



**P. Nikiforos Diamandouros**  
European Ombudsman

Mr Ilkka Laitinen  
Executive Director  
European Agency for the Management of  
Operational Cooperation at the  
External Borders (Frontex)  
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POLOGNE

Strasbourg, 07 -02- 2013

**Report of the European Ombudsman following his visit to Frontex ,  
OI/13/2012/MHZ**

Dear Mr Laitinen,

I am writing in order to share with you the results of the visit that I made to Frontex on 4 October 2012. Please find enclosed a report containing my findings and suggestions.

I hope that Frontex will find useful the suggestions made in the report and that you will react positively to them in an effort to build and maintain an administrative culture of service. I would be grateful if you could inform me, by 28 February 2013, of the follow up you have given to my suggestions.

The Ombudsman aims to be not only a form of external control, but also a resource to help those with management responsibilities in the EU institutions, bodies, offices and agencies to improve the quality of their administration and to build and maintain a culture of service to citizens. In addition to my suggestions, my staff and I are ready to give advice on request, within the limits of my competence and resources.

Finally, I would like to thank you and your staff for your excellent co-operation.

Yours sincerely,

P. Nikiforos Diamandouros  
Enclosure:

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