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**NOTE**

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Delegations will find attached the Frontex Programme of Work for 2013.

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Warsaw, 13-12-2012  
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# Frontex ` Programme of Work 2013

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## Executive Summary

The Programme of Work<sup>1</sup> is Frontex' operative plan against which the reporting for governance purposes (assessing and evaluating operational activities initiated and implemented during the relevant) will be done. It proposes and outlines Frontex' areas of possible activities for the year in question.

Compared to previous years the following issues will drive changes to the structure and allocation of resources reflected in the annual programme of work:

- the further development and implementation of the *EUROSUR system*,
- the operational support to Greece aimed at building sustainable capacity for border management, giving added value at the EU level,
- further and refined implementation measures related to the amended Frontex Regulation ('move from SHALL to MAY')
- the utilization of new structures (EBGT) and types of officers (*seconded guest officer* and Frontex' coordination officer - FCO) including training;

Considering the high number of new tasks and responsibilities to be taken care of by Frontex, the increase in financial contributions is relatively low. Financing these tasks will also be achieved by slowing down implementation measures related to non-mandatory tasks and responsibilities.

<i>In EUR</i>	<i>Budget 2011 N3</i>	<i>DB 2012 N2</i>	<i>DB 2013</i>
<b>I. Subsidy from the European Union entered in the general budget of the EU (18 02 03)</b>	111 000 000	84 000 000	79 500 000
<b>II. Contributions from countries associated with the implementation, application and development of the Schengen Acquis<sup>2</sup></b>	6 337 000	4 758 000	5 207 100
<b>III. Contributions from the UK and Ireland</b>	850 000	820 000	1 000 000

<sup>1</sup> A Programme of Work is a statement for the activities or steps needed to accomplish a plan. It aims to make a strategy action related;

<sup>2</sup> Based on GNI figures as published by Eurostat on 10 January 2011. The GNI figures are regularly revised by Eurostat and a final figure will only appear after some years.

<b>IV. Any voluntary contribution from the Member States</b>	p.m.	p.m.	p.m.
<b>TOTAL</b>	<b>118 187 000</b>	<b>89 578 000</b>	<b>85 707 100</b>
<b>V. Earmarked revenue</b>	p.m.	p.m.	p.m.
	<b>118 187 000</b>	<b>89 578 000</b>	<b>85 707 100</b>

The financing of those new and increased demands will also be done by shifting resources from operational and other activities which will directly and indirectly benefit from new systems such as EUROSUR and EBGT, seconded guest officers and FCO, but also by allocating additional resources to activities.

2013 will see a net increase of two staff member. The growth of temporary agents (+10) will be compensated by a reduction in the number of contract agents (-4) and seconded national experts (-5). The positions for temporary staff will be allocated to External Relations, Risk Analysis, Frontex' Situation Centre, Information and Communication Technology, Joint Operations Unit and Research & Development.

Types of post	Occupied on 31.12.2011	2012	Proposal for 2013
		Approved by the Budgetary Authority	
<b>Temporary Agents - AD</b>	86	87	97
<b>Temporary Agents - AST</b>	55	56	56
<b>Subtotal Establishment plan</b>	<b>141</b>	<b>143</b>	<b>153</b>
<b>Contract Agents (CA)</b>	85	88 <sup>3</sup>	85 <sup>4</sup>
<b>Seconded National Experts (SNE)</b>	78	83	78
	<b>304</b>	<b>314</b>	<b>316</b>

<sup>3</sup> Early in 2011, because of urgent needs, a decision was made by the Executive Director to hire two additional Contract Agents.

In May 2011, in relation to the developments in the Mediterranean Region, 6 additional Contract Agents and 6 additional SNE posts were created.

At the end of 2011 an additional SNE post was established due to the need for strengthening the protection of the Senior Management.

<sup>4</sup> Currently it can't be decided from which entities the three CA positions will be taken. Each renewal of a CA position, due to be done during 2013, will be used to evaluate the needs of the Agency against the priorities set to make sure that the reduction of 3 CA position is executed until end of 2013.

During 2013 the ratio between administrative and operational expenditure will be at the level of 37%. Direct **operational expenditures** will amount to 63 % of the budget in 2013; which (overall) will be a decrease of 3.9 M € compared to the budget for 2012.

	Commitments 2011	Payments 2011	Budget 2012 N2	Draft Budget 2013
<b>Title 1 - Staff related expenditure</b>	20 526 894	20 230 217	20 550 000	<b>21 641 000</b>
<b>Title 2 - other administrative expenditure</b>	9 935 981	7 468 725	10 077 000	<b>9 758 100</b>
<b>Subtotal administrative expenditure</b>	30 462 875	27 698 943	30 627 000	<b>31 399 100</b>
	26%	36%	34%	37%
<b>Title 3</b>	85 956 281	49 972 320	58 951 000	<b>54 308 000</b>
	74%	64%	66%	63%
<b>Total</b>	<b>116 419 156</b>	<b>77 671 262</b>	<b>89 578 000</b>	<b>85 707 100</b>

When comparing the budget allocations of different years, changes during the year should be taken into consideration. Despite that, the following paragraphs compare the figures for 2013 with the figures for 2012 after the second budget amendment (released as part of the operational contingency package).

The largest part of Frontex' budget is allocated to Joint Operations. This is in order to further improve the capabilities of Member States to tackle demanding situations and also to enhance Frontex' capabilities and effectiveness in coordinating the operational activities of the Member States and Schengen Associated Countries based on risk analysis. Such risk analysis enables better focusing on the main routes of irregular migration and the enhancement of the impact of border management on fighting crime at the external borders.

During the 39<sup>th</sup> meeting of Frontex' Management Board (MB) the mandate for the **Frontex Operational Office (FOO)** pilot was extended until the end of 2013. Consequently, and as was done during previous years, the pilot will be financed and staffed via reallocations from within Frontex' budget. The FOO is not shown as a separate entity, and resources assigned to the functions of the FOO are only reflected in the regular functional structure of the head quarters (e.g. Joint Operations Unit, Risk Analysis Unit, Frontex Situation Centre, Pooled

Resources Unit, Human Resources and Services, Information and Communication Technology Unit).

Joint Operations and Pilot Projects at Land Borders will require an amount of **9.4 M EUR (+4.1 M EUR)** to tackle irregular migration flows and to enhance the impact on crime fighting at the EU's external borders by targeting the Eastern Mediterranean and Balkan routes as well as Eastern routes where appropriate.

Joint Operations and Pilot Projects at Sea Borders will be, as in earlier years, the recipients of the biggest share of Frontex budget allocations, with an allocated amount of **20.1 M EUR (-8.2 M EUR)**. Strengthening the Member States' operational capacity to cover increased operational areas and implementation periods will enhance the tackling of irregular migration flows on routes identified by risk analysis.

Air Borders will have a budget of **2.3 M EUR (+ 0.1 M EUR)** for the further implementation of a flexible approach to fluctuations in the phenomena of irregular migration and crime fighting mainly by utilising *Focal Points* at various airports identified by risk analysis.

Return Operations will intensify their capacity building activities (assistance to Greece) and maintain their support for Member States and SACs organizing joint return operations. A slightly decreased budget of **10.0 M € (-0.2 M €)** will be made available.

Within the Operations Division, a certain percentage of the financial means allocated to units and sectors have been 'earmarked' (arg: **centralized operational reserve**). This will be used as a means to cover activities in case of a reprioritization due to changes to the migration situation/risks. Consequently, those amounts (which will remain assigned to certain objectives of the units/sectors) will follow an enhanced approval process prior to the issuance of a financial commitment.

Risk Analysis will provide strategic analytical products and related advice as well as operational and tactical analytical products to internal and external stakeholders in a timely manner. A budget of **1.4 M € (+0.1 M €)** will be made available to improve the quality of these products and services, to produce several periodical and ad hoc risk assessments, and to provide analytical support to operational activities of the Agency.

Frontex Situation Centre (FSC) will *maintain situational awareness*, support risk analysis and assist emergency/crisis management processes through further increased operability provided by a 9/7 service (**1.4 M €**);

The development and implementation of projects related to Eurosur (ESP, CPIP, CONOPS) will require significant allocations of resources, in addition to what is described subsequently in this report; this follows the outcome of COM Financial Impact Assessment study carried out in 2011, and reads: for RAU + **1.5 M EUR**, for FSC +**1.4 M EUR**.

In 2013 Research & Development activities will have a budget of **1.3 M €** to drive the process of the *harmonization and development of standards* - both operational and technical - for border control; this is in order to keep Member States informed about new technical/technological developments in the field of border controls and to represent the common interests of the Member States in border security research.



In 2013 Frontex, together with the Member States, will focus on the continued development of EUROSUR. An amount of **2.24 M € (+0.9 M €)** will be used for ensuring the EUROSUR network is further extended, secured and maintained.

Training activities fall broadly into the following main categories: standardized common curricula and upgrade courses, further training in order to achieve co-operability for BG officers not trained on common training standards and training support. A budget of **4.5 M € (+0.5 M €)** will be made available for different activities. In addition, Frontex will actively contribute to the European Training Scheme (ETS) in close cooperation with CEPOL.

With a budget of **1.0 M €** Pooled Resources will manage and further develop the European Border Guard Teams and Technical Equipment Pools. By increasing the availability and deployability of operational resources for joint operations, technical and operational assistance, and rapid operational assistance, Frontex' response capacity will be strengthened.

Increased tasks will only allow for the **stabilizing of primary operational activities** but shall lead to an overall **increase of training activities** by 14% during 2013.

Regarding the list of governance indicators used by Frontex, the following targets have been established for a selection of them.

The **Participation Index (PA\_PART)** should be kept at the same level as during 2011 (average: 25)

The **usage of pools (PA\_POOL-UTL)** should be increased from the current level of 17% to 40% through a better tailoring of profiles and availability (arg: EBGT) .

The ratio for the **implementation of the operational plans (EFF\_OP\_PLAN\_HR and EFF\_OP\_PLAN\_TE)** should be kept at the same level as during 2011/2012 (annual average is 90%).

Stabilizing the level of the **external contribution ratio (EFF\_EX\_CTRB)** at 85% will allow Frontex' **product delivery ratio (EFF\_TIMELINESS)** to remain at the level of 2011/2012 (100%). At the same time, the **customer satisfaction level (IM\_SAT\_LVL)** should increase from 3.8 to 4.2 (average).

Increasing the joint character of operational activities should enable Frontex to decrease the **resources ratios - HR Host and TE Host - (IM\_RES\_HR and IM\_RES\_TE)**. As the figures vary significantly between the different types of borders, the focus will be on sea borders with a current value of 63%.

The monitoring of these indicators, together with the further implementation of measures to fulfill the Internal Control Standards, should guarantee governance and management of Frontex towards its strategic goals.

The Programme of Work is grouped in a way that allows the reader to assess the plans for 2013 in two different ways:

1. Following the functional structure of Frontex or
2. Following Frontex' portfolio.

The first part of the document (**General Part**) starts with an **Introduction** and outlines Frontex' **Mission** and **Vision** and the **Approach** taken. The **Environmental Scanning** section briefly touches on Frontex' societal environment and elaborates in more detail on the implementation of the amended Frontex' Regulation and the (draft) **Eurosur** Regulation. The chapter closes with an elaboration on **Risks** encountered, **Mitigation measures** proposed and an overview of the **human and financial resources** needed to implement the suggested activities.

As indicated by the heading, this chapter is required to be read regardless of the perspective the reader would prefer to take for the rest of the document.

The second part of the document (**Frontex' Key Business Areas**) follows the functional structure of Frontex and contains, after a short explanation of **prioritization** and **performance indicators**, an overview of **objectives**, **outputs** (projects/products/services), performance indicators and **resource** allocations per unit.

The third part consists of a number of attached annexes (Annex 1 - Annex 4) and follows a holistic approach elaborating on the elements of Frontex' integrated portfolio.

Annex 1 and 2 elaborate on the **Capacity Building** and **Administration Portfolios**. Annex 3 summarized the indicators used to measure the performance of Frontex (including targets). Annex 4 contains an overview of procurement procedures to be launched during 2013. Frontex' **Operational Portfolio**, contained in Annex 5, has been classified as 'RESTREINT UE' due to its sensitive content, the disclosure of which would jeopardize and seriously harm the success of MS driven and supported operational activities coordinated by Frontex.

# 1. General Part

## 1.1. Introduction

The Programme of Work, as mentioned by the Frontex Regulation<sup>5</sup>, aims to outline and agree on Frontex' areas of possible activities for the year in question.

The Programme of Work balances transparency, security and flexibility, allowing Frontex to adjust its activities by making use of its operational independence (“room to maneuver”).

This preliminary Programme of Work 2013 strives for:

1. Alignment with Frontex' Multi Annual Plan 2013 - 2016,
2. Sustained delivery of established “Products” and “Services” (including further development), clustered into Portfolios, and further into Programmes, and
3. Initiation and execution of new initiatives (Projects or Programmes)

As a planning tool, the programme of work will undergo minor or even significant changes during the year of its realization. As such, changes to the assignment of human and financial resources to objectives in chapter 2.3. might occur. Any such changes will have to be reasoned and justified and will, depending on the impact and the margins established, undergo an internal or external validation and approval process; involving Frontex' Management Board in the latter case.

## 1.2. Mission

Frontex supports, coordinates and develops European border management in line with the EU fundamental rights charter.

Frontex **supports** the Member States<sup>6</sup> (MS) to achieve an efficient, high and uniform level of border control.

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

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<sup>5</sup> Council Regulation (EC) No 2007/2004 of 26 October 2004, establishing a European Agency for the Management of Operational Coordination at the External Borders of the Member States of the European Union (No 1168/2011 of 22 November 2011)

<sup>6</sup> The term ‘Member State’ as used in this document includes Member States of the European Union and Schengen Associated Countries

Frontex **develops** capacities at the Member State and European level as combined instruments to tackle challenges of migration flows, serious organized crime and terrorism at the external borders

### 1.3. Vision

Frontex is the trustworthy European Border Agency, strengthening the European area of Freedom, Security and Justice by supporting the Member States to keep up with their responsibilities.

Frontex applies the concept of Integrated Border Management and promotes a European border culture based on the full respect of EU fundamental rights.

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

### 1.4. Values

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

### 1.5. Approach taken

#### 1.5.1. Goal oriented approach

Frontex continues to apply a **goal oriented approach**. The identification of goals enables the Agency to apply multi-annual planning. The initial goals (Awareness, Response, Interoperability, and Performance) have been redefined. **Development, Situational Awareness, Supporting Response, Emergency Response, Organization, and Staff** will be the six goals forming the basis for the elaboration of Frontex' objectives and outputs as contained in the annual Programme of Work.

#### Development

Frontex strengthens Member States border management capacity to its full potential by using its portfolio as a whole, promoting interoperability and harmonization, and by prioritizing measures impacting at the European level.

#### Situational Awareness

Frontex creates and delivers comprehensive analysis supporting the Member States and serving as a basis for operational cooperation and for meeting the needs of European institutions.

## Supporting Response

Frontex delivers well targeted joint operations at sea-, land- and air borders and joint return operations, thus

- strengthening the capacity of the Member States under the **greatest pressure**,
- enhancing proactive responses to **significant uncertainties** at external borders, and
- safeguarding positive achievements in demanding situations.

## Emergency Response

Frontex provides timely and structured responses to the EU and the Member States in exceptional situations at the external borders.

## Organization

Frontex operates through an effective and flexible organizational structure that enables the concerted delivery of services and products.

Activities are continuously prioritized and result oriented.

Sound and transparent governance strengthens cost-effectiveness and the positive reputation of the agency.

## Staff

Staff is Frontex' most valuable asset.

Frontex has professional and motivated staff, fully committed to providing optimal input to the objectives and values of the agency.

Frontex is an attractive and fair employer that takes care of its staff, and systematically develops its capabilities and the working conditions.

### 1.5.2. Identification of Programmes, Projects, Products and Services

In 2013 Frontex will continue to further strengthen its **Portfolio** (Programmes) of Products and Services by refining quality, but also establish new products and services.

During the last few years several Member States and the Commission have strongly addressed the issue of transforming Frontex' activities into mid to long term deliverables. But 'zero growth' and changing demands advocate revising the applied approach. Operations have to be needs based. Consequently, as well as newly launched operational activities, the continuation of operational activities must be based on updated risk analysis. Frontex will continue to

address permanent and temporary needs in a tailored and satisfying way by grouping products, services and projects into programmes and portfolios.

**Portfolios/Programmes** have a mid to long term scope which allows to arrange and rearrange individual operational activities in adjustment to changes of needs. The assessment of needs is done in a cyclical way. It is well understood that this timeframe must be aligned with the ones applied by Frontex stakeholders at the operational and political level (e.g. Stockholm Programme and Action Plan implementing the Stockholm Programme<sup>7</sup>).

The configuration of portfolios/programmes follows different approaches such as addressing a specific geographic area, application of a harmonized operational approach, achievement of cross cutting objectives under one management, or clustering activities. This allows for the addressing of the core of a problem instead of tackling solely its consequences. Furthermore, this also enables the assessment of outcomes and their ability to satisfy the customers' expectations; defined as the impact of such activities.

**Projects** will remain in the portfolio of the Agency, used for time limited activities of a non-recurring nature. Projects will also be carried out to develop, design and implement new tools with the aim of making them permanent products and services of the Agency.

Frontex' **products and services** will be clustered into mid to long term programmes. The clustering can be either vertical (within one division/unit) or horizontal (linking the activities of different divisions/units into one entity).

### 1.5.3. Objectives and Outputs

Frontex understands **objectives** as *end results of planned activities, stating what is to be accomplished, by when, and quantified if possible*. These should be operationally related statements of outputs, contributing to the achievement of a particular goal with a clear ownership.

The description of objectives, mentioned in the Programme of Work 2013, will remain at a high (governance) level, and will refrain from moving to a micro level, which will be required for the day-to-day management of Frontex.

Regarding the achievement of objectives and the delivery of outputs, the strict application of a zero growth policy will negatively impact on Frontex' ability to perform to its stakeholders' expectations. Especially as those expectations have been increased by Frontex' amended mandate and tasks.

- Availability of **financial resources**:

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<sup>7</sup> Council document 17024/09, adopted by the European Council on 10/11 December 2009 and COM (2010) 171

An increased demand - with tasking remaining at the same level - would actually require an increased input of financial resources (effectiveness). Zero growth does not allow for a directly increased input but will require the redistribution of available financial resources to identified **priorities** as an initial mitigation measure.

The current utilisation level of financial resources offers only a small 'buffer' to be used for enhanced operational activities. This, together with the increased efficiency of coordinating activities to be carried out by Frontex', could be sufficient to counter the increased needs even with unchanged financial resources available.

- **Availability/utilisation of human resources:**

The situation is different with regard to human resources. The development and deployment of Frontex products and services is driven and performed by Frontex' staff (including different types of SNEs). The **utilisation of synergies, reassignments and merger of tasks, and internal redeployment are fully leveraged** (efficiency - e.g. FOO pilot). Only the proposed increase of staff will allow Frontex to fulfill those new tasks as foreseen in the amended Frontex regulation. Additionally, the newly created function of 'seconded guest officer' will be utilised initially as a measure to cope with the short term need for additional resources for operational purposes.

## **1.6. Environmental Scanning**

Frontex does not act in a stable environment, immune to externalities such as political, economical, social, technological, legal or environmental factors. These factors determine and, directly or indirectly (via an intermediate), have an effect on the Agency or its environment.

Before turning to different factors, it is worth stressing, that Frontex, primarily acting as a coordinator, is extremely dependent on the Member States and Schengen Associated Countries and their willingness to actively participate in, and to deploy technical assets to, the Agency's activities. The aim of this section is to make the governing body and the European institutions aware of the factors that Frontex is exposed to and which, directly or indirectly, might have an impact on the implementation of the proposed Programme of Work.

Environmental scanning is an ongoing process that could lead to changes of high or low significance. The findings of numerous environmental scanning's are contained in core documents, such as the Annual and Semiannual Risk Assessments, but also in quarterly reports such as the FRAN quarterlies and Tailored Risk Assessments focusing on a particular issue.

### **1.6.1. Tentative list of generic issues directly or indirectly influencing elements of the work of Frontex during 2013**

- **Lisbon Treaty and the Fundamental Rights Charter;**
- **The enlargement of the European Union and the Schengen area;**

- The Stockholm Programme;
- The Internal Security Strategy;
- The amended Frontex Regulation;
- Council Conclusions
- Conclusion of working and readmission agreements;
- The current and proposed EU Multiannual Financial Framework (2014 - 2020);
- The financial situation within the public sectors of Member States, within the EU and the subsequent ‘zero-growth-policy’;
- The political developments in Third Countries of origin or transit for irregular migration;
- The establishment of the European Border Surveillance System (EUROSUR) and the Smart Borders Initiative;

### 1.6.2. Amended Frontex Regulation – Implementation Measures

During 2012 Frontex has started to implement measures to cope with changes and amendments to its legal framework. The following table highlights subjects that have not been (fully) implemented yet but will start, continue or end during 2013.

ART.	SUBJECT	TIMELINE
2.2	ED shall inform on bilateral operational cooperation (complementing Frontex’ action) between MSs and between MSs and third countries	Q2
3.3	Transmission to the MB of the detailed evaluation reports of Joint Operations and Pilot Projects	Within 60 days after the end of JO/PP
7.1	Acquisition of own technical equipment entailing significant costs (with the Agency’s budget)	Q3
7.5	Rules relating to technical equipment (overall minimum numbers, conditions of deployment and the reimbursement of costs)	March (Q3 2012 MB decision on concept and methodology)
7.6	Report on the composition and deployment of equipment forming part of the technical pool	Monthly
11c.3	Processing of personal data collected during joint operations, pilot projects and rapid interventions - cooperation with Europol	Q3



14.3	Deployment of LO in third countries and the list of priorities for their deployment.	Q2
15a	HQ Agreement	Q1 <sup>8</sup>
17.4	Implementing measures in agreement with COM pursuant to the arrangements provided for in article 110 of the Staff Regulation	On a needs basis
20.2 (i)	Agency's Multi Annual Plan outlining the future long term strategy	Q3
2.1 (i)	Provide necessary assistance to the development and operation of EUROSUR	2012 onwards
5	Establish an exchange programme for national border guards participating in the EBGT	Q2

For a more detailed scanning, focusing on other political, economical, social, technical, environmental, and legal issues directly or indirectly impacting on Frontex' societal and task environment, other documents such as the ARA 2012, SARA 2011, or FRAN quarterlies may be consulted.

### 1.6.3. Eurosur

The EUROSUR regulation is scheduled to enter into force on 1 October 2013, establishing a framework for information sharing and improving situational awareness and reaction capabilities. The EUROSUR network has been in use for the exchange of operational information since the end of 2011 and the number of connected MSs, as well as the scope of the provided services, has steadily increased.

In 2013 the Frontex EUROSUR Programme will continue to prepare Frontex and the Member States for the entry into force of the Regulation. The Network will be enhanced and expanded to all Member States, the common surveillance tools will be tested and evaluated, and the European Situational Picture, as well as the Common Pre-Frontier Intelligence Picture, will be further developed. Overall, EUROSUR will form an increasingly important framework for Frontex operational activities.

Frontex will ensure that the investments bring the expected benefits for the Member States. Internal reallocations of resources and the realignment of activities will enable Frontex to provide many of the services already from 1 October 2013. However, to fully implement all parts of the Regulation (e.g. full services on a 24/7 basis, comprehensive services regarding the common surveillance tools and operational management) will require additional resources and shall reach beyond 2013.

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<sup>8</sup> Dependent on the hosting MS, the negotiations have to be launched and finalized

## **1.7. Risks identified in the ARA 2012 and outlook of the situation at the external borders in 2013**

The following risks at the external borders of the EU were identified according to the results of an annual risk analysis process involving Member State analysts participating in the Frontex Risk Analysis Network. They represent the main risks identified by the Frontex Risk Analysis Unit after an Annual Analytical Review with Member State analysts.

The risks presented are a summary of the risks presented in the restricted version of the Annual Risk Analysis 2012 for the Frontex Management Board. This summary does not contain references to identified vulnerabilities, nor proposals for recommendations that were presented to the Frontex Management Board as a basis for their discussions in elaborating the Programme of Work for 2013.

They are primarily aimed for strategic and long term planning purposes, and require specific tailored analysis for tactical and operational decisions.

### **1.7.1. Risk of large and sustained numbers of illegal border-crossings at the external land and sea border with Turkey**

The border between Greece and Turkey is very likely to remain in 2013 among the main areas for detections of illegal border crossing along the external border, at levels similar to those reported between 2008 and 2011, i.e. between 40 000 and 57 000 detections per annum.

This area of the external border neighbours Turkey and offers a natural transit bridge with Asia, which contains many source countries for migrants hoping to illegally cross the border into the EU. This situation is largely exploited by facilitators, in particular at the land border between Turkey and Greece. The challenge is ever increasing, as criminal groups continue to develop their networks and practices across the Greek-Turkish borders.

The majority of migrants are expected to come from Asian countries particularly Afghanistan, Iran and Pakistan, pushed by poor living conditions at home and pulled by the presence of a large number of fellow citizens already in the EU, relatively low return risks at this particular border section compared to other border sections like air borders, rumours spread among migrants about the benefits available in EU Member States and long-term established perceptions about the apparent ease of crossing illegally into the EU which is also fed back from recent successes.

Depending on the political situation, migrants from the Middle East may increasingly join the flow. In addition, migrants from northern and western Africa, willing to illegally cross the EU external borders, are expected to increasingly take advantage of Turkish visa policies, that grant visas to a different set of nationalities than the EU does, and the expansion of Turkish Airlines, which assists them in transiting through the Turkish air borders and subsequently offers the opportunity to attempt to enter the EU illegally, either by air or through the neighbouring land or sea borders. As a result, border-control authorities will increasingly be confronted with a wider variety of nationalities, and probably also a greater diversity of facilitation networks, further complicating the tasks of law-enforcement authorities.

This risk is interlinked with the risk of criminal groups facilitating secondary movements and the risk of border-control authorities faced with large flows of people in search of international protection.

### **1.7.2. Risk of document fraud to circumvent border-control measures**

The use of biometric travel documents renders document fraud increasingly difficult. Nevertheless, facilitators are developing new techniques to circumvent biometric checks, such as using supporting documents to fraudulently obtain authentic travel documents, or using impostor techniques. Consistent with the distribution of regular passengers among border types (land, air and sea), this risk is mostly associated with passenger entries at the external air borders, and to a lesser extent at the land borders.

Fraud is expected mostly among EU travel documents (e.g. passports, visas and ID cards) and there are indications of a shift away from the use of passports towards less sophisticated documents such as ID cards and residence permits.

Member States experience pressure from an extensive range of forgery techniques applied to many types of documents and used by a very wide assortment of nationalities. Such a broad landscape of document fraud inevitably renders profiling and effective control extremely challenging, and confirms the utility of developing systematic analyses, alerts and operational support at the EU level.

Document fraud allows migrants to illegally enter the territory of a Member State, and then to move freely within the EU. In addition, assuming a false identity and operating within black markets seriously undermines international criminal investigations, national social systems and the ability of any state to effectively manage and protect its legitimate communities. Document fraud progressively demands closer and stronger links to organised crime because modern documents require more skilled and expensive techniques to produce quality forgeries, and because the emerging trend of impersonation has created an illegal market place for large volumes of stolen or complicity supplied documents.

### **1.7.3. Risk of renewed large numbers of illegal border-crossings at the southern maritime border**

The likelihood of large numbers of illegal border-crossings at the southern maritime border remains very high, either in the form of sporadic episodes similar to those reported in 2011 or in sustained flows on specific routes originating from Africa.

Irregular-migration flows at the southern maritime borders are expected to be concentrated within one of three known routes, i.e. the Central Mediterranean route, the Western Mediterranean route or the Western African route. Larger flows are more likely to develop on the Central Mediterranean route than on the other two routes, mostly because of its proximity to Tunisia, Libya and Egypt, where political instability and high unemployment rates

among young people is pushing citizens away from their countries and where there is evidence of well-organised facilitation networks.

On the Western Mediterranean route, the situation remains of concern because of the increasing trend of illegal border-crossings reported throughout 2011. According to reported detections, the situation on the Western African route has been mostly under control since 2008 but remains critically dependant of the implementation of effective return agreements between Spain and western African countries. Should these agreements be jeopardised, irregular migration, pushed by high unemployment and poverty, is likely to resume quickly despite increased surveillance.

The composition of the immigration flow is dependent on the route and the countries of departure, but includes a large majority of western and North Africans. Mostly economically driven, irregular migration on these routes is also increasingly a result of the humanitarian crisis in western and northern African countries. Facilitators are increasingly recruiting their candidates for illegal border-crossings from the group that is most vulnerable to THB, i.e. women and children, causing increasing challenges for border control authorities.

#### **1.7.4. Risk of border-control authorities faced with large numbers of people in search of international protection**

Given the currently volatile and unstable security situation in the vicinity of the EU, there is an increasing risk of political and humanitarian crises in third countries resulting in large numbers of people in search of international protection being displaced to the land and sea borders of the EU. The most likely pressures are linked to the situations in North Africa and the Middle East.

In addition, the situation in western African countries like Nigeria may also trigger flows of people in search of international protection to the external borders. In addition, facilitators of illegal border-crossing often recommend that migrants apply for international protection if detected at the external borders, only to abscond from asylum centres only a few days later. This threat is predominantly linked to irregular transit migration through the Western Balkan route and possibly, more sporadically, along the eastern land border. Facilitators are exploiting the period, often several months, required for assessing asylum applications, and the lack of a common policy on international protection at the EU level, as part of the *modus operandi* proposed in their packages to the migrants. Their illegal activities are also thriving because of the still insufficient coordination between border-control and other law-enforcement authorities with asylum authorities.

When applications for international protection are made in large numbers as part of a *modus operandi* to illegally enter the EU, it overloads border-control authorities, thus diluting resources for those genuinely requiring protection. At the same time it also diverts resources that would otherwise be used to carry out border controls.

### **1.7.5. Risk of increased facilitation of secondary movements of illegal stayers in the EU**

The persistently large number of annual illegal border-crossings along the external borders, oscillating between 100 000 and 150 000 detections since EU totals became available in 2008, has created a market for criminal organisations facilitating the movement of illegal stayers within the EU. There is an increasing risk that these secondary movements are adding to the pull factors for illegal border-crossings at the EU external borders.

Member States are increasingly reporting migrants who, after crossing the external border illegally, transit through Greece, via the intra-Schengen air border, using fraudulent documents. In support of this, the Europol Organised Crime Threat Assessment (OCTA 2011) highlighted organised crime groups in Pakistan as key producers and suppliers of counterfeit identity documents and linked the supply with the current high levels of irregular migration to Greece, and the identification of laboratories producing counterfeit documents within Greece itself.

The facilitation of secondary movements of illegal stayers takes advantage of cheaper connections between small airports of EU Member States, as well as an increase in online check-in systems that reduce the possibility of detecting fraudulent documents.

At the land borders, the Western Balkan route remained largely a path transiting the flow of migrants that enter the EU at Greek-Turkish borders and later continue towards other Member States through the Former Yugoslav Republic of Macedonia, Serbia and Croatia. Detections of illegal border-crossings at the land borders with Western Balkan countries in Slovenia, Hungary and Romania, as well as detections of migrants between Greece and Italy, will remain dependent on the volume of illegal border-crossings along the Eastern Mediterranean route.

The risk of facilitation of secondary movements is also linked to the risk of border-control authorities being faced with a flow of people in search of international protection.

### **1.7.6. Risk of less effective border control due to a changing operational environment**

At the horizon of 2013, the operational environments of border control are likely to be affected, on the one hand, by austerity measures reducing resources, and on the other hand, by increased passenger flows triggering more reliance on technological equipment. Austerity measures have been introduced throughout Member States in various forms since 2009. The most obvious examples are found in Greece, Ireland, Portugal, Spain and the Baltic countries. These measures could result in increasing disparities between Member States in terms of their capacity to perform border controls, and hence enable facilitators to select those border types and sections that are perceived as weaker in detecting specific *modi operandi*.

Budget cuts could also exacerbate the problem of corruption, increasing the vulnerability to illegal activities across the external borders. Austerity measures will inevitably impact on the

efficacy of border-control authorities in detecting and preventing a wide array of illegal activities at the borders, ranging from illegal border-crossings, through the smuggling of excise goods, to THB.

Border-crossing points with large flows of passengers - mostly at the air borders and along the eastern land borders - increasingly rely on technology to support border controls. This clearly has advantages, such as increasing detection rates of known cases of fraudulent entry, but the decreasing importance of human interventions increases the risk of a new modus operandi to pass undetected and reduces the possibility of collecting human intelligence.

As reported by Member States, it also increases the likelihood of criminal groups relying on classical techniques to target less-equipped border-crossing points such as small airports.

### **1.7.7. Risk of abuse of new legal travel channels to enter and sub-subsequent illegal stay in the EU**

The increase in the number of air and overland passengers, and rising global mobility, will increase the number of border checks. Visa liberalisation and local border-traffic agreements are also being increasingly implemented or planned. As a result, the responsibilities and workloads of border-control authorities are also increasing.

The purpose of visa liberalisation is to facilitate people-to-people contact, enhance business opportunities and cultural exchange, and to offer opportunities in the EU to the people of the given region/country.

These objectives implicitly entail increases in passenger flows, translating into an increased workload for border-control authorities. In turn, this places additional stress on border-control authorities to prevent irregular migration, especially in terms of overstaying.

It also carries an increased risk of document fraud, as migrants willing to enter the EU illegally seek to obtain fraudulent documents from the third countries benefiting from visa liberalisation.

In addition, the number of cases of asylum abuse by the five visa-exempt nationalities of the Western Balkans, mostly Serbia and the Former Yugoslav Republic of Macedonia, even if showing signs of decreasing compared to their peak in 2011, are likely to persist at a level higher than was the case prior to visa liberalisation.

### **1.7.8. Risk of border-control authorities increasingly confronted with cross-border crimes and travellers with the intent to commit crime or terrorism within the EU**

As a corollary to strengthened surveillance and checks along the external borders, border-control authorities will be increasingly confronted with the detection of cross-border crimes

such as THB, drug trafficking and the smuggling of excise goods, as well as with detections of cross-border crime committed on exit, like the smuggling of stolen assets, in particular vehicles. The Eastern Mediterranean route across the external borders with Turkey remains the main channel of entry for heroin into the EU. The Western Balkan route is also often used as a transit region for hashish and heroin held by Western Balkan criminal groups. There is an increasing risk of hashish and cocaine trafficking activity in the Western Mediterranean area, from Morocco to Spain, sometimes combined with the smuggling of migrants. These groups are operating with increasingly sophisticated means, such as the use of small aircraft.

Cigarette smuggling significantly affects the work of border authorities on the eastern land border and the land borders with Western Balkan countries. It is also increasingly reported at sea and air borders. The *modi operandi* range from 'ant' smuggling, carried by individuals, to large-scale enterprises. The detection of cigarette smuggling consumes the time and resources of border control authorities.

Trafficking of oil products is mainly reported at the eastern European borders with the Russian Federation, Belarus and Ukraine, as well as with Balkan states. Even though petrol smuggling is commonly believed to have only a limited and local impact on the EU economy, fuel smugglers present a challenge to the management of the movement of passengers at the borders.

Stolen vehicle identification is mainly linked to the controls at land borders and, to a lesser extent, sea borders. Intelligence received from Member States also indicates an increase in the trafficking of stolen vehicles leaving the EU at the external borders between Bulgaria and Turkey, and also an increase in stolen heavy vehicles, machines, buses and trailers detected at the external land borders with Belarus and Ukraine.

Given the sophistication of the *modus operandi*, the detection of stolen vehicles relies mostly on the profiling of drivers and expertise in vehicle identification techniques; hence collaboration between law-enforcement authorities operating in the territory and border-control authorities is extremely important.

THB is not easily detected at the borders. Nevertheless, this criminal activity is inescapably related to the movement of people, including the movement across borders, and thus border-control authorities' efforts can prove instrumental in combating it. According to information received from Member States, Brazilians, Chinese, Nigerians, Ukrainians and Vietnamese remain among the nationalities most commonly detected as victims of human trafficking in the EU.

A worrying trend is the increasing number of detections of illegal border-crossing of minors and pregnant women, in particular along the Western Mediterranean route, as criminal groups take advantage of immigration legislation in Member States preventing the return of these two groups of migrants. Although it is not clear whether these cases are related to THB, women and children are clearly among the most vulnerable.

There is an intelligence gap on the possible connections of terrorist groups that are active in the EU, with irregular-migration networks. The absence of strategic knowledge on this issue at the EU level may constitute vulnerability for internal security. Knowledge gained at the external borders can be shared with other law enforcement authorities to contribute to narrowing this gap.

## 1.8. Risk based statement on operational mitigation measures needed including areas concerned

<b>Description of Risk</b>	
<b>Mitigation Measures</b>	<b>Area concerned</b>
<b>Risk of large and sustained numbers of illegal border-crossings at the external land and sea border with Turkey</b>	
<p>To maintain the level of operational response covering the Ionian Sea;            To coordinate and support Member States return efforts to shorten the time between detection at the external border and effective return to countries of origin.            To integrate the operational practices of EASO with Frontex screening activities;            To reinforce the use of the platform of Focal Points to strengthen border checks.</p>	<p>Land borders with Turkey and with Western Balkan countries,             Sea borders in the Eastern Mediterranean area.</p>
<b>Risk of document fraud to circumvent border control measures</b>	
<p>Flexible and targeted JO at air and land borders coordinating MSs efforts to detect document fraud;            To develop and maintain the situational picture of document fraud across the EU and Schengen Area borders, to develop indicators for collecting document data in third countries;            To use the platform of Focal Points to strengthen border checks;</p>	<p>Main EU airports with direct connections from third countries;             Main land border section;            Sea ports with passengers among the top ranking nationalities detected for use of forged documents.</p>
<b>Risk of renewed large numbers of illegal border-crossings at the southern maritime border</b>	
<p>To focus the relevant maritime JO, including building MS' surveillance capacity;            To continue efforts on return activities;            To make available a flexible deployment plan to face the sudden arrival of a large number of migrants;</p>	<p>Sea borders, in particular in the Central Mediterranean area. To a lesser extent the Western Mediterranean area and the Atlantic Coast off Western Africa;</p>
<b>Risk of border-control authorities faced with large numbers of people in search of international protection</b>	



<p>To provide advice during JO on mechanisms for the respect of Fundamental Rights;  To provide training to Guest Officers on the profiling and identification of people in search of international protection;  To implement and test specific modules in JO focusing on the identification of people in need of international protection.</p>	<p>Sea borders in the entire Mediterranean Sea;  Land border with Turkey; Western Balkans;  Destination countries;</p>
<p><b>Risk of increased facilitation of secondary movements of illegal stayers in the EU</b></p>	
<p>To promote operational effectiveness by processing personal data for analysis and sharing with Europol once the process and capacity are established;  To further develop the Pilot Project Coordination Points where applicable;  To strengthen the use of mobile operational units and debriefing teams.</p>	<p>Sea borders in the entire Mediterranean Sea;  Land borders with Western Balkan countries;  Air borders in Greece</p>
<p><b>Risk of less effective border control due to a changing operational environment</b></p>	
<p>Based on risk analysis, to maintain existing JO and to implement targeted JO focusing on assistance to most affected Member States;  To translate the outcomes of R&amp;D activities into operational activities during JO;  To increase the ability of and attention to risk analysis as an effective tool to allocate scarce resources to multiple priorities</p>	<p>Land, air and sea borders</p>
<p><b>Risk of abuse of new legal travel channels to enter and subsequent illegal stay in the EU</b></p>	
<p>To develop activities at the new sections of the external border when Croatia joins the EU and to further develop Pilot Project Coordination Points;  To reinforce the Focal Points established at the Romanian and Bulgarian borders after their Schengen accession;</p>	<p>Particularly the Air borders, to lesser extent Land and Sea borders;</p>
<p><b>Risk of border-control authorities increasingly confronted with cross-border crimes and travellers with the intent to commit crime or terrorism within the EU</b></p>	
<p>To develop multi-purpose JO at land, sea and air borders;  To develop JO at land borders that include cooperation with Customs;  To identify the main BCPs / BCUs used for outgoing cross-border crime and propose joint activities;  To use the platform of Focal Points to strengthen border checks at selected BCPs.</p>	<p>All Land borders, in particular Eastern and South Eastern Land borders;  Sea borders in the Western Mediterranean;</p>

**Mitigation measures tackling more than one risk mentioned above and focusing on the building of capacity at a national level and within the Agency**

The entry into effect of the EUROSUR Regulation will enable the Agency

to utilize and further develop the network, and

to develop and test tools and methods for providing the European Situational Picture (ESP) as well as the Common Pre-frontier Intelligence Picture (CPIP).

To develop and implement common core curricula focusing on harmonizing learning standards for mid-level and high-level border guard education;

To develop common modular study programmes as a basis for the exchange of border guard students in both academic and vocational educational frameworks;

To promote the development and implementation of the European Training Scheme in cooperation with CEPOL;

To share relevant operational information with other border guard/state services and with relevant European Agencies, both at the national and international level, to increase the effectiveness and efficiency of border checks at the external border to a comparable level (Eurosur);

To provide support to MSs in building the EBG T pool(s) and in training the members of the EBG T pool;

To further develop the EBG T pool (including reviewing, updating and complementing the information contained) as the sole source for the deployment of border guards to Frontex coordinated activities;

To analyze the operational needs, as well as the content and availability of the equipment forming part of the TEP;

To acquire a limited number of technical means for Frontex

The planning for 2013, as expressed in chapter 2.3. was developed around the implementation measures needed to mitigate the aforementioned risks.

**Budgetary restrictions regarding financial and human resources** could lead to a reprioritization for which the parameter as explained in chapter 2.1.2. will be applied. Consequently, chapter 2.3. already contains a proposed prioritization (shading) of different groups of initiatives and activities.

With regard to the related operational activities the **number of technical equipment and human resources** to be deployed during those activities is to be included in the portfolio of the Operations Division. During 2012, in preparing the Programme of Work 2013, and until the Management Board has decided upon the concept and methodology to establish the minimum numbers of technical equipment, the **Annual Bilateral Talks** will be used to establish the

hosting MSs contributions and to identify the gaps (required contributions from participating MS and SACs) for an effective operation (arg: minimum number of technical equipment).

## 1.9. Financial and Human Resources to pursue Frontex' Strategy

In implementing Frontex' Multi-Annual Plan 2013 - 2016 Frontex will pursue a **cooperative approach** towards the Member States and other key players in the area covered by the definition of the integrated management of external borders of the EU Member States<sup>9</sup>. Changes to Frontex' mandate and the accomplishment of related tasks do not allow for the application of a zero growth policy regarding financial and human resources. Consequently, the level of human resources will have to be increased during 2013. Also the increased number of external partners, and their contributions to the overall budget, offers extended opportunities to be utilized by Frontex.

Mainly driven by the amended Frontex Regulation, Frontex' organizational structure will be revised to utilise synergies. Interim outcomes of the Pilot Project 'Frontex Operational Office', started during 2010, could also feed into structural changes.

<i>In EUR</i>	<i>Budget 2011 N3</i>	<i>DB 2012 N2</i>	<i>DB 2013</i>
<b>I. Subsidy from the European Union entered in the general budget of the EU (18 02 03)</b>	111 000 000	84 000 000	79 500 000
<b>II. Contributions from countries associated with the implementation, application and development of the Schengen Acquis<sup>10</sup></b>	6 337 000	4 758 000	5 207 100
<b>III. Contributions from the UK and Ireland</b>	850 000	820 000	1 000 000
<b>IV. Any voluntary contribution from the Member States</b>	p.m.	p.m.	p.m.
<b>TOTAL</b>	<b>118 187 000</b>	<b>89 578 000</b>	<b>85 707 100</b>
<b>V. Earmarked revenue</b>	p.m.	p.m.	p.m.
	<b>118 187 000</b>	<b>89 578 000</b>	<b>85 707 100</b>

<sup>9</sup> Conclusions of the 2768<sup>th</sup> Justice and Home Affairs Council held in Brussels on 4-5 December 2006

<sup>10</sup> Based on GNI figures as published by Eurostat on 10 January 2011. The GNI figures are regularly revised by Eurostat and a final figure will only appear after some years.

Table 1: Development of financial resources (2011 - 2013)

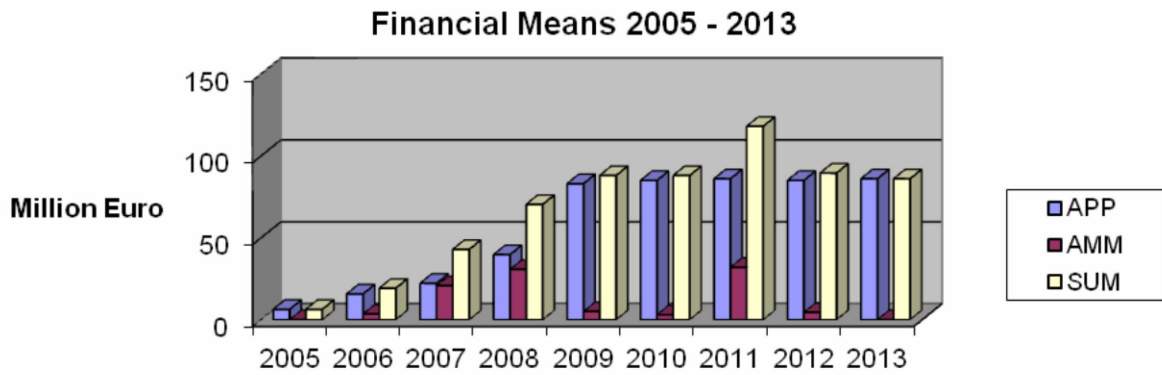


Figure 1: Development of financial means (2005-2013)

The financial part of Frontex' budget decreased. Nevertheless, experiences gained during the last few years should allow for a more precise assessment of financial needs and an increased level of utilization.

	Commitments 2011	Payments 2011	Budget 2012 N2	Draft Budget 2013
<b>11 - Staff</b>	19 274 245	19 252 000	19 150 000	<b>20 070 000</b>
<b>12 - Recruitment</b>	166 778	141 090	114 000	<b>167 000</b>
<b>13 - Missions</b>	600 000	485 472	500 000	<b>485 000</b>
<b>14 - Socio-medical infrastructure</b>	5 500	781	61 000	<b>64 000</b>
<b>15 - Other staff costs</b>	480 371	350 874	725 000	<b>845 000</b>
<b>16 - Social welfare</b>	-	-	-	<b>10 000</b>
<b>Title 1</b>	<b>20 526 894</b>	<b>20 230 217</b>	<b>20 550 000</b>	<b>21 641 000</b>
	Commitments 2011	Payments 2011	Budget 2012 N2	Draft Budget 2013
<b>20 - Premises</b>	3 887 853	3 737 015	3 805 000	<b>4 766 000</b>
<b>21 - Data processing &amp; Telecommunicat ions</b>	3 478 762	1 631 915	4 117 000	<b>2 400 000</b>
<b>22 - Movable property</b>	103 261	81 832	80 000	<b>164 100</b>
<b>23 - Current administrative expenditure</b>	1 304 474	1 195 244	720 000	<b>668 000</b>
<b>24 - Postal expenditure</b>	121 304	97 603	100 000	<b>160 000</b>
<b>25 - Non-operational meetings</b>	748 766	568 046	600 000	<b>600 000</b>
<b>26 - Information &amp; Transparency</b>	291 561	157 070	655 000	<b>1 000 000</b>
<b>Title 2</b>	<b>9 935 981</b>	<b>7 468 725</b>	<b>10 077 000</b>	<b>9 758 100</b>
<b>Title 1 + Title 2</b>	<b>30 462 875</b>	<b>27 698 942</b>	<b>30 627 000</b>	<b>31 399 100</b>

*Table 2: Overview of financial resources allocated to administrative activities (2011 - 2013)*

	Commitments 2011	Payments 2011	Budget 2012 N2	Draft Budget 2013
30 - Operations	73 223 500	44 346 181	46 993 000	41 739 000
300 - Land borders	10 360 000	5 695 252	5 800 000	9 400 000
301 - Sea borders	48 322 500	29 023 664	28 750 000	20 550 000
302 - Air borders	2 870 000	2 109 718	2 200 000	2 289 000
305 - Return	11 671 000	7 517 546	10 243 000	10 000 000
31 - Risk Analysis and Situation centre	2 506 548	851 879	2 450 000	2 825 000
310 - Risk Analysis	1 333 136	468 238	1 400 000	1 445 000
311 - FSC	1 173 412	383 640	1 050 000	1 380 000
32 - Training	5 652 650	2 987 767	4 000 000	4 500 000
33 - Research & Development	2 611 987	1 228 211	2 340 000	3 444 000
330 - Research & Development	1 166 987	650 712	1 032 000	1 200 000
331 - Eurosur <sup>1</sup>	1 445 000	577 499	1 308 000	2 244 000
34 - Pooled Resources	451 973	371 912	1 000 000	1 000 000
340 - Pooled resources	283 348	203 286	1 000 000	1 000 000
341 - RABIT deployment	168 625	168 625	PM	PM
35 - Miscellaneous	1 509 622	186 371	2 168 000	800 000
350 - Miscellaneous	191 340	161 324	268 000	150 000
351 - IT projects	1 318 282	25 047	1 500 000	PM
352 - European Day for Border Guards &	-	-	400 000	400 000

353 - International Border Police				250.000
<b>Title 3</b>	<b>85 956 281</b>	<b>49 972 320</b>	<b>58 951 000</b>	<b>54 308 000</b>

*Table 3: Overview of financial resources allocated to operational activities (2011 - 2013)*

The number of human resources will be increased by 2 position. This is a result of the growth of temporary positions (+10) compensated by a reduction of contract agents (-3) and seconded national experts (-5).

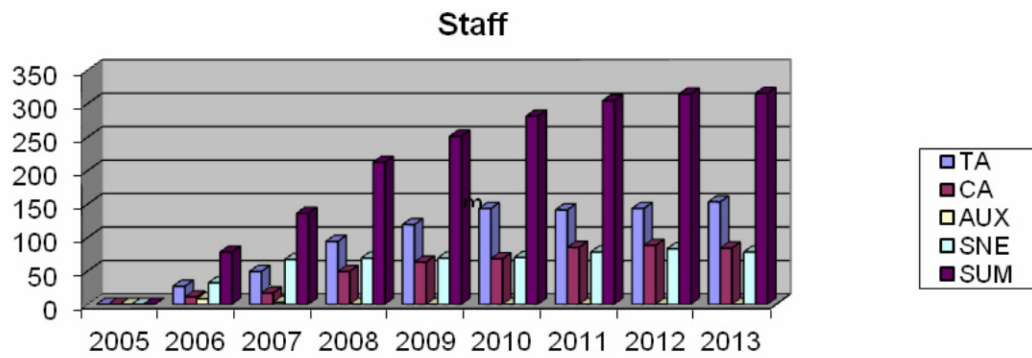
Types of post	Occupied on 31.12.2011	2012	Proposal for 2013
		Approved by the Budgetary Authority	
<b>Temporary Agents - AD</b>	86	87	97
<b>Temporary Agents - AST</b>	55	56	56
<b>Subtotal Establishment plan</b>	<b>141</b>	<b>143</b>	<b>153</b>
<b>Contract Agents (CA)</b>	85	88 <sup>11</sup>	85 <sup>12</sup>
<b>Seconded National Experts (SNE)</b>	78	83	78
	<b>304</b>	<b>314</b>	<b>316</b>

<sup>11</sup> Early in 2011, because of urgent needs, a decision was made by the Executive Director to hire two additional Contract Agents.

In May 2011, in relation to the developments in the Mediterranean Region, 6 additional Contract Agents and 6 additional SNE posts were created.

At the end of 2011 an additional SNE post was established due to the need for strengthening the protection of the Senior Management.

<sup>12</sup> <sup>12</sup> Currently it can't be decided from which entities the three CA positions will be taken. Each renewal of a CA position, due to be done during 2013, will be used to evaluate the needs of the Agency against the priorities set to make sure that the reduction of 3 CA position is executed until end of 2013.



*Figure 2: Development of staff (2005-2013)*

Regarding the further development of **Eurosur** (from the pilot phase to implementation as a fully fledged operational tool at the national and European level) it must be stated that the current draft does not foresee additional financial or human resources allocable to execute the related tasks. At the current time, the legal proposal does not make a reference to the implications of its implementation (the impact assessment as part of the legal proposal). Hence, and despite earlier impact assessments, the planning only covers the time until the finalization of the pilot initiative which is scheduled for autumn 2013



## 2. FRONTEX' Key Business Areas and related objectives

### 2.1. Governance and Prioritization

#### 2.1.1. Performance and Governance Indicators

Performance and governance indicators are used by Frontex' management to assess and control the progress made towards the accomplishment of the objectives or goals set for Frontex activities, and to report to the governing body.

Frontex defines **performance indicators** as financial or non-financial metrics, used to quantify **objectives** to reflect the strategic performance of the organization.

Frontex' Performance Management System is based on three elements,

**PEOPLE** contributing to Frontex' programmes, products, services, and projects;

**PROCESSES** as sequential steps of activities leading to Frontex' deliverables and

**INFORMATION** generated during those processes, the analysis of which allows Frontex to monitor and control the process towards objective achievement.

Performance indicators enable the management to steer activities towards the achievement of objectives, some of them feeding into **governance indicators** that will enable the Management Board to govern Frontex. Those indicators have been developed in close cooperation with the Management Board, and are grouped around four topics (Participation, Effectiveness, Impact and Performance) reflecting the organizations strategic goals (Development, Situational Awareness, Supporting Response, Emergency Response, Organization and Staff).

The collection of quantitative and qualitative data during 2011 and 2012 enabled the identification of targets (values) to be reached during 2013. It has to be understood that the values of some of the indicators undergo seasonal fluctuations. For those indicators ranges (minimum and maximum) have been established as targets.

It has to be understood that the design and development of any measurement tool is based on SMART objectives which will remain unchanged over a certain period of time, hence allowing benchmarking, the establishment of improvement targets and monitoring. In following this approach, the objectives for Frontex' coordinated activities (chapter 2.5.) undergo only editorial changes.

A detailed description of the indicators used, and the targets set, is attached as Annex 4. In the further elaboration of the document, mainly in chapter 2.2, only the ID of the indicators and the figures will be mentioned.

## 2.1.2. Prioritization - Methodology

End-users and those paying for delivery need to have reasonable expectations and confidence that the deliverables will satisfy their expectations. During the design phase of Frontex products and services portfolio, reflected in the Frontex Programme of Work, different requirements, based on risk analysis and customers' needs, had to be balanced. It is understood that expectations can shift as situations develop and threats materialize.

In May 2012 a corporate planning meeting was held with 20 MS, 3 SAC and the COM participating. Prior to and during the meeting<sup>13</sup>, information on MSs' national priorities and updated preferences, for specific projects, products and services, were collected. This information, and the outcome of the meeting, in conjunction with ongoing developments, was used to fine tune the Draft Programme of Work 2013 towards its adoption in September 2012.

Within the portfolios and programmes Frontex will continue to prioritize activities.

	Short term	Long term
<b>Coordination to Build Capacity</b>	respond to <b>emergent needs</b>	sustain operational presence in areas at external borders where there is <b>constant high pressure</b>
	maintain the 'status quo'	maintain core <b>infrastructure</b> for operational cooperation

It is important to highlight that the terms used in the matrix should not purely be understood in their operational but also in their capacity building dimension.

The dark shading shows high priorities (critical), medium priorities (urgent) are in medium grey and low priorities (important) are shaded in light grey. In applying the shading to deliverables and activities financed from Article 3 (excluding 35-Miscellaneous) the following overview was generated:

Priority Level (assigned)	Financial Resources (M Euros)	Human Resources
HIGH - CRITICAL	42.5	89
MEDIUM - URGENT	10.8	112
LOW - IMPORTANT	1.0	4

<sup>13</sup> 19 Member States and Schengen Associated Countries replied to the questionnaire distributed

## **2.2. Frontex' portfolio (operational programming)**

The portfolios of the Divisions and Units have been developed during 2012 taking into consideration developments after the adoption of the preliminary Programme of Work 2013 in March 2012. As adjustments might be made, driven by possible changes to Frontex' environment but also due to MSs and SACs requests, the portfolios have been attached as Annexes 1 - 3, allowing adaptation without the need to change the hosting document.

## **2.3. Overview of Objectives, Outputs (Projects/Products/Service), Performance Indicators and Resource Allocation**

The following part contains a general description of outputs delivered via products, services and projects that are also referred to 2.4. To each of the objectives an estimation of the resources (human and financial) needed to achieve the objectives and to deliver the related products and services will be provided.

As outlined under chapter 2.2., chapter 2.5. was elaborated to counter the threats related to 'zero growth' of financial and human resources with the appropriate mitigation measures aiming for operational efficiency over effectiveness.

It is also important to mention that the applied 'programming approach' clusters a number of initiatives (joint operations, pilot project, products and services provided by entities outside the functional structure of the Operations Division) under programmes. The overview on initiatives under the programmes and their naming is seen as tentative. During the further elaboration and planning of the related activities - considering findings of an ongoing risk assessment - changes and reallocations might occur. Those changes will be reflected in the operational portfolio (Annex 4) which serves as a more detailed operational and tactical plan.

Finally, for the operational part of chapter 2.5. priorities have been assigned following the color code as explained under 2.3.2.

### 2.3.1. Operations Division

Within the Operations Division and administrative tool ('centralized reserve') is implemented. In absence of a budget reserve this reserve consisting of earmarked amount (on average 10% per unit of the division)

	FTE		Financial Means	
	2012 <sup>14</sup>	2013	2012 (N3)	2013
<b>Division Management</b> <b>(10% of units' budget earmarked)</b>	3	3	2,050.000	150.000 (4,470.000)
<b>Joint Operations</b>	74	74	42,493.000	41,739.000 (4,200.000)
<b>Risk Analysis</b>	48	49	1,358.660	1,445.000 (140,000)
<b>Frontex Situation Centre</b>	26	27	1,175.000	1,380.000 (130,000)
	<b>151<sup>15</sup></b>	<b>153<sup>16</sup></b>	<b>47,076.660</b>	<b>44,714.000</b> <b>(4,470.000)</b>

<sup>14</sup> Figures on the basis of OPD contribution to SPP 2012-2014

<sup>15</sup> The figure on staff members include 4 FISOs not included in the establishment plan

### 2.3.1.1. Joint Operations Unit

	FTE		Financial Means	
	2012	2013	2012 <i>(including internal transfers during the year)</i>	2013
Unit Management	8	8		
Land Border Sector	17	17	10,125.000	9,400.000
Sea Border Sector	22	22	20,240,000	20,050.000
Air Border Sector	13	13	2,870.000	2,289.000
Return Operations	14	14	9,243,000	10,000.000
<b>Joint Operations Unit</b>	<b>74</b>	<b>74</b>	<b>42,493.000</b> <i>+250,000 (transfer from RAU+PR)</i>	<b>41,739.000</b> <i>(4,200.000)</i>

<sup>16</sup> The figure on staff members include 4 FISOs not included in the establishment plan

INDEX	<u>POSEIDON PROGRAMME</u> OBJECTIVES	OUTPUT	PERFORMANCE INDICATORS	RESOURCES ALLOCATION (FTE Euros)
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<p><u>JOU1</u></p>	<ul style="list-style-type: none"> <li>▪ Enhance operational cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• High level of MS/SAC participation in JOs</li> <li>• Enhanced interagency cooperation and cooperation between national authorities of host MS</li> <li>• To seek involvement of 3<sup>rd</sup> countries in operational activities</li> </ul>	<p>PA-CTBR_HR (350-800)  PA-CTBR_TE (45-85)  PA-HMS_COMM (10-50)  PA-HMS_REIM (20-80)  PA-PART (20-30)</p> <p>IM-RES_HR (20-75)  IM-RES_TE (40-95)</p> <p>EFF-ALIGN (parallel)  EFF-AVG-OPDAYS_HR (98)  EFF-AVG_OPDAYS_TE (80-85)  EFF-TIME_RESP (-)  EFF-VIGIL (99)  EFF_OP_PLAN_HR (98)  EFF_OP_PLAN_TE (95)</p>	<p>9.0</p> <p style="text-align: right;">13,200,000.00</p> <p>JO Poseidon Land  <span style="float: right;">6,000.000</span></p> <p>East Mediterranean region (area J, K)  <span style="float: right;">5,000.000</span></p> <p>Attica  <span style="float: right;">2,200.000</span></p>
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	<ul style="list-style-type: none"> <li>▪ Enhance cooperation with Third Country diplomatic representatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved positive contact with diplomatic representations</li> <li>▪ Enhanced number of diplomatic representations cooperating</li> </ul>		
	<ul style="list-style-type: none"> <li>▪ Enhance security at the EU external borders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Effective border control at south-eastern external borders maintaining deterrent effects</li> <li>▪ Improved detection and prevention of cross border crime</li> <li>▪ Support given to the national authorities in disclosing cases of smuggling of migrants and trafficking in human beings</li> </ul>		
	<ul style="list-style-type: none"> <li>▪ Enhance efficiency of border security</li> </ul>	<ul style="list-style-type: none"> <li>▪ Detection of all targets enabling to intercept persons, to prevent unauthorized border crossings, counter other cross-border criminality and take measures against persons who have crossed the border illegally as well as to report the other illegal activities observed</li> <li>▪ Carrying out border checks of all persons crossing the external maritime borders including means of transport and objects in possession</li> </ul>		

	<ul style="list-style-type: none"> <li>Enhance capability for return of illegally staying Third Country nationals</li> </ul>	<ul style="list-style-type: none"> <li>Screening of migrants, contributing to identification of needs for international protection, and facilitate effective return</li> <li>Effective return of illegal staying persons</li> <li>Facilitate cooperation with diplomatic representations</li> </ul>		
	<ul style="list-style-type: none"> <li>Enhance exchange of information</li> </ul>	<ul style="list-style-type: none"> <li>Collection of operational information from all actors involved and persons debriefed in order to obtain intelligence, thus improving the risk assessments that underpin the operational activities</li> </ul>		
	<ul style="list-style-type: none"> <li>Enhance efficiency of the exchange of information</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of fully automated online reporting system;</li> <li>Seeking standardized format and quality of the reports and interviews</li> </ul>		
	<ul style="list-style-type: none"> <li>Identify possible risks and threats</li> </ul>	<ul style="list-style-type: none"> <li>Debriefing activities to support migration management and gaining intelligence</li> </ul>		
	<ul style="list-style-type: none"> <li>Establish and exchange best practices</li> </ul>	<ul style="list-style-type: none"> <li>Fostering practical cooperation between the authorities involved in tackling illegal migration and other cross-border crime</li> <li>Delivering workshops, briefings, operational meetings to participants</li> </ul>		
	<ul style="list-style-type: none"> <li>Support establishment of permanent structures</li> </ul>	<ul style="list-style-type: none"> <li>To continue the fostering cooperation/information exchange between MS/SAC NCC/ICC/LCC</li> </ul>		
	<ul style="list-style-type: none"> <li>Support provision of trainings</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of targeted specific training activities</li> </ul>		

INDEX	<u>EPN PROGRAMME</u> - OBJECTIVES	OUTPUT	PERFORMANCE INDICATORS	RESOURCES ALLOCATION (FTE Euros)
<u>JOU2</u>	<ul style="list-style-type: none"> <li>▪ Enhance operational cooperation</li> </ul>	<ul style="list-style-type: none"> <li>▪ High level of MS/SAC participation in JOs</li> <li>▪ Enhanced interagency cooperation and cooperation between national authorities of host MS</li> <li>▪ To seek involvement of 3rd countries in operational activities</li> <li>▪ Multi-character operational concept applied to all maritime operations</li> <li>▪ Contribute to discussions on a coast guard function at EU level</li> </ul>	<p>PA-CTBR_HR (350-800)  PA-CTBR_TE (45-85)  PA-HMS_COMM (10-50)  PA-HMS_REIM (20-80)  PA-PART (20-30)</p> <p>EFF-ALIGN (parallel)  EFF-AVG_OPDAYS_HR (98)  EFF-AVG_OPDAYS_TE (80-85)  EFF-QUALITY (3.8-4.2)  EFF-TIME_RESP (-)  EFF-VIGIL (99)</p> <p>IM-OBJ_ACH (-)  IM-RES_HR (20-75)  IM-RES_TE (40-95)  IM-SAT_LVL (-)</p>	<p>14.0</p> <p style="text-align: right;">15,050.000</p> <p>General</p> <p style="text-align: right;">1,500.000</p> <p>East Mediterranean region (area L)</p> <p style="text-align: right;">4,000.000</p> <p>Central Mediterranean region (area M)</p> <p style="text-align: right;">2,000.000</p> <p>West Mediterranean region (area N)</p> <p style="text-align: right;">5,000.000</p> <p>West Mediterranean region (area O)</p> <p style="text-align: right;">500.000</p> <p>Atlantic region (area P)</p> <p style="text-align: right;">2,050.000</p>

	<ul style="list-style-type: none"> <li>Enhance security at the EU external borders</li> </ul>	<ul style="list-style-type: none"> <li>Effective border control at south-eastern external borders maintaining deterrent effects</li> <li>Improved detection and prevention of cross border crime</li> <li>Support given to the national authorities in disclosing cases of smuggling of migrants and trafficking in human beings</li> </ul>		
	<ul style="list-style-type: none"> <li>Enhance efficiency of border security</li> </ul>	<ul style="list-style-type: none"> <li>Detection of all targets enabling to intercept persons, to prevent unauthorized border crossings, counter other cross-border criminality and take measures against persons who have crossed the border illegally as well as to report the other illegal activities observed</li> <li>Carrying out border checks of all persons crossing the external maritime borders including means of transport and objects in possession</li> </ul>		
	<ul style="list-style-type: none"> <li>Enhance capability for return of illegally staying Third Country nationals</li> </ul>	<ul style="list-style-type: none"> <li>Support given to national authorities in screening of migrants, thus improving national repatriation efforts,</li> </ul>		
	<ul style="list-style-type: none"> <li>Enhance exchange of information</li> </ul>	<ul style="list-style-type: none"> <li>Collection of operational information from all actors involved and persons debriefed in order to obtain intelligence, thus improving the risk assessments that underpin the operational activities</li> </ul>		

	<ul style="list-style-type: none"> <li>Enhance efficiency of the exchange of information</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of fully automated online reporting system;</li> <li>Seeking standardized format and quality of the reports and interviews</li> </ul>		
	<ul style="list-style-type: none"> <li>Identify possible risks and threats</li> </ul>	<ul style="list-style-type: none"> <li>Debriefing activities to support migration management and obtaining intelligence</li> </ul>		
	<ul style="list-style-type: none"> <li>Establish and exchange best practices</li> </ul>	<ul style="list-style-type: none"> <li>Fostering practical cooperation between the authorities involved in tackling illegal migration and other cross-border crime</li> <li>Organizing EPN meetings; Delivering workshops, briefings, operational meetings to participants</li> </ul>		
	<ul style="list-style-type: none"> <li>Support establishment of permanent structures</li> </ul>	<ul style="list-style-type: none"> <li>To continue the fostering cooperation/information exchange between MS/SAC NCC/ICC/LCC</li> </ul>		
	<ul style="list-style-type: none"> <li>Support provision of trainings</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of targeted specific training activities</li> </ul>		
	<ul style="list-style-type: none"> <li>Develop appropriate tools to ensure and increase interoperability</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of tailored Pilot Projects aiming to facilitate interoperability and flexible response to illegal migration phenomena and cross-border crime</li> </ul>		
<b>INDEX</b>	<p align="center"><b><u>PULSAR PROGRAMME</u></b></p> <p align="center"><b>- OBJECTIVES</b></p>	<b>OUTPUT</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES ALLOCATION (FTE</b> <b>Euros)</b>

<p><b>JOU3</b></p>	<ul style="list-style-type: none"> <li>▪ Enhance border security at EU external air border</li> <li>▪ Enhance operational cooperation</li> <li>▪ Establish and exchange best practices</li> <li>▪ Enhance exchange of information</li> <li>▪ Identify possible risks and threats</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved implementation of flexible actions; certain number of operational actions tailor made for improved inter agency cooperation on EU level and with relevant International Organizations</li> <li>▪ Pilot projects for better tackling illegal migration phenomena</li> </ul>	<p>PA-CTBR_HR (350-800)  PA-HMS_COMM (10-50)  PA-HMS_REIM (20-80)  PA-PART (20-30)</p> <p>EFF-ALIGN (parallel)  EFF-AVG-OPDAYS_HR (98)  EFF-QUALITY (3.8-4.2)  EFF-TIME_RESP (-)</p> <p>IM-OBJ_ACH (-)  IM-RES_HR (20-75)  IM-SAT_LVL (-)</p>	<p>13.0</p> <p>JO Flexi Force</p> <p style="text-align: right; color: cyan;">949,000.00</p>
<p><b>INDEX</b></p>	<p><b><u>PLUTO PROGRAMME</u></b></p> <p><b>- OBJECTIVES</b></p>	<p><b>OUTPUT</b></p>	<p><b>PERFORMANCE INDICATORS</b></p>	<p><b>RESOURCES ALLOCATION (FTE</b></p> <p style="text-align: right; color: cyan;"><b>Euros)</b></p>

<p><b>JOU4</b></p>	<ul style="list-style-type: none"> <li>Enhance operational cooperation</li> </ul>	<ul style="list-style-type: none"> <li>High level of MS/SAC participation in JOs</li> <li>Enhanced interagency cooperation and cooperation between national authorities of host MS</li> <li>To seek involvement of 3rd countries in operational activities</li> </ul>	<p>PA-CTBR_HR (350-800)  PA-CTBR_TE (45-85)  PA-HMS_COMM (10-50)  PA-HMS_REIM (20-80)  PA-PART (20-30)</p> <p>EFF-ALIGN (parallel)  EFF-AVG-OPDAYS_HR (98)  EFF-AVG_OPDAYS_TE (80-85)  EFF-QUALITY (3.8-4.2)  EFF-TIME_RESP (-)  EFF-VIGIL (99)</p> <p>IM-OBJ_ACH (-)  IM-RES_HR (20-75)  IM-RES_TE (40-95)  IM-SAT_LVL (-)</p>	<p>15.0</p> <p>400.000</p> <p>JO Neptun</p> <p>200.000</p> <p>JO Jupiter</p> <p>200.000</p>
	<ul style="list-style-type: none"> <li>Enhance border security</li> </ul>	<ul style="list-style-type: none"> <li>Effective border control at external land borders, RA-based targeted to specific needs related to specific border sections</li> </ul>		
	<ul style="list-style-type: none"> <li>Enhance efficiency of border security</li> </ul>	<ul style="list-style-type: none"> <li>Improved detection and prevention of cross border crime, in particular facilitated clandestine entering, victims and criminals of THB, document fraud crime, other serious cross-border crime</li> <li>Strengthened border surveillance at relevant border sections to decrease illegal border crossings</li> <li>Intensified border checks at BCPs</li> </ul>		

	<ul style="list-style-type: none"> <li>Enhance efficiency of the exchange of information</li> </ul>	<ul style="list-style-type: none"> <li>systematic exchange of operational information</li> <li>determination of implementation periods and operational areas based on RA</li> </ul>		
	<ul style="list-style-type: none"> <li>Identify possible risks and threats</li> </ul>	<ul style="list-style-type: none"> <li>operational and analytical recommendations</li> <li>debriefing activities to support migration management and gaining intelligence (RAU)</li> </ul>		
	<ul style="list-style-type: none"> <li>Establish and exchange best practices</li> </ul>	<ul style="list-style-type: none"> <li>Delivering briefings, operational meetings to participants</li> <li>sharing of best practices with neighbored 3rd countries</li> </ul>		
	<ul style="list-style-type: none"> <li>Support establishment of permanent structures</li> </ul>	<ul style="list-style-type: none"> <li>operational coordination connected with use of FPs supporting platform</li> </ul>		
<b>INDEX</b>	<p align="center"><b><u>FOCAL POINTS</u></b> <b><u>PROGRAMME</u></b></p> <p align="center"><b>- OBJECTIVES</b></p>	<b>OUTPUT</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES ALLOCATION</b> (FTE <b>Euros)</b>



<p><b>JOU5</b></p>	<ul style="list-style-type: none"> <li>Enhance operational cooperation</li> </ul>	<ul style="list-style-type: none"> <li>High level of MS/SAC participation in JOs</li> <li>Enhanced interagency cooperation and cooperation between national authorities of host MS</li> <li>To seek involvement of 3rd countries in operational activities</li> <li>Coordinated horizontal interagency-cooperation among MSs and with EU organizations;</li> </ul>	<p>PA-CTBR_HR (350-800)  PA-CTBR_TE (45-85)  PA-HMS_COMM (10-50)  PA-HMS_REIM (20-80)  PA-PART (20-30)</p> <p>EFF-ALIGN (parallel)  EFF-AVG-OPDAYS_HR (98)  EFF-AVG_OPDAYS_TE (80-85)  EFF-QUALITY (3.8-4.2)  EFF-TIME_RESP (-)  EFF-VIGIL (99)</p> <p>IM-OBJ_ACH (-)  IM-RES_HR (20-75)  IM-RES_TE (40-95)  IM-SAT_LVL (-)</p>	<p>9.0</p> <p>4,000,000</p> <p>JO Focal Points Sea</p> <p>JO Focal Points Land  3,000.000</p> <p>JO Focal Points Air  1,000.000</p>
	<ul style="list-style-type: none"> <li>Enhance border security</li> </ul>	<ul style="list-style-type: none"> <li>Effective border control at external land borders</li> </ul>		
	<ul style="list-style-type: none"> <li>Enhance efficiency of border security</li> </ul>	<ul style="list-style-type: none"> <li>Intensified border checks at BCPs</li> <li>Improved detection and prevention of cross border crime,</li> <li>Strengthened border surveillance at relevant border sections to decrease illegal border crossings</li> </ul>		
	<ul style="list-style-type: none"> <li>Enhance efficiency of the exchange of information</li> </ul>	<ul style="list-style-type: none"> <li>systematic exchange of operational information</li> </ul>		

	<ul style="list-style-type: none"> <li>Identify possible risks and threats</li> </ul>	<ul style="list-style-type: none"> <li>operational and analytical recommendations</li> <li>debriefing activities to support migration management and gaining intelligence (RAU)</li> </ul>		
	<ul style="list-style-type: none"> <li>Establish and exchange best practices</li> </ul>	<ul style="list-style-type: none"> <li>delivering briefings, operational meetings to participants</li> <li>sharing of best practices with neighbored 3rd countries</li> </ul>		
	<ul style="list-style-type: none"> <li>Support establishment of permanent structures</li> </ul>	<ul style="list-style-type: none"> <li>Temporary or permanent activation of FPs - serving as multi-purpose-platform according to operational needs</li> <li>Structured use of the platform for strengthening or/and intensifying border control effectiveness</li> </ul>		
	<ul style="list-style-type: none"> <li>Support provision of trainings</li> </ul>	<ul style="list-style-type: none"> <li>Increased use of the FP for providing targeted specific training, sharing of best practices and improving interoperability including awareness for respecting Fundamental Rights</li> </ul>		
<b>INDEX</b>	<b><u>RETURN</u></b> <b>- OBJECTIVES</b>	<b>OUTPUT</b>	<b>PERFORMANCE INDICATORS</b>	<b>RESOURCES ALLOCATION (FTE</b> <b>Euros)</b>

<p><b>JOU6</b></p>	<ul style="list-style-type: none"> <li>▪ Assist MS in organizing joint return operations and ensure the coordination of them</li> <li>▪ Provide pre-return assistance to MS in the fields of identification and acquisition of travel documents</li> <li>▪ Enhance MS capability for return of illegally staying Third Country nationals (redundancy with Poseidon Regional programme as center of gravity is there)</li> <li>▪ Further develop Code of Conduct to apply during joint return operations with focus to increase common understanding of respecting Fundamental Rights</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assist MSs in organizing joint return operations by air, land or sea, and co-financing several out of those operations;</li> <li>▪ Enhance cooperation with Third Country diplomatic representations</li> <li>▪ Intensify cooperation with the competent authorities of the third countries to identify best practices on return related topics.</li> <li>▪ 35 - 45 return operations with unchanged focus of destination countries (e.g. South America, Western Balkan, Asia)</li> </ul>	<p>PA-CTBR_HR (350-800)  PA-HMS_COMM (10-50)  PA-HMS_REIM (20-80)  PA-PART (20-30)</p> <p>EFF-QUALITY (3.8-4.2)  EFF-TIME_RESP (-)</p> <p>IM-OBJ_ACH (-)  IM-SAT_LVL (-)</p>	<p>14.0</p> <p>7,800.000</p> <p>(a budget allocation of 2,200.000 is shown under Poseidon Regional Programme)</p>
	<p><b>Pilot projects and conferences</b></p>			<p>340.000</p>

### 2.3.1.2. Risk Analysis Unit

	FTE		Financial Means	
	2012	2013	2012	2013
Unit Management ( Project Support and Coordination	4	4		
Strategic Analysis and Planning	17	18		
Operational Analysis and Evaluation	18	19		
FOO Intelligence Component	5	5		
<b>Risk Analysis Unit</b>	<b>48<sup>17</sup></b>	<b>49<sup>18</sup></b>	<b>1,400.000</b>	<b>1,445.000</b>

Index	Objective	Output & Performance Indicators	Resources Allocation (FTE  Euros)
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<sup>17</sup> Including FOO Intelligence Component (5 staff : 1 leader, 4 FISOs), 4 FISOs are not included in staff policy plan

<sup>18</sup> Including FOO Intelligence Component (5 staff : 1 leader, 4 FISOs) 4 FISOs are not included in staff policy plan

<b>RAU1</b>	Enabling informed political and operational decision making by providing strategic analytical products and related advice to internal and external stakeholders in a timely manner.	Annual Risk Analysis Report (ARA 2013) issued in the first quarter 2013;	<b>EFF-EX_CONTR (85)</b> <b>EFF-TIMELINESS (98)</b> <b>EFF-QUALITY (3.8-4.2)</b>  <b>IM-SAT_LVL (-)</b> <b>IM-USG_LVL (3.8-4.2)</b>	<b>3.0</b>
		THB Victims Risk Profiles update		<b>1.0</b>
		European Document Fraud Annual Risk Analysis (EDF ARA) 2013;		<b>0.4</b>
		4 FRAN Quarterly reports, reinforced with the development of intra-Schengen indicators;		<b>2.4</b>
		Tailored Analytical Monitoring focusing on regions of concern, and as relevant and requested (North Africa and Near East Weekly, Monthly Post Visa Liberalization Monitoring Mechanism - if confirmed by the Commission)		<b>0.4</b>

		Responding to ad hoc requests for information and analysis to inform decision making and policy development at EU level	EFF-EX_CONTR (85)	1.0
		Analytical contributions to FSC managed products (briefings, background notes, Mission Awareness Reports etc)	EFF-EX_CONTR (85) EFF-TIMELINESS (98) EFF-QUALITY (3.8-4.2)  IM-SAT_LVL (-) IM-USG_LVL (3.8-4.2)	0.3
		Annual Risk Analysis on Western Balkans region 2013 (WB- ARA), produced within the WB-RAN;  Annual Report on Eastern Borders region 2013 produced within the EB-RAN;  4 WB-RAN Quarterly reports	EFF-TIMELINESS (98) EFF-QUALITY (3.8-4.2)	0.4  0.4  0.6

		Frontex contributions to intelligence products delivered by other organizations and partners, i.e. Europol, EASO, IOM, UNHCR and including the contribution to the joint Threat Assessment on the state of internal security in the EU (SOCTA and other COSI products);	EFF_TIMELINESS (98)	1.0
		Production of the content of the analysis layer of EUROSUR;	EFF_TIMELINESS (98)	0.5

<p><b>RAU2</b></p>	<p>Enabling informed and targeted operational response by provision of operational and tactical analytical products and related advice to internal and external stakeholders.</p>	<p>Analytical support to Joint Operations, Pilot Projects and RABIT exercises/operations, including data collection and analysis on THB, as relevant through:</p> <p>Design of a new type of operational assessment supporting the strategic planning of joint operations for the following year;</p> <p>Appropriate Tactical Focused Assessments supporting the planning of the operational activity;</p> <p>Regular provision of analytical reports during Joint Operations;</p> <p>Weekly operational briefings for directorate;</p> <p>Provision of analytical advice during meetings/ missions on Joint Operations, and the operational area</p> <p>Analytical contributions to evaluation reports, during and after the implementation of JOs;</p> <p>Exchange of information and expertise with the UNHCR and IOM in the elaboration of Tactical Focused Assessments</p>	<p>EFF_TIME_RESP (-)</p> <p>IM_OBJ_ACH (-)</p> <p>EFF_VIGIL (99)</p>	<p>11.5</p>
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<p><b>RAU3</b></p>	<p>Achieving higher interoperability and building capacity in the field of risk analysis by developing methods, systems, and procedures.</p>	<p>Management of Frontex Risk Analysis Network (FRAN) and European Document Fraud Network;</p> <p>Management of FRAN Helpdesk and EDF Helpdesk to support Frontex data collection;</p> <p>Annual evaluation report on the development of FRAN information exchange;</p>	<p>EFF-EX_CONTR (85)</p> <p>EFF-TIMELINESS (98)</p> <p>EFF-QUALITY (3.8-4.2)</p> <p>IM_SAT_LVL (-)</p>	<p>0.4</p> <p>0.4</p> <p>0.2</p>
		<p>Management of Analysis Layer User Group;</p>	<p>EFF-QUALITY (3.8-4.2)</p> <p>IM_SAT_LVL (-)</p> <p>EFF_COM_VOL</p>	<p>0.2</p>

		<p>4 regular Frontex Risk Analysis Network meetings throughout 2013 ;1 Annual Analytical Review meeting for the Frontex Risk Analysis Network;</p> <p>Up to 3 regular European Union Travel Document Fraud network meetings throughout 2013</p> <p>2 Risk Analysis Tactical meetings, with the participation of relevant third country experts (USA and Canada);</p>	<p>EFF_QUALITY (3.8-4.2)</p> <p>IM_SAT_LVL (-)</p>	<p>1.0</p> <p>0.4</p> <p>0.4</p> <p>180.000</p> <p>70.000</p> <p>50.000</p>
		<p>Up to 8 Analysis Layer User Group (ALUG) meetings/workshops with the Member States and/or other stakeholders throughout 2013 to deliver the impact level methodology, validated user requirements for the CPIP/ESP Analysis Tools, support engaging with MS/NCCs on the collection of EUROSUR external border sections, and support engaging NCCs in satellite imagery services and products within CONOPS;</p>	<p>EFF-QUALITY (3.8-4.2)</p> <p>IM_SAT_LVL (-)</p> <p>EFF_COM_VOL</p>	<p>2.3</p> <p>300.000</p>

		<p>Up to 8 expert meetings and/or conferences with the participation of Member States, third countries and/or regional/international organizations, within the networks:</p> <p>Western Balkans</p> <p>Risk Analysis Network</p> <p>Eastern Borders Risk Analysis Network</p> <p>Africa Frontex Intelligence Community</p> <p>THB Experts</p>	<p>EFF_QUALITY (3.8-4.2)</p> <p>IM_SAT_LVL (-)</p>	<p>2.8</p> <p>260.000</p>
		<p>Management of FRONBAC 2012-2014 programme, including:</p> <p>Roll out of the CIRAM and <i>Guidelines for risk analysis units</i> to Member States and third countries;</p> <p>Risk analysis specialized training to MS and Third Countries collaborating with Frontex in networks.</p>		<p>1.0</p> <p>200.000</p>

		Continued development of special methodologies for the CIRAM in particular the methodology and production system for risk analysis vulnerability assessment ;	EFF_QUALITY (3.8-4.2) IM_SAT_LVL (-)	0.3  25.000
		Management of the Western Balkans Risk Analysis Network (WB-RAN);  Management of the Eastern Borders Risk Analysis Network (EB- RAN);  Further development of Africa Frontex Intelligence Community (AFIC);	EFF_EX_CTRB (85) EFF_QUALITY (3.8-4.2)  IM_SAT_LVL (-)	0.3  0.3  0.3
		Development of risk analysis collaboration with Turkey	EFF_QUALITY (3.8-4.2)	0.2  20.000
		Maintenance and development of analytical tools:  including open source subscriptions, analytical data collection/processing tools and software available for analysts and relevant operational users in Frontex and Member States;	EFF_TIMELINESS (98) EFF_QUALITY (3.8-4.2)  IM_SAT_LVL (-) IM_USG_LVL (3.8-4.3)	0.3  100.000

		<p>Continuation of the development of ESP/CPIP analysis tools, including the support for the purchase of geo data<sup>19</sup>;</p> <p>Management of new key sources of information including MS Liaison Officers intelligence reporting, EU Delegations reporting, satellite imagery and related analyses on EU borders.</p>	<p>EFF_TIMELINESS (98)</p> <p>EFF_QUALITY (3.8-4.2)</p>	<p>1.0</p> <p>0.5</p>	
		<p>IT- development projects under RAU leadership to improve analytical capabilities within Frontex IT architecture</p>	<p>EFF_QUALITY (3.8-4.2)</p> <p>IM_SAT_LVL (-)</p>	<p>0.5</p>	<p>60.000</p>

<sup>19</sup> The budget for this project will be contained in the EUROSUR Programme budget

		Participation of Frontex at relevant EU working groups (WGs Counter-Terrorism , False Documents Experts, Visa) and other fora, including the required contribution to the development of the Internal Security Strategy from the side of risk analysis and participation in EMPACT/illegal migration action plans and coordination of activities;	EFF_TIMELINESS (98)	0.4  30.000
<b>RAU4</b>	Enabling better targeted operational response by developing and implementing the systematic collection of human intelligence for risk analysis.	Training, monitoring of, feedback on the Debriefing Teams and management of intelligence gathering in joint operations, in line with the concepts and manuals developed in IntellOps	EFF_VIGIL (98)  IM_OBJ_ACH (-)	2.0  130.000
		Management of Frontex Intelligence officers seconded in operational areas <sup>20</sup> ;	EFF_VIGIL (98)  IM_OBJ_ACH (-)	1.5  (4.0)

<sup>20</sup> The management of the FISOs within the new FOO model (extension) is included under this chapter. However, calculation of FTEs and financial resources required are entirely dependent on a final decision about the model.

<b>RAU5</b>	Developing Frontex capacity for processing personal data, as per new Frontex Regulation.	Further development of business case for personal data processing;  Finalization of impact assessment analysis and design of new system enabling personal data processing;	<b>EFF_TIMELINESS (98)</b>	<b>1.0</b>  <b>20.000</b>
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### 2.3.1.3. Frontex Situation Centre

	FTE		Financial Means	
	2012	2013	2012	2013
Unit Management	1	1		
<b>Frontex Situation Centre</b>	<b>26</b>	<b>27</b>	<b>1,300.000</b>	<b>1,380.000</b>

Index	Objective	Outputs & Performance Indicators		Resource Allocation
Goal				(FTE  Euros)

<b>FSC 1</b>	<b>Development &amp; Product Change management</b>  Finalize the development of information exchange capabilities  Provide efficient product and change management	EUROSUR- JORA link  CMS extension  Product & change management (for all FSC systems)  Coordination of change management process	<b>EFF_TIMELINESS (98)</b>  <b>EFF_QUALITY (3.8-4.2)</b>	<b>2.0</b>  <b>80.000</b>
<b>FSC 2</b>	<b>Implementation</b>  Continue to further implement the ESP, CPIP, CONOPS components together with other relevant information exchange capabilities.	<b>Establish CPIP/ ESP</b> by implementation of Frontex Fusion Components supporting provision of ESP, CPIP, CONOPS Services  Continue improvements to JORA System and SDO Tools application	<b>EFF_TIMELINESS (98)</b>  <b>EFF_QUALITY (3.8-4.2)</b>	<b>5.0</b>  <b>600.000</b>



<p><b>FSC 3</b></p>	<p align="center"><b>Operations</b></p> <p>Eurosur (ESP/CPIP/CONOPS) and other Information Exchange &amp; <b>Situation Monitoring</b> Services</p> <p>Daily management of Frontex information exchange and situational awareness (crisis) applications</p>	<p><b>Maintain CPIP/ESP</b> by extended Information Exchange &amp; Situation Monitoring services, including CONOPS combined services as defined in service catalogue based on requests from internal and external stakeholders via Frontex Fusion Centre</p> <p>Maintain regular Information Exchange &amp; Situation Monitoring services (e.g. Alerts, SitReps, Media products, WOB, Correspondence Management)</p> <p>Customer support, training and access management to Frontex Information Exchange applications including FOSS, CMS, JORA and FMM</p> <p>System business administration and maintenance of all information exchange systems under FSC management</p>	<p><b>EFF_TIMELINESS (98)</b></p> <p><b>EFF_QUALITY (3.8-4.2)</b></p>	<p><b>20.0</b></p> <p align="right"><b>700.000</b></p>
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### 2.3.2. Capacity Building Division

	FTE		Financial Means	
	2012	2013	2012	2013
Division Management (Eurosur)	3	3	1,308.000.	2,244.000
Research and Development	15	15	1,032.000	1,200.000
Training Unit	19	19	4,000.000	4,500.000
Pooled Resources	11	11	1,000.000	1,000.000
<b>Capacity Building Division</b>	<b>48</b>	<b>48</b>	<b>7,340.000</b>	<b>8,944.000</b>

Eurosur		<b>2,244.000</b>
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#### 2.3.2.1. Research and Development

Index Goal	Objective	Outputs & Performance Indicators	Resource Allocation (Euros FTE)
<b>Border Checks Development Programme</b>			

	<p>Improve capabilities to detect identity/document fraud and perform tactical/operational risk assessment in the first line</p> <p>Develop a method for assessing and improving the capacity of MSs to face upcoming challenges in identity and document fraud and risk assessment and disseminate information on these challenges and potential solutions</p> <p>Support the work of the EU Document Fraud Project</p> <p>Contribute to the identification and (further) development of best practices and guidelines with regard to Automated Border Control (ABC), Visa Information System (VIS) and checks at land and air border BCP's</p> <p>Development of a concept for transition from Advance Information to Advanced Risk Management (ARM)</p>	<p><b>ID check</b></p> <ul style="list-style-type: none"> <li>• Publication of Research Notes on issues related to the fight against document and identity fraud in the first line of control and automated document inspection systems</li> <li>• Research study on existing methodologies and guidelines to assess operational capabilities, vulnerabilities and countermeasures in countering identity and document fraud and risk assessment at the border</li> <li>• Technical study on the performance of existing automated document inspection systems</li> <li>• Research study on the impact of decision support/aids for the performance of risk assessment and decision taking by border guards</li> </ul>	<p>EFF-QUA (3.8-4.2)</p> <p>IM-SAT_LVL (-)</p>	<p>2.5</p> <p>200.000</p>
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		<p><b>Advanced Risk Management</b></p> <ul style="list-style-type: none"> <li>• Risk Management Task Group final report</li> <li>• Cooperation with IATA in API Data Quality group</li> <li>• Updated API/PNR Best Practices with contributions from the Risk Management Task Group and API Data Quality external group</li> <li>• Validated API Technical Architecture</li> <li>• Test report on API CBA (subject to interest of a MS)</li> <li>• Research report on Advance Risk Management</li> <li>• ARM Model document</li> <li>• ARM Roadmap document</li> </ul>	<p>EFF-QUA (3.8-4.2)</p> <p>IM-SAT_LVL (-)</p>	<p>2.0</p> <p>85.000</p>
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		<p><b>Automated Border Control (ABC)</b></p> <ul style="list-style-type: none"> <li>• Further update of the best practices guidelines on ABC</li> <li>• capability tools that can be used by MSs when making decisions to implement new technologies at the border developed</li> <li>• Information dissemination and validation activities</li> <li>• Creation of a pool of experts to validate the BPGs documents and to provide expertise when necessary included but not limited to studies, pilots, external validation meetings, development of research methodologies</li> <li>• Organization of the 2<sup>nd</sup> Global ABC Conference</li> <li>• Organization of the 8<sup>th</sup> ABC Workshop</li> <li>• Study on ABC performance assessment in operational environment</li> <li>• Common Procurement Guidelines for ABC systems</li> <li>• Graphical ABC roadmap and accompanying document which is part of a broader vision of the border checks of the future</li> <li>• ABC pilot with a Third Country and a Virtual Border Pilot</li> </ul>		<p><b>2.0</b></p> <p>200.000</p> <p>Page 69 of 161</p>
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		<p><b>Visa Information System (VIS)</b></p> <ul style="list-style-type: none"> <li>• Report on roll-out plans of MS</li> <li>• Best practice guidelines document including recommendations as necessary for improvement/full use of VIS system</li> </ul>		<p><b>1.5</b></p> <p style="color: cyan;">70.000</p>
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	<p>Identify and contribute to the development of best practices guidelines</p>	<p><b>CheckBest Practices</b></p> <ul style="list-style-type: none"> <li>• <b>Updated report on best practices</b> in border checks at land BCPs</li> <li>• <b>Discussion paper</b> setting out the legal, practical and national security implications linked to the establishment of joint BCPs by MSs and Third Countries and, if possible, proposing recommendations in this area.</li> <li>• <b>Discussion paper</b> setting out the implications of the LBT regime in relation to VIS checks.</li> <li>• <b>Discussion paper</b> identifying capability gaps and particular areas of interest in relation to air border checks.</li> <li>• Creation of a <b>Working Group and/or smaller Task Forces</b> to work on key theme(s) of interest.</li> <li>• <b>Inventory</b> outlining the dimensions of border checks equipment Human Machine Interface which are of relevance to air border checks.</li> </ul>	<p>EFF-QUA (3.8-4.2)</p> <p>IM-SAT_LVL (-)</p>	<p>1.5</p> <p>65.000</p>
<p><b>Border Surveillance Development Programme</b></p>				

	<p>Boost MS awareness concerning new developments in the field of sensors, platforms and advanced system solutions</p> <p>Catalogue existing practices and identify areas where best practices could be developed in relation to border surveillance</p> <p>Examine and validate the detection capabilities and applicability of the existing surveillance tools and technologies in an operational environment</p> <p>Facilitate the deployment (try-out) of new technologies for border surveillance as pilots in MSs and/or in the context of JOs organized by Frontex</p>	<p><b>All Eyes: Aerial, Ground and Sea Surveillance - sensors and Platforms and advanced system solutions</b></p> <ul style="list-style-type: none"> <li>▪ Aerial Border Surveillance Trial with manned aircraft with optionally piloted aircraft capability equipped with multi-intelligence sensors and report</li> <li>▪ Demo of MALE Remotely Piloted Aircraft (RPA) in an operational environment and report</li> <li>▪ Testing of integrated mobile land surveillance equipment during a JO and report</li> <li>▪ Creation of a Working Group and development of minimum technical requirements and/or guidelines on integrated mobile land surveillance system</li> <li>▪ Workshop on Persistent Wide Border Area Surveillance and report</li> <li>▪ Outsourced study on advanced technological integration for solutions for under foliage detection and their potential impact on border surveillance</li> <li>▪ Elaborated CONOPS for detecting &amp; tracking of small boats</li> </ul>	<p>EFF-QUA (3.8-4.2)</p> <p>IM-SAT_LVL (-)</p>	<p>3.0</p> <p style="text-align: right;">450.000</p> <p style="text-align: right;">Page 72 of 161</p>
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	<p>Co-ordinate and enhance the direct involvement of the Border Guard community in planning research activities and shaping mid- and long-term research agenda in the domain of border control</p> <p>Improve communication and information exchange capabilities/channels for bringing together all stakeholders involved in border security research</p>	<p><b>Border Security Research Bridge</b></p> <ul style="list-style-type: none"> <li>▪ Creation of a Frontex Advisory Board on Border Security Research</li> <li>▪ Development of the first mid- and long-term border security research agenda, including topics for EU FP7</li> <li>▪ Organization of a Workshop on Innovation in Border Control (WIBC 2013) and report</li> <li>▪ Organization of first edition of the Technology Showroom and report</li> <li>▪ Enhanced version of BorderTechNet and evaluation of the enhanced version of BorderTechNet and recommendations on its further evolution</li> </ul>		<p><b>2.5</b></p> <p style="color: cyan;">130.000</p>
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**1.3.2.1.1. EUROSUR**

Index Goal	Objective	Outputs & Performance Indicators	Resource Allocation (Euros FTE)

	To establish an information sharing and cooperation mechanism enabling Member State authorities carrying out border surveillance activities and Frontex to collaborate at tactical, operational and strategic levels	<p>Network extended to all MSs and possibly some other EU actors (i.e. DG HOME + EUROPOL + EMSA + EUSC + MAOC-N);</p> <p>The nodes of the network are hardened ensuring reliability of the system;</p> <p>Network security increased (enabling exchange of EU restricted information);</p> <p>Framework contract ensuring third level support to the network, including system evolution in place</p>	<p>EFF-QUA (3.8-4.2)</p> <p>IM-SAT_LVL (-)</p>	2,244.000 <sup>21</sup>
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### 2.3.2.2. Training Unit

	FTE		Financial Means	
	2012	2013	2012	2012
<b>Training Unit</b>	<b>19</b>	<b>19</b>	4,000.000	4,500.000

The work carried out is done in close cooperation with MSs and SACs, other Agencies (e.g. CEPOL, FRA) within the framework of the ETS and NGOs (e.g. UNHCR) this ensure complementarities and avoid overlaps with trainings offered by other institutions (e.g. CEPOL).

<sup>21</sup> Based on the evolution and development of activities, possible savings will be used to cover financial gaps of other Eurosur projects.

Index Goal	Objective	Outputs & Performance Indicators	Resource Allocation  (FTE  Euros)
<b>Border Guard Career-Path Education / common standards for border guards education and basic training programme</b>			
TRU1	<p>To develop and implement common standards for the harmonisation of the European Border Guard Officers education within all stages of their career: basic level, mid-level and high level;</p> <p>To contribute to the ETS regarding the development and implementation for law enforcement officers with Border Guard function</p>	<p><b>Common Core Curriculum for EU Border Guard Basic Training (CCC)</b></p> <ul style="list-style-type: none"> <li>• Continued support and assistance to MS/SAC for the implementation of the updated CCC;</li> <li>• CCC implementation in Frontex Partner Countries - second phase;</li> <li>• Implementation of common training materials including an e-learning component;</li> <li>• Teachers' mobility/exchange programme enhancing the role of the Frontex Partnership Academies;</li> <li>• Erasmus-like student exchange programme;</li> <li>• Implementation (and further enhancements) of the Schengen Border Code eLearning tools at various levels.</li> </ul>	<p>EFF-QUA (3.8-4.2)</p> <p>IM-SAT (-)</p> <p>IM-USG (98)</p> <p>1.5</p> <p style="text-align: right;">280.000</p>

		<p><b>Common Core Learning Standards (CCLS) for EU Mid-level Border Guards</b></p> <ul style="list-style-type: none"> <li>• Review the Common Core Learning Standards for EU Mid level BG officers to ensure alignment with the Sectoral Qualifications Framework for Border Guarding level 6 and Bologna / Copenhagen quality assurance principles</li> <li>• Develop a modular programme structure for the CCLS, designed to be integrated as a curriculum guideline and / or as a full award structure for SQF level 6 border guard education</li> <li>• Develop an European module designed to be delivered in a collaborative framework as a student / teacher exchange component at EU level</li> </ul>	<p><b>EFF-QUA (3.8-4.2)</b></p> <p><b>IM-SAT (-)</b></p> <p><b>IM-USG (98)</b></p>	<p><b>1.3</b></p> <p><b>600.000</b></p>
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		<p><b>Joint Degree Study Programme: European Masters in Border Security and Cooperation</b></p> <ul style="list-style-type: none"> <li>• Consortium Agreement Signed, programme policies finalized and agreed, programme and award structure finalized and agreed</li> <li>• EU Joint Accreditation of the programme successfully concluded</li> <li>• Common Curriculum for the certificates (streams) developed , teaching / assessment methodologies designed</li> <li>• Programme administration flow set up</li> <li>• Expert boards members identified and engaged in the process</li> <li>• High Level Governance Board decision on the first iteration of the programme</li> <li>• Application launched, screening and assessment of fulfillment of entry requirements completed, pool of suitable candidates established</li> <li>• Arrangements for the first iteration of the programme carried out</li> </ul>	<p><b>EFF-QUA (3.8-4.2)</b></p> <p><b>IM-SAT (-)</b></p> <p><b>IM-USG (98)</b></p>	
		<p><b>Educational Standards in line with Bologna/Copenhagen principles</b> - follow up and support for the integration of the SQF for BG at EU and national level</p> <ul style="list-style-type: none"> <li>• Workshops in Course Design in line with the SQF and Bologna/Copenhagen principles</li> <li>• Translators workshops for the SQF for BG</li> <li>• Quality assurance of training products</li> </ul>	<p><b>EFF-QUA (3.8-4.2)</b></p> <p><b>IM-SAT (-)</b></p> <p><b>IM-USG (98)</b></p>	

		<b>Frontex Courses for Mid-level and High-level Border Guard Officers</b> ❖ 2 MLC courses	<b>EFF-QUA (3.8-4.2)</b>  <b>IM-SAT (-)</b> <b>IM-USG (98)</b>	<b>1.3</b>  <b>350.000</b>
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**Common Standards for Further Training and Specialisation of Border Guards**

<p><b>TRU2</b></p>	<p>To develop and implement common standards for the further training of European Border Guards in various specialized fields of work.</p> <p>To contribute to the ETS regarding the development and implementation of training standards for law enforcement officers with Border Guard function</p> <p><b>SPECIFIC OBJECTIVES</b></p> <p>Reflecting all programme components, the specific objectives are:</p> <ul style="list-style-type: none"> <li>➤ to contribute to increasing interoperability of the European border guard joint activities and operations;</li> <li>➤ to enhance BG skills and competencies in the fight against cross-border criminality;</li> <li>➤ to strengthen capacities to combat illegal immigration;</li> <li>➤ to enhance the effectiveness of border control operations;</li> </ul>	<p><b>False Documents Detection</b></p> <p>Continued support and assistance to MS/SAC for the implementation of specific training tools:</p> <ul style="list-style-type: none"> <li>• “Falsified Documents Roadshow”</li> <li>• Advanced Level Training Tool for Detection of Falsified Documents</li> <li>• Basic Level Training Tool for Detection of Falsified Documents</li> <li>• Consular Staff Training</li> </ul> <p>development of a „ Specialist Course for the Detection of Falsified Documents - level II” training</p>	<p><b>EFF-QUA (3.8-4.2)</b></p> <p><b>IM-SAT (-)</b></p> <p><b>IM-USG (98)</b></p>	<p><b>1.2</b></p> <p><b>330.000</b></p>
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		<p><b>Stolen Vehicles Detection</b></p> <ul style="list-style-type: none"> <li>Continued support and assistance to MS/SAC for the implementation of specific training tools: “Training Tool for the Detection of Stolen Vehicles: ADESVET - ENTRY LEVEL” and “Training Tool for the Detection of Stolen Vehicles: ADESVET - ADVANCED LEVEL”</li> </ul> <p>Further development of specific training tool focused on the detection of stolen vessels</p>	<p>EFF-QUA (3.8-4.2)</p> <p>IM-SAT (-)</p> <p>IM-USG (98)</p>	<p>1.2</p> <p>200.000</p>
		<p><b>Anti-Trafficking in Human Beings</b></p> <ul style="list-style-type: none"> <li>❖ Continued support and assistance to MS/SAC for the implementation of specific THB training tool</li> </ul>	<p>EFF-QUA (3.8-4.2)</p> <p>IM-SAT (-)</p>	<p>1.2</p> <p>170.000</p>



		<p><b>Air-crew training</b></p> <p>Priority is given to the support to MS/SAC for the implementation of the common training manual, by way of multiplier trainings and set up of a pool of Frontex trainer to support the delivery of national training activities.</p> <p><b>standardized training activities provided</b></p> <ul style="list-style-type: none"> <li>• “Multiplier Training“ activities for the implementation of “Common Standards Manual for Air Crew Training”</li> <li>• Standardized Resources and Coordination training: “Crew Resource Management (CRM)” - “Crew Resource Management (CRM)” and “Air-Sea Coordination Training” courses</li> <li>• Standardized Survival Trainings - “Mountainous Survival Training” and “Sea Survival Training” courses</li> <li>• Standardized trainings for Technical Equipment -“Forward Looking Infrared (FLIR) Operator Training” and “Night Vision Goggle Training (NVG)” courses</li> </ul> <p><b>Exchange programme</b> - implementation of 2 weeks “Crew Exchange” exchange programme</p>	<p><b>EFF-QUA (3.8-4.2)</b></p> <p><b>IM-SAT (-)</b></p>	<p><b>1.2</b></p> <p><b>430.000</b></p>
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		<p><b>Development of Training for EUBG Canine Teams and “Common Training Standards for EUBG Dog Handlers”</b></p> <ul style="list-style-type: none"> <li>• Provision of a wide range of training standards and products aimed to support the future certification of EUBG dog handlers- “Basic Training Tool”, “Common Training Standards for EUBG Dog Handlers” and “Specialized Training Tools for EUBG Dog Handlers” courses</li> <li>• Implementation of standards developed for dog training</li> </ul>	<p><b>EFF-QUA (3.8-4.2)</b></p> <p><b>IM-SAT (-)</b></p> <p><b>IM-USG (98)</b></p>	<p><b>1.2</b></p> <p><b>280.000</b></p>
		<p><b>Training for Schengen Evaluators (Scheval Training)</b></p> <ul style="list-style-type: none"> <li>• Standardized training activities provided - „Basic Course for Schengen Evaluators” and „Course for Leading Experts”</li> <li>• Implementation of a mechanism to evaluate conformity with FR provisions with support of FRA.</li> </ul>	<p><b>IM-SAT (-)</b></p>	<p><b>1.2</b></p> <p><b>180.000</b></p>
		<p><b>A Fundamental Rights Manual</b></p> <ul style="list-style-type: none"> <li>❖ implementation of activities in order to provide the trainers in the MS/SAC with the up-to-date training methodology specifically tailored to increase the knowledge and skills of border guard officers in the field of fundamental rights (including data protection) and international protection</li> </ul>	<p><b>EFF-QUA (3.8-4.2)</b></p> <p><b>IM-SAT (-)</b></p>	<p><b>1.2</b></p> <p><b>180.000</b></p>

		<p><b>“Common Manual for Joint Common Standards for Escort Officers in Joint Return flights</b></p> <ul style="list-style-type: none"> <li>❖ implementation of the developed curriculum</li> <li>❖ qualification of multipliers for the implementation of training standards through national training activities</li> </ul>	<p><b>EFF-QUA (3.8-4.2)</b></p> <p><b>IM-SAT (-)</b></p> <p><b>IM-USG (98)</b></p>	<p><b>1.2</b></p> <p><b>200.000</b></p>
		<p><b>“English language Training</b></p> <ul style="list-style-type: none"> <li>• Continued support and assistance to MS/SAC for the implementation of specific training tools : “English language Training for Practitioners/Language Instructors” and “The Training for Practitioners/Language Instructors at the airports: basic and advanced level” courses</li> <li>• further development of the specific training tools</li> </ul>	<p><b>EFF-QUA (3.8-4.2)</b></p> <p><b>IM-SAT (-)</b></p> <p><b>IM-USG (98)</b></p>	<p><b>1.2</b></p> <p><b>230.000</b></p>



TRU3	To ensure adequate implementation of Frontex Regulation in terms of cooperation with Member States/SAC and partner countries following the orientation set by the Stockholm Programme and the implementation of the related European Training Scheme (ETS).	<b>National Training Coordinators (NTC)</b> ❖ 2 conferences to be organized <b>Frontex Partnership Academies (PA)</b> ❖ 2 conferences to be organized  <b>Frontex Virtual Aula-</b> Activities for further development of the V-Aula system  <b>Expert boards meetings participation</b>  <b>Working group meetings with EU agencies (and common events)</b>	IM-SAT (-)	2.2  370.000
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### 2.3.2.3. Pooled Resources Unit

	FTE		Financial Means	
	2012	2013	2012	2013
Pooled Resources	11	11	1,000,000	1,000,000

Index Goal	Objective	Outputs & Performance Indicators	Resource Allocation (Euros FTE)
PROJECTS			

<p><b>PRU1 Development and Management of the EBGT pool</b></p>	<p>To enhance the operational response capacity of Frontex by establishing and managing of a high quality human resources pool, in line with the strategic goals of the Agency</p>	<ul style="list-style-type: none"> <li>•To manage and administrate the EBGT Pool by regular meetings with the pool members during the training activities organised by Frontex, taking part in the national selection procedures and exchange of information with the internal and external stakeholders ;</li> <li>•To make use of OPERA application with regard to the nomination and deployment process;</li> <li>•To provide efficient support to the MS/SACs in all the matters related to the EBGT Pool in order to ensure its proper functioning;</li> <li>•To fully implement and evaluate the SGO mechanism;</li> <li>•To evaluate and assess the operational usefulness of the current profiles as adopted by the Management Board (MB decision 11/2012 of 23 May 2012)</li> </ul>	<p>PA_POOL_UTL_HR (40) PA_POOL_HR (40)</p>	<p>1.5</p> <p style="text-align: right;">50.000</p>
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<b>PRU 2 Development and management of the Technical Equipment Pool (TEP)</b>	<p>To enhance Frontex operational capacity by maintaining a high quality TEP and to manage the deployment of resources from the pool.</p>	<ul style="list-style-type: none"> <li>•To maintain the TEP data base;</li> <li>•To manage the deployment of the equipment from the TEP by using of OPERA application;</li> <li>•To maintain high level of availability of the equipment from the pool by regular communication with the contributing MSs;</li> <li>•To implement Frontex reporting obligations as regard of the deployed technical equipment and the MS contributions to the TEP.</li> </ul>	<b>PA_POOL_UTL_TE EFF_OP_PLAN_TE(90)</b>	<b>1,5</b>
<b>PRU 3 Pilot Project on lease of a service for border surveillance</b>	<p>To lease a limited service for border surveillance for limited period of time and for a specific operation.</p>	<ul style="list-style-type: none"> <li>•To build on Frontex own operational capacity;</li> <li>•To prove the cost efficiency of leasing of surveillance equipment;</li> <li>•To establish the basis for further acquisition of surveillance equipment or surveillance services.</li> </ul>	<b>EFF-QUA (3.8-4.2)</b>	<b>1.5</b>  <span style="color: cyan;">300 000</span>

<b>PRU 4 OPERA stage III</b>	<p>To provide an upgraded software application for the development of pools of human resources and technical equipment and to manage the deployment of resources from these pools</p>	<ul style="list-style-type: none"> <li>•To upgrade the OPERA application through the introduction of improvements resulting for the testing and using of OPERA v 1.0;</li> <li>•To introduce additional functionalities to OPERA resulting from the requirements of the amended Frontex Regulation;</li> <li>•To provide training manuals and workshops to Member State and Frontex users.</li> </ul>	<b>EFF-QUA (3.8-4.2)</b>	<b>1.5</b>  <span style="color: cyan;">150 000</span>
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<p><b>PRU 5 Rapid intervention exercise (REX)</b></p>	<p>To test the functioning of the rapid intervention mechanism as part of Frontex' legal obligation to establish capability for adequate reaction to sudden unexpected massive migration flows in the circumstances close to the real operation.</p>	<ul style="list-style-type: none"> <li>•To organise a full scale exercise for a limited period in a specific area and within the frame of a specific joint operation;</li> <li>•To test and improve the capability of Frontex to properly coordinate rapid deployment;</li> <li>•To test and improve the capability of the MSs to react adequately to an urgent call for rapid intervention</li> <li>•To test the applicability of OPERA system for rapid deployment purposes;</li> <li>•To organise a table top exercise in order to increase the readiness of both Frontex and the MSs for rapid intervention missions.</li> </ul>	<p><b>EFF-QUA (3.8-4.2)</b></p>	<p><b>1.0</b></p> <p style="color: cyan;">100 000</p>
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<b>PRU 6 Annual Bilateral Talks</b>	<p>To negotiate and agree the contributions of each Member State to the planned Frontex operations during 2014.</p>	<ul style="list-style-type: none"> <li>• Identification of a common template for both Standard Operating Procedures (SOPs) and Guidelines covering all projects in PRU</li> <li>• Development of management documents for all projects in PRU in close conjunction with LEG and Quality Management</li> <li>• Seeking endorsement of the documents by the relevant internal stakeholders and preparation of subsequent ED Decisions, in accordance with the Agency's QM Strategy</li> </ul>	<b>EFF-QUA (3.8-4.2)</b>	<b>1.5</b>  <b>150 000</b>
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<p><b>PRU 7</b>  <b>Development of the business processes within PRU and related documents</b></p>	<p>To identify and describe business processes within PRU related to the core tasks including management of pools and develop relevant documents (templates, SOPs and business processes)</p>	<ul style="list-style-type: none"> <li>•To establish document base giving any information needed in order PRU and non-PRU staff to perform the assigned tasks, subsequent to the implementation of the outputs/outcomes foreseen by the PRU-led projects;</li> <li>•Enhance the level of consistency covering the activities performed by the unit and by other internal stakeholders</li> <li>•Provide a good level of detail regarding the activities which are regularly performed by the organization, when dealing with human / technical resources;</li> <li>•Discourage the tendency of developing parallel working processes</li> <li>•Promote quality throughout consistency</li> </ul>	<p><b>EFF-QUA (3.8-4.2)</b></p>	<p><b>1.0</b></p> <p style="text-align: right;"><b>15 000</b></p>
<p><b>Business as usual</b></p>				

<p><b>Pooled Resources Network (PRN)</b> <b>Pooled Resources Network (PRN)</b></p>	<p>The network is the main tool used by PRU to communicate information regarding its future plans and ongoing activities to the Member States and Schengen Associated Countries. The feedback of the Member States is important as it provides information on the effectiveness of the activities carried out by PRU and Frontex and provides the opportunity to monitor the numbers in the pools.</p>	<ul style="list-style-type: none"> <li>•To exchange information with the MS' about the activities implemented by PRU;</li> <li>•To get the MS' feedback about the effectiveness of the implemented activities;</li> <li>•To use the meetings as a platform for discussion of important issues and drafting of any kind of documents related to the pools.</li> </ul>	<p><b>EFF-QUA (3.8-4.2)</b></p>	<p><b>1.5</b></p> <p style="text-align: right; color: cyan;">235.000</p>
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### 2.3.3. Administration Division

	FTE		Financial Means	
	2012	2013	2012	2013
Division Management	3	3	---	---
Human Resources and Services Unit	40	40	---	---
Information and Communications Technology Unit	23	24	2,000.000	2,400.000
Finance and Procurement Unit	19	19	---	---
Legal Affairs Unit	5	5	---	---
<b>Administration Division</b>	<b>90</b>	<b>91</b>	<b>2,000.000</b>	<b>2.400.000</b>

#### 2.3.3.1. Human Resources and Services Unit

	FTE		Financial Means	
	2012	2013	2012	2013
Human Resources and Services Management	2	2	---	---
Human Resources	14	14	---	---
Agency Services	11	11	---	---

Security	13	13	---	---
<b>Human Resources and Services Unit</b>	<b>40</b>	<b>40</b>		

Index	Objective	Outputs & Performance Indicators		Resource Allocation
				(FTE Euros)
<u><b>HR1</b></u>	To implement the new system of appraisal and reclassification	New system in place (implementing rules)	<b>EFF-QUALITY (3.9-4.2)</b> <b>EFF-TIMELINESS (98)</b> <b>IM-OBJ_ACH (-)</b>	3.0
<u><b>HR2</b></u>	To increase the efficiency of the recruitment processes in Frontex	Recruitment and selection process run in a reasonable time		4.0
<u><b>HR3</b></u>	To recruit and replace staff in relation to the establishment plan and ED decisions	The replacement of SNE and Frontex staff, placement of new selected staff in the right time		3.0
<u><b>HR4</b></u>	To improve the payroll related processes	Payroll system done in a correct way		4.0

<b><u>AS1</u></b>	Based on results of tendering process for office space for Frontex HQs - implement the necessary actions with the view to safeguarding of premises in 2014 and onwards	To ensure uninterrupted functioning of Frontex in 2014 and years beyond	<b>EFF-TIMELINESS (98)</b>	<b>1.0<sup>22</sup></b>
<b><u>AS2</u></b>	To provide front line service to guarantee uninterrupted operation of the Agency	Smooth and uninterrupted functioning of the Agency	<b>IM-OBJ_ACH (-)</b> <b>IM-SAT_LVL (-)</b>	<b>6.0</b>
<b><u>AS3</u></b>	To provide services in the field of facility management and logistics	Uninterrupted operation of the premises and delivery of logistical services	<b>IM-OBJ_ACH (-)</b> <b>IM-SAT_LVL (-)</b>	<b>3.0<sup>23</sup></b>
<b><u>AS4</u></b>	To provide services in the area of Agency Services in order to ensure the functioning of the Frontex' operational office(s) as well as Frontex Liaison Office in Brussels	Smooth operation of the Frontex' operational office	<b>IM-SAT_LVL (-)</b>	<b>1.0</b>
<b><u>SS1</u></b>	To draft and implement Frontex Security Manual and the related security policies and procedures in line with the EU regulations and best practices	Frontex security regulations in line with the EU standards and Frontex needs	<b>EFF-TIMELINESS (98)</b> <b>IM-OBJ_ACH (-)</b>	<b>0.5</b>

<sup>22</sup> Resources for project include 6 external consultants (.2 -.5 FTE) and 6 internal cross-divisional staff (.2 FTEs) over the period of the project 2011-2014)

<sup>23</sup> 1 TA AST 4 transferred to FOO 2010

<b>SS2</b>	To protect Frontex activities, assets information and personnel	Frontex operates in a secure environment in line with the regulations	IM-OBJ_ACH (-) IM-SAT_LVL (-)	11.0
<b>SS3</b>	To ensure that classified information is handled according to the standards. To raise staff awareness on the matter	Handling of classified information compliant with the security regulations	IM-OBJ_ACH (-)	1.0
<b>SS4</b>	To ensure that all security aspects have been taken into account and planned for implementation for the new Frontex premises	New Frontex premises compliant with security standards	EFF-TIMELINESS (98)	0.25
<b>SS5</b>	To ensure the security of Frontex Specialized Branches on a continuous basis	Specialized Branches operate in adequate security environment	IM-OBJ_ACH (-)	0.25

### 2.3.3.2. Finance and Procurement

	FTE		Financial Means	
	2012	2013	2012	2013
Unit's Management	2	2	---	---
Finance	9	9	---	---
Procurement	6	6	---	---
Accounting	2	2	---	---



Finance and Procurement	19	19	---	---
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Index	Objective	Outputs & Performance Indicators		Resource Allocation (FTE Euros)
<b><u>FIN1</u></b>	To maintain and further develop tailored financial management process including committing, validating, accounting, reimbursing, financial controlling	<ul style="list-style-type: none"> <li>Creation of a manual covering all main processes undertaken in the Finance &amp; Procurement Unit</li> <li>Roll out of an integrated electronic system to streamline the processes</li> </ul>	<b>EFF-TIMELINESS (98)</b>  <b>IM-OBJ_ACH (-)</b>	10.4
<b><u>FIN2</u></b>	To ensure correct and efficient application of procurement procedures and provision of related advice			6.5
<b><u>FIN3</u></b>	To keep and present the accounts in accordance with Title VII of the Financial Regulation and devise and validate Frontex accounting system	<ul style="list-style-type: none"> <li>The revenue ledger and general ledger system are maintained and contain updated data;</li> <li>Implementing the accounting rules and methods and the chart of accounts in accordance with the provisions adopted by the European Commission's Accounting Officer;</li> </ul>	<b>EFF-TIMELINESS (98)</b>  <b>IM-OBJ_ACH (-)</b>	1.1

<b>FIN4</b>	Treasury management	<ul style="list-style-type: none"> <li>To implement payments and collect revenue, following up on debit notes, VAT and recovery orders;</li> </ul>	<b>EFF-TIMELINESS (98)</b>  <b>IM-OBJ_ACH (-)</b>	<b>1.0</b>
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### 2.3.3.2. Information and Communication Technology Unit

	FTE		Financial Means	
	2012	2013	2012	2013
Unit's Management	3	3		
ICT Activities	20	21	2,000,000	2.400,000
<b>Total</b>	<b>23</b>	<b>24</b>	<b>2,000.000</b>	<b>2.400,000<sup>24</sup></b>

Index	Objective	Outputs & Performance Indicators	Resource Allocation (FTE Euros)

<sup>24</sup> 400,000 added for Telecommunications costs

<b><u>ICT1</u></b>	To maintain the performance and availability of ICT services	Meeting SLA/ELSA requirements agreed with business units	<b>EFF-QUALITY (3.8-4.2)</b> <b>EFF-TIMELINESS (98)</b>	<b>4.25</b>  <b>1,700,000</b>
<b><u>ICT2</u></b>	To provide ICT end-user support for Frontex staff and other Frontex business applications users	Less than 3 requests per week not acknowledged  End user satisfaction for Help Desk support,	<b>EFF-TIMELINESS (98)</b> <b>IM-OBJ_ACH (-)</b>	<b>7.25</b>  <b>255,000</b>
<b><u>ICT3</u></b>	To provide support to ICT-enabled projects <sup>25</sup>	Each IT Enabled Project supported by ICT Unit up to agreed scope  Consistent use of ICT PM Toolkit	<b>IM-OBJ_ACH (-)</b>	<b>3.2</b>  <b>235,000</b>
<b><u>ICT4</u></b>	To manage the unit and adapt relevant ICT best practices in the Frontex environment	Implement best practices in the following areas: change management, standard operating procedures, service level management	<b>IM-OBJ_ACH (-)</b>	<b>2.95</b>  <b>100,000</b>
<b><u>ICT5</u></b>	To manage the contracts and prepare the tenders to acquire ICT products and related services.	To sign and manage SLAs and delivery contracts with external contractors  To prepare and conduct tenders for ICT services and products	<b>IM-OBJ_ACH (-)</b>	<b>1.75</b>

<sup>25</sup> ICT enabled projects (2010-2012) are cited under the respective business unit. On-going technical and maintenance support provided by ICT.

<b>ICT6</b>	To provide technical support for the Eurosur network <sup>26</sup>	Provide limited support to Eurosur Technical Office network	<b>EFF-QUALITY (3.8-4.2)</b> <b>EFF-TIMELINESS (98)</b>	<b>1.7</b>
<b>ICT7</b>	Provide ICT contributions to relocation to the new premises	Plan of ICT support for relocations of the HQs	<b>EFF-QUALITY (3.8-4.2)</b> <b>EFF-TIMELINESS (98)</b>	<b>0.9</b>
<b>ICT8</b>	Extend technical support to Apple technology	Achieve readiness to provision of operational support for Apple technologies	<b>EFF-QUALITY (3.8-4.2)</b> <b>EFF-TIMELINESS (98)</b>	<b>0.5</b>
<b>ICT9</b>	To ensure INFOSEC security in Frontex	Less than 3 ICT Security incidents/year impacting on data		<b>1.5</b>  <b>110,000</b>

### 2.3.3.3. Legal Affairs Unit

	FTE		Financial Means	
	2012	2013	2012	2013
Legal Affairs	5	5	---	---

<sup>26</sup> Limited support envisioned within the available resources

Index	Objective	Outputs & Performance Indicators		Resource Allocation (FTE Euros)
<u>LEG1</u>	<p>To further elaborate and consolidate the capabilities to provide legal counseling to internal and external stakeholders on all Frontex related issues;</p> <p>To defend the interests of Frontex in legal proceedings</p>	Legal advices ready for decision making;	<p>EFF-QUALITY (3.8-4.2)</p> <p>EFF-TIMELINESS (98)</p>	1.0
		Decisions with regard to Frontex' positions in litigations or in the elaboration of legal instruments of all kind;		1.0
<u>LEG2</u>	To provide comprehensive legal decisions and advice in a timely manner;	Legal advices ready for decision making;		2.0
		Decisions with regard to Frontex' positions in litigations or in the elaboration of legal instruments of all kind;		1.0



### 2.3.4. Directorate and Executive Support

	FTE		Financial Means	
	2012	2013	2012	2013
Senior Management	2	2	---	---
Executive Support	9	9	---	---
External Relations	9	10	---	---
Planning and Controlling	2	2	---	---
Quality Management	2	2	---	---
Information and Transparency	8	8	655.000	1,650.000
	<b>32</b>	<b>33</b>	<b>655.000</b>	<b>1,650.000<sup>27</sup></b>

#### 2.3.4.1. External Relations

Index	Objective	Outputs & Performance Indicators	Resource Allocation  (FTEs  Euros)
<b><u>RELEX 1</u></b>			

The overall objective is to develop the cooperation in relation to <b>Third Countries</b> .				
<b>REL1.1</b>	To maintain and develop the existing Frontex' Relex network with a view to building on achievements to date and improving its accessibility, reliability and effectiveness leading to increased facilitation of the role of Frontex in the external dimension of border security management as well as promoting operational and other forms of cooperation with third countries in line with the EU External Relations Policy.	1) Maintaining and expanding the network with external partners being competent authorities of third countries responsible for border security management	IM-USG_LVL (3.8-4.2)	1.1
		2) Continuing developing contacts and cooperation with the international departments of the authorities of the MS/SAC in line with Art. 2 of the Regulation and Art. 16.3. of the SBC as well as with EU institutions as regards Relex issues	IM-USG_LVL (3.8-4.2)	0.3
		3) Contributing to initiatives within the framework of the Global Approach to Migration and Mobility.	PA-PART (20-30)	0.5
		4) Developing and supporting Frontex' role in bringing forward the IBPC, by facilitating third country aspects of the Conference	IM-OBJ_ACH (-)	0.3



<b>REL1.2</b>	To develop strategies, prepare and possibly launch the implementation of the new assigned tasks in the area of cooperation with third countries.	Further preparatory work and developing strategies for Frontex approach towards the deployment of Liaison Officers carrying as well as to carry out Technical Assistance to third countries.		<b>0.8</b>
<b>REL1.3</b>	To develop cooperation between Frontex and competent authorities of third countries in the framework of working arrangements, facilitation of EU Member States' activities involving operational cooperation with third countries, development of cooperation with relevant international organizations related to their activities in third countries as well as overseeing an integrated implementation of Frontex' operational cooperation regarding third countries	1) Involvement of candidate and potential candidate third countries in 7 Frontex joint activities each, and focusing on the preparation regarding full integration in Frontex work of the relevant Croatian authorities, as of the date of accession to the EU.	<b>PA-PART (20-30)</b>	<b>0.3</b>
		2) Based on other partnerships, the involvement of third countries in 3 Frontex joint activities each.	<b>PA-PART (20-30)</b>	<b>0.4</b>

		3) Conclusion of working arrangement between Frontex and the competent authorities of 1 country in the Mediterranean/West African region	IM-OBJ_ACH (-)	0.4
		4) Involvement of Regional Cooperation Initiatives (e.g. MARRI, MTM, EULEX, EUBAM, CIS) in at least 1 Frontex joint activity each	PA-PART (20-30)	0.4
		5) Effective implementation of existing cooperation plans between Frontex and third country authorities	PA-PART (20-30) IM-OBJ_ACH (-) IM-USG_LVL (3.8-4.2)	0.4
		6) Renewal of existing cooperation plans due to termination; the conclusion of two additional cooperation plans	IM-OBJ_ACH (-)	0.4
		7) Facilitating the activities of (at least) 2 EU Member States as regards their implementation of operational cooperation with third countries	PA-PART (20-30)	0.3

		8) Based on existing working arrangements, providing impetus to the coordination of cooperation with the work of relevant regional initiatives and international organizations in the field of border security cooperation in or with third countries	PA-PART (20-30)	0.4
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Index	Objective	Outputs & Performance Indicators	Resource Allocation  (FTEs  Euros)
<b><u>RELEX 2</u></b>			
To enhance and further develop the cooperation with <b>Third Organisations</b> and other <b>Agencies</b> as essential component of the EU IBM Concept;			

<p><b><u>REL2.1</u></b></p>	<p>Implement the Stockholm Programme, the EU /EC Internal Security Strategies and the EU Action on Migratory Pressures - a Strategic Response focusing inter alia on the cooperation between JHA Agencies.</p> <p>Implement the EU Policy Cycle including the 2-Year Strategies (2012-2013) and related Operational Action Plans on THB, irregular migration and Western Balkans.</p> <p>Strengthen ties between Internal and External Security actors.</p>	<p>Upgrading the existing WA with Europol into an operational one and developing a WA with Eurojust enabling also the future transmission of personal data.</p> <p>Strengthen the cooperation mechanism with customs.</p> <p>Closer cooperation with CEPOL as regards capacity building for law enforcement.</p> <p>Closer collaboration with external actors: EEAS CSDP missions (e.g. EULEX), International Organisations (e.g. Interpol, UNODC).</p>	<p><b>PA-PART (20-30)</b></p> <p><b>IM-OBJ_ACH (-)</b></p>	<p><b>1.0</b></p>
<p><b><u>REL2.2</u></b></p>	<p>Fight against trafficking (THB) and smuggling of human beings as one of the main priorities set by the Council in the Stockholm Programme and in the Priorities in the fight against organised crime 2011-2013.</p>	<p>Closer cooperation with EC (EU Anti Trafficking Coordinator) and JHA Agencies for the implementation of the JHA Agencies THB Declaration and the new EU Strategy on THB.</p> <p>Enhanced cooperation with International Organisations for implementing joint operational, capacity building or promotional activities in the field of THB.</p>	<p><b>PA-PART (20-30)</b></p> <p><b>IM-OBJ_ACH (-)</b></p>	<p><b>1.0</b></p>

<b><u>REL2.3</u></b>	Address mixed migratory flows safeguarding international protection obligations and fundamental rights including the implementation of Frontex Fundamental Rights Strategy.	Conclude and follow up with the working arrangement with EASO and further enhance cooperation with FRA, IOM and UNHCR.	<b>PA-PART (20-30)</b>  <b>IM-OBJ_ACH (-)</b>	<b>0.5</b>
<b><u>REL2.4</u></b>	Implement Eurosur, in particular the development and operation of surveillance tools following GMES Concept for Operations (CONOPS) in cooperation with other EU Agencies.	provide support to the conclusion of the SLAs with EUSC and EMSA for the provision of services within Eurosur for Frontex and MS.	<b>EFF-TIMELINESS (98)</b>	<b>0,5</b>
<b><u>REL2.5</u></b>	Implement the EU Integrated Maritime Policy focusing on inter-agency cooperation in the field of maritime surveillance and development of CISE (Common Information Sharing Environment) and European Coast Guard Function.	Establish closer cooperation with EU (EMSA, EFCA) and National Maritime Agencies; e.g. Coast Guards and their parental DGs.	<b>PA-PART (20-30)</b>  <b>IM-OBJ_ACH (-)</b>	<b>0,4</b>
<b><u>REL2.6</u></b>	Participate in the implementation of the EU Information Management Strategy for law enforcement.	Establish good collaboration with key actors EC (DG HOME), Council WG (DAPIX), Europol.	<b>PA-PART (20-30)</b>  <b>IM-OBJ_ACH (-)</b>	<b>0.3</b>
<b><u>REL2.7</u></b>	Support to EU Crisis Management Response	Establish cooperation arrangements in the field with EC (DG HOME), EEAS (SitCen) and relevant EU Agencies (e.g. ECDC)	<b>EFF-TIMLINESS (98)</b>  <b>IM-OBJ_ACH (-)</b>	<b>0.3</b>

### 2.3.4.2. Planning and Controlling<sup>28</sup>

Index	Objective	Outputs & Performance Indicators		Resource Allocation  (FTE  Euros)
<b><u>CTL1</u></b>	To identify and assess internal and external factors affecting the mid- and long-term development of Frontex, enabling informed decision making by Frontex' management;	To provide quarterly assessments to Frontex' senior management and members of the Management Board;	<b>EFF-TIMELINESS (98)</b>  <b>IM-OBJ_ACH (-)</b>	<b>0.3</b>
<b><u>CTL2</u></b>	To execute the Strategic Change (Management) Cycle facilitating the strategic management process (planning, organizing, directing and controlling of organizational performance);	Multi Annual Plan 2014 - 2017	<b>EFF-TIMELINESS (98)</b>  <b>IM-OBJ_ACH (-)</b>	<b>0.1</b>
		Annual Programme of Work 2014;		<b>0.3</b>
		Budget 2014;		<b>0.1</b>
		Annual Operational Plan		<b>0.1</b>

<sup>28</sup> The resource of 3 Admin Assistant is shared between the Internal Audit, Planning and Controlling and the Quality Management function

		Frontex Report of Authorizing Officer - AAR 2012;		0.1
		Yearly Risk Monitor;		0.1
<b>CTL3</b>	To apply Frontex' Performance Management System and roll out of elements of management tool box;	Quarterly Evaluation Reports;	<b>EFF-TIMELINESS</b> (98)	0.2
		Monthly briefings on Performance issues;	<b>EFF-TIMELINESS</b> (98)	0.3
<b>CTL4</b>	To manage assigned change/organizational development initiatives	Business Continuity Strategy based on Impact Assessments;  Business Continuity Plans at corporate and divisional level;	<b>EFF-TIMELINESS</b> (98)	0.4

#### 2.3.4.3. Quality Management<sup>29</sup>

Index Goal	Objective	Outputs & Performance Indicators	Resource Allocation  (FTE  Euros)
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<sup>29</sup> The resource of 3 Admin Assistant is shared between the Internal Audit, Planning and Controlling, and Quality Management function

<b><u>QM 1</u></b>	To improve the quality management practices in Frontex	Identify QM actions (short-term & Systemic) that would facilitate achievement of Frontex objectives & support the implementation of selected actions	IM-OBJ_ACH (-) IM-USG_LVL (3.8-4.2)	0.1
		Assess the current state of play of QM in at least one Division & identify actions that would improve QM & achievement of objectives	IM-OBJ_ACH (-)	0.2
<b><u>QM 2</u></b>	To improve the quality of organizational risk management in Frontex	Design & implement a more robust risk management tool/methodologies to support achievement of Frontex objectives	IM-OBJ_ACH (-) IM-USG_LVL (3.8-4.2)	0.2
		Increased monitoring & response to identified risks	IM-OBJ_ACH (-) IM-USG_LVL (3.8-4.2)	0.2
<b><u>QM 3</u></b>	To identify the main organizational risks of Frontex (internal & external)	To identify the main organizational risks of Frontex (internal & external)	EFF-TIMELINESS (98)	0.2
		Provide input into relevant Frontex processes for which a risk assessment is critical, e.g. PoW; quality assessments	EFF-TIMELINESS (98)	0.2



		Assessment of the internal control system and actions required to ensure improvements	<b>EFF-TIMELINESS (98)</b>	<b>0.1</b>
<b><u>QM 4</u></b>	To improve the implementation of action plans	Improved compliance rate with established deadlines	<b>EFF-TIMELINESS (98)</b>  <b>IM-USG_LVL (3.8-4.2)</b>	<b>0.3</b>
<b><u>QM 5</u></b>	To contribute to the development and implementation of performance management framework in Frontex	Contribution to the methodology and tools and implementation of performance management	<b>IM-USG_LVL (3.8-4.2)</b>	<b>0.2</b>

#### 2.3.4.4. Information and Transparency

Index Goal	Objective	Outputs & Performance Indicators	Resource Allocation	
			FTE	Euros

<b>PR1</b>	To promote the mission, values and culture of Frontex to its staff members through introduction of communication tools and other best practices;	1) Tailored intranet portal available to user; 2) Internal communication activities (two internal days, 16 brown bag lunches, 3 internal publications produced)	IM-SAT_LVL (-)	1.0	125.000
<b>To provide stakeholder and European citizens with information on the Agency's activities in line with Frontex' external communication strategy (FGR 2009)</b>					
<b>PR2</b>	Media Relations	Urgent media queries addressed within one day, press visits to operational areas arranged within a min period of one week, 3 press briefings addressing media in EU countries organized	IM-SAT_LVL (-)	1.2	10.000
	Relations with the public	Public enquiries and researchers' visits organized,		0.3	5.000
	Audio Video content	2 documentaries and 6 short videos explaining specific areas of Frontex activities to the public are produced		0.7	125.000
	New Frontex Corporate Visual Identity	development of the new CVI update implemented		0.3	50,000

	Publications	Publications policy in place, all Frontex publications produced according to the new CVI, 11 editions of The Border Post published		1.0	300,000
	Internet	Content update of the existing website (usable information architecture, important documents and timely publication of information).		1.0	175,000
	Social media	Social media policy in place and implementation of the first phase		0.5	25,000
	Events	Involvement of Frontex in Schuman Day celebrations in Brussels and Warsaw	IM-SAT_LVL (-) IM-OBJ_ACH (-)	0.1	5,000
<b><u>PR3</u></b>	To create a forum for discussion, exchange of information and best practices for European border guard authorities;	Organization of the annual European Day for Border Guards and International Border Police Conference		1.3	650,000
<b><u>PR4</u></b>	To create the pool of EGBT Teams ('Frontex Press Officers')	Members of FPO identified and specific media training provided for them		0.2	35,000
<b><u>PR5</u></b>	Crisis Communication Management Plan	Crisis Communication Manual in place		0.2	70,000

<b><u>PR6</u></b>	Media analysis	Qualitative media analysis in place		<b>0.2</b>	<b>75,000</b>
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### 2.3.5. Internal Audit

	FTE		Financial Means	
	2012	2013	2012	2013
Internal Audit	2	2	10.000	10.000

Index Goal	Objective	Outputs & Performance Indicators		Resource Allocation  (FTE  Euros)
<u>IA1</u>	To audit the internal control system in place in order to assess its adequacy, effectiveness and efficiency; with a view to bringing about continuous improvement;  provide consulting services to the senior management; carry out ex-post controls.	Performance of 2 risk based audits; and ex-post controls of grants	IM-OBJ_ACH (-)	2.0  10.000

### 2.3.6. Fundamental Rights Officer (Consultative Forum)

	FTE		Financial Means	
	2012	2013	2012	2013
Fundamental Rights Officer	1	1	---	---

Index Goal	Objective	Outputs & Performance Indicators		Resource Allocation  (FTE  Euros)
<u>FR1</u>	Carry out the duties of the Fundamental Rights Officer as assigned by Frontex' Regulation and agreed with Management Board and Senior Management;	To be agreed in employment contract	IM-OBJ_ACH (-)	1.0
<u>FR2</u>	support of Consultative Forum to carry out duties as assigned by Frontex Regulation		IM-OBJ_ACH (-) IM-SAT_LVL (-)	



# ANNEX 1 - CAPACITY BUILDING PORTFOLIO

## General

This document presents Frontex Capacity Building Portfolio 2013. It contains an overview of important external factors, an outline of priorities for the coming years, and a presentation of the 2013 projects of the Capacity Building Division.

## Mission

The core mission in the field of Capacity Building is to support the Member States in building and achieving a high and uniform level of control and surveillance of their external borders and to be a driving force in the further development of the European potential regarding integrated border management. Further responsibilities include providing qualified expertise to support the European policy development process in the area of border control; contributing to the development of Frontex capabilities and supporting the actions of the Agency in providing effective assistance to the Member States regarding the operational aspects of external border management. This is done through the coordination of activities related to training, research and development, and managing and developing pooled resources.

Frontex is to play a leading role in analysing future capability needs for the control of EU external borders, as well as in supporting the Member States in their development of capabilities to fill those needs. Furthermore, the Agency is to be the key driver for harmonisation and standardisation, promoting greater interoperability.

## Objectives for 2013

The **main objectives** in Capacity Building for 2013 are as follows:

- Continued contributions to the successful implementation of EUROSUR by developing Frontex capabilities and assisting Member States, in particular for the extension and enhancement of the EUROSUR network and further development of the provided services;
- Further development and Management of the European Border Guard Teams Pool in order to increase the availability, flexibility and deployability of operational resources for joint operations;
- Further development and Management of the Technical Equipment Pool;
- Further development of Frontex operational capacity by procuring services or acquiring means for border surveillance;
- Continued development and implementation of common core curricula for border guard education, with a focus on harmonising learning standards for mid-level and high-level border guard education and developing common modular study programmes as a basis for the exchange of border guard students in both academic and vocational educational



frameworks; which is to support the further development of the European Training Scheme (ETS);

- Further development and implementation of common standards for border guard training and specialisation, focusing on fundamental rights, trafficking in human beings, and the development of standardized training programmes for joint organized activities and joint operations (e.g. return officers, escort leaders, interview officers, dog handlers);
- Further development and identification of best practices and guidelines with regard to Automated Border Checks, Advanced Passenger Information system and false/falsified document detection, and contribution to the development of new tools for behavioural analysis for border checks, in view of increasing the efficiency and effectiveness of border checks, and supporting the development of the Smart Borders Concept;
- Follow up on developments regarding remote sensing and detection technologies, and contribute to improving the situational awareness of Member States by making use of the existing technical tools or by the development of new tools as well as (secure) communication between Member States, aiming at increasing the efficiency and effectiveness of surveillance of the external borders.

## **RESEARCH AND DEVELOPMENT**

The mission regarding research and development is to follow up on the developments in research that are relevant for the control and surveillance of external borders, and then to disseminate this information to the Commission and the Member States. Frontex also collaborates closely with the Commission, striving to influence EU funded research to fit the needs of border security.

The desired role in the field of Research and Development is to play a major part in supporting the Member States and the Commission in their development of capabilities and policy, as well as in directing relevant EU security research. Furthermore, Frontex should provide a frame for the exchange of experiences between the MS and for an active interaction between MS and the research community (universities, research institutions, industry). Frontex also seeks to be a central point for launching studies related to border security.

The Research and Development activities are to provide the foundation for further developments of EUROSUR and, connected to that, further developments of the border surveillance capabilities of the MS, of Automated Border Control and of Advance Information, which are the fields of priority.

**Allocated budget: EUR 1,200.000**

### **General**

The year 2013 will see a continuation of the implementation of the two R&D Programmes: Border Checks Development and Border Surveillance Development. The different projects under the umbrella of these Programmes are a continuation of activities carried out in 2012. These projects are based on feedback received from Member States and the European Commission or on new developments that have been identified through R&D activities and are of potential interest to the border guard community.

### **BORDER CHECKS DEVELOPMENT PROGRAMME**

Within the Border Checks Development Programme, projects and activities in 2013 will focus on the development and implementation of effective and efficient border checks at the external border which are of a comparable level, eliminating the existence of potential weak spots.

The successful approach from previous years, of developing best practice guidelines, will be further followed and extended to other areas, while the already developed best practice guidelines will be further elaborated upon.

The further development of best practices and guidelines for ABC systems will continue in 2013.

The detections at BCPs can be further improved. Several initiatives undertaken in 2012 will be continued, while others will be started.

The activities aimed at improving the information position of border guard services of the MS at air border BCPs will continue.

The identification and development of a first set of best practice guidelines for VIS implementation in the operational context will be finalized.

Member States have expressed a need to have continued discussions on practical problems arising at the external borders, as well as on the introduction of new equipment/systems. In order to cater for this need, Frontex will provide the platform and facilitate the development of common practices and guidelines.

**EUR 620.000**

The following projects are planned to run under this Programme in 2013:

### **ID check**

The project focuses on technology and methods for the detection of document and identity fraud and deceptive behaviour at border crossing points (BCPs). The aim is to help border guards in the first line to take informed decisions in application of the entry criteria spelled out in the Schengen Border Code: verification of the authenticity of documents, verification of the identity of the document holder and of the purpose of travel, and the assessment of the individual risk level of until then unknown potential threats. Activities will focus on innovation in counterfeited/false documents detection (including the verification of electronic passports), biometrics, and physio-behavioral analysis.

**Budget: EUR 200.000**

### **Advanced Risk Management**

The activities conducted by Frontex during 2011-2012 on Advance Passenger Information (API) have revealed that MS have many needs that cannot be fulfilled because of limitations and ambiguities in the current API Directive. The consequences have been a limited roll out of such systems, and a large degree of divergence between existing ones. This is currently the cause of problems and inefficiencies, both for carriers operating into the EU and border management authorities of MS.

The regulatory framework around API and PNR is about to undergo relevant changes. On one hand there is a proposal for a PNR Directive being debated in Parliament, and on the other hand there are plans for revisiting the existing API Directive. This poses a unique opportunity in a limited time window for elevating to the Commission, Parliament and Council the challenges and areas for improvement identified by end-users.

The main goal for 2013 is thus to gather MS needs regarding API, and disseminate them to key stakeholders. The focus will be eminently practical, addressing the specific problems reported by MS, and ensuring that any new/revised regulatory framework supports harmonized implementations.

Also in 2013 the project will continue helping MS to deploy API systems and achieving greater harmonisation levels, e.g. by providing best practices.

Another important goal for the activities in 2013 will be the development of a concept for transition from current forms of Advance Information to Advanced Risk Management (ARM)

**Budget: EUR85.000**

### **Automated Border Control (ABC) 2013**

The ABC project 2012 focused on continued development of best practice guidelines, validation and dissemination work, as well as the development of capability tools for member states enabling decision making regarding automated border control solutions for border checks. Furthermore, it started an initiative in support of harmonized/interoperable ABC solutions on a global scale.

The ABC 2013 aims to continue further development of best practice guidelines into different areas based on national implementations or the EC legislative proposals in connection with Entry-Exit System (EES) and Registered Traveller Programme (RTP). Activities will focus on dissemination and validation work, in particular focusing on cross validation with standardisation bodies and international organisations as well as third countries to ensure coordination in this area and the achievement of greater harmonisation/interoperability levels on a global scale.

Furthermore, the project aims to continue developing capability tools that can be used by member states when making decisions to implement new technologies at the borders. In 2012 Frontex generated a cost benefit analysis (CBA) toolkit for ABC which has been tested in real cases provided by selected member states, and in 2013 such analysis is planned to be generated by a number of Member States in support of decision making. An additional aim in 2013 is to develop common procurement guidelines for ABC.

In support of the planned legislative proposals on EES and RTP, the ABC 2013 aims to initiate a pilot between one or two Member States and Canada regarding the use of ABC systems by third country nationals. The exploration of this possibility started in 2012.

The work will also continue to look to shape the future of ABC.

**Budget: EUR 200.000**

### **Visa Information System (VIS)**

The Visa Information System was rolled out for border guards in October 2011. The VIS 2012 project catalogued a number of challenges in the implementation of the system by border guard services and began to identify some solutions. The VIS 2013 project aims to finalize work on reaching an agreement on the main challenges, to identify/develop best practice guidelines for VIS implementation in the operational context, and to assess needs for training before completion of the system in October 2014.

## **CheckBest Practices**

**CheckBest Practices** project provides a platform to Member States for discussing existing gaps and has as its main objective the identification of those areas where the development of best practices and guidelines, or the provision of better information, could fill or help to fill existing gaps. After successful completion of a best practice document on land borders, the same is now proposed for air borders.

Air borders account for the major portion of all traffic in and out of the Schengen area (around 50% according to estimates). While air BCP practice is quite similar across the EU, there are large differences between a handful of very large hub airports and medium or small international airports. It is proposed that a Working Group be constructed to further investigate and catalogue practices at air borders and to evaluate the utility of available technical measures depending on airport size.

## **BORDER SURVEILLANCE DEVELOPMENT PROGRAMME**

In the Border Surveillance Development Programme, projects and activities in 2013 will focus on the development and implementation of efficient and effective border surveillance. To this end border guard services of the Member States will share relevant operational information both at a national and international level, with other border guard/state services and with relevant European Agencies.

Several existing gaps in surveillance will be looked into and ongoing developments of aerial and ground system solutions for border surveillance will be followed.

**Total budget for Border Surveillance Development Programme: EUR 580.000**

At the same time, ways to improve the information position of border guard services of the Member States (either directly or as an additional service of Frontex via EUROSUR) will be studied. The following projects are planned to run under this Programme in 2013:

### **All Eyes: Aerial, Ground and Sea Surveillance - sensors and platforms and advanced system solutions**

This project is a follow-up to the Remote Sensing and Detection technology project (2011) and the All Eyes 2012 project and will cover current developments of sensors and platforms, broadband communication and data fusion systems, as well as integrated system solutions for border surveillance. One of the objectives is to connect these activities so that they can be of use in Frontex Joint Operations (sea and land).

The development and further operational assessment of integrated system solutions for land borders (including mobile surveillance, control and communication systems) is another area covered by this project. Development of guidelines based on best practices in the land border domain will also be in focus.

Land border surveillance presents a variety of challenges, mainly driven by the different topographical / climate conditions. Moreover, the objects of interest - vehicles and humans - are small and difficult to detect, especially in forested areas. In order to get a better picture of the existing technology solutions for under foliage detection, and the potential impact they may have on the border surveillance, a study will be implemented in 2013.

Practical field tests and assessments of the most recent and effective technologies for land border surveillance will be followed.

The project will also elaborate CONOPS for detecting & tracking of small boats, in relation with the EU FP7 initiatives, aiming to optimise synergies with activities that are supported by other EU funding.

**Budget: EUR 450.000**

### **Border Security Research Bridge**

The activities foreseen under this project for 2013 aim at coordinating and enhancing the direct involvement of the Border Guard community in planning research activities and shaping mid- and long-term research agenda in the domain of border control. This will include the development of topics for EU FP7 Programme.

The project will also contribute to improving communication and information exchange capabilities/channels for bringing together all stakeholders involved in border security research.

Also the further development of BorderTechNet, an information sharing platform on border-security related research and technologies, will be undertaken.

**Budget: EUR 130,000**

## TRAINING

Frontex Training Unit (TRU) contributes to the development of an efficient, high and uniform level of border control in the Member States and promotes interoperability, harmonization and a common European border guard culture with high ethical standards by developing and implementing common educational and training standards in line with the principles defined in the Bologna and Copenhagen processes and by carrying out training activities in border guarding. TRU supports competent national authorities in third countries in training matters within the framework of agreed working arrangements. The mission is accomplished by utilizing cooperative networks.

The objectives for 2013 are:

- To align Frontex training products with the SQF for Border Guarding, priority is given to new developments, direct training and training tools.
- To develop and implement common core curricula focusing on harmonizing learning standards for mid-level and high-level border guard education and development of common modular study programmes as a basis for exchange of border guard students in both academic and vocational educational frameworks;
- To provide training to the members of the EBG pool,
- To promote the development and the implementation of the European Training Scheme in conjunction with other Law Enforcement agencies (EASO, CEPOL etc.);
- To promote further development in all border guarding fields with increasing emphasis on common standards and use of modern educational methods such as e-learning.

**Total allocated budget: EUR 4,500.000**

**Frontex courses and training activities** are implemented on the basis of the course programmes and curricula designed through the joint efforts of Frontex and experts from Member States/Schengen Associated Countries (MS/SAC).

**Multiplier training**, where Frontex trains multipliers who then carry out national training activities in their respective home countries, is often used as the most efficient way to cascade knowledge and skills to all MS/SAC. Standardized results in all MS/SAC are ensured through the use of **Frontex training tools** (CD, DVD multimedia tools) and through guidelines given to multiplier trainers. By taking an approach which includes translating the training products and qualifying the national multipliers, all Border Guard officers can be trained to the same training standards in their respective mother tongue.

## **Border Guard Career-Path Education / Common Standards for Border Guards Education and Basic Training Programme**

**EUR 1,230.000**

The **Common Core Curriculum for EU Border Guard Basic Training (CCC)** is a curriculum offering measurable, common standards for national BG training institutions, teachers and students in all EU Member States. It consists of a general part and modules for sea, air and land borders. It is the first common curriculum including common skills and competencies (as common standards) for the basic training of law enforcement officers in the EU.

CCC has been updated by the joint efforts of Member States under Frontex' lead.

In 2013 the CCC work includes:

- Continued support and assistance to MS/SAC for the implementation of the updated CCC;
- CCC implementation in Frontex Partner Countries - second phase;
- Implementation of common training materials including an e-learning component;
- Teachers' mobility/exchange programme enhancing the role of the Frontex Partnership Academies;
- Erasmus-like student exchange programme;
- Implementation (and further enhancements) of the Schengen Border Code eLearning tools at various levels.

**Budget: EUR 280.000**

### **Common Standards for Mid-level and High-level BG Education**

Work on common standards for Mid-level and High-level BG Education is aimed at further developing and harmonising the educational standards and learning requirements for mid-level and high-level border guard education, on the basis of the Sectoral Qualifications Framework for Border Guarding according to Bologna/Copenhagen principles and the European Qualifications Framework (EQF) as the common reference for linking with national qualifications systems. It includes:

**Common Core Learning Standards (CCLS) for EU Mid-level Border Guards** aiming to harmonise the learning requirements for mid-level BG officers according to Bologna/Copenhagen principles. The programme design started by reviewing the former CMC outcome (Common Core Curriculum for Mid-level Management) in order to align it with the Sectoral Qualifications Framework (SQF) for Border Guarding (EQF level 6). The final product is aimed at being a modular programme structure comprising a core set of learning standards for



mid-level BG education that will serve as a curriculum guideline and/or as a degree structure for a EQF / SQF level 6 programme. The CCLS for EU Mid-level Border Guards could be used as a guideline for a bachelor programme and/or as a set of modules that could be integrated into existing national programmes in a flexible manner, and/or offered complementarily at the EU level as a common European module designed as a student/teachers exchange concept.

**European Master in Border Security and Cooperation (BSC)** is a European Joint Degree Study Programme developed by Frontex in cooperation with the MS/SAC and delivered by a Consortium of BG Academies and Universities (equal partnership) in collaboration with other supporting institutions from the border guard training and education field. The programme supports an integrated strategic approach to border management and shall foster a common border guard culture within the EU. It aims to apply quality management principles to organisational development and to promote European harmonisation and interoperability of border guard activities at all levels. The Master's course offers officers working in the border guard field a European option for their professional development which is drawn from organisational and operational needs. Studying together, the mid-level and high-level border guards will contribute to advancing best practices in strategic border management and European cooperation in border guarding, in the light of common European learning standards, philosophy and values. In 2013 it is expected that the accreditation documents, the policies around the Consortium Agreement and the Programme design will be finalized, and the Joint Accreditation Process, which was initiated in 2012, will be concluded. The Master's programme is designed based on a modular approach (with the option of selectively taking a set of modules that would lead to awarding up to two certificates and a Post Graduate diploma; recognition of prior formal, non-formal and informal learning is envisaged for admission and module completion). The programme concept is developed based on the Sectoral Qualifications Framework for Border Guarding and Competence Profiles - EQF level 7 - and is designed as an exchange programme (teachers/students exchange).

**Educational Standards** in line with Bologna/Copenhagen principles are a follow up to the Sectoral Qualifications Framework for Border Guarding and will support the integration of the SQF and Bologna/Copenhagen principles to course design / curriculum development by enhancing the training capability and harmonising the educational standards at European and national levels. In 2013, after completing the translators' workshop, the focus of the SQF follow-up will shift to the delivery of a Multipliers workshop in Course Design in the context of the SQF and Bologna/Copenhagen principles (designed as a Train-the-Trainers concept); the workshop will target the trainers and experts involved in curriculum / course design in all components and all other Training projects, with priority to CCLS for Mid level border guards, EU Master in CBS and MLC, but also programme designers / course developers as nominated by the MS / SAC as part of Frontex support to the SQF integration at the national level. It is a component that will serve all the other components of the programme and will ensure the alignment of the common training products developed by Frontex with the SQF.

**Budget: EUR 600.000**

**Frontex Course for border guard Mid-level Officers (MLC)** is a five week course aiming to enhance the understanding of border guard Mid-level Officers as to how sharing their experience and expertise can contribute to more effective cooperation at EU borders. It also aims to develop their leadership, management and English language skills, as well as their

knowledge of fundamental rights, thereby enabling them to participate in a greater range of common activities. For 2013, two courses are planned to be carried out.

**Budget: EUR 350.000**

## **Common Standards for Further Training and Specialisation of Border Guards Programme**

The specific training activities are designed based on Frontex risk analysis, lessons learnt from Frontex coordinated Joint Operations and inputs from Member States.

**EUR 2,900.000**

### **SPECIFIC TRAINING ACTIVITIES: Cross Border Crime**

#### **False Documents Detection**

1. The “Specialist Course for the Detection of Falsified Documents” constitutes a two-week course for document specialists (third line officers) aiming to enhance their knowledge of printing techniques, common terminology and the examination of questioned documents and their analysis.
2. “Falsified Documents Roadshow” is a training activity providing first line border guard officers with information on national and European level measures regarding the detection of falsified documents.
3. “Advanced Level Training Tool for the Detection of Falsified Documents” is the basis for the training of first and second line officers.
4. The “Basic Level Training Tool for the Detection of Falsified Documents” has been developed with a view to training agents not directly involved in border guard tasks.
5. The “Consular Staff Training” is a training activity providing basic training on false documents detection for Embassy and Consular staff of MS/SAC in third countries.

For 2013 a specialist level II training is planned to be developed which will build on the specialist course. This course will address experienced specialist level document experts and officers having completed the specialist course.

**Budget: EUR 330.000**

#### **Stolen Vehicles Detection**

1. “Training Tool for the Detection of Stolen Vehicles: ADESVET - ENTRY LEVEL” is a uniform format training tool for the basic training of Border Guard officers in the field of detection of stolen vehicles.
2. “Training Tool for the Detection of Stolen Vehicles: ADESVET - ADVANCED LEVEL” is a training tool for the follow-up training of Border Guard officers in the field of detection of stolen vehicles.

Within the context of the training tools mentioned above, in 2013 Frontex Training will further support EU MS/SAC and partner countries in the national implementation of the tools at different levels. Further developments will focus on the detection of stolen vessels.

**Budget: EUR 200.000**

### **Anti-Trafficking in Human Beings**

1. “The Training Tool focusing on combating Trafficking in Human Beings” (THB) was developed in cooperation with experts from MS/SAC, EU agencies/NGOs and international organisations following the recommendations of the Frontex Annual Risk Analysis. It provides a common basis for the provision of training for border guard officers in preventing and combating trafficking in human beings and in handling victims with respect for their dignity and fundamental rights.

For 2013, further dissemination activities (workshops etc.) are planned to ensure implementation at the national level.

**Budget: EUR 170.000**

### **SPECIFIC TRAINING ACTIVITIES: Air-crew**

The Crew Exchange activity will be closely linked to the EBGT exchange and focused on air crew members nominated to the EBGT pool. The objectives of the aircrew training are primarily to increase the safety and interoperability of air operations and to increase the ability to detect and rescue migrants at sea.

1. Manuals: the manual aims to harmonize the training of MS/SAC Air Crew members and to ensure a common level of knowledge and competence amongst the border guards concerned. The “Multiplier Training”, in connection to this, aims at training the multipliers for the national implementation of the manual.
2. Resources and Coordination training: “Crew Resource Management (CRM)” is a training course aiming to improve the safety culture in the aviation units of the Member States while “Air-Sea Coordination Training” is a course focused on enhancing the tactical knowledge and proficiency of Member States’ aircrews and maritime units involved in Air-Sea operations, based on the experiences gained by the host Member State.
3. Survival Training: “Survival Training” provides the participants with necessary knowledge on how to behave and operate in emergency situations in mountainous environments. In a similar way the course aims to provide the minimum competence standards for personal survival techniques (for helicopter and aircraft crew members).

4. Technical equipment: “Forward Looking Infrared (FLIR) Operator Training” aims to provide standardized training for FLIR Operators enabling them to efficiently operate the FLIR System when deployed to day/night Frontex missions. “Night Vision Goggle Training (NVG)” aims to enhance the night flight competence of helicopter pilots and flight technicians from Member State Border Guard Aviation Units; who in turn will act as multipliers and pass on the knowledge within the MS/SAC.
5. Exchange programme: “Crew Exchange” is a two-week exchange programme conducted by the Border Guard Aviation of the host Member State.

**Budget: EUR 430.000**

#### **SPECIFIC TRAINING ACTIVITIES: Other fields of training**

##### **Development of Training for EUBG Canine Teams**

“Common Training Standards for EUBG Dog Handlers” provides, together with the “Basic Training Tool” and the “Specialized Training Tools for EUBG Dog Handlers” (e.g. human scent, explosives detection, narcotics detection, use of force), a wide range of training standards and products aimed at supporting the future certification of EUBG dog handlers. The standards developed for dog training will be implemented in 2013.

**Budget: EUR 280.000**

##### **Training for Schengen Evaluators (Scheval Training).**

The Basic Course for Schengen Evaluators is a one-week training programme for nominated experts from MS/SAC focusing on how to carry out the Evaluation Mission. The training provides additional competence to the experts leading the Schengen Evaluation.

For 2013, it is planned to implement a mechanism to evaluate conformity with Fundamental Rights provisions with the support of FRA.

**Budget: EUR 180.000**

A **Fundamental Rights Manual** aims to provide trainers in the MS/SAC with an up-to-date training methodology specifically tailored to increase the knowledge and skills of border guard officers in the field of fundamental rights and international protection. The implementation of this is planned to take place in 2013.

**Budget: EUR 180.000**

“**Common Standards for Escort Officers I Joint Return flights**” provides standards for the training of MS/SAC escort leaders and escort officers, with the implementation of the developed curriculum and the qualification of multipliers to take place in 2013.

**Budget: EUR 200.000**

**“English language Training for Practitioners/Language Instructors”** is a tailored training aimed at enhancing language knowledge specific for a certain field of border guarding.

**“The Training for Practitioners/Language Instructors at airports: basic and advanced level”** is designed as a multiplier training in order to reach a large number of border guards working at airports and to enhance their English knowledge as required for performing daily tasks at airports, and also for joint operations at airports coordinated by Frontex.

For 2013 it is planned to further develop these tools in terms of functionality and scope. These products shall also be adapted to other areas of operation.

**Budget: EUR 230.000**

Furthermore, **“Tactical, Operational and Strategic Risk Analysis training”** is planned, focusing on enhancing the competences of first and second line officers in the operational area and enabling them to understand their role in the information chain. The training will also address the qualification of national experts on CIRAM. In 2013, CIRAM training will be developed in close cooperation with Risk Analysis. Scope and budget will be allocated accordingly as soon as parameters are defined.

Finally, **“Trainers update workshops”** will be developed for Frontex assigned trainers in order to provide them with methodical and didactical skills relevant for the delivery of Frontex training. The update workshops will be financed from the respective projects.

#### **SPECIFIC TRAINING ACTIVITIES: Training for EBGT Members**

In order to ensure that the required level of training proficiency for EBGT pool members is achieved, standard training for EBGT members will be delivered. This kind of training will ensure that the officers deployed to Joint Operations, Pilot Projects or Rapid border interventions have the necessary knowledge and skills to carry out their assigned duties effectively.

The training organized by Frontex is complementary to the training carried out on national level which shall ensure that EBGT Pool members meet the entry requirements as described in the EBGT profiles.

The training organized by Frontex is building up on these requirements and covers the European dimension of the competence profiles.

Members of the EBGT pool will be offered one of the following training activities for EBGT members, depending on their previous training:

- **EBGT Induction Training;**
- **EBGT Seminar;**
- **EBGT Course.**

**EBGT Induction Training** will be provided to those officers who are new to the pool and have not participated in RABIT Induction Training, Frontex Course for Mid Level Officers (2010 onwards) or INTELLOPS Training (training for debriefing experts, training for Second line Interview experts or training for screening experts).

**EBGT seminar** will be provided to officers who have already participated in one of the abovementioned training sessions. The seminar takes into consideration previous training received by participants.

**EBGT course:** This type of training will be organized in conjunction with any specialized training for EBGT members. After successful completion of specialized training and the EBGT course, pool members will meet all the eligibility criteria for selected profile.

**Specialized training for EBGT pool members:** In order to increase the operational effectiveness of officers nominated for selected profiles, Frontex will organize specialized training focused on the relevant expertise profiles. Currently, there are three profiles in the pool where specialized training delivered by Frontex is foreseen:

- “The debriefing experts training”
- “The second line interview experts training”
- “Screening experts training”.

In addition, **pre-deployment briefings** for Focal Points experts will be carried out for air borders, land borders and sea borders.

Furthermore, start-up activities are planned for the provision of training on relevant **maritime law** for BG officers.

**Total budget: EUR 550.000**

#### **Briefing for Focal Points Guest Officers**

- “Briefing for Focal Points Guest Officers: Air Borders” is training for the experts deployed to air border Focal Points.
- “Briefing for Focal Points Guest Officers: Land Borders” is two-day training for the experts deployed to land border Focal Points.
- “Briefing for Focal Points Offices Guest Officers: Sea Borders” is a training tailored for the experts deployed to sea borders Joint Operations Focal Point Offices.

## **Networking and Cooperation with Stakeholders Programme**

Cooperation with external stakeholders from MS/SAC and partner countries is key to ensuring adequate implementation of Council Regulation (EC) No 2007/2004 (“Frontex regulation”) in terms of cooperation with Member States/SAC and partner countries. It also follows the orientation set by the Stockholm Programme and the implementation of the related European Training Scheme (ETS).

For all of the activities mentioned below, extension of the cooperation with other European Agencies, i.e. those in the field of Law Enforcement, is envisaged.

**Total budget for Networking and Cooperation with Stakeholders Programme:**

**EUR 370.000**

**National Training Coordinators (NTC)** is a formal network of nominated national experts - training counterparts from MS/SAC and Frontex partner countries. NTC contribute to all phases of training projects and are essential for two-way direct communications with all states in regard to training matters. Two conferences are planned for 2013.

**Frontex Partnership Academies (PA)** Frontex Partnership Academies is a network of national border guard academies from Member States which support Frontex training by hosting Frontex meetings and training activities. The scope of the Partnership Academy Network is extended towards increasing their involvement and input to training projects. Two conferences are planned for 2013.

**Frontex Virtual Aula** is the web-based platform of Frontex Training linked with FOSS, including information about Frontex training projects and Frontex training activities. All academies from MS, SAC and Frontex Partner Countries are present on this platform. The aim of Virtual Aula is to offer to Partnership Academies managers, national training coordinators, trainers, teachers and project assistants an overall picture of what is carried out in Europe, every day, in the field of border guard training.

For 2013, further development of the V-Aula system is planned, ensuring more interaction with stakeholders and networks, e.g. Partnership Academies (PA, establishment of user groups). The work will be carried out in close cooperation with MS/SAC eLearning Experts in order to enhance the scope of the V-Aula system (for learning and training) and to implement cost-effective solutions for training, ensuring broad coverage of the border guard target group. This will also include the delivery of training via web-based conferencing tools (“webinars”)

whenever needed. For 2013, it is envisaged to synchronise relevant activities (events) with other EU agencies, e.g. in the context of eLearning.

Furthermore, reflecting the common European interests, a Schengen Border Code, an eLearning Module will be developed by an expert team. It will be reviewed twice a year with the EU representatives nominated for the Schengen Border Code eLearning Steering Committee.

**Expert boards** - represent a platform for training development and implementation. Boards of Experts are bodies composed of national experts in a specific field, who meet regularly in order to discuss the latest developments in their respective field in the context of training. The Boards also systematically reviews the training programmes and proposes further steps for training / education in the respective field. Expert boards meetings will be financed from the respective projects.

**Total budget: EUR 370.000**



## **POOLED RESOURCES**

The mission of Pooled Resources is to develop sufficient availability and deployability of operational resources, contributing to strengthening the response capacity of Frontex and the Member States. Frontex develops the availability and deployability of sufficient operational resources in order to perform its statutory obligations. The Agency manages and develops pools of border guards and technical equipment of the Member States, Schengen Associated Countries and Frontex in view of their use during joint operations, technical and operational assistance, and rapid operational assistance. Taking into consideration the Supporting Response Key Objectives set in Frontex' Strategy and Multi Annual Plan 2013-2016, the projects are aimed at further development of the EBGT and TEP mechanisms as tools for the deployment of Guest Officers and technical equipment.

The main goal of Pooled Resources activities for 2013 is to establish and further develop Frontex' own operational capacity by developing the pools, building on the SGO mechanism and acquiring or leasing technical equipment for external border purposes.

The main objectives of Pooled Resources for 2013 are as follows:

- Further development of EBGT (including SGO mechanism) and TEP pools;
- Further development of Frontex' operational capacity by procuring services or acquiring means for border surveillance;
- Putting into operation the second version of OPERA system and thus ensuring the on-line annual planning of operational resources;
- Enhancing the mechanism for the management of the EBGT with focus on GOs performance feedback in order to ensure the better quality of pool members;
- Maintaining the preparedness for deployment of the operational resources from the pools by testing the REX mechanism.

**Total allocated budget: EUR 1,000,000**

### **Development of the EBGT Pool**

The project aims at enhancing the operational response capacity of Frontex by establishing and managing a high quality human resources pool, in line with the strategic goals of the Agency.

The objectives of the project are as follows:

- To manage and administrate the EBGT Pool through regular meetings with the pool members during the training activities organised by Frontex, by taking part in the national selection procedures and by the exchange of information with internal and external stakeholders;

- To make use of the OPERA application with regard to the nomination and deployment process;
- To provide efficient support to the MS/SAC in all matters related to the EBGT Pool in order to ensure its proper functioning;
- To fully implement and evaluate the SGO mechanism;
- To evaluate and assess the operational usefulness of the current profiles as adopted by the Management Board (MB decision 11/2012 of 23 May 2012).

**Budget: EUR 50,000**

### **Development and management of the Technical Equipment Pool**

The project aims at enhancing Frontex' operational capacity by maintaining a high quality Technical Equipment Pool (TEP) and by managing the deployment of resources from that pool.

The objectives of the project are as follows:

- To maintain the TEP data base;
- To manage the deployment of equipment from the TEP by using the OPERA application;
- To maintain a high level of availability of the equipment from the pool by regular communication with the contributing MS;
- To implement Frontex reporting obligations regarding deployed technical equipment and MS contributions to the TEP.

**Budget: EUR 0**

### **Pilot Project on the lease of a service for border surveillance.**

The core idea of the pilot project is to procure a service for border surveillance for a limited period of time and for a specific operation.

The objectives of the project are as follows:

- To enhance Frontex' own operational capacity;
- To assess the cost efficiency of procuring services;
- To establish a basis for further acquisitions of surveillance equipment or surveillance services.

The Pilot Project will be launched taking into consideration the results from the Frontex LEA study finalised in 2011, analyses of the operational needs and the MS' capability to provide technical equipment for aerial surveillance.

**Budget: EUR 300.000**

### **OPERA - stage III**

The core idea of the OPERA project is to provide an upgraded software application for the development of pools of human resources and technical equipment, and to manage the deployment of resources from these pools.

The objectives of the project are as follows:

- To upgrade the OPERA application through the introduction of improvements resulting from the testing and using of OPERA v 1.0;
- To introduce additional functionalities to OPERA resulting from the amended Frontex Regulation;
- To provide training manuals and workshops to Member State and Frontex users.

**Budget: EUR 150.000**

### **Rapid intervention exercise (REX)**

The core idea of the project is to test the functioning of the rapid intervention mechanism as part of Frontex' legal obligation to establish a capability for adequately reacting to sudden unexpected massive migration flows in circumstances close to a real operation.

The objectives of the project are as follows:

- To organise a full scale exercise for a limited period in a specific area and within the frame of a specific joint operation;
- To test and improve the capability of Frontex to properly coordinate rapid deployment;
- To test and improve the capability of the MS to react adequately to an urgent call for rapid intervention;
- To test the applicability of the OPERA system for rapid deployment purposes;
- To organise a table top exercise in order to increase the readiness of both Frontex and MS for rapid intervention missions.

**Budget: EUR 100.000**

### **Annual Bilateral Talks**

The core idea of the project is to negotiate and agree on the contributions of each Member State to the planned Frontex operations for 2014.

Along with this main goal the project should also achieve:

- Identification of a common template for both Standard Operating Procedures (SOPs) and Guidelines covering Pooled Resources;
- Development of management documents for all projects in Pooled Resources;

- Seeking endorsement of the documents by the relevant internal stakeholders and preparing subsequent ED Decisions, in accordance with the Agency's QM Strategy.

**Budget: EUR 150.000**

### **Development of the business processes**

The core idea of the project is to identify and describe business processes within PRU related to the core tasks, including the management of pools and the development relevant documents (templates, SOPs and business processes).

The objectives of the project are as follows:

- To establish a document base containing any information needed for projects concerning Pooled Resources;
- Enhance the level of consistency covering the activities and the coordination between internal stakeholders;
- Provide a good level of detail regarding the activities which are regularly performed by the organisation, when dealing with human / technical resources;
- Discourage the tendency for developing parallel working processes;
- Promote quality through consistency.

**Budget: EUR 15.000**

### **Business as usual**

This part of Pooled Resources activities includes PRN and the revision of the accreditation cards.

### **Pooled Resources Network (PRN)**

The network is the main tool used to communicate information regarding future plans and ongoing activities to the Member States and Schengen Associated Countries. The feedback of the Member States is important as it provides information on the effectiveness of the activities and provides the opportunity to monitor the numbers in the pools.

The PRN will meet approximately four times during 2013.

Traditionally every second meeting is hosted by one of the Member States.

The goals of the project are:

- To exchange information with the MS about the activities implemented by Frontex;
- To get the MS' feedback regarding the effectiveness of the implemented activities;
- To use the meetings as a platform for the discussion of important issues and for the drafting of any kind of documents related to the pools.

**Budget: EUR 235.000**

## EUROSUR activities

The idea of EUROSUR Programme is to establish an information sharing and cooperation mechanism enabling Member State authorities carrying out border surveillance activities and Frontex to collaborate at tactical, operational and strategic levels.

EUROSUR Programme will provide Member States with a framework that increases their situational awareness and improves the reaction capability of national authorities controlling the external borders of the EU Member States. EUROSUR Programme foresees the interlinking and streamlining of surveillance systems and mechanisms at the Member State level, including the setting up in each Member State of a National Coordination Centre (NCC).

In 2012 all 18 Member States with external borders will be connected to the EUROSUR Network and the services provided through EUROSUR will gradually be developed.

In 2013 the EUROSUR Regulation should enter into force. The aim of the EUROSUR Programme in 2013 is to prepare Frontex and the Member States for this entry into force by:

- further developing the Network, and
- developing and testing tools and methods for providing the European Situational Picture (ESP) as well as the Common Pre-frontier Intelligence Picture (CPIP).

The entry into force of the EUROSUR Regulation will mean the end of the EUROSUR programme in this form. The operations will be managed by the Operations Division, while there will be close cooperation between the divisions to ensure further development of the system.

Core activities in the EUROSUR Programme for 2013 are:

- Extensions of the **EUROSUR Network** to encompass all Member States and possibly some other EU actors (i.e. DG HOME + EUROPOL + EMSA + EUSC + MAOC-N)
- Hardening of the nodes of the Network to ensure reliability of the system. Part of the hardware already deployed will be duplicated.
- Enhancement of Network Security to include EU certified crypto equipment to enable the exchange of EU restricted information.
- Establishment of a Framework Contract to ensure Third Level support to the Network, including system evolution, once the second extension of the network is completed.
- The **Common Surveillance Tools Project** will develop and test a Frontex capability for the combined use of satellite imagery and ship reporting systems for border surveillance, in order to provide surveillance based information to the EUROSUR network. This is to be done using GMES measures (Global Monitoring for Environment and Security) and by working in close conjunction to EUSC and EMSA.

- The **CPIP/ESP Project** will further develop the Common Pre-frontier Intelligence Picture and the European Situational Picture. The objectives of the CPIP/ESP Project are to develop tools and procedures for providing the Common Pre-frontier Intelligence Picture and the European Situational Picture to the EUROSUR information exchange. Initially the CPIP and ESP will be exchanged on a pilot basis and the extent of the pictures will then be gradually developed. Geo-data for interesting regions will be acquired and tools for analysis and visualisation will be developed. Furthermore, training will be provided to MS.

Implementation period: January 2013 - September 2013 (the Frontex EUROSUR Programme will continue until the entry into force of the legislation)

In 2013 the assigned budget of **2,240,000 Euro** will cover the Network Project and other areas like establishment of a Framework Contract to ensure third level support to the Network (including system evolution) once the second extension of the Network is completed and enhancement of Network security to include EU certified crypto equipment to enable the exchange of EU restricted information. Further EUROSUR activities with funding are found in the Operational Portfolio.

## ANNEX 2 - ADMINISTRATION PORTFOLIO

### FINANCE AND PROCUREMENT UNIT

#### Products and services - Finance

Finance has, as a main objective, to ensure that financial transactions (financial commitments, payments, recovery orders, budget transfers etc) are processed in line with the regulatory framework.

Additionally, Finance plays a role with regards to informing stakeholders about the outcome of those financial processes in the form of budget monitoring reports, payment information and annual financial statements.

#### Recurrent nature:

- Produces the annual budget, in close cooperation with the Controller and business units, to respond to the objectives/activities as laid down in the Programme of Work.
- Provides monthly budget reports to the Directorate Programme Board and Management Board, within the philosophy of 'sound financial management', providing transparency and accountability on the month-to-month relationship of activities and financial means;
- Carries out and documents change management of financial transactions such as transfers of appropriations and carry-overs;<sup>30</sup>
- Facilitates the auditors of the Internal Audit Service of the Commission and the European Court of Auditors, by providing documents, reports, responses to findings and implementing follow-up recommendations;
- Manages mission orders and mission claims;
- Registers all claims and invoices, legal entities and bank accounts of third parties submitted to Frontex in the financial system; and,
- Carries out financial verification of transactions as a centralized function.

#### New Initiatives for 2013:

Mapping of the unit's business processes - Once all processes are mapped, an analysis will be carried out to identify risk and quality issues. Where necessary the processes will be redesigned incorporating improvement measures; this exercise will be carried out in close cooperation with the Quality Manager and relevant other units at Frontex.

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<sup>30</sup> Financial Regulation of the European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union, Management Board Decision No. 29/2008



After the processes have been adopted by the Authorizing Officer, validation of the systems will be carried out by the Accounting Officer. This validation has as a goal to ensure that the systems in place provide sufficiently reliable data necessary for the production of accounts which give a true image of the Agency' assets and of budget implementation in accordance with Title VII of the Financial Regulation.

In addition, the requirements for implementing an application for an integrated approach to the financial lifecycle of projects/activities with the Member States will be analyzed for further action.

**Outputs expected:**

- Creation of a manual covering all main processes undertaken in the Finance & Procurement Unit;
- Where relevant changes to the current practices are proposed; decisions on the introduction of such changes will be undertaken in discussion with the relevant authorizing officer; and,
- Introduction of an integrated electronic system to streamline the processes.

**Products and services - Procurement**

Procurement has, as a main objective, to ensure that procurement procedures and contracts are coherent, legal and in line with regulations in force and the Frontex Financial Regulation and associated Implementing Rules.

**Recurrent nature:**

- Provides the means and advice for efficient and effective contract management to be carried out by the responsible business unit/sector according to the relevant rules in place;
- Produces a procurement plan in cooperation with Frontex' business units.
- Provides training and guidance to Frontex staff responsible for drawing up terms of reference/technical specifications for goods/services.
- Advises and assists staff when, due to unforeseen circumstances, regular procurement procedures cannot be followed; and,
- Provides necessary reports, statements and statistics;
- Undertakes public procurement work related to tenders.

**New Initiatives for 2013:**

Mapping of business processes was carried out in 2012. A project to convert the processes into an electronic system started in 2012 and will continue in 2013.

**Outputs expected:**

- Creation of a manual of all processes for the procurement area; and,
- Introduction of an electronic system and automation for streamlining work processes.

## Products and services - Accounting

### Recurrent nature:

- Keep the accounts in accordance with Title VII of the Frontex Financial Regulation;
- Produce the annual accounts for the year.
- Produce the cash-flow table showing amounts collected and disbursed during the year;
- Perform treasury management;
- Validate the accounting systems laid down by the authorizing officer to supply or justify accounting information; and,
- Oversee and manages the imprest<sup>31</sup> account;
- Guarantee accurate safekeeping of assets.

## HUMAN RESOURCES AND SERVICES UNIT

### Products and Services - Human Resources

#### Recurrent nature:

- Multiannual Staff Policy Plan each year from which the Establishment Plan<sup>32</sup> is drawn up which has to travel through the approval process.
- Development of policies, procedures and specific implementing rules for each sub-area within the HR environment.
- Improving efficiency by closely cooperating with other EU Agencies in the development of new systems;
- Facilitating the work done by the Internal Audit Service of the Commission and the European Court of Auditors, by providing documents, reports, responses to findings and implementing follow-up recommendations.

#### New Initiatives for 2013:

An HR Intranet page to be developed in close cooperation with the Information and Transparency area will be launched.

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<sup>31</sup> The 'imprest account' enables Frontex to make one-off payments which are less than €2,000. These payments must have a commitment attached to them but do not need to be input into the ABAC financial reporting system of the EU

<sup>32</sup> Establishment Plan Establishment Plan lists TA positions by number and grade. The figures are compiled from the SPP and published in the Official Journal

**Outputs expected:**

- To ensure that all implementing rules are in place;
- To further develop the business process modeling framework, linking in with other initiatives in the Administrative Division providing one platform for the Division; <sup>33</sup>
- To implement an Intranet page for the HR Sector facilitating Frontex staff.

**Products and services - Personnel Administration****Recurrent nature:**

- Administering the payment of salaries and allowances, the management of annual/sick/special leave and flexi-time system, overtime and other working time arrangements, all issues related to pensions whether it is payment of contributions or transferrable rights;
- Developing and monitoring working arrangements which cater to the needs of Frontex within the rules and regulations;
- Cooperation with the Payroll Master's Office of the EU Commission.

**New Initiatives for 2013:**

A need has been identified to develop existing HR database with new functionalities to facilitate and to improve HR work. In addition, a need has been identified to introduce different work arrangements at Frontex to cater to the changing operational needs of the Agency. A policy on harassment will also be implemented.

**Outputs expected:**

- To carry out an analysis of the HR database to improve the reporting mechanisms, simplifying the provision of data to projects such as the KPI Performance Management Project;
- To implement and monitor the policy on 'Prevention of sexual and psychological harassment';
- To introduce the standardized and legally based policy related to different working arrangements in the Agency.

**Products and services - Staff development and training****Recurrent nature:**

- Conducting a yearly analysis of training needs and offering of a variety of development opportunities, enabling staff to maintain and expand the skills, competences and

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<sup>33</sup> It is to be expected that systems will be automated under one Divisional platform

experience necessary to effectively contribute to the attainment of individual, divisional and organizational goals and expectations of Frontex;

- E-appraisal system facilitating (yearly review undertaken between managers and staff);
- Cooperates with other Agencies such as the European Union Agency for Fundamental Rights (FRA) when developing training packages for Frontex staff;
- Conducting a yearly staff satisfaction survey, the analysis of which provides input for possible areas of improvement; and,
- Developing policies and procedures which are specific to Frontex within EU rules and regulations.

#### **New initiatives for 2013:**

The new Frontex mandate stresses the need for training on fundamental rights issues. To this end, Frontex will provide appropriate training to all staff, based on their areas of expertise and needs.

Further development of the e-Appraisal HR module and the introduction of an e-Probation module will take place in order to make HR processes more user friendly and automated.

#### **Outputs expected:**

- To deliver new training course on fundamental rights for all Frontex staff in 2013;
- To develop and improve the e-Appraisal module of HR system;
- To implement the e-Probation module.

#### **Products and services - Recruitment and selection**

##### **Recurrent nature:**

- Provision of human resource needs for the functional operation of Frontex within the constraints as set down by the Establishment Plan. Ensures adherence to rules and regulation with regard to recruitment and selection;
- Provision of transparency and accountability for all recruitment/selection procedures, audited on a yearly basis by the European Court of Auditors;
- Provision of statistics/reports on recurrent basis to Directorate Programme Board for monitoring purposes;
- Provision of ad hoc reports to Management Board

#### **New initiatives for 2013:**

An E-recruitment system will be developed and implemented in 2013 and linked in to the other systems on a uniform platform.

**Outputs expected are as follows:**

- To launch the E-recruitment system and link it to other electronic system using a uniform platform.

**Products and services - Agency Services****Recurrent nature:**

- Guarantee reception and switch board services;
- Ensure office supplies and availability of corporate gifts;
- Organize meetings and events for Frontex;
- Operate the Travel Desk for Frontex staff;
- Provide an expatriation service for Frontex staff;
- Manage the HQ premises ensuring seamless services;
- Manage Frontex assets;
- Ensure health and safety at work.

**New initiatives for 2013:**

The largest task for Agency Services over the coming three years is the successful completion of the Frontex HQ to be in place by 2014. In addition, documentation, which constitutes the memory of Frontex, is presently being stored in a decentralized manner. A physical repository was put in place in 2011/12 (impacted by zero growth). Some advances are expected to be made in 2013 but not to the extent initially envisioned.

**Outputs expected:**

- To ensure that the new HQ project proceeds within the set timelines and deliverables identified;

**Products and services - Security Services**

The main objective of the Security Services is to ensure the safety of staff, visitors, facilities and Frontex information whether based in Frontex HQ or in a Frontex Operational Office.

**Recurrent nature:**

- Drafting and implementing Frontex Security Manual and other security related policies and procedures;

- Safeguarding classified information from espionage, compromise or unauthorized disclosure;
- Protecting Frontex activities, facilities and personnel;
- Conducting training sessions for Frontex staff on the handling of classified information.

#### **New initiatives for 2013:**

The Security Services are continuing the process of updating the Frontex Security Manual reflecting the changes to the security regime as a result of the adoption of the new Frontex Mandate as well as the new Council and the new Commission security rules.

The Security Services participate actively in the new HQ tender and evaluation processes and consultancies.

#### **Outputs expected:**

- To update the Security Manual (and corresponding policies, procedures and implementing rules) to reflect obligations placed on Frontex with regards to the handling of classified and sensitive information and the new EU security regulatory framework;
- To ensure that all appropriate security measures are in place for Frontex Operational Offices (FOO). (Evaluation of the FOO in Greece to take place in 2012 - a result of this could be an increase in the number of FOOs);
- To ensure that the new HQ project is aligned with the security standards.

### **INFORMATION AND COMMUNICATION TECHNOLOGY UNIT (ICT)**

ICT's responsibilities span over two main functional areas (Project and Contracts Office and Operations Office) with close interaction. In addition to the infrastructural and service related tasks, ICT is tasked with providing the planning, designing, developing, deploying, implementing, managing and operating of secure and resilient information and communications systems within an integrated engineering support mechanism for all Frontex ICT systems. In this context, ICT will have to provide ICT services and support to Frontex business areas for implementing projects and ICT systems. The challenge for ICT will be to maintain a satisfactory service for systems already in place, while concurrently developing and implementing new projects, within the constraints imposed by zero growth at financial and staffing levels.

#### **Products and services - ICT**

##### **Recurrent nature:**

- Enabling and facilitating secure communication and information exchange with cooperation partners to include Member States, non-EU States and International Organizations;
- Providing appropriate infrastructure to ensure that ICT applications, systems and services are possible for both internal and external stakeholders;

- IT strategy, policies and procedures, as well as for IT quality management, IT security and governance;
- Reacting to requests for ICT support from both internal and external stakeholders;
- Implementing standards, best practices and policies for Information and Communication Technologies regarding hardware, software and processes;
- Monitoring the compliance with these standards, best practices and policies; and,
- Safeguarding the security of Frontex ICT systems in cooperation with the Security Officer.

**New initiatives for 2013:**

- Feasibility study for the setting up of a backup data centre;
- ICT preparation for the move to the new HQ in 2014;
- Provision of support to Apple equipment.

**Outputs expected:**

1<sup>st</sup> Level Support - Help Desk

2<sup>nd</sup> Level Support - Network Management;  
Application Management;  
System Management.

3<sup>rd</sup> Level Support - Contractor Management (application developers, maintenance and project management)

Business applications brought into production 2011/2012 and supported by ICT in 2013;

- OPERA (Operational Resources Management System)
- ED4BG Website (European Day 4 Border Guards)
- FMM (Frontex Media Monitoring)
- JORA (Joint Operations Reporting Application)
- FOSS (Frontex-One-Stop-Shop)

Business applications entering into ICT operations in 2013:

- CMS (Correspondence Management System)
- WebGIS (Web based Geographic Information System)
- EUROSUR Technical Office
- Sentinel (ESP/CPIP compilation incl CONOPS & Fusion Services)
- Intranet

**Overview of ICT enabled business initiatives - to be budgeted via Title 3:**

Unit	Title	2013 (M E)	2014 (M E)
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	EUROSUR PROGRAMME: CPIP/ESP Analysis Tools Project	1.500	TBD
	Implementation of RAU Geo-portal application and further design of RAU WebGIS applications	0.140	0.100
	Enterprise Business Intelligence platform (common business needs with FSC)	0.450	0.120
	Personal data processing and analysis:	0.040	0.200
	<b>RAU - TOTAL</b>	<b>2.130</b>	<b>TBD</b>

### ANNEX 3 - GOVERNANCE INDICATORS

Name	ID	Description	Targets
<b>PARTICIPATION</b>			
Participation index	PA-PART	“How successful is Frontex in implementation of integrated border management - as measured by number of countries, which were involved in at least one operation coordinated by Frontex?”. The indicator measures the number of countries (among MSs, SACs and TCs) involved in the primary and secondary activities on operations coordinated by Frontex.	20 - 30 MSs, SACs
Average contribution size (HR)	PA-CTRB_HR	Participation in joint efforts coordinated by Frontex. This is measured by the average contribution of European (MSs and SACs) and third countries to Joint Operations in terms of man-days of each country’s people involvement.	350 - 800 man days



Average contribution size (TE)	PA-CTRB_TE	Average contribution of European (MSs and SACs) and third countries to Joint Operations in terms of technical equipment.	45 - 85 machine days
HMS commitment ratio	PA-HMS_COMM	Ratio of reimbursements planned to be paid (committed) to host member state (HMS) with reimbursements planned for guest countries (GCs)	10 - 50 %
HMS reimbursement ratio	PA-HMS_REIMB	Ratio of reimbursements paid to host member state (HMS) with reimbursements paid to guest countries	20 - 80 %
Pool usage (HR)	PA-POOL_HR	“How many of the people used in FX operations come from the pool?”	40 %
Pool usage (TE)	PA-POOL_TE	“How much of the TE used in FX operations comes from the pool?”.	No data collected
Pool utilization (HR)	PA-POOL_UTL_HR	“To what extent is the pool of human resources utilized?”	40 %
Pool utilization (TE)	PA-POOL_UTL_TE	“To what extent is the pool of technical equipment utilized?”	No data collected
<b>E F F E C T I V E N E S S</b>			
Alignment index	EFF-ALIGN	“Is Frontex at the right time and at the right place?” by showing the linkage between human resources planned and deployed on the operations with the number of irregular migrants intercepted during the operations.	Parallel curves

Average operational days ratio (HR)	<b>EFF-AVG_OPDAYS_HR</b>	“To what extent are the available human resources (allocated to the operation) utilized for direct operational activities?” This is shown by comparing the number of operational man-days (spent for implementation of the operation) to the number of all man-days related to the operation (e.g. including also time spent in travel and idle time).	<b>98 %</b>
Average operational days ratio (TE)	<b>EFF-AVG_OPDAYS_TE</b>	“To what extent are the available TE resources (allocated to the operation) utilized for direct operational activities?” This is shown by comparing the number of operational days of TE (spent for implementation of the operation) to the number of all days of TE related to the operation (e.g. including also time spent in transport and idle time).	<b>80 - 85 %</b>
External data contribution timeliness and quality ratio	<b>EFF-EX_CTRB</b>	“To what extent is data input received by Frontex on time?” This is measured by percentage of data contributions received on time, with acceptable level of completeness and quality.	<b>85 %</b>
Operations plan implementation ratio (HR)	<b>EFF-OP_PLAN_HR</b>	Assess the effectiveness of Joint Operations planning in the area of human resources (HR) utilization by outlining the difference between HR deployment plans (in man-days, according to the raised JO needs) with the implementation.	<b>98 %</b>

Operations plan implementation ratio (TE)	<b>EFF-OP_PLAN_TE</b>	Assess the effectiveness of Joint Operations planning in the area of technical equipment (TE) utilization by outlining the difference between TE deployment plans (in operational days, according to the raised JO needs) with the implementation.	<b>95 %</b>
Product quality level	<b>EFF-QUALITY</b>	“What is the perception of the quality of Frontex’ products in the eyes of external customers?”	<b>3.8 - 4.2</b>
Product delivery timeliness ratio	<b>EFF-TIMELINESS</b>	“How timely Frontex delivers its products and services?”	<b>98 %</b>
Time to respond	<b>EFF-TIME_RESP</b>	Measure the average time passed from the moment of recognizing the unfavorable event or trend resulting in the recommendation to start the operation to the actual start of the operation which fulfills the recommendation.	<b>No data collected</b>
Vigilance index	<b>EFF-VIGIL</b>	Effectiveness of Joint Operations by indicating the ratio of irregular migrants apprehended or denied entry at the borders to the total number of all irregular migrants apprehended or denied entry at the borders or inland.	<b>99 %</b>
<b>I M P A C T</b>			
Objectives achievement index	<b>IM-OBJ_ACH</b>	Effectiveness in achieving the originally set objectives of various Frontex projects / operations. Set of objectives for each operation can be different.	<b>Data collection during 2012</b>

Resource ratio (HR-Host)	IM-RES_HR	“To what extent are HMSs involved in the operation(s)?” This is related to the level of involvement of human resources.	20 - 75 %
Resource index (TE)	IM-RES_TE	“To what extent are HMSs involved in the operation(s)?” This is related to the level of involvement of technical equipment.	40 - 95 %
Stakeholders satisfaction level	IM-SAT_LVL	Average satisfaction level of stakeholders with the Frontex’ activities, products and services.	
Product usage level	IM-USG_LVL	“To what extent is Frontex building the interoperability between countries through: (i) successful introduction of common practices/standards? (ii) dissemination of information influencing the decision making processes?”. This is done by comparing the number of customers, which declare they used the product with the total number of customers, which have been supplied with the product. The usage will be assessed by answering the questions regarding the influence of the product on customers’ priorities for planning, training and/or operational activities.	3.8 - 4.2
<b>P E R F O R M A N C E</b>			
Administrative expenditures ratio	PE-ADM-EXP	“How much (relatively) does Frontex spend on its administration?”	EU - 37 % FX - 18 %

Budget implementation ratio (committed)	PE-BUD_IMP_C	“What is the level of the budgetary commitments?”	<b>98 %</b>
Budget implementation ratio (paid)	PE-BUD_IMP_P	“What is the level of the budget paid out?”	<b>70 %</b>
Attractiveness index	PE-ATTRACT	Employees assessment of Frontex’ attractiveness as the employer. Employee satisfaction.	No data collected

## ANNEX 4 - PROCUREMENT PLAN 2013

No	Subject	Estimated value in EUR	Budget line
1	Eurosur CONOPS - specific services	3 500 000	A-3110 - FSC
2	Eurosur CONOPS - specific services	180 000	A-3110 - FSC
3	Eurosur CONOPS - fixed costs	300 000	A-3110 - FSC
4	Extension of JORA-Eurosur Link	50 000	A-3110 - FSC
5	Yearly maintenance of FSC operational rooms	121 169	A-3110 - FSC
6	Renewal of subscriptions - iJET	7 500	A-3110 - FSC
7	renewal of subscriptions - Meltwater	10 000	A-3110 - FSC
8	Conference facility - FSC Product conference	20 000	A-3110 - FSC
9	Services of junior developer (time&means)	24 000	A-3110 - FSC
10	Services of senior developer (time&means)	30 000	A-3110 - FSC
11	Services of project manager (time&means)	36 000	A-3110 - FSC
12	Extension of CMS application	30 000	A-3110 - FSC
13	FFC - stocktaking	100 000	A-3110 - FSC
14	Purchase of geo data	100 000	A-3110 - FSC
15	FFC_ system accreditation	100 000	A-3110 - FSC
16	Conference facility - Information Exchange	20 000	A-3110 - FSC

17	Third countries Operational Heads of Airports Forum	25 000	A-3020 - Operations and pilot projects etc. air borders
18	CCC for EUBG basic training - (IAP) Interoperability Assessment Programme measurement tool	50 000	A-3200 - Training
19	Consultancy services for Masters' Programme design in line with the SQF	58 000	A-3200 - Training
20	Pilot project on leasing of technical equipment for aerial surveillance	300 000	A-3400 - Pooled Resources network
21	Adding new functionalities to the piloted Light-Weight Version of the Border Tech Net (RDU information exchange platform).	50 000	A-3300 - Research and development
22	Study on the performance of existing automated document inspection equipments.	30 000	A-3300 - Research and development
23	Study on border guards' decision making in the first line of border control and the role of decision aids.	50 000	A-3300 - Research and development
24	Study on existing technologies for under-foliage detection	75 000	A-3300 - Research and development
25	Study on existing methodologies and guidelines to assess operational capabilities, vulnerabilities, and countermeasures in countering identity and document fraud and risk assessment at the border.	50 000	A-3300 - Research and development
26	Printing supplies	200 000	A-2102 - Maintenance and repair of data processing equipment
27	EUROSUR	12 000 000	A-3510 - IT services for Operational activities
28	Purchase of Proxy / Intrusion Detection devices	60 000	A-2100 - Purchase of data processing equipment
29	Microsoft Premier Support	150 000	A-2102 - Maintenance and repair of data processing equipment

30	Internet connection	20 000	A-2110 - Telecommunications subscriptions and charges
31	Water	25 000	A-2300 - Stationery and office supplies
32	Office supplies with new logo	1 000 000	A-2300 - Stationery and office supplies
33	Cleaning services	350 000	A-2030 - Cleaning and maintenance
34	New car	70 000	A-2230 - Purchases and long-term lease of transport equipment
35	NHQ Furniture: design & delivery of furniture for offices, meeting rooms, reception	400 000	A-2210 - Furniture
36	NHQ Canteen: design & fit-out, provision of canteen & catering services	350 000	A-2090 - Other expenditure
37	Insurance technical equipment	15 000	A-2010 - Insurance
38	NHQ Audio-video systems & installations	250 000	A-2200 - Technical equipment and installations
39	Interpreters services	600 000	A-2500 - Interpretation services and equipment
40	NHQ Relocation services: office removal, cleaning & waste mngt	25 000	A-2090 - Other expenditure
41	Meeting rooms	20 000	A-2510 - Other meetings and visits
42	NHQ logo identification	30 000	A-2300 - Stationery and office supplies
43	NHQ Gym: fit-out, provision of equipment	30 000	A-2052 - Health and safety at work
44	NHQ Archive, storage & library: provision of storage & archiving systems	50 000	A-2040 - Furnishing of premises



<b>45</b>	NHQ Kitchenettes: provision of cuttlery & kitchen equipment	<b>90 000</b>	A-2300 - Stationery and office supplies
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