associated Countries	13 971 000	20 662 000	21 912 000
	A-902	Contribution from the United Kingdom and Ireland	0	0	0
A-90	Subsidies and contributions		232 657 000	301 929 000	320 198 000
A-91	Other Revenue		100 000	100 000	0
A-94	Earmarked Revenue		p.m.	p.m.	p.m.
A-9	TOTAL REVENUE		232 757 000	302 029 000	320 198 000

Note (1): The draft estimate 2018 based on the communication of the Commission COM(2015)671 final of the 15.12.2015.
This includes a EC subsidy of EUR 298.3m and a increase of staff 67 AD/AST posts and external personnel of 27 CA and 27 SNE.

Chapter	Description	Budget 2016 N2	Budget 2017	Provisional Draft Estimate of Expenditure 2018 COM(2015)671
Title	A-1 STAFF			
A-11	Staff in active employment	26 474 000	55 410 000	52 714 000
A-12	Recruitment	286 000	286 000	286 000
A-13	Administrative missions	500 000	500 000	500 000
A-14	Sociomedical infrastructure	70 000	70 000	70 000
A-15	Other staff related expenditure	1 500 000	1 410 000	1 410 000
A-16	Social welfare	20 000	20 000	20 000
A-1	TOTAL STAFF RELATED EXPENDITURE	28 850 000	57 696 000	55 000 000
Title	A-2 OTHER ADMINISTRATIVE EXPENDITURE			
A-20	Rental of building and associated expenditure	5 264 000	5 355 000	16 155 000
A-21	Data processing & telecommunications	6 896 000	6 890 000	7 240 000
A-22	Movable property and associated expenditure	257 000	163 000	905 000
A-23	Current Administrative expenditure	1 283 000	925 000	1 615 000
A-24	Postal expenditure	130 000	80 000	170 000
A-25	Non-operational meetings	536 000	515 000	640 000
A-26	Communications	644 000	785 000	825 000
A-2	TOTAL OTHER ADMINISTRATIVE EXPENDITURE	15 010 000	14 713 000	27 550 000
Title	A-3 OPERATIONAL ACTIVITIES			
A-30	Joint Operations	121 977 000	119 795 000	115 795 000
A-31	Risk analysis, Situation Center & EUROSUR	14 695 000	13 680 000	17 855 000
A-32	Training	5 000 000	5 000 000	9 450 000
A-33	Research and Development	1 600 000	1 100 000	1 100 000
A-34	Pooled Resources	4 275 000	1 100 000	9 000 000
A-35	Miscellaneous Operational Activities ⁽¹⁾	1 070 000	21 765 000	29 793 000
A-36	Supporting Operational Activities	140 000	60 000	378 000
A-37	Return Support	39 585 000	66 560 000	53 792 000
A-38	'International and European cooperation	555 000	560 000	485 000
A-3	TOTAL OPERATIONAL ACTIVITIES	188 897 000	229 620 000	237 648 000
Title	A-4 EARMARKED EXPENDITURE			
A-41	Ad-hoc grants	p.m.	p.m.	p.m.
A-42	Copernicus ⁽²⁾	p.m.	p.m.	p.m.
A-4	TOTAL EARMARKED EXPENDITURE	p.m.	p.m.	p.m.
GRAND TOTAL		232 757 000	302 029 000	320 198 000

⁽¹⁾ Included in chapter A-35 is budget line A-3502 amounting to EUR 9 140 000, which is the Financial Operational reserve of at least 4% of the operational budget according to Article 75(13) of Frontex regulation (EU)2016/1624.

⁽²⁾ Delegation agreement signed whereby the COM has entrusted budget implementation tasks to Frontex for Copernicus security services. These appropriations correspond to the external assigned revenue made available.

Expenditures - Activity Based

The ABB based approach applied by the Agency can be explained as follows:

Direct costs are costs directly related to operational activities. This includes operational costs and costs for (operational) staff.

Operational costs are financial resources stemming mainly from Title 3, but also from Title 2 (e.g. for the Consultative Forum or public relations related costs).

The **number of staff** shown as **direct costs** (see table to the left) are those staff members that are working in the respective operational units/sectors/teams.

Depending on the grade of the staff, staff related (direct) costs may be higher or lower.

Indirect costs are composed of costs for support staff and administrative & support costs. **Indirect staff** ('support staff') include the staff working in traditional administrative functions (e.g. Finance, Human Resources, ICT, as well as the Executive Director, the Deputy Executive Director and the Division Directors and their assistants) supporting the direct operational staff. The reason to include the Director's group is that they cannot be allocated to one specific activity, but their work is of horizontal nature across the Agency.

The allocation of indirect staff is done proportional to the number of staff members directly assigned to the units/sectors/teams.

Establishment Plan

Grade	Establishment plan 2016 N2		Establishment plan 2017		Provisional Draft Establishment plan 2018 COM(2015)671	
	TA	Perm.	TA	Perm.	TA	Perm.
AD16	0		0		0	
AD15	1		1		1	
AD14	1		1		1	
AD13	4		5		5	
AD12	14		15		15	
AD11	9		11		11	
AD10	8		10		10	
AD9	10		20		20	
AD8	66		85		85	
AD7	44		65		65	
AD6	24		34		34	
AD5	13		14		14	
Additional AD posts	0		0		50	
Sub-total AD	194	0	261	0	311	0
AST11	0		0		0	
AST10	0		0		0	
AST9	0		0		0	
AST8	5		5		5	
AST7	11		11		11	
AST6	15		16		16	
AST5	25		27		27	
AST4	21		28		28	
AST3	4		4		3	
AST2	0		0		0	
AST1	0		0		0	
Additional AST posts	0		0		17	
Sub-total AST	81	0	91	0	107	0
GRAND TOTAL	275	0	352	0	418	0

TA = Temporary Agent; Perm. = Officials of the EC

Proposal of reclassification is based on the rates described in Annex 1b of Staff Regulations.

This draft does not take into account the implications reclassification 2015 and 2016

External Personnel

Contract agents

	Posts in 2016	Posts in 2017	Provisional request 2018
FGIV	20	53	53
FGIII	48	88	88
FGII	10	7	7
FGI	13	14	14
Additional CA posts	0	0	27
Total CA	91	162	189

Seconded National Experts

	Posts in 2016	Posts in 2017	Provisional request 2018
SNE	141	141	168

Section V - Annexes (section to be further enhanced and updated during planning process)

Annex II: - Human and Financial Resources (Tables) N+1 - N+3 (to be inserted at later stage)

Table 1 - Expenditures (to be inserted at later stage)

Table 2 - Revenue (to be inserted at later stage)

Table 3 - Budget outturn and cancellation of appropriations (to be inserted at later stage)

Annex III: Table 1 - Staff population and its evolution; Overview of all categories of staff (to be inserted at later stage)

Table 2 - Multi-annual staff policy plan Year 2018 - 2020 (to be inserted at later stage)

Annex IV: A. Recruitment policy

In 2015 Frontex applied general implementing provisions related to the engagement of temporary and contract agents in a form presented by the European Commission (the Frontex Management Board Decision 06/2005 as of 30 June 2005, on the adoption of implementing rules to the Staff Rules and Regulations is applied by analogy to the Commission Decision 7.4.2004 C(2004)1313¹³). Frontex has also adopted, as ED decisions, rules establishing the procedure governing the engagement and use of Temporary Staff and Contract Staff¹⁴. In 2016, these decisions will be replaced by the new ones developed by the Standing Working Party together with the European Commission.

Guidelines related to the recruitment area will be further developed in order to further optimize the running of the selection procedures and to ensure the overall quality of the recruitments and management of existing reserve lists. Transparency and open competition in the recruitment policy will guide any future changes in the policy.

Frontex is making all possible efforts to ensure consistency when proposing grades for new posts. Before the proposal is made, a detailed analysis of the existing job profiles is carried out in order to define the required level of competency and subsequent grade. It has been observed in the recent years that some posts have been published with lower grades than foreseen in the establishment plan and thus are under occupied.

a. Officials

Frontex does not employ EU permanent officials.

b. Temporary agents

Frontex applies the following criteria when identifying posts of **long-term duration**:

- Posts covering tasks of a permanent nature resulting from the mandate and the Multi-Annual Plan of the Agency;
- Posts where continuous expertise needs to be safeguarded.

¹³ Commission Decision on general implementing provisions concerning the criteria applicable to classification in grade and step on appointment or engagement; No. 55-2004/04.06.2004; Brussels, 7.4.2004, C(2004) 1313.

¹⁴ Decision of ED establishing the procedure governing the engagement and use of Temporary Staff, No 58, 19.11.2009 and Decision of ED establishing the procedure governing the engagement and use of Contract Staff, No 59, 19.11.2009.

All temporary agent posts (with the exception of the Executive Director and Deputy Executive Director) are identified as posts of long-term duration. The ED decision (No 58/2009 of 19.11.2009) sets the rules for duration of contracts for Temporary staff. It is expected that this ED Decision will be replaced in 2016 by the general implementing provisions on the procedure governing the engagement and use of temporary staff. According to current rules, the duration of the first contract for the temporary agents on long-term employment is set at 5 years with a possibility to renew for a maximum of 5 years on the basis of a positive performance evaluation. And business need of the Agency. Should a second renewal take place, the contract will be offered for an indefinite duration.

The posts of the Executive Director and Deputy Executive Director after the initial appointment for a five years fixed-term contract are subject for extension once for a period of a maximum of five years and are considered as **short-term** employment.

c. Contract agents

In 2014, all contract agent posts were classified into long-term or short-term posts. The ED based his decision on a needs assessment when deciding on the duration and recruitment of contract agents.

The ED decision (No 59/2009 of 19.11.2009) sets the term of the first contract for a fixed period of at least three months and not more than five years. In practice, the duration of the first contract for a contract agent employed at Frontex is three years. The new implementing rule on engagement of contract agents will be in force in 2016. Frontex will change the approach to length of the contracts of the contract agents by equalizing it to the length of the contracts of temporary agents. The initial contract will be offered for 5 years, first renewal as well for 5 years.

d. Seconded national experts (SNEs)

Frontex implemented the decision laying down rules on the secondment of national experts (Management Board Decision No 22/2009) as of 25 June 2009. That decision set up the rules on recruiting, selection as well as the conditions for work of SNEs in the Agency.

SNEs have specific knowledge and experience in the border guard environment and are used in specialised areas of the Agency activities. They play a very important role in achieving the goals of the Agency, including contributing to the increase in commitment of the Frontex core stakeholders, the MS Border Guard Services. Frontex aims at achieving a geographical balance of nationalities among the SNEs which, in practice, means targeting underrepresented EU Member States or Schengen associated countries whilst selecting SNEs.

The rotation principle applies when employing SNEs with an initial secondment of duration of two years, with the possibility of an extension for another 2 years. The rotation principle aims at providing the Agency with an up-to-date input of knowledge and experience in the area of border management.

The selection process of Seconded National Experts is defined by the Executive Director Decision 68/2015 of 25.09.2015, establishing the procedure applicable to the selection and extension of the period of secondment.

e. Structural service providers

In 2015 Frontex continued a contract to provide interim staff on a short term basis where and when needed and has taken on board 19 persons resulting in a total of 167 man months worked. In 2016 Frontex will continue cooperation with the same interim service provider. The contract is the result of an open tender procedure.

Frontex is also outsourcing services for:

- Frontex reception,
- Frontex canteen,
- Cleaning service,
- Handyman,
- Certain ICT experts,
- Travel desk.

Annex IV: B Appraisal of performance and reclassification/promotion (to be inserted at later stage)

Table 1 - Reclassification of temporary staff/promotion of officials

Annex IV: B. Appraisal of performance and reclassification/promotions (to be inserted at later stage)

Table 2 -Reclassification of contract staff

In 2015 Frontex has started for the first time reclassification of contract agents. The process follows the same legal provisions as in the European Commission C (2013) 2529 amended by C (2014) 2222.

The Agency's policy on performance appraisal and promotion/reclassification - short description

In 2015 Performance Appraisal in Frontex was conducted according to the implementing rule adopted by ED Decision 31/2009 of 27.08.2009. This decision is based on the common understanding of Article 43 of the Staff Regulations which was endorsed by the European Commission. The appraisal process was introduced for the first time as a pilot in 2009 and from 2010 onwards, has been run officially as a uniform and compulsory process for everybody working in the Agency (TAs, CAs and SNEs).

In 2016 Frontex will start applying new rules on appraisal following model decision developed by Standing Working Party and confirmed by the ex-ante agreement of the European Commission. These rules were adopted by Frontex Management Board Decision 45/2015 and 46/2015 of 20 November 2015.

In the period 2012 - 2015, the reclassification process for temporary agents was fully based on the implementing rule (IR) model decision of Article 45 of the Staff Regulations. This implementing rule was adopted by ED Decision 100/2010 of 17.11.2010 taking into account the multiplication rates for finding average career equivalence as laid down in the Staff Regulations Annex 1B. The reclassification process applied only to temporary agents on long term employment.

The new reclassification procedures for temporary and contract agents has been applied in Frontex since 2016 after adopting general implementing provisions, following model decisions, in the form of Management Board Decisions.

Annex IV: C. Mobility Policy

Frontex intends to foster, where possible, the existing opportunities for cooperation with other EU institutions and Agencies in order to facilitate staff rotation, develop in the long term staff skills and prepare Frontex employees to seize future potential job opportunities. Securing that Frontex can reasonably and regularly renew its staff with qualified and motivated candidates is the long term aim underpinning that attempt.

1. Mobility within the Agency

Vacant positions in Frontex are published on the Frontex Internet site and, by way of exception, in specialised websites or publications. The selection procedure for both internal and external candidates is carried out in the same way. However, it is visible that the number of selected internal applicants is high.

During the annual staff appraisal exercise, staff members may express the wish to be moved internally to a different Division/Unit at Frontex. The real effect of such an approach is a better allocation of the resources according to the assessment of possessed qualifications and competencies. One other side effect expected of this staff policy is the mitigation of the risk of a 'silo culture' within Frontex. The Agency is continuing to identify opportunities for redeployment of staff when feasible particularly to comply with budgetary constraints of EU institutions.

The new implementing rule on the engagement of temporary agents (2f) will be set up, containing detailed guidelines on the mobility within the Agency mainly by allowing the internal publication of the vacancy notices.

2. Mobility among agencies (Inter-Agency Job Market)

Frontex joined the Inter-Agency Job Market (IAJM) in August 2010. However this mechanism was not used at all by Frontex. By the amended Staff Regulations and in particular by creating a new category of temporary agents - 2f, the possibility of mobility between agencies has been created in the legal text.

3. Mobility between the agencies and the institutions

Frontex, by not employing permanent officials, was so far not in a position to implement the policy on mobility between the institutions and the Agency. This question deserves however further consideration in the future.

Annex IV: D. Gender and geographical balance (to be inserted at later stage)

Annex IV: E. Schooling

It is assumed that, in the absence of a Headquarters (HQ) Agreement, Polish authorities will continue to reimburse the education costs of Frontex expatriated staff only. The European Border and Coast Guard Regulation legally obliges Poland to conclude a HQ Agreement. Negotiations for this purpose are on-going with no results as yet.

Frontex has made efforts to get opinions related to the interest of setting up and accredited European School in Warsaw. Five major international schools were asked for their views. The French school has clearly expressed interest in joining the accreditation process. This initiative was consulted with the Polish Ministry of Education.

Annex V: Buildings (to be inserted at later stage)

Annex VI: Privileges and Immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
Executive Director Deputy Executive Director	Diplomatic status	
Children of foreign staff members		Reimbursement of schooling costs (by Polish Ministry of Education)

Annex VII: Evaluations

Due to the increased workload related to the implementation of the new Regulation the evaluation plan for 2017 has been suspended.

Annex VIII: Risks 2018 (to be inserted at later stage)

Annex IX: Procurement Plan 2018 (to be inserted at later stage)

Annex X: Organisation Chart 2018 (to be inserted at later stage)

Annex XI: Training Plan 2018 (to be inserted at later stage)

Annex XII: Assessment of Operational Deployment 2018 (to be inserted at later stage)