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Delegations will find enclosed the Frontex draft Programming Document 2020 – 2022.

Programming Document 2020 - 2022

Aligned to EBCG 2.0 new strategic direction

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INTRODUCTION

Disclaimer

This revised Frontex Programming Document 2020 – 2022 has been prepared taking into account two different scenarios, the first based on the level subsidy foreseen for the Agency in the Council’s position at the moment of submitting this document, setting total budget year 2020 for the Agency at EUR 462.2 million, while in the second scenario, based on the level of subsidy as foreseen in the EU draft budget (commission’s position), it foresees a total budget of the Agency at EUR 469.34 million. The difference EUR 7.14 million is placed within Chapter 35 - “Operational reserve”. Financial tables display both scenarios except the reconciliations of financial resources to the strategic framework since the difference are funds not yet earmarked due to its nature, a reserve.

Foreword

The revised Frontex Programming Document 2020 – 2022 (PD 2020 – 2022) sets the framework for all strategic planning documents as outlined in the European Border and Coast Guard Regulation¹ (EBCG Regulation) and in parallel aims at preparing to host the objectives set in the proposal of the new European Border and Coast Guard Regulation² as well as the Agency’s activities to implement its new and enhanced mandate.

As a strategic planning document the PD 2020 – 2022 is made up by Frontex Multiannual Programming 2020 - 2022 (MAP 2020 – 2022), representing the mid-term strategic business plan of the Agency. The structure of the MAP 2020 – 2022 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 2020, they form Section II and Section III of the PD 2020 – 2022. The budget 2020 is elaborated and displayed in Section IV of the document.

Taking into account that the new European Border and Coast Guard (Frontex) Regulation is scheduled for final adoption and entry into force in the fourth quarter of 2019, the timeframe for this Programming Document requires an incremental approach to the programming process, with 2020 oriented mostly on building the Agency’s capabilities and structures necessary to be able to start operating fully under the new Regulation as of January 2021.

Given the date of the planned entry into force of the new Frontex Regulation, the approach to the programming process needs to be based on the assumption that amendments will be necessary in order to align the PD to the final legislative text and to the Agency’s revised operational concept to be developed on its basis.

As a strategic document, the PD 2020 – 2022 aims at outlining the future mid-term strategy and the related activities of the Agency³. The purpose of the PD 2020 – 2022 can be established as:

- ensuring transparency, accountability, and efficiency of Frontex activities;
- providing the Management Board with a commonly agreed framework for its undertakings;
- serving as a reference for the development of the annual work programme;
- enabling the Executive Director to perform his duties within key objectives and the strategic action areas as established by the Management Board;
- provide the programming framework for delivering a structural change to the Agency introduced by the new (Frontex) Regulation.

The tables and figures contained in the document, particularly those regarding human and financial resources might need further validation and adjustment in view of the new Multiannual Financial Framework 2021–2027 and the adoption and entering into force of the new European Border and Coast Guard Regulation.

¹ Regulation (EU) 2016/1624 of 14 September 2016 on the European Border and Coast Guard (OJ L 251, 16.9.2016, p. 1).

² Proposal for a Regulation of the European Parliament and of the Council on the European Border and Coast Guard and repealing Council Regulation (EU) n° 1052/2013 of the European Parliament and of the Council and Regulation (EU) n° 2016/1624 of the European Parliament and of the Council. A contribution from the European Commission to the Leaders’ meeting in Salzburg on 19-20 September 2018.

³ Article 64 of the European Border and Coast Guard Regulation.

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
•	BFCS	Budget, Financial and Corporate Services
•	CBC	Cross-Border Crime
•	CCC	Common Core Curriculum
•	CCG	Core Country Group
•	CCWP	Customs Cooperation Working Party
•	CeCLAD-M	Centre de Coordination pour la Lutte Anti-drogue en Méditerranée
•	CED	Centre of Excellence for combating Document Fraud
•	CGF	Coast Guard Functions
•	CGLE	Coast Guard and Law Enforcement Unit
•	CELBET Team	Central Customs Eastern and South-Eastern Land Border Expert
•	CEPOL	European Agency for Law Enforcement Training
•	CIRAM	Common Integrated Risk Analysis Model
•	CIPI	Common Pre Frontier Intelligence Picture
•	CSDP	Common Security and Defence Policy
•	EASO	European Asylum Support Office
•	EaP	Eastern Partnership
•	EBCGT	European Border and Coast Guard Team
•	ECA	European Court of Auditors
•	ECRet	European Centre for Returns
•	EDA	European Defence Agency
•	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
•	EMLO	European Migration Liaison Officer
•	EMPACT	European Multidisciplinary Platform against Criminal Threats
•	EMSA	European Maritime Safety Agency
•	ERRIN	European Return and Reintegration Network
•	ESP	European Situational Picture
•	ETIAS	European Travel Information and Authorisation System
•	EU	European Union
•	EU-ANSA	EU Agencies Network on Scientific Advice
•	EUBAM	EU Border Assistance Mission
•	EUISS	European Union Institute for Security Studies
•	Eurint	European Integrated Return Management Initiative
•	EURLO	European Return Liaison Officers Network
•	Eurojust	European Union's Judicial Cooperation Unit
•	Europol	European Union Agency for Law Enforcement Cooperation
•	EUROSUR	European Border Surveillance System
•	EUNAVFOR MED	European Union Naval Force Mediterranean
•	EURTF	European Regional Task Force
•	FAR	Frontex Application for Return
•	FADO	False and Authentic Documents Online
•	FDU	Field Deployment Unit
•	FIELD	Frontex Interpol Electronic Document System
•	FLO	Frontex Liaison Officer
•	FOSS	Frontex One Stop Shop
•	FR	Fundamental Rights
•	FRA	Fundamental Rights Agency
•	FRAN	Frontex Risk Analysis Network
•	FRO	Fundamental Rights Officer
•	FSC	Frontex Situation Center
•	GIS	Geographical Information System
•	GSC	General Secretariat of the Council of the European Union
•	HR	Human Resources
•	IAS	Internal Audit Service
•	IBM	Integrated Border Management
•	ICT	Information and Communication Technology
•	IEC	International and European Cooperation Division

•	I-FADO	Intranet FADO
•	IFC	Information Fusion Centre
•	ILO	Immigration Liaison Officer
•	IMO	International Maritime Organisation
•	Interpol	International Criminal Police Organization
•	IOM	International Organization for Migration
•	IPA	Instrument for Pre-Accession
•	IRMA	Integrated Return Management Application
•	JCO	Joint Customs Operation
•	JIA	Joint Intensified Action
•	JO	Joint Operation
•	JPCO	Joint Police Customs Operation
•	JORA	Joint Operations Reporting Application
•	MAO	Multi Annual Objectives
•	MAP	Multiannual Plan
•	MASP	Multiannual Strategic Plan
•	MB	Management Board
•	MMA	Multipurpose Maritime Activities
•	MMO	Multipurpose Maritime Operations
•	MS	Member State
•	NATO	North Atlantic Treaty Organization
•	NCC	National Coordination Centre
•	NTC	National Training Coordinator
•	OLAF	European Anti-Fraud Office
•	OSCE	Organization for Security and Co-operation in Europe
•	ORD	Operational Response Division
•	PA	Partnership Academy
•	PID	Project Initiation Document
•	PRADO Online	Public Register of Authentic travel and identity Documents
•	RAU	Risk Analysis Unit
•	RCMS	Readmission Case Management System
•	RECAMAS	Return Case Management System
•	RILO	Regional Intelligence Liaison Office
•	RIU	Research and Innovation Unit
•	RRAN	Regional Risk Analysis Network
•	SAA	Strategic Action Areas
•	SAC	Schengen Associated Country
•	SAM	Situational Awareness and Monitoring Division
•	SAR	Search and Rescue
•	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	Sectoral Qualifications Framework for Border Guarding
•	STNA	Strategic Training Needs Assessment
•	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
•	TRU	Training Unit
•	TU-RAN	Turkey Risk Analysis Network
•	UNHCR	United Nations High Commissioner on Refugees
•	UNODC	United Nations Office on Drugs and Crime
•	VAU	Vulnerability Assessment Unit
•	WCO	World Customs Organization
•	WOB	Weekly Operational Briefing
•	WP	Work Programme

Mission Statement⁴

I. Mission

Together with the Member States, we ensure safe and well-functioning external borders providing security.

II. Vision

The European Area of Freedom, Security and Justice.

III. Values

- **we are professional**, we have the knowledge, skills and competencies needed to fulfil our mission efficiently with high ethical standards and we continuously strive for excellence to improve our performance;
- **we are respectful**, we recognize people, institutions and their roles and demonstrate respect by treating these as valuable and important;
- **we seek cooperation**, together with the Member States' relevant national authorities and with participation of other stakeholders we manage the EU external borders together and seek cooperation with non-EU countries;
- together, we cooperate and collaborate across the organisation as well as with external stakeholders in order to accomplish common goals and objectives;
- **we are accountable**, we are trusted with a shared responsibility to implement European integrated border management;
- **we are trustworthy** in fulfilling our responsibilities in our work, its timeliness and quality;
- **we care**, as European public agents we serve the interests of citizens because we care about people and believe in European values.

IV. 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 the 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 the 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 at all external borders. Its contribution shall include the exchange of good practices.

The Agency's mandate is expected to develop with the new EBCG Regulation scheduled for final adoption and entry into force before the end of 2019.

⁴ As adopted by the Management Board 66th meeting 26-29 September 2017

V. 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 but also in other legislative acts, such as the EUROSUR Regulation, the Schengen Framework and ETIAS Regulation.

In line with the adopted Technical and Operational European Integrated Border Management Strategy, the mandate and tasking of the Agency can be grouped in three strategic objectives and related activities.

Firstly, a reduced vulnerability of the external borders based on comprehensive situational awareness by producing actionable information and analysis to enable the functioning of the European Border and Coast Guard; creating an EBCG environment and community of intelligence-led operational activities; developing and implementing a fully interoperable and efficient European Quality Control Mechanism as well as the system for providing operational support and reinforcing Member States border control activities through establishing and operating the ETIAS Central Unit.

Secondly, a safe, secure and well-functioning EU external border by providing effect-oriented and flexible operational response; positioning Frontex as an important player in the area of law enforcement; reinforcing Frontex coordinating role as regards EU Coast Guard function and supporting migration management by ensuring effective returns.

And thirdly, sustained European border and coast guard capabilities by implementing Capability Development Planning, including contingency planning; providing trained and equipped Standing Corps to enable response to current and emerging challenges; continuing to develop and implement Strategy for Acquisition of own technical equipment and establishing decentralised logistics system as well as supporting research, technology development and innovation to effectively back capability development of the EBCG.

On top of the three main strategic objectives, horizontal objectives have been defined as cross-cutting functions involving all activities carried out by the Agency - these are: developing and implementing the European Integrated Border Management; reinforcing the external dimension and developing an upgraded Management System.

The above objectives shall constitute the framework for defining the Agency's main responsibilities and for programming its work in both annual and multiannual perspectives.

1 SECTION I - GENERAL CONTEXT

Influencing Factors

I. Legal Framework

- Treaty on European Union (TEU) and the Treaty on the Functioning of the European Union (TFEU);
- Charter of Fundamental Rights of the European Union;
- The 1951 Convention Relating to the Status of Refugees and the 1967 Protocol Relating to the Status of Refugees;
- The European Convention for the Protection of Human Rights and Fundamental Freedoms, 1950;
- The United Nations Convention on the Rights of the Child (UNCRC), 1989;
- The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) 1979;
- The United Nations Convention on the Law of the Sea (UNCLOS) 1982;
- The International Convention for the Safety of Life at Sea (SOLAS) 1974;
- The International Convention on Maritime Search and Rescue (SAR) 1979.
- Regulation (EU) 2016/1624 of the European Parliament and of the Council of 14 September 2016 on the European Border and Coast Guard;
- Regulation (EU) No 1052/2013 of the European Parliament and of the Council of 22 October 2013 establishing the European Border Surveillance System (Eurosur);
- Regulation (EU) 2016/399 of the European Parliament and of the Council of 9 March 2016 on a Union Code on the rules governing the movement of persons across borders (Schengen Borders Code) (codification);
- Regulation (EU) No 656/2014 of the European Parliament and of the Council of 15 May 2014 establishing rules for the surveillance of the external sea borders in the context of operational cooperation coordinated by [Frontex];
- Regulation (EU) 2018/1240 of the European Parliament and of the Council of 12 September 2018 establishing a European Travel Information and Authorisation System (ETIAS) and amending Regulations (EU) No 1077/2011, (EU) No 515/2014, (EU) 2016/399, (EU) 2016/1624 and (EU) 2017/2226;
- Regulation (EU) 2017/2226 of the European Parliament and of the Council of 30 November 2017 establishing an Entry/Exit System (EES) to register entry and exit data and refusal of entry data of third-country nationals crossing the external borders of the Member States and determining the conditions for access to the EES for law enforcement purposes, and amending the Convention implementing the Schengen Agreement and Regulations (EC) No 767/2008 and (EU) No 1077/2011;
- Regulation 2019/817 of 20 May 2019 on establishing a framework for interoperability between EU information systems in the field of borders and visa;
- Regulation 2019/818 of 20 May 2019 on establishing a framework for interoperability between EU information systems in the field of police and judicial cooperation, asylum and migration;
- Regulation 2019/816 of 17 April 2019 establishing a centralised system for the identification of MS holding conviction information on third-country nationals and stateless persons (ECRIS-TCN);
- Regulation 2018/1861 of 28 November 2018 on the establishment, operation and use of SIS in the field of border checks;
- Regulation 2019/1155 of 20 June 2019 amending Regulation (EC) 810/2009 establishing a Community Code on Visas (Visa Code);
- Regulation 2019/1157 of 20 June 2019 on strengthening the security of identity cards of Union citizens and of residence documents issued to Union citizens and their family members exercising their right of free movement;
- Regulation 2019/1240 of 20 June 2019 on the creation of a European network of immigration liaison officers;
- Council Directive (EU) 2019/997 of 18 June 2019 establishing an EU Emergency Travel Document;

- Council Regulation (EU) No 1053/2013 of 7 October 2013 establishing an evaluation and monitoring mechanism to verify the application of the Schengen acquis and repealing the Decision of the Executive Committee of 16 September 1998 setting up a Standing Committee on the evaluation and implementation of Schengen;
- Staff Regulations of Officials and Conditions of Employment of Other Servants of the European Union;
- Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012;
- Regulation (EC) No 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents;
- Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data
- Directive 2008/115/EC of the European Parliament and of the Council of 16 December 2008 on common standards and procedures in Member States for returning illegally staying third-country nationals;
- Directive 2013/32/EU of the European Parliament and of the Council of 26 June 2013 on common procedures for granting and withdrawing international protection;
- Council Directive 2003/110/EC of 25 November 2003 on assistance in cases of transit for the purposes of removal by air;
- Council Decision 2004/573/EC of 29 April 2004 on the organisation of joint flights for removals from the territory of two or more Member States, of third-country nationals who are subjects of individual removal orders;
- Commission Decision (EU, Euratom) 2015/443 of 13 March 2015 on Security in the Commission;
- Commission Decision (EU, Euratom) 2015/444 of 13 March 2015 on the security rules for protecting EU classified information;

II. Political Framework

- Roadmap for the implementation of the European Border and Coast Guard 2.0
- The future enlargement of the European Union and the Schengen area (in particular Communication from the Commission to the European Parliament and the Council on the verification of the full application of the Schengen acquis by Croatia; 98/429/JHA: Joint Action of 29 June 1998 adopted by the Council on the basis of Article K.3 of the Treaty on European Union, establishing a mechanism for collective evaluation of the enactment, application and effective implementation by the applicant countries of the acquis of the European Union in the field of Justice and Home Affairs);
- Communication from the Commission to the European Parliament, the European Council and the Council 'Back to Schengen'- Roadmap;
- 98/700/JHA: Joint Action of 3 December 1998 adopted by the Council on the basis of Article K.3 of the Treaty on European Union concerning the setting up of a European Image Archiving System (FADO);
- The Internal Security Strategy;
- The Global Approach to Migration and Mobility (GAMM);
- The developments after the Stockholm Programme;
- EU Maritime Security Strategy;
- European Integrated Border Management Strategy;
- Renewed EU Action Plan on return;
- EU Action Plan on Smuggling;
- EU Action Plan to strengthen the European response to travel document fraud;
- European Commission and High Representative of the Union for Foreign Affairs and Security: Joint Communication to the European Parliament, the European Council and the Council Migration on the Central Mediterranean route Managing flows, saving lives
- 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);
- 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;
- The European Agenda on Security
- Chicago Convention;
- Tokyo Convention;
- EU-level/International Standards, Requirements, Specifications, Recommended Practices and Guidelines;
- Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on a Reinforced European Research Area Partnership for Excellence and Growth;
- “A Union that strives for more”, Political Guidelines for the next European Commission 2019 - 2024
- European Council’s new Strategic Agenda 2019-2024

III. Economical/Financial Framework

- The financial situation within the public sector of Member States, within the EU, and the subsequent austerity measures and ‘rightsizing policies’;
- Multiannual financial framework 2014-2020 and its revisions;
- Multiannual financial framework 2021-2027⁵;
- Annual Budget Circular of the European Commission;
- Application of activity based budgeting (ABB) and gradual shift to activity based management (ABM)
- Impact Assessment as contained in the Proposal for the European Border and Coast Guard Regulation;
- Legal Financial Statement accompanying the Commission proposal for the EBCG Regulation;
- Regulation (EU) No 1291/2013 of the European Parliament and of the Council of 11 December 2013 establishing Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020);
- Regulation of the European Parliament and of the Council establishing Horizon Europe - the Framework Programme for Research and Innovation (2021-2027) (under negotiations)

⁵

On 2 May 2018, the Commission presented its package proposal for the future multiannual financial framework (2021-2027) including the sectoral proposals for various funds (e.g. Asylum and Migration Fund, Integrated Border Management Fund and Internal Security Fund). Legislative negotiations on these files are ongoing and expected to be concluded in 2020.

2 SECTION II - MULTIANNUAL PROGRAMMING 2020 - 2022

Given the broad changes to be introduced by the new European Border and Coast Guard Regulation, a three-level Strategic Framework has been built on the basis of the Frontex mandate, translated into the pillars of the Technical and Operational European Integrated Border Management Strategy - the Strategic Objectives of the Agency as aligned with its main areas of operation: situational awareness and monitoring, operational response and capability development. These Strategic Objectives have been complemented with three Horizontal Objectives that are of cross-cutting nature, to create the baseline for the Agency's multiannual strategic planning and programming.

The Strategic Objectives and Horizontal Objectives being the top layer of the framework are broken down into the specific Focus Areas, which are further split into the Key Activities constituting a base for the detailed annual planning.

2.1 Multiannual Objectives and strategic direction

In pursuing its Vision - the European Area of Freedom, Security and Justice - the European Border and Coast Guard Agency has been mandated to ensure integrated border management of the external borders to enable the proper functioning of the Schengen Area, without prejudice to Member States' responsibilities for the management of their sections of the external borders.

In order to implement the concept of EIBM, the Technical and Operational European Integrated Border Management, the Agency built its Strategic Framework around the three strategic objectives that are further broken down to focus areas and in more details into the key activities. This framework shall constitute the strategic direction for the planning and programming processes, as well as for the Agency's operational concept to be developed as an instrument for the implementation of the new Frontex Regulation.



Figure 1: Strategic framework

2.1.1 Strategic Objectives

Based on the above assumptions, the following structure of strategic objectives has been established:

2.1.1.1 *Strategic Objective 1: Reduced Vulnerability of the External Borders based on Comprehensive Situational Awareness*

Reducing vulnerability to crises and events at the borders requires detailed understanding of short-term and long-term risks, as well as of existing vulnerabilities. This is enabled by proper situational awareness and information sharing and by systematic and regular risk analysis and quality control.

Only collaboration and interoperability across policy areas and authorities - nationally, at European level, with Third Countries and with international organisations - through the full implementation of the European Border

Surveillance System (EUROSUR) and enhanced information and intelligence sharing through other appropriate channels will enable effective prediction and prevention of crises and events from occurring. The more information and intelligence is captured at early stages of an event the more it increases the likelihood of being able to tackle the criminal networks behind the event. In the context of security threats such as terrorism externally targeting the European Area of Freedom, Security and Justice, controlling the border plays an important role in the intelligence value chain. Not only can it provide access to insights into merely one event but more importantly a whole system of emerging events planned by the networks.

The new EBCG Regulation reinforces significantly the analytical products focusing more than ever on prediction and prevention - enabling the Agency not only to react to critical situations at the borders that are already taking place, but also to avoid or at least anticipate them by being capable to provide early warning information and develop scenarios.

2.1.1.2 Strategic Objective 2: Safe, Secure and Well-Functioning EU External Borders

Safe and secure and well-functioning external borders are highly dependable on the successful implementation of border surveillance and checks at the external borders. Border control is governed by the provisions of the Schengen Acquis, especially the Schengen Borders Code and further development of Union legislation and standards. On the one hand - implemented in a uniform manner - they facilitate a smooth flow of travellers across the border, and on the other hand they also contribute to the prevention and detection of cross-border crime such as human trafficking, smuggling of migrants, smuggling of weapons and goods and terrorism. All those conducted actions must reflect the cooperation and solidarity between MS/SAC and third parties, serving legitimate border crossings and also the internal security of the Union in an efficient manner, while fully respecting the fundamental rights of persons.

Ultimately, border checks are about enabling smooth and lawful transit of persons, their means of transport and the objects in their possession in a safe and secure manner at authorized Border Crossing Points. Moreover, when faced with situational changes at the borders, it implies being able to respond in a timely manner, appropriately and adequately to mitigate risks as well as supporting the chain of migration management in the context of swiftly returning Third Country nationals, once a decision to return has been made by MS/SAC. All this sets rigorous requirements in the way operational response is planned, structured and implemented. Situational awareness and risk analysis provide key input to the assessment, planning and implementation of operational activities. Evaluation of operational activities enables border management to improve, assess, plan and implement future operations.

Protecting and saving of lives at external borders is a key priority; the capacity and operational readiness to support MS/SACs in conducting search and rescue operations shall be an integral part of all the surveillance operations at the external sea borders. In parallel, the return of Third Country nationals without legal stay is an integral part of the chain of migration management and the functioning of EIBM. This implies good and well-functioning interaction between the national authorities competent and responsible for return decisions and the ones effecting return.

Given the changes brought by the new Regulation, a need to prepare a new decentralised structure to manage large-scale deployments and to coordinate operational cooperation with MS (antenna and field offices) has been identified as essential. Moreover, approach to operational activities will change considerably due to the scale and new tasks assigned to the Agency with new deployment model to be established and new mechanisms of cooperation with MS/SAC (based on the catalogue of services that is being developed by the Agency). Last but not least, the reinforcement of return capacities and support to MS in this regard, in particular as regards pre-return assistance, voluntary return, as well as post-arrival and post-return assistance is of particular importance. The Agency will have a leading role in EU Funded Return Projects such as EURLO, ERRIN and FReMIII. Likewise, ICT networks will be further developed and expanded to allow greater integration and alignment of national systems.

2.1.1.3 *Strategic Objective 3: Sustained European Border and Coast Guard Capabilities*

The biggest game changer of the new Regulation is the establishment of the Standing Corps requiring the unprecedented scale of staff recruitment and management, as well as training and development of new formal arrangements needed for establishment of the Standing Corps (e.g. weapons, uniforms, HR processes, deployment) as well as the establishment of the new structure for acquisition of the Agency's own equipment (multiannual strategy).

These two major developments will supplement the concept of the integrated planning. The establishment of a single comprehensive framework for border and coast guard capability development by the Agency in close cooperation with the MS/SAC, will secure the short, medium and long term supply of capabilities for border management and return. The process will also enable capturing and exploiting the exchange of information, i.e. enabling both capability pull and technology push, with the aim of innovating the border and coast guard. This will further ensure a coherent approach to the strategic and ethical aspects of sustainability and social responsibility.

Such a single comprehensive process for a Border and Coast Guard Capability Development Plan (CDP) should also support the national authorities by developing activities carried out by MS/SAC and Frontex, and assist in coordinating activities funded through other EU instruments; thus, avoiding unnecessary duplications. When developing or procuring, European standard-setting and standardisation is to be mainstreamed within the EBCG community in order to avoid fragmentation and the development of isolated solutions for challenges and to ensure flexibility and mobility within the EBCG community.

Ultimately, the capability development planning process will ensure that sufficient staffing levels and relevant capabilities for the challenges of today, while enabling their transformation to meet the needs of tomorrow.

2.1.2 Horizontal Objectives

On top of the Strategic Objectives as defined above, the Agency will pursue three horizontal objectives of a cross-cutting nature, that have been design to provide support and coordination functions to the Agency's operations-driven core areas of activity.

2.1.2.1 *Horizontal Objective 1: Develop and implement European Integrated Border Management to ensure safe and well managed EU external borders*

The first horizontal objective concerns the management of the IBM Policy Cycle, being an overarching task for all the Agency's functions, requiring structured cooperation with Member States.

2.1.2.2 Horizontal Objective 2: Reinforce the external dimension aimed at multiplying Frontex operational impact through close partnerships with Member States, EU entities, Third Countries and International Organisations

Taking into account the value of international partnerships and cooperation with Third Countries neighbouring the EU, the opportunities offered by this external dimension have also been identified as an important horizontal objective aimed at enabling the development of a stable and secure external environment for the EU's security architecture.

2.1.2.3 Horizontal Objective 3: Develop upgraded Management System aimed at ensuring Accountability, Regularity and Legality of all Frontex activities

Finally, horizontal objective 3 was identified as being of utmost importance due to the growing scale of the Agency's tasks and responsibilities. Since the budgetary resources and human resources for deployment will be multiplied, there is a need to reinforce tools for proper administration of resources in order support the Agency's management system taking also into account the need to partially decentralise the Agency's governance structure.

2.1.3 Reconciliation of resources for 2020 at multiannual objective level

Strategic / Horizontal objective	TA	CA	SNE	Total_FTE	Budget_sc_1
SO1 Reduced Vulnerability of the External Borders based on Comprehensive Situational Awareness	126	31	67	224	36,468,728
SO2 Safe, Secure and Well-Functioning EU External Borders	104	29	82	215	185,719,000
SO3 Sustained European Border and Coast Guard Capabilities	79	24	34	137	119,739,429
(*) Envelope of human resources to build up the Standing Corps during 2020 for initial deployment as of 1/1/2021	385	385	0	770	
HO1 Develop and implement European Integrated Border Management to ensure safe and well managed EU external borders	1	0	1	2	300,000
HO2 Reinforce the external dimension aimed at multiplying Frontex operational impact through close partnerships with Member States, EU entities, Third Countries and International Organisations	37	12	6	55	1,915,000
HO3 Develop upgraded Management System aimed at ensuring Accountability, Regularity and Legality of all Frontex activities	319	272	6	597	118,057,072
	1051	753	196	2000	462,199,229

Table 1 Reconciliation of resources for 2020 at multiannual (strategic) objective level

2.1.4 Key Performance Indicators⁶

The overview hereunder summarises the indicators used to measure the achievement at corporate level of the objectives as described in sections 2 and 3.

Inputs	Resources	1.Vacancy Rate (VR)	
		2.Turn-over Rate (TOR)	
		3.Budget Utilisation (BU)	
		4.IT Resilience (ITR)	
Activities	Compliance	5.Compliance - Exceptions Index (CEI)	
		Pools	6.Availability and Adequacy of Pool(s) (AAP)
			7.Pool Utilisation (PU)
	8.Host Index (HI)		
Flexibility	9.Flexibility Index (FI)		
Outputs and outcomes (direct/intermediate)	Op. results	10.Detection of illegal border crossings between BCPs (DIBC)	
		11.Refusals of entry (RoE)	
		12.Effective returns (per type) (ER)	
	Satisfaction	13.Satisfaction Level (SL)	
	Quality	14.Quality Level (QL)	
	Usage	15.Usage / Implementation Level (U/IL)	

Table 2 : List of key performance indicators

Inputs (Resources): indicators established to measure the ‘input side’ should allow to measure the availability and use of different types of resources (staff, budget and ICT) assuming that full availability of the established resources will optimise product and service provision by the Agency.

Indicator	1.Vacancy Rate (VR)
What?	The vacancy rate should show how effectively Frontex can fill open positions. Only if all the positions are filled, optimised performance can be expected.
How?	Percentage of vacant posts relative to the agreed establishment plan.
Indicator	2.Turn-over Rate (TOR)
What?	Although Frontex' is employing temporary staff only (including SNE) safeguarding corporate knowledge is crucial for the functioning of the organisation. The comparison between the number of newcomers and the number of overall staff will indicate Frontex' efforts to retain staff at least within the time limits set by the contracts in place.
How?	Percentage of newcomers/staff leaving compared to the overall figure.
Indicator	3.Budget Utilisation (BU)
What?	Deviating from the annual financial circle Frontex will base its assessment on a two-year basis.
	In addition to that, expenditures and status (committed, paid) can be differentiated and better reflected (e.g. host MS, MS, overhead costs).
	By applying a differentiated approach the different impacts of directly and indirectly participating entities could be reflected.
	The term ‘developments’ refers to the changes compared to the benchmarks set over the last years (the same month, quarter the years before, the previous month or similar).
How?	Commitment Level: This KPI includes only the budget and financial commitments of Frontex. It does not include the budget and payments of external or Frontex associated organisations.

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

	This indicator is a lead indicator for actual money spending (PE-BUD_IMP_P). The level of commitment (and the remaining budget) signals the financial capacity to perform additional activities throughout the remaining part of the year.
	Payment Level: This KPI includes only the budget and payments of Frontex. It does not include the budget and payments of external or Frontex associated organisations.
	It is a direct indicator for the actual money spending. The level of the remaining budget signals the financial capacity to perform additional activities throughout the remaining part of the year.
Indicator	4.IT Resilience (ITR)
What?	Incident reporting in defined fields. Provision of absolute figures (e.g. attempts to access the system from external sources) should build internal and external confidence in the functioning of the system and will show the status of physical and logical protection of the system.
How?	Attempts and successful unauthorised accesses to the system; down time.
Indicator	5.Compliance - Exceptions Index (CEI)
What?	Legal compliance of operational and administrative activities.
	Fundamental rights compliance of operational activities as set in the Charter of Fundamental Rights, the Union and international law.
	Deviations from the rules and Regulations made internally, including those related to access to international protection and right to asylum.
	The extent to which Frontex is able to use lessons learned identified in the execution of tasks or as an outcome of internal and external evaluations. Implementation of recommendations issued after evaluations in line with adopted action plans.
How?	Measure the number of legal claims against Frontex and their 'success rate'.
	Measure the number of SIRs and complaints submitted via complaint mechanisms.
	Measure the number of IAS and ECA findings and recommendations accepted and implemented in time compared to open recommendations.
	This is measured by the overall number of exceptions recorded.

Table 2a: Key performance indicators - descriptions Inputs

Activities: during the execution of operational activities measures are taken and indicators are populated to assess certain developments and to set counter measures if needed during the execution phase.

Indicator	6.Availability and Adequacy of Pool(s) (AAP)
What?	How well do the current pools (own and MS filled) match the defined operational needs and to which extent the resources contained in the pools are made available in operational activities.
	How well do MS live up to their commitments subsequent to the results of the ABN-process
	How the responsibility of pooling is shared between MS.
How?	Gap analysis (defined needs vs contributions).
	Identification of changes of pool members and turnover rate.
	Number of cases and reasoning for not deploying of pool members.
Indicator	7.Pool Utilisation (PU)
What?	How well do the different profiles of the pool match to the indicated operational needs in terms of e.g. frequency of deployment into operations.
	This activity indicator should show the utilization of resources and means registered in the different pools.
How?	Level of pooled resources (profiles) deployed in operations (used profile vs contained profiles).
	Percentage of operational days of resources and means from the pools broken down per provider, compared to the overall amount of operational days of a Frontex coordinated activity.

Indicator	8.Host Index (HI)
What?	The purpose of this measure is to indicate the ratio of reimbursements planned to be paid (committed) to host member state (HMS) with total reimbursements planned.
	The purpose of this measure is to indicate the ratio of reimbursements paid to host member state (HMS) with total reimbursements paid.
How?	The indicator should include the data on reimbursements that have been planned to be paid for all types of joint operations conducted in the reporting period.
	The indicator should include the data on reimbursements that have been paid for all types of joint operations conducted in the reporting period.

Indicator	9.Flexibility Index (FI)
What?	The extent to which Frontex is able to adapt and deploy.
How?	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 procedures in place and the assistance provided.
	Measuring timely set up of referral mechanisms and receptions centres in places expected to be on the migrants routes.

Table 2b: Key performance indicators - descriptions actions

Outputs and intermediate / direct outcomes: indicators that are populated after the delivery of the agreed products and services should show to which extent the products and services fulfil individual and general needs, agreed standards and to which extent they are further used and implemented by the consumer thereby showing impact and together with other factors leading to the final outcomes.

Indicator	10.Detection of illegal border crossings between BCPs (DIBC)
What?	Detections reported by routes and top nationalities at the external borders, indicating possible trends especially in areas with Frontex coordinated operational activities. Do the figures on detections increase due to increased deployment of resources in certain areas.
How?	Collecting (statistical) information from the Member States on a monthly basis (utilisation of FRAN data).

Indicator	11.Refusals of entry (RoE)
What?	Refusals reported by Member States, border types and top nationalities at the external borders.
How?	Collecting (statistical) information from the Member States on a monthly basis (utilisation of FRAN data).

Indicator	12.Effective returns (per type) (ER)
What?	People effectively returned to third countries by type of return and top nationalities.
How?	Collecting (statistical) information from the Member States on a monthly basis (utilisation of collection of return related data in IRMA).

Indicator	13.Satisfaction Level (SL)
What?	Extent to which external customers are satisfied with Frontex products and services (P/S).
How?	Measure the level of external customer satisfaction on P/S delivered by all different entities. Indicator refers to P/S specifically made for external customer.

Indicator	14.Quality Level (QL)
What?	The perceived quality of the delivered products and services related to the external borders is established.
How?	Internal and external customers are requested to assess the quality of different products and services provided. The 'quality' of the product is made up by factors such as timeliness, readability, usability, comparability, consistency of recommendations and other factors; for those criteria standardised values and their description is provided.

Indicator	15.Usage/ Implementation Level (U/IL)
What?	Extent to which P/S provided are used in different decision-making processes.
	Extent to which Frontex is used as information hub disseminating information.
	Extent to which Frontex is building interoperability among MSs and TCs through successful introduction of common practices/standards.
	Extent to which the Agency makes use of recommendations (lessons learned) received after an evaluation (implementation).
	Extent to which recommendations are used to adapt business portfolios (training including the one on fundamental rights)
	Extent to which JOs and the information gathered during the implementation phase contribute to the ESP and the CPIP.
How?	This is done by assessing/comparing the numbers of P/S receivers (distribution) and users.
	Measuring the number of users and information volume exchanged (push/pull).
	Comparing the number of recipients of products (potential users) with the number of actual product users.
	Number of recommendations implemented in line with agreed action plan.
	Number of proposed specialised training.
	Create a ratio of information from JOU to ESP and CPIP compared to the overall information provided and used.

Table 2C: Key performance indicators - descriptions outputs and outcomes

2.2 Strategic Action Areas

The Strategic Action Areas under this Chapter of Section II have been reorganised in accordance with the Strategic Direction as defined in Chapter 1 of Section II, in order to provide for a revised strategic orientation under the new Frontex Regulation scheduled for adoption and entry into force before the end of 2019. The Strategic Action Areas have been defined on the basis of the Focus Areas derived from the Strategic and Horizontal Objectives.

2.2.1 Reduced Vulnerability of the External Borders based on Comprehensive Situational Awareness

The Focus Areas under Strategic Objective 1 aim at contributing to the application of an information-led approach towards operational activities of the Agency. The below focus areas serve as a starting point for the development of services and key activities oriented towards operational actors to support the planning of adequate operational responses to the challenges at EU's external borders, as well as support decision-making on border management and border security at EU and national levels, covering all aspects of the European IBM, based on sound and comprehensive analytical products.

- **Focus area 1:** Produce actionable information and analysis to enable the functioning of the European Border and Coast Guard.
- **Focus area 2:** Create an EBCG environment and community of intelligence-led operational activities (considering the process of data collection, processing and information exchange and analysis in connection to, but not only limited to the EUROSUR framework review and networks).
- **Focus area 3:** Develop and implement a fully interoperable and efficient European Quality Control Mechanism.
- **Focus area 4:** Develop and implement the system for providing operational support and reinforcing Member States border control activities through establishing and operating the ETIAS Central Unit.

2.2.2 Safe, Secure and Well-Functioning EU External Borders

The Focus Areas under Strategic Objective 2 constitute a basis for the effect-oriented operational response based on sound analytical products and guided by the adequate capability planning focusing on the results and allowing for delivery of proactive activities directed at reducing any shortcomings via coordinated operational support to MS and TC.

- **Focus area 1:** Provide effect-oriented and flexible operational response.
- **Focus area 2:** Position Frontex as an important player in the area of law enforcement.
- **Focus area 3:** Reinforce Frontex coordinating role as regards EU Coast Guard function.
- **Focus area 4:** Support migration management by ensuring effective returns.

2.2.3 Sustained European Border and Coast Guard Capabilities

The Focus Areas under Strategic Objective 3 guide development and management of capabilities informed by data and actionable information being a solid basis for appropriate delivery of operational effect. This includes, but it is not limited to, the adequately equipped and trained Standing Corps; timely capture, dispatch and receipt of accurate information for sound decision making and subsequent optimized response and availability, timely deployment and condition of technical equipment, as well as well-being of personnel during the execution of the operational tasks.

- **Focus area 1:** Implement Capability Development Planning, including contingency planning, instrument as a vehicle for integrated planning of EBCG capabilities.
- **Focus area 2:** Provide trained and equipped Standing Corps to enable response to current and emerging challenges.
- **Focus area 3:** Continue to develop and implement Strategy for Acquisition of own technical equipment and establish decentralised logistics system.
- **Focus area 4:** Research, technology development and innovation to effectively support capability development of the EBCG.

2.2.4 Develop and implement European Integrated Border Management to ensure safe and well managed EU external borders

The Focus Area under Horizontal Objective 1 aims at establishing a sustainable model for the implementation and administration of the European IBM, through designing and managing the IBM policy cycle, involving the Agency and the relevant authorities of the Member States and the Schengen Associated Countries.

- **Focus area 1:** Establish and develop mechanisms for operational cooperation to implement the concept of the European Integrated Border Management.

2.2.5 Reinforce the External Dimension aimed at multiplying Frontex Operational Impact through close Partnerships with Member States, EU Entities, Third Countries and International Organisations

The Focus Areas under Horizontal Objective 2 has as its main purpose the establishment of strong mechanisms with external stakeholders, as well as reinforced intra-EU cooperation on border management and security-related issues, taking into account growing challenges that the EU has to face.

- **Focus area 1:** Strengthen resilience of priority third countries and promote European IBM standards.
- **Focus areas 2:** Develop the architecture for an effective inter-agency cooperation on IBM at EU level, ensuring most efficient use of resources and complementary implementation of mandates.

2.2.6 Develop Upgraded Management System Aimed At Ensuring Accountability, Regularity and Legality of All Frontex Activities

The Focus Areas under Horizontal Objective 3 have been established to guarantee a set of comprehensive measures to efficiently manage and administer the processes required for the Agency to deliver its main functions as specified in its legislative and operational mandate, as well to provide for strong administrative support and executive coordination functions.

- **Focus area 1:** Provide management framework for sound administration of resources.
- **Focus area 2:** Provide scalable, efficient and secure infrastructure for the Agency's developing requirements, including partial decentralisation of functions.
- **Focus area 3:** Ensure accountability, regularity and legality of all Frontex activities through a comprehensive inspection and control system to guarantee the effectiveness of internal business processes.
- **Focus area 4:** Provide management framework designed to uphold EU values.
- **Focus area 5:** Establish a sound mechanism to interrelate all Frontex strategic functions and to ensure consistency of Frontex exchanges with external stakeholders.

2.2.7 Distribution of resources human and financial at Focus Area level for year 2020

Ref.ID.	TA	CA	SNE	Total_FTE	Budget
FA_1.1 Produce actionable information and analysis to enable the functioning of the European Border and Coast Guard	48	15	50	113	5,200,000
FA_1.2 Create an EBCG environment and community of intelligence-led operational activities (considering the process of data collection, processing and information exchange and analysis in connection to, but not only limited to the EUROSUR framework review and networks).	34	10	13	57	29,305,878
FA_1.3 Develop and implement a fully interoperable and efficient European Quality Control Mechanism	16	4	4	24	1,085,250
FA_1.4 Develop and implement the system for providing operational support and reinforcing Member States border control activities through establishing and operating the ETIAS Central Unit	28	2	0	30	877,600
Subtotal SO1	126	31	67	224	36,468,728
FA_2.1 Provide effect-oriented and flexible operational response	47	12	42	101	121,250,000
FA_2.2 Position Frontex as an important player in the area of law enforcement	13	4	13	30	3,705,000
FA_2.3 Reinforce Frontex coordinating role as regards EU Coast Guard function	8	2	3	13	1,122,000
FA_2.4 Support migration management by ensuring effective returns	36	11	24	71	59,642,000
Subtotal SO2	104	29	82	215	185,719,000
FA_3.1 Implement Capability Development Planning, including contingency planning, instrument as a vehicle for integrated planning of EBCG capabilities	15	6	7	28	2,669,361
FA_3.2 Provide trained and equipped Standing Corps to enable response to current and emerging challenges	33	6	10	49	91,674,068
FA_3.3 Continue to develop and implement Strategy for Acquisition of own technical equipment and establish decentralised logistics system	20	5	9	34	22,996,000
FA_3.4 Research, technology development and innovation to effectively support capability development of the EBCG	11	7	8	26	2,400,000
(*) Standing Corps	385	385	0	770	-
Subtotal SO3	464	409	34	907	119,739,429
FA_4.1 Establish and develop mechanisms for operational cooperation to implement the concept of the European Integrated Border Management	1	0	1	2	300,000
Subtotal HO1	1	0	1	2	300,000
FA_5.1 Strengthen resilience of priority third countries and promote European IBM standards	15	6	2	23	1,250,000
FA_5.2 Develop the architecture for an effective inter-agency cooperation on IBM at EU level, ensuring most efficient use of resources and complementary implementation of mandates	22	6	4	32	665,000
Subtotal HO2	37	12	6	55	1,915,000
FA_6.1 Provide management framework for sound administration of resources	145	143	1	289	57,663,142
FA_6.2 Provide scalable, efficient and secure infrastructure for the Agency's developing requirements, including partial decentralisation of functions	78	68	0	146	48,742,780
FA_6.3 Ensure accountability, regularity and legality of all Frontex activities through a comprehensive inspection and control system to guarantee the effectiveness of internal business processes	49	19	4	72	290,000
FA_6.4 Provide management framework designed to uphold EU values	11	6	1	18	505,000
FA_6.5 Establish a sound mechanism to interrelate all Frontex strategic functions and to ensure consistency of Frontex exchanges with external stakeholders	36	36	0	72	10,856,150
Subtotal HO3	319	272	6	597	118,057,072
Total	1051	753	196	2000	462,199,229

Table 3. Reconciliation of resources for 2020 at Focus Area level

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

2.3.1 Highlights and main aspects of the past and current situation

The European Border and Coast Guard Regulation (EU) No 2016/1624 entered into force on 6 October 2016, repealing the previous Regulation (EC) No 2007/2004 and the Single Programming Document is prepared following the assumption that a new European Border and Coast Guard Regulation will enter into force in 2019, repealing the current Regulation (EU) No 2016/1624).

The adoption of the new European Border and Coast Guard Regulation will overhaul remarkably the financial resources provided to the Agency in the form of the EU subsidy in the period 2020 to 2022, it is envisioned to increase from EUR 430 million (scenario one) or EUR 436 million (scenario 2) to EUR 1,043 million. Such a significant increase will financially back up the development of the Agency capacities in line with the level of ambition of the legislators, providing for a robust European Standing Corps, as well as for solid capacities in the form of Frontex own equipment and a major development of return-related activities.

Expenditures for N-1: The level of budget implementation remained high in line with 2018 reaching 98% for C1 funds, further improvement was achieved at the level of payments 70% (4% plus) and the level of carry forwards 29% (3% minus). Information concerning recruitment policy, appraisal of performance and reclassification/promotions, mobility policy, gender and geographical balance is provided in Annex IV. A-to E.

2.3.2 Resource programming for the years N+1 - N+3

2.3.2.1 Financial Resources (detailed data provided in tables in Annex II)

EUR million (to three decimal places)		2020		2021	2022
		10919/19 ADD *		COM(2018)631	COM(2018)631
		scenario_1	scenario_2		
EC subsidy	Commitments	430,249	436,895	846,906	1,043,043
	Payments	430,249	436,895	846,906	1,043,043
SAC contribution (indicative amount)	Commitments	31,950	32,444	54,058	66,577
	Payments	31,950	32,444	54,058	66,577
TOTAL (indicative amount)	Commitments	462,199	469,339	900,964	1,109,620
	Payments	462,199	469,339	900,964	1,109,620

* 10919/19 ADD - Council position on the draft general budget of the European Union for the financial year 2020

Table 4: Financial Resources for the years N+1 - N+3

2.3.2.2 Human Resources

Following a political agreement of the EU legislators in April 2019, the human resources of Frontex in 2020 - 2022 should be significantly strengthened in order to establish the Central Unit of ETIAS and the European Border and Coast standing corps. For this purpose, the figures from the legislative financial statement prepared by the European Commission accompanying the newly proposed EU Regulation (document COM (2018) 631) are used as a guidance.

A. New tasks: While the staff of the Agency entrusted with the 'headquarters' activities' should reach 1,000 in 2020 and this figure should remain relatively stable (reaching 1,005 in 2022), the major challenge for Frontex will be to build up the two new major activities of Frontex (the ETIAS Central Unit and the European Border and Coast Standing Corps). The new staff to be recruited within the next three years to perform these two new activities will significantly outnumber the staff with headquarters' activities by reaching 1,500 in 2022.

The Management Board will decide on the profiles of staff of the European Standing Corps and a special attention will have to be paid to the fact that a large part of the newly recruited EU staff of **Standing Corps** will be entrusted with executive powers (including the right to carry and use service weapon) and will wear a European uniform.

B. Growth of existing tasks: Certain existing tasks of Frontex (e.g. return activities, operational activities) will be (upon the entry into force of the new Regulation) significantly expanded and 'transferred' to the activities of the newly created Standing Corps.

Apart from that, most of the current Frontex tasks (including administrative support) will have to be expanded and strengthened over the next three years to provide a solid base for the execution of the new operational activities in compliance with EU sound financial management and good administration principles.

- C. **Efficiency gains:** Frontex will use the past efficiency gains in the period of 2020 – 2022 in order to be able to deliver and build up the Central Unit of ETIAS and the European Border and Coast Standing Corps.
- D. **Negative priorities/decrease of existing tasks:** No existing tasks of Frontex are foreseen to be decreased or to be eliminated in 2020 – 2022.

Human resources	2019 COM (2015)671	2019[*] COM (2018) 631
COM(2013)519 baseline	145	n/a
amendments via budgetary procedure 2016 (amending letter 2/2016)	60	n/a
additional posts for migration crisis (Triton, Poseidon) in draft budget 2016	16	n/a
modified baseline	221	n/a
requested additional posts	263	n/a
Establishment plan posts (in headcounts)	484	859
- Of which AD	377	565
- Of which AST	107	294
External personnel (FTE)	411	411
- Of which contract agents	217	592
- Of which Seconded National Experts (SNE)	194	194
Total staff	895	1645

[*] Subject to the entry into force of the new Regulation.

Table 5: Human Resources evolution for the year N-1

	COM(2018) 631[*]		COM(2018) 631		COM(2018) 631	
	Headquarters staff	Standing corps	Headquarters staff	Standing corps	Headquarters staff	Standing corps
	ex COM(2015) 671	& ETIAS staff	ex COM(2015) 671	& ETIAS staff	ex COM(2015) 671	& ETIAS staff
Temporary agents (AD Grades)	275	250	275	250	275	375
Temporary agents (AST grades)	275	250	275	250	275	375
Contract staff	230	500	230	500	235	750
Seconded National Experts	220	-	220	-	220	-
Subtotal	1,000	1,000	1,000	1,000	1,005	1,500
TOTAL	2,000		2,000		2,505	

[*]The EU 7-year Multiannual Financial Framework (2021-2028) is still to be adopted, the staff resources indicated are provisionally based on the Legislative Financial Statement annex to Proposal COM(2018) 631, taking into account a revised EBCG Regulation and the Regulation (EU) 2018/1240 establishing ETIAS.

Table 6: Human Resources for the years N+1 - N+3

3 SECTION III - ANNUAL WORK PROGRAMME 2020

Executive Summary

At the current stage of planning, applying a zero-based approach, the activities as indicated in the different Strategic Action Areas, and the results to be achieved match the draft estimates of revenues for 2020 including the operational reserve set at 4% of the allocation foreseen jointly for the joint operations at the external border and operational activities in the area of return for budget scenario one and at 7% for budget scenario two.

Strategic Action Areas in the Annual Work Programme 2020

The planning for 2020, in line with the planning for 2018 and 2019, includes not only enhancements of existing and new tasks that can realistically be implemented and staffed until the end of 2020 but also initial foresight on how the Agency will implement the new mandate derived from the new European Border and Coast Guard Regulation. The following chapter will elaborate on changes and their consequences from a financial and human resources perspective.

Current Mandate and Tasking

The key role of the European Border and Coast Guard Agency is to establish (maintain) a technical and operational strategy for implementation of integrated border management at Union level; to oversee the effective functioning of border control at the external borders; to provide increased technical and operational assistance to Member States through joint operations and rapid border interventions; to ensure the practical execution of measures in a situation requiring urgent action at the external borders; to provide technical and operational assistance in the support of search and rescue operations for persons in distress at sea; and to organise, coordinate and conduct return operations and return interventions, 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 the pre-frontier areas, and to carry out risk analysis which is to be applied by Member States and which covers all aspects relevant to integrated border management. Support the decision making and contribution to MSs reaction capability achieved through the delivery of (near to) real time situational picture to MSs and other Frontex stakeholders.
2. Execute **vulnerability assessments** of the capacity of Member States to face current and future challenges at their external borders as a quality control mechanism complementing Schengen Evaluation Mechanism. This task also includes issuing of recommendations on binding and timely limited measures to Member States and monitoring their implementation as well as developing knowledge products for EU and Frontex internal stakeholders.
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 maritime activities 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 European Centre for Return 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. **Management of innovation projects** (focusing on surveillance using state of the art platforms and integration of data -RPAS, aerostat- and on border checks -biometrics-) and technological research enabling forecasting and foresight. Define minimum standards for acquisition and use of technical equipment for MS and the Agency.
11. **Liaison** officers of the Agency to be deployed to Member States to ensure enhanced and effective support through their presence on the ground.
12. **Increased cooperation with third countries** by developed structured dialogue and partnerships, deploying Frontex Liaison Officers, supporting third-country border management capacities, coordinating operational cooperation between Member States and third countries in border management, including the coordination of joint operations, 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 allowing for the processing of personal data in the organisation and coordination of joint operations, pilot projects, rapid border interventions, and return interventions 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.

Extended mandate, enhanced Financial Resources

With the foreseen adoption of the new European Border and Coast Guard Regulation, the Agency's mandate shall see an overhaul of tasks accompanied by a growth in financial and human resources, to adequately address its tasks. In 2020 an additional amount of EUR 120 million (scenario one) to EUR 126 million (scenario two) will need to be added to the Agency's EU subsidy on the top of the amount foreseen for 2019. In particular, those additional financial resources shall enable the Agency:

- to provide the resources to commence the set up phase of the Standing Corps, including initial recruitments, training, financial compensation, as well as all equipment required by the Corps to be deployed,
- to enable the development of EUROSUR technical capacities,
- to cover the set up a network of Antenna Offices, as well as to initiate the take-over of FADO systems,
- to continue acquiring its own equipment. In this regard, additional resources 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 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 establish the operational reserve allowing to finance the deployment of rapid border interventions, the financial operational reserve should amount to at least to 2% of the allocation foreseen for the operational activities,
- to cover the costs associated with the increase of staff, namely salary-related and workspace,
- to develop and start implementing the new premises project.

Enhanced Human Resources

Comparing the headquarters establishment plans from 2019 with 2020, the Agency's establishment plan will be reinforced with additional 120 reaching a total of 1,000 positions. Over and above that amount another 1,000 positions are reflected in the establishment plan to enable the initial set up of the Standing Corps and the establishment of the ETIAS Central Unit. The figures aforementioned include all categories of staff: temporary and contract agents, as well as seconded national experts.

The resource allocation shown in the annual work programme 2020 has to be understood as tentative and might be adapted due to several reasons i.e. changed needs, experiences gained when implementing new and enhanced tasks during 2019 and in particular the development of the new operational concept which is being developed in line with the new European Border and Coast Guard Regulation.

3.1 SO 1: Reduced vulnerability of the external borders based on comprehensive situational awareness

3.1.1 Focus Area 1.1. Produce actionable information and analysis to enable the functioning of the European Border and Coast Guard

Key Activity 1.1.1. Perform situation monitoring and surveillance in all four tiers of the EIBM and process information collected from all sources in support of the Agency's activities, with a focus on the pre-frontier area and third countries.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Produce actionable information through 24/7 (near) real time situation and crisis monitoring and surveillance.	<ul style="list-style-type: none"> • 24/7 situation and crisis monitoring. • Real time and (near) real time integrated and tailor-made information services. • Centralized command and control capability for the EBCG. • Crisis management support. 	<ol style="list-style-type: none"> 1. Establishment of fully functioning centralized command and control capabilities for Frontex Baseline: limited centralized command and control infrastructure for the Agency Target: a centralized command and control infrastructure for the Agency 2. Agency wide Event response Policy available Baseline: Currently no Agency wide event response policy adopted Target: Agency wide policy adopted 3. Additional EFS services fused to support real-time aerial surveillance (as laid out in EBCG 2.0) Baseline: 13 EFS used depending on the operational situation Target: 15 EFS used depending on the operational situation

Key Activity 1.1.2. Maintain a robust awareness mechanism based on constant situation monitoring and risk analysis including pre-warning and forecasting, within all four tiers of the EIBM, and including cross-border crime.

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Regularly provide analysis and assessments by border sections / BCP on all aspects of the European IBM, to inform operational and strategic decisions.</p>	<ul style="list-style-type: none"> • Attribution of impact levels and setting up a monitoring system to cover the full scope of EIBM. • Strengthening the capability to detect, prevent and combat illegal migration and cross-border crime. • Collection and processing of operational personal data of suspects, witnesses, victims of cross-border crime and terrorism. • Support to internal and external stakeholders in better understanding the pre-frontier situation. • Updated CIRAM (version 3.0). • Collection of intelligence on modus operandi, routes, etc. from human sources (debriefing of migrants). • Development of the maritime intelligence community - Risk Analysis Network. • Establishment of thematic risk analysis networks. 	<ol style="list-style-type: none"> 1. Timely attribution of impact levels to border sections at the external border 2. Number of personal data of suspects, witnesses, victims of cross-border crime and terrorism collected. 3. Finalisation and approval of the CIRAM (version 3.0).Regular reports containing information and analysis on the situation in the pre-frontier area 4. SL (satisfaction level) concerning the support provided in better understanding the pre-frontier situation. 5. Maritime intelligence community and- Risk Analysis Network created and functioning regularly

Key Activity 1.1.3. Contribute to EBCG planning processes through the knowledge generated by situation monitoring, risk analysis and vulnerability.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Produce knowledge generated by RA and VA to feed into Frontex operational and strategic planning, to further improve the offer of products and services to Member States and EU policy makers.	<ul style="list-style-type: none"> Establish core knowledge basis for yearly planning of operational activities. Specific assessments for the drafting of operational plans. Final evaluation of the results of an articulated operational response. Maintain oversight on operational data quality. Periodical strategic analysis products on irregular migration and cross-border crimes presented to the EBCG community and relevant partners. Tailored reports to support the short-term planning needs of the EBCG community. Tailored products to support the long-term strategic decision-making, mainly delivered to EBCGA and relevant EU stakeholders (COM, EP, Council, etc.). Targeted support measures to remedy identified vulnerabilities in Member States' Border Management. More informed border-related funding decisions at EU level. 	<ol style="list-style-type: none"> Timely production and provision of bi-annual report to EU institutions (EP, Council, COM) (VAU). Target: two reports per year (legal requirement) Delivery of VA knowledge products to various planning processes Target: 10 contributions/year Timely provision of Assessment for Operational Deployment for the yearly planning of operational activities Timely provision of Tactical Focused Assessments for operational plans of operational activities; Timely provision of analytical contribution to the final evaluation of operational response Timely response to requests from EU stakeholders Timely provisions of periodical strategic analysis products on irregular migration and cross-border crimes Timely provisions of emerging threat assessments to VAU

3.1.2 Focus Area 1.2. Create an EBCG environment and community of intelligence-led operational activities (considering the process of data collection, processing and information exchange and analysis in connection to, but not only limited to the EUROSUR framework review and networks).

Key Activity 1.2.1. Support the set-up and functioning of information exchange and risk analysis centres and networks, including in third countries.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Ensure an enhanced situation awareness on developments in the pre-frontier third countries through regular interaction in regional risk analysis networks and delivery of related product portfolio.	<ul style="list-style-type: none"> Strengthened information exchange capabilities within regional and thematic risk analysis networks in the Schengen Area and pre-frontier area. Provision of EUROSUR Fusion Services, including to third countries based on bilateral agreements and developed policy as per specific situational picture. Further development of Risk Analysis Cells networks in pre-frontier third countries: AFIC (relevant for Frontex budget if not be covered by AFIC DG DEVCO. Remark includes the general decision that Frontex is the project owner and that will impact the following years until approx. 2025), WB, EaP and TURAN. 	<ol style="list-style-type: none"> Regular meetings, information exchange and joint analytical activities and reports in relation to the thematic risk analysis networks.

Key Activity 1.2.2. Drive the development of an EBCG community 'ecosystem of information management capabilities' by taking the business lead in the development of information management applications interacting with each other, using the same databases and technologies.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Ensure high quality data and statistical analysis, to be readily available to the Agency and the wider EBCG community, as well as continuous enhancement of the tools available for the purpose of risk analysis and visualisation of analytical findings.	<ul style="list-style-type: none"> Timely and comprehensive information feeding into risk analysis. EUROSUR incident catalogue based on revised CIRAM. Provision and further enhancement of EUROSUR Fusion Services. Risk analysis application and knowledge management and distribution platform. 	<ol style="list-style-type: none"> Percentage of requests delivered on time. Target 90%.

Key Activity 1.2.3. Establish standards and implement common models for information sharing and analysis, including on cross-border crime in all four tiers of the EIBM.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Ensure further development of the EUROSUR interoperability and provide MS with the secure infrastructure that ensures continuous and uninterrupted information exchange capabilities.	<ul style="list-style-type: none"> • Creation of technical and operational standards for EUROSUR information exchange framework in accordance to the requirements laid down in the new EBCG Regulation; • Development of the common models for information sharing and analysis; • Further enhancement of EFS service delivery standards. 	<ol style="list-style-type: none"> 1. Number of technical and operational standards created/updated; 2. Number of common models created/updated

3.1.3 Develop and implement a fully interoperable and efficient European Quality Control Mechanism

Key Activity 1.3.1. Contribute to enhanced awareness on MS preparedness by assessing possible vulnerabilities of border management capabilities, while exploiting the full potential of Vulnerability Assessment and Schengen Evaluation.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Carry out periodical vulnerability assessments according to CVAM methodology.	<ul style="list-style-type: none"> • Baseline vulnerability assessment reports prepared for all Member States • Assessment of structural gaps and shortcomings in Member States' capacities made. • Simulation exercises based on risk analysis leading to assessment reports conducted. • Conduct of Rapid Vulnerability Assessments (formerly: Emerging Threat Assessments) 	<ol style="list-style-type: none"> 1. Indicator: Delivery of targeted assessments for MS/SAC according to timeframes established by Common Vulnerability Assessment Methodology (CVAM) Target: 100% reports delivered within deadlines stipulated by CVAM.

Key Activity 1.3.2. Address identified gaps and shortcomings by designing and recommending measures to ensure MS preparedness to present any future challenges, to be implemented also with the support of the Agency.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables / Milestones	Indicators and Targets and baseline
Design and recommend measures to ensure MS preparedness to present and future challenges, to be implemented also with the support of the Agency.	<ul style="list-style-type: none"> Recommended measures to address both short as well as long-term gaps and shortcomings of border-control capacities. Monitor the implementation of the recommended measures to ensure that they are carried out in a timely and effective manner. Provide targeted EBCGA support solutions to concerned MS/SAC to effectively remedy identified vulnerabilities. 	<ol style="list-style-type: none"> Recommendations issued according to timelines set by CVAM. Monitoring of recommendations according to provisions contained in CVAM. Target: Quarterly reports for executive management (4/yr.)

Key Activity 1.3.3. Maximise the synergies between the Schengen Evaluation Mechanism (SEM), vulnerability assessments (VA) and national quality control mechanisms by ensuring interoperability by developing tools and platforms to support activities such as data collection and reporting, as well as further develop the CVAM by designing standards and benchmarks.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Ensure interoperability between the SEM, Vulnerability Assessment and national quality control mechanisms, by developing tools and platforms to support activities such as data collection, reporting and operational assessments.	<ul style="list-style-type: none"> Further develop the Common Vulnerability Assessment Methodology. Continue the development of a dedicated IT platform for Vulnerability Assessment activities with roll-out of successively enhanced versions. Maximise synergies between SEM and VA, regular meetings and secured exchanges of documents between VAU and COM-led SEM take place. Development of new VA tools Further engage Member States and COM experts in development of VA activities 	<ol style="list-style-type: none"> Carry out regular videoconferences with COM, DG HOME on VA/SEM cooperation. Target: at least 6 meetings per year On top of regular videoconferences, ensure timely exchange of relevant documents between VA/SEM over secure channels Target: ca. 4-6 document packages a year Work on quantification of at least one objective criteria Target: validity and accuracy of CVAM enhanced Implementation of more user-friendly tools for VA processes Target: at least four regular meetings of the Vulnerability Assessment Network (VAN) At least 2-4 further meetings per year.

3.1.4 Develop and implement the system for providing operational support and reinforcing Member States border control activities through establishing and operating the ETIAS Central Unit

Key Activity 1.4.1. Establish ETIAS Central Unit to be ready to function by defining the operational concept for the Central Unit, delivering the capabilities and means (HR, technical, services), performing integration with ETIAS system and National Units and end to end testing of the whole system.

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Define organisational structure of the ETIAS Central Unit.</p> <p>Execute project activities aligned with the overall common ETIAS implementation planning (aligned with EC – eu-LISA, MS and Europol planning). Recruit 20 members for the ETIAS CU.</p> <p>Ensure progress of the preparation of the ETIAS premises in line with the planning.</p>	<ul style="list-style-type: none"> Organisational chart defined and approved Activities of the TF and their progress in line with the overall planning (no significant delay) Staff members recruited by the end of 2020 Activities and their progress in line with the plan with a view to start using the premises on 01/01/2022. 	<ol style="list-style-type: none"> Structure documented and validated by senior Management. No delays in the supply of the deliverables by Frontex based on the planning unless caused by delay due to external dependency. Percentage of the staff recruited by the end of 2020 compared to the provision. Premises available for use by the deadline unless not affecting the overall delivery due to external dependencies.

Key Activity 1.4.2. Operate ETIAS Central Unit in a 24/7 mode in accordance with the ETIAS Regulation (processing the applications, supporting law enforcement requests, ensuring data subject rights, providing travellers and carriers assistance services, defining and maintaining risk profiles and screening rules, managing public awareness with the European Commission, leading operational cooperation between the different ETIAS actors, management and governance reporting).

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Not relevant until Q1 2022 for the Carrier Assistance Centre and end of 2022 for the entire ETIAS Central Unit.</p>	<p>Not applicable</p>	<p>Not applicable</p>

3.2 SO 2: Safe, secure and well-functioning EU external borders

3.2.1 Provide effect-oriented and flexible operational response

Key Activity 2.1.1. Develop and implement a model for flexible, robust and multipurpose permanent operational and contingency response, by deploying Standing Corps equipped to support the EU external borders and migration management along the four tiers access model upon vulnerability assessment and risk analysis.

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Adapt operational response planning to the new multiannual planning cycle.</p> <p>Plan, implement and evaluate permanent multipurpose joint operations at EU external borders and at the border of key third countries.</p> <p>Access of Team Members to SIS II.</p>	<ul style="list-style-type: none"> Plan of Operational Response 2021 in place. <p>-----</p> <ul style="list-style-type: none"> Planned, Implemented and evaluated joint operations within Focal Points concept. Planned, Implemented and evaluated joint operations within Flexible Operational Activities and Multipurpose Maritime Activities concepts. Procured services and contract in place. New JOs launched in the WB. <p>-----</p> <ul style="list-style-type: none"> Pilot project to test the EBCGA TMs to perform check against SIS. 	<ol style="list-style-type: none"> Definition of the operational needs and an agreement on hosting capacities with MS as an outcome of technical meetings with Host MS and the host countries network conference resulting in the definition of numbers per profile to be deployed in 2021 Joint Operations. <p>-----</p> <ol style="list-style-type: none"> 2 Joint operations launched in new locations following entry into force of Status Agreements; 14 Joint Operations implemented; 300 000 person days, 60 000 patrolling hours using aerial and maritime assets and 300 000 operating hours for terrestrial equipment such as patrol cars and thermos vision cars deployed in the Joint Operations; Timeliness in the delivery of services and equipment <p>-----</p> <ol style="list-style-type: none"> Technical connectivity with eu-LISA. Agreed SOP with Host MS.

Key Activity 2.1.2. Promote the EU shared responsibility in command and control of the aforementioned operational activities by increasing the Frontex pivotal role and by using the Antenna Offices as platforms for the Frontex response actions.

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Develop new command and control structures within joint operations.	Establishing Frontex Operational Coordination Centre (FOCC) in HQ, Antenna Offices and Field Offices in key locations.	FOCC becoming operational on second semester of 2019 Agreement on establishment of at least one Antenna Office and 5 Field Offices

*No budgetary requirement for development of concept from ORD; administrative costs related to the facilities should come from CBD and actions should be included in CBD key activities.

Key Activity 2.1.3. Tighten up the operational support to coast guard and law enforcement activities against the cross-border crime, including document, identity and vehicle checks as an integral part of the joint operations.

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Ensure that Frontex Forgery Desk and the Regional Document Fraud Task Forces are established and staffed in order to provide effective checks on travel, identity, maritime documents and vehicles in the European border and migration management operational activities, supporting Member States in the fight against related frauds.</p>	<ul style="list-style-type: none"> • Staff is assigned to operational activities for combatting document fraud. • The concept, service portfolio and related processes of Frontex Forgery Desk and the Regional Document Fraud Task Forces are established and implemented. 	<p>Indicator: Number of Frontex staff experts assigned to operational activities.</p> <p>Target:</p> <ol style="list-style-type: none"> 1) 50% staff is appointed by 2020; 2) 50% of staff appointed implements regularly operational activities in the field by 2020.

3.2.2 Position Frontex as an important player in the area of law enforcement

Key Activity 2.2.1. Position the Agency as one-stop-shop for EU MS and partner TC to support the fight against cross-border crime including terrorism and all forms of document and vehicle frauds along the four tiers access model.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables / Milestones	Indicators and Targets and baseline
<p>Enhance Frontex role in the EU Policy Cycle / EMPACT priorities by supporting, facilitating and leading operational activities within the selected priorities.</p> <p>Develop partnerships with key international institutions and third countries that is likely to lead to a sustainable response to cross border crime threats.</p> <p>Foster the role of the Expert Group on Document Control (EXP-DOC Group), a formal network of 100 document experts advising and supporting Frontex operational activities in the identification, development and implementation of documents and identity initiatives, including the fight against identity and document fraud. Their expertise together with the Document Fraud Task Forces is used to ensure effective checks on travel, identity, maritime documents and vehicles in the European border and migration management operational activities, supporting Member States in the fight against related frauds. Make use of the expertise from the EXP-DOC network and the Document Fraud Task Force to enhance the</p>	<ul style="list-style-type: none"> Increased coordination of the joint action days in conjunction with border management and fighting cross border crime at external borders including maritime borders. Establish Frontex as a key entity for operational actions to fight cross border crime for EU MS law enforcement, TC and other stake holders; To actively participate at EU Council networks, COM initiatives and relevant international and regional projects with the purpose to enhance the fight against cross border and organized crime, including terrorism. improved capability of border authorities, Police and Customs to counteract cross border and organized crime, including terrorism To have Frontex established as a key advisor, facilitator and supporter with regard to border management and fighting cross border and organized crime, including terrorism Increased support offered to the EU MS by engaging third countries in operational activities. The EXP-DOC members regularly provide expertise in all Frontex activities on travel, identity, maritime documents and vehicle checks, supporting policy and interagency cooperation in operational activities. The Frontex Forgery Desk and the Regional Frontex Document Fraud Task Forces ensure effective support of the Agency on travel, identity, maritime documents and vehicle checks in field activities. 	<ol style="list-style-type: none"> Indicator: increased number of requests from EU MS for Frontex to plan, facilitate and implement operational activities to fight cross border and organized crime, including terrorism; Indicator: increased number of operational results at the targeted border areas in the time of the operational activities compared to previous periods Indicator: increased number of JADs planned, facilitated, implemented and evaluated; Indicator: Number of activities implemented using the EXP-DOC members, operational results / seizures; increased level of participation in Frontex-coordinated JADs; number of leading/co-leading operational actions; increased number of maritime operational actions. Indicator: Number of activities implemented using the EXP-DOC members: Indicator: Number of Regional Document Fraud Task Forces established. Targets: 1) EXP-DOC members contribute to at least 10 major Frontex activities by the end of 2020; 2) At least one Document Fraud Task Force is establish by the end of 2020.

effectiveness of checks on travel, identity, maritime documents and vehicles in the European border and migration management operational activities, supporting Member States in the fight against related frauds.		
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Key Activity 2.2.2. Enhance the development of investigation activities supporting Member States in prevention, detection, pre-investigative activities related to cross-border crime by providing technical and operational assistance.

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Establish ready-to-react multipurpose operational tools at all external borders, including maritime borders, in order to support, facilitate or lead preventive, detection and investigative measures.	<ul style="list-style-type: none"> The extended ISA-CBC pilot project has been upgraded and promoted to an operational tool for EU MS to provide technical and investigative support Stakeholders request the Agency to provide assistance and support in the frame of investigative procedures related to cross border and organized crime, including terrorism EU MS generate operational results and finalize investigative procedures on cases related to cross border and organized crime, including terrorism supported by ISA-CBC/ PANDA 	<ol style="list-style-type: none"> Indicator: Number of cases related to cross border and organized crime, including terrorism supported. Indicator: Number of participating EU MS in the supported cases. Indicator: Number of requests of EU MS to support cases related to cross border and organized crime, including terrorism.

Key Activity 2.2.3. Enhance operational cooperation with customs in cross-border crime and customs enforcement area by supporting facilitation and coordination of joint operational activities.

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Engage EU and international customs bodies in Frontex operational capacities and find operational synergies.</p> <p>Increase Frontex operational capacities and capabilities by engaging EU and international customs bodies into the planning, implementing and analyzing Frontex operational activities;</p> <p>Extend the MMO platform to customs activities.</p>	<ul style="list-style-type: none"> Frontex is established as a reliable strategic and operational partner for Joint Customs Operations. Customs bodies are frequently engaged in the planning, implementation and evaluation of Frontex operational activities; Frontex is increasingly supporting Customs operational activities, organized by EU MS, TC or international and regional organizations <p>-----</p> <ul style="list-style-type: none"> Customs become regular partners in MMO. 	<ol style="list-style-type: none"> Number of Frontex operational activities with Customs participation has increased Number of Customs officers deployed to Frontex operational activities has increased Number of Customs operations, supported by Frontex has increased Numbers of Frontex staff and technical tools deployed to Customs Operations have increased Number of Frontex participation to Customs related strategic and operational meeting has increased.

Key Activity 2.2.4. Support checks on any relevant documents and transportation means by providing centralised information systems (FADO and FIELDS), a 24/7 remote assistance and by deploying document fraud task forces in field operations along the four tiers access model.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Develop a service portfolio supporting more effective checks on travel, identity, maritime documents and vehicles in the European border and migration management operational activities and supporting Member States in the fight against related frauds.	<ul style="list-style-type: none"> The programme for the new FADO systems is implemented in cooperation with the European Commission and ensures interoperability with other systems in line with Frontex developments, EU polices and national legislation. The concept, service portfolio and related processes of the Forgery Desk and the connected 24/7 Help Desk service for remote assistance to document checks in operations is implemented. 	<p>Indicator: The FADO programme, the concept of the Forgery Desk and the connected 24/7 Help Desk service for remote assistance to document checks are established and approved with clear schedule and deliverables. The necessary resources are available.</p> <p>Targets: The implementation of the FADO programme is initiated and the project is kicked off and the business requirements are produced by 2020; 1) 100% of the programme resources are available/recruited by 2020; 2) The requirements for the Forgery Desk (24/7) for remote assistance to document checks have been defined by 2020</p>

3.2.3 Reinforce Frontex coordinating role as regards EU Coast Guard function

Key Activity 2.3.1. Strengthen Coast Guard function of the Agency through multi-agency cooperation (joint capacity building and sharing of assets, support for the implementation of the Coast Guard function).		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables / Milestones	Indicators and Targets and baseline
Enhance processes related to the cooperation with EFCA and EMSA for a coordinated approach in the implementation of European Cooperation on Coast Guard Functions (CGF).	<ul style="list-style-type: none"> To finalize the handbook on European cooperation on coast guard functions. To organize Technical Sub-Committee 3 (TSC3) meetings To agree on the concept between EU Agencies (EFCA, EMSA and Frontex) for the European multipurpose maritime activities. To have a coordinated approach as regards participation of the three EU Agencies (EFCA, EMSA, and Frontex) in coast guard fora. 	<ol style="list-style-type: none"> Number of National Authorities performing CGF involved in the handbook - new task, no Target (T) no Baseline (BL) Number of TSC3 meetings organized (T = 4; BL = 4) Number of workshops (in the frame of coast guard fora such as European Coast Guard Function Forum (ECGFF), Baltic Sea Region Border Control Cooperation (BSRBCC), Mediterranean Coast Guard Function Forum (MCGFF) and North Atlantic Coast Guard Forum (NACGF) (T = 3; BL = 2)

Key Activity 2.3.2. Implement multipurpose maritime operations (MMO) in cooperation with EFCA and EMSA in order to support the Coast Guard function including SAR as component of IBM to improve coordination and mutual knowledge between stakeholders and identify synergies with CSDP missions and operations in reference to the European Maritime Security Strategy Action Plan.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables / Milestones	Indicators and Targets and baseline
<p>Reinforce the interagency cooperation (EFCA, EMSA and Frontex) in order to support MS' national authorities in European cooperation on Coast Guard Functions.</p> <p>Share and to promote best practices with EU and non EU Member States as well as within coast guard fora.</p> <p>Extend the MMO platform to customs activities.</p>	<ul style="list-style-type: none"> To implement MMO in different sea regions around Europe. To keep updating the Boarding Handbook. To implement SAR workshops in different sea regions around Europe. To provide with expertise related to coast guard functions in different law enforcement, customs & military projects. 	<ol style="list-style-type: none"> Number of <i>ad hoc</i> MMO implemented (T = 2; BL = 2) Number of SAR drill implemented (T = 4; BL = 4)Number of activities performed with the involvement of Customs (T = 1; BL = 0) Number of activities performed in close cooperation with CSDP missions (T = 2; BL = 2)

3.2.4 Support migration management by ensuring effective returns

Key Activity 2.4.1. Extend the assistance to MS in all stages of the return process.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables / Milestones	Indicators and Targets and baseline
<p>Provide tailor-made operational and technical support in the non-voluntary and (assisted) voluntary returns, across all the stages: pre-return stage, operational implementation as well as post-arrival/post-return stage, including pooling and sharing of information and practices.</p>	<ul style="list-style-type: none"> • Continuation of assistance to MS in the frame of current activities. • Development of ERRIN transfer plan. • Development of action plan for future implementation of post-arrival/post-return. • Continuation of existing assistance and development of action plan for future implementation of pre-return. • Increase of the volume of operations. • Implementation of the Action Plans (ERRIN takeover, pre-return action plan and post-arrival and post-return action plan). • Implementation of activities aimed at supporting (assisted) voluntary returns. • Enlargement of existing network with MS contact points to reflect all stages of the return process. 	<ol style="list-style-type: none"> 1. Indicator 1: 250 chartered and 2700 scheduled operations. 2. Indicator 2: Delivery of 3 action plans/transfer plans (ERRIN takeover, pre-return action plan and post-arrival and post-return action plan) in line with the deadline in the roadmap. Target: by the end Q1 2020.

Key Activity 2.4.2. Strengthen MS return capacities through use of the Standing Corps, capacity building, further developing of return IT-tools and reducing administrative burden.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables / Milestones	Indicators and Targets and baseline
<p>Provide human and technical resources to MS to conduct efficient returns according to Frontex standardised procedures.</p> <p>Support the use of relevant IT systems, the interoperability of different EU IT systems and national RECAMAS (return case management system) and the digitalisation of the return process.</p>	<ul style="list-style-type: none"> • Deployment of return pools upon MS request. • Continue to provide the same technical resources to MS as in 2019. • Development of best practices and standard operating procedures for relevant stages of the return process. Further performance improvement of IRMA (1.0)/FAR, including the facilitation of return data collection scheme. • Further support to national RECAMAS according to the model by carrying out gap analyses. • Development of IRMA 2.0 within the expected framework. • Further support to MS for the improvement of national RECAMAS including but not limited to support and development of interfaces. 	<ol style="list-style-type: none"> 1. Indicator: 150 forced-return monitors, 25 forced-return escorts, 10 return specialists. 2. Indicator: 5 RECAMAS gap analyses performed.

Key Activity 2.4.3. Enhance returns through closer cooperation with third countries in the field of return.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Contribute in the implementation of the EU return and readmission policy.</p> <p>Enhance awareness of third countries and to facilitate cooperation between them and the EU Member States in return-related matters.</p> <p>Build return and readmission capacities of third countries.</p>	<ul style="list-style-type: none"> • Provision of fora for MS to discuss and identify challenges/solutions regarding third country cooperation (with/without presence of third country). • Continue to deliver return and readmission capacity building support to third countries within the current scope. • Continue to provide operational support on return related identification and documentation procedures within the current scope. • Start of implementation of European Return Liaison Officers (EURLO) takeover. • Enhance the delivery of return and readmission capacity building support to third countries within the current scope • Enhance the provision of operational support on return related identification and documentation procedures within the current scope. • Cooperation on post-arrival and post-return activities. 	<ol style="list-style-type: none"> 1. Indicator: 5 EURLO deployments under the Frontex umbrella (according to the EURLO transfer plan) 2. Indicator: 20 meetings/missions/visits in relation to third country cooperation (e.g. inward/outward missions; familiarisation visits; consular workshops; sensitisation missions; country working groups and identification missions).

3.3 SO 3: Sustained European Border and Coast Guard capabilities

3.3.1 Implement Capability Development Planning, including contingency planning, instrument as a vehicle for integrated planning of EBCG capabilities

Key Activity 3.1.1. Establish and implement scenario based Capability Development Planning, including contingency planning, methodology and process for Frontex, ensuring sound requirements management and serving as a blueprint for Member States methodology and ensuring full interoperability within the concept of integrated planning.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Establish and implement process, methodology and scenarios for capability development.</p> <p>Establish process and methodology for Capability Synthesis and Capability Roadmap.</p> <p>Provide guidance and benchmark for MS/SAC capability development planning.</p> <p>Develop necessary tools in support of capability development.</p> <p>Manage external experts' database.</p>	<ul style="list-style-type: none"> • Comprehensive planning process • Capability development priorities 	<p>1. Indicator: Ratio between planned and executed activities.</p> <p>Target: 85 % execution of planned activities.</p>

Key Activity 3.1.2. Align Capability sub-strategies with the Capability Development Planning in order to provide trained, equipped and deployable Standing Corps.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Establish a process to translate the multiannual capability development plan into sub-strategies for e.g. policies, concepts, architectures, recruitment, training, research acquisition, logistics, safety and health.	Coherent and feasible sub-strategies and plans for the short, medium and long term.	1. Indicator: Ratio between planned and executed activities. Target: 85 % execution of planned activities.

Key Activity 3.1.3. Manage capability pools to ensure achievement of the effect of operational concept.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Revise the process for pooling capabilities as well as mobilising and deploying them to meet the operational needs in a timely manner taking into account capabilities coming from the Agency, Member States and Schengen Associated Countries. Implement the processes. Operationalise Opera Evolution.	<ul style="list-style-type: none"> Fully operational revised pooling process Use of Opera Evolution for the planning of the 2021 operational activities Opera Evolution fully operational.	Target: Fully operational revised pooling process using Opera Evolution. 1. Indicator: Revised pooling process agreed with MS/SAC Release 2 of Opera Evolution by February 2020 All releases of Opera Evolution operational by end of 2020.

3.3.2 Provide trained and equipped Standing Corps to enable response to current and emerging challenges

Key Activity 3.2.1. Recruit, train and equip Standing Corps Category 1.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Assess eligibility, perform interviews of those shortlisted and select those who should be offered jobs.</p> <p>Conclude employment contracts.</p> <p>Provide on boarding and training.</p> <p>Acquire personal equipment and provide to new recruits.</p>	<ul style="list-style-type: none"> • First round of recruitment concluded by mid-2020. • Ready to deliver Initial Operational Capability (IOC) of Category 1 by the end of 2020 with a view of reaching Full Operational Capability (FOC) by the beginning of 2021. 	<p>1. Indicator: Number of recruited, trained and equipped Category 1 staff operational by the end of 2020.</p> <p>Target: Compliance with Regulation.</p>

Key Activity 3.2.2. Provide specialist and pre-deployment induction training for Standing Corps category 2 and 3.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Provide training in accordance with the operational needs.	Ready to deliver Initial Operational Capability (IOC) of Category 2 and 3 by end of 2020 with a view of reaching Full Operational Capability (FOC) by beginning of 2021.	1. Indicator: Coverage of operational needs not covered by Category 1 Target: Trained Category 2 and 3 staff in accordance with the operational needs.

Key Activity 3.2.3. Ensure safe and healthy working conditions for deployment personnel in operational areas through establishment and implementation of Duty of Care mechanism.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Establish and implement the concept and capability requirements to be compliant with the legal obligations for the duty of care.</p> <p>Establish and implement the necessary processes to manage e.g. occupational safety and health and system safety for the Agency's own equipment.</p>	Safe, secure and healthy conditions for the Standing Corps.	<p>1. Indicator: Number of occupational hazards</p> <p>Target: No occupational hazards.</p>

Key Activity 3.2.4. Develop Standing Corps deployment models ensuring flexibility and effective achievement of operational goals.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Establish the modalities for deployment taking into account e.g. rotation periods, composition of teams, relocation practicalities etc.	Full Operational Capability of Standing Corps by 2021.	<p>1. Indicator: Evaluation report on operational activities. The ratio between the average deployment duration and the full-time equivalent for Standing Corps category 2 and 3 staff.</p> <p>Target: Achievement of operational goals: Standing Corps under category 2 and 3 should be deployed at 75% of their full-time equivalent.</p> <p>T</p>

Key Activity 3.2.5. Support development of Member States/Schengen Associated Countries' and third countries capabilities.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Provide advice and share best practices on relevant	Pending final definition	<p>1. Indicator: Satisfaction Score (CSAT) of the internal and external stakeholders running the processes and using the tools.</p> <p>Target: CSAT – level 4 on a scale from 1 (very unsatisfied) to 5 (very satisfied).</p>

3.3.3 Continue to develop and implement Strategy for Acquisition of own technical equipment and establish decentralised logistics system

Key Activity 3.3.1. Continue to deliver and to develop further Frontex own technical equipment and services providing operational activities with necessary capabilities to achieve desired operational effect.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Specify and manage capability requirements; engaging in the procurement of systems, services, equipment and materials; managing commercial relationships and contracts.</p> <p>Identify the general determinants of efficient and effective acquisition and through life support to major assets and analysing their applicability to specific systems and usage scenarios.</p>	<ul style="list-style-type: none"> Supporting the analysis of continuous coherence between the operational needs and the business constraints (legal, financial, etc.). Implementing the acquisition procedures in line with the procurement plan and project/contract management. 	<ol style="list-style-type: none"> Indicator: Number of record of exceptions opened. Target < 5% of the overall number of acquisition procedures managed. Indicator: Number of tenders published wrt the baseline procurement plan. Target ≥ 80% Indicator: Timeline control wrt the contractual baseline (to be adopted at the signature) measuring milestones deviations. Target ≥ 80%

Key Activity 3.3.2. Establish quality assured procedures and processes for acquisition management, considering system engineering and safety management, and ensuring transparency and accountability.

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Standardize the management of acquisition procedures.</p> <p>Introduce processes for project/contract management based on system engineering, quality control and risk management.</p> <p>Adopt control tools to enhance transparency and accountability.</p>	<ul style="list-style-type: none"> • Consolidation and continuous improvement of the RASCI tool. • Formal adoption of the pooled resources unit internal processes for project initiation, implementation and payments management. • Adaptation of the pooled resources unit MyFX structure to the acquisition processes. 	<ol style="list-style-type: none"> 1. Indicator: Introduction of the processes. Target Q1 2020. 2. Indicator: Familiarisation workshops offered to the main stakeholders. Target Q1 2020. 3. Indicator: MyFX structured and used for storing project/contract management data/documentation. Target: starting from Q1 2020

Key Activity 3.3.3. Manage technical equipment deployed in the operational areas through established capacities for maintenance, redeployment, provision of associated services, as well as disposal management.

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Technically manage systems, equipment and other materiel through-out the lifecycle, taking into account associated contractual obligations, upgrades, refurbishments and service life-extensions.</p>	<ul style="list-style-type: none"> • Pool of Frontex own systems, equipment, services and other materiel. 	<p>Indicator: Agency's share of the pool for technical equipment.</p> <p>Target: The Strategy for Acquisition and Leasing of Technical Equipment MB 28/2017 and the Multiannual Acquisition Plan (to be established by end of 2019)</p>

Key Activity 3.3.4. Establish modular and scalable decentralised logistics capacity to deliver technical equipment and services to the operational areas.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Manage information for improved operational availability (estimating, forecasting and modelling)</p> <p>Optimise supply chains through better logistics and inventory control.</p> <p>Manage efficient and effective support solutions to sustain diverse types of maritime, land, and air systems throughout their service lives.</p>	<ul style="list-style-type: none"> • Model Agreement consolidation with Member States. • Preparation of operational processes for logistics. • Supply Chain management (deployment, inventory, transportation, etc.). • Small logistics footprint 	<ol style="list-style-type: none"> 1. Bilateral adoption of the Model Agreement between Frontex and Member States. Target Q4 2020 2. Introduction of the processes. Target Q3 2020 3. Timeline control with regard to the contractual baseline (to be adopted at the signature) measuring milestones deviations. Target \geq 80%

3.3.4 Continue to develop and implement Strategy for Acquisition of own technical equipment and establish decentralised logistics system

Key Activity 3.4.1. Deliver in close cooperation with the Member States and the Commission technical standards for the equipment to be included in the capability pools and to be deployed in the activities of the Agency.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Develop technical and operational standards for technical equipment and assessment methodologies, among others for biometric technology.	<ul style="list-style-type: none"> • Minimum requirements for aerial and terrestrial equipment developed; • Performance assessment methodology for document inspection systems further validated and a practical tool developed for the Member States to regularly test the performance of the system; • Regular end-user contribution to European and international standardisation bodies provided. 	<ol style="list-style-type: none"> 1. Technical report on standards for aerial equipment delivered in Q1 2020; technical reports on standards for terrestrial equipment delivered in Q3 -Q42020; 2. Specific input provided to 75% of standardization meeting to which participation is expected. 3. Draft operational tool for performance assessment of document inspection systems capabilities 4. Majority of Member States participating in performance assessment methodology for document inspection systems and its practical use;
Provide technical support to Member States and third countries in implementing new technology and in developing new capabilities (among others biometrics, advance information and traveller intelligence) for border management; and provide support to the EBCGA and to the European Commission for the implementation of EU policies in this area, including EEAS and ETIAS.	<ul style="list-style-type: none"> • Simulation and operational research conducted to support Member States with the implementation of Entry/Exit System, and in support of other business units; with field visits organised to the BCPs in Member States and third countries; • Study on advance information at land and sea borders conducted and a meeting organised to disseminate the study results; potential working group established to develop best practice guidelines on the use of advance information at land and sea borders; • Study visits on advance information and traveler intelligence in selected EU Member States organised for Western Balkan countries to support them in the implementation of advance information systems; • Support provided to the organisation of industry days on analytics systems for EU Member States (and potentially pre-accession Western Balkan countries). • In accordance with the IPA II stage II project implementation, develop the capacity of WB countries to identify and register 	<ol style="list-style-type: none"> 5. Development and implementation of three operational models for land, air and sea in relation to the EES by Q1-2020; 6. At least 5 field visits and support delivered to Member States, in relation to the implementation of the EES, by Q4-2020; 7. Conduction of up to 2 field visits to non-EU countries in relation to the EES implementation during Q2-Q4 2020; 8. Delivery of the study by Q4 2020, according to contractual timeline; Study shared with all Member States/Schengen Associated Countries and relevant EU institutions and Agencies by Q4-2020. 70% satisfaction survey on value added participation from MSs/SACs during a meeting organised to present the results of the study in Q4-2020. 9. Manage project IPA II implementation to achieve the objectives as set out in project plan. 10. Organisation of at least 2 study visits throughout 2020 with 60% of participation from Western Balkan countries to the Study Visits on advance information systems. 11. Contributions as agreed provided to Advisory Group and other

	migrants	meetings organised by EU institutions, and agencies in view of EES, ETIAS implementation and interoperability; 12. Expert support provided to one industry day/ event relevant to EEAS implementation. Target of 70% participation from Member States
Deliver capacity assessment and capacity development in support of Member States and partner Third Countries.	<ul style="list-style-type: none"> Revision, development and delivery of training on Automated Border Control (ABC), EES and Advance Information – Tactical Risk Profiling and Traveller Targeting provided; International Conference on Biometrics for Borders organised; and optional workshops on advance information and traveller intelligence organised for Western Balkan countries; Needs assessment and plan of action with Member States in relation to the EES implementation. Actions with Western Balkan countries in the area of advance information and traveller intelligence. 	13. Full update of the course content, and provide expert contributions during training sessions in 2020; 14. Up to 6 trainings in the area of ABC/EES and Advance Information during Q1-Q4 2020; 15. International Conference on Biometrics for Borders with target participation from Member States and other stakeholders including industry; satisfaction rate and quality > 80%; ⁷ :

Key Activity 3.4.2. Develop and manage a comprehensive research and innovation platform to enable research and facilitate the dissemination of research information.

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Establish border security innovation platform which includes the development of a Border Management Innovation Centre (BoMIC) - a platform to test, demonstrate, simulate and showcase innovative technologies, tools and prototypes pertaining to the border security domain, and by entering into agreements with other similar innovation labs and sites.</p> <p>Conduct and implement structured frameworks for dialogue with three communities critical for Border Security research: EBCG, academia and the research components of industry.</p>	<ul style="list-style-type: none"> Drafting of the Terms of Reference for the design of the BoMIC taking into consideration research and innovation needs. Develop a simulation and testing framework, making available to Frontex and EU Member States a platform for testing technical solutions and technologies, and enabling simulation and replica of real border control and border surveillance environments, where pre-acquisition testing can be made and industry-available solutions can be audited in a near-to-real context. <p>-----</p> <ul style="list-style-type: none"> Establishment of the Research for Innovation Network. Identify and assess common research needs. 	<ol style="list-style-type: none"> Develop the business case for the platform Identification of similar solutions to BoMIC worldwide Consultation on solutions by end Q4 2020, with a view to prepare technical documentation. Scoping the architecture of the platform Implementation of at least two meetings/workshops with the network, each with at least 20 MS representatives, by Q4 2020. Delivery of the list of research priorities for 2021, relevant for border security research, by Q3 2020.

⁷ End-user satisfaction will be measured against data collected through conference evaluation tool (online survey) which participants will be asked to complete.

Key Activity 3.4.3. Steer EU-wide border management research through implementation of the Senior User role of Frontex in the Border Security domain of the EU Research Programme (Horizon Europe).		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Implement the senior user role of Frontex in EU-funded border security research in close collaboration with academia, EU agencies, international organisations and industry partners to stimulate and support border security innovation.</p> <p>-----</p> <p>Conduct and manage technology and general research for the border security domain.</p>	<ul style="list-style-type: none"> • Inputs to the European Commission for border security research topics and sub-topics. • Evaluation of Horizon research proposals by experts selected from the Frontex pre-pool of evaluators. • Regular workshops and meetings with selected projects and the EBCG community to check the continued relevance of the conducted research taking into account capability roadmaps, and providing advice and support progress and results. • Contribution to the project progress review process, making available experts when indicated by the Commission. <p>-----</p> <ul style="list-style-type: none"> • Developed awareness and collaboration with existing border security research capabilities, within the EU (with special attention to the cooperation with DG JRC and other EU bodies, such as EUISS) and with key international partners. • Implementation of a technology foresight methodology for the regular assessment of the future of technology and science with the aim to identify the technologies that will in a medium and long-term perspective impact the EU borders and the EBCG community the most. • Implementation of a border security research framework contract providing the capability to manage Frontex own research. • Delivery of research studies addressing specific core border security tasks (border surveillance and border checks) as well as emerging and transformational technologies (artificial intelligence, cybersecurity, augmented and virtual reality, robotics). 	<ol style="list-style-type: none"> 1. Delivery of input (proposals) for border security related topics and subtopics, to Com Q2/Q3 2020. 2. Evaluation of all border security relevant proposals by experts selected from the Frontex pre-pool of evaluators – October 2020. 3. At least one workshop with MS on EU-funded projects, covering at least five projects under Horizon 2020 – by Q2/Q3 2020. <p>-----</p> <ol style="list-style-type: none"> 4. At least two meetings with key EU research players (relevant EU/international research institutions) – by Q4 2020 5. Publication of procurement for the technology foresight methodology services- Q1 2020; start of contract implementation- Q 3 2020. 6. Publication of a tender for a security research framework contract – Q2 2020. 7. Publication and distribution of results of research study on AI (launched in 2019) – Q3/Q4 2020.

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Key Activity 3.4.4. Pilot border management related technological solutions and research findings fostering further development of EBCG capabilities.

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Implement technology pilot projects focusing on innovative solutions at the level of operational prototype or above it: the pilot projects concern surveillance equipment and processes (platforms, sensors, integration, communication); border checks (biometrics, checks equipment, integration, communications); and analysis-decision support tools and capability tools necessary in border checks.</p> <p>Manage industry relations as key stakeholders in the area of innovation insertion (in-market or near to market products and services), following procedures under transparency and open competition principles, specifically in support of Standing Corps including innovation to be used in training newly recruited officers.</p>	<ul style="list-style-type: none"> • Three innovation cells (specialised teams with MS and internal units 'participation) will in set up, covering respectively: surveillance, border checks and analysis/ tools for border management capabilities (e.g. training). • Increased Frontex and MS hands-on awareness on available technologies for border control achieved by the implementation of 1-2 pilot projects carried out by each of the innovation cells. • Management of innovation relations with the industry through the organisation of new technology demonstrations, exhibitions and industry days, with the participation of MS, Frontex internal units, EU bodies and institutions. • Technical advice and revision of Frontex own assets specifications – procurement documentation, and technical advice to MS and third countries on technological plans and solutions, including invitation to non-EU countries to innovation activities. 	<ol style="list-style-type: none"> 1. Timely set up and execution of the pilot projects. 2. Implementation of pilot projects foreseen for 2020 completed by end Q42020, at a stage of at least trail planning. . 3. Timely deliverable of the corresponding evaluation report for each of the pilot projects executed. 4. Target: Evaluation reports completed and accepted within 60 days after the pilot project finished. 5. Industry event with at least 15 MS represented and non-EU countries invited.

3.4 **HO 1: Develop and implement European integrated border management to ensure safe and well managed eu external borders**

3.4.1 Establish and develop mechanisms for operational cooperation to implement the concept of the European Integrated Border Management

Key Activity 4.1.1. Support the establishment of the Multiannual Strategic Policy Cycle.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Provide Strategic Risk analysis.</p> <p>Provide lessons learned from the implementation of the Technical and Operational European Integrated Border Management Strategy.</p> <p>Provide technical support to the establishment of the multiannual policy cycle.</p>	<ul style="list-style-type: none"> • Strategic Risk Analysis • Lessons learned and advice upon request 	<p>1. Indicator: Satisfaction Score (CSAT) of the internal and external stakeholders running the processes and using the tools. Target: CSAT – level 4 on a scale from 1 (very unsatisfied) to 5 (very satisfied).</p>

Key Activity 4.1.2. Translate strategic steer provided by the Commission into Technical and Operational European Integrated Border Management Strategy achieving the interoperability with the concept of Integrated Planning.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Revise the Technical and Operational European Integrated Border Management Strategy.</p>	<ul style="list-style-type: none"> • Adoption by the Management Board of the revised Technical and Operational European Integrated Border Management Strategy. 	<p>1. Indicator: State of revision of the Technical and Operational European Integrated Border Management Strategy in relation to what is prescribed by the policy cycle Target: 80 % implemented actions.</p>

Key Activity 4.1.3. Facilitate and foster the implementation of TO EIBM across the EBCG.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Execute the implementation of Integrated Border Management at European level.</p> <p>Support implementation of Integrated Border Management at national level.</p> <p>Promote the concept and best practices of European Integrated Border Management in third countries.</p>	<ul style="list-style-type: none"> Implementation of Action Plan 	<p>1. Indicator: Ratio between implemented and planned actions..</p> <p>Target: 80 % implemented actions.</p>

3.5 HO 2: Reinforce the external dimension - aimed at multiplying Frontex operational impact through close partnerships with Member States, EU entities, Third Countries and International Organisations

3.5.1 Strengthen resilience of priority third countries and promote European IBM standards

Key Activity 5.1.1. Enhance partnerships with priority third countries, in order to promote operational cooperation with EBCG, including through structured cooperation frameworks and deployment of Frontex Liaison Officers to third countries.

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Strengthen engagement with priority third countries.</p> <p>Develop and update structured cooperation frameworks with competent authorities of third countries.</p> <p>Further develop and maintain the network of Frontex Liaison Officers in third countries.</p>	<ul style="list-style-type: none"> Enhanced contacts with priority third countries and their increased engagement with Frontex. Enhanced awareness of Frontex mandate and role among third country authorities. <p>Increased opportunities for dialogue among international border and Coast Guard authorities through Frontex events and other fora.</p> <hr/> <ul style="list-style-type: none"> Support to the Commission negotiating and reviewing Status Agreements. Assessment of existing working agreements that require an update under the EBCG 2.0 Regulation and developed road map for their update. Initiated/concluded working arrangements, on the basis of new Commission template. Initiated/concluded cooperation plans and other instruments of structured cooperation with selected third countries. <hr/> <ul style="list-style-type: none"> FLO network in third countries, effectively contributing to Frontex strategic and operational priorities. New FLOs recruited, trained and deployed. Appropriate legal frameworks for FLO deployment concluded/reviewed. Effective back-office function monitoring, guiding, supporting FLOs, and facilitating their interaction with internal stakeholders. Reviewed FLO concept and defined specific profiles, including on return. Enhanced coordination with ILO networks in third countries, including through the ILO Steering Board. 	<ol style="list-style-type: none"> Indicator: Percentage of partners considering cooperation activities as useful/relevant. Target: Satisfaction level: 90%. Indicator: Number of third country participants in dedicated visits and events/Number of external meetings attended, visits, (scoping) missions. Target: Attendance level: at least 60 % of the invitees. Indicator: Balanced coverage of key priority regions. Target: 70%. <hr/> <ol style="list-style-type: none"> Indicator: Number of structured cooperation instruments concluded or reviewed (e.g. working arrangements, cooperation plans or other cooperation instruments). Target: completion level: 20% of ongoing negotiations concluded. Indicator: Policies, guidelines and workflows steering the work of the FLOs in place. Target: Completion level: 100% of envisaged policies/guidelines developed Indicator: Number of FLOs deployed / Number of structured cooperation instruments concluded or reviewed (administrative arrangements, SLAs): Target: deployments prepared/finalised for 1-2 FLOs in third countries. Indicator: Number of periodic and ad-hoc reports of FLOs. Target: monthly reports by all FLOs + ad hoc reporting. Indicator: Number of tasks and requests processed by LOU (back-office) / Number of briefing notes and other documents supporting the Executive Management and other business entities. Target: 100% of all requests handled or referred further.

Key Activity 5.1.2. Strengthen capacities of priority third countries to effectively deal with migration and cross-border crime through technical assistance and capacity building activities.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables / Milestones	Indicators and Targets and baseline
<p>Promote the European IBM through Frontex funded capacity building activities in third countries.</p> <p>Develop and implement EU Commission funded technical assistance projects*</p>	<p>Technical assistance activities in priority regions, among them:</p> <ul style="list-style-type: none"> • Libya (within the overall framework of EU foreign and security policy through the operational platforms established by the EEAS, e.g. EUBAM Libya); • Western Balkans, including in support of Frontex operational activities in the region; • Silk Routes region; • Eastern Partnership region. <p>-----</p> <p>-----</p> <ul style="list-style-type: none"> • IPA II Phase II (DG NEAR/IPA) Regional Support to Protection-Sensitive Migration Management in the Western Balkans and Turkey – Phase II – Contract 1/end date 30.06.2021 • EU4Border Security (DG NEAR/ENI) Enhancing border security in the Southern Neighborhood by fostering bilateral and regional cooperation/end date 30.11.2021 	<p>1. Indicator 1: Outreach of capacity building activities and their geographic coverage (number of activities; number of external participants). Target: Attendance level: at least 60 % of the invitees.</p> <p>-----</p> <p>2. Indicator 2: Project implementation levels against the set targets (to be reported on annual basis against indicators in the project log frame).</p>

3.5.2 Develop the architecture for an effective inter-agency cooperation on IBM at EU level, ensuring most efficient use of resources and complementary implementation of mandates

Key Activity 5.2.1. Establish and maintain appropriate frameworks for cooperation within the EU and with international organisations, in order to make full use of the EBCG mandate.

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Enhance cooperation and mutual coordination with EU institutions, offices, bodies and agencies.</p> <p>Maximise synergies with relevant international organisations and effectively represent the European Border and Coast Guard Community in select international fora.</p> <p>Support further development of the EBCG capabilities, situational awareness and operational response through strategic and ever closer relations with competent national authorities, supported by Frontex Liaison Officers in EU MS/SAC, liaison officers deployed by the Member States to the Agency, as well as exchange of LOs with other EU entities.</p>	<ul style="list-style-type: none"> • Evidence-based contributions to relevant EU policy processes. • Effective inter-agency cooperation in the areas of law enforcement, customs, coast guard functions, migration management (including through the migration management support teams) and fundamental rights. • Structured cooperation through working agreements, cooperation plans, SLAs and other instruments. • Inter-agency cooperation in multilateral fora, including through the preparation for the chairmanship of the EU Justice and Home Affairs Agencies' Network in 2021. <p>-----</p> <ul style="list-style-type: none"> • Continued close cooperation with International organisations under existing working agreements. • Initiated dialogue and exchange with further international organisations in light of the tasks envisaged in the EBCG 2.0 Regulation. • Structured cooperation with international organisations through working agreements (existing and new), cooperation plans and other instruments. • Synergies with the work of International organisations in third countries. <p>-----</p> <ul style="list-style-type: none"> • FLO network in EU MS/SAC, effectively contributing to Frontex strategic and operational priorities. • New FLOs recruited, trained and deployed to relevant EU agencies and other entities. • Effective back-office function monitoring, guiding, supporting FLOs, and facilitating their interaction with internal stakeholders. • Developed rules and conditions for the deployment and functioning of MS/SAC Liaison Officers to Frontex. • Policy for receiving liaison officers from EU agencies, international organisations and third countries. 	<ol style="list-style-type: none"> 1. Indicator: Percentage of partners considering cooperation activities as useful/relevant. Target: Satisfaction level: 90%. 2. Indicator: Number of partners in dedicated visits and events/Number of external meetings attended, visits, (scoping) missions. Target: Attendance level: at least 60 % of the invitees. 3. Indicator: Proportionate engagement with key priority partners. Target: 70%. 4. Indicator: Number of structured cooperation instruments concluded or reviewed (e.g. working arrangements, cooperation plans or other cooperation instruments). Target: completion level: 20% of ongoing negotiations concluded. <p>-----</p> <ol style="list-style-type: none"> 5. Indicator: Number of periodic and ad-hoc reports of FLOs. Target: monthly reports by all FLOs + ad hoc reporting. 6. Indicator: Number of FLOs deployed / Number of structured cooperation instruments concluded or reviewed (administrative arrangements, SLAs): Target: deployments prepared/finalised for 1 other EU entity. 7. Indicator: Number of tasks and requests processed by LOU (back-office) / Number of briefing notes and other documents supporting the Executive Management and other business entities. Target: 100% of all requests handled or referred further. 8. Indicator: Policies, guidelines and workflows for receiving MS LOs and steering the work of the FLOs in place. Target: Completion level: 100% of envisaged policies/guidelines developed.

Key Activity 5.2.2. Further develop cooperation with other EU entities in the external dimension, thereby facilitating coherent implementation of IBM standards and synergies with Frontex operational activities.

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Assume the role of the EU's centre of expertise for promoting European IBM standards in the external dimension.</p> <p>Facilitate coherence and coordinated approach in third country cooperation within the framework of the European Border and Coast Guard.</p> <p>Contribute to ensuring coherence in the Agency's engagement with EU and external partners.</p>	<ul style="list-style-type: none"> • Advice and support to the Commission in its role ensuring coherence and quality of the EU funded IBM projects in third countries. • Guidelines, good practices and other tools developed to promote EU IBM standards in third countries. • Support to EU Delegations, CSDP missions and operations. <p>-----</p> <ul style="list-style-type: none"> • Support to EU MS/SAC in their bilateral engagement with third countries. • Annual reporting mechanism on cooperation with third countries within the scope of the EBCG. • Regular dialogue within the EBCG on engagement in priority regions (round tables). <p>-----</p> <ul style="list-style-type: none"> • Internal evaluation of the International Cooperation Strategy 2018-2020. • International and European Cooperation Strategy 2021-2023 developed in consultation with internal and external stakeholders. • International Cooperation round table. 	<p>1. Indicator 1: Number of programmes/projects reviewed, activities contributed to. Target: active engagement in 3-4 projects in priority regions.</p> <p>-----</p> <p>2. Indicator 2: Number of regional roundtables organised. Target: up to 3 dialogues with the MS/SAC on priority regions.</p> <p>-----</p> <p>3. Indicator 3: Implementation level, policies and workflows in place, supporting material developed, engagement of internal stakeholders. Target: International Cooperation Strategy 2021-23 adopted.</p>

3.6 **HO 3: Develop upgraded management system aimed at ensuring accountability, regularity and legality of all Frontex activities**

3.6.1 Provide management framework for sound administration of resources

Key Activity 6.1.1. Design and implement a comprehensive system for programming, monitoring and evaluating the Agency's activities and underlying expenditures through establishing a set of processes that are integrated and adaptable to evolving risk universe.

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Adapt Frontex programming and assurance setup and processes to be fit for EBCG 2.0 mandate.</p> <p>Adapt the Agency management framework (including processes definition and management) gradually to EBCG 2.0 challenges and compatible with quality certification standards.</p> <p>Program and monitor of resources, their effectiveness and efficiency enhanced.</p>	<ul style="list-style-type: none"> • Critical review of EBCGA assurance and management framework concluded by Q2 2020. • Transformation of the programming and assurance system to accompany growth and findings of review adopted by Q3 2020 (including switch to activity-based management and delegation framework review). 	<ol style="list-style-type: none"> 1. The Agency operates a proportional control framework delivering assurance of legal and regular use of resources at its disposal. 2. Minimal financial management threshold defined by the European Commission met or exceeded. 3. Ex-post evaluations operated by the end 2020 and the outcomes included in the future activities design. 4. Single programming documents, procurement plans, annual and quarterly activity and financial reports produced timely to expected standards, improving strategic focus of the Agency activities.

Key Activity 6.1.2. Develop human resources management system aimed at building strong human capital through a set of modern HR policies allowing the Agency to deliver its mission.

Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Develop and maintain an integrated managers'-led system of HR policies, tools and processes designed to empower and contribute to achieving Frontex mission and stakeholders' expectations.</p> <p>Increase Frontex attractiveness as an employer</p>	<ul style="list-style-type: none"> • Frontex managers together with HR professionals build-on and actively develop talents under their responsibility, using HR policies, processes and tools commensurate with EBCG 2.0. requirements and are able to efficiently respond to the changing environment related to the new Regulation implementation. <p>-----</p>	<p>In line with the timeline of EBCG 2.0 implementation roadmap and the requirements concerning the Standing Corps:</p> <ol style="list-style-type: none"> 1. Indicator: Amended HR policies, specific implementing rules and legal framework to fit to the Standing Corps specificities. 2. Indicator: HR tools and systems: available, up-to-date and scaled to the growth. 3. Indicator: Managers trained in change and leadership. Target: 100% current and at least 75% of new trained.

<p>and engage and retain the best, diverse and geographically balanced talents whose competencies are further developed through diverse learning and career opportunities and effective performance assessment.</p> <p>Deliver qualitative and service-oriented HR support to maximise an effective performance-oriented culture in partnership between HR professionals and managers.</p>	<ul style="list-style-type: none"> • Right talents attracted, selected and engaged at the right time and right place in line with the expected scale of growth and specificities of the new mandate. They stay motivated to further develop their competencies to live up to the new opportunities, challenges and needs of the service. <p>-----</p> <ul style="list-style-type: none"> • Effectively equipped HR experts and systems to qualitatively and efficiently fulfil roles in a dynamically evolving environment, including service provision for the staff category 1 of the Standing Corps. 	<ol style="list-style-type: none"> 4. Indicator: 70 new recruitment procedures (outside Standing Corps 'executive power' staff) launched in 2020. Target: at least 80% of vacant posts covered by the end of the year. 5. Indicator: Average length of recruitment procedure from the vacancy announcement publication to the appointment. Target: less than 15 weeks. 6. Indicator: Ratio of training offered vs. taken up. Target: at least 70 % 7. Indicator: Transitional measures to speed up appraisal process in 2020 (pilot project). 8. Indicator: Strategic workforce planning prepared for HQ positions in 2020. 9. Indicator: Developed career development strategy focused especially on sensitive posts mitigations. 10. Indicator: Rights and entitlements and working conditions for deployed (outside HQ) Standing Corps staff category1 established and implemented in line with the EBCG 2.0 Roadmap. 11. Indicator: 'HR to staff': HR is sufficiently staffed to deliver the expected services in the transition period to EBCG 2.0. Target: Ratio is within 4–4.5 % margins (of 2000 posts in EP 2020). 12. Indicator: HR staff properly trained to face new challenges. Target: at least 75 % of HR staff trained. 13. Indicator: Medical services managed from HQ (new framework contract managed by HR).
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3.6.2 Provide scalable, efficient and secure infrastructure for the Agency’s developing requirements, including partial decentralisation of functions

Key Activity 6.2.1. Develop and maintain permanent physical infrastructure providing for the Agency’s growing functions.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables / Milestones	Indicators and Targets and baseline
<p>Provide timely the physical infrastructure to ensure efficient and effective data collection and exchange (SO1), sufficient space for steering and meeting (SO2), support decentralised and additional premises required to develop a well-functioning border and coast guard (SO3).</p> <p>Deliver innovative facility services with clear KPIs, Service Level Agreement and Service Desk.</p>	<ul style="list-style-type: none"> • Manage, update and monitor the offices in the current premises buildings and transfer HQ function to new permanent premises. • Analyze and adjust the current premises building and movable property including associated costs, taking into account business needs and specific requirements. • Revise and adjust the scope and level of corporate services according to corporate standards which consider the growing and evolving needs • <hr/> <ul style="list-style-type: none"> • Prepare and implement the new permanent premises in Warsaw including a joint Operational Centre for Command and Control. Deliver ETIAS CU premises including Alternative Office Facilities (AOF). • Ensure consistency with the attributed human, material and financial resources and reflect on the risk levels. • Put in place measures enabling provision of corporate services in a pro-active way. <hr/> <ul style="list-style-type: none"> • Support the strategic direction of the Agency concerning physical needs for warehousing, decentralised offices and training and research facilities. • Revision and adjustment of costs in order to meet the growing and evolving needs of the European Border and Coast Guard and the Agency. 	<ol style="list-style-type: none"> 1. Delivery of permanent premises expected by end of 2024 while (temporary) ETIAS CU available by mid-2021. 2. Other facilities available depending on the Operational Concept of the Standing Corps. 3. Satisfaction rate of corporate services at least above 90%.

Key Activity 6.2.2. Develop sound and integrated ICT systems' structure supporting the European Border and Coast Guard functions.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Integrate ICT infrastructure based on two main networks, hosting all applications.</p> <p>Design and deploy 'FRONTEX Operational Secure Network'- the backbone of the new ECN (delivering operational services and applications from the HQ to the field including MS, third Parties and partners.</p> <p>Provide the admin/support network based on internet is to support all CGO functions: HR, FIN, LEG but also LOG applications.</p>	<ul style="list-style-type: none"> • Adapting the current EUROSUR network architecture to cover strategic objectives. • New Frontex Operational Secure Network designed, built, deployed, accredited, operated, maintained 365/24/7. Proposal to outsource such capacity. • Interim solution is based on the extension of the current admin network and the Frestnet environment to support the Standing Corps initial capacity in 2020, 2021. 	<ol style="list-style-type: none"> 1. Indicator: Clear definition of the perimeters of ICT department related to the Standing Corps development. 2. Indicator: Annual planning linked with the ECBG 2.0 Roadmap, the procurement plan, the budget plan must be clearly defined and discussed during ICT Governance board. 3. Indicator: KPIs will be defined for each ICT functions, based on ITIL best practices. Target: Deadline mid-2020.

Key Activity 6.2.3. Ensure a secure working environment for Agency's staff, including ICT security challenges.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Establish ICT SEC as one of the pillars of a global Security approach.</p> <p>Develop Application of the defence in depth concept with a zero day trust approach.</p> <p>Implement physical security of Frontex premises, both for current premises inside and outside the host state, including ETIAS and armory so as to ensure the security of staff, visitors and assets based on qualitative security risk analysis following recognised and established security risk analysis models.</p> <p>Implement personnel security for all staff, including new EBCG2.0 categories, by timely initiating vetting procedures and efficient follow-up of the outcome.</p> <p>Ensure correct handling of European Union Classified Information, including classified Communication and Information Systems, establishment of the related required roles in line with the Commission's Decisions 2015/444 and 2017/46 and ensure specialised training for all categories of staff.</p> <p>Establish Central service for Health & Safety of Frontex HQ staff</p>	<ul style="list-style-type: none"> • Development of a SEC strategy including an ICT SEC strategy with a clear roadmap of ICT SEC posture enhancement (deadline Dec 2020). • Development of Frontex internal security framework based on the relevant legislation and new requirements of EBCG2.0, including specific roadmap. • Timely delivery of proportional, up to date physical security risk assessment, travel advice and establishment of a coherent, integrated security approach providing appropriate levels of protection for persons, assets and information commensurate with identified risks and ensuring efficient and timely delivery. • All staff to be considered trustful, reliable and compliant in application of the relevant clearance and vetting processes (EBCG2.0 light procedures) in application of the relevant security framework, in full liaison with specific managers. • A scalable and interoperable secure digital and physical environment to support operational and administrative ECBG 2.0. deployed, operated and maintained. 	<p>KPIs will be defined based on ITIL best practices.</p> <ol style="list-style-type: none"> 1. Indicator: Internal Security Framework delivered by Q3 2020. 2. Indicator: Physical security assessments delivered within 30 days after an assessment visit; translation of assessment into requirements and implementation of those into security measures continuously reviewed. 3. Indicator: Transferring the personnel security clearance requests to COM within one week and enabling access to EU classified information within maximum 30 days after the receipt of COM opinion. Target: Transfer of 1 week, access within 30 days. 4. Indicator: Policy and process development regarding handling of EU Classified Information in cooperation with all stakeholders. Target: achieved by Q1 2020. 5. Indicator: Response process to possible security incidents developed with the help of a monthly overview of security incident handling in cooperation with all stakeholders. Target: by Q2 2020. 6. Indicator: Accreditation of classified Communication and Information Systems in accordance with EBCG2.0 under the condition of provision of technical documentation by ICT. Target: by Q4 2020.

3.6.3 Ensure accountability, regularity and legality of all Frontex activities through a comprehensive inspection and control system to guarantee the effectiveness of internal business processes

Key Activity 6.3.1. Develop and implement strategic planning mechanism in line with the applicable legal framework.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Contribute to the development of activity- based budgeting / management principles (and translation of these into a fully- fledged system by 2021).</p> <p>Enhance planning, monitoring and reporting activities at corporate level.</p> <p>Improve current methodology for planning, monitoring and reporting.</p> <p>Ensure regular monitoring activities at corporate level.</p>	<ul style="list-style-type: none"> • Budgetary planning and reporting amended with ABB aspects. • Planning and reporting products SPD, CAAR and their amendments are timely, accurately produced and transmitted to stakeholders. • Current methodology for planning monitoring and reporting is assessed vs peer Agencies practices through a benchmarking exercise. • Quarterly monitoring activities are timely conducted and progress report elaborated. 	<ol style="list-style-type: none"> 1. ABB/ABM principles developed by 1Q 2020 and subsequently translated into the budget process 2021. 2. Indicator: SPD, CAAR documents are timely produced and submitted. Target: 100% delivered on time. 3. Indicator: Annual benchmarking to improve current methodology in planning, monitoring and reporting is performed and improvements are identified and integrated into a report. 4. Indicator: Quarterly monitoring reports are timely submitted to stakeholders. 5. Indicator: Gradual implementation of a performance monitoring system for the Agency. 6. Indicator: Performance indicators are introduced/revised/updated as needed. 7. Indicator: Number of awareness sessions, workshops on planning, monitoring and reporting conducted annually.

Key Activity 6.3.2. Develop and implement a comprehensive system for internal control, inspection and audit functions.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Contribute to the overall assurance framework from the perspective of ex-ante controls.</p> <p>Ensure Internal Control Framework is in place and functions as intended.</p> <p>Continuously improve through timely completed actions following audit observations and recommendations.</p> <p>Enhance quality management.</p> <p>Corporate Anti-Fraud strategy is in place and updated regularly.</p>	<ul style="list-style-type: none"> • Delivery of a comprehensive ex-ante and control plan for 2020. • Quarterly/annual internal control assessments are performed including up-to-date log of corporate risks. • Register of exceptions is monitored, reports are prepared on time. • Implementation of audit observations/recommendations is monitored; the improvement log and IAS issue track is updated on time. • Assessment and revision of quality management related documents. • Annual report on implementation of Anti-fraud strategy is prepared. • Annual report to the discharge authority is prepared. 	<ol style="list-style-type: none"> 1. Indicator: Monthly/Quarterly update of Frontex risk register and related risk escalation, and convening and following up on Frontex Risk Management Meetings. 2. Indicator: The ratio (percentage) of the amount covered by the exceptions and the total payment made during a given quarter (period). Target: the ratio is less than 2 %. 3. Indicator: Timeliness of implementation of IAS recommendations. Target: 80 % implemented on time. 4. Indicator: Timeliness of implementation of ECA observations. Target: 85 % are reported as implemented in the report to the Discharge Authority (DA). 5. Indicator: Number of critical recommendations identified in the IAS audit reports. Target: none. 6. Indicator: The current elements of quality management system (QMS) are assessed and a proposal for the concept of an integrated management system in Frontex is made. 7. Indicator: Timeliness of the Anti-Fraud Strategy implementation. Target: 85% of actions implemented on time.

Key Activity 6.3.3. Develop and implement the system for monitoring and evaluating the EBCG's operational deliverables to support sound operational decision-making processes.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Evaluate Framework and annual work program are in place focused in particular to assess the Agency's operational activities;</p> <p>Contribute to the overall monitoring and evaluation exercises from a resource perspective, eventually supported by a semi-automated monitoring tool for operational activities.</p> <p>Ensure Ex-post control policy and annual work program is in place;</p> <p>Ensure central services (counselling, anti-harassment and whistleblowing) policies are in place and are annually reviewed.</p> <p>Ensure Inspection (complaints; EO inquiries; administrative enquiries; disciplinary procedures) policies and implementing rules/guidelines are in place and are duly implemented.</p> <p>Ensure compliance with the financial regulatory framework and update where necessary.</p>	<ul style="list-style-type: none"> • An Evaluation framework is elaborated and submitted for approval including an strategy and methodology to assess material operational activities • Gradual development of a monitoring tool (starting with operational deployments) to be extended in the coming years to other operational activities. • Ex-post controls quarterly reports are produced. • Central services processes are mapped and periodically reviewed. • Inspection processes are mapped and periodically reviewed. 	<ol style="list-style-type: none"> 1. Degree of completion of the evaluation framework 2. Number of evaluations performed and degree of implementation of the evaluation plan. 3. Q2: concept developed for the requirements from resource side of the monitoring tool. 4. Number of Ex-post controls' performed and degree of implementation of the Ex-post controls plan in percentage. 5. Number of cases opened per type (counselling, harassment, whistleblowing; complaints; EO inquiries; administrative enquiries; disciplinary procedures). 6. Number of cases closed per type (counselling, harassment, whistle-blowing; complaints; EO inquiries; administrative enquiries; disciplinary procedures). 7. Number and type of awareness-raising initiatives performed during the years and number of participants of awareness-raising initiatives. 8. Average time of handling per case. 9. All transactions subject to financial ex-ante verification are timely processed. Target: 100%.

Key Activity 6.3.4. Develop and implement the system aimed at preserving legal conformity of all Frontex activities with applicable legal framework.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Ensure that legal risks in Frontex activities are minimised through LEG governance and operational legal support.</p> <p>Further streamline the effective and efficient processing of PAD (public access to documents) applications, including risk mitigation to avert European Ombudsman and Court of Justice of the EU cases.</p> <p>Support business units in complying with the applicable regulatory framework related to procurement procedures and approved Procurement Plan.</p>	<ul style="list-style-type: none"> • Provide a legal helpdesk service for internal stakeholders for both operational and governance matters; provide quality control of Frontex's decision-making processes; develop creative legal solutions. • Updated ED Decision on PAD; new ICT tool; implementation of proactive measures such as awareness rising and PAD compliant drafting of documents. • Efficient performance of ex-ante verification. 	<ol style="list-style-type: none"> 1. Quality and satisfaction level: Delivery of a high quality, client-focused legal advice by LEG and providing options to business units, within realistic deadlines. The satisfaction of our clients would be measured by means of anonymized surveys. (*) Necessary advice and support by PROC to business units in the procurement process, in a client-oriented approach; identifying potential non-compliance with the applicable regulatory framework related to procurement rules and assessing and mitigating relevant risks. The satisfaction of our clients would be measured by means of anonymized surveys. (**) 2. Indicator: Timely replies to PAD applications (i.e. within the deadlines set by Regulation 1049/2001) and PAD-related EO requests (i.e. deadline set by the EO) and deadlines regarding court proceedings (statutory deadlines and deadlines set by the Court) - measured by statistics. Target: 100% of cases.

(*) NB: the quality of legal advice and the options given to business units by LEG may not always lead to client satisfaction (or customer desired outcomes).

(**)NB Non-compliant events cannot always be prevented/remedied by the Procurement Sector alone, since the business Units remain the responsible owners of each procedure.

3.6.4 Provide management framework designed to uphold EU values

Key Activity 6.4.1. Ensure comprehensive fundamental rights framework throughout all Frontex activities, including partial decentralization of functions.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
Support and advisory capacity on fundamental rights-compliant IBM	<ul style="list-style-type: none"> • Process of Fundamental Rights Strategy and Action Plan supported and implementation monitored; • FR included in the relevant training curricula and embedded in Agency's culture. • Consultations on operational plans, as well as assessments and analysis in view of their compliance with FR. 	Target: relevant documents produced by the Agency include FR-relevant content. <p>-----</p> Target: <ul style="list-style-type: none"> • Monitoring tools developed and applied; at least 40 FRMs deployed; • No of SIRs, complaints and effective follow up; • field missions, • activity overview
Strengthened FR monitoring system in all Agency's activities	<ul style="list-style-type: none"> • Effective mechanism and monitoring tools in place and FR monitors (FRMs) deployed; • Maintain the FR complaints mechanism, including case management and effective follow up; 	Target: CF included in training sessions and relevant consultations
Enhance strategic cooperation with the Consultative Forum (CF) on FR	<ul style="list-style-type: none"> • Cooperation between the Agency and the CF is supported and reinforced 	

Key Activity 6.4.2. Design and implement the framework for legitimate personal data collection and processing throughout all Frontex activities.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables / Milestones	Indicators and Targets and baseline
Awareness raising on DP obligations; Data protection consultancy and advise is provided	<ul style="list-style-type: none"> • Provision of ad hoc trainings tailored made to specific needs of specific units • Drafting legal instruments for adequacy to new DPR 	<ul style="list-style-type: none"> • 3 ad hoc trainings to be provided • Model clauses for International Transfers; 2 MB decisions implementing the new DPR; • Establishment of a first proposal for data subject rights under ETIAS
Data protection coordination is ensured	<ul style="list-style-type: none"> • Liaison with the EDPS 	<ul style="list-style-type: none"> • Attendance to all DPO-EDPS meetings and organization of dedicated visit of EDPS (2/year). Reporting
Administrative personal data	<ul style="list-style-type: none"> • Maintain an updated Register of Records 	<ul style="list-style-type: none"> • Publish 5 new records on the register

3.6.5 Establish a sound mechanism to interrelate all Frontex strategic functions and to ensure consistency of Frontex exchanges with external stakeholders

Key Activity 6.5.1. Develop and implement a model for organising and harmonizing the delivery of all Frontex functions at strategic and executive level, including Frontex relations with external stakeholders.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables	Indicators and Targets and baseline
<p>Ensure cross-divisional coordination of Agency's tasks, including operational coordination, protocol function, document management and Executive Management support functions, including executive advisory function to the EM.</p> <p>Ensure smooth functioning of the FX Management Board and its supporting functions.</p> <p>Provide for coordination with and timely reporting to the EU institutions and other relevant EU bodies based in Brussels.</p>	<ul style="list-style-type: none"> • Implementation of Agency-wide coordination processes and mechanisms. • Coordinate the preparation and reporting related to MB meetings planned for 2020 • Timely reports on political and legal developments relevant to the Agency. • Preparation of relevant meetings and events with Frontex external stakeholders in Brussels Office 	<ul style="list-style-type: none"> • Weekly reporting on the implementation of the horizontal functions through the Directors' Briefing meetings • Number of MB meetings and advisory group meetings • Number of reports produced. • Number of meetings and events organised in Brussels Office.

Key Activity 6.5.2. Design and implement a comprehensive and consistent communication model, involving internal and external communication functions and providing for partial decentralisation of the Agency's functions.		
Specific Objectives	Expected Results, Main Outputs / Actions, Key Deliverables / Milestones	Indicators and Targets and baseline
<p>Ensure consistent communication on major themes which fall under the umbrella of cross-border mobility to external audiences and Agency's staff, including in the context of the new EBCG Regulation.</p>	<ul style="list-style-type: none"> • Regularly updated intranet content and organisation of a variety of internal events • Production and dissemination through various channels of high quality, relevant communication product, including recruitment materials. • Transparent and proactive engagement with key international media. 	<ul style="list-style-type: none"> • Staff satisfaction with FX intranet • Number of page views and downloads from Agency's website • Number of mentions of FX in the media and the tone of the coverage (positive, neutral and negative) of these mentions • Number and impact of social media posts (engagement) • Number and annual increase of social media followers.

3.7 Summary of resources human and financial, per activity in 2020 AWP

Key Activity	TA	CA	SNE	Total_FTE	Budget	Key Activity	TA	CA	SNE	Total_FTE	Budget
KA 1.1.1.	19	9	27	55	2,200,000	KA 3.3.1.	16	3	2	21	20,802,581
KA 1.1.2.	14	2	12	28	1,100,000	KA 3.3.2.	1	0	0	1	-
KA 1.1.3.	15	4	11	30	600,000	KA 3.3.3.	2	1	4	7	416,052
KA 1.2.1.	9	1	5	15	317,738	KA 3.3.4.	1	1	3	5	1,777,368
KA 1.2.2.	21	6	7	34	30,588,140	KA 3.4.1.	3	2	2	7	364,557
KA 1.2.3.	4	3	1	8	500,000	KA 3.4.2.	3	2	2	7	60,759
KA 1.3.1.	8	1	2	11	50,000	KA 3.4.3.	2	1	1	4	455,696
KA 1.3.2.	3	1	1	5	20,000	KA 3.4.4.	3	2	3	8	1,518,987
KA 1.3.3.	5	2	1	8	615,250	KA 4.1.1.	0	0	1	1	100,000
KA 1.4.1.	28	2	0	30	477,600	KA 4.1.2.	0.5	0	0	0.5	100,000
KA 1.4.2.	0	0	0	0	-	KA 4.1.3.	0.5	0	0	0.5	100,000
KA 2.1.1.	43	10.5	38	91.5	120,950,000	KA 5.1.1.	13	4	2	19	550,000
KA 2.1.2.	2	0.5	0	2.5	-	KA 5.1.2.	2	2	0	4	700,000
KA 2.1.3.	2	1	4	7	300,000	KA 5.2.1.	17	3	3	23	405,000
KA 2.2.1.	7	2	7	16	980,000	KA 5.2.2.	5	3	1	9	260,000
KA 2.2.2.	1	1	1	3	160,000	KA 6.1.1.	114	108	0	222	-
KA 2.2.3.	2	1	1	4	110,000	KA 6.1.2.	31	35	1	67	57,663,142
KA 2.2.4.	3	0	4	7	2,455,000	KA 6.2.1.	12	36	0	48	28,300,000
KA 2.3.1.	5	0.5	0.5	6	172,000	KA 6.2.2.	44	8	0	52	20,092,780
KA 2.3.2.	3	1.5	2.5	7	950,000	KA 6.2.3.	22	24	0	46	350,000
KA 2.4.1.	18	8	17	43	50,600,000	KA 6.3.1.	5	2	0	7	50,000
KA 2.4.2.	10	2	2	14	4,600,000	KA 6.3.2.	4	4	0	8	25,000
KA 2.4.3.	8	1	5	14	4,442,000	KA 6.3.3.	7	1	1	9	25,000
KA 3.1.1.	5	3	1	9	300,000	KA 6.3.4.	33	12	3	48	190,000
KA 3.1.2.	4	1	1	6	-	KA 6.4.1.	6	5	0	11	505,000

KA 3.1.3.	6	2	5	13	2,369,361	KA 6.4.2.	5	1	1	7	-
KA 3.2.1.	13	2	3	18	78,450,000	KA 6.5.1.	25	30	0	55	8,769,150
KA 3.2.2.	15	3	5	23	12,000,000	KA 6.5.2.	11	6	0	17	2,087,000
KA 3.2.3.	3	1	2	6	1,224,068	(*) SC 2021	385	385	0	770	-
KA 3.2.4.	1	0	0	1	-		1051	753	196	2000	462,199,229
KA 3.2.5.	1	0	0	1	-	<i>Table 7. Resources human and financial, per activity in 2020 AWP</i>					

4 SECTION IV - BUDGET 2020

4.1 Revenue and Expenditure

Title A-9 REVENUE

Chapter	Article	Description	Budget 2018 VOBU	Budget 2019 VOBU	Provisional Draft Estimate of Revenue 2020 scenario 1	Provisional Draft Estimate of Revenue 2020 scenario 2	Remarks
	A-900	EU Contribution	298 286 000	310 289 000	430 249 229	436 895 000	
	A-901	Contribution from Schengen Associated Countries	21 912 000	23 042 000	31 950 000	32 444 000	
	A-902	Contribution from the United Kingdom and Ireland	0	0	0	0	
A-90	Subsidies and contributions		20,198,000	333,331,000	462,199,229	469,339,000	
A-91	Other Revenue		pm	pm	0	0	
A-94	Earmarked Revenue		pm	pm	pm	pm	
A-9	TOTAL REVENUE		320,198,000	333,331,000	462,199,229	469,339,000	

Table 8: Estimate of revenue for fiscal year 2020.

EXPENDITURE

		<i>(scenario 1)</i>			<i>(scenario 2)</i>
Chapter	Description	Budget 2018 VOBU	Budget 2019 VOBU	Provisional Draft Estimate of Revenue 2020	Provisional Draft Estimate of Revenue 2020
Title	A-1 STAFF				
A-11	Staff in active employment	52,714,000	60,720,000	80,158,126	80,158,126
A-12	Recruitment	286,000	680,000	3,000,000	3,000,000
A-13	Administrative missions	500,000	640,000	1,125,000	1,125,000
A-14	Sociomedical infrastructure	70,000	110,000	500,000	500,000
A-15	Other staff related expenditure	1,410,000	1,970,000	3,328,750	3,328,750
A-16	Social welfare	20,000	520,000	520,000	520,000
A-1	TOTAL STAFF RELATED EXPENDITURE	55,000,000	64,640,000	88,631,876	88,631,876
Title	A-2 OTHER ADMINISTRATIVE EXPENDITURE				
A-20	Rental of building and associated expenditure	16,155,000	10,030,000	17,726,000	17,726,000
A-21	Data processing & telecommunications	10,140,000	13,670,000	17,515,012	17,515,012
A-22	Movable property and associated expenditure	905,000	835,000	1,320,000	1,320,000
A-23	Current Administrative expenditure	1,580,000	1,890,000	3,932,000	3,932,000
A-24	Postal expenditure	170,000	190,000	350,000	350,000
A-25	Non-operational meetings	1,025,000	1,235,000	1,550,000	1,550,000
A-26	Media and public relations*	825,000	1,105,000	1,326,000	1,326,000
A-2	TOTAL OTHER ADMINISTRATIVE EXPENDITURE	30,800,000	28,955,000	43,719,012	43,719,012
Title	A-3 OPERATIONAL ACTIVITIES				
A-30	Operational Response*	115,795,000	119,595,000	124,485,000	124,485,000
A-31	Situational Awareness and Monitoring*	15,605,000	16,410,000	25,259,589	25,259,589
A-32	Training	9,450,000	12,000,000	26,000,000	26,000,000
A-33	Research and Innovation	1,100,000	2,300,000	1,800,000	1,800,000
A-34	Agency`s own equipment	9,000,000	14,550,000	57,575,185	57,575,185
A-35	Operational reserve ⁽¹⁾ *	28,723,000	9,279,000	7,464,363	14,604,134
A-36	Fundamental Rights Office*	448,000	505,000	1,000,000	1,000,000
A-37	European Centre for Return	53,792,000	63,042,000	69,149,204	69,149,204
A-38	International and European cooperation	485,000	1,305,000	1,315,000	1,315,000
A-39	Special projects*	-	750,000	15,800,000	15,800,000
A-3	TOTAL OPERATIONAL ACTIVITIES	234,398,000	239,736,000	329,848,341	336,988,112
Title	A-4 EARMARKED EXPENDITURE				
A-41	Ad-hoc grants	pm	pm	pm	pm
A-42	Copernicus ⁽²⁾	pm	pm	pm	pm
A-4	TOTAL EARMARKED EXPENDITURE	pm	pm	pm	pm

GRAND TOTAL	320,198,000	333,331,000	462,199,229	469,339,000
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⁽¹⁾ Included in chapter A-35 is budget line A-3502 amounting to EUR 7 464 363, which is the Financial Operational reserve of at least 2% of the operational budget according to Article 115(14) of Frontex regulation (EU)2018/631.

⁽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.

Table 9: Estimate of expenditure for fiscal year 2020.

In order to facilitate comparability of information, the table hereunder reconciles the chapter level nomenclature from 2017 budget to 2020.

Correlation table - budget line descriptions				
Title	2017	2018	2019	2020
A-30	Joint Operations	Operational Response	Operational Response	Operational Response
A-31	Risk Analysis, Situation Center & EUROSUR	Situational Awareness and Monitoring	Situational Awareness and Monitoring	Situational Awareness and Monitoring
A-32	Training	Training	Training	Training
A-33	Research and Innovation	Research and Innovation	Research and Innovation	Research and Innovation
A-34	Pooled resources	Pooled resources	Pooled resources	Agency`s own equipment
A-35	Miscellaneous operational activities	Operational Reserve	Operational Reserve	Operational Reserve
A-36	Supporting operational activities	Fundamental Rights Office	Fundamental Rights Office	Fundamental Rights Office
A-37	Return Support	European Center for Return	European Center for Return	European Center for Return
A-38	International and European cooperation	International and European cooperation	International and European cooperation	International and European cooperation
A-39	-	ETIAS	ETIAS	Special projects

Table 9a - Correlation table - budget chapter descriptions

4.2 Establishment Plan 2020

Grade	Establishment plan 2018		Establishment plan 2019		Provisional Draft Establishment plan 2020		Provisional Draft Establishment plan 2020	
	TA	Perm.	TA	Perm.	COM(2018) 631		COM(2018) 631	
					Entry grades		Reclassification*	
	TA	Perm.	TA	Perm.	TA	Perm.	TA	Perm.
AD16	0		0					
AD15	1		1		1		1	
AD14	1		1		1		10	
AD13	6		7		11		16	
AD12	17		18		24		34	
AD11	17		28		35		52	
AD10	12		12		21		39	
AD9	23		23		34		77	
AD8	110		142		174		148	
AD7	72		88		122		80	
AD6	37		42		64		45	
AD5	15		15		38		23	
Sub-total AD	311	0	377	0	525	0	525	0
AST11	0		0		0		0	
AST10	0		0		0		3	
AST9	0		0		0		5	
AST8	5		5		5		10	
AST7	11		11		11		15	
AST6	16		16		16		36	
AST5	27		27		27		110	
AST4	45		45		463		346	
AST3	3		3		3		0	
AST2	0		0		0		0	
AST1	0		0		0		0	
Sub-total AST	107	0	107	0	525	0	525	0
GRAND TOTAL	418	0	484	0	1,050	0	1,050	0

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

* For the first time, the figures in this column for the establishment plan for 2020 also include the cumulative effects of all past (and estimated) reclassifications of staff according to respective rules in force.

Table 10: Establishment plan for 2020

4.3 External personnel 2020

Contract agents (CA)	Posts in 2018	Posts in 2019	Provisional request 2020	Provisional request 2020
			Entry funct. groups	After change in funct. Group**
FGIV	73	93	100	125
FGIII	92	100	100	77
FGII	7	7	10	15
FGI	17	17	20	13
Standing Corps and ETIAS - COM(2018) 631	-	-	500 *	500 *
Total CA	189	217	730	730
Seconded National Experts	Posts in 2018	Posts in 2019	Provisional request 2020	Provisional request 2020
Total SNE	168	194	220	220

* The profiles (and function groups) will be decided by the Management Board

** For the first time, the figures in this column for 2020 also include the effect of estimated exercise of change of function group according to respective rules in force (Art. 13 of implementing rules on contract staff - C(2017) 6760)

Table 11: External personnel for 2020

5 SECTION V - ANNEXES

5.1 Annex I: Resource allocation per Strategic - Horizontal objective N+1 - N+3

Strategic / Horizontal objective	2020		2021		2022	
	Human	Budget	Human	Budget	Human	Budget
<i>EUR million (to three decimal places)</i>						
SO1 Reduced Vulnerability of the External Borders based on Comprehensive Situational Awareness	224	36,469	224	71,088	281	87,552
SO2 Safe, Secure and Well-Functioning EU External Borders	215	185,719	215	362,022	269	445,863
SO3 Sustained European Border and Coast Guard Capabilities	139	119,739	909	233,408	1138	287,463
<i>(*) Envelope of human resources to build up the Standing Corps during 2020 for initial deployment as of 1/1/2021</i>	770					
HO1 Develop and implement European Integrated Border Management to ensure safe and well managed EU external borders	0	300	0	585	0	720
HO2 Reinforce the external dimension aimed at multiplying Frontex operational impact through close partnerships with Member States, EU entities, Third Countries and International Organisations	55	1,915	55	3,733	69	4,597
HO3 Develop upgraded Management System aimed at ensuring Accountability, Regularity and Legality of all Frontex activities	597	118,057	597	230,128	748	283,424
TOTAL (indicative amount)	2000	462,199	2000	900,964	2505	1,109,620

NB: Tentative distribution pending development of the new Concept of Operations for the Agency and underlying products
Table 12: Resource allocation per Strategic / Horizontal objective N+1 to N+3

5.2 Annex II: - Human and Financial Resources (Tables) N+1 - N+3

5.2.1 Table 1 - Expenditures

Expenditure		2019		scenario 1 2020		scenario 2 2020	
		Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title	A-1 STAFF	64,640,000	64,640,000	90,631,876	88,631,876	88,631,876	88,631,876
Title	A-2 OTHER ADMINISTRATIVE EXPENDITURE	28,955,000	28,955,000	47,719,012	43,719,012	43,719,012	43,719,012
Title	A-3 OPERATIONAL ACTIVITIES	239,736,000	239,736,000	323,848,341	329,848,341	336,988,112	336,988,112
Title	A-4 EARMARKED EXPENDITURE	pm	pm	pm	pm	pm	pm
GRAND TOTAL		333,331,000	333,331,000	462,199,229	462,199,229	469,339,000	469,339,000

Table 13: Estimate of expenditures for fiscal year 2020 at Title level

Expenditure	General expenditure						
	Executed Budget 2018	Budget 2019	Draft budget 2020		2020 / 2019 (%)	Budget request (scenario 1)	20/19 (%)
			Agency request	Budget request (scenario 1)			
Title 1 - Staff expenditure	40,560,809	64,640,000	88,631,876	88,631,876	37%	88,631,876	37%
Salaries & allowances	37,520,992	60,720,000	80,158,126	80,158,126	32%	80,158,126	32%
- Of which establishment plan posts	24,380,185	42,220,000	51,265,639	51,265,639	21%	51,265,639	21%
- Of which external personnel	13,140,807	18,500,000	28,892,486	28,892,486	56%	28,892,486	56%
Expenditure relating to Staff recruitment	495,920	680,000	3,000,000	3,000,000	341%	3,000,000	341%
Employer`s pension contributions	-	-					
Mission expenses	567,000	640,000	1,125,000	1,125,000	76%	1,125,000	76%
Socia-medical infrastructure	41,650	110,000	500,000	500,000	355%	500,000	355%
Training	676,853	500,000	1,000,000	1,000,000	100%	1,000,000	100%
External Services	1,258,394	1,470,000	2,328,750	2,328,750	58%	2,328,750	58%
Receptions, event and representations	-	-					
Social welfare	-	520,000	520,000	520,000	0%	520,000	0%
Other Staff related expenditure	-	-	-	-		-	
Title 2 - Infrastructure and operating expenditure	29,602,092	28,955,000	47,719,012	43,719,012	51%	43,719,012	51%
Rental of buildings and associated costs	13,354,139	10,030,000	21,726,000	17,726,000	77%	17,726,000	77%
Information, communication technology and data processing	11,821,518	13,670,000	17,515,012	17,515,012	28%	17,515,012	28%
Movable property and associated costs	905,379	835,000	1,896,000	1,320,000	58%	1,320,000	58%
Current administrative expenditure	1,493,047	1,890,000	3,318,000	3,932,000	108%	3,932,000	108%
Postage / Telecommunications	243,761	190,000	456,000	350,000	84%	350,000	84%
Meeting expenses	1,183,330	1,235,000	1,482,000	1,550,000	26%	1,550,000	26%
Running costs in connection with operational activities	-	-	-				
Information and publishing	600,918	1,105,000	1,326,000	1,326,000	20%	1,326,000	20%
Studies	-	-	-	-		-	
Other infrastructure and operating expenditure	-	-	-	-		-	
Title 3 - Operational expenditure	213,809,645	239,736,000	329,848,341	329,848,341	38%	336,988,112	41%
Operational Response	125,358,542	119,595,000	124,485,000	124,485,000	4%	124,485,000	4%
Situational Awareness and Monitoring	15,943,136	16,410,000	25,259,589	25,259,589	54%	25,259,589	54%
Training	8,666,173	12,000,000	26,000,000	26,000,000	117%	26,000,000	117%
Research and Innovation	3,747,849	2,300,000	1,800,000	1,800,000	-22%	1,800,000	-22%

Agency`s own equipment	9,934,030	14,550,000	57,575,185	57,575,185	296%	57,575,185	296%
Operational Reserve	-	10,029,000	7,464,363	7,464,363	-26%	14,604,134	46%
Fundamental Rights Office	153,103	505,000	1,000,000	1,000,000	98%	1,000,000	98%
European Center for Return	49,403,080	63,042,000	69,149,204	69,149,204	10%	69,149,204	10%
International and European cooperation	603,732	1,305,000	1,315,000	1,315,000	1%	1,315,000	1%
Special projects	-	-	15,800,000	15,800,000		15,800,000	
Title 4 - Earmarked Expenditure	20,239,754						
External Relations	4,497,308						
Copernicus	15,742,446						
TOTAL	304,212,300	333,331,000	466,199,229	462,199,229	39%	469,339,000	41%

Table 14: Estimate of expenditures for fiscal year 2020 at Chapter level

5.2.2 Table 2 - Revenue

TOTAL REVENUES	2019	scenario 1 2020	scenario 2 2020
	Revenues estimated by the agency	Budget Forecast	Budget Forecast
EU Contribution	310,289,000	430,249,229	436,895,000
Other revenue	23,042,000	31,950,000	32,444,000
TOTAL REVENUES	333,331,000	462,199,229	469,339,000

Table 15: Estimate of revenues for fiscal year 2020

Expenditure	General revenues							
	Executed Budget 2018	Budget 2019	Draft budget 2020		2020 / 2019 (%)	Draft budget 2020		2020 / 2019 (%)
			Agency request	Budget request		Agency request	Budget request	
1 REVENUE FROM FEES AND CHARGES								
2 EU CONTRIBUTION	268,909,520	310,289,000	430,249,229	430,249,229	38.66%	436,895,000	436,895,000	40.80%
` - Of which assigned revenues deriving from previous years` surpluses			16,339,000	16,339,000		16,339,000	16,339,000	
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	20,955,000	23,042,000	31,950,000	31,950,000	38.66%	32,444,000	32,444,000	40.80%
` - Of which EEA/EFTA (excl. Switzerland)	20,955,000	23,042,000	31,950,000	31,950,000	38.66%	32,444,000	32,444,000	40.80%
` - Of which candidate countries								
4 OTHER CONTRIBUTIONS	3,547,655							
5 ADMINISTRATIVE OPERATIONS								
` - Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art.58)								
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT								
7 CORRECTION OF BUDGETARY IMBALANESCS								
TOTAL	293,412,175	333,331,000	462,199,229	462,199,229	38.66%	469,339,000	469,339,000	40.80%

Table 16: Estimate of revenues per source for fiscal year 2020

5.2.3 Table 3 - Budget outturn and cancellation of appropriations

Budget outturn	2016	2017	2018
Reserve from the previous' year surplus (+)			
Revenue received (+)	251,686,835	294,074,103	305,721,038
Payments made (-)	-162,122,962	-201,248,004	-215,507,125
Carryover of appropriations (-)	-89,261,028	-101,835,295	-97,705,461
Cancellations of appropriations carried over (+)	6,492,085	11,125,175	10,606,887
Adjustment for carryover of assigned revenue appropriations from previous year (+)	6,665,161	15,147,478	13,419,262
Exchange rate differences (+/-)	-63,454	-159,736	-195,588
Adjustment for negative balance from previous year (-)	-7,438,865	0	0
TOTAL	5,957,772	17,103,721	16,339,013

Table 17: Summary of budget outturn for fiscal years 2016 to 2018

5.3 Annex III

5.3.1 Table 1 Staff population and its evolution: overview of all categories of staff

Staff population		Authorised under EU budget for year 2018	Actually filled as of 31.12.2018	Authorised under EU budget for year 2019	Draft budget for year 2020	Envisaged in 2021		Envisaged in 2022		
Officials	AD	0	0	0	0	0	0	0	0	
	AST	0	0	0	0	0	0	0	0	
	AST / Standing Corps	0	0	0	0	0	0	0	0	
TA	AD	311	226	377	525	525	525	650	650	
	AST	107	77	107	525	525	525	650	650	
	AST / Standing Corps	0	0	0	0	0	0	0	0	
Sub-Total A		418	303	484	1,050	1,050	1,050	1,300	1,300	
						**	**	**	**	
CA	GFIV	73	50	93	100	125	100	150	100	175
	GF III	92	95	100	100	77	100	65	100	46
	GF II	7	9	7	10	15	10	10	10	11
	GFI	17	20	17	20	13	20	5	20	3
	ETIAS & CORPS	0	0	0	500	500	500	500	750	750
Total CA		189	174	217	730	730	730	730	985	985
SNE		168	153	194	220	220	220	220	220	220
Sub-Total B		357	153	411	950	950	950	950	1,205	1205
TOTAL		775	153	895	2,000	2,000	2,000	2,000	2,505	2,505

** Figures in this column include the effect of estimated exercise of change of function group according to respective rules in force (Art. 13 of implementing rules on contract staff - C(2017) 6760)

Table 18: Staff population and its evolution: overview of all categories of staff

5.3.2 Table 2 - Multiannual staff policy plan Year 2020 - 2022

Category and grade	Establishment plan in EU Budget 2018		Filled as of 31/12/2018 (* incl. reclassification)		Modifications in year 2018 in application of flexibility rule		Establishment plan in Budget 2019		Modifications in year 2019 in application of flexibility rule		Establishment plan in Draft EU Budget 2020[1]		Envisaged establishment plan 2021[2]		Envisaged establishment plan 2022[3]	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
	AD 16		0						0				0		0	
AD 15		1						1				1		1		
AD 14		1		4				1				10		10		
AD 13		6		4				7				16		16		
AD 12		17		16				18				34		34		
AD 11		17		11				28				52		52		
AD 10		12		17				12				39		39		
AD 9		23		15				23				77		77		
AD 8		110		58				142				148		148		
AD 7		72		58				88				80		80		
AD 6		37		33				42				45		45		
AD 5		15		10				15				23		23		
Total AD		311		226				377				525		525		650
AST 11		0						0				0		0		
AST 10		0						0				3		3		
AST 9		0		3				0				5		5		
AST 8		5		9				5				10		10		
AST 7		11		16				11				15		15		
AST 6		16		11				16				36		36		
AST 5		27		14				27				110		110		
AST 4		45		20				45				346		346		
AST 3		3		4				3				0		0		
AST 2		0						0				0		0		

AST 1		0					0				0		0		
Total AST		107		77			107				525		525		650
AST/SC1															
AST/SC2															
AST/SC3															
AST/SC4															
AST/SC5															
AST/SC6															
Total AST/SC		0					0		0		0		0		0
TOTAL		418		303			484				1,050		1,050		1,300

[1] For the first time, the figures of the establishment plan for 2020 also include the combination of past and expected effect of reclassification of staff according to respective rules in force

[2] The grades for Establishment plan 2021 are provisional without effects of expected reclassification for 2021.

[3] The grades for Establishment plan 2022 (consolidation of Establishment plan 2021 plus the new 250 TA) will be decided at later stage

5.4 Annex IV

5.4.1 Annex IV: A. Recruitment and engagement policies

In 2020 Frontex will apply new general implementing provisions related to the engagement and use of temporary and contract agents (in a form of respective MB Decisions) which are based on model rules agreed and adopted with the European Commission and applied among majority of other EU Agencies.

In view of the major recruitment challenge in 2020 - 2022, Frontex plans to implement early in 2020 a fully-automated e-recruitment system allowing paper-less management of recruitment processes and better use of HR resources allocated to this area. Ideally, such a new system will be implemented together with other EU Agencies to ensure maximum synergy and efficiency.

In 2020, Frontex will recruit new EU staff who will (during their deployment as members of standing corps) perform tasks with 'executive powers' - this is a wholly uncharted area of activity for EU staff. To this extent, Frontex considers to develop a specific set of implementing rules related to deployment of staff (current mission rules seem to be not well-suited for this purpose).

The standard policy for a duration of contracts of employments of temporary and contract staff sets the limit to 5 years contracts with an optional renewal (the renewal process follows procedure described in the ED Decision 25/2017 of 28 March 2017). This policy may need to be amended in view of specific group of new staff of the European Standing Corps.

Specific conditions for different categories of staff:

1. Officials: Frontex does not employ EU permanent officials.

2. Temporary staff: All posts of temporary staff (with the exception of the Executive Director and Deputy Executive Director(s)) are identified as posts of long-term duration.

Posts of the Executive Director and Deputy Executive Director(s), 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.

3. Contract staff: In principle, the length of the contracts of employment of contract staff is equal to the length of the contracts of temporary staff (except from rather exceptional cases where the length of a contract is linked to a duration of a specific project or task).

4. Seconded national experts (SNEs): SNEs have specific knowledge and experience in the border and coast 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 and Coast Guard Services. Frontex aims at achieving a geographical balance among the nationalities of 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 3 years, with a possibility of an extension for another period (of up to 5 years).

5. Interim and outsourced service providers: Frontex uses additional human resources in a form of interim staff (contracted on a short term basis from an interim services provider) where and when needed. A new framework contract for the interim services will be in place as of end 2019/ beginning 2020.

Frontex is also outsourcing services for:

- Operation of Frontex canteen, cafeteria and catering services,
- Cleaning services,
- Handymen services,
- Certain ICT experts,
- Travel desk services.

5.4.2 Annex IV: B. Appraisal of performance and reclassification/promotion

Performance of Frontex staff is annually appraised in line with the respective implementing rules for temporary staff and for contract staff (based on model implementing provisions drawn up for the EU Agencies). Seconded National Experts are subject to annual appraisal which is aligned with the rules for temporary and contract staff on the basis of the Decision of the Executive Director.

Reclassification exercise for temporary staff and for contract staff is held annually in line with the respective implementing rules (based on model implementing provisions drawn up for the EU Agencies). Reclassification for temporary and contract staff for 2018 is in the last stage of the process at the time of writing of this chapter (October 2019). Estimated cumulative effects of reclassification for 2018, 2019 and 2020 are provided in respective establishment plan tables above

Table 1 - Reclassification of temporary staff / promotion of officials

(To be included at a later stage)

Table 2 - Reclassification of contract staff

(To be included at a later stage)

5.4.3 Annex IV: C. Mobility Policy

1. Mobility within the Agency

Internal mobility of temporary staff in 2020 will be guided by the respective implementing rules for temporary staff and for contract staff (based on model implementing provisions drawn up for the EU Agencies).

Vacant positions in Frontex are announced to Frontex staff, published on the Frontex web pages, job portal of the EU Agencies network, EPSO job portal and, by way of exception, in specialised websites or publications.

While the selection procedure for both internal and external candidates is typically carried out at the same time, the number of selected internal applicants in 2018 and in 2019 was high (occasionally reaching over 40 % of all newly selected staff).

Alternatively, staff members may express their wish to be transferred internally to a different Division/Unit in Frontex. Such cases are assessed on an ad-hoc basis having regards to the interests of the service, availabilities of suitable vacant posts and to the assessment of qualifications and competencies of the requesting staff member.

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

Possibility of mobility between agencies has been created by Article 55 of the CEOS and is further detailed in the respective implementing rules on temporary staff and contract staff (based on model implementing provisions drawn up for the EU Agencies).

3. Mobility between the agencies and the institutions

Frontex, by not employing permanent officials, is not in a position to formally implement the policy on mobility between the institutions and the Agency. Typically, a successful candidate from one organization is requesting an unpaid leave in order to join the other organization.

5.4.4 Annex IV: D. Gender and geographical balance

Gender balance at 1 October 2019		Female	Male	Total
Temporary Agents	AD	94	176	270
	AST	51	33	84
Subtotal TA		145	209	354
Contract Agents	FG IV	58	32	90
	FG III	75	15	90
	FG II	8	1	9
	FG I	0	20	20
Subtotal CA		141	68	209
Seconded National Experts		29	134	163
Total		315	411	726

Table 20: Gender balance as of 1 October 2019 with graph

Management gender balance at 1 October 2019	Female	Male	% of female
Senior management (Director)	2	5	29%
Middle management (Heads of Unit)	3	11	21%
Total	5	16	-

Table 20a: Gender balance as of 1 October 2019 (managerial)

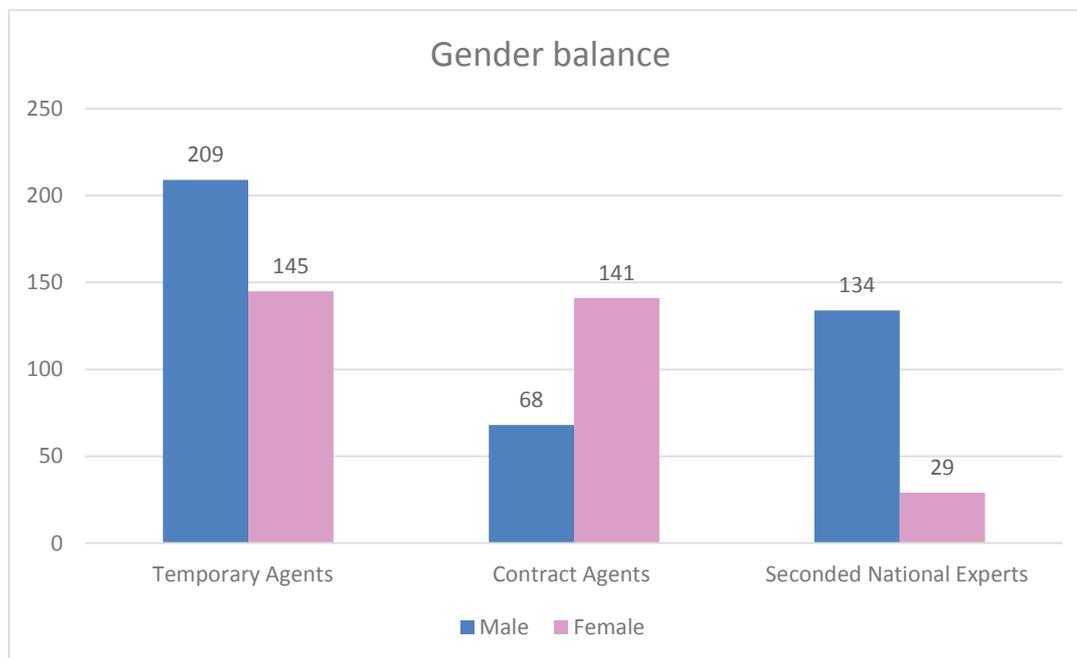


Figure 3 - Gender balance

Geographical distribution

Nationality	AD	AST	FG IV	FG III	FG II	FG I	SNE	Total	Nationality2	%
Polish	76	60	51	67	9	20	5	288	Polish	39.7%
Italian	17	2	6	1			32	58	Italian	8.0%
Romanian	28		3	3			23	57	Romanian	7.9%
Spanish	16	3	2				20	41	Spanish	5.6%
Greek	16	1	4	5			7	33	Greek	4.5%
French	13	1	2	1			12	29	French	4.0%
Portuguese	9	3	4	3			6	25	Portuguese	3.4%
Bulgarian	10	1	2	4			6	23	Bulgarian	3.2%
Hungarian	13	3	1				6	23	Hungarian	3.2%
German	10	1	1	1			9	22	German	3.0%
Austrian	5	2					9	16	Austrian	2.2%
Dutch	7			1			6	14	Dutch	1.9%
Latvian	6	1	1				6	14	Latvian	1.9%
Lithuanian	5	1	2	4			2	14	Lithuanian	1.9%
Belgian	9	1	3					13	Belgian	1.8%
Finnish	7		1				1	9	Finnish	1.2%
Czech	4						4	8	Czech	1.1%
Slovak	4	1	1				2	8	Slovak	1.1%
Slovenian	3		3				1	7	Slovenian	1.0%
British	4	1						5	British	0.7%
Irish	2		2					4	Irish	0.6%
Croatian	2						1	3	Croatian	0.4%
Danish							3	3	Danish	0.4%
Cypriot	1		1					2	Cypriot	0.3%
Estonian	1	1						2	Estonian	0.3%
Maltese		1					1	2	Maltese	0.3%
Luxembourger	1							1	Luxembourger	0.1%
Norwegian							1	1	Norwegian	0.1%
Swedish	1							1	Swedish	0.1%
TOTAL	270	84	90	90	9	20	163	726		100%

Table 21: Geographical balance as of 1 October 2019

5.4.5 Annex IV: E. Schooling

1. The Headquarters Agreement that entered into force on 1 November 2017 foresees that the Polish government should ensure the establishment of a European school or accredited European school in Warsaw with a view to provide multilingual European oriented schooling for all children of staff members of Frontex irrespectively of their nationality. For that purpose the Ministry of National Education has initiated the accreditation process in order to set up an accredited European School in Warsaw.
2. Until the finalisation of the accreditation process, the Polish government will continue to reimburse costs related to the schooling of children of Frontex' expatriate staff members.
3. Having regards to the restrictions derived from the financial ceiling for reimbursement of education costs introduced by the Headquarters Agreement and the current absence of a European school or an accredited European school in Warsaw, Frontex finalizes respective measures to assist in coverage of the school expenses in international schools which significantly exceed the reimbursement ceiling introduced by the Headquarter Agreement. Similar measures will be applied also to ensure equivalent multilingual European oriented schooling for children of Frontex expatriate staff deployed to a duty station in a Member State where there is no European school or an accredited European school (e.g. Liaison Officers). The measures will also reflect the need to support parents with children with special educational needs.

5.5 Annex V: Buildings

Name, location and type of building	Surface area	Of which office space	Of which non-office space	Annual rent (in EUR)		Type and duration of rental contract *	Host country grant or support	Present value of the building
Frontex Headquarters: Warsaw Spire B building and Wronia 31 building. Warsaw, office space	23,356.65 sqm	22,570.75 sqm	785.90 sqm	5,918,751 EUR (parking exclusive)	6,411,211 EUR (parking inclusive)	LA's expire on 31/12/2024	N/A	N/A
Brussels Office and premises of Frontex Liaison Officer to Belgium, Iceland, Luxembourg, The Netherlands. Brussels, office space	151 sqm	71 sqm	80 sqm	33,290 EUR	-	LA expires on 31/12/2020	N/A	N/A
EURTF Catania. Catania, office space	600 sqm	550 sqm	50 sqm	N/A	-	Free Loan Agreement expires on 21/11/2021	Municipality of Catania	N/A
Premises of Frontex Liaison Officer to Greece and Cyprus. HCG tower, Piraeus, office space	735 sqm	460 sqm	275 sqm	N/A	-	Seat Agreement and MoU.	Government of Greece	N/A
Premises of Frontex Liaison Officer to Turkey. Ankara, office space	27 sqm	17 sqm	10 sqm	6.361	AA		N/A	N/A
Premises of Frontex Liaison Officer to Niger. Niamey, office space	72 sqm	60 sqm	12 sqm	20.914	AA		N/A	N/A
Premises of Frontex Liaison Officer to Western Balkans. Belgrade, office space	29.4 sqm	25.5 sqm	3.9 sqm	9.57	AA		N/A	N/A
Premises of Frontex Liaison Officer to Bulgaria. Sofia, office space	16 sqm	16 sqm	N/A	3.65	MoU		Government of Bulgaria	N/A
Premises of Frontex Liaison Officer to Croatia, Slovenia, Hungary, Romania. Budapest, office space	12 sqm	12 sqm	N/A	N/A	MoU		Government of Hungary	N/A
Premises of Frontex Liaison Officer to Sweden, Denmark, Norway. Stockholm, office space	9 sqm	9 sqm	N/A	N/A	MoU		Government of Sweden	N/A
Premises of Frontex Liaison Officer to Czech Republic, Poland, Slovakia. Bratislava, office space	17 sqm	17 sqm	N/A	N/A	MoU		Government of Slovakia	N/A
Premises of Frontex Liaison Officer to Austria, Germany, Liechtenstein, Switzerland	Postdam, office space	23 sqm	23 sqm	N/A	CA		Government of Germany	N/A
Premises of Frontex Liaison Officer to France. Paris, office space	15 sqm	15 sqm	N/A	N/A	AA		Government of France	N/A
Premises of Frontex Liaison Officer to Italy and Malta. Rome, office space	11 sqm	11 sqm	N/A	N/A	MoU		Government of Italy	N/A
Premises of Frontex Liaison Officer to Estonia, Latvia and Lithuania. Latvia, office space	13 sqm	13 sqm	N/A	N/A	MoU		Government of Latvia	N/A
CCE, Brussels, office space	134sqm(gross)	54sqm	80sqm	2017: 28,000 EUR		LA expires on 31/12/2020	N/A	N/A

* MoU: Memorandum of Understanding / LA: Lease agreement / AA: Administrative Arrangement / CA Cooperation Agreement

Table 22: List of buildings

New Headquarter 2024

In accordance with the Headquarters Agreement, the Republic of Poland transferred to the Agency the ownership of a plot of land of 2.9ha for the establishment of the headquarters of the Agency. On 13 May 2019 the Ministry of the Interior and Administration handed over the plot cleaned, cleared and prepared for the Agency for the purpose of constructing (a) building(s) serving as Frontex Headquarters. The Agency will plan, design and construct, at its own cost, its headquarters building(s) on this land area in accordance with the Polish law and Regulations. The Agency established a task force to manage the design and construction of this new premises. A preliminary timeline is established foreseeing the handover of the new headquarters when the lease of the current premises comes to an end on 31/12/2024.

The project will follow the specific provisions regarding building projects in accordance with the EU Financial Regulations. Preparatory tasks will be conducted by defining a workplace concept and space planning and establishing architectural, functional and technical performance requirements in line with the 'Manual Immobile Type' and Polish norms and standards. The design will need to take the evolving mandate of the Agency into consideration especially the command and control tasks and ETIAS Regulation.

Finally a feasibility study should make it possible for the Agency to select the contractual and financial arrangements that will optimize the financial impact on Frontex budget and positively influences the management of the Agency's permanent premises within the Polish context and the EU Financial Regulations.

5.6 Annex VI: Privileges and Immunities

Agency privileges	Privileges granted to staff Protocol of privileges and immunities / diplomatic status
All Staff members	Irrespective of nationality enjoy all privileges and immunities as defined in Protocol 7
All Staff members	Expatriate privileges: VAT reimbursement when purchasing a motor-vehicle (maximum 1 vehicle every 3 years).
New Staff members	Expatriate privileges: Tax and duty free transfer of resettlement property to Poland; Installation incentive - VAT reimbursement (up to a threshold) for purchasing furniture and household articles in Poland (valid 12 months during the first 2 years of employment).
Specified Group of staff	Diplomatic status in Poland
(Annex II HQ Agreement)	(Polish citizens and Polish permanent residents are excluded from expatriate privileges and from the diplomatic status following international custom)

Table 23: Privileges and Immunities

HQ Agreement privileges are equally applicable to all expatriate staff members - to statutory staff (TAs, CAs) and SNEs - regardless of their grading or type of performed function.

Without prejudice to the provisions of this Agreement, Protocol No 7, and other relevant European Union law, the Agency and its staff shall respect the law of the Republic of Poland in line with Article 41 paragraph 1 of the Vienna Convention on Diplomatic Relations of 18 April 1961.

5.7 Annex VII: Evaluations

EU Agencies are public sector organisations that must demonstrate their performance, achievements and impact. Effective evaluation procedures allow agencies to assess the immediate and longer-term effects of their work, hence representing a tool for accountability, organisational learning and continuous improvement. The efforts used to carry out evaluations must be proportionate to the efforts used to carry out the intervention, programme or activity.

Evaluations in general and more specifically retrospective evaluation are to be differentiated from controls or ex-post controls. **Controls** support the authorising officer to assess the effectiveness of the internal control systems in place.

Evaluations are conducted in consecutive steps, and the following principles should be applied to them:

Steps in the evaluation process ⁸	Principles
1. Strategic Planning of Evaluations	Evaluation activities should <ul style="list-style-type: none"> - fit within the annual and multi-annual programming cycle; - apply to all activities in the Agency; - differentiate between retrospective and ex-ante evaluations;
2. Commissioning evaluations	Independence and transparency can be insured by either: <ul style="list-style-type: none"> - specific internal governance arrangements or - commissioning evaluations to an external contractor
3. Designing evaluations	Establishment of an evaluation mandate that sets out the: <ul style="list-style-type: none"> - purpose - scope - objectives and - methodology of the evaluation
4. Governance and management of evaluations	Can be adjusted to the specific circumstances of each evaluation
5. Conducting evaluations	Requires observing a series of principles (as referred to here)
6. Reporting on evaluation findings	Refer to the objectives of the activity and the indicators for achievement Includes: <ul style="list-style-type: none"> - evidence, - conclusions and - recommendations
7. Disseminating evaluation findings	In the case of retrospective evaluations it is obligatory to publish the final reports on the website of the Agency
8. Acting on evaluation findings	Using action plans

Evaluation results shall be sent to the Management Board, and the Executive Director shall prepare an action plan to follow up on the conclusions of the evaluation and report on progress twice a year to the Commission and regularly to the Management Board, which shall scrutinise the implementation of the action plan.

⁸ As described in the Evaluation handbook for Agencies developed by the Performance Development Network

The following topic is proposed to be evaluated during 2020:

1. Evaluation of the design and functioning of applied governance and performance management tools including their usability for the extended mandate and tasking as foreseen in the new European Border and Coast Guard Regulation (EBCCG 2.0)

Subject of the evaluation	<p>In public administration management uses different tools enabling them to assess the implementation of set strategies, the achievement of objectives and results (impact). Such tools can also be foreseen by the legislator enabling the management board to govern and steer.</p> <p>'Performance indicators' with related 'Targets' are such tool foreseen by the EBCG Regulation and the Financial Regulation, and Frontex has continuously adjusted the indicators applied at different levels (governance, divisional management and entity level).</p> <p>The entering into force of the EBCG Regulation 2.0 with its enhancement of the mandate, tasking and responsibility of Frontex will drive the revision of the underlying business (operational) model, resulting in new strategic positioning, related strategic objectives, focus areas and key activities. Accordingly also the measures used for different purposes require validation and adjustments.</p> <p>The evaluation should conclude on the functioning of the current system, identify overlaps and gaps and recommend modification to cope with the extended mandate and responsibilities (shared) of the different stakeholders involved.</p>	
Type of evaluation (ex-ante, ex-post or if needed interim)	Ex post (interim) Evaluation	
Budget and HR resources	<p>Internal 1.5 FTE</p>	<p>External EUR 80,000 1.0 FTE</p>
Scope and objectives	<p>A) Design The business and enabling processes, quality gates and tools applied and their possible modification are adequate to deliver to the agreed and possibly extended needs of internal and external stakeholders;</p> <p>B) Effectiveness The tools applied enable to govern and manage the operational concept and the administrative processes to deliver the anticipated results, and were adapted on an ongoing basis during the 'lifetime' of such processes.</p>	
Calendar	March - September 2020	
Expected use	Redesign and application performance measurement tools by the different managerial levels enabling intervention and steering.	
Relevant actors	All entities within the organisation considering also the development of a new organisational structure and business and enabling processes. Member States as external stakeholder in their role as Management Board.	

5.8 Annex VIII: Strategy for organisational management and internal control systems 2020

The strategy for organisational management depends heavily on the operational modus operandi. The EBCG 2.0 Regulation introduces not only three Deputy Executive Directors, which will play an important role in the implementation of this strategy, but also integrates ETIAS into the core tasks of the Agency. Moreover, significant developments as regards organisational management will result from partial decentralization of the Agency's functions to better accommodate the new operational deployment model of the newly established Standing Corps.

All of those (and this list is not exhaustive) will shape a new organisational management culture.

When it comes to the Internal Control System, this is based on five internal control components:

- 1) Control environment,
- 2) Risk assessment,
- 3) Control activities,
- 4) Information and communication, and
- 5) Monitoring activities.

Point 3.2. of the Consolidated Annual Activity Report for the year 2018 indicated already: “[...] Frontex recognises that given the substantial increase in Frontex’s resources (human and financial) and the implementation of the extended tasks and responsibilities that are assigned to Frontex, the internal control system must be further strengthened and improved in 2019.”

Article 30 of the Frontex FR⁹ indicates requirements for internal control of budget implementation. For the purpose of the implementation of the budget, internal controls are to be applied at all management levels and are to be designed to provide reasonable assurance of achieving the following objectives:

- (1) effectiveness, efficiency and economy of operations;
- (2) reliability of reporting;
- (3) safeguarding of assets and information;
- (4) prevention, detection, correction and follow-up of fraud and irregularities, and
- (5) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned.

Article 30 of the Frontex FR furthermore elaborates on effectiveness and efficiency of internal controls with a preliminary assessment.

⁹ Management Board Decision 19/2019 of 23 July 2019 adopting the Frontex Financial Regulation.

Effectiveness of internal controls	Comments in view of EBCG 2.0
Segregation of tasks	<p>The tasks of the financial actors are clearly segregated, also between Accounting and Authorising Officers; the Accounting Officer is administratively and functionally independent. Due to the location on the executive floor, there is a natural distance between particularly financial services and the Accounting Officer. The Agency could explore solutions in terms of occupying the physical office space in order to bring closeness between the services and improve the day-to-day cooperation.</p> <p>Accounting Officer's access to information on operational activities should be strengthened.</p> <p>Given the workload in the Accounting Office, it would be advisable to strengthen the function by a deputy Accounting Officer and an assistant.</p> <p>The financial actors from Authorising Officers' side have clearly defined delegations when it comes to budget implementation, those will need to be complemented for possibly revised operational aspects.</p>
Appropriate risk management and control strategy that includes control at recipient level.	<p>Regular, structured and comprehensive risk assessment carried out by the management should be strengthened and further developed.</p> <p>An overall control strategy needs to be developed, encompassing complementarity of risk-based ex-ante and ex-post controls. Financial controls take place at the recipient level. Non-financial controls may also take place at the recipient level, but they need to be integrated in an overall strategy.</p>
Avoidance of conflicts of interests.	<p>Bearing in mind that the EBCG 2.0 will set up a European Border and Coast Guard Standing Corps, the inherent conflict of interest in the Management Board will remain. Depending on the functional organisational setup of the Standing Corps and their career development, further conflict of interests must be carefully managed in such a mixed system.</p>
<p>Adequate audit trails and data integrity in data systems.</p> <p>Procedures for monitoring effectiveness and efficiency.</p> <p>Procedures for follow-up of identified internal control weaknesses and exceptions.</p>	<p>Bearing in mind that many processes and procedures will need to be redesigned, this feature of effective internal controls may be affected particularly during the early phase of EBCG 2.0 implementation starting as of 2020.</p> <p>Bearing in mind that many processes and procedures will need to be redesigned, this feature of effective internal controls may be affected particularly during the early phase of EBCG 2.0 implementation starting as of 2020.</p> <p>In the light of the extended mandate and the pressure on the overall internal control framework, the establishment of an Internal Audit Capability (IAC, Art. 80 Financial Regulation) that could support the executive management in detecting early control weaknesses and remedy them before damage occurs seems opportune. The IAC should be properly staffed and be the contact point for all audit related issues in order to ensure complementarity of topics and efficiency in audits.</p> <p>Furthermore, strengthening the function of the Internal Control Coordination as part of the Inspection and Control entity would be beneficial to keep an overall view on the state of play of internal controls.</p>
Periodic assessment of the sound functioning of the internal control system.	<p>The responsibility for the periodic assessment should be done by the above-mentioned entity utilising the Internal Control Coordination function.</p> <p>This function needs to be carried out in line with the Internal Control Framework, as adopted by the MB, including the consulting and supporting role for the ED.</p>

Efficiency of internal controls	Comments in view of EBCG 2.0
Implementation of an appropriate risk management and control strategy coordinated among appropriate actors involved in the control chain.	Regular, structured and comprehensive risk assessment carried out by the management should be strengthened and further developed. An overall control strategy needs to be developed, encompassing complementarity of risk-based ex-ante and ex-post controls. Financial controls take place at the recipient level. Non-financial controls may also take place at the recipient level, but they need to be integrated in an overall strategy.
Accessibility for all appropriate actors in the control chain of the results of controls carried out.	In a dynamically developing Agency, this feature needs to be properly implemented in order to ensure that corrective measures will be timely, effectively and efficiently taken.
Reliance, where appropriate, on independent audit opinions, provided that the quality of the underlying work is adequate and acceptable and that it was performed in accordance with agreed standards.	The establishment of an Internal Audit Capability would be a big leap forward in this respect as then international audit standards could be properly assessed. To put in place an IAC could also be beneficial to question, challenge and correctly place audit findings, not only in view of content, but also in benchmarking them against international standards.
Timely application of corrective measures including, where appropriate, dissuasive penalties.	In a dynamically developing Agency, it is assumed that this feature will most probably be a “moving target” which will need to be included in the strategy and periodically revised.
Elimination of multiple controls and improvement of the cost-benefit ratio of controls.	The creation of a horizontal oversight function on Agency or even divisional level could be a remedy to eliminate duplication of controls.

Last but not least, Article 30 of the Frontex FR stipulates that internal controls should be designed in a way that they can also mitigate specific risks in activities of offices away from the main seat. This point is particularly relevant for Antenna offices, but also to Liaison Offices and other entities such as EURTFs.

Ex-ante and ex-post controls (Article 45 Frontex FR)

In order to prevent errors and irregularities before the authorization of operations and to mitigate risks of non-achievement of objectives, each activity/operation is subject at least to **ex ante control** relating to the operational and financial aspects of the operation, on the basis of a control strategy which takes risk and cost-effectiveness into account.

The extent in terms of frequency and intensity of the ex-ante controls is to be determined by the Authorising Officer taking into account the results of prior controls as well as risk-based and cost-effectiveness considerations. In case of a doubt, the Authorising Officer responsible for validating the relevant operation can request complementary information or perform an on-the-spot control in order to obtain reasonable assurance.

An ED decision lays down the way how ex-ante controls are to be implemented, this policy is reviewed on an annual basis.

The Authorising Officer may put in place **ex-post controls** to detect and correct errors and irregularities of operations after they have been authorized. Such controls may be organised on a sample basis according to risk and must take account of the results of prior controls as well as cost-effectiveness and performance considerations. The ex-post controls are to be carried out by staff other than those responsible for the ex-ante controls.

The staff responsible for the ex-post controls cannot be subordinate to the members of staff responsible for the ex-ante controls. Ex-post controls may take the form of financial audits at the premises of the beneficiaries.

The rules and modalities, including timeframes, for carrying out audits of the beneficiaries must be clear, consistent and transparent, and are to be made available when signing a grant agreement.

An ED decision lays down the way how ex-post controls are to be implemented.

Evaluations (Article 29 Frontex FR)

Programmes and activities that entail significant spending are subject to ex-ante and retrospective evaluations ("evaluation"), which should be proportionate to the objectives and expenditure.

Ex-ante evaluations supporting the preparation of programmes and activities shall be based on evidence, if available, on the performance of related programmes or activities and need to identify and analyse the issues to be addressed, the added value of Union involvement, objectives, expected effects of different options and monitoring and evaluation arrangements.

Retrospective evaluations assess the performance of the programme or activity, including aspects such as effectiveness, efficiency, coherence, relevance and EU added value. Retrospective evaluations are based on the information generated by the monitoring arrangements and indicators established for the action concerned. They should be undertaken periodically and in sufficient time for the findings to be taken into account in ex-ante evaluations or impact assessments that support the preparation of related programmes and activities.

The Executive Director needs to prepare an action plan to follow-up on the conclusions of both kind of evaluations, and report on its progress to the Commission in the CAAR and regularly to the Management Board. The Management Board is called to scrutinise the implementation of the before mentioned action plan.

5.9 Annex IX: Strategy efficiency gains

In view of the forthcoming unprecedented growth of the Agency, significant enhancement of the Frontex mandate and the related transformation of the Agency that the new mandate entails, Frontex needs to develop an efficiency gains strategy based on best international practices, to be able to implement the wide scope of the EBCG 2.0 Regulation, in particular to establish and deliver the Central Unit of ETIAS and the European Border and Coast Guard Standing Corps.

Frontex Management Board has established an organisational structure for the Agency and adjusted it to the (then) current mandate of the Agency by adopting Decision No 18/2017 of 14 June 2017¹⁰. The organisational structure has been further detailed and implemented by the Executive Director in his Decision of 31 December 2018 on Frontex Internal Structure and Rules of Procedure ('FISRoP')¹¹. The revised internal structure and new rules of procedure contribute to more transparency and efficiency in all Frontex business operations and in the management of both financial and human resources, by providing clear rules, in particular on decision-making, delegations and deputising and by further defining business areas, workflows and responsibilities.

On the basis of FISRoP, Frontex gradually implements performance management framework, taking into account the principle of efficiency, which concerns the best relationship between the resources employed, the activities undertaken and the achievement of objectives. Efficiency is one of the dimensions of the performance management. The performance management encompasses other dimensions such as effectiveness, relevance, coherence, EU value added, quality control and risk management.

The ambitious tasks entrusted to Frontex under EBCG 2.0 Regulation outweigh the resources available, therefore it is crucial for Frontex to explore new working methods to gain efficiency and synergies. The existing management tools and business processes should be fine-tuned, streamlined and further developed to strengthen the focus on results, and to help deal with the persistent and ever-increasing heavy workload, by identifying efficiency gains and synergies.

In the programming period 2020-2022, the Agency will be undertaking and developing the following (non-exhaustive list of) initiatives, with an aim of elaborating a fully-fledged efficiency gains strategy:

- introduce changes to the current business processes through mapping and re-engineering of processes and workflows;
- introduce changes to systems: automation or semi-automation of repetitive tasks leading to reduction in processing time;
- introduce changes to the information management leading to improved transparency, quick access to up-to-date information for staff and a potentially better use of existing capacities;
- introduce a more systematic and continuous set-up of cooperation platforms as well as establishing shared services with other Agencies (e.g. use of interagency procurement and framework contracts);
- simplify, where possible, the rules and procedures to be applied in human resources management, ICT management, facilities management, financial processes, operational activities;
- carry out a qualitative assessment of the efforts to increase efficiency, identify and establish qualitative indications;
- introduce efficient system of delegations;
- further improve efficiency of internal control to create procedures for monitoring the efficiency gains;
- contracting out to external service providers, which provides the possibility of exploiting the innovative capacity, new technologies and expertise of the private market;
- improve the interoperability of, and better integrate, the Frontex ICT Systems, to improve the efficiency of staff-led processes and productivity of staff concerning the following systems: Extranet, JORA, FAR, OPERA, MyFrontex, ADMOP, MiMa, TiMa LEAMA, SYSPER, Appraisal, Office tools, authentication, replication mechanisms, e-mail, storage solution, GIS and BI applications;

¹⁰ Management Board Decision No 18/2017 of 14 June 2017 on the new organisational structure of the Agency.

¹¹ Decision of the Executive Director No R-ED-2018-159 on Frontex Internal Structure and Rules of Procedure ('FISRoP') of 31 December 2018.

- further digital transformation of the Agency, including digitalization of business processes;
- support of horizontal functions to achieving strategic objectives of the Agency;
- creation of centralised or semi-centralised services on Agency level (e.g. contract management, events management - standardisation of services related to organizing meetings and conferences).

Frontex will use its Programming Document and Annual Activity Report to plan and report on efficiency gains.

5.10 Annex X: Procurement Plan 2020

(to be inserted at later stage)

5.11 Annex XI: Organisation Chart 2020

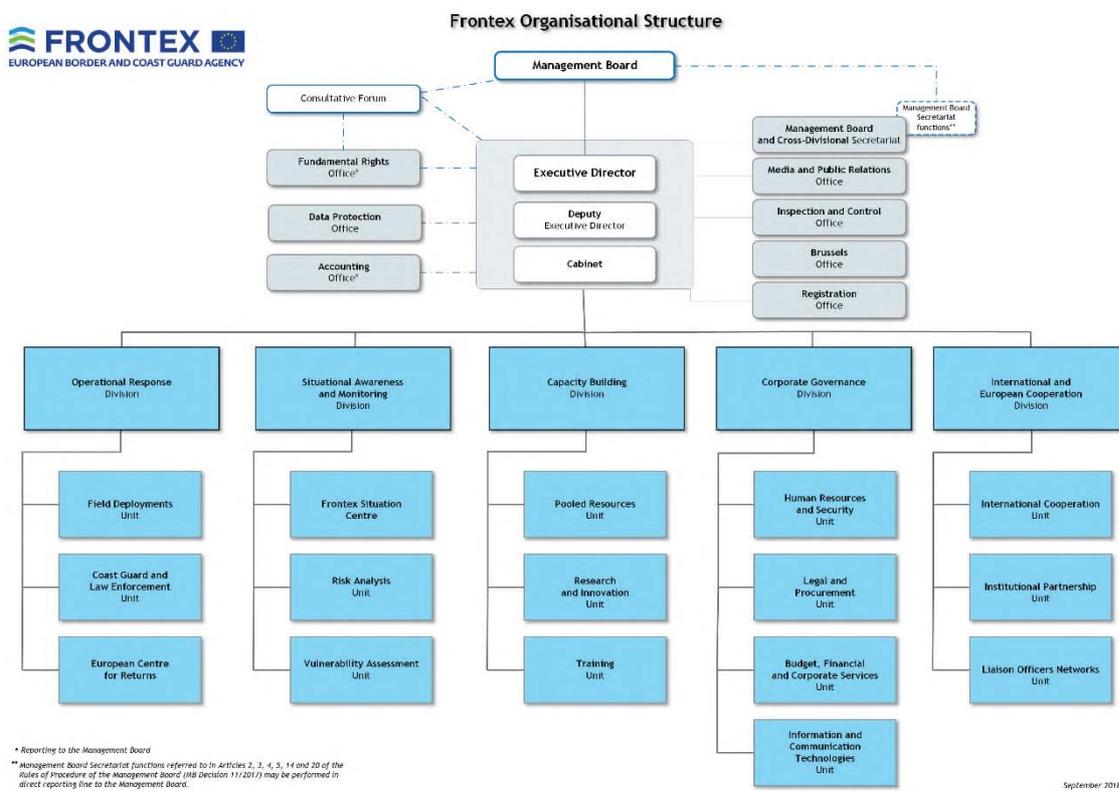


Figure 2: Frontex Organisation Structure

5.12 Annex XII: Training Plan 2020

Operational Training

Reference number	Activity / Objective	Description
A01	Pre-deployment induction training	A pre-deployment induction training programme that prepares members of the EBCG pools for deployment in Frontex operations will be delivered. The programme aims to ensure that members of the EBCG Teams, including return related teams are competent to carry out their tasks during deployment while having the necessary awareness on core elements pertaining to Frontex specifics such as EU law and legislation, planning, implementation and evaluation of operational activities, Fundamental Rights, operational safety and health, communication, anticorruption at a proficient level of English language. Mainly designed as self-paced learning, the course encompasses a short contact phase where learners develop skills needed to overcome challenges related to working in a multicultural environment, manage conflicts inside a team, get awareness on psychological challenges and learn how to manage occupational stress. They also develop skills to recognize and deal with vulnerable categories of persons in full respect of fundamental rights.
Advanced Specialization Training		
	Profile related training	
A02	Course for Debriefing Expert	A course in which participants learn how to debrief third country nationals by systematic extraction of information from persons willing to cooperate. Training course is designed to build practical skills and competences necessary for performing quality debriefing interviews. Participants learn how to prepare for a debriefing interview, how to select an interviewee and gain his/her trust. Collecting information for intelligence purposes and compilation of a comprehensive debriefing report is covered during simulated interviews. Understanding and proper application of cognitive interviewing techniques and psychological aspects is essential part of preparation for the most challenging interviews.
A03	Course for Screening Expert	The course aims at increasing the capacity of screening experts to carry out the task nationality assumption. The course focuses on preparation for assumption of nationality of undocumented migrants and persons whose nationality is doubted. The topics covered during the course include e.g. efficient questioning methods, reliable sources of country of origin information, LETOD method used in nationality assumption, work with an interpreter, different sources of information needed for screening experts. Screening experts learn also how to recognize persons in need of international protection and get guidelines how to identify vulnerable persons during a screening interview.
A04	Course for Interview Expert	The online training course focuses on interviewing as the main fact finding method, applied to interviews of persons after the second line checks at a border crossing point. The course equips participants with the necessary knowledge and skills to interview persons crossing all types of European Union borders and to conduct fair and objective interviews, while collecting information for risk analysis purposes. Officers learn how to conduct a structured and comprehensive interview, using effective questioning and probing techniques.
A05	Course for Registration Officer	The aim of the course is to enhance skills and competences of border guards dealing with registration and fingerprinting as part of the assistance offered by Frontex to the host Member States. It provides a comprehensive package of tailored information and operational practices with particular emphasis on the subject matters such as: classification, patterns, elements and dissimulation of fingerprinting; stages of applied fingerprinting; lifting techniques in fingerprinting; automated systems and processing. An essential component of the course is the module on the impact of registration procedures on fundamental rights.

A06	Course for Second-Line Airport Officer	This course enables participants to effectively fulfil the role of second-line airport officers, to interact appropriately with passengers. The course provides the opportunity for officers to gain, update, and demonstrate acquired skills and knowledge, and become competent and motivated to perform the complex tasks while deployed in Frontex operations, but also in their daily duties.
A07	Course for First line border checks at the EU external borders Online version	The aim of this course is to promote a high and equal standard for Border and Coast Guards to acquire integrated skills and competences to perform first line border checks at the external borders of the European Union, through self-directed learning.
A08	Course for Advanced Level Document Officer	The aim of this course is to qualify the participants for acting as advanced level document officer in Frontex operational activities. The course is also used to train the trainers, creating thus possibility for participants to act as multipliers at national level. The target group and the content of the course is defined by the "framework for harmonised programme for the training of document examiners in three levels" (Council Doc. No. 9551/07 and 16261/14)." The course gives the knowledge and the skills to identify genuine documents on the basis of primary and advanced security features and personalisation techniques and to refer suspicious documents to a higher level of expertise. Learners are expected to establish conclusively the status of the document under inspection/examination. The Advanced Level Document Officer course will also add an extra focus on latest technologies and perspectives in authentication of identities, documents and identity fraud.
A09	Course for Border Surveillance Officer – Land Operations	The aim of this course is to build up operational experience for working in the joint teams as Land Border Surveillance Officer. Learners take responsibility for completing duties safely and responsibly; identify and report misconduct during mission; ensure that individual and tactical responses to threat during mission are fully compliant with international and European conventions and fundamental rights.
A10	Course for Border Surveillance Officer – Maritime Operations	The aim of this course is to build up operational experience for working in the joint teams as Maritime Border Surveillance Officer. The course includes modules on the legal framework, surveillance and maritime search and rescue. It is built upon the officers' nautical knowledge and experience to further develop their competences related to maritime border surveillance activities.
A11	Course for Border Surveillance Officer – Air Crew Preparation for Joint Operations	The aim of this course is to provide participants with theoretical knowledge and practical skills for activities carried out by Air Crew Members deployed in Frontex Joint Maritime/Land Operations.
A12	Course for Border Surveillance Officer – Dog handlers	The aim of this course is to provide specific knowledge and skills to the EBCGT members operating as part of border surveillance teams supported by a service dog. Dog handlers with previous experience in dog handling will be brought in line with the most recent set of knowledge, skills and competence stipulated by the EBCGT profile no 15 and operational requirements.
A13	Frontex Support Officer	The aim of this course is to prepare Frontex Support Officers (FSO) for their role as key-player when it comes to the implementation of the operational goals during a joint operation between Frontex, the host Member State and the deployed members of the teams. The FSO has to support the Frontex Operational Coordinator (FOC) wherever necessary and possible. The training for the FSO reflects all demands and requirements he/she could face during deployment.
A14	Cross-Border Crime Detection Officer	This course will offer insight in the tasks related to the prevention and detection of cross-border crime. The participants will gain knowledge on identification of cross border crime, its modus operandi, persons suspected of being involved in various types of CBC and terrorism, including migrant smuggling, trafficking in human beings. Part of the course will be devoted to basic identification of stolen vehicles, document fraud associated with various CBC. It will also embrace the support for searches; the recognition, preservation and interpretation of evidence (if requested by EU MS and

		within the chain of custody), support the collection of information concerning the apprehension / seizure. Acquaintance and awareness of the possible harmonization with customs' tasks will be the part of the training as well.
A15	Stolen Vehicles Officer	This course will equip the participants with the necessary knowledge and skills related to verifications of vehicles and their documents in order to establish possible vehicle theft and trafficking. The participants will gain knowledge on: – recognition of stolen vehicles and related documents and further handling with the national authorities; - usage of the relevant national and international databases; – recognition of new car theft patterns and reporting accordingly; - support for first-line border checks.
A16	European Coast Guard Functions Officer	This course focuses on tasks, mandate, role and responsibilities of coast guard function officers to prepare them to meet all demands they may face during their deployment during in a Frontex Joint Maritime Operation. In a real working environment and supported by experts, participants will learn how to operate effectively in an ICC/LCC or other Coast Guard coordination locations.
A17	Course for Forced-Return Escorts Officers	The aim of this course is to provide members of a pool of forced return escorts with theoretical knowledge and practical skills required to participate in return operations and interventions. The Course for Forced Return Escort Leaders in return Operations and the Course for Readmission Officers are based mostly on practical scenarios in an airplane mock up and ferry boat, and the use of role plays, practical exercises and working group sessions and simulations of emergency situation.
A18	Ad Hoc training in the field of return	The ad hoc course is based on the Course for Escort Officers and is tailored to the special needs of Member States or third countries with special requests. The course focuses on escort officers carrying out national return operations and collecting return operations with focus on relevant international law, including fundamental rights and the proportionate use of means of constraints.
A19	Course for Pool of Forced Return Monitors	The aim of this course is to provide members of EBCGT with theoretical knowledge and practical skills required to participate in return operations and interventions. Forced-return monitors are trained in a standardised course enabling them to carry out forced-return monitoring activities. They are regularly updated in annual „lessons learnt” conferences and thematic workshops together with experienced escort leaders to exchange knowledge and best practices.
A20	Course for Return Specialists	The aim of this course is to prepare return specialists from national competent bodies to carry out specific tasks, such as identification of particular groups of third-country nationals, the acquisition of travel documents from third countries and facilitation of consular cooperation.
A21	Operational Safety and Health E-learning tool for hotspots	Online self-paced learning course is focused on officers who will be deployed in places with high migratory pressure and need extra competences related to operational safety and health of deployed officers. The course will also refer to topics such as: people in migration process, communicable and non-infectious diseases, outbreaks, substance abuse, mental health, gender based violence, occupational safety and health, intercultural communication and mediation; Once developed, this will be made available under the different profile dedicated courses.
A22	Information Officer	The aim of this course will be to support information collection relevant for situation monitoring, risk analysis and the execution of Eurosur.

Further specialization supporting implementation of Frontex mandate		
A23	Training on Integrated Border Management (Strategy advisers and implementation)	The aim of this course is to support the harmonized implementation at national level of the European IBM concept based on the European Border and Coast Guard Regulation. The target group of the course are high-level experts from the Member States/SACs or non-EU countries involved in the preparation and implementation of a national IBM Strategy and Action Plan in line with EU standards, especially with the Technical and Operational strategy for European IBM.
A24	Training on Schengen evaluations (incl. Thematic Schengen Evaluation)	The aim of this course is to promote professional knowledge on how to carry out an objective evaluation mission in the fields of air, sea and land borders as well as return. The training is based on the "learning by doing" method, meaning that the theoretical part of the training is limited. Knowledge is embedded through very practical exercises carried on in a real environment via on-site visit-simulations at real border crossing points and return facilities of selected Member States.
A25	Training on Advance Information (practitioner level)	The aim of this course is to facilitate harmonised capabilities of MS/SACs to use the advanced traveller information analysis to safeguard efficient and effective border management and to mitigate risks to internal security at the EU level. The course will provide basic training for border guards who will work or who are already working on performing the tactical risk profiling and traveller targeting at national level.
A26	Training on Vulnerabilities of ABC Systems	The aim of this course is to promote a high and uniform standard of border checks at the external borders of the European Union, including by providing MS/SACs experts with the necessary knowledge, skills and competences in order to assess ABC systems vulnerabilities and take appropriate mitigations to reduce risk likelihood and impact on internal security.
A27	Training on Customs and Border Guard Cooperation - Advisers	The aim of Customs and Border Guard Cooperation Advisers course is to increase synergies and the tactical cooperation between border guards and customs officers working at the EU external borders. Among the operational aspects covered by this course are: the legal basis for enhanced cooperation, the impact of border guard-customs cooperation and relevant mutual benefits, SOPs for the common border checks, solutions to be applied locally for enhanced border guard-customs cooperation, as well as anti-corruption measures at the external borders.
A28	Training on Entry-Exit-System	The aim of the course is to support Member States in preparing their border guards for the introduction of the entry-exit-system at the external borders. The target group of the course are multipliers from MS/SACs who will take the responsibility to spread the gained knowledge and skills at national level.
A29	Training on European Travel Information and Authorisation System (ETIAS)	The aim of the course is to support the MS/SACs in building the capacity of their border guards for the introduction of the European Travel Information and Authorisation System at the external borders.
Situational awareness and situation monitoring related training		
A30	Course on CIRAM	The strategic aim of this course is to develop competences and harmonise practices in the field of risk analysis at European level. Learners will develop competences in carrying out CIRAM-based risk analysis to support decision-making. These competences will enable them to become specialised members of staff with a high degree of independence and analytical thinking, performing professional tasks based on the Common Integrated Risk Analysis Model, within the scope of Integrated Border Management.
A31	Training for NCC Operators	EU Exchange Programme for NCC Operators: The NCC exchange programme involves the deployment of EU certified NCC operators to a host NCC for an overall duration of 7 days. Students involved in the exchange programme are under the authority of the hosting NCC for the entire duration of their deployment and shall be

		<p>treated as much as possible as local NCC operators, in terms of tasking and daily programme.</p> <p>The NCC exchange programme aims to enhance the operational cooperation between NCCs and to exchange practices on various challenges related to the EUROSUR implementation, raising awareness in relation to the particularities of various NCCs.</p> <p>European course for NCC operators:</p> <p>The strategic aim of this course is to develop skills and competences that will enable learners to become competent and certified NCC operators. The course is addressed to officers who work, or are going to work, in National Coordination Centres.</p>
	Document and identity fraud related trainings	
A32	Train the trainers on facial features for imposter detection course	<p>This course was developed in order to have a universal systematic approach when deciding if the person who presents the document is actually the same person as in the photo and to combat the look alike fraud successfully.</p> <p>Due to the use of higher quality security features in identity documents it has become increasingly difficult to forge such a document. As a consequence look alike fraud is more prevalent.</p>
A33	Basic Course on False Document Detection II- Consular Staff Training	This course is delivered in third countries in cooperation with EU Delegation. The course encompasses learners-centred activities, including theoretical and a practical sessions that are also adapted to the geographical needs.
A34	Course for Specialists on Identity and Security Documents	The aim of this course is to qualify the participants for acting as false document experts at specialist level. The content of the course is based on the Framework for the harmonised programme for the training of document examiners in three levels (Council Doc. No. 9551/07 and 16261/14) and takes into consideration the latest developments in the authentication process related to the identity chain.
	Interagency Cooperation trainings	
A35	Joint Pilot Training on the Coordination of Law Enforcement and Navy Personnel in Maritime Border Security (tentative, depending on the outcomes of the evaluation to be performed in 2019)	The main goal of the Joint Pilot Training is to facilitate effective border security in the maritime domain and in particular to provide law enforcement and navy personnel with an overview of competencies needed to participate in search and rescue activities, to undertake systematic efforts to identify, capture and dispose of vessels and enabling assets used by or suspected of being used by migrant smugglers or traffickers, in order to contribute to wider EU efforts to disrupt the business model of human smuggling and trafficking networks at sea and prevent the further loss of life at sea.
	Leadership	
A36	Tactical Leadership training	The aim of this course is to provide learners with the knowledge, skills, and attitudes required to achieve outstanding organizational results. It seeks to develop the competencies needed to actually lead and manage tactically on the operational activities. This includes the ability to motivate and inspire people on an individual and collective basis. The training course integrates the most effective and efficient methods for building and leading dynamic, adaptable, and highly competitive multinational teams.
A37	Fundamental Rights modules embedded in the advanced specialized profile related training courses	Frontex specialized modules on fundamental rights raise awareness and provide harmonised guidelines on respecting fundamental rights while performing border control or return related tasks. These includes protection of children at the borders and other vulnerable persons, protection of victims of human smuggling, trafficking in human beings and of other forms of cross border crime. The goal of fundamental rights – related modules is to provide participants with a tailored training relevant to their tasks and powers.

<p>A38</p>	<p>English for Border and Coast Guarding - Level 1 - Online course</p> <p>English for Border and Coast Guarding - Level 2 – Online course</p>	<p>These online training courses aim at enabling the border and coast guard officers to develop effective communication skills in English for interaction among themselves but also with individuals and groups while performing border control tasks in accordance with national and EU border applicable legislation.</p> <p>On completion of the courses, learners will have gained confidence in conducting conversations with foreign travellers, suspects or irregular migrants and with foreign colleagues in English, autonomously, in routine or complex activities during border control. The learners are encoding and decoding messages in English through the acquisition of the words and phrases presented in typical work situations.</p>
<p>A39</p>	<p>Exercises</p>	

Training Capacities

Reference number	Activity / Objective	Description
B2	The basic training programme for the European standing corps CAT 1.	The basic training for the European BCG standing corps CAT 1 shall ensure that members of the European Border and Coast Guard standing corps have the necessary competences to operate in a unitary manner in any particular operational area generating added value and fully respecting fundamental rights in all actions. It is harmonised with the CCC Basic. The estimated number of staff to be trained in 2020 is 750 depending on the recruitment process and operational needs of the Agency. The basic training will require training package development, training of trainers to harmonise tactical and operational activities, monitoring and supervision of service delivery.
B4	Mid-Level Management Course (MLC).	This course aims to facilitate the sharing of experience and expertise of border and coast guard mid-level management in order to contribute to more effective cooperation at the EU borders. The course will enhance and develop leadership, management and advanced communication skills, which will enable mid-level managers to participate in a broad range of common activities. In 2020 MLC will be offered to broader audiences with three courses organised.
B5	European Joint Master's in Strategic Border Management (EJMSBM).	The European Joint Master's Programme is intended for mid- to high-level officers of agencies and organisations responsible for border security in the European Union. The programme reflects and supports Frontex strategic approach to border and coast guard education and training. It promotes a common EU approach to integrated border management that meets the organisational needs of border and coast guards. In 2020 the third iteration of the programme will continue. A new consortium agreement will be agreed.
B6	Strategic Border and Coast Guard Management Training Course (SBCGM).	This course aims to address diverse professional development needs of senior border and coast guard officers in the MS offering a set of modules based on the EJMSBM and focused on strategic management of the EU border security and European cooperation for the Integrated Border Management (IBM). It will extend the accessibility of the master's valuable learning to a wider target of border and coast guard senior officers who cannot undergo the master's studies, but can selectively study the modules. It will also facilitate the cooperation, information exchange and sharing of good practices.

Training Support

Reference number	Activity / Objective	Description
C1	Course design in line with Bologna and Copenhagen principles using the Sectoral Qualifications framework for Border Guarding	<p>This course contributes towards the Frontex' strategic aim to ensure the operational relevance, standards and quality of training courses in border and coast guarding. The course aim is to develop specific skills in design and review of courses that are fully aligned to the Frontex Sectoral Qualifications Framework (SQF) and European lifelong learning policies.</p> <p>A short Course Design skills workshop focused on developing a number of specific skills will be delivered upon request, to address the urgent minimum course design skills gap in house.</p>
C3	Border and Coast Guard Training Delivery Methodology	<p>This course aims to ensure Frontex standards for training delivery, so that all Frontex trainers are enabled to deliver Frontex training courses at the highest standards in line with the European good practice in training design and delivery, and lifelong learning policies. This course is an essential element underpinning the quality assurance mechanism for Frontex training activities that provides an opportunity for trainers' certification and continuing professional development.</p> <p>A short training on Training Delivery Skills tailored for the needs of the future border and coast guard professionals involved in the delivery of the Standing Corps training programme will be piloted and delivered accordingly. It aims to equip the operational experts with a minimum necessary training delivery skills for this specific purpose and it may serve as a stepping stone towards full certification as a Frontex Trainer, upon completion of the remaining learning. This way it will be ensured that all experts involved in the delivery of the training for Standing Corps are equipped with the required minimum training skills to ensure training quality and that an opportunity for a full certification in the mid/long term is also offered, as necessary.</p>
C7	Introduction to Educational Technology	<p>The course aims to equip teaching staff with the necessary competences to leverage the affordances of digital technologies for enhancing training and learning in their border and coast guard communities. The course is based on the concept of a community of inquiry which will enable participants to learn through creative tasks, exploration, reflection and discussions with peers on the use of digital technology in education and training.</p> <p>Short in-house workshops dedicated to Moodle management skills in relation to courses design and delivery will be provided to all TRU staff, in order to build the internal capacity for managing and administering large scale training programmes using educational technology and learning management systems. Related guidelines are developed to facilitate the users' learning and familiarisation with the digital tools.</p>

5.13 Annex XIII: Plan of Operational Response 2020 - Core Elements

(Presented to MB as a separate document. It will be incorporated to this document after discussion at the MB meeting)

1. Background information

According to the Frontex Multiannual Plan (2020-2022) and the Programming Document 2020, operational activities in 2020 are grouped as follows:

- Joint operations at the external EU borders and in third countries:
 - Focal points and coordination points at air, land and sea borders
 - Flexible operational activities at air and land borders
 - Multipurpose maritime activities
- Coast guard functions related activities
- Law enforcement related activities
- Activities related to combating document fraud
- Other products and services to be integrated under relevant concepts
- Return-related activities

In accordance with the Programming Document 2020, the total estimated budget for operational responses¹², including return-related activities in 2020 is 193 634 204 EUR:

- 6 000 000 EUR for Focal Points and Coordination Points;
- 102 673 000 EUR for Multipurpose Maritime Activities;
- 12 240 000 EUR for Flexible Operational activities;
- 3 572 000 EUR Additional budget needs outside of concepts (Coast Guard and Law Enforcement related activities and activities in field of combating document fraud);
- 69 149 204 EUR for return operational activities.

Operational activities in Third Countries (TCs) will be implemented with executive powers in the territory of the Third Countries which have concluded the Status Agreement with the EU and at the same time further developed, without executive powers, by expanding the network of Coordination Points.

The Joint Operations will also provide the general framework for the implementation of other projects, services and products, thus seeking to contribute to the operational capacity building and sharing best practices within the border and coast guard domains.

Staff exchange will be implemented as a cross-cutting activity in the frame of the concepts (focal points and coordination points, multipurpose maritime activities, etc.) in order to enhance networking of the officers from the MS and TCs to acquire knowledge, experiences and best practices abroad by familiarizing/ working together with the respective personnel of the host MS and TC and the deployed officers.

Enhanced law enforcement elements will also be incorporated within the operational concepts of the joint operations (the European Multidisciplinary Platform against Criminal Threats - EMPACT, cooperation with Customs, etc.).

¹² Including projects, services and products. Distribution presented may be adjusted according to operational changes.

Joint Operations, supported by the Frontex Document Fraud Task Force, will maximize Member States¹³ and TCs operational capabilities in combating document fraud and related cross-border crimes at the external air, land and sea borders.

The respective activities related to the Coast Guard functions will be embedded in the frame of the multipurpose maritime activities concept.

Apart from regular border control activities, special focus will be put on vulnerable groups by incorporating provisions of the Vega concept in the frame of the JOs, thus increasing efforts to identify and refer children at risk on the move across the external air, land and sea borders as well as to implement the law enforcement measures in detecting and initiating investigations on cross border criminal organisations.

Under this concept Frontex will further develop cooperation with Third Countries and other EU Agencies and International Organizations along with the support of the Frontex Fundamental Rights Officer and the Consultative Forum.

Frontex will be able to support MS in all stages of return process within the merits of the Agency's mandate aiming to enhance MS' efficiency on complying with their obligation to return irregular third country nationals. The technical and operational assistance in the field of returns aims to facilitate the efficient implementation of the Union external action policy on returns, in respect of Union and international law and in respect of fundamental rights.

2. Operational activities at the external EU borders and in Third Countries

2.1. Focal Points and Coordination Points

The **Focal Points** concept includes, among other operational activities, the joint operations Focal Points and Coordination Points.

Joint operations **Focal Points** will be implemented at the external EU air, land and sea Border Crossing Points (BCP), as well as at BCP in the territory of the Third Countries where a Status Agreement between the EU and the Third Country has been concluded, aiming to implement multipurpose operational activities at the EU external borders via its permanent platforms to provide a sustained operational presence and information exchange/gathering in the areas exposed to the migratory pressure and cross-border crime.

JO Focal Points Land will continue to provide permanent tailored support to MS and serve as a platform for other activities such as EMPACT/JAD and supporting the enhanced exchange of information with the Police Customs Cooperation Centres, whereas the focus in the operational support will be in the Western Balkans and the South Eastern border.

The **Focal Points** concept will also address the document expertise of the EU airport border guards, increasing their operational capabilities to detect document fraud in a limited time frame, and contributing to combatting Migrants' Smuggling and Trafficking in Human Beings. JO Focal Points Air will also serve as platform for activities such as Vega Children whereas the operational support will be tailored to the identified risks, by increasing the concentration of the deployments to certain airports on specific timeframes, on the basis of recommendations of Risk Analysis Unit.

Joint operation **Coordination Points** will be implemented in the respective TCs at the airports, land and sea BCP aiming to maintain and further develop the platforms for exchange of information and experience related to the early detection of recent, actual and future illegal immigration trends towards the EU through the territory of the TC.

¹³ For the purposes of this document, the term "Member State" includes also the States participating in the relevant development of the Schengen acquis in the meaning of the Treaty on the Functioning of the European Union and its Protocol (No 19) on the Schengen acquis integrated into the framework of the European Union, that is, Norway, Iceland, Liechtenstein and Switzerland.

In the framework of the JO Focal Points and JO Coordination Points the following profiles will be deployed: First-Line Officers, Advanced-Level Document Officers, Second-Line Officers, Interview Experts (at the airports), Stolen Vehicle Detection Officers, Cross-Border Crime Detection Officers and Dog Handlers. In addition, within the Vega Children as a part of Focal Points concept the IO/NGO representatives are supposed to be deployed.

2.2. Multipurpose Maritime Activities

The Multipurpose Maritime Activities (MMA) are composed of the joint maritime operations implemented at the Eastern, Central and Western Mediterranean regions as well as the Atlantic Ocean according to risk analysis in order to provide increased technical and operational assistance to the host MS national authorities at the external sea borders to control illegal immigration flows, to tackle cross border crime and to enhance European cooperation on coast guard functions.

Due to high migratory pressure in the Western Mediterranean Region, the enhanced border surveillance capacity is planned to be provided by Frontex to Spain in the frame of the JO Indalo 2020. Due to the reduced migratory flows, the support of Frontex will be decreased in the operational area in the south of Italy and more focus will be given to tackling cross-border in the Adriatic Sea. Taking into account the continuous migratory flows in the Aegean Sea, the similar level of Frontex support will be provided to Greece for the JO Poseidon 2020. JOs Minerva will be planned in a similar pattern as 2019.

Respective Coast Guard (CG) functions and law enforcement related activities will be incorporated into Frontex joint operations leading to operationalization of the European cooperation on coast guard functions and fight against cross-border crime, in particular in the context of maritime safety, security, search and rescue, fisheries control, customs control, general law enforcement and environmental protection, in accordance with the EUROSUR objectives, European Integrated Border Management (IBM) and European Maritime Security Strategy.

In addition, the MMA concept will facilitate flexible cooperation framework enabling MS to increase their situational awareness, supporting operational response and developments to tackle identified threats and risks affecting the EU external maritime borders. They might also support the operational activities under the EU Policy Cycle/EMPACT under various crime priorities participated by Frontex, including the Joint Action Days in the maritime domain to be either coordinated or supported by Frontex.

Frontex will model its operational activities based on the outcome of the interagency cooperation (European Maritime Safety Agency - EMSA, European Fisheries Control Agency - EFCA, Frontex) within the Pilot Project "Creation of a European coastguard function", which was concluded on 2 June 2016.

In line with the EU Maritime Security Strategy adequate cooperation with military entities (Navies, Armed forces) will be maintained for complementing and/or de-conflicting each other's activities to be implemented in the area of a common interest/presence.

Considerable emphasis will be given to the Agencies' obligation to provide operational and technical assistance to Search and Rescue (SAR) in line with the specific operational nature and the European IBM Strategy by seeking to work closer with the respective international organizations and national authorities in order to exchange the knowledge, best practices and brainstorm on possible solutions to tackle common challenges in the field of SAR.

In the frame of the JOs under the MMA concept, various activities will be implemented, which will require deployments of different types of technical equipment (TE) (maritime, aerial, terrestrial assets) as well as a wide range of Human Resources (HR) profiles (Screening, Debriefing Experts, Registration and Fingerprinting Officers, Border Surveillance Officers, Frontex Support Officers, Advanced Level Document Officers, First Line Officers, Dog Handlers, European Coast Guard Functions Officers, Cross-Border Crime Detection Officers, Stolen Vehicles Detection Officers, Field Press Coordinators, Interpreters).

The **Frontex Positioning System (FPS)** will be applied under the MMA concept within operational activities aiming to implement reliable on-line tracking system displaying positions and other data of deployed assets in real time in line with the EUROSUR Regulation and to support assets' financial management by applying an automatic update on cost calculations.

2.3. Flexible Operational Activities

Flexible Operational Activities will be implemented at the external air and land borders within the respective operational areas based on the tailored risk assessment on Member State and Third Country territory.

JO Flexible Operational Activities Land will comprise border surveillance, screening and debriefing activities in order to ensure the operational response at the most affected areas of the EU external land borders while ensuring that the resources made available by the MS as well as the Frontex own surveillance capacity will be used in the most effective way, through constant monitoring and frequent revision of the operational need.

In the framework of the JO Flexible Operational Activities Land, the following Team Member profiles will be deployed: Border Surveillance Officers, Dog Handlers, Debriefing Experts, Screening Experts, Frontex Support Officers and Interpreters.

JO Flexible Operational Activities Western Balkans will comprise of border checks and border surveillance, supported by screening and debriefing activities without the processing of personal data in the territory of Third Countries.

In the framework of the JO Flexible Operational Activities Western Balkans, the following profiles will be deployed: Border Surveillance Officers, Dog Handlers, Debriefing Experts, Screening Experts, Interpreters, Advanced level document expert, First-line officer, Second-line officer, Stolen vehicle detection officer, Cross-border crime detection officer, Frontex Support Officers for Logistics Deployment, Field Press Coordinators and Frontex Support Officers.

3. Coast Guard functions related activities

3.1. Strategic level

The following activities related to Coast Guard (CG) functions will be implemented:

According to the ED Decision on Composition and Role of the Round Table on Coast Guard Functions, **the Round Table on CG functions** will aim to improve common knowledge and practice in order to widen the Agency's effectiveness in accomplishing its tasks related to CG functions for the management of external borders and act as the main platform in the Agency for the CG functions matters.

The Contact Group (DGs level) and Point of Contact (PoC) for EMSA- EFCA-Frontex will enable PoCs from the respective entities to update each other on activities implemented by the Agency as well as to align common approach on critical topics in the field of CG functions.

The Steering Committee of the Tripartite Working Arrangement will allow for further interagency cooperation between EMSA-EFCA-Frontex. It will focus on the implementation of the Annual Strategic Activity Plan as well as other related issues such as preparations for Steering Committee meetings.

Chairing of the Inter-Agency Technical Subcommittee on "Sharing capacities and legal issues" and participation to Technical Subcommittees on 'information sharing, surveillance and communication services' and Capacity building and Risk Analysis (EMSA-EFCA-FX) will focus on specific areas of cooperation in order to pave the way for a concrete tripartite cooperation, which will bring further impetus and integrated approach in the development of European cooperation on CG functions.

The active participation to **the Coast Guard fora** within and outside Europe will continue to promote the European Cooperation on Coast Guard Functions in partnership with EFCA and EMSA and in particular the Baltic Sea Region Border Cooperation (BSRBCC), European Coast Guard Functions Forum (ECGFF), Mediterranean Coast Guard Functions Forum (MCGFF), North Atlantic Coast Guard Forum (NACGF), Asian Regional Coast Guard Forum (ARF) or Coast Guard Global Summit (CGGS).

3.2. Operational level

European Coast Guard Functions Officer profile will be deployed within Frontex maritime JO in order to foster implementation of the CG functions.

The EU Policy Cycle Environmental Crime Priority will put emphasis on multidisciplinary approach on prevention, detection and consequently contributing to the dismantling of organised crime group's active in the area of the Environmental Crime (e.g. maritime pollution, dumping of waste and other harmful substances, illicit waste trafficking, illegal fishery on an organised scale).

The involvement in Environmental Crime EMPACT Priority will allow to combine the coast guard and law enforcement functions simultaneously.

The Coast Guard functions will be embedded in Joint Operations meaning the operationalisation and implementation of Coast Guard functions, such as maritime safety, maritime security, border control, search & rescue, fisheries control, customs activity, maritime law & enforcement and environmental protection into Joint Operations.

Multipurpose Maritime Operations (MMO) in various European Sea Basins

- **MMO in the Baltic Sea Region**, implemented together with the Baltic Sea Region Border Control Cooperation (BSRBCC) forum based on the experience gained previous years, aiming to contribute to the implementation of Coast Guard functions focused on border control, fisheries control and environmental protection by facilitating exchange of information, regional capabilities, complementarities and synergies between members of BSRBCC and European Agencies (EMSA, EFCA and Frontex) for achieving a common maritime situational awareness in the Baltic Sea.
- **MMO in the Black Sea region**, implemented with the aim to contribute to the development of a multipurpose concept (Frontex, EFCA and EMSA), by providing relevant Coast Guard functions related services to Romania and Bulgaria as well as through the identification of information and capability gaps, complementarities and synergies between European and national agencies, in a multiple risks and threats environment in the Black Sea.
- **MMOs organised by other Coast Guard functions related forums**, supported by Frontex on a case by case basis, in order to enforce the multipurpose concept of the operations.

Search and Rescue (SAR) Seminars including practical exercises will be organized in the framework of joint operations implemented by Frontex in the Mediterranean Sea (Poseidon, Themis and Indalo) or MMOs in other Sea Basins (e.g. Black Sea, Baltic Sea, Adriatic Sea) and will consist of 2 parts: theoretical and practical.

Working group on Best practices on boarding in Frontex Joint Maritime Operations will collect, analyse and produce tailored recommendations on effective practices to be applied by MS during the maritime JOs, to standardize the boarding procedures and to deliver training/exercises for boarding teams within joint operations or MMOs.

4. Law Enforcement related activities

4.1. Coordination of the Law Enforcement Functions

A cross-divisional and horizontal **Roundtable on Law Enforcement Functions** has been established with the objective to maximize synergies and expertise within the Agency while avoiding the risk of overlapping and duplication in the Law Enforcement remit. This forum intends to enhance internal cross-division awareness and to inform about the relevant activities and actions with regard to the Law Enforcement objectives of the Agency.

4.2. EU Policy Cycle/ EMPACT coordination and involvement

In 2020 the Agency will further extend its support to prevention and detection of all types of cross-border crime, in close collaboration with the EU agencies and bodies, EU MS Border Guard, Police and Customs authorities and International Organizations. Frontex will be involved in **8 out of 10 EMPACT Priorities and 9 out of 13 Operational Action Plans**, support/(co-)lead 88 EMPACT Operational Actions. The engagement of the Agency in the EMPACT/Policy Cycle will be supported by Frontex JOs and PPs, EUROSUR Fusion Services, analytical and surveillance tools, risk analysis, personal data processing, debriefing activities, document fraud expertise, training provision as well as capacity building and research back up.

Frontex will coordinate seven **Joint Action Days in 2020**, under EMPACT as endorsed and subject to final approval and development of the 2020 OAPs by COSI - Internal Security Committee. JADs are short term activities embracing the control measures, targeted strike into the criminal organizations, specific routes or phenomenon. They will combine the efforts of border guard, customs and police, allowing a joint operational work between Frontex and Europol.

4.3. Enhancing the detection of cross-border crime capabilities / provision the support to the investigative work of other entities

4.3.1. Investigation support activities related to cross-border crime (ISA-CBC)

Frontex has developed the concept of the investigation support activities aligned with the EU Policy Cycle domain and complementing the multipurpose JOs concepts. The investigation support activities serve the purpose of enhanced operational cooperation of border and coast guard and the criminal police/investigative units, as well as customs authorities when needed. It will be co-organized in close cooperation with selected EU MS based on their bilateral pre-consent and awareness of the NFPOC.

Following the Regulation (EU) 1624/2016, Frontex is **obliged to contribute to preventing and detecting serious crime with a cross-border dimension**, thus supporting the pre-investigation work and investigations conducted by EU MS. This could be organized under the umbrella of EMPACT activities and JADs but also could be provided independently.

In 2020, ISA-CBC will be further developed and used as an operational tool for EU MS to counteract cross border crime specifically in the EMPACT Drugs “Cocaine, Cannabis and Heroin” since this product has been designed to support those operational actions which are related to operations at the Atlantic Ocean (cocaine) and the Mediterranean Sea (hashish), as well as other operations in coordination with Member States and Europol.

The ISA-CBC Pilot Project has the potential to be successfully transformed from a pilot project to a well-developed and well recognized operational tool for EU MS in order to achieve its objectives. It is successively offered and used by EU MS in other regions, domains and operational circumstances to make use of its flexibility. Where favourable, cooperation with Europol and other organizations like MAOC-N could be ensured.

4.3.2. Pilot Project Mobile Operational Activities

In 2020 the multipurpose joint targeted operations (mobile operational activities) pilot project will be developed and implemented, also supporting the EMPACT Joint Action Days and targeting specific types of cross-border crime that need a mobile response. One of the first fields to be explored is the stolen vehicles and its parts smuggling as well as tobacco goods smuggling.

4.4. Handbook on detection of Firearms for Border Guards and Customs Officers

In the framework of the EU Policy Cycle/ Firearms EMPACT Priority, Frontex coordinated the drafting of the “Handbook on Detection of Firearms for Border Guards and Customs Officers”. The objectives of the Handbook include the increase of the knowledge and recognition of types of weapon and firearms, the increase of the awareness of customs and border guard/police officers of the legal ways of transferring weapons via EU external border and documentation associated and to enhance awareness on modalities of arms trafficking with focus on smuggling methods (types of means of transport, types of border domain, routes, clandestine ways of transportation, etc.).

The Handbook will aim to support the initial, appropriate evidence securing, and also provide guidelines on security measures that should be taken by the officers handling the firearms and ammunition detected at the borders. This product has the potential to raise the awareness about possible links to terrorism and need for additional control measures.

In addition to the printed format the on-line (or electronic) version with limited web-based access is planned to be developed in parallel.

4.5. Enhancing the operational co-operation with Customs

In light of the Frontex mandate, the agency increased the operational interaction with Customs. The Customs operational cooperation development is key to a successful and modern protection of the borders and the prevention and detection of cross-border crime.

In 2020 Frontex will further enhance its position as a reliable partner for EU Custom’s services and bodies, and will increase the strategic and operational collaboration in the frame of the Customs Cooperation Working Party (CCWP), Customs Eastern and South-Eastern Land Border Expert Team (CELBET), within JPCO/JCOs/JIAs, Frontex JO and other tools. Moreover it will further contribute and support initiatives which have the Customs enforcement component included, such as Police and Customs Cooperation Centres (PCCCs), EUBAM Ukraine and Moldova, SEESAC and others. Enhancing cooperation with Europol and the European Anti-Fraud Office (OLAF) in relation to customs as well as investigate and implement possibilities of expanding the operational cooperation with the World Customs Organisation and its Regional Intelligence Offices are all important elements in this area.

4.6. VEGA Children and THB

VEGA Children focuses on children that are trafficked or smuggled through EU external borders. Its purpose is to provide border guards with practical indications on how to detect and subsequently protect children who are at risk of being trafficked or smuggled.

The publications and distributions procedures of the handbooks have been finalized in 2019, along with the updated version of the Handbook focused on protection of children at air borders. Translations into 32 languages of Member States and third countries will be further produced and disseminated in 2020, alongside with awareness sessions and trainings.

JO VEGA CHILDREN, in the air borders domain, contributed to an increased awareness of children at risk at air borders. Frontex will continue the engagement in EU Policy/EMPACT THB Priority and will lead, co-lead and participate in the Operational Actions to be drafted under Operational Action Plan (OAP) 2020, including the support to Joint Action Days or coordinating/co-leading the Joint Action Day on THB aspect.

4.7. Insider Threat

The project on the Insider Threat standardization and awareness is aimed at supporting the prevention and detection of cross-border crime and terrorism related threats, by exploring the existing vulnerabilities, breaching of the procedures, lack of vigilance of staff, inadequate control/supervision measures, etc. The project focuses on to increase the awareness among border, police and customs officers on the vulnerabilities and facilitation methods of criminal activities.

5. Activities related to combating document fraud

As the strategic positioning of the Agency is to become the primary actor in border guarding and law enforcement activities connected with document checks at EU and at global level, Frontex has the intention to strongly support the policies of the European Commission in the promotion of European standards, including its participation in the most relevant international fora, which will be key to ensure visibility and establish leadership at expertise level.

Frontex will improve operational coordination in the area of combatting document and related identity frauds at European level and increase its grip on field activities by deploying staff specialised in document and related identity frauds. This will enhance Frontex effectiveness in field operations and in the document fraud cross-cutting EMPACT Priority set under the EU Policy Cycle.

Frontex will consolidate and manage the professional network of the **Expert Group on Document Control (EXP-DOC Group)**, composed by 100 Advanced Level Document Officers (ALDOs - operations) and Specialist Level Document Experts (SLDE - forensics) provided by Member States and dual partners in order to make full advantage of a “Hub of Expertise” in countering travel and identity documents, maritime documents and vehicle fraud at EU level.

The EXP-DOC Group will continue to advise and support horizontally the Agency’s strategic, technical and operational activities connected with the fight against document fraud, primarily risk analysis, training, research and innovation and operations. Moreover, the EXP-DOC Group will continue to be utilised for providing document expertise for combatting document fraud and related trans-border crime connected with border and law enforcement activities related to the EMPACT policy cycle.

The EXP-DOC Group will participate in plenary sessions, complemented by dedicated workshops throughout the year and is expected to contribute to several additional activities organised by different Frontex Units dealing with subjects connected to travel and identity documents, maritime documents and vehicle fraud at EU level.

The Agency will foster **interagency and international cooperation on document and related identity frauds** by maintaining the constructive and supportive environment established at working level on document and identity frauds with the European Institutions (Council of EU and EU Commission), also by liaising regularly with the Frontex Liaison Office in Brussels. In particular, this will take place by making available its staff for contributing to the False-DOC Working Party and by participating in meetings of the Commission (Article 6 meetings), whereby FADO and the future of EU databases on documents are going to be framed.

Furthermore, Frontex will expand the practical interagency cooperation already undertaken with EUROPOL and INTERPOL to other European Agencies (EMSA and EFCA) and organisations (ICAO, ISO, ILO and IMO), maintaining the activities on document and identity fraud coherent and customer oriented.

The maintenance and update of the **Reference Manual databases** will enhance the efficiency of border control by providing visual information for the verification of travel documents and by fostering the information exchange and expert knowledge on forgeries, forgery trends and patterns in document and related identity frauds. The document forgery and travel document reference kit containing the Frontex **Quick Check Cards (QCCs)** will be made available to front line EU officers and document experts either on-line or via encrypted USB drives in 10 European languages.

Frontex will continue the interoperable exchange of these visual information with the False and Authentic Documents Online (FADO) systems and, limited to EU Member States and dual partners, with the INTERPOL’s Dial-Doc platform, including also the most common and recent forgeries as well as the related modi operandi.

In the frame of Reference Manual activities, there will be at least 7 workshops dedicated to the insertion and validation of specimen and genuine document images.

The **FIELDS Project** (Frontex Interpol Electronic Document System) will enhance the existing Dial-Doc platform making Frontex' Quick Check Cards directly available via INTERPOL's I-24/7, the secure global police communications system, in the national police and/or border control applications of MS (the integration of the envisaged system will be the responsibility of MSs within the project).

The design of the envisaged system will make it suitable to be available to any law enforcement officer in any of the INTERPOL member countries (access granted upon a decision of the individual country after the project has been finalized). Moreover, in line with national information sharing policies, a thorough restriction system will allow each country and/or international organization using it to decide with whom to share any piece of uploaded information. Accordingly, Frontex will also restrict the distribution of its Quick Check Card in line with policies and procedures agreed upon with MS.

In 2020 the Frontex and INTERPOL interagency team will work at capacity to ensure the development and testing phase of the project is delivered according to the business and technical specifications adopted by the Steering Committee on 22 February 2019.

The Agency will follow up the decisions of the Council and the European Commission related to the future of **the False and Authentic Documents Online (FADO)** systems and the expected transfer to Frontex as provided in the amending EBCG Regulation.

It is the intention of the Agency to develop the future FADO systems making advantage of the knowledge of the General Secretariat of the Council of EU in order to develop a European document and identity system where other Frontex' databases are integrated and available in a multilevel user access, also making advantage of mobile technology solutions. Depending on the policy level decisions taken within the European Commission remit, the document database should be developed according to the national and European legislative framework, in line with the principles of interoperability, regularly updated and made available in all EU languages.

Extensive activities in strict cooperation with the general Secretariat of the Council and the European Commission - DG Home will be implemented in connection with the developments of FADO programme as follows:

1. Assess the systems (Experts FADO, I-FADO and PRADO) "as they are now".
2. Analysis of the solution requirements.
3. Draft of a business case/project brief.
4. Draft of the business and technical requirements.
5. Security design and accreditation.
6. Migration of the existing data.
7. Establishment of a data and system governance organisation.
8. Ensure operational continuity for FADO users.
9. Establishment of the operating procedures by designing and mapping the related workflows and ensuring the respect of the provisions of the Regulation (EU) 2018/1725.
10. Integration of the Reference Manual database.
11. Connection with and integration where possible, with the FIELDS System.

FADO will also be redesigned to be interoperable with the services provided by the forgery desk and the connected 24/7 help desk service for remote assistance to document checks in operations. Together with FIELDS and potentially with other document image databases it will constitute the source of information for the work of the Frontex Document Fraud Task Forces. Upon the business case approved by Frontex senior management, the Agency in consultation with Member States will analyse the current situation and the needs of border guards for detecting and processing fraudulent documents during border control at the external borders of the EU by establishing **the Frontex Forgery Desk** and the connected **24/7 Help Desk service**.

Frontex intends to identify which key benefits can be delivered to document checks by a remote service provided from the premises of the Agency on a 24/7 basis. The aim will be making leverage on the competitive advantages - human and technical resources - held in house for implementing this type of service and test the concept with a few Member States.

6. Operational activities in returns matters

Frontex will maintain its pre-return and return assistance to MS and provide appropriate technical and operational assistance tailor-made to the MS' needs with priority to the ones facing particular challenges in their return systems. The support will focus on facilitating the efficiency of national procedures, pooling and exchanging best practices and finding synergies with counterparts such as MS authorities, EU funded networks and programmes, other Union bodies and agencies as well as TCs' relevant authorities with a view to raise the effectiveness of MS in responding to their obligation to return third-country nationals.

Frontex took over the responsibility and management of the Irregular Return Management Application (IRMA) from the European Commission (COM). This web-based platform enables MS, Frontex, COM and relevant EU-funded programmes to exchange strategic and operational return-related information as well as to manage operational activities.

The current budget allocation (59 mln EUR) will not allow to achieve any objectives beyond current maintenance of activities and most important priorities. This includes impediments in starting implementation of the new elements of the new Frontex mandate, such as voluntary returns and a more extensive development of IT systems, due to lack of sufficient financial resources.

6.1. Return operations support

Frontex will continue the practical cooperation on return by keeping the current level of numbers of coordinated or organised forced return operations by charter and scheduled flights as well as voluntary departure operations, both upon requests from the EU MS and on its own initiative. Potentially some voluntary return operations may be taken up on request of Member States depending on the availability of resources.

Frontex will also aim at increasing the number of third countries of return involved in the realization of collecting return operations coordinated by Frontex.

The Agency will also focus on updating the current mechanism for chartering of aircrafts to allow more flexible implementation of return operations with aircraft chartered by the Agency.

According to the volume of needs of MS, the Agency will further develop the concept for returns by sea.

To extend the support provided to MS, Frontex will continue to use and support the system of national experts from the pools of forced-return monitors and forced-return escorts and will coordinate and assist MS with their deployments in order to achieve a more effective EU wide return system, with a view to efficient transition into the Standing Corps. Frontex will also actively support the development and training of the new profiles of staff engaged in operational activities in the field of return as part of the Standing Corps. The further use of Frontex trained forced-return monitors in return operations will safeguard the respect of fundamental rights.

ECRet will continue to implement its data protection obligations in close consultation with the DPO. This includes ensuring that data subject requests are addressed and that IT systems which contain personal data are kept updated and secure.

Frontex will further develop the "Frontex Application for Return" in line with the development of IRMA enabling MS to request assistance in the field of both return and pre-return, and Frontex would coordinate or initiate the organization and implementation of return-related activities.

6.2. Pre-return support

Frontex will continue and aims to enhance its support in the area of pre-return as described in this section, however the level of increased deliverables will very much depend on the availabilities of human and financial resources allocated for 2020.

Frontex will continue and enhance its support to MS in particular relation to digitalisation of return processes. **Further continuation of the return case management systems (RECAMAS) project is foreseen, as well as the further development of IRMA.** Both national, regional and EU focus will be taken into account. The use of functionalities of the return specialists' pool will be further enhanced, with new training and the set-up of an exchange programme. Modular training and e-learning tools will be implemented for return related trainings.

Cooperation with third countries in the field of returns will be supported through the organization of missions and meetings (both in the EU and in third countries) with the aim of enhancing and implementing procedures for identification and acquisition of travel documents, promoting safeguards and best EU standards on return, sharing best practices and addressing possible challenges. These include familiarization visits, consular workshops and identification missions. Other activities include participation in various meetings and fora of EU, regional and international level to share experiences and find a common approach, as well as organisation of activities focused on consular engagement.

Closer cooperation with the European Asylum Support Office (EASO) is foreseen in relation to information sharing and further exploration on possibilities for closing the gap between asylum and return procedures.

The Agency will proceed further with the integration of the European Return Liaison Officers Network (EURLO) programme in the Frontex structure under a gradual transfer plan agreed between MS and the Agency. Besides, Frontex will cooperate with the European Return and Re-Integration Network (ERRIN) through the participation in its management board and exploration of collaboration in some activities and projects and will identify a mutually agreed way to cooperate on the matter of the takeover of ERRIN into Frontex by July 2022.

6.3. Specific services and products on return support

Frontex will continue to organise a **High Level Round Table** meetings to invite key decision makers of MS national return services (covering voluntary/forced-return and reintegration), the European Commission and the European Asylum Support Office (EASO) to Frontex to discuss developments and needs for enhancing effective returns.

As part of the Rolling Operational Plan, Frontex will continue to organise on regular intervals the **Direct Contact Points coordination meetings** to exchange information on needs for coordination of return operations and assistance on return matters and to evaluate conducted return operations.

Frontex will continue to organise on regular intervals the **Pre-Return Activities Network coordination meetings** to exchange information on needs for pre-return activities and evaluation of developed relevant activities and contribution to building synergies and cooperation with MS and TC.

Frontex will further enhance **Return Capacity building in Member States** to contribute to the enhancement of the effectiveness of MS return systems through support to MS in consular engagement, including development of a relevant training course in cooperation with Training Unit (TRU), followed by a pilot training; support in the use of relevant IT systems, including in development/upgrade of MS' IT-return case management system (RECAMAS); identification of bottlenecks and challenges in the return systems and provision of relevant advice. Further development of new activities within the pre-return area as defined in the new Frontex mandate will be very much dependent on the human and financial resources allocated for 2020.

In cooperation with Frontex Training Unit, Frontex will **provide training to forced-return escorts, escort leaders, return specialists** from the pool to harmonize standards and increase their performance in return-related activities.

In addition, Frontex will **support the deployment of returns experts** such as Forced-return Escorts, forced-return monitors and return specialists from the pools in return-related activities to achieve implementation and objectives of return-related activities.

In cooperation with Frontex Training Unit a **Staff Exchange programme for return practitioners** will be implemented, where return practitioners of a MS will be offered the opportunity to visit the return authorities of another MS to learn about the organisation of the return process a different MS and exchange information about challenges, solutions and best practices. The exchange programme should also facilitate the building of an EU wide network of return practitioners to enhance intra-EU cooperation.

Information exchange will be enhanced by organising workshops, working groups, seminars, study visits and the use of IRMA to promote the exchange of information and pooling and sharing best practices.

The Integrated Return Management Application (IRMA) will be further developed to enhance the central platform for operational support, exchange of operational and strategic information on returns.

A business case for the evolution of the current version of IRMA into **IRMA 2.0** will be finalised. It will encompass all current FAR modules and the functionalities available in the existing version of IRMA being redeveloped in IRMA 2.0. Furthermore, new functionalities, such as the management and planning of identification missions will be implemented in IRMA 2.0.

To support MS in organizing, handling and carrying out return operations by charter and scheduled flights, the **Frontex Application for Return (FAR) modules for charter and scheduled flights** will be upgraded under the umbrella of IRMA 2.0.

There will be further implementation of the **FAR module for return operations by sea and readmission operations in order to** set up a mechanism to support MS in organizing, handling and carrying out return operations to TCoR by sea. The possibility for MS to support each-other in such return operations is foreseen (Joint Return Operations by sea). New module (revision of current practise) to be developed for readmission operations (under EU-Turkey statement).

Moreover, a new **ad-hoc module for identification missions** will be created in IRMA 2.0 to put in place a mechanism to support MS in organizing, handling and carrying out identification missions

In cooperation with MS and competent authorities in TCs, Frontex will create and implement **Best Practices with Third Countries** on the organisation of return related activities.

Cooperation between Member States and Third Countries will be further facilitated, in particular on identification and acquisition of travel documents, through identification, technical and sensitization missions, familiarisation visits and various meetings and fora with participation of TC if relevant.

In cooperation with the Frontex Training Unit - Training of forced-return escorts and escort leaders will be carried out in the area of **Return Capacity Building in Western Balkan area and other Third Countries** to harmonize return standards, including in the field of respect of Fundamental Rights.

Moreover, Frontex will contribute to the enhancement of the effectiveness of Third Countries' return systems through **advice on consular engagement, the use of relevant IT systems, identification of bottlenecks and challenges in the return systems**. Further technical and operational support in the field of returns for TC, will very much depend on the on the human and financial resources allocated for 2020.

Further **cooperation with and the preparation of transfer of the Union-funded EURLO programme** is foreseen in order to assess and prepare the possible gradual integration of the programme' activities and network in the Frontex structures.

Frontex will further strengthen its cooperation with the European Return and Re-Integration Network (ERRIN) in order to enhance operational coordination and building synergies, especially on the possible creation of a new network to exchange information on MS needs for post-arrival and post-return activities, based on the current members of the operational management board of ERRIN.

5.14 Annex XIV: International Cooperation Strategy 2018 - 2020

Towards stronger partnerships with third countries and international organisations

2018-2020

Executive Summary

The International Cooperation Strategy sets an overarching framework for the Agency's cooperation with third countries and international organisations for the period 2018-2020. The Strategy builds on the Agency's strengthened mandate in the external dimension and develops a strategic direction to implement this role in a coherent manner across all areas of the Frontex mandate.

It frames the Agency's international cooperation portfolio within the overall goal to contribute to the implementation of the European IBM. The Strategy focus on measures implemented in priority third countries, with an aim to enhance border and internal security, facilitate legitimate travel and support effective migration management in the EU. In pursuit of this goal, the Agency sets its priorities towards achieving three overarching objectives:

1. To enhance partnerships with priority third countries and international organisations, in order to support the implementation of the Agency's operational work.
2. To strengthen capacities of priority third countries in the area of border management, including measures to facilitate bona fide travel, to address serious cross-border crime and irregular migration, to break the business model of smugglers and to prevent the loss of lives.
3. To assume the role of a European centre of expertise for border management, in order to inform and support effective and coherent border management policies and programmes in the EU.

The Strategy outlines the guiding principles for the Agency's cooperation in the external dimension and recaps the available instruments of cooperation.

It then sets a direction for concrete cooperation priorities in the core areas of the Frontex mandate, including: situational awareness and monitoring; operational cooperation at the external borders; return; training and technical assistance; as well as research and innovation. Each of these areas of work entails distinct cooperation modalities and operational interests that will guide the Agency's commitments towards its partners.

The Strategy also outlines a set of geographic priorities, where the Agency intends to focus its external activities, namely:

- The Western Balkans
- Turkey, the Middle East and the Silk Route region
- North and West Africa, Sub-Saharan countries and the Horn of Africa
- Eastern Partnership countries
- United States of America, Canada and other countries

The Agency's international cooperation efforts are mainly dedicated to cooperation with countries neighbouring the EU, as well as other countries of origin and transit for irregular migration. With the enhanced mandate as an EU's law enforcement Agency, Frontex also gives priority to those non-EU countries where cooperation is important in relation to other types of cross-border crime, such as drugs trafficking or terrorism. A number of strategic partners are also included to reflect the Agency's interest to exchange knowledge and explore innovative solutions.

Note: The International Cooperation Strategy 2018 - 2020 in full is available within key documents of Frontex website under Management Board Decision 38/2017 (Annex XIII, pages 215 to 233).

5.15 Annex XV: Schengen Associated Countries Contributions to ABN 2020

(To be included at a later stage)

5.16 Annex XVI: Annual Strategic Plan 2020 as part of the Tripartite Working Arrangement

DECISION 1/2019 OF THE STEERING COMMITTEE UNDER THE TWA

Adopted on 15 May 2019 in Lisbon, Portugal

Annual Strategic Plan 2020

Introduction

In 2016, the co-legislator enshrined in the founding regulation of EFCA, EMSA and Frontex a common article describing how the three agencies would work together to support national authorities carrying out Coastguard functions at national and Union level, and where appropriate at international level. Three years later, the interagency cooperation has become part of the daily work of the three agencies. The *modus operandi* has been codified in a Tripartite Working Arrangement (TWA) and both EFCA, EMSA and Frontex present now the same section in their working programme and respective annual report on Coastguard cooperation.

Conscious that cross sector initiatives performed by two or three agencies can benefit a wider number of authorities around EU and beyond, EFCA, EMSA and Frontex are hereby presenting their Annual Strategic Plan on Coastguard cooperation setting the objectives for the year to come in the 5 areas explicitly referred to in the common article. The Plan is being submitted for consultation and approval by the respective governing board of the three agencies.

The objectives presented in the next pages are the result of the discussions between the three competent agencies on how to best serve the needs for cross sectoral activities. Another element of paramount importance is the feedback of the national authorities referred to in the common article.

Throughout the last year there were several opportunities for interaction between EFCA, EMSA and Frontex and the final users of the agencies' services: joint training, national and regional initiatives covering more than one coastguard functions, the three ECGFF/EU agencies co-organised events, all helped to fine tune and increase the added value of the cross sectoral services delivered. Last and very important, during the Annual European Coast Guard event held in Swinoujscie in April 2019, the relevant stakeholders were given the opportunity to provide input on the five areas for cooperation: information sharing, surveillance and communication services, capacity building, risk analysis and capacity sharing.

Priorities for 2020 (outline)

Horizontal

- To hold the annual joint European Coast Guard event under the coordination of EMSA in line with the experience gained at the previous annual events, while enhancing interaction between participants.
- To promote further European cooperation with national authorities on coast guard functions at EU, EU sea basins and national level.
- To ensure the annual joint participation of the agencies in the European Maritime Day.
- To produce a set of communication tools (brochures, videos etc.) promoting EU inter-agency Cooperation and make it available to the three agencies for dissemination.
- To organise a joint hearing at the European parliament in 2020 on the outcome of inter-agency cooperation.

Information sharing

- Exchange of vessel position and earth observation data between the three agencies based on the SLA's in place, complete the mapping of data sets, analyse the usefulness to identifying of cooperative and non-cooperative objects at sea and to take one area, SAR, for which all three agencies have an interest, to work together to support the Member States SAR Community, to improve the awareness of Member States of the data available and to improve the exchange of information with them.
- Visualisation and identification of assets participating in operations in the maritime picture, where possible.
- Continue to explore machine learning/artificial intelligence applied to the maritime picture to the benefit of MS national authorities.
- To explore how to structure enhanced cooperation between EU agencies and Member States, for example with Maritime Rescue Coordination Centres, for exchange of operational information in real time and other provisions related to responses.

Surveillance and communication services

- To analyse the possibility to increase specific surveillance and communication services to relevant stakeholders and to identify additional opportunities.
- To avoid duplication and overlap of surveillance and communication services, in particular in the area of RPAS services
- For EMSA to continue to offer RPAS services to Frontex and EFCA communities in support of coast guard functions.
- Where possible, data should be exchanged between the agencies generated by RPAS deployments.

Capacity building

- To finalise and keep updated the Handbook on European Cooperation on Coastguard Functions.
- To ensure an appropriate follow-up by the agencies of the outcome of the relevant components of the ECGFA Network Project.
- To offer the following joint cross-sectoral training to Member State national authorities:
 - Search and Rescue (MRCC personnel)
 - Maritime surveillance
 - Fishing vessels safety/Fisheries control
- To jointly develop future EU capacity building cooperation programmes with third countries in Coast guard function, where relevant.

Risk Analysis

- To further enhance cooperation on cross-sector risk management between the EU agencies and Member States authorities by:
- Providing procedures/methods to perform a combined (where possible) risk assessment at strategic level covering the areas of competence of each Agency (safety, security, environment, fishery, border, etc);
- Providing options to share the outcomes of risk assessments;
- Providing options for the establishment of a multi-risk sea picture, at a sea basin level with integrated analytical outcome.

Capacity sharing

- To further identify opportunities between EU agencies on capacity sharing for assets to support different coast guard functions, such as the operation of the EFCA vessel which has been equipped and trained by EMSA for antipollution purposes.
 - To develop a common understanding between EU Agencies of the concept for European Multipurpose Maritime Activities, including new identified elements, such as the capacity sharing with the use of multinational crews/experts and assets for the implementation of Multipurpose Maritime Operations (MMOs) in various basins of European Union.
 - To develop guidelines for multipurpose operations implemented by EU agencies based on the related existing regimes including relevant legal frameworks.
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