

Frontex`

Annual Activity Report 2013

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List of acronyms

AAR	Annual Activity Report
ABC	Automated Border Control
ABS	Air Border Sector
ABT	Annual Bilateral Talks
ADESVET	Advanced level training tool for the detection of stolen vehicles
AFIC	African Frontex Intelligence Community
AI	Advance Information
ALUG	Analysis Layer Users Group
AOS	Authorising Officers by Sub-delegation
AP	Action Plan
API	Advanced Passenger Information
AVATAR	Automated Virtual Agent for Truth Assessments in Real-time
AWP	Annual Work Programme
BCP	Border Crossing Point
BSRBCC	Baltic Sea Region Border Control Cooperation
CA	Contract Agent
CCC	Common Core Curriculum
CEDEFOP	European Centre for the Development of Vocational Training
CEPOL	The European Police College
CF	Frontex Consultative Forum on Fundamental Rights
CIRAM	Common Integrated Risk Analysis Model
COSI	EU Council Standing Committee on Internal Security
CPIP	Common Pre-Frontier Intelligence Picture
CPVO	Community Plant Variety Office
CRATE	Centralised Record of Technical Equipment
DCP	Direct Contact Point
DG	Directorate-General
DPO	Data Protection Officer
EASA	European Aviation Safety Agency
EASO	European Asylum Support Office
EBF	External Borders Fund
EBGT	European Border Guard Teams
ECA	European Court of Auditors
ECDC	European Centre for Disease Prevention and Control
ECHA	European Chemicals Agency
ED4BG	European Day for Border Guards
EDF	European Union Document-Fraud
EDPS	European Data Protection Supervisor
EEA	European Environment Agency
EEAS	European External Action Service
EFSA	European Food Safety Authority

EMSA	European Maritime Safety Agency
ENISA	European Network and Information Security Agency
EPN	European Patrol Network
EQF	European Qualifications Framework
ERA	European Railway Agency
ESP	European Situational Picture
ETS	European Training Scheme
EU-OSHA	European Agency for Safety and Health at Work
EUROFOUND	European Foundation for the Improvement of Living and Working Conditions
EUROJUST	The European Union's Judicial Cooperation Unit
EUROSUR	European Surveillance System
EUSC	European Union Satellite Centre
FCOI	Frontex Compatible Operational Image
FJST	Frontex Joint Support Teams
FOO	Frontex Operational Office
FOSS	Frontex One-Stop- Shop
FP	Focal Point
FPS	Frontex Positioning System
FRA	European Union Fundamental Rights Agency
FRAN	Frontex Risk Analysis Network
FRO	Fundamental Rights Officer
FRS	Fundamental Rights Strategy
FSC	Frontex Situation Centre
FSO	Frontex Support Officer
GO	Guest Officer
HQ	Headquarters
HR	Human Resources
IAC	Internal Audit Capability
IAS	Internal Audit Service
ICAO	International Civil Aviation Organisation
ICC	International Coordination Centre
ICS	Internal Control Standard
ICT	Information & Communication Technology
IOM	International Organisation for Migration
JDSP	Joint Degree Study Programme
JHA	Justice and Home Affairs
JO	Joint Operation
JORA	Joint Operation Reporting Application
JRO	Joint Return Operation
LCC	Local Coordination Centre
LEU	Legal Affairs Unit
LEGNET	Legal Expert Network
MAP	Multi Annual Plan
MARRI	Migration, Asylum, Refugees Regional Initiative
MB	Management Board

MoC	Memorandum of Cooperation
MoU	Memorandum of Understanding
MS	Member States
NCC	National Coordination Centre
NGO	Non Governmental Organisation
NFPOC	National Frontex Point of Contact
ODIHR	OSCE Office for Democratic Institutions and Human Rights
OHCHR	Office of the High Commissioner for Human Rights (United Nations)
OHIM	The Office of Harmonization for the Internal Market
OLAF	European Anti-Fraud Office
OMNTE	Overall Minimum Numbers of Technical Equipment
OPERA	Operational Resources Management System
OPLAN	Operational Plan
OPV	Optional Piloted Vehicle
OSCE	Organisation for Security and Cooperation in Europe
PP	Pulsar Programme
PPP	Public-private partnership
R&D	Research & Development
RABIT	Rapid Border Intervention Teams
RAU	Risk Analysis Unit
RPAS	Remotely Piloted Aircraft System
SAC	Schengen Associated Country
SAR	Search and Rescue
SBC	Schengen Border Code
SFD	Simplified Frontier Declaration
SGO	Seconded Guest Officer
SLA	Service Level Agreement
SNE	Seconded National Expert
SOP	Standard Operating Procedure
SQF	Sectoral Qualifications Framework
TA	Temporary Agent
TC	Third Country
TCN	Third Country National
TEP	Technical Equipment Pool
THB	Trafficking in Human Beings
TRU	Training Unit
UGS	Unattended Ground Sensor
UNHCR	United Nations High Commissioner for Refugees
UNODC	United Nations Office on Drugs and Crime
VIS	Visa Information System
WG	Working Group

Introduction to the Annual Activity Report 2013

The Annual Activity Report 2013 (AAR 2013) is a governance tool providing a concise picture of activities carried out, risks encountered and resources used during 2013. In order to do so, the AAR elaborates at a rather detailed level on how human and financial resources have been allocated and utilised to achieve objectives, results and outcomes. The referenced objectives, results and outcomes were agreed in the annual programme of work, in alignment with Frontex' Strategy and Multi Annual Plan.

The elements of Frontex' Annual Activity Report 2013 have been grouped according to the structure proposed by an interagency working group. Additionally, reflected in Annex II, the AAR follows the structure of Frontex' Programme of Work 2013, thus enabling a comparison and the assessment of objectives set.

The collection of data was done on an ongoing and structured basis.

To shorten the report (including the Annexes), rows presented that did not contain information have been removed without changing the numbering of the topics (e.g. if no risk has been encountered, the rows 'risk' and 'measures' will not be shown in the report under the individual activity).

The report opens with a short introduction emphasising two of the approaches applied, namely 'long term orientation' and 'grouping of activities in programmes and portfolios'. More details on related products, services, projects and consequently on activities carried out can be found in individual reports of the responsible unit/sector in Annex II.

The report is further structured in **four main parts** and closes with the five **Annexes**.

The **first part** reports on achievements made by divisions, units and sectors during 2013.

The **second part** summarises governance and management issues and provides reporting on financials and budget management including internal control standards.

The **third part** contains the building block towards the declaration of assurance.

The **fourth part** finally contains the declaration of assurance of the Executive Director of Frontex (including the pdf file).

The **five Annexes** are:

- I. Core Business Overview,
- II. Operational and Administrative Activities,
- III. Financial Statements,
- IV. Organisational Chart, and
- V. Establishment Plan

Two approaches applied during 2013 are worth being reiterated:

1. Continuation of applying a long term approach (Multi Annual Planning)

2013 was the first year of a multi annual planning cycle covering the period until the end of 2016 (MAP 2013 - 2016). This planning cycle can be broken down in annual elements each of which are further elaborated in an annual programme of work. The Multi Annual Plan is revised on an annual basis resulting in a 'rolling' Multi Annual Plan.

The objectives agreed in the annual programmes of work serve as a reference and a benchmark. Against those benchmarks Frontex' performance, efficient use of financial and human resources, creation of direct and indirect impact and adding value is measured and assessed during and at the end of the year.

During 2013, the mid to long-term approach applied by Frontex with regard to border management has enabled the Member States and the Agency to appropriately react to 'unforeseeable' situations due to changes to the political environment directly impacting migratory flows and internal security.

In compliance with this approach, Frontex utilised its operational model built around risk analysis and knowledge management, management of joint operations at the external borders of the Member States and the establishment and maintenance of capabilities inside and outside of Frontex. A built in budgetary reserve was used to further support short term re-prioritisation and shifting of resources in emergency situations.

Besides the application of a mid to long term approach it showed that without

- enhanced interagency co-operation,
- sustainable interrelations with Member States (MS) border control authorities (under the framework of Integrated Border Management), or
- the provision of sufficient financial and human resources and assets,

the core elements of Frontex operational model could not have been delivered.

2. Clustering of Activities - Programming in Portfolios

Frontex' products, projects and services remained clustered and grouped under the umbrella of portfolios and programmes. The benefit of managing portfolios and programmes showed mainly in the rearrangement of operational activities, supplementing the elements of the 'emergency response package'. Within the operational field the programmes established permanent organisational and operational structures in the Member States providing platforms for enhanced border management during the implementation of Frontex coordinated activities at national level.

The approach also provided Frontex with an adequate and timely reaction capacity to address Member States' increased operational needs. It supported

- the integration of coordinated activities at the external borders, including the detection and interception of persons approaching the external borders, border checks and second line procedure followed by return related issues and finally the repatriation of those who do not obtain protection and
- co-operation with related third countries based on working arrangements.

PART I. Achievements

Operations

Reinforcement of flexible operational support in the Mediterranean

Due to increased activity on migratory routes in the Mediterranean Sea, Frontex developed additional operational response activities and provided tailored support to Italy and Greece by extending and reinforcing joint maritime operations. In particular, after the tragedy near Lampedusa on 3 October with the death of a high number of migrants, reinforced border surveillance and contribution to search-and-rescue (SAR) capacity was implemented in the Central and Eastern Mediterranean regions. For this purpose, an additional budgetary allocation was received from the Commission, internal reallocations were made and activities were re-prioritised.

Frontex actively participated in the Task Force for the Mediterranean, established by the Commission, contributing with the proposal of reinforcing the existing European Patrols Network (EPN) to extend its reach across the length of the Mediterranean border to better control irregular migration and contribute to SAR activities coordinated by the Member States in the Mediterranean Sea.

The year was marked by an increase in irregular sea-border crossings and an unusually high death toll due to accidents involving overloaded and unseaworthy boats, in particular in the Central Mediterranean area. In the operational areas of Frontex-coordinated joint operations, there were 683 search-and-rescue incidents coordinated by Member States with more than 37 000 people rescued.

Targeted response to ‘mother ships’

A new modus operandi of migrant-smugglers in the Central Mediterranean was discovered: the use of so-called ‘mother ships’ and trans-shipments. Large vessels, departing from Egypt and towing smaller boats used for later disembarkation, head towards Italy and while still in international waters migrants are transferred to the smaller boats that head to the final destination – overloaded and on their own with increased risk to the lives of migrants – while the ‘mother ship’ returns to the point of departure. Thanks to coordination of efforts among law-enforcement and other agencies it was possible to detect, track and intercept at least three such ‘mother ships’ as well as to arrest the suspected facilitators and to collect and record all necessary evidence for national authorities to proceed with the appropriate criminal processes.

Cross-Border Crime

In addition to detecting migrant-smuggling, maritime operations coordinated by Frontex in 2013 uncovered other types of illegal cross-border activities, including drug trafficking.

Cooperation was established for each joint operation with relevant EU Agencies, bodies and international organisations (e.g. Europol, EFCA, EMSA, CeCLAD(M), MAOC(N), Interpol, UNODC), which led to smooth information flows and exchange of best practices among partners responsible for fighting cross-border crime.

As a result, 458 people were arrested on suspicion of drug trafficking; the quantity of drugs seized was almost 50 tonnes, worth over EUR 115 million. Hashish constituted the lion’s share of these seizures – over 43 tonnes, worth EUR 65.8 million. Substantial amounts of cocaine and heroin were also recovered – collectively 700 kg with a commercial value of almost EUR 42 million. In addition, five tonnes of raw cannabis was also seized, worth around EUR 7.5 million. Most of the drugs seizures were in the Western Mediterranean area.

Return activities

The ‘rolling operational plan’ procedure was consolidated during the year in order to provide Member States with the necessary operational support and to structure their needs for assistance. A stable level of 39 joint return operations was maintained in 2013. The number of returnees rose slightly to 2 152 from 2 110 in 2012 and 2 059 in 2011. Iceland acted as an organising country for the first time in 2013, with a joint return operation to Albania.

The so-called ‘new way of return,’ whereby a charter flight is organised by a third country to collect their own nationals in EU territory (previously only tested with Georgia), is becoming accepted as it shows good results and cost-efficiency. For the purpose of organising such return flights, the professional standards of third-country escorts and procedures are harmonised to EU standards.

Frontex made the Direct Contact Point network on return issues available for the purposes of the EURINT Network – an EU-financed project for sharing experience and improving results in the field of acquisition of travel documents.

Code of Conduct for Joint Return Operations

The Agency adopted a *Code of Conduct for Joint Return Operations Coordinated by Frontex*, setting the highest standards for this sensitive area of Frontex activity.

As a guide to ethical behaviour for participants in joint return operations, the code of conduct gathers the rules and best practices for return flights and is intended to ensure that returns are conducted in a humane manner and with full respect for the fundamental rights of returnees. A chapter is dedicated to human-rights monitoring and specifies that monitors must have access to returnees and all relevant information, including travel documents and information about any special conditions such as pregnancy or illness. The code also states that medical personnel are required on every flight and, if the escorting officers are not able to communicate with the returnees, interpreters should also be on board. The code further stresses that the use of coercive measures should be avoided or limited to the minimum. All participants in Frontex joint operations are obliged to report any perceived violation of the new code. It also sets out clear procedures for the evaluation of return operations.

Extended deployment at land borders

Secondary migration from Greece significantly affected the number of illegal border crossings at the EU’s external land borders with the Western Balkan countries during 2013. This development, especially at the Hungarian-Serbian border since the beginning of the year, called for enhanced flexibility and coordination capability when a significant number of irregular migrants started to target Hungary and apply for asylum once inside the country. Consequently, Hungarian Focal Points were reinforced with additional guest officers and equipment for border checks as well as for green-border surveillance.

The platform of Focal Points was also used for implementation of various regional operations and short-term operational activities including JO Poseidon Land 2013 (Greece, Bulgaria), JO Neptune 2013 (Slovenia), JO Jupiter 2013 (Finland, Estonia, Latvia, Lithuania, Poland, Slovakia, Hungary, Romania), and to facilitate cooperation with non-EU countries. In addition, there is a link between JO Focal Points 2013 Land and Project Coordination Points 2013 (deployment of EU Border Guard Teams to border crossing points between two non-EU countries). Third countries also deployed officers at Focal Points as observers with a view to later using them during the establishment of coordination points in third countries. Five new Focal Points were established in 2013, mainly in the Western Balkans region, bringing the total number to 36. In addition, six Coordination Points were activated in 2013, doubling the 2012 figure.

Furthermore, 2013 was the last year of implementation of two land border joint operations – Jupiter and Neptune. Both operations contributed for many years to the overall border security and operational coordination at eastern land borders and at the borders with the Western Balkan countries. However, changes in migratory flows require more flexible deployment to maintain the same degree of effectiveness. JOs Jupiter and Neptune provided room for the development and testing of the Joint Border Control Teams concept, which will form the basis for operational activities in the coming years and will be connected as a flexible mechanism of deployment and redeployment with the activation of Focal Points.

Improved flexibility and support at land border operations

Operational flexibility and prompt operational response were demonstrated as a reaction to the swiftly evolving migratory situation at the south-eastern EU external land borders with Turkey. Member States at the border facing increased and sustained migratory pressure (Greece and Bulgaria) implemented large-scale national measures which resulted in a series of changes to the areas affected by the arrival of irregular migrants. In particular, the increasing arrivals of migrants at Bulgarian-Turkish land borders, despite the implementation of national measures in Bulgaria, led to the internal relocation within JO Poseidon Land of 60% of operational resources to the Bulgarian-Turkish land border and the relocation of the International Coordination Centre from Athens to Sofia.

Flexible operational modules at air borders

As part of Joint Operation Flexi Force 2013, between 4 April and 3 July 2013, two operational modules were carried out at different airports, involving the deployment of 62 officers: the first module was “Mizar I” focusing on document and visa fraud by 12 specific nationalities, while the second – “Mizar II” – focused on all third-country nationals subject to border control arriving at or departing from EU/Schengen external air borders and committing document fraud using a wide range of both EU and non-EU documents.

Flexi Force is designed to provide a more efficient operational response due to flexible implementation through several modules – joint operations and pilot projects – carried out back-to-back while also taking advantage of the flexible deployment nature of seconded guest officers.

In total, 23 Member States, 26 participating airports, seven non-EU countries and Europol took part in the implementation of Joint Operation Flexi Force 2013, achieving the objective of increasing the effectiveness of border checks at EU airports.

Post Visa-Liberalisation Monitoring Mechanism (PVLMM)

Frontex supported the European Commission by providing regular analytical updates in the context of the post visa-liberalisation monitoring mechanism. Altogether, 12 reports were produced in 2013 (and 36 since this reporting started in 2011). On several occasions the European Commission expressed that these reports were vital for the monitoring mechanisms and provided an excellent overview of relevant developments, allowing for more fact-based decision-making. Frontex was formally requested to continue providing this service in 2014.

Geographic Information Systems enhance situation monitoring and analytical capacity

Important progress in enhancing the technical capacity for operational situational awareness and risk analysis was made through the deployment and further enhancement of the Frontex GIS capabilities. Frontex maintains a centralised platform for accessing, managing, creating and sharing geospatial content in a secure and private environment. Several applications, e.g. JORA Visualisation Module (JVM) and the RAU Geo-Portal make use of this platform. The geo-spatial content supporting the compilation of ESP and CPIP is also disseminated to the EUROSUR network via Frontex Fusion Services.

The JVM allows users to intuitively build their own situational picture by enabling/disabling various geo-spatial features and new geospatial content can easily be integrated and made available to users. Innovative graphical presentation and filtering options create a unique user experience and allow users to immediately interpret the current situation for informed decision making and planning.

The Geo-Portal allows analysts to access geography-related content such as web maps, map services, tools and web mapping applications. It offers capabilities for the creation of map and web-map applications for staff with no experience or background in geographic information systems. The portal offers dynamic maps that can be shared with specified groups of collaborating users for data visualisation, analysis, improvement or feedback.

Capacity Building

Frontex capacity building activities in 2013 represented a consolidation and development of previous years' efforts to bring consistency and added value to European border management, in line with the Agency's mandate. The activities' objectives were set based on a thorough needs analysis and in accordance with the general key objectives, expected results and interdependencies assumed by Frontex in its Strategy and Multi-Annual Plan 2007-2013.

Significant developments were registered during 2013, enhancing Frontex' 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 fulfil those requirements.

Enhancing the quality of the pools is a key requisite for the Member States to be able to allocate the required number and quality of resources to operations under the coordination of Frontex. The focus of attention in 2013 was put on improving the quality of both European Border Guards Teams and Technical Equipment pools, creating a suitable software application to manage them and, in addition, developing the Seconded Guest Officers mechanism.

Furthermore, Frontex initiated a joint work of its operational and capacity building units which led to the identification of specific needs in terms of aerial surveillance and communication along the respective green border areas. The first step towards the development of the Technical Equipment Pool was achieved in 2013 by launching of a procedure to establish a new form of equipment acquisition, which will be explored in 2014 within the framework of a pilot project.

In line with its mandate in the field of training, in the framework of three programmes comprising 17 projects, Frontex organised a total of 205 training and related activities in 2013, with the participation of 3 253 attendees. Stakeholders invested 12 457 staff-days in Frontex training activities, contributing to the development and implementation of European standards and training tools for border guard education.

In addition, in line with the mandate given by the Stockholm Programme to both Frontex and CEPOL for developing and implementing the European Law Enforcement Training Scheme (LETS), the Agency continued to further support the development and implementation of the LETS for law enforcement officers with border guard functions. Frontex also contributed to the development of the LETS in other fields of law enforcement in cooperation with other agencies by sharing relevant information on the Sectoral Qualification Framework (SQF) for border guarding and contributing its knowledge to the development processes of other Agencies (e.g. the European Defence Agency, CEPOL, and EASO).

Furthermore, the Agency, through its Capacity Building activities, was a key driver for harmonisation and standardisation, promoting greater interoperability. In the framework of 3 programmes comprising 8 projects (including EUROSUR), Frontex organised a total of 40 activities in the field of Research and Development, with the participation of 948 attendees. A total of approx. 2000 man-days were invested by the stakeholders to support the identification of best practices, standards and most efficient technologies for enhancing the border checks and border surveillance activities

Sectoral Qualification Framework (SQF) for Border Guarding

Frontex launched the European Sectoral Qualifications Framework (SQF) for Border Guarding in 2013. The SQF creates the link between operational needs and border guard education and training, offering a comprehensive and flexible platform for competence-based curricula development that applies to all border guard education and training systems.

As a high-level set of common standards, the SQF is intended to support national integration of the common curricula by playing the role of 'translation tool' for the various national training programmes and qualifications in border guarding. This will facilitate mobility and development of exchange programmes for border guards, with the view of enhancing interoperability in joint operations and encouraging a common EU border guard culture. The key concept of the SQF is "professional learning," which means that the training development is specifically focused on the needs of the job, and identifying knowledge, skills and competences that are relevant and job-specific.

'Erasmus-style' exchanges for students

In order to support the harmonised implementation of common standards, Frontex continued the implementation of its 'Erasmus-style' exchange activities as a solution to promote teachers' and students' cooperation, co-operability and information sharing.

After completing the first phase and developing the “teachers’ mobility” component, the exchange concept was extended to student exchanges (mobility) in 2013. An exchange exercise for students was organised under the Common Core Curriculum (CCC) for EU Basic-Level Border Guard Training as a pilot activity. Students in the process of their educational programme to become border guard officers participated in this new mobility component.

European Joint Master’s in Strategic Border Management

Frontex continued the development of the Joint Master’s Study Programme in 2013 in order to launch the accreditation process in the summer of 2014. The European Joint Master’s has been created as a programme where the learning has practical application for Member State border guard organisations.

Contributing at the same time to enhanced cooperation of Member States at both operational and academic level, development of the Master’s Programme is intended to fill a gap in border guard education across the EU as there is currently no higher education programme focused on strategic border management for a specific group formed by mid- and high-level border guard officers.

In order to maximise the number of border guard officers trained, and considering the need to offer all Member States the possibility to benefit from the development of a European product, it is envisaged that all the modules of the Master’s Programme will be offered as distinct courses to all the Member States for national integration.

Fundamental Rights training

For the further training and specialisation of Border Guards, in 2013 Frontex finalised the development of the Fundamental Rights Trainers’ Manual for border guards. This manual defines the training standards for first and second line border guard officers on fundamental rights related aspects of their daily work, taking into account the different types of borders at which they perform their tasks. In drafting the manual, a special care was taken to ensure that the content of the manual reflects the latest European educational practice and is aligned with the Sectoral Qualification Frameworks for Border Guarding. Particular attention was paid to groups demanding special protection, such as people fleeing persecution, torture survivors, victims of trafficking, the elderly, pregnant women and children.

While the manual is designed to fully equip the trainer with the necessary key materials, the national trainers will have to adapt them to the specific national legislation and conditions, the specific needs of the training programme and the trainees’ experience.

Next, Frontex will facilitate the implementation of training at the national level by providing expert support and training of national trainers based on the manual translated into their national languages.

Anti-Trafficking in Human Beings Training

Frontex continued the ‘train the trainers’ programme in the area of Anti-Trafficking in Human Beings (A-THB), and organised three sessions to train Member States’ trainers on the use of the Frontex A-THB Training Manual, as well as an evaluation session. The training manuals were translated into 25 languages in order to facilitate local training. The manual was also used to train trainers and border guards of third countries. Frontex developed an update of the *Handbook on Risk Profiles on Trafficking in Human Beings*, covering seven profiles of priority third countries.

E-learning

The development of new e-learning components was initiated with a view to delivering some Frontex training components in a modern, cost-effective way. Eventually border guards will be able to make use of courses and training tools via the Internet before, during, after or even instead of being physically present on a course. The first e-learning provision to become available will be for Anti-THB training, scheduled for release in 2014. Efforts were also made to develop an e-learning tool on the application of the Schengen Borders Code, to allow all border guards in Europe to practise border checks in the context of a virtual simulation.

Consular Training

Frontex developed and provided courses related to the detection of falsified documents to the consular staff of EU-Member States' and Schengen-Associated Countries' (SACs) embassies and consulates in third countries. In 2013 the courses were provided to consular staff stationed in Georgia and Morocco.

Further development of the European Border Guard Teams (EBGT) and Technical Equipment Pool (TEP)

Efficient management of the human- and technical-resource pools is key for the Member States' ability to make available the required number and quality of resources for joint operations. The focus of attention in 2013 was on improving the quality of both the European Border Guard Teams (EBGT) pool and Technical Equipment Pool (TEP), creating a suitable software application to manage them and, in addition, developing the Seconded Guest Officer mechanism.

During 2013, the EBGT pool saw an increase from 1 700 to approximately 2 500 registered border guards matching at least one of the 13 defined profiles. With the minimum number of guest officers required being set at 1,850 by the Management Board, the number of EBGT pool registered members was more than sufficient to satisfy operational requirements. In order to enhance the EBGT pool, and especially the reaction capability, Frontex contributed with 69 Seconded Guest Officers (SGOs) recruited after a selection procedure based on identified profiles and operational needs. The successful candidates, selected by Frontex upon proposals put forward by the Member States, were deployed as of early May, providing the capacity to answer to the increased operational needs in a timely and flexible manner.

Additionally, a one-month rapid deployment exercise, REX 2013, was organised over the summer, upon the request of Hungary and Romania. The primary purpose of REX 2013 was to simulate deployment in order to practise the mechanisms involved.

The Technical Equipment Pool was established at the beginning of 2013. Information contained in the TEP database relates to the availability, deployability, technical parameters and ownership status of the registered assets put at the Agency's disposal by Member States for joint operations. The main focus of the pool relates to the maintenance and use of the Overall Minimum Number of Technical Equipment (OMNTE), as well as ensuring the availability of data for timely reporting of the deployment of assets.

Throughout 2013, the main goal related to the TEP was to ensure that the required categories and quantities of technical equipment foreseen by OMNTE 2013 were indeed made available by the Member States for use in joint operations. Taking into account the Management Board-adopted criteria and comprehensive technical requirements developed on the basis of operational experience, the selection was carried out efficiently and contributed to the overall planning cycle of operational activities. The confirmed results show coverage of 87% of the needs estimated in OMNTE.

Further development of operational capacity through the acquisition of means for border surveillance

The first step towards developing the Technical Equipment Pool with 'own assets' was achieved in 2013 through the launch of a procedure to establish a new form of equipment acquisition. As part of a pilot project, Frontex concluded a tender procedure for the acquisition of aerial surveillance services along the external EU land borders. The pilot project aims to deliver surveillance services, but will also provide an assessment to Frontex management of the operational effectiveness of the equipment and the cost-efficiency of the service provided. It will also propose the approach to be taken for the further development of Frontex' own operational capacity via the acquisition of technical assets and surveillance services.

Use of Seconded Guest Officers (SGOs) for debriefing

Debriefers are specialist officers from Member States who interview migrants interviewers trained to garner information on smuggling routes and the *modi operandi* of facilitators of illegal border crossing. For several years, a major identified weakness hindering the quality of intelligence gathered from debriefing was the scarcity of knowledgeable and experienced debriefing officers available for joint operations. The debriefing officers were guest officers deployed in joint operations as made available by Member States. With the implementation of the new Seconded Guest Officer mechanism, it became possible for Frontex to choose specific officers to be deployed as debriefers.

In contrast to regular EBGT deployments, Seconded Guest Officers must undergo a selection procedure prior to their deployment including an interview by Frontex staff. The procedure guarantees that officers deployed to operational activities have the appropriate skills, training and professional background. Their deployments for longer periods also ensure the continuity and sustainability of activities and procedures. All these resulted in a better quality of fieldwork and intelligence input for analyses to be shared with stakeholders.

EBGT training

In order to ensure that all guest officers participating in Frontex-coordinated joint operations have received adequate training prior to their deployment, it was decided to merge the induction training with operational briefings and to develop a new pre-deployment briefing. This new briefing is a more cost-effective solution as it eliminates overlaps as well as focusing on fundamental rights.

In addition to the existing training provisions for EBGT members of various profiles, new profile training was developed for second-line airport officers. This will be tested during pilot training and further implemented during 2014.

Opera

The Operational Resources Management Application (Opera) was introduced within Frontex on 1 May 2013. This software application, custom developed for Frontex, facilitates management of the EBGT pool and Technical Equipment Pool, as well as the deployment of resources on almost all types of operational activity. The application has become a key tool for ensuring the quality of resources available to Frontex for operational deployment. It is also essential for creating detailed records and reports relating to deployed resources.

Opera enables both Member State and Frontex to allocate, maintain and deploy resources accurately and in real time, as well as to monitor the minimum quantities of resources required for the pools. Use of the application ensures compliance and consistency of the pooled resources with agreed requirements, that the data related to these resources is constantly updated and that the whole deployment process is carefully controlled while also enabling the generation of reports for a wide variety of needs.

Frontex supported the tool's implementation by end-users by providing training on the use of Opera to all Member States' National Frontex Points of Contact representatives. Additional key Frontex internal stakeholders were also trained on the application's use, leading to a total of 110 successful trainees that can support proper management of data and consequently of EBGT pool members.

Sustainable support for Greece and Bulgaria

Within the scope of Project Attica – to build Greece's capacity for return operations, including identification of migrants and persons in need of protection, which ran continuously in 2013 – 15 Member States and SACs participated by deploying screening experts. Interpreters were also deployed from the Netherlands, Romania and the United Kingdom.

Project Attica supported Greece in the process of screening irregular migrants in Athens and on the islands of Samos and Lesbos. In reaction to changing routes of irregular migration flows, a similar objective was set to support Bulgaria in the screening of migrants in the region of the Bulgarian-Turkish land borders.

The parallel objective of Attica is to support Greece in building returns capacity, mainly advising on issues related to identification interviews at third-country embassies and the organisation of return flights (commercial, national return operations and joint return operations).

Emergency Response Capacity

A rapid Intervention Exercise 2013 (REX 2013) was implemented during July and August at Hungarian-Serbian and Romanian-Serbian border sections, and was carried out in the same way as any other Frontex-coordinated operation, with the deployment of a large number of guest officers and technical equipment – a total of 31 border guards, five patrol cars, one thermo-vision vehicle and one van. The primary purpose of REX 2013 was to simulate a deployment in order to practise the mechanisms involved.

JO Focal Points 2013 Land supported the implementation of REX 2013; the Focal Points involved were integrated into the structure of the exercise in the first such operational merger of its type. Also for the first time, Frontex coordinated the exercise with two asylum support teams from the European Asylum Support Office. One Serbian observer also took part in the exercise, which was held during a period of intense pressure along this section of the EU-Serbian border.

Border Security Research Bridge

Frontex established an end-user driven advisory group on border security research consisting of representatives of 22 Member States and Schengen-Associated Countries. The aim was to improve the coordination of the border guard community in shaping EU-funded research in border control and to increase their direct involvement.

The advisory group, together with Frontex, prepared a report on border security challenges and research topics for the mid- and long-term perspectives with the concrete goal of providing input to the European Commission for shaping the EU research funding framework Horizon2020.

Automated Border Control

In 2013, Frontex continued further identification and development of practices and guidelines with regard to Automated Border Control (ABC) in order to pursue harmonisation and standardisation for end-users in this area. In order to meet this goal, Frontex advanced with the work of the ABC working group and contributed to international organisations working on standards. A number of facilitation and dissemination activities were carried out to provide information to Member States and other stakeholders on the deployment of ABC systems in the EU and third countries, thus disseminating knowledge about ABC solutions and helping interested states overcome barriers. This included the organisation of an ABC workshop and the Second Global ABC Conference, both of which were accompanied by demonstrations of equipment. Furthermore, Frontex provided analytical support to the European Commission in the area of ABC, and supported Member States in the decision-making process for deploying such technology at their borders.

Document fraud and risk assessment

With the final objective of improving capabilities to detect document fraud in first-line border control, Frontex organised the second 'Document Challenge' exercise, together with the Portuguese immigration service, experts from the UK National Document Fraud Unit, the Dutch Royal Marechaussee and the German Criminal Police. The exercise was conducted in the framework of Joint Action Lusitania and saw 42 experts and seven automated document inspection systems challenged to correctly identify genuine and false travel documents. The aim was to assess the relative performance of machines and human experts and to study respective vulnerabilities and countermeasures.

In order to demonstrate technology that could help border guards in the first line to quickly identify passengers of interest, and to test it in an operational environment, an operational proof of concept trial was carried out into automated credibility assessment. The trial was organised in cooperation with the Romanian Border Police and saw the Avatar (Automated Virtual Agent for Truth Assessments in Real time), developed by the University of Arizona, conduct interviews with volunteering passengers at Bucharest International Airport.

Advance information

In a continued effort to close the roll-out gap of advance information systems in the EU, Frontex actively supported the Member States by providing advice on the development of national systems. At the same time analytical support was given to the European Commission on the implementation of the Advance Passenger Information and Passenger Name Record systems.

Best practices and guidelines

Frontex continued in 2013 its activities geared towards identifying and further developing guidelines in the areas of automated border control (ABC), land-border checks and Member States' implementation of the Visa Information System (VIS). Updates were produced for '*Best Practices Operational Guidelines*' and '*Best Practices Technical*

Guidelines on the ABC solutions' and 'Good Practices in border checks at EU land BCPs' while 'Good Practices for the practical implementation of the Visa Information System at EU borders' was further developed, as was 'Best Practice Guidelines for processing third country nationals via ABC.'

Enhancing border surveillance

Frontex strove to boost the Member States' awareness of new developments in the field of surveillance through sensors, platforms and advanced system solutions while also facilitating the trial deployment of new technologies for border surveillance in Member States and in the context of joint operations.

The objective of cataloguing existing practices and identifying areas where best practices could be developed in relation to land border surveillance was furthered by the establishment of the Land Border Surveillance Working Group, which conducted three workshops and site visits to operational areas. In order to support this working group, Frontex launched a call for papers, inviting the industry to deliver white papers with detailed technical presentations of their latest achievements and technical solutions in this domain, as a result of which, 16 white papers were submitted.

In 2013, for the first time, the industry presented a manned aircraft with optional un-piloted capability for border surveillance in a Frontex operational environment during a border surveillance workshop and in test sessions in Alexandroupolis, Greece, and Almeria, Spain.

A Concept of Operations (CONOPS) was defined for the detection and tracking of small boats used for irregular migration and cross-border crime. The CONOPS provides analysis of operational and technical obstacles and identifies gaps and areas where appropriate technical solutions could be developed.

Administration

The administration services of the Agency continued to support the core business of Frontex in a flexible and agile manner. Frontex' administration provided assistance and support to the everyday operations of the Agency, whether at the Headquarters (HQ) in Warsaw, the Frontex Liaison Office in Brussels or Frontex Operational Office in Piraeus, Greece.

The Human Resources and Services Unit ensured that the staffing requirements for 2013, within the constraints of a zero-growth policy, were met.

A basic-level three-day fundamental-rights training, which is mandatory for all Frontex staff, was road-tested by HR in April 2013. This introductory course was derived from the Frontex Fundamental Rights Strategy and was developed in close cooperation with the European Union Agency for Fundamental Rights (FRA) and the United Nations High Commissioner for Refugees (UNHCR). The first pilot session was organised at the Frontex Headquarters using 20 staff volunteers and in the presence of two observers – representatives of FRA and UNHCR. Following an evaluation of the pilot, a further three sessions were held during 2013. All sessions were delivered by two external experts in fundamental rights.

Following the conclusion of a lease agreement for the new premises of the Agency, throughout 2013 the Unit focused on developing detailed interior designs and making preparations for the move of the Agency's assets and staff to the new premises which is planned to take place at the end of 2014.

The Finance and Procurement Unit advised the agency's management on financial resource allocation for programmes, projects, products and services; the Unit's staff was heavily involved in the financial circuit by performing to a large extent the financial initiation function, but first and foremost ensuring the financial verification of all financial transactions. Through the regular monitoring of the budget implementation and the implementation of the Procurement Plan, the Unit contributed to the achievement of the agency's objectives. The mission office was involved in processing all missions performed by staff members (over 2000/year) and last but not least the complete data entry into the ABAC system was performed by staff members of the Unit.

Activity based budgeting / activity based management (ABB/ABM) was launched in 2013. The 2014 budget was prepared as of summer 2013 when Frontex started to implement the recommendations of the "Common approach" to include a system of activity based budgeting / activity based management (ABB/ABM). In the 2014 budget, operational expenditure broadly follows the tasks as spelled out in the Frontex Regulation. In the second stage, staff and administrative costs were attributed to the operational costs. The Agency will continue to go in this direction following guidance which will be provided by the Management Board.

Following the adoption of the EU Framework Financial Regulation in 2013, Frontex started to develop its own Financial Regulation and had it adopted by the Frontex Management Board in January 2014.

Efficiency gains in financial management (over 20 000 transactions/year) and grant management processes and procedures were achieved in 2013. This included the overhauling of the financial workflow and the delegation of authorities which attributed responsibilities in a more appropriate way, aligning them with the principles of ABB/ABM.

In 2013, the Accounting Officer resigned which led to a situation whereby the Agency had an Interim Accounting Officer for four months before the new Accounting Officer was recruited. This offered a challenge for the Agency which was met by the temporary assignment of one of Frontex' qualified staff members and by receiving advice and support from EMSA throughout the year.

The Legal Affairs Unit contributed to the development and implementation of all Frontex activities both as a legal advisor and representative of the Agency in Court proceedings. The priority was to ensure that all measures and activities undertaken by Frontex were performed in accordance with the applicable law.

The ICT Unit focussed on the tender procedure and the awarding of a framework contract to enable Frontex to maintain, support, extend and further develop the Eurosur Communication Network. ICT also developed security

policies, improved procedures and infrastructure in order to improve the reliability of the systems and the business continuity. In addition, changes were made to reduce costs and improve productivity (e.g. email central archive, tender for Intranet/Document Management System).

Finally, the Administration Division embraced a number of improvement actions in response to the European Commission's Roadmap on the follow-up to the Common Approach on EU decentralised agencies:

- assessing services provided to EU Agencies by the Commission;
- developing a toolbox for the introduction of Activity Based Budgeting and Activity Based Management;
- the sharing of services with other EU Agencies in policy and ICT/administrative areas;
- establishing measures for the application of the security principles relating to the processing of non-classified sensitive information;
- cooperating on the prevention of conflict of interests.

Directorate and Executive Support

Internal Communication, Ethics and Integrity

In 2013 Frontex continued promoting its values, mission and objectives at an internal level, while progressing with activities aimed at sharing expertise and exchanging information across the Agency.

Putting emphasis on the values of humanity and teamwork, Frontex Internal Day contributed to the finishing of a newly constructed home for intellectually disabled people in Warsaw (Poland). Frontex staff members were involved in painting, cleaning and gardening.

The first pilot of a basic fundamental rights training course was organised in the spring of 2013. Twenty staff volunteers from Frontex headquarters tested the tool developing close cooperation with FRA and UNHCR. Following evaluation of the pilot, a further three sessions were held in 2013, conducted by external experts in fundamental rights.

In terms of learner outcomes, the training objectives were three-fold: knowledge, skills and attitude. Specifically, the staff was expected to understand the basics and principles of human rights, to be able to apply a human-rights perspective in their field of work or to put them into practice using a 'human-rights analysis tool,' and to accept them as being of integral relevance to their work. A presentation for newcomers to the Agency was prepared on the basis of the training. It was used for the first time in December.

Striving for effective internal communication, the Agency continued organising information sessions on vital topics (e.g. fundamental rights, Eurosur). At the peer to peer level Frontex experts shared their knowledge and experience during informal bi-weekly meetings, so called 'Brown Bag Luncheons'. During the summer months they were replaced with educational films and documentaries contributing to internal discussion on border control, migration, asylum and fundamental rights.

In the course of the year an electronic-only internal newsletter (FrontexINFORMER) was launched and became a regular monthly publication for all staff to keep up-to-date with policies, procedures, decisions and news affecting them as individuals or the Agency as a whole.

Frontex is committed to supporting a culture of integrity and ethical behaviour among its staff. Frontex employees act in compliance with the Frontex Code of Conduct and associated policies, which are regularly communicated. Training on these standards is mandatory for all staff.

In 2013, the Agency adopted a Code of Conduct for Joint Return Operations coordinated by Frontex, setting the highest standards for this sensitive area of Frontex activity. The Code, being a guide of ethical behaviour for Joint Return Operations' staff members, assures that return operations are conducted in a humane manner and with full respect for fundamental rights.

A Standard Operating Procedure establishing a clear procedure which lays down the steps that should be taken in evaluating each joint operation and pilot project as regards its adherence to the respect of Fundamental Rights has been introduced. The introduction of this important tool is a great step forward in promoting respect for Fundamental Rights.

In 2013, the Human Resources and Services Unit organised awareness sessions related to ethics and integrity to which the majority of Frontex staff attended.

External Relations

Cooperation with other JHA agencies, EU institutions and bodies as well as with international organisations was developed throughout the year. Specifically, Frontex and Eurojust signed a Memorandum of Understanding in December to enhance cooperation in the fight against serious cross-border crime, such as smuggling and trafficking in human beings. Frontex also developed cooperation with the European Asylum Support Office. The cooperation plan addresses important aspects in horizontal issues, but also those related to operations and capacity building. The first concrete step towards the implementation was made in the Frontex rapid-intervention exercise (REX 2013), in which EASO participated in the field operation. EASO representatives also participate in meetings of the Frontex Risk

Analysis Network and both Agencies are committed to cooperation to establish an efficient early warning system at the EU level. In addition, Frontex and EASO jointly developed common standards for the deployment of EGBT members/ASTs, and EASO alongside FRA, played an important role in developing the trainer's manual on fundamental rights.

Cooperation with Europol continued through joint operations and risk analysis, notably at air and sea borders. Frontex provides input to Europol UMF 2 (Universal Message Format) concept and model and has agreed to host the next UMF working group in early 2014. Frontex also actively contributes to the policy cycle managed by COSI namely as a co-driver in OAP illegal migration.

Frontex remains an active contributor to CEPOL trainings and webinars and to Cepol's (LETS) Law Enforcement Training Scheme flagship event at the European Parliament. The future of the bilateral cooperation between the two agencies will be shaped the LETS.

It is also worth mentioning that cooperation with the European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice (eu-LISA) has been ongoing and a date in early 2014 defined for the signing of a Working Arrangement.

Frontex continues to cooperate with all the JHA Agencies under a multilateral framework where coordination on certain dossiers (e.g. training or external relations) is taking place.

In addition, Frontex cooperated with the European Maritime Safety Agency (EMSA) based on a service-level agreement within the remit of Eurosur so as to provide the European situational picture and the common application of surveillance tools.

Frontex contacts and cooperation with EEAS services including CSDP Central Structures and Missions, EU Delegations, etc. have been steadily increasing and have prepared the ground for a more structured and formal cooperation in the near future.

With respect to the state of play of cooperation with international organisations, there have been positive and concrete actions in the cooperation with Interpol, UNHCR and IOM. These include operational cooperation but also facilitation of information exchange and active participation in seminars. As regards ICAO a high level meeting between Frontex and ICAO took place in October in Montreal where an agreement was reached to resume negotiation on a bilateral Working Arrangement.

Third Countries

In 2013, partnerships and cooperation with competent authorities of third countries were further strengthened. Moreover, in April 2013, the structured cooperation was expanded by concluding a Working Arrangement (WA) with the State Border Service of the Republic of Azerbaijan.

Frontex progressively succeeded to develop mutually beneficial and sustainable partnerships across the EU External Borders. Tangible results have been achieved particularly in the field of information sharing, training, joint operational activities and in the area of Research and Development.

Further steps in the implementation of the Memorandum of Understanding with the Ministry of Foreign Affairs of the Republic of Turkey were made. A series of activities have been taken forward with the competent Turkish authorities, mainly in the field of risk analysis, information exchange, training and joint operations. The establishment of contact points (police authorities) between the Hellenic and Turkish authorities at the common land and sea borders with

regular meetings also attended by FOO staff has proved to be very efficient and contributed to optimise the information flow and overall cooperation in these operational areas.

Cooperation on risk analysis at regional level between Frontex and Third Country partners has been further consolidated especially under the Western Balkans Risk Analysis Network (WB-RAN). Following the political developments in the region and the outcome of the consultations made during the year, Frontex started the contacts with the Kosovo¹ Border Police in order to expand the network and improve the analytical activities on the migratory phenomenon in the region.

Ukraine and Moldova remain committed to the joint analytical work in the context of the Eastern Borders Risk Analysis Network (EB-RAN) which consistently produces high quality results. Belarus rejoined the network and since the beginning of 2013 is contributing again to the EB-RAN joint analytical work.

The Africa-Frontex Intelligence Community (AFIC) is further expanding and at the same time consolidating its role as a unique platform for the development and joint analysis between EU and African experts. The year 2013 saw the publication of its second analytical report.

Based on the respective existing WAs, practical cooperation characterised by a regional dimension has been ongoing with the CIS Coordination Service and MARRI as well. Activities are ongoing in the field of exchanging information and best practices including the participation in workshops and joint operations.

With regard to the Western Balkan region, Frontex has also continued to play a role in the domain of EU post visa liberalisation monitoring mechanism and to contribute to the implementation of the Operational Action Plans for 2013 under the EU Policy Cycle in the areas covered by its remit. Moreover, in 2013, three coordination points were established in the Western Balkans, namely Murriqan (Albania), Tabanovce (FYRoM) and Bajakovo (Croatia), later transformed to a Focal Point due to Croatia's accession to the EU.

Contacts in the area of return with some key third countries, like Nigeria, have been kept on. A "Best Practice for the organization of joint return operations to Nigeria" was established and formalised by signing a Note-Attestation, once again confirming Nigeria's cooperation with Frontex. The cooperation with the authorities of US and Canada as strategic partners of Frontex continued, in particular in the area of Research and Development but also in other fields. For the first time the US deployed an observer at the ICC of a joint operation coordinated by Frontex.

Cooperation with EU candidate and potential candidate countries as well as with neighbouring countries and those of origin and transit for irregular migration has remained a priority for Frontex. In this context, a particular attention has continuously been directed to the third countries bordering the Mediterranean Sea, especially considering the humanitarian aspects of irregular migration along the maritime routes.

Frontex participated in the European Commission-led initiatives within the framework of the EU Dialogue on Migration, Mobility and Security with Tunisia and Morocco thus establishing and maintaining direct contacts with the competent authorities of these countries and exploring the possibility to launch formal negotiations for the conclusion of a working arrangement, based on the mandate adopted by Frontex Management Board.

Furthermore, Frontex contributed to the preparatory activities undertaken and coordinated by the EEAS/CMPD aiming at launching a civilian CSDP mission to Libya on border security. In this context, the Agency participated in an EEAS/CPCC-led Technical Assessment Mission (TAM) to Libya, with the purpose of outlining the main activities to be undertaken by the CSDP mission and preparing the proposal of the capacity building activities/projects to be implemented by Frontex under the mission. As a follow up, a Libyan high level delegation visited Frontex

¹ This designation is without prejudice to positions on status, and is in line with UNSCR 1244/99 and the ICJ Opinion on the Kosovo declaration of independence

Headquarters and Libyan experts participated in the International Border Police Conference (IBPC) and in the AFIC meeting.

Frontex has established direct contacts with the competent authorities of third countries such as the United Arab Emirates, China, Thailand and Hong Kong, where important airport hubs are located with direct flight connections to Europe, in order to explore practical cooperation avenues in the areas of information exchange, risk analysis and air border management.

At the wider scope, Frontex has been constantly involved in key EU migration/border management-related initiatives and political dialogues such as the Mobility Partnerships, Rabat Process, Eastern Partnership, Prague Process and other regional migration initiatives, such as the Budapest Process. Furthermore, Frontex was involved in JAIEX and other EU level meetings focused on cooperation in the external dimension e.g. US, the Russian Federation and the Western Balkans. Contacts were also maintained and support provided to EU regional programs, projects and missions in third countries (inter alia EUROMED Migration, EUBAM, EULEX, BSRBCC, BSCF) as well as to Member States involved in cooperation initiatives targeting third countries.

Frontex contributed to the implementation of EU funded capacity building projects on border security benefiting third countries and implemented by the relevant international organisations which have concluded WAs with Frontex. In particular, Frontex delivered trainings on anti-trafficking in Georgia and Ukraine targeted to Border Guard Officials of the Eastern Partnership countries under the ICMPD EaP IBM Training project.

Frontex Training Unit developed and provided courses related to the detection of falsified documents to the Consular Staff of EU-MS/SAC embassies/consulates in third countries. In 2013 the courses have been provided to the consular staff stationed in Georgia and Morocco.

Frontex also hosted a number of visits of delegations from third countries that contributed to development and consolidation of its external cooperation. All Frontex cooperation activities described above have been guided by the principle of the full respect for fundamental rights and its active promotion.

With the aim to promote the strengthening of the international border guard community and offering the opportunity for sharing best practices globally, Frontex in November 2013 has organised the 21st International Border Police Conference (IBPC). The event gathered top-executive level participants from 60 countries worldwide. The 2013 IBPC concentrated on global challenges for future border security with regard to the key aspects seen from the angles of Society, Migration and Transnational Crime.

With respect to Article 14.5 of the amended Frontex Regulation, Frontex may implement, along with funding from the European Union, technical assistance projects in beneficiary third countries to complement existing cooperation with relevant authorities or to provide incentives to establish new effective operational and technical cooperation with and in third countries of relevance to Frontex.

In order to design, plan and implement this new competence, a Frontex Task Force, comprising all relevant units/entities in the Agency, has been set up in 2013 in order to outline the impact of this complex new task as well as to identify appropriate internal mechanisms for handling such assistance.

In the context of technical assistance initiatives, Frontex has been directly awarded a EUR 4.5 million grant by the European Commission's Directorate General Development and Cooperation to launch the Eastern Partnership IBM Capacity Building Project. The main aim of this project is to ensure border security and to facilitate legitimate movements of persons and goods in the region, while ensuring that the fight against corruption and respect for human rights will be given necessary attention throughout the project. The project partners and co-beneficiaries are the World Customs Organization and the International Organization for Migration, as well as the International Centre for

Migration Policy Development. The project also foresees the involvement of other actors, including European and United Nations agencies, in implementing specific actions.

Frontex has engaged with EASO in a technical assistance project aimed at familiarising Tunisia and Morocco with the work of the agencies. The 18 month project “Promoting the participation of Jordan in the work of EASO as well as the participation of Morocco and Tunisia in the work of EASO and Frontex” is funded by DG DEVCO. Frontex will focus on implementing awareness raising activities in Morocco and Tunisia laying the foundation for intensified structured future cooperation.

In compliance with the amended Frontex founding regulation, the European Parliament has duly been informed about the working arrangements concluded by the Agency in 2013 with the view to developing operational cooperation with the competent authorities of third countries, as well as with the relevant EU agencies/ bodies and international organizations.

Transparency and Access to Information

Providing information to the public

In 2013 journalists, citizens and civil society organisations regularly contacted Frontex to seek information about Frontex activities, specific operations and migratory trends. The Agency provided information, organised interviews and facilitated media visits to operational areas (in Bulgaria, Greece, Hungary, Italy and Spain) for international and European media outlets throughout the year. The interest of mass media reached its peak in the weeks following the Lampedusa tragedy at the beginning of October.

During the year media briefings were organised in Brussels, Paris and Warsaw; footage from Frontex-coordinated operations and photographs were provided to various TV stations and newspapers.

Contact with researchers

In 2013 there was high demand for information about Frontex activities not only from the media and citizens but also from a growing number of researchers and students. The Agency answered over 300 requests for information and held meetings with individual researchers and student groups. Many academic institutions, such as border guard and police academies, included study visits to Frontex in their curricula. More than 180 researchers and students visited Frontex to further their research and to learn about the Agency and its activities.

Outreach

The Border Post, a monthly publication for border practitioners on border control and current migration issues, continued to gain new readers among the border guard community in Europe and worldwide. More than 1 800 readers received The Border Post each month and it is available to around a further 60 000 through law-enforcement intranet in some Member States. The readership of this publication includes a growing number of international organisations and public service bodies.

In 2013 Frontex further improved its website, making it more user-friendly and comprehensive. The number of visits to the Frontex website stood at over 430 000, principally from Bulgaria, France, Germany, Greece, Italy, the Netherlands, Poland, Romania, Spain and the United Kingdom.

The Frontex YouTube channel was fed with new educational videos explaining joint return operations, research and development activities of the Agency as well as development of the Sectoral Qualification Framework and how Frontex operations are planned. Films posted on YouTube were watched by almost 6 500 viewers.

The annual event celebrating border guards from all Member States and Schengen Associated Countries gathered with over 600 guests debating on border management in times of crisis, Eurosur, risk analysis and the balance between

freedom and security. For the first time, cadets of border academies took part in the discussion. Of the European Day for Border Guards (ED4BG) exhibitors, all were members of the Frontex Consultative Forum on Fundamental Rights.

The year 2013 saw the start of a new initiative related to the European Day for Border Guards (ED4BG)—two ‘ED4BG on the road’ interactive seminars were organised, in Gaeta and Lübeck, together with Frontex Partnership Academies. The first was devoted to technology in border management while the second focused on combating trafficking in human beings. Each seminar was attended by around 100 students who had the opportunity to learn more on a given subject and pose questions to Frontex experts. Additionally, the seminars were live-streamed on the ED4BG website with a chat function enabling the general public to participate actively in the discussion.

On the margins of the Europe’s Day celebrations in Warsaw (Poland) Frontex organised a film review focusing on the complexities of border management and migration in Europe, followed by a debate with young members of the public. BORDERreview was prepared in association with the European Commission in Poland, European Parliament Information Office in Poland, Polish Robert Schuman Foundation, Radio Kampus and the Polish Border Guard.

Public Access to Documents

In 2013, Frontex received 26 applications for access to documents on the basis of Regulation (EC) No 1049/2001². The requests concerned working arrangements with third countries and international organisations, operational plans, Management Board decisions, relations with industry, the multiannual plan, budget and procurement, violations of the Code of Conduct and the Africa Frontex Intelligence Community report. The profiles of applicants ranged from students and researchers to non-governmental organisations.

Full access to the requested documents was granted to twenty one applicants, partial access was granted to four and one was rejected on the basis of protection of public interest as regards public security and international relations foreseen in Article 4.1 (a) of Regulation (EC) No 1049/2001. No confirmatory application was submitted in 2013.

Fundamental Rights

Fundamental Rights Officer

The year 2013 represented the first 12 months’ work of the Frontex Fundamental Rights Officer (FRO) and therefore was a year of learning and performing needs assessment from the fundamental rights perspective. During the first year, the FRO was involved in a variety of matters in line with her mandate and tasks, with the objective of ensuring adequate protection and guarantees of fundamental rights during Frontex operations and activities. In 2013 the FRO focused her work in particular on three areas: monitoring and reporting, support to operations, and capacity building.

In the field of monitoring and reporting, the FRO supported the revision of internal monitoring and reporting procedures aiming to enhance the information gathered by Frontex on fundamental rights, such as the Standard Operating Procedure for Serious Incident Reports that applies to participants in joint operations. The FRO also monitored and followed up incidents of alleged fundamental rights violations reported during operations and provided an assessment of their impact on fundamental rights, complementing other internal assessments (legal and operational). She started establishing a system for recording, updating and maintaining all information on alleged incidents and thus contributed to the establishment of a fundamental rights monitoring system within Frontex. The FRO also prepared a preliminary concept for a comprehensive monitoring system for discussion with stakeholders. Additionally the FRO established and implemented a system for regular reporting on a bi-monthly basis to the Management Board, Executive Director and Consultative Forum.

Regarding joint operations, the FRO supported the planning and preparation of operations through provision of fundamental rights assessments and suggestions to proposed joint operations and analysis of potential challenges and risks that could occur in the context of a joint operation and that could have a negative impact on fundamental rights. The FRO also undertook field visits to operations at sea, land and at air borders as well as to joint return operations to gather information on fundamental rights concerns in each field. Furthermore, the FRO supported the risk analysis unit on fundamental rights-related matters.

² Regulation 1049/2001/EC of the European parliament and of the Council regarding public access to European Parliament, Council and Commission documents.

In the field of capacity building and particularly in training, the FRO supported work on the *Fundamental Rights Training Manual for Border Guards* (training of trainers) as well as the development and implementation of fundamental rights training for Frontex staff.

In performing her tasks, in the course of 2013 the FRO established good working relationships with members of the Consultative Forum and other relevant external bodies and organisations working on fundamental rights and migration, mainly with the United Nations Special Rapporteur on the Rights of Migrants, the Council of Europe and its specialised bodies and other members of civil society working in the area of migration.

Finally, the Eurosur Regulation also gives a monitoring role to the FRO on fundamental rights matters. The FRO participated in the drafting of fundamental rights aspects of the handbook for Eurosur users with the cooperation of the European Union Agency for Fundamental Rights.

JOINT OPERATIONS

Support to the establishment of a Frontex Monitoring System for Fundamental Rights and a proposal concept to Frontex ED, MB and CF.

Contribution to revision of internal reporting procedures (SoP for SIR) for alleged violations of fundamental rights reported from operational areas.

Support to operational activities from a fundamental rights perspective, in particular support to the planning and revision and provision of comments and suggestions to all OPlans of the following Joint Operations (JO) in all sectors: Poseidon Land, Poseidon Sea, Attica, Hermes, Indalo, Aeneas, Neptune, Project Coordination Points, Focal Points Air and Flexi Force, EPN Minerva, Jupiter, EPN Hera, Meteor, etc.

Provision of briefings on fundamental rights at the launching of JOs, to SGOs and GOs deployed both in the operational areas (Minerva, Poseidon) and at the Frontex HQ.

Visits to operational areas (particularly Poseidon Sea, Poseidon Land, Attica, and Meteor) and participation in JRO to Georgia to observe conduct and procedures used during joint return flights

Final Evaluation Reports (FERs): FRO started to receive reports from operations closing in 2013 and developed a structured system and calendar with JOU for the share of information and provision of a fundamental rights' assessment

Participation and support in the drafting process of the following internal products: Eurosur Handbook on fundamental rights related parts/sections; ABS Vega Children Handbook on guidelines to BGs on identification and protection of children at risk at external air borders, Code of Conduct for Joint Return Operations coordinated by Frontex; Guidelines for Debriefers;

Monitoring and follow-up on alleged fundamental rights incidents reported via SIRs from the operational areas:

CAPACITY BUILDING

Contribution to finalisation of the draft Manual for Trainers on Fundamental Rights for Border guards and participation in the final expert meeting before the publications, as well as a full training session -3 days- of the Manual.

Support to the development of the training on fundamental rights for Frontex staff (preparation of real cases and provision of information to the trainers) and participation and support during the training

Contribution and support to the drafting process of EBGT Handbook in its fundamental rights aspects

FUNDAMENTAL RIGHTS STRATEGY AND ACTION PLAN

Start of the preparatory work for a revision and update of the Frontex Fundamental Rights Strategy and Action Plan in 2014, by compiling recommendations that various international and non-governmental organisations have addressed to Frontex in view of updating its content and ensuring timely and proper implementation and follow-up in the upcoming future.

Participation in a town hall meeting on fundamental rights (organised by the Information and Transparency team), to launch the fundamental rights training for Frontex staff and raise awareness on the matter

RELATIONSHIP WITH OTHER ORGANISATIONS AND BODIES

Cooperation with several organisations/bodies, liaising and explaining the Frontex Fundamental UN Special Rapporteur on Human Rights of Migrants, the EU Fundamental Rights Agency (FRA), the Council of Europe Parliamentary Assembly (PACE), European Ombudsman, EASO, UNHCR and Amnesty International.

Establishment of long-term strategic relations with EASO, FRA, UNHCR and other international organisations in coordination with Relex teams.

Invitation to give speeches and presentations and to participate in several conferences and events organised by: EP LIBE Committee and DROI Subcommittee, ERA, European Commission, UNHCR, ICMPD, OHCHR, ECRE, among others.

MISCELLANEOUS

Regular reporting to MB and CF during all their meetings throughout the year.

Attendance of a monitoring session of border police with national NGO (Croatian Law Centre) and a cross-border training session on trafficking in human beings for border guards in Metkovic, Croatia with Bosnia-Herzegovina and Montenegro.

Cooperation with Frontex Controller on the introduction of fundamental rights considerations into the draft Frontex Programme of Work 2014 to include both fundamental rights as a key priority in Frontex work and throughout the document

Cooperation with Frontex Quality Manager by supporting the design of a Business Process to deal with Fundamental Rights matters within the structure of the organisation as an overall process of 1st level and mainstreaming all other processes

Cooperation with the Transparency and Information team on how to approach fundamental rights in Frontex communication products (web page, videos, materials, replies to letters, etc)

Consultative Forum

The year 2013 was the first of the existence, functioning and work of the Frontex Consultative Forum on Fundamental Rights (CF). The year was a challenging one as it marked the start of a long-term strategy of cooperation aiming to ensure that the promotion and protection of fundamental rights become a core priority for Frontex in all areas of its mandate and an essential part of integrated border management.

During this year, the Agency saw the direct involvement of the CF on various occasions. For internal strategic and planning processes, the Forum was consulted on the Frontex Programme of Work 2014, resulting in the inclusion of a number of recommendations. Furthermore, the CF contributed to the drafting of the new *Code of Conduct for Joint Return Operations*. Consultative Forum members visited joint operations in Greece and Bulgaria and gave recommendations on the inclusion of sensitive border management practices. They also supported Frontex activities.

Strategic Planning & Other Consultations

- Provision of general and specific recommendations to the Frontex draft PoW 2014, with the aim of assisting the Agency in strengthening the FR compliance in the implementation of its activities
- Provision of initial inputs to assist FRO in the design and establishment of an effective monitoring mechanism for FR compliance
- Provision of comments to Frontex response to the European Ombudsman draft recommendations on the improvement of FR guarantees in Frontex activities

Joint Sea / Land Border Operations

- Visit to JO Poseidon Sea, Land (and Attica), 14-20 July 2013
- Provision of recommendations and observations on Frontex joint operations for CF Annual Report 2013

Joint Return Operations (ref. art. 26a Frontex Regulation)

- Participation in consultations and expert meetings with Frontex and EU MSs on the drafting of the new CoC for JROs
- Provision of recommendations to the draft text of the CoC for JROs

Risk Analysis

- Provision of comments and recommendations to the draft Guidelines for Debriefers
- Provision to RAU of general and specific information on each CF member organisation to assess their potential as relevant source of information
- CF Initial contributions and provision of information and data on the human rights situation in third countries for RAU main strategic products

Training

- Participation in the 'Interoperability Assessment Programme, which is seeking to build an assessment tool of the national implementation of the CCC (ref. Art. 26a Frontex Regulation)
- Participation to two EBGT induction training sessions and a review of its content, structure, materials and methodology as well as of the composition and profiles of the pool of trainers

Administrative

- Participation in two official meetings in Warsaw (30-31 January and 23-24 October 2013)
- Participation in ED4BG 2013

Part II. Governance, Management and Internal Control Systems

Management Board

During 2013, the Management Board (MB) provided direction and guidance during the five Management Board meetings held and the decisions adopted in regular and written procedures.

MB decision no.	Title	Date of adoption
01/2013	Decision on the adoption of the general figures related to the titles and chapters of Frontex preliminary budget 2014	11 January 2013
02/2013	Decision by written procedure on the non-automatic carry-over of appropriations from 2012 to 2013	01 February 2013
03/2013	Decision on the appointment of the interim accounting officer	20 February 2013
04/2013	Decision on establishing measures for the application of the security principles relating to the processing of non-classified sensitive information	21 February 2013
05/2013	Decision adopting the rules related to the technical equipment to be deployed for Frontex coordinated operational activities in 2014	26 March 2013
06/2013	Decision on the UK's request to participate in and contribute financially to Frontex operational activities in 2013	27 March 2013
07/2013	Decision on the IE request to participate in and contribute financially to Frontex operational activities in 2013	27 March 2013
08/2013	Decision of the Management Board on the adoption of the Frontex General Report 2012	27 March 2013
09/2013	Decision of the Management Board on the establishment of a Drafting Committee for the preparation of the MB's analysis and assessment of the Annual Activity Report 2012	27 March 2013
10/2013	Decision adopting the Rules of Procedure of the Management Board	27 March 2013
11/2013	Decision on the adoption of Frontex' Strategy and Multi Annual Plan 2014-2017	16 April 2013
12/2013	Decision of the Management Board on the adoption of the Management Boards analysis and assessment of the Annual Activity Report 2012	22 May 2013
13/2013	Decision adopting implementing rules on the responsibilities and the recruitment of staff to middle management functions	22 May 2013
14/2013	Decision of the Management Board on the establishment of an adhoc working group on issues related to Frontex budget and accounts	22 May 2013
15/2013	Decision of the Management Board on the establishment of a steering committee for accompanying the regular evaluation of Frontex including draft timeline, according to Frontex regulation Article 33	22 May 2013
16/2013	Decision of MB on the appointment of Frontex Accounting Officer and changing the function group from AST to AD	14 June 2013
17/2013	Decision of MB on the adoption of the MB 's opinion on the final accounts for	18 June 2013

	2012	
18/2013	Decision of MB on Frontex Operational Office in Piraeus, Greece	25 September 2013
19/2013	Decision of MB on the amendment of Frontex Programme of Work (N1) and Frontex Budget 2013 (N1)	04 November 2013
20/2013	Decision of MB on the adoption of the Frontex MSPP 2014-2016.	26 November 2013
21/2013	Decision of MB on re-election of the Chairperson	26 November 2013
22/2013	Decision of MB on re-election of the Deputy Chairperson	26 November 2013
23/2013	Decision of MB on the adoption of the general figures related to the titles and chapters of Frontex preliminary budget 2015	26 November 2013
24/2013	Decision of MB amending the Management Board Decision No 22/2009 of 25 June 2009 laying down rules on the secondment of national experts (SNE) to Frontex	26 November 2013

Financial Reporting

Revenue

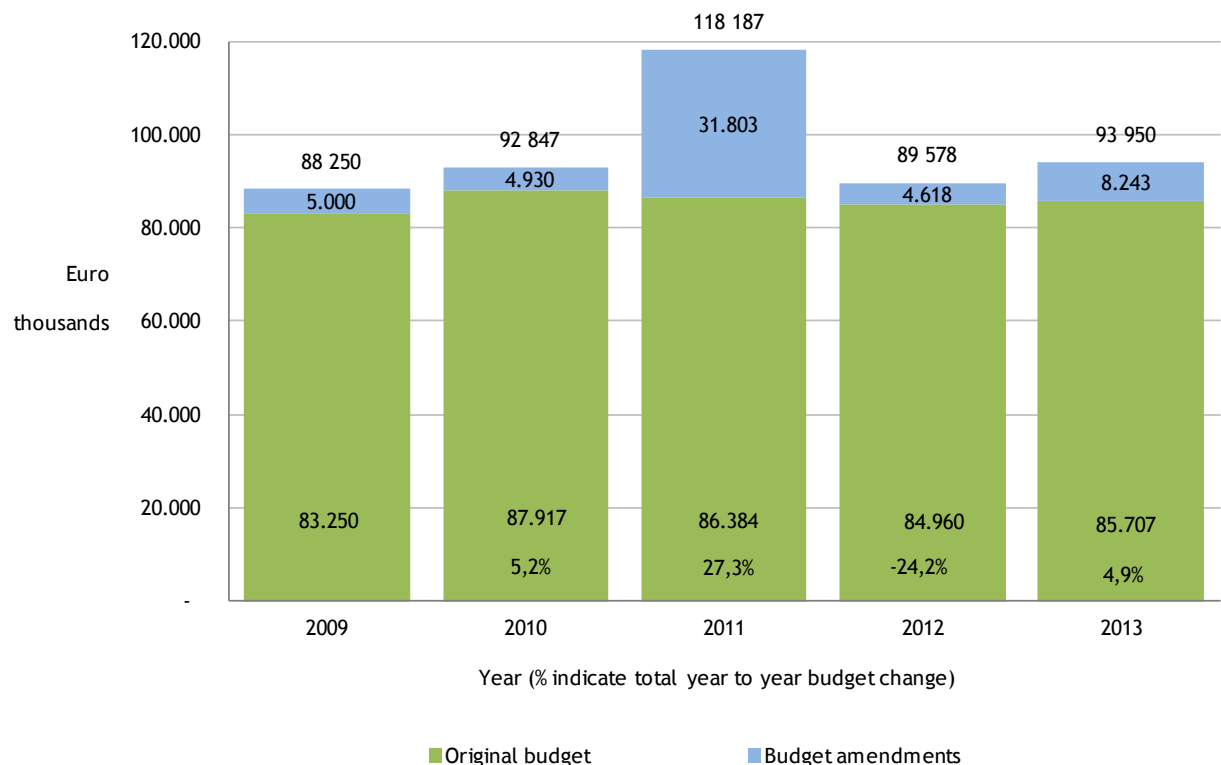
93.0% of Frontex revenue during the year 2013 consisted of the European Commission's subsidy. The other 7% comprised of contributions received from the Schengen Associated Countries and from the United Kingdom and Ireland, which are EU Member States but do not apply the provisions of the Schengen acquis. As the Agency is obliged by its mandate to facilitate the operational cooperation between EU MS and the UK and Ireland, a regime has been set up by MB decision which aims at enabling this cooperation.

Expenditure

Overview of Frontex' budgets 2009-2013

Comparing the final budget of the past years, it may be noted that the initial budget has remained relatively stable although budgetary amendments occur each year. In 2013, 10% was added to the budget due to the crisis in the Southern Mediterranean and the need for a Frontex response.

Chart – Frontex budgets' development 2009-2013 (final budget figures)



2013 was a year of zero growth both in terms of financial and human resources (initial budget € 79.5 M) for activities as indicated in the Frontex Programme of Work 2013. After the budget amendment N1, the 2013 budget appropriations amounted to 93.95 Mio € and are thus higher than the appropriations in 2012 (89.6 Mio €).

During 2013, the commitment and payment level developed in line with the implementation cycle for operational activities of the agency; as of May 2013, C1 funds started to be used for operational activities. The payment level increased steadily month by month while remaining at a relatively low level.

The continued efforts taken by the Agency has led to a situation where by 31 December 2013, 98% of appropriations were committed and 64% of appropriations were used for payments. Compared to 2012, the commitment levels are nearly identical, whereas the payment level dropped by 11%. The final utilisation of appropriations will be higher as Frontex has the opportunity to make payments on carry-over appropriations until 31 December 2014.

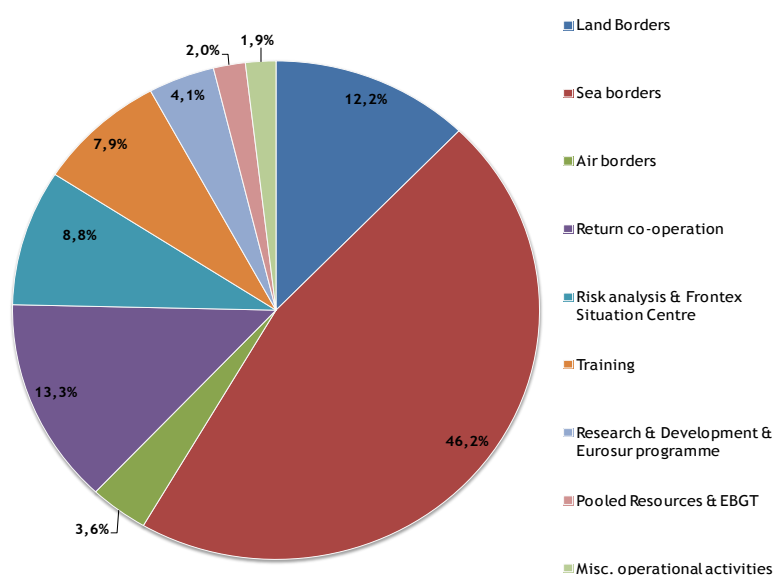
Table – Frontex budget 2013 – distributions by title (final budget figures)

Title		Budget	Total committed		Total payments	
A-1	Staff	22 262 280	20 458 151	92%	20 320 557	91%
A-2	Other administrative expenditure	9 136 820	8 949 107	98%	6 551 235	72%
A-3	Operational activities	62 550 900	62 431 447	100%	33 242 068	53%
		93 950 000	91 838 705	98%	60 113 860	64%

The distribution of the 2013 budget reflects the importance given to operational activities: there is a 67:33 distribution ratio between operational and administrative titles.

From the 2013 operational budget, amounting to € 62.6M, 75% of the available funds were committed for Joint Operations (Land, Sea, Air borders and Return Co-operation) as indicated in the chart below. This allocation of funds is guided by the Frontex Multi-annual and Annual Programmes of Work as adopted by the Frontex Management Board.

Chart - Final Operational Budget Distribution

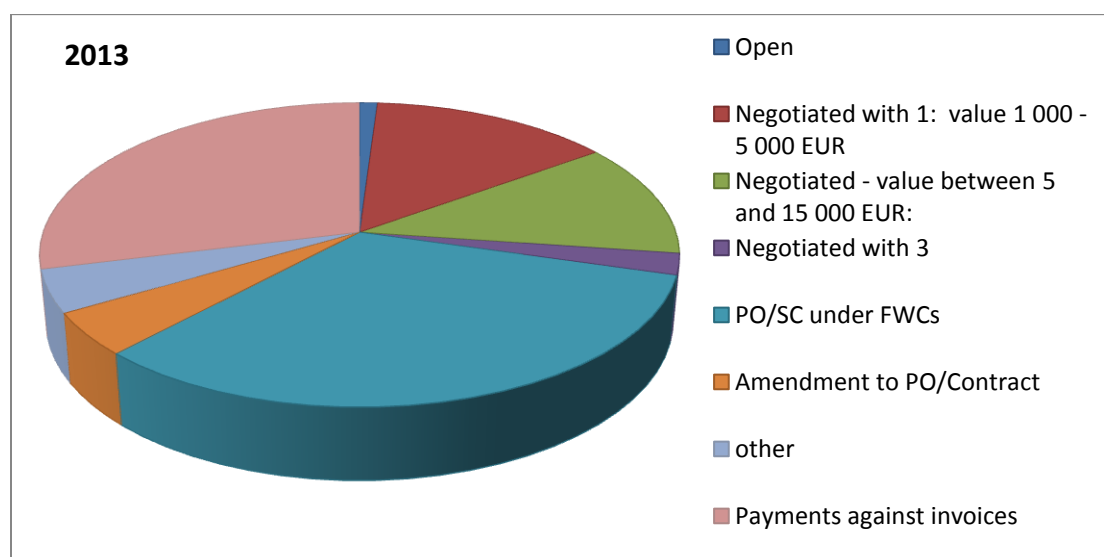


The budget of Frontex is implemented by direct management; a large part of the funding goes to grants. Direct grants go to the Border Guard authorities of the Member States and Schengen Associated Countries for their support of joint operations, either in the form of the deployment of officers or in the form of technical equipment. To a much smaller extent the border authorities of third countries receive grants, co-financing their efforts to support the integrated border management promoted by the agency.

As of 31 December 2013, Frontex had issued 991 grants (or amendments of grants) for a total amount of € 41.1M. This amount is lower than was the case in 2012 (€ 53.1M).

Procurement activities are related to purchases of an administrative nature, ICT hardware and software, services for operations or to studies and consultancies. In 2013, the agency processed 1 161 procurement requests, 5% more than in 2012. 32% of the number of procurement procedures is related to purchase orders/specific contracts under Framework Contracts signed by the agency or by the European Commission; 28% are related to the procedure “payment against invoice” (< €1 000); 26% are related to procedures with a value of below €15 000. However, most of the workload is related to the 12 open tender procedures conducted in 2013. In particular, the tender to provide goods and services for Eurosur ended with the signature of a framework contract and is worth mentioning in that respect.

Chart - Overview on procurement procedures in 2013



Use of appropriations 2012 carried forward to 2013

At the closure of the financial year 2013, Frontex ascertained the final use of payment appropriations received in 2012. Of the total amount carried forward from 2012 to 2013, € 18.4M was paid in 2013, while € 2.8M had to be cancelled. The main reason for the cancellations was related to the fact that grant beneficiaries requested lower amounts than were estimated at the beginning of an operational activity.

Table - Overview of Automatic carry-overs (C8) per Title and their consumption

Title		Carried over	Total committed		Total payments		To be returned
A-1	Staff	208 410	107 997	52%	107 997	52%	100 413
A-2	Other administrative expenditure	2 023 148	1 808 364	89%	1 808 033	89%	215 115
A-3	Operational activities	19 013 350	16 488 855	87%	16 488 855	87%	2 524 495
		21 244 908	18 405 216	87%	18 404 885	87%	2 840 023

Budget amendment and transfers

On 4 November 2013, the Management Board adopted the budget amendment N1, adding an additional € 8.2M to the agency's budget; thus the final budget for 2013 amounted to € 93.9M.

Table - Comparison Budget Distribution at the beginning and at the end of the financial year 2013

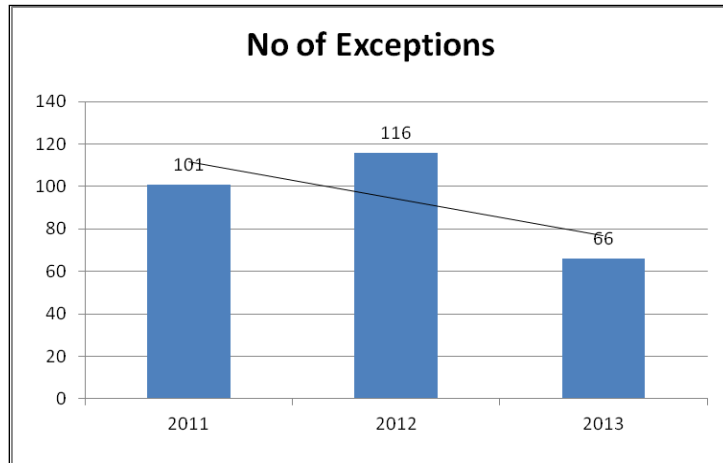
	Original budget 2013 (01.01.2013)	Budget after amendment and all transfers (31.12.2013)
Title 1 Staff expenditure	21 641 000	22 262 280
Title 2 Other administrative expenditure	9 758 100	9 136 820
Title 3 Operational expenditure	54 308 000	62 550 900
TOTAL	85 707 100	93 950 000

The justification for this amendment was when the European Council, on 24 -25 October, called for the reinforcement of Frontex activities in the Mediterranean and along the South Eastern borders of the EU. Prior to this, on 22 October, the JHA Council had also called also for specific reinforcements in Frontex operational activities. A special Task Force Mediterranean was established which developed plans for extending and intensifying the operational activities.

In comparison to 2012, the Agency made 10 transfers less in 2013; however the amount increased slightly from 11.5 Mio € in 2012 to 12.2 Mio € in 2013. The number of budget lines concerned remained at a similar level.

Record of Exceptions as part of Financial Performance Indicators

Chart - Number of exceptions



2013 showed the lowest overall number of exceptions ever registered in Frontex (66). Therefore, the average based tendency with regard to the number of exceptions over 2011-2013 had been decreasing.

Chart – Amounts involved in exceptions

Furthermore, the amount in € registered by exceptions in 2013 had been the smallest ever registered in Frontex. When comparing the years 2011 - 2013, the average based tendency with regard to the overall amount showed a positive development of radically decreasing tendency.

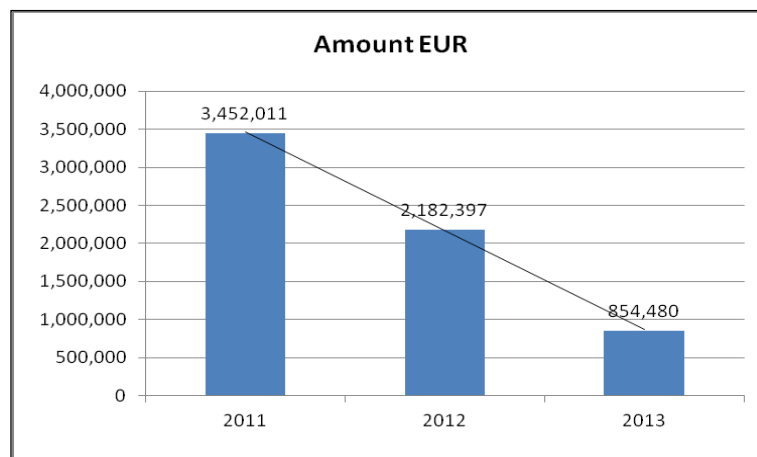
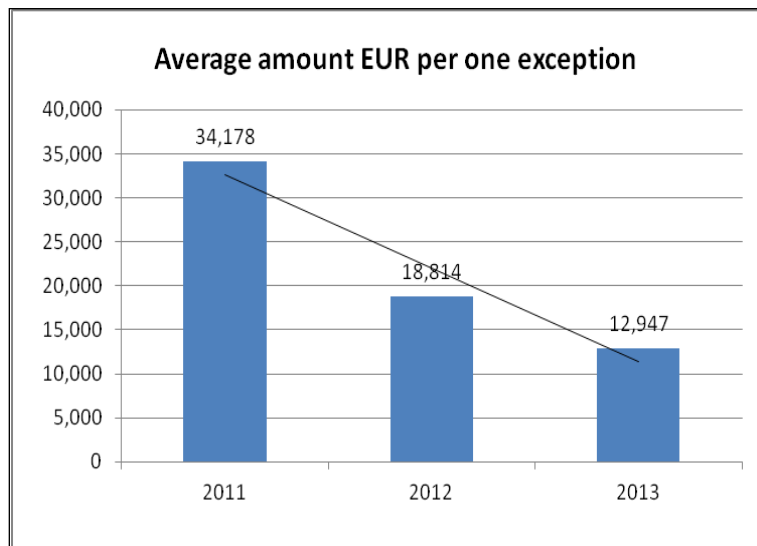


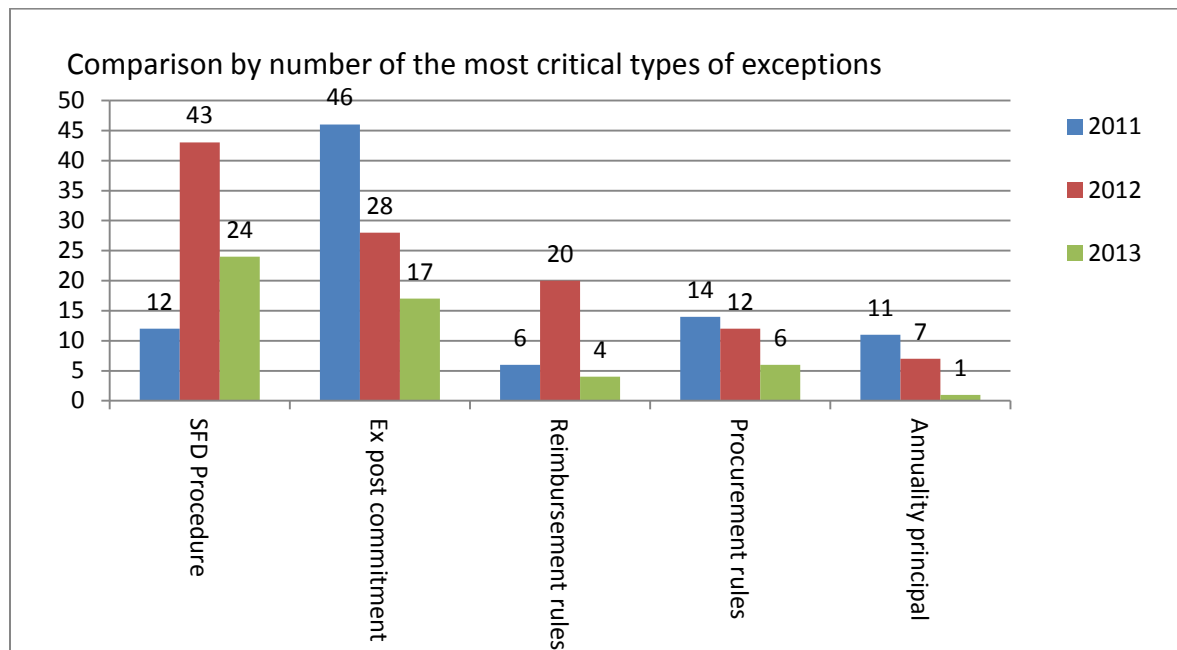
Chart – Average amounts involved in exceptions



Average based trend with regard to the average amounts per exception showed a significant decrease.

The comparison of data over the period 2011-2013 as regards the most frequent types of exceptions is illustrated by the chart below. The developments have been positive in all instances.

Chart - Comparison 2011-2013 - reasons for exceptions



Risk Management

Frontex has in place a process where each year the top corporate risks that could impact the achievement of the Programme of Work are identified, monitored, and, where necessary, mitigating actions are taken. The identification of these risks is supported by the annual Risk and Opportunity Workshop/Survey and also the Internal Control Assessment workshop which involve the middle management of Frontex. The results of the Staff Survey are also taken into account. These risks were reviewed in the monthly Directorate Meeting.

Internal Control Standards

Description of the Internal Control System applied

Frontex adopted updated Internal Control Standards in 2009; they were approved by the Management Board on the 25th of June 2009. These were inspired by those of the European Commission, and provide a comprehensive set of standards and guidelines for evaluating and further developing the internal control system of Frontex. The internal control system of Frontex is based on these Internal Control Standards and can be summarised as follows³:

1. **Mission, Vision and Values** (Internal Control Standards 1 and 2): Frontex has a clearly articulated mission, vision and values. These key elements are included in all corporate planning documents. Frontex has also put emphasis on ensuring its ethical values are known by staff and key stakeholders. The internal control system also includes ensuring Fundamental rights are a key part of Frontex values.
2. **Human Resources** (Internal Control Standards 3 and 4): Frontex recruits and allocates staff based on its objectives and priorities. To the extent possible, management promotes and plans staff mobility so as to strike the right balance between continuity and renewal. Staff performance is evaluated against annual objectives, which fit with the overall Frontex objectives and measures are taken to develop skills to achieve the objectives.
3. **Planning and Risk Management Processes** (Internal Control Standards 5 and 6): Frontex' objectives are defined in the Multi-Annual Plan and annual Programme of Work. These are formulated in a way that makes it possible to monitor their achievement. Key performance indicators are established to help management evaluate and report on progress made in relation to objectives. Risk management processes are in place for identifying risks associated with objectives; the top risks are reviewed periodically at the Directorate Meetings.
4. **Operations and Control Activities** (Internal Control Standards 7-11): Frontex has in place an organisational structure that supports effective decision-making by suitable delegation of powers. Frontex endeavours to manage the risks associated with sensitive functions through managerial oversight and where possible staff mobility. Frontex also has in an IT governance structure.

Frontex documents the processes and procedures used for implementing and controlling its activities. This includes arrangements to ensure the segregation of duties and to track and give prior approval to control overrides or deviations from policies and procedures.

Management supervision is performed to ensure that the implementation of activities is running efficiently and effectively while complying with applicable provisions. Frontex is taking formal measures to ensure the continuity of service in case of a "business-as-usual" interruption. Frontex is also required to develop appropriate processes and procedures to ensure its document management is secure and efficient.

³ Frontex provides an annual assessment of the adequacy of its Internal Control System and this is included in the Annual Activity Report.

5. **Information and Financial Reporting** (Internal Control Standards 12 and 13): Internal communication enables management and staff to fulfil their responsibilities effectively and efficiently (including internal control). Where appropriate, Frontex has an external communication strategy to ensure external communication is effective, coherent and in line with its key political messages. The IT systems used and/or managed by Frontex are adequately protected against threats to their confidentiality and integrity.

Procedures and controls are in place to ensure accounting data and related information used for preparing the organisation's annual accounts and financial reports are accurate, complete and timely.

6. **Evaluation and Audit** (Internal Control Standards 14 -16): Evaluations of expenditure programmes and non-spending activities are performed to assess the results, impacts and needs of these activities with the aim to make continuous improvements. Management assesses the efficiency of Frontex' key internal control systems at least once a year. Frontex has an Internal Audit Capability (IAC), which provides independent, objective assurance and consulting services designed to add value and improve Frontex' operations. Frontex relies on the Internal Audit Service as its official auditor and the European Court of Auditors as its external auditor.

Financial Circuits and Delegations

Due to the nature of this report, please find below a more detailed description of the financial circuits and the sub-delegations in place.

Frontex is organised in three divisions (Operations, Capacity Building and Administration) as well as having an entity which reports directly to the Deputy Executive Director and Executive Support (Planning and Controlling, Quality Management, Information and Transparency, External Relations).

All expenditure is implemented in the form of a centralised management. For most transactions, the agency uses the financial circuit model 3 "decentralised circuit with central counterweight", where the operational initiation and verification functions, as well as the financial initiation function, are executed within each division. The ex-ante financial verification is centrally performed by the Finance and Procurement Unit within the Administration Division.

For transactions below 5 000 EUR, a simplified circuit is followed, where the operational verification function is performed by the Authorising Officer.

For missions, the operational initiation function is performed by staff in the travel office and/or staff in the Finance and Procurement Unit; the missions are verified and authorised by the Authorising Officer responsible for ordering the mission.

The system of delegations and deputising in Frontex respects the following principles:

- Delegations: The Division Directors, Heads of Units and Heads of Sectors are Authorising Officers by delegation granted by the Executive Director; different financial thresholds apply for these delegations depending on the position of the AO (as a general rule: Director: 500 000 EUR, Head of Unit: 100 000 EUR, Head of Sector: 5 000 EUR).
- Deputising/Suppléances: As a general rule, deputising is performed downwards; which means that Heads of Units replace Division Directors, Heads of Sectors replace Heads of Units; Heads of Sectors which are absent are replaced by another Head of Sector from the same unit.

Based on the experience with regard to the functioning of the financial circuit in Frontex until now, it is foreseen to introduce changes as of next year, in particular in terms of low value transactions (up to 1 000 EUR) and the thresholds for Authorising Officers.

Results of ex-ante controls

Another relevant part of this report is to provide information on the functioning of ex-ante controls, mainly financial ex-ante verification.

The financial verification function in the agency processed over 19 800 commitments and payment transactions in 2013; four staff members are involved in financial ex-ante verification and the figures show the high workload of these staff members. In comparison to 2012, the number of transactions which went through the financial verification procedure increased by 3 300. Structural changes, such as changes of financial circuits, will need to be implemented in order to strengthen the ex-ante control framework following a risk based approach while at the same time maintaining the high quality of work.

Following a formalised policy on ex-ante controls aiming at reinforcing the ex-ante controls in place, a methodology for its practical implementation was developed and entered into force in 2013. Its main aim was to increase the assurance that all the conditions for payment have been fulfilled and that the expenditure has been really incurred, in particular in the case of joint operations, pilot projects and return operations. As of 1st June 2013 Frontex started to request supporting documents substantiating the request for final payment in a more systematic way. For more than 100 Specific Financing Decisions/Grant Agreements, supporting documents proving the costs incurred for selected cost categories were requested in 2013.

Positive developments could be noted as regards the number of exceptions registered in 2013 and the amounts involved. In 2013 only 66 exceptions were registered which is the lowest number of exceptions ever registered at Frontex. Also the amount covered by exceptions in 2013 is the lowest ever registered and it amounts to € 854 479. The non respect of some procedures related to grant management, ex-post commitments and the non respect of the annuality principle represented 80% of all exceptions registered.

62 recovery orders were issued in 2013. 42 recovery orders were linked to revenue generation from the EU Commission, the UK and Ireland and the Schengen Associated Countries or of an administrative nature; 20 recovery orders were for operational expenditure and they related mainly to the recovery of pre-financing or to the ex-post control findings.

Part III. Building Blocks towards the declaration of assurance

Data protection

Frontex attaches the utmost importance to data protection related issues. The Frontex Data Protection Officer (DPO) assures permanent supervision over data protection processing in the Agency, ensuring compliance of that processing with the European data protection legal framework.

The DPO continued to actively participate in the coordination of Frontex day-to-day data processing, attaching particular importance to staff-related issues and the processing of data related to the core business of the Agency. The DPO supported the Frontex internal data controllers in preparing data protection notifications, both through individual consultations and by general guidelines and practical procedures which were developed to ensure high data-processing standards.

During 2013, the second three-year term of office of the DPO expired. A new DPO was appointed by the Executive Director from qualified Frontex staff members.

Frontex has maintained its cooperation with the European Data Protection Supervisor (EDPS) in implementing suggestions and opinions issued by EDPS, in particular with reference to previously made prior-check notifications. Taking into account the EDPS's recommendations, the DPO further developed internal rules, policies and procedures relating to data processing.

Results from audits, ex-post controls and evaluations during the reporting year

Audits - European Court of Auditors (ECA)

During 2013, the European Court of Auditors provided an opinion on the 2012 annual accounts and issued a disclaimer with regard to the legality and regularity of the transactions underlying the accounts because in the ECA's opinion grants representing 63% of the operational expenditure are material; Frontex performed plausibility checks when verifying claims prior to payment but no supporting documents are requested. The payment requests were approved based on declarations of the Beneficiary. Important to mention is that the ECA did not issue a disclaimer on the reliability of the accounts; the positive audit opinion remained stating that the agency's accounts were presented fairly, in all material respects. Additionally, the ECA issued observations with regard to asset management, the high rate of carry-overs and the number of budgetary transfers.

The Management Board was timely informed about the disclaimer; the topic was discussed when drafting the opinion of the Management Board on the annual accounts 2012. The opinion of the MB on the annual accounts was voted without objection, supporting the arguments brought forward by the agency.

Audits - Internal Audit Service (IAS)

In 2013 the Internal Audit Service carried out one follow-up audit of the audits "Grant management" (2009) and "Operational planning based on internal and external stakeholders input" (2010).

The IAS audited five recommendations for which Frontex reported the implementation status as *ready for review*. In its report, the IAS evaluated that four out of five recommendations are implemented and therefore can be closed.

One recommendation has been kept open, nevertheless its level was downgraded from *Very important* to *Important*. The recommendation in question dealt with the establishment of a policy on checks and controls in order to ensure that Grant Agreements are being/have been adequately implemented and that the costs claimed by the beneficiary are eligible according to the provisions of the Agreement.

Audits - Internal Audit Capability (IAC)

As of 1 March 2013, the IAC was appointed as acting Head of Finance and Procurement Unit; therefore no audits were carried out by the IAC in 2013.

Ex-post controls

During 2013, the Agency continued to implement the ex-post control strategy 2012/2013. Six ex-post control missions were carried out to verify on the spot supporting documents for grant payments stemming from the budgetary allocation for 2011. In 2012 and 2013 nine Member States were visited, covering 14 different authorities. At the end of 2013, Frontex had verified ex-post 35.8% of the overall amount of grants issued to co-finance Frontex coordinated operations in 2011 (€ 73,2M). In 12 out of 14 beneficiaries, there were no systemic errors were detected; the errors detected were mainly due to erroneous bookings. An amount of € 32 000 was already recovered.

In two cases, systemic errors were detected which in one case will lead to a recovery of close to € 220 000; the other case is still in the contradictory procedure, but will also lead to a recovery order of up to € 500 000. The systemic errors refer to subsequently over claiming DSA rates or fuel rates as well as claiming non-eligible costs.

The exact error rate cannot yet be established, but it will certainly remain below 2% of the overall amount granted.

Apart from the financial aspect, one recurrent finding related to misunderstandings with regard to definitions of eligible costs for technical equipment such as vessels, aircrafts or land means. In 2007, the agency had developed together with the Member States definitions of eligible costs for such technical equipment; however the application of these definitions in reality is not without ambiguities. The agency therefore reviewed the definitions referred and improved the definitions in spring 2013 and established a manual.

Furthermore, in several ex-post control missions, a subsequent overestimation of the budget continued to be detected for grants issued for technical equipment. This non respect of the principle of sound financial management bears a risk for the agency with regard to the budget implementation. This aspect has also been included when reinforcing the ex-ante controls.

Reservations

B. Areas where significant improvements can be made

1. Taking steps to address control weaknesses resulting from human resource constraints and an increasing workload.

To control this risk in 2014 we will continue to obtain efficiency gains through process improvement; planned incremental improvements in budget management (introduction of Activity Based budgeting in 2014); and automation of selected processes.

We will also continue to emphasise to stakeholders that additional tasks assigned to Frontex at a time when there are constraints on human resources puts an increased burden on the internal control system and on our ability to deliver quality products and services that we have committed to deliver in the PoW 2014.

In 2013 Frontex has had to deal with unforeseen staff turnover due to the fact that we are not an attractive long-term employer. The lack of a seat agreement and other factors contribute to the risk of losing key staff and reduce our ability to attract highly qualified staff. We will continue efforts to obtain a seat agreement and also take steps internally to enrich jobs.

2. Improve the efficiency and effectiveness of controls related to beneficiary use of Frontex funds.

Follow up of reservations and action plans for audits from previous years

Frontex continued to review and strengthen its internal control system as part of its standard management functions. In addition, actions were taken in response to recommendations issued by the Internal Audit Service and observations of the European Court of Auditors and the European Parliament.

In the IAS Annual report on Frontex for 2013 the IAS stated that “As a result of the assessment of both follow-ups (conducted by IAS) as 31 December 2013 eight very important recommendations were closed and no very important recommendations remain open”.⁴

The summary points which relate to the observations made by the discharge authority’s recommendations are provided below.

Discharge Authority’s observations and measures taken by Frontex

Reference ⁵	Observation of the Discharge Authority	Response and measures taken by Frontex
Budgetary and financial management		
2.	Observes that in terms of paid appropriations, the Agency's execution rate stands at 96% under Title I (Staff Expenditure) 74% under Title II (Administrative Expenditure) and 58% under Title III; Calls on the Agency to implement specific measures to improve its budgeting process and execution rate of payment in the case of administrative and operational expenditure.	The actual implementation of Frontex 2011 budget (including carry forwards from 2011 to 2012) are: Title I: 95.5% Title II: 94.5% Title III: 91.6% Total 92.5% This result, which could be established at the end of 2012 shows that in fact the Agency is quite efficient using its appropriations, using the possibility to make payments for funds carried forward to the next year.
3.	Is deeply concerned that 33 % of the Agency’s 2011 budget (EUR 38,7 million) was carried over to 2012; notes that carryovers related to Title III "Operational Expenditures" amounted to EUR 36 million (41 %); observes that as in 2010, the level of carryovers is excessive and at odds with the budgetary principle of	The intensified operational activities related to the developments in the Mediterranean area went hand-in-hand with a budgetary amendment that resulted in an additional 31.8M€. Most of these additional funds arrived in late October 2011. This situation resulted in a significant carry-over.

⁴ Annual Audit Report for 2013. Ref. Ares(2014)758422- 17/03/2014

⁵ This reference is the ECA numbering system.

Reference ⁵	Observation of the Discharge Authority	Response and measures taken by Frontex
	annuality.	The high level of carryovers is partly a consequence of the budgetary procedure in force. However, Frontex would like to also stress that 81% of the 2010 carryovers (C8 funds in 2011) were used in 2011.
4.	Deplores that within the total amount carried over, the Agency carried over global commitments of EUR 5,1 million; observes that the Agency's Financial Regulation does not provide a clear basis for such a carryover; is aware that funding received at the end of the financial year may result in higher carryovers.	The Agency acknowledges that there is a lack of clarity in Frontex' Financial Regulation, giving room for different interpretations. The Agency will refrain from carrying over global commitments. Frontex points out however that the revised Financial Regulation does not provide more detailed guidance on this topic.
Follow-up of the discharge 2010 recommendations		
6.	Notes the Agency's efforts and the persistent difficulties it faces in the process of budgetary implementation; notes the Agency's explanations stating that difficulties have been caused inter alia by external factors such as sudden developments at external borders; urges the Agency to continue its efforts in this area.	The continued and persistent efforts of the Agency to improve the implementation of its budget implementation in the framework of the principle of annuality is challenging as again crisis situations both in 2012 and 2013 led to budget amendments which realistically could not be fully implemented by year-end. The Agency is grateful that the Parliament shows increased understanding of the fact that developments at the external borders of the EU go beyond the control of an Agency. However, Frontex will continue to take actions which are within its control and to identify and additional actions that can improve the budget implementation.
Supervisory and control systems		
9.	Regrets that internal control weaknesses as regards the management of fixed assets were identified; regrets that there is no procedure related to the disposal of fixed assets and the physical inventory is incomplete.	With a view to eliminating the deficiencies and improving quality in fixed assets management a comprehensive set of new rules was elaborated and adopted (effective as from January 1st, 2014) by the "Decision of the Executive Director no 2013/77 of 13th November 2013 on Establishing Frontex Assets Management Rules". The newly adopted decision specifies in detail the general rules applicable to asset management and in its appendices also cover: <ul style="list-style-type: none"> • specific rules on operational asset management • specific rules on planning asset acquisition • guidelines on intangible assets • specific rules on disposal of assets Elements of the new asset management policy were applied in 2013 in order to strengthen the internal controls prior to the implementation of the full set of rules.
Discharge 2011: performance, financial management and control of EU agencies		

Reference ⁵	Observation of the Discharge Authority	Response and measures taken by Frontex
Budgetary and financial management		
16.	Reminds the agencies that the persistent problem of carryovers has yet to be addressed; takes note of the agencies' explanations as regards the difficulty in avoiding carryovers in operational expenditure; believes, nevertheless, that in a number of cases there is room for improvement, in particular by means of a better management of commitment appropriations based on real needs, better internal planning and general revenue forecasting and more stringent budgetary discipline and regular overview of spending; calls on the agencies to assess their internal administrative procedures in order to reduce their administrative burden, in particular as regards public procurement and staff recruitment procedures; believes that both the Commission and the Court of Auditors should provide effective assistance to the agencies in this area.	<p>The "Persistent problem of Carryovers", to a large extent, results from the nature of Frontex' mandated activities (see Observation 6 & Frontex' response); the late adoption of budget amendments (increases in the budget of the Agency); and by the budgetary procedure. In terms of the There were three budget amendments in 2011 which resulted in a budget increase from 88 Mio € to 118 Mio €. When additional funds are received late in the year the consequence is an increase in carryovers.</p> <p>Nevertheless, Frontex has made changes to strengthen the management of its budget, e.g. improvements in the planning document; it has increased accountability of line managers for budget management; improvements in standard budget reports and there is improved monitoring by managers at all levels. In addition, Frontex also regularly reports to the Management Board on budget utilization.</p> <p>The European Court of Auditors has increasingly provided a constructive role, in subsequent years they have a better understanding of the situation with regard to carryovers (as explained above). (See Observation 6 & Frontex' Response)</p>
Human resources and recruitment policy		
28.	Calls on all agencies to inform the discharge authority of the number of days of leave authorized to each grade under the flexitime and compensatory leave schemes annually annexed to their annual activity reports.	Frontex does not apply Flexitime rules yet and consequently the compensatory leave entitlement does not exist.
42.	Calls on the Court of Auditors to conduct an assessment of the implementation by the agencies of any measures taken on the basis of the recommendations made to them in its Special Report No 15/2012; calls on the Network to develop proposals based on exchanges of best practices and lessons learned to enable it to identify, in cooperation with the Commission and the Court of Auditors, those agencies, or fields in which they operate, where there is greatest risk of conflicts of interest; welcomes, in that context, the review of the Transparency Register for lobby groups in the Union institutions, and urges the Commission and the agencies to implement measures stemming from that review concerning potential conflicts of interest.	<p>Although this Observation is addressed to the ECA, some relevant information is included in Frontex' response. Specifically, in 2013, decentralised agencies have provided substantial input to the guidelines, produced by the Commission, on conflict of interest concerning members of management boards, Executive Directors, staff members of the Agencies subject to the Staff Regulations and Conditions of Employment of Other Servants (CEOS), as well as Beneficiaries of EU grants and contracts when the grants or contracts relate to work for which independence is required.</p> <p>The process of developing policies on conflict of interest in decentralised agencies has been delayed awaiting the Commission's guidelines on COI. However, a number of Agencies had already developed and implemented policies in this regard while other Agencies are in the drafting process. Frontex issued an Administrative Notice (No.</p>

Reference ⁵	Observation of the Discharge Authority	Response and measures taken by Frontex
		<p>36/2012 of 30 March 2010) titled “Understanding the concept of Conflict of Interest in Frontex”. In 2012 and 2013 Frontex organised training sessions on ethics particularly focusing on conflict of interest (compulsory for all staff). Declarations confirming lack of conflict of interest (which are part of the Frontex Staff Code of Conduct) are signed by newly-recruited Frontex staff, members of selection committees and tender evaluation committees. As far as the external activities of Frontex staff are concerned, Frontex adopted by analogy the European Commission implementing rule C (2004) 1597 of 29.06.2004 on outside activities and assignments.</p>
44.	<p>Notes that, in this regard, the Commission foresees two actions to be undertaken by the agencies in 2013, namely, to adopt and implement a clear policy on conflicts of interest and, in particular, exchange experience and possibly develop a coordinated approach to common problems concerning scientific committees and boards of appeal, and define transparent and objectively verifiable criteria for the impartiality and independence of the members of boards of appeal, and to review selection procedures for members of scientific committees¹; urges the agencies to report to the discharge authority on the state of play as regards those tasks before the end of 2013.</p>	<p>Frontex’ Staff Code of Conduct (CoC)⁶ is extensive on the matter of conflict of interests (Col), its significance and the related obligations, binding all Frontex staff members, SNEs, trainees and other persons employed under private law contracts.</p> <p>Moreover, Frontex obliges all new-comers to fill-in and sign a declaration of commitment to act independently in Frontex’ interest and to make a declaration of interests that might be considered prejudicial to their independence. In fact, applicants to open positions in Frontex are already expected to sign a confirmation of their acknowledgment and willingness to make such declarations if selected. Staff members are further obliged to declare their potential Col to the Deputy Executive Director when they became aware of it.</p> <p>Declarations confirming lack of a Col are also signed by the Selection Committee members and by members of evaluation committees during tendering processes in accordance with the Frontex Financial Regulation.</p> <p>More specifically on the Selection Committee, the draft Guidelines for the Selection Committee state that “when witnessing a lack of transparent behaviour from one of the SC members, the Staff Committee representative shall immediately bring this fact to the notice of the Chairman of the Selection Committee if not involved or escalate it further...”</p> <p>Frontex has furthermore developed a detailed disciplinary procedure⁷, allowing for the opening of an administrative inquiry following an infringement</p>

⁶ Decision of the Executive Director 2012/120 of 15 November 2012 on the adoption of the Frontex Staff Code of Conduct.

Reference ⁵	Observation of the Discharge Authority	Response and measures taken by Frontex
		<p>and for the imposition of an appropriate sanction if deemed necessary.</p> <p>In practice, if cases of Col arise in Frontex, they would be handled jointly by the Human Resources Sector and the Legal Affairs Unit at first, endorsed by the Director of the Administration Division himself. The latter would then create a file and make a written concrete recommendation to the Appointing Authority addressing the issue.</p> <p>In addition to the measures taken, Frontex constantly makes efforts to raise awareness among its staff on the topic of Col. This takes place for instance during the induction trainings for new comers, but also by having distributed an administrative notice to all explaining Col in detail.</p> <p>Frontex does not have scientific committees, specific boards of appeal or similar bodies.</p> <p>Finally, as the chair of the 2014 Inter-Agency Legal Network (IALN), Frontex has tabled the topic of Col on the agenda to be discussed generally, but also in the context of ex-employment cases more specifically.</p>
46.	Reiterates the fact that a high level of transparency is a key element to mitigate risks of conflict of interest; calls therefore on the agencies that have not yet done so to make available on their websites the list of their management boards' members, management staff and external and in-house experts, together with their respective declarations of interests and curriculum vitae.	The members of Frontex Management Board are published on Frontex website. The declarations of interests of Frontex management are kept in the personal files of the persons and Frontex is developing the publication of those declarations together with the CVs on Frontex website.
Roadmap		
47.	Welcomes the Roadmap on the follow-up to the Common Approach on EU decentralized agencies ("the Roadmap"), adopted by the Commission in December 2012, and invites all involved parties to take on board the ideas expressed thereon, in particular in the context of the ongoing negotiations on the multiannual financial framework (MFF).	The Agency is actively supporting efforts coordinated by the Agencies' network.
Accountability		
54.	Considers it vital for the parliamentary committees responsible for the agencies to scrutinize their annual work programmes as closely as possible and to ensure that they reflect current circumstances and political priorities; expects, in that respect, the agencies to cooperate closely with those committees and the Commission, in line with the Joint Statement of 19 July 2012 on decentralised agencies,	The development of the annual work programme follows a tight process with a significant number of stakeholder and their consultation. The annual programme of work is adopted by the Management Board as the governing authority of the Agency. Within the process to develop the annual budget of the EU the COM plays the leading role and Frontex contributes to the process by providing the justification such as the draft annual work

Reference ⁵	Observation of the Discharge Authority	Response and measures taken by Frontex
	when drafting their annual work programmes.	programme. The involvement of parliamentary committees responsible for the agencies during the ongoing planning process would increase bureaucracy without visible benefit and also result in a 'conflict of interest' during the discharge process.
55.	Asks the agencies to publish the minutes of their management board meetings on their websites, in the interests of transparency and democratic scrutiny, including by Parliament.	As an EU Agency operating in a sensitive field of the Schengen acquis, Frontex cannot publish on its web site the full minutes of Frontex Management Board. However, in the past, Frontex has disclosed excerpts or summaries of Management Board minutes to requestors who inquired. Frontex will study the issue of routine publication of such excerpts on its web site.
56.	Suggests that a member of Parliament's Committee on Budgetary Control should be able to attend agencies' management board meetings as an observer.	The legal framework in place does not foresee (ex legis) the participation of the European Parliament or a member of any of the Parliament's Committees during the meetings of the Management Board. Such participation as observer - on request - is at the discretion of the Management Board that has to decide on a case by case basis.
Possibilities of closer cooperation and of merging certain agencies		
Gender equality		
67.	Stresses the importance of putting in place policies ensuring that women and men are properly represented on the agencies' governing bodies; urges the Network to introduce and promote general guidelines regarding best practices on this matter, even where no specific indications are given in the agencies' founding regulations; calls on the agencies' executive directors, who have ultimate responsibility for staffing issues, to ensure gender parity among agency staff as a whole and among people in positions of responsibility.	Frontex has taken its own steps to ensure that gender parity, e.g. qualified women are appointed to management positions, e.g. the Director of Capacity building Division and the Head of Unit for Joint Operations.
Complex IT systems		
63.	Stresses the need for the agencies, as well as the Commission, to coordinate and to share best practices and experiences in order to overcome the technical and management challenges presented by complex information technology (IT) systems which have to operate on a Union-wide basis; finds it strange that the Commission charges the agencies fees for using its IT systems, and that those fees are not set according to objective parameters, such as the size of the agencies; given that those fees represent a considerable burden for the small agencies, and if there is no alternative to charging them, calls on the Commission to adapt the fees to the size and financial	<ul style="list-style-type: none"> - DMS meeting - Cooperation with EU-Lisa - Development and operating Eurosur - Contributions to the Commission on "smart borders" <p>Frontex agrees that it is strange that the Commission charges the agencies fees for using its IT systems that are necessary for the agencies to run their administrations.</p>

Reference ⁵	Observation of the Discharge Authority	Response and measures taken by Frontex
	capacity of the agencies.	

Part IV. Declaration of Assurance

Attachment 1

2013 Declaration of Assurance of Frontex for work conducted in 2013

I the undersigned Executive Director of Frontex, in my capacity as authorising officer declare that the information contained in this report gives a "true and fair view"¹.

State that I have "reasonable assurance"² that the resources assigned to the activities in this report have been used for their intended purpose and in accordance with the principles of sound financial management³, and that the internal control system⁴ put in place gives "reasonable assurance" concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement, on the information at my disposal (including that provided by managers that report to me), the work of the Internal Audit Capability, the audit work of the Internal Audit Service and the European Court of Auditors and other sources for years prior to the year of this declaration.

I confirm that I am not aware of anything not reported here which could harm the interests of the Frontex.

However, although I do not specify any reservations I have noted areas where significant improvements can be made.

Warsaw, 1 April 2014



Executive Director Frontex

¹ True and fair view in this context means reliable, complete and correct view of the state of affairs of Frontex.

² An internal control system, no matter how well designed and operated, cannot provide an absolute guarantee regarding achievement of an entity's objectives. This is because of inherent limitations of any control system and the possibility of deliberate human intervention to circumnavigate controls.

³ In accordance with the principles of economy, efficiency and effectiveness, see Article 25 of Frontex Financial Regulation. Management Board Decision no. 36/2008 of 16 December 2008.

⁴ A process...designed to provide reasonable assurance regarding the achievement of the objectives in the following categories: effectiveness and efficiency of operations; reliability of financial reporting; compliance with applicable laws and regulations.

Reservations and Areas Identified for Improvements

A. Reservations⁵

None.

B. Areas where significant improvements can be Made

1. *Taking steps to address control weaknesses resulting from human resource constraints and an increasing workload.*

To control this risk in 2014 we will continue to obtain efficiency gains through process improvement; planned incremental improvements in budget management (introduction of Activity Based budgeting in 2014); and automation of selected processes.

We will also continue to emphasise to stakeholder that additional tasks assigned to Frontex at a time when there are constraints on human resources puts an increased burden on the internal control system and on our ability to deliver quality products and services that we have committed to deliver in the PoW 2014.

In 2013 Frontex has had to deal with unforeseen staff turnover due to the fact that we are not an attractive long-term employer. The lack of a seat agreement and other factors contribute to the risk of losing key staff and reduce our ability to attract highly qualified staff. We will continue efforts to obtain a seat agreement and also take steps internally to enrich jobs.

2. *Improve the efficiency and effectiveness of controls related to beneficiary use of Frontex funds.*

We will continue to implement our plans to improve both ex ante and ex post controls and also explore options for reducing the bureaucratic requirements on beneficiaries while ensuring the controls are more effective.

⁵ Deciding whether a deficiency is significant is a matter of judgment. It is based on the overall impact of a deficiency and the judgment as to whether it is material enough so that the non-disclosure of the deficiency is likely to have an influence on the decisions or conclusions of the users of the declaration.

Annex I - Core Business Overview

Name of the Project	Operational area	Length	Participating MSs/SACs and TCs
Air Border sector			
JO Flexi Force 2013 Mizar I Operational Module	<u>Hosting MSs:</u> Austria, Belgium, Czech Republic, Finland, France, Germany, Hungary, Italy, Netherlands, Poland, Romania, Spain, Switzerland	43 days	<u>MSs (18):</u> Austria, Belgium, Switzerland, Czech Republic, Germany, Estonia, Spain, Finland, France, Hungary, Italy, Latvia, Lithuania, Netherlands, Poland, Romania, Slovakia, United Kingdom <u>TCs (6):</u> Albania, Bosnia and Herzegovina, Moldova, Former Yugoslav Republic of Macedonia (FYROM), Serbia, Ukraine
JO Flexi Force 2013 Mizar II Operational Module	<u>Hosting MSs:</u> Austria, Belgium, Czech Republic, Estonia, Italy, Netherlands, Poland, Portugal, Slovenia, Spain, Switzerland	36 days	<u>MSs (19):</u> Austria, Belgium, Bulgaria, Switzerland, Czech Republic, Germany, Spain, Denmark, Finland, France, Hungary, Italy, Latvia, Malta, Netherlands, Poland, Portugal, Romania, Slovenia <u>TCs (3):</u> Albania, Georgia, Ukraine
JO Meteor 2013	<u>Hosting MSs:</u> Portugal	20 days	<u>MSs (7):</u> Belgium, Switzerland, Spain, France, Italy, Netherlands, Romania
JO Focal Points Air 2013	<u>Hosting MSs:</u> Austria, Belgium, Bulgaria, Finland, France, Germany, Greece, Italy, Latvia, Netherlands, Poland, Portugal, Romania, Slovenia, Spain, Sweden, Switzerland <u>TCs:</u> Moldova, Ukraine, Albania, Serbia, FYROM	357 days	<u>MSs (22):</u> Austria, Belgium, Bulgaria, Czech Republic, Estonia, Finland, France, Germany, Hungary, Italy, Latvia, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Spain, Sweden, Switzerland, United Kingdom <u>TCs (7):</u> Moldova, Ukraine, Albania, Serbia, FYROM, Turkey, Bosnia
Land Border Section			
JO Poseidon 2013 Land	The south-eastern external EU land borders (Greece, Bulgaria)	281	<u>MSs:</u> Austria, Bulgaria (host and home), Switzerland, Croatia, Czech Republic, Denmark, Estonia, Finland, France, Germany, Hungary, Latvia, Lithuania, Malta, the Netherlands, Norway, Poland, Romania, Portugal, Slovakia, Spain, Slovenia,

			Sweden, the United Kingdom
JO Focal Points 2013 Land	Designated border crossing points and green border area <u>Hosting MSs:</u> Bulgaria, Croatia [*] , Estonia, Finland, Greece, Hungary, Latvia, Lithuania, Norway, Poland, Romania, Slovakia, Slovenia	275 days	<u>MSs:</u> Austria, Belgium, Bulgaria, Croatia*, Czech Republic, Estonia, Finland, France, Germany, Hungary, Italy, Latvia, Lithuania, the Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland <u>TCS:</u> Albania, Croatia, Moldova, Ukraine
Project Coordination Points 2013	Designated border crossing points of Albania, Croatia ⁸ , former Yugoslav Republic of Macedonia, Moldova and Ukraine	245 days	<u>MSs:</u> Austria, Estonia, France, Hungary, Latvia, the Netherlands, Poland, Romania, Slovakia, Slovenia <u>TCs:</u> Croatia, Moldova, Ukraine
JO Jupiter 2013	Finland, Estonia, Latvia, Lithuania, Poland, Slovakia, Hungary, Romania	30 days	<u>MSs:</u> Austria, Bulgaria, Denmark, Estonia, Finland, France, Germany, Hungary, Italy, Latvia, the Netherlands, Poland, Portugal, Romania, Slovenia, Slovakia, Spain. <u>TCs:</u> Moldova, Ukraine
JO Neptune 2013	Hungary and Croatia ⁹	28 days	Austria, Belgium, Croatia, Czech Republic, Denmark, Estonia, France, Germany, Greece, Hungary, Latvia, the Netherlands, Poland, Romania, Slovenia, Spain, Sweden, Switzerland <u>TC:</u> Albania, Bosnia and Herzegovina, former Yugoslav Republic of Macedonia, Serbia
Sea Border Sector			
JO EPN Hermes 2012 extension	Central Mediterranean	31 days	Italy (Host)
JO Poseidon Sea 2012 extension	Eastern Mediterranean	90 days	Greece (Host) <u>4 Participating MS:</u> Latvia, The Netherlands, Spain and Romania
JO EPN Hera 2013	Canary Islands and Western African coasts	92 days	Spain (Host) <u>1 Participating MS:</u> Luxembourg
JO EPN Indalo 2013	Western Mediterranean	169 days	Spain (Host) <u>10 Participating MS:</u> Belgium, France, Finland, Iceland, Italy, Luxembourg, Portugal, Romania, Slovakia, United Kingdom.

⁸ Before accession to EU

⁹ After accession to EU

JO EPN Minerva 2013	Western Mediterranean (seaports)	47 days	Spain (Host) <u>16 Participating MS</u> : Belgium, Bulgaria, Czech Republic, Denmark, Estonia, Finland, France, Italy, Latvia, The Netherlands, Norway, Poland, Portugal, Romania, Sweden, Switzerland <u>2 TCs</u> : Moldova, Ukraine
JO EPN Hermes 2013 extension	Central Mediterranean	240 days	Italy (Host) <u>20 Participating MS</u> : Austria, Belgium, Denmark, Finland, France, Germany, Greece, Hungary, Iceland, Luxembourg, Malta, Norway, Poland, Portugal, Romania, Spain, Sweden, Switzerland, The Netherlands and United Kingdom. <u>3 TCs</u> : Georgia, Moldova, Ukraine
JO EPN Aeneas 2013 extension	Central Mediterranean	212 days	Italy (Host) <u>14 Participating MS</u> : Austria, Denmark, Finland, France, Germany, Greece, Iceland, Luxembourg, Malta, Norway, Portugal, Romania, Spain, United Kingdom <u>1 TC</u> : Albania
JO Poseidon Sea 2013	Eastern Mediterranean	275 days	Greece (Host) <u>19 Participating MS</u> : Austria, Belgium, Germany, Denmark, Spain, France, Iceland, Italy, Luxembourg, Latvia, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovenia, Sweden, United Kingdom <u>1 TC</u> : Albania
JO Focal Points Sea 2013	Border Crossing Points in 6 MS: Romania, Bulgaria, Spain, Portugal, Slovenia and Lithuania	167 days	Host MS: Romania, Bulgaria, Spain, Portugal, Slovenia and Lithuania. <u>15 Participating MS</u> : Belgium, Bulgaria, Denmark, Estonia, Finland, France, Latvia, Netherlands, Norway, Poland, Portugal, Romania, Slovenia, Spain and Sweden
JO EPN Aeneas 2013 extension	Central Mediterranean	212 days	Italy (Host) <u>14 Participating MS</u> : Austria, Denmark, Finland, France, Germany, Greece, Iceland, Luxembourg, Malta, Norway, Portugal, Romania, Spain, United Kingdom <u>1 TC</u> : Albania
JO Poseidon Sea 2013	Eastern Mediterranean	275 days	Greece (Host) <u>19 Participating MS</u> : Austria, Belgium, Germany, Denmark, Spain, France, Iceland, Italy, Luxembourg, Latvia, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovenia, Sweden, United Kingdom <u>1 TC</u> : Albania
JO Focal Points Sea 2013	Border Crossing Points in 6 MS: Romania, Bulgaria, Spain, Portugal, Slovenia and Lithuania	167 days	Host MS: Romania, Bulgaria, Spain, Portugal, Slovenia and Lithuania. <u>15 Participating MS</u> : Belgium, Bulgaria, Denmark, Estonia, Finland, France, Latvia, Netherlands, Norway, Poland, Portugal, Romania, Slovenia, Spain and Sweden

Annex II – Operational and Administrative Activities

Due to the reporting in place (also including external stakeholder) and the financial calculation applied, human resources input can be displayed in two different ways:

- **external staff** (e.g. officers deployed in operational activities) are calculated and reimbursed in **man-days**
- **internal staff** (e.g. TA, CA or SNE) are calculated in the Full Time Equivalent (FTE).

In order to compare internal and external staff and to generate an overall resources input (if required) the following **factoring** applies:

Factoring	Man-days	1 FTE
1 man-day		0.0045
FTE	220	

Operations

Joint Operation Unit

1. Objective according to the PoW ¹⁰ 2013:	2. Name of Initiative ¹¹ and aim:
JOU 1: <ul style="list-style-type: none"> • Enhance border security • Enhance efficiency of border security • Enhance operational cooperation • Enhance exchange of information • Enhance efficiency of the exchange of information • Identify possible risks and threats • Establish and exchange best practices • Support establishment of permanent structures • Support provision of trainings 	JO Poseidon Land 2013 Project: 2013/LBS/06 Core aim of JO Poseidon Land 2013 was to ensure continuation of JO Poseidon Land 2012 with focus to a specialised support from participating MSs in areas where challenges still can be found in the management of the external EU borders such as terrestrial and airborne surveillance with specialised equipment and deployment of special teams and service dogs at the Greek-Turkish border as well as enhanced debriefing activities at the Bulgarian-Turkish border.
3. Result indicator ¹²	
Identify possible risk and threats <ul style="list-style-type: none"> • Client satisfaction with Modus Operandi/routes/facilitation identified • Client satisfaction with operational recommendations from analytical reporting (during JO implementation) Enhance exchange of knowledge among officers <ul style="list-style-type: none"> • Number of man-days deployed by all MS&SAC to the JO contributed as adviser/expert Enhance border security <ul style="list-style-type: none"> • Number of man-days deployed in the JO • Number of suspected facilitators apprehended • Number of detected illegal migrants apprehended Enhance operational cooperation <ul style="list-style-type: none"> • Number of Home MS&SAC that participated in the JO • Number of man-days deployed in the JO • Number of Host MS&SAC man-days deployed compared to number of all man-days of all MS&SAC on the JO • Number of guest officers deployed from the Home MS&SAC • Number of observers deployed from a TC • Deployed officer feedback assessment of the JO (via questionnaire) Support establishment of permanent structures <ul style="list-style-type: none"> • Number of permanent LCC/NCC/ICC established Enhance exchange of information <ul style="list-style-type: none"> • Percentage of debriefing interview reports received within 48 hours of conduction (out of total number of interviews) Percentage of well-completed interview reports received, out of the total number of interviews	

¹⁰ PoW – Programme of Work

¹¹ Project/ Product/ Service/ Operation/ Activity

¹² describing the consequences of the project/operation/activities set

4. Activities		5. Main Outputs delivered by activities	
Green border surveillance Intelligence gathering		11.266 irregular migrants 149 facilitators	
6. Risks encountered		7. Measures taken	
Increased security concerns at the GR/TR border after several incidents connected with the shots fired at the border area		FOC and RCC to continue emphasising the precaution measures for GOs and compulsory security checks	
Developing surveillance infrastructure in Orestiada area questions the effective utilisation of MSs’ resources		FCO to continue address ICC until reliable solution is found	
No interpreter pool in parts of Greece and Bulgaria to support the project. Lack of interpreters deployed by participating MSs due to (temporarily) non available Dutch Interpreters and limitations on UK budget.		Frontex to launch a (restricted) tender to build a Frontex pool of interpreters for all operations and available in OPERA.	
Manual fingerprinting and communication of digital scanned forms		GR was repeatedly addressed about full digital online implementation	
2 locations for screening in PD Orestiada		Due to reduced migration flows, 2 locations for screening are sufficient	
Lack of available working facilities for second line experts in BCU Elhovo		Project Team to increase available office space with renting of containers	
No clear view about the duration of Xenius Zeus and Aspida in future		GR requested to provide regular updates on the short and mid-term IBM measures in order to allow for better planning of FRONTEX coordinated resources	
Long validation time of incidents reported in JORA. RAU prepares reports only taking into account incident reports that have been validated; the consideration of non-validated incidents could have a significant impact on the risk analysis reports The insertion of the results of the screening process into JORA by the Bulgarian authorities on the platform of JO Poseidon land increased the quality of reporting but caused small delays		Permanent contact with FSC and incident validating officers	
Further improvement of the quality of data collected in the course of the debriefing activities for the use by the national authorities and Frontex		Deployment of RAU Debriefing Advisor to support the work of debriefing experts in collection of intelligence by interviewing apprehended migrants	
Deployment of low-skilled and not trained debriefing experts by MS/SAC		Replacement of GO debriefing by SGO(s)	
Based on the operational needs, flexible redeployment of debriefing /screening experts on ad-hoc basis from Greece to Bulgaria was commuted by a permanent deployment. The development of a permanent structure is to be supported		Permanent contact with FOO INT Permanent contact with BG RCC Coordinator	
Frontex proposed bi-monthly RCC meeting to be held in Orestiada with the participation of LCC Svilengrad for enhanced cooperation and information exchange		Project Team provided videoconference device in LCC SVI for daily cooperation with RCC	
ICC ATH with limited input to JO coordination structure; in fact acting only on FCO demand Relocation of ICC to Sofia		Engagement of key stakeholders; provision of support to BG in the early stage of operation of the ICC	
JO Poseidon Land 2012			
8. Input (invoiced)		1 January – 27 March	1,115.722,35 EUR
8.1. Human Resources	3,712 man-days		
8.1.1. Internal	2 TA (including Frontex Coordinating Officer - FLO)		

	3 SNE (including FSO/Intel - FLO) 2 CA		
8.1.2. External	128 Guest Officers		
8.2. Invoiced equipment ¹³			
8.3. Invoiced assets ¹⁴	20 TVVs 25 Patrol Cars 4 service dogs		
8.4. Others (specify)	N/A		
JO Poseidon Land 2013			
8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources	13,435 man-days	26 March – 31 December	2,257.883,10 EUR
8.1.1. Internal	2 TA (including Frontex Coordinating Officer - FLO) 3 SNE (including FSO/Intel - FLO) 2 CA		
8.1.2. External	544 guest officers		
8.2. Invoiced equipment	1 Air Conditioning device 1 Portable Air Conditioning device 2 GPS Devices		
8.3. Invoiced assets	51 TVVs 44 Dogs 92 Patrol cars 2 containers (6 months period)		
8.4. Others (specify)	N/A		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
JOU 5 <ul style="list-style-type: none"> Enhance border security Enhance efficiency of border security Enhance operational cooperation Enhance exchange of information Enhance efficiency of the exchange of information Identify possible risks and threats Establish and exchange best practices Support establishment of permanent structures 	Joint Operation “Focal Points 2013 Land” Project: 2013/LBS/04 Main aim (objective) of the project: Focal Points are established as a permanent platforms for professional assistance, experience exchange and training at the spot in order to have a synchronisation of aerial, land and sea external borders control and surveillance efforts enabling the Integrated Border Management.

¹³ (e.g. IT equipment)

¹⁴ e.g. cars, vessels, airplanes

• Support provision of trainings			
3. Result indicator			
Establishment of 5 new Focal Points in 2013 led to an increased operational presence and information exchange/gathering.			
Deployment of 6 SGOs allowed to respond faster to the border related challenges occurred at the specific Focal Points and furthermore the information flow between Focal Points and Frontex increased significantly.			
The link between the different operational activities, running at the same operational area and timing, was established which resulted improvement in the coordination structure.			
4. Activities		5. Main Outputs delivered by activities	
Deployment of human and technical resources		16 013 irregular migrants detected	
Performing border checks and border surveillance in the operational area		166 facilitators	
Exchange of operational information and sharing expertise		47 241 persons were refused of entry:	
Cooperation with different organisations, authorities and TCs		2 398 Incident on overstaying	
Supporting the implementation of other joint operations		315 asylum requests	
Reinforcement of the border (HU-RS) with additional deployment of human and technical resources		2 364 false/falsified documents detected	
6. Risks encountered		7. Measures taken	
Law interest of MSs to contribute to the implementation with deployments		Comprehensive negotiations and planning with MSs, call for additional contribution	
Low availability of experts with the right profile		Comprehensive negotiations during several meetings (ABTs, Host Countries Network Conference, Planning Meeting)	
Insufficient reporting via JORA (not receiving reports in time and quality requested)		Organisation of the Local Coordinators Training; FSC SGO missions in order to provide direct support on spot	
Weak link between JO Focal Points 2013 Land and other Frontex coordinated activities		Promotion of the advantages of FP platform for other Frontex coordinated activities; GOs participation in the briefing/debriefing meeting of other JOs implemented in the same operational area; GOs participation in the RCC meeting of the JO Poseidon Land 2013 on weekly basis	
JO Focal Points Land 2012			
8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources	2.023 man-days	1 January - 31 March 2013	Paid: 405.377,27 EUR
8.1.1. Internal	2 SNE 1 TA 1 CA		
8.1.2. External	56 guest officers		
8.2. Invoiced equipment	N/A		
8.3. Invoiced assets	6 TVVs 3 Dogs 1 Patrol car		

	1 mobile document laboratory		
8.4. Others (specify)	2.023 man-days		
8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources	12.297 man-days	1 April - 31 December 2013	Paid: 2,004.990,02 EUR
8.1.1. Internal	2 SNE 1 TA 1 CA		
8.1.2. External	285 guest officers		
8.2. Invoiced equipment	N/A		
8.3. Invoiced assets	21 TVVs 2 Dogs 2 Patrol cars		
8.4. Others (specify)	N/A		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
JOU 4 <ul style="list-style-type: none"> Enhance operational cooperation Enhance border security Enhance efficiency of border security Enhance efficiency of the exchange of information Identify possible risks and threats Establish and exchange best practices Support establishment of permanent structures Support provisions of training 	Joint Operation Neptune 2013 Project: 2013/LBS/02 Core idea of the JO Neptune 2013 was to strengthen border control at Hungarian - Serbian and Croatian - Serbian border in order to reach its operational aim to increase the effective fight against irregular migration and related cross-border crime, in particular THB at the Western Balkan route; to build up the reaction capacity of Croatia as new member of EU and to further develop interagency cooperation and cooperation with neighbouring Third Countries.
3. Result indicator	
Identify possible risk and threats <ul style="list-style-type: none"> Client satisfaction with Modus Operandi/routes/facilitation identified Client satisfaction with operational recommendations from analytical reporting (during JO implementation) Enhance exchange of knowledge among officers <ul style="list-style-type: none"> Number of man-days deployed by all MS&SAC to the JO contributed as adviser/expert Enhance border security <ul style="list-style-type: none"> Number of man days Number of Focal Points activated Number of suspected facilitators apprehended Number of incidents of irregular migration Number of incidents of trafficking in human beings Number of incidents of forgery or falsification of documents Number of incidents of stolen vehicles 	

<ul style="list-style-type: none"> • Number of detected irregular migrants apprehended • Number of refusals <p>Enhance operational cooperation</p> <ul style="list-style-type: none"> • Number of Home MS and SAC that participated in the JO • Number of Host MS and SAC • Number of man-days deployed in the JO • Number of man-days contributed to the JO by the Home MS and SAC • Number of man-days contributed to the JO by the TCs • Number of guest officers deployed from the Home MS and SAC • Number of crew members deployed from the Home MS and SAC • Number of observers deployed from TC • Deployed officers feedback assessment of the JO • Deployed TC observers feedback assessment of the JO <p>Establish and exchange best practices</p> <ul style="list-style-type: none"> • Number of operational meetings • Number of briefings <p>Support establishment of permanent structures</p> <ul style="list-style-type: none"> • Number of permanent LCC/NCC/ICC established <p>Enhance exchange of information</p> <p>Establishing the reporting system providing relevant information flow between all stakeholders</p>			
4. Activities		5. Main Outputs delivered by activities	
Green border surveillance		3 283 irregular migrants 712 Illegal border crossings (incidents) 6 facilitators	
6. Risks encountered		7. Measures taken	
Establishment of permanent structures supporting the sufficient implementation of the JO and functionality of the reporting system in Croatia (as a new Host MS)		Establishment of LCC Bajakovo (BCP Bajakovo, BPU Bajakovo) Deployment of HR ICC coordinator to the ICC Nagylak Permanent presence of Project Manager of JO Neptune 2013 during the implementation (acting as FOC)	
The development of a permanent structure in Croatia is to be supported		LBS Project team provided support when it come to establishment of permanent structure in Croatia (JO Focal Points 2014 Land, flexible operational activities)	
Based on the operational needs - flexible redeployment of GOs		Operational needs at Western Balkans area were covered with JO Focal Points 2014 Land and flexible operational activities at land borders (JBCT)	
8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources	994 man-days	18 June - 15 July 2013	137.796,92
8.1.1. Internal	2 TA 2 SNE 1 CA		
8.1.2. External	41 guest officers + 4 observers form 3 rd Countries		
8.2. Invoiced equipment	N/A		

8.3. Invoiced assets	2 TVV, 7 patrol cars		
8.4. Others (specify)	N/A		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
JOU 4 <ul style="list-style-type: none"> Enhance operational cooperation Enhance border security Enhance efficiency of border security Enhance efficiency of the exchange of information Identify possible risks and threats Establish and exchange best practices Support establishment of permanent structures Support provisions of training 	Joint Operation JUPITER 2013 Project Nr: 2013/LBS/01 The core idea of the operation was to strengthen border security capacities of the EU Member States along the Eastern European land borders by deploying human and technical resources from EU MSs to the Host MSs in order to support border control (border checks and surveillance) activities in most vulnerable operational areas
3. Result indicator	
<p>Due to special expertise of the guest officers deployed the border security was enhanced in generally Operational cooperation between all involved stakeholders was on a high professional level.</p> <p>Deployment of observers from UA and MD was a useful instrument for a direct information exchange and the support with their language skills was very useful.</p> <p>The presence of FOC, project team members in the operational area had an added value for the proper coordination of the JO and the implementation of the operational plan.</p> <p>The length of deployment of participants for two weeks in one part of the overall operational area is too short for their full integration to the local systems. The minimum duration of the implementation in one part of the operational area should be at least 4 weeks.</p> <p>The redeployment of Joint Border Control Teams was performed without any difficulties. In case of immediate redeployment of JBCT there is a need for precise and high level coordination with Host MS authorities especially during summer time (lack of accommodation capacity, annual leave) - logistical challenge.</p> <p>The deployment of technical equipment could have increased the level of green border surveillance and possible detection of irregular migrants.</p>	
4. Activities	5. Main Outputs delivered by activities
deployment of human resources and technical means performing border control exchange of the information and best practices	43 forged documents identified; 486 persons were refused entry; 201 overstayers identified; 12 stolen vehicles detected; 21 smuggling of goods (incidents); 12 irregular migrants were apprehended; 4 illegal border crossings
6. Risks encountered	7. Measures taken
Problems with the implementation of the operational plan	Project team (PT), FOC, paid field visits during the implementation in the operational area and could solve challenges directly on the spot.
English language level of some GOs and also Host MSs was lower than expected	Intervention by PT
No involvement of EU Agencies or International organisations	To plan to invite EU Agencies to participate at operational activities coordinated by Frontex at EU External land borders when the cooperation

		would lead to synergy / harmonisation of various EU Agencies activities performed at the same time and at the same operational area	
The profiles of GOs did not fit 100% to the need of Host MSs		More precise prioritisation of JO goals during the preparatory phase in close cooperation with involved Host MSs	
A significant decrease was recorded in the number of almost all incidents reported at the EU's external border with Ukraine, Russian Federation, Republic of Moldova and Belarus		The period of implementation should be reviewed and re-assessed. A period of time between April and June would probably be more significant in terms of operational results.	
8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources	756 man-days	18 September - 17 October 2013	Paid: 204.288,73 EUR
8.1.1. Internal	1 TA: 2 SNE 1 CA		
8.1.2. External	27 guest officers		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
JOU 1 <ul style="list-style-type: none"> Enhance operational cooperation Enhance border security Enhance efficiency of border security Enhance efficiency of the exchange of information Identify possible risks and threats Establish and exchange best practices Support establishment of permanent structures Support provisions of training 	Project Coordination Points 2013 Project: 2013/LBS/05 Core aim of project was the establishment of Coordination Points at the BCPs of Third Countries and deployment of EU experts. The collection of operational information from all actors and sources involved supports risk assessments that underpin operational activities, thus contributing to the implementation of Integrated Border Management.
3. Result indicator	
<ul style="list-style-type: none"> Enhanced level of cooperation with Third Countries; Increased networking between CPs and FPs; Enhanced level of exchange of experience and expertise via deployment of EU experts to CPs and TCs' observers to FPs; Higher level quality of border checks, enhanced efficiency of border control; Identification of high and low risk of irregular migration of third country nationals towards the European Union; Establishment of direct contacts with Third Countries; Enriched the experience of both hosting Third Countries and EU experts; Promotion of European border management standards. 	
4. Activities	5. Main Outputs delivered by activities
Establishment of Coordination Points In Third Countries Deployment of Third Countries observers at Focal Points Deployment of EU experts at Coordination Points Exchange of the information and best practices	414 persons were refused entry 109 overstayers were identified 90 cases of smuggling were detected 75 persons were readmitted 25 irregular migrants were apprehended 19 false documents were identified

6. Risks encountered		7. Measures taken	
Low interest of Host TCs and participating MSs/SACs.		Negotiations with MSs concerning active participation during bilateral talks. Active communication with MSs and TCs in planning stage and prior implementation. Planning meeting with involved partners. Sharing of experience concerning activation of CPs in 2012 highlighting the added value of the project. Negotiations with other TCs (e.g. Serbia), promotion of CPs and FP platform.	
Low availability of MSs' experts with the right profile.		Comprehensive negotiations and planning with active involvement of MSs/SACs. Involvement of TCs in planning, giving them the possibility to express their needs.	
Difficulties in Third Countries regarding the arrangement of accommodation and transportation.		Negotiations during planning meeting, TCs were requested to start arrangements and provide information in advance. Draft Operational Plan sent to MSs in due time.	
Legal basis of deploying EU experts to BCPs between TCs and obstacles in national regulations of sending MS.		Involvement of respective Frontex Units from planning phase. Proper communication with MSs about requirements. Draft Operational Plan sent to MSs in due time.	
8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources	877 man-days	10 April - 10 December 2013	177,052.15 EUR
8.1.1. Internal	1 TA 3 SNE 1 CA		
8.1.2. External	27 EU experts		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
JOU 1 <ul style="list-style-type: none"> Enhance operational cooperation Enhance border security Enhance efficiency of border security Enhance efficiency of the exchange of information Identify possible risks and threats Establish and exchange best practices Support establishment of permanent structures Support provisions of training 	Poseidon Regional Programme - to further develop the permanent organisational structures and to strengthen effective border control at the south-eastern external EU borders. Poseidon Sea 2013 - implementing activities to control irregular migration flows and other cross-border crime from the Turkish coast and Egypt towards GR and IT as well as contributing to the control of secondary migration movements from GR towards the EU

3. Result indicator	
<ul style="list-style-type: none"> • Enhance border security <ul style="list-style-type: none"> ○ Effective border control at external borders maintaining preventive effects including detection and prevention of cross border crime ○ Support to the national authorities in disclosing cases of smuggling of migrants, trafficking in human beings and other cross border crime • Enhance efficiency of border security <ul style="list-style-type: none"> ○ Detection of all suspicious vessels enabling to intercept persons, to prevent unauthorised border crossings, to counter cross-border criminality and to take measures against persons who have crossed the border illegally as well as to report the other illegal activities detected to competent authorities ○ Carrying out border checks of all persons crossing the external maritime borders including means of transport and objects in their possession • Enhance operational cooperation <ul style="list-style-type: none"> ○ High level of MS participation in operational activities ○ Enhanced cooperation with other Union agencies and bodies or international organisations ○ Enhanced cooperation between national authorities of host MS as well as on international level ○ Seeking involvement of Third countries in operational activities ○ Multi-character operational concept to be applied • Enhance exchange of information <ul style="list-style-type: none"> ○ 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 ○ Distribution of operational information to all involved actors through authorised channels • Enhance efficiency of the exchange of information <ul style="list-style-type: none"> ○ Implementation of fully automated online reporting system; ○ Seeking standardised format and quality of the reports and interviews ○ Use of the “Guidelines for JORA Incident Template” giving detailed information on definitions and establishing a sets of priorities when selecting the appropriate attributes • Identify possible risks and threats <ul style="list-style-type: none"> ○ Debriefing activities to support migration management and obtaining intelligence ○ Monitoring political, economic and social situation in the countries of origin and transit • Establish and exchange best practices <ul style="list-style-type: none"> ○ Fostering practical cooperation between the authorities involved in prevention and tackling irregular migration as well as cross-border crime ○ Delivering workshops, meetings, operational briefings, other networking events to participants ○ To build on MS capacity by implementing activities related with administrative solutions, standardisation, fleet management and operational technologies as well as technical solutions/best practices linked with EUROSUR and/or EU CG Functions • Support establishment of permanent structures <ul style="list-style-type: none"> ○ Improving and fostering cooperation/information exchange between MS NCC/ICC/R/LCC/FP • Support provision of trainings <ul style="list-style-type: none"> ○ Implementation of targeted specific training activities 	
4. Activities	5. Main Outputs delivered by activities
Deployment of human resources and technical equipment Performing border checks, border surveillance, screening and debriefing in the operational area Exchange of operational information and sharing expertise Operational capacity building with use of joint operation as a platform Cooperation with different organisations, authorities and TCs	10,815 irregular migrants 128 facilitators 93 SAR cases involving 2,716 persons rescued 69 drug smugglers seized 4,678 kg of hashish worth 7,017,000 Euro 1,597 kg of cannabis, 28 kg of heroin and 1. kg of cocaine worth together

		3,205,500 Euro 2,555,745 packets of cigarettes worth 5,878,212 Euro 20,598 litres of alcohol and 6 smuggled shotguns	
6. Risks encountered		7. Measures takes	
<p>1) A partial displacement of the migratory flow from the Greek-Turkish land border to the sea border</p> <p>2) Security situation in Syria and the large number of refugees The partial displacement from the Greek-Turkish land border to the sea border at the beginning of JO was anticipated to continue</p> <p>3) The development of the Syrian crisis and its impact on Turkey's capacity to sustain the presence of an increased number of refugees could trigger a considerable displacement of Syrian nationals towards the EU</p> <p>4) Migration flows from Egypt could increase as a consequence of the economic and political instability.</p>		<p>1) Reinforcement of East Mediterranean route deploying additional human and technical resources</p> <p>2) Internal transfers of resources from Poseidon Land and Attica to sea borders. The operational response package was launched with use of contingency reserve of 4.500.000 EUR</p> <p>3) Reinforcement of East Mediterranean route deploying additional human and technical resources in operational area J and technical (surface surveillance equipment) in operational area K</p> <p>4) The operational response package was launched for October, November and December 2013.</p>	
8. Input (invoiced)	Number	Duration	Expenditures
8.1 Human Resources		JO Poseidon Sea 2012 extension 01/01 - 31/03/2013 JO Poseidon Sea 2013 01/04 - 31/12/2013	6,496.581,89 EUR
8.1.1. Internal	1 PM (SNE), 2 Project team member (SNE), 1 Operational Analyst (OA) (RAU), 1 PSO (TA), 1 PA (CA), 1 Frontex Coordinating Officer (FCO), FOC (FLO)	365 operational days 8,480 man-days (+ 10.252 man-days of crew members of deployed technical means)	
8.1.2. External	Debriefing experts (10) First line officers (9) FSO (4) (including 3 SGO and 1 GO) Interpreter (3) Liaison Officer (30) National Official (11) Observer (1) Approx. 251 crew members of deployed means)		
8.2. Invoiced equipment	Mobile Office (6) Chios-1, Samos-2, Lesvos 3); Laptops (29) Magnifier (14) VHF (2) Document kit (8) Satellite phone (3) Mobile phone (12) Video conferencing equipment (1) Printer (1)		
8.3. Invoiced assets	3 OPV, 5 CPV, 25 CPB, 6 FWA, 1 Helicopter, 7 TVV	12.505 patrolling hours performed	

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
JOU 2/ JOU 5	European Patrols Network (EPN) Programme - to implement permanent

<p>European Patrols Network (EPN):</p> <ul style="list-style-type: none"> • Enhance border security • Enhance efficiency of border security • Enhance operational cooperation • Enhance exchange of information • Enhance efficiency of the exchange of information • Identify possible risks and threats • Establish and exchange best practices • Support establishment of permanent structures • Support provision of trainings 	<p>and flexible cooperative framework enabling MS/SAC, through supporting and developing approaches to increase situational awareness, response, interoperability and performance, to tackle identified risks affecting the EU external borders, in line with the concept of IBM</p> <p><u>JOINT OPERATIONS:</u></p> <ul style="list-style-type: none"> • EPN Aeneas 2013 - implementing activities to control irregular migration flows and other cross-border crime from Turkey, Albania and Egypt towards south east coasts of Italy, especially Puglia and Calabria • EPN Hermes 2013 - implementing activities to control irregular migration flows and other cross-border crime from Tunisia, Algeria and Libya towards Lampedusa, Sardinia and Sicily • EPN Indalo 2013 - implementing activities to control irregular migration flows and other cross-border crime from North African and Sub-Saharan countries towards the southern Spanish coast • EPN Minerva 2013 - implementing activities at BCPs on the southern coast of Spain in order to control illegal migration flows and other cross-border crime originating from Morocco • EPN Hera 2013 - implementing activities to control irregular migration flows and other cross-border crime from West African countries towards the Canary Islands (Spain) <p><u>EPN GENERAL</u> (horizontal pilot projects related to administrative solutions, standardisation, fleet management and operational technologies; technical solutions/best practices linked with EUROSUR and/or EU CG Functions):</p> <ul style="list-style-type: none"> • Frontex Positioning System (FPS) <ul style="list-style-type: none"> ◦ to implement a reliable on-line tracking system displaying positions and other data of the deployed assets in real time in line with the EUROSUR legislative proposal ◦ to support the financial management of assets by applying automatic updates on cost calculations • Compatible Operational Image (COI) <ul style="list-style-type: none"> ◦ to test solutions, technical capabilities, knowledge and experience on the secure transmission of COI from the deployed aerial and maritime assets under real operational conditions; ◦ suitable results to be transferred to Eurosur operational layer • Staff Exchange <ul style="list-style-type: none"> ◦ to facilitate networking and the harmonisation of core operational structures by deploying officers of MS to the NCC/ICC/LCC/FP Sea of the MS hosting maritime JO ◦ to enable deployed officers to acquire knowledge and specific know-how from experiences and good practices
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	<p>abroad by working with relevant officers in MS other than their own</p> <ul style="list-style-type: none"> • Maritime Operational Centres <ul style="list-style-type: none"> ○ to finalise the basic study on MOC in the MS by defining their tasks, available tools, etc ○ to establish a permanent operational cooperation between MOC and with FRONTEX • Yellow Pages <ul style="list-style-type: none"> ○ to establish reliable and detailed information on locations and operational areas in order to support MS during the planning and implementation of operational activities • EPN Workshops <ul style="list-style-type: none"> ○ to organise meetings for the stakeholders/authorities of all MS aiming to follow up on and to discuss the operational activities under the European Patrols Network (EPN) aegis as well as other issues related to the maritime domain • Supporting BSRBCC, Black Sea Cooperation, and EU CG Functions Forum
3. Result indicator	
<ul style="list-style-type: none"> • Enhance border security <ul style="list-style-type: none"> ○ Effective border control at external borders maintaining preventive effects including detection and prevention of cross border crime ○ Support to the national authorities in disclosing cases of smuggling of migrants, trafficking in human beings and other cross border crime • Enhance efficiency of border security <ul style="list-style-type: none"> ○ Detection of all suspicious vessels enabling to intercept persons, to prevent unauthorised border crossings, to counter cross-border criminality and to take measures against persons who have crossed the border illegally as well as to report the other illegal activities detected to competent authorities ○ Carrying out border checks of all persons crossing the external maritime borders including means of transport and objects in their possession • Enhance operational cooperation <ul style="list-style-type: none"> ○ High level of MS participation in operational activities ○ Enhanced cooperation with other Union agencies and bodies or international organisations ○ Enhanced cooperation between national authorities of host MS as well as on international level ○ Seeking involvement of Third countries in operational activities ○ Multi-character operational concept to be applied • Enhance exchange of information <ul style="list-style-type: none"> ○ 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 ○ Distribution of operational information to all involved actors through authorised channels • Enhance efficiency of the exchange of information <ul style="list-style-type: none"> ○ Implementation of fully automated online reporting system; ○ Seeking standardised format and quality of the reports and interviews ○ Use of the “Guidelines for JORA Incident Template” giving detailed information on definitions and establishing a sets of priorities when selecting the appropriate attributes • Identify possible risks and threats 	

<ul style="list-style-type: none"> ○ Debriefing activities to support migration management and obtaining intelligence ○ Monitoring political, economic and social situation in the countries of origin and transit • Establish and exchange best practices <ul style="list-style-type: none"> ○ Fostering practical cooperation between the authorities involved in prevention and tackling irregular migration as well as cross-border crime ○ Delivering workshops, meetings, operational briefings, other networking events to participants ○ To build on MS capacity by implementing activities related with administrative solutions, standardisation, fleet management and operational technologies as well as technical solutions/best practices linked with EUROSUR and/or EU CG Functions • Support establishment of permanent structures <ul style="list-style-type: none"> ○ Improving and fostering cooperation/information exchange between MS NCC/ICC/R/LCC/FP • Support provision of trainings <ul style="list-style-type: none"> ○ Implementation of targeted specific training activities 	
4. Activities	5. Main Outputs delivered by activities
<p>EPN Aeneas 2013</p> <p>Deployment of human resources and technical equipment Performing border surveillance and debriefing activities in the operational area Exchange of operational information and sharing expertise Operational capacity building with use of joint operation as a platform Cooperation with different organisations, authorities and TCs</p>	<p>3.252 irregular migrants 38 facilitators 26 SAR cases involving 2,097 persons rescued 9 drug smugglers seized 3.406 kg of cannabis worth 5,109,150 Euro 1 sea pollution incident</p>
<p>EPN Hermes 2013</p> <p>Deployment of human resources and technical equipment Performing border surveillance and debriefing activities in the operational area Exchange of operational information and sharing expertise Operational capacity building with use of joint operation as a platform Cooperation with different organisations, authorities and TCs</p>	<p>35.454 irregular migrants 114 facilitators 256 SAR cases involving 29,191 persons rescued 9 drug smugglers seized 3.400 kg of hashish worth 5,100,000 Euro 1 sea pollution, 4 illegal fishery incident</p>
<p>EPN Indalo 2013</p> <p>Deployment of human resources and technical equipment Performing border surveillance and debriefing activities in the operational area Exchange of operational information and sharing expertise Operational capacity building with use of joint operation as a platform Cooperation with different organisations, authorities and TCs</p>	<p>3.134 irregular migrants 8 facilitators 303 SAR cases involving 2,941 persons rescued 77 drug smugglers seized 25.911 kg of hashish worth 39,565,746 Euro 50.909 packets of cigarettes worth 117,091 Euro 2 sea pollution incident</p>
<p>EPN Minerva 2013</p> <p>Deployment of human resources and technical equipment Performing border checks and vigilance as well as debriefing activities in the operational area Exchange of operational information and sharing expertise Cooperation with different organisations, authorities and TCs</p>	<p>780 irregular migrants 64 facilitators 78 persons refused entry 282 drug smugglers seized 3.022 kg of hashish worth 4,614,594 Euro 670 kg of cocaine worth 40,535,000 Euro 15.739 packets of cigarettes worth 36,200 Euro 37 stolen vehicles</p>
<p>EPN Hera 2013</p>	<p>128 irregular migrants 5 facilitators</p>

<p>Deployment of human resources and technical equipment Performing border surveillance in the operational area Exchange of operational information and sharing expertise Operational capacity building with use of joint operation as a platform Cooperation with different organisations, authorities and TCs</p>	<p>5 SAR cases involving 91 persons rescued 2 drug smugglers seized (amount of drugs not reported) 1 sea pollution incident</p>
<p>Frontex Positioning System</p> <p>Operational capacity building with use of joint operation as a platform - introduction of technical solution facilitating operational management</p>	<p>The second phase of the Frontex Positioning System (FPS) development was executed as of 18 December 2012 till 04 April 2013. The prototype was tested under real conditions in order to remove possible bugs of the system and to improve the performance of the application in general, aiming to collect technical information, knowledge and experience, in order to make the FPS as a reliable tool. As a result, a new version of the software was created with improved functionalities and performance.</p> <p>Following series of tests were carried out throughout the year 2013:</p> <ol style="list-style-type: none"> 1) One transceiver and Portable Consol is provided for Hellenic Coast Guard with the objective as a testing platform for the system in maritime joint operations; 2) During the summer 2013 a number of tests was scheduled with Baltic Sea Region Border Control Cooperation (BSRBCC) countries: 26 - 30 June with Estonia and Finland; 17 - 21 July with Latvia and Sweden; 14 - 18 August with Germany. The tests in June were carried out successfully, whereas the tests in July and August suffered due to technical failure of the portable transceivers; 3) FPS was tested during the EPN common patrols on board of the Spanish FWA as of 25.02 - 01.03.2013 and 15 - 19.04.2013 with the objective to display position of the FWA in the National Situational Picture NCC Spain; 4) FPS was provided for FSC as a platform in order to investigate possibilities to create an interface allowing integration of FPS with Frontex Fusion Service, and transfer of FPS data to the Operational Layer of the EUROSUR; <p>Separate project with Icelandic Coast Guard was carried out with the objective to test the integration of Member State's tracking system with FPS. Needed interface was created and tests were successful.</p> <p>In April 2013, Terms of Reference (ToR) for the implementation phase of the FPS was prepared by Project Team, and forwarded for internal circulation.</p> <p>After adoption of Regulation (EU) No 1052/2013 of the European Parliament and of the Council of 22 October 2013 Establishing the European Border Surveillance System (EUROSUR), FPS became a subject of examination</p>

	<p>concerning the accreditation process and security of the system. After introduction relevant chapters into ToR the tender is foreseen to be published in the beginning of 2014.</p>
<p>Compatible Operational Image</p> <p>Operational capacity building with use of joint operation as a platform - introduction of technical solution facilitating operational management</p>	<p>The idea is to ensure that the patrolling assets have ability to transfer in a secure way the compatible, good quality and real-time video from the operational area to the Operational Coordination Centres. Having real-time video images in a cost effective way from aerial or maritime assets will allow decision makers on central, regional and level making their decisions in a most effective way.</p> <p>In period 7-12 June 2013 a test/trial was performed in Spain in cooperation with Guardia Civil and the participation of LU/FWA and LT officers who acted as a member of the Project Team in the implementation of the trial. Unfortunately, the successful test with live transfer of image and extension of the capacity of SIVE up to 80 nm was followed by a sabotage of SIVE station in Motril that resulted in a total destruction of both the station and the mobile equipment of LU/CAE receiver.</p> <p>Additionally, SBS in close cooperation with FRONTEX/RDU participated in a test/demonstration of a FWA that was deployed complimentary by the information technology company Indra to the JO EPN-Indalo 2013 in Spain in June-July, in which different solutions of live data transmission were presented.</p> <p>Trial with the participation of the French Navy/OPV during JO Indalo 2013 had to be cancelled due to the administrative issues.</p> <p>Conclusion of the procurement for encryption equipment needed for the test phase and respective training of the use of it followed.</p> <p>In period 22 November - 6 December 2013, another trial was performed, in Greece within the framework of JO Poseidon Sea, in cooperation with Hellenic Coast Guard and the participation of NL/FWA, LV TVV and GR/CPBs as well as LT and ES officers who supported the project team in implementation of tests. During the tests there was live transfer of image from deployment locations to ICC Piraeus, LCCs Samos and Kalamata. Live demonstration in the plenary during EPN General meeting in Warsaw with the live streaming of picture at the same time from the NL/FWA and HCG/CPB. Live demo was successfully repeated next day in Frontex premises.</p> <p>A Technical Workshop has been planned. The general aim of the workshop is to bring together MS experts and Frontex staff to identify the short and long term strategy and possible improvements of the program as well as to further develop the FCOI concept leading to cohesion and increase in added value. For the workshop All EU MS have been invited to nominate technical</p>

	experts with specific profile that concretely can support the further development. They contribute also on the practical implementation of next trials with the setting up, configuration and programming of the already existing equipment.
<p>EPN Staff Exchange</p> <p>Operational capacity building with use of joint operation as a platform - facilitating networking and the harmonisation of procedures among the coordination structures</p>	<p>This EPN activity is based on Article 5 of the Amended Frontex Regulation which provides that 'The Agency shall establish an exchange programme enabling border guards participating in the European Border Guard Teams to acquire knowledge and specific know-how from experiences and best practices abroad by working with border guards in a Member State other than their own.'</p> <p>Facilitating networking and the harmonisation of core operational structures by means of:</p> <ul style="list-style-type: none"> -Deploying duty officers of MS for short working visits to the coordination centres of the maritime JO; -Enabling deployed officers to acquire knowledge and specific know-how from experiences and good practices abroad by working with relevant officers in MS other than their own; <p>All planned activities for 2013 were successfully implemented, in details:</p> <p>6 working visits of LCC coordinators from IT-ES and GR (from Lampedusa, Taranto, Lesvos, Chios, Algeciras, Las Palmas to Algeciras, Lesvos, Taranto, Las Palmas, Lampedusa, Samos respectively) in the counterpart LCCs were organised</p> <p>Head of JRCC Piraeus visited MRCC Rome as a part of planned study visits of Heads of Maritime Rescue Coordination Centres (MT-IT-GR). (Head of MRCC Rome to Greece is still pending)</p> <p>In link with Frontex Comp. Op. Image, working visits of LT officer was carried out in Spain and Greece for the purpose of FCOI trials. ES officer was also deployed for a trial in Greece.</p> <p>The EPN Staff Exchange workshop for EPN MS duty officers network was held on 2 December in Warsaw (15 participants from 9 MS) in link to Yellow Pages. Proposals for further development of the program were discussed and plan for next year activities predefined. Participants had the opportunity to follow EPN General meeting Opening.</p> <p>As regards EPN common patrols, 3 rounds were carried out in EPN ALPHA area shared by Portugal and Spain in the following periods: 24 February - 1 March, 15-19 April, 16-23 July 2013. During the third round of the common patrols in July, a fishing boat carrying over 6,360 kg of hashish was</p>

	<p>intercepted.</p> <p>Feedback is collected via participants' report, is evaluated and in combination with the outcome of the yearly workshop is used to improve the EPN Staff Exchange activities and to develop them in the most effective way, adding value over the years.</p>
<p>EPN Yellow Pages</p> <p>Development of secure web service on FOSS with useful information in user-friendly format on coordination structures and facilities (e.g. airports, seaports, hotels) in the deployment locations of sea operations</p> <p>Facilitating the logistics of operational deployments networking of partner authorities by constant update of EPN Yellow Pages content</p>	<p>In the reporting period, the EPN Yellow Pages web service on FOSS was completely rebuilt and largely extended. The new concept was consulted with the EPN MS during EPN think-tank workshop on 24 April 2013. In the period May-October 2013 the change process was implemented, which included:</p> <ol style="list-style-type: none"> 1. Extending the scope of EPN Yellow Pages to all the EPN MS/all MS hosting Frontex coordinated maritime operations (12 MS: BG, CY, ES, FR, GR, HR, IT, LT, MT, PT, RO, SI); 2. Creating user-friendly interface with 3 levels: main page/country page/deployment location sub pages and possibility to easily navigate and select respective country or location sub pages; 3. Adding a number of useful sections such as Documents (with SBS staff contacts, EPN partners contacts, etc.), Links (with web-services for aeronautical information, diplomatic clearances, etc.) and Frequently Asked Questions; 4. Better structuring Country Pages with Quick Links to main partner authorities/contact persons, description of EPN national structures and Frontex maritime operations hosting structures, Useful Documents and EPN information sharing items; 5. Establishing back-up of EPN information sharing by storing respective EPN reports at EPN MS Country Page; 6. Developing content useful for planning deployments - adding useful information about local coordination centres, accommodation, airport/seaport facilities and other logistics on spot; 7. Including the Search and Rescue contacts in each Country section. <p>Data verification: As of August 2013, the MS were requested to assign their representatives responsible for data verification. The testing period was set for September to mid-October. During this period only Frontex staff and assigned Data Verifiers from the EU MS had access to the new EPN Yellow Pages.</p> <p>After integrating the feedback (i.e. corrections and ideas for improvement), the EPN Yellow Pages web service was published for all</p>

	<p>relevant FOSS users as of December 2013.</p> <p>Since the creation of new EPN Yellow Pages in 2013 until the beginning of 2014, users made 447 downloads of documents from main page and sub pages.</p>
<p>EPN Workshops</p> <p>Development and maintenance of permanent cooperation framework enabling networking among specialists in the maritime domain, information of exchange and best practices sharing</p>	<p>In 2013, three EPN general meetings were organised each for about 90 representatives of EPN partner authorities:</p> <ul style="list-style-type: none"> • 20-21 March in Athens; • 3-4 July in Sopot; • 4-5 December in Warsaw.
<p>Supporting BSRBCC, Black Sea Cooperation, and EU CG Functions Forum</p> <p>Supporting further development of regional maritime border cooperation structures</p>	<p>BSRBCC:</p> <p>Frontex supported and co-financed the following activities:</p> <ul style="list-style-type: none"> • 15-16 May 2013 Maritime Surveillance Experts and Analysts Seminar; • 11-12 June 2013 Boarding Team Seminar; • 29-30 August 2013 Annual Seminar for Aviation Experts; • 03-04 September 2013 Annual Threat Assessment Seminar; • 30 September -02 October 2013 Seminar on Cooperation in Training and Education; • 07-11 October 2013 Seminar on Vehicle related crime • 19-20 November 2013 Seminar on ABC Systems <p>Further, Frontex' representative took part in the:</p> <ul style="list-style-type: none"> • 14-15 March 2013 1st BBC Meeting; • 26-27 September 2013 2nd BBC Meeting; • 20-22 November 2013 Heads' Conference <p>Cooperation Plan between Frontex and the Estonian Police and Border Guard Board for the Estonian 2014 BSRBCC Presidency has been signed on 28 November 2013.</p> <p>European Coast Guard Functions Forum (ECGFF)</p> <p>Frontex is an active observer taking part in as well as co-financing the</p>

	<p>Secretariat meetings:</p> <ul style="list-style-type: none"> • 04-04-2013 Piraeus (Greece) • 04-07-2013 Piraeus (Greece) • 27-11-2013 Troika meeting of GR-IT-FI (Brussels) • 19-12-2013 (Italy) <p>Also Frontex was actively involved in the preparations of the 5th Conference for the Heads of the Coast Guards which was hosted and organised by Hellenic Coast Guard on 12-14 September 2012 in Chios (Greece). During the Conference the Chairmanship was handed over to Italy for 2014.</p> <p>During the Greek Chairmanship the development of an official web site of the ECGFF took place - address: www.ecgff.eu</p> <p>Cooperation Plan between Frontex and IT for ECGFF Presidency has been signed on 18 December 2013.</p>
6. Risks encountered	7. Measures taken
JO EPN Aeneas 2013	
<p>1) High risk to human lives in incidents with the modus operandi of mother" boats from EGY, towing smaller boats used for the final disembarkation of migrants. Areas targeted: East Sicily (Hermes) and Calabria (Aeneas).</p> <p>2) High risk of loss of lives at sea when using old fishing boats directly from Egypt to Italy;</p> <p>3) Drug smuggling is active in Puglia (3406.1 kg marijuana seized).</p>	<p>1) Establishment of a new operational area (Common Patrolling Area - CPA), common to JO EPN Hermes and Aeneas to tackle the new modus operandi. 1 OPV deployed in CPA resulted interception of 3 "mother" boats;</p> <p>2) Flexible deployments of assets and experts based on migratory flows;</p> <p>3) As the number of incidents on irregular migration was low, the Puglia area was deactivated. Nevertheless, Host MS assets are patrolling in the area and beside the priority on irregular migration are responding to parallel activities as well.</p>
JO EPN Hermes 2013	
<p>1) High number of incidents with the modus operandi of EGY "mother" boats towing smaller boats used for the final disembarkation of migrants. Areas targeted: East Sicily and Calabria (Aeneas)</p> <p>2) Criminal networks use unseaworthy and overcrowded vessels to transport migrants in long distance sea journeys. Incident on the 03 October with 367 dead when boat sank near Lampedusa</p> <p>3)ITA launched Military Navy operation "Mare Nostrum" to prevent deaths of migrants at sea - identical areas of activities urged good cooperation and exchange of information. Military units don't reveal their positions. Known that Navy naval units stationed at 50 NM from Tripoli - pull factor.</p> <p>4) Lampedusa detention centre is being rebuilt. All migrants transferred to mainland and no disembarkation authorised in the island 5) distances from</p>	<p>1) Establishment of a new operational area, common to JO Hermes and Aeneas, to tackle this new flow. Deployment of one OPV to this new area with very good results -3 "mother" boats intercepted;</p> <p>2) Immediate actions after tragic event: anticipate arrival in OPArea of the PT/FWA, deployment of GdF/Helo, redeployment JDT from Mineo to Lampedusa, extension of the operational area south of Lampedusa up to the south limit of the Maltese SAR</p> <p>Reinforcement activities in November: a) two middle range FWAs, one in Lampedusa and another in Catania; b) Reinforcement hours of GdF/Helo in Lampedusa; c) OPV deployed in east Sicily; d) Reinforcement hours of CPVs; e) Reinforcement of debriefing teams in Lampedusa and Syracuse;</p> <p>3) Deployment of Navy/LO in the ICC to assure a constant and good</p>

point of interception to disembarkation in Sicily are quite huge (patrolling activities conditioned if needed to engage in the transfer to Sicily)		exchange of information. Hermes daily planning sent to Navy HQ for operational planning in order to avoid overlapping of patrolling activities	
JO EPN Indalo 2013			
1) Displacement of the migratory flow towards Op. Area N1 - Algeciras 2) Logistical issues faced in Motril: the dedicated debriefing rooms could not be accessed by the experts 3) Lack of internet access for the team leaders due to specific internal procedure.		1) Redeployment of the debriefing experts to Algeciras 2) A temporary solution was found that would allow the experts to interview the migrants in the same premises 3) Several options were offered but only one was finally feasible: the USB stick with internet connection could be procured by the debriefing experts from the participating MS who were part of the team;	
JO EPN Minerva 2013			
1) The number of deployed experts could not effectively respond to the massive flow of regular passengers during the peak days 2) No dog team was deployed in Tarifa.		1) When planning Minerva 2014, more experts should be deployed during the peak period of the JO 2) If budget allows, in Minerva 2014 dog teams should be deployed in Tarifa, at least during the peak period.	
JO EPN Hera 2013			
1) Due to low number of arriving migrants no experts (debriefers) were deployed therefore the information collected was poor. 2) Last minute cancelation of IT FWA participation.		1) Depending on the budget and numbers of migrants arriving to ES we should consider the deployment of experts.	
8. Input (invoiced)	Number	Duration	Expenditures
EPN-Aeneas 2013 + extension			
8.1. Human Resources		JO EPN Aeneas 2013 + extension 03/06 - 31/12/2013 212 operational days 1.696 man-days (3.961 man-days of crew members of deployed technical means) 4.394 patrolling hours performed	2,162.195,43 EUR
8.1.1. Internal	1 FCO, 1 SNE (PM), 4 SNE (PT members),1 CA (PA)		
8.1.2. External	Team Leader (2); Debriefing Expert (15) including 2 SGO, Cultural Mediator (2), National Official (4), Liaison Officer (2), Observer (1), Crew members (88)		
8.2. Invoiced equipment	Satellite phone (1), Video conferencing equipment (1), Laptops (9), Printer (1), Scanner (1)		
8.3. Invoiced assets	4 fixed wing airplanes, 1 Helicopter, 1 OPV, 4 CPB		
8.4. Others (specify)	N/A		
8. Input (invoiced)	Number	Duration	Expenditures
EPN-Hermes 2013			
8.1. Human Resources		JO EPN Hermes 2012 extension 01/01 - 31/01/2013 JO EPN Hermes 2013 extension 06/05 - 31/12/2012 271 operational days	6,110.660,64 EUR
8.1.1. Internal	1 (FCO),1 SNE (PM), 2 SNE (PT members), 1 CA (PA)		
8.1.2. External	Debriefing experts (29 including 5 SGOs), FSO (5 including 1 SGO), Team Leaders (19), Cultural Mediators (19), Liaison Officer (8), National		

	Official (7), Observer (1 UK, 1 GE, 1 MD) Crew members (170)	3.600 man-days (+ 7.064 man-days of crew members of deployed technical means)	
8.2. Invoiced equipment	Laptop (8), Mobile phone (1), Video conference equipment (1)		
8.3. Invoiced assets	8 FWA, 2 Helicopters, 2 OPV, 7 CPV.		
8.4. Others (specify)	N/A	4,123 patrolling hours performed	
8. Input (invoiced)	Number	Duration	Expenditures
EPN-Indalo 2013			
8.1. Human Resources			4,314.329,13 EUR
8.1.1. Internal	1 TA (FCO), 1 SNE (PM), 2 SNE (PT members), 1 CA (PA)	JO EPN Indalo 2013 16/05 - 31/10/2013	
8.1.2. External	Team leaders (5), Debriefing experts (32) including 2 SGO, FSO (1) - including 1 SGO, Liaison Officer (8), National Official (9), Crew members of deployed means (101)	169 operational days 4.942 man-days (+ 3.569 man-days of crew members of deployed technical means)	
8.2. Invoiced equipment	Satellite phones (2); Laptops (4)		
8.3. Invoiced assets	4 OPV, 6 FWA		
8.4. Others (specify)	N/A	4.275 patrolling hours performed	
8. Input (invoiced)	Number	Duration	Expenditures
EPN-Minerva 2013			
8.1.1. Internal	1 TA (FCO), 1 SNE (PM), 1 SNE (PT members), 1 CA (PA)	JO EPN Minerva 2013 01/08 - 16/09/2013	560.388,79 EUR
8.1.2. External	Team leaders (9), First Line Officers (74), Liaison Officer (1)	47 operational days	
8.2. Invoiced equipment	Laptop (3)		
8.3. Invoiced assets	Dog Handling Teams (30)	3.864 man-days	
8.4. Others (specify)	N/A		
8. Input (invoiced)	Number	Duration	Expenditures
JO EPN Hera 2013			
8.1. Human Resources			1,222.094,53 EUR
8.1.1. Internal	1 TA (FCO), 1 SNE (PM), 2 SNE (PT members), 1 CA (PA)	JO EPN Hera 2013 01/08 - 31/10/2013	
8.1.2. External	36 crew members of deployed means	92 operational days	
8.2. Invoiced equipment	N/A	276 man-days (+ 2.224 man-days of crew members of deployed technical means)	
8.3. Invoiced assets	1 CPV, 1 OPV, 1 FWA		
8.4. Others (specify)	N/A	1.294 patrolling hours performed	

8. Input (invoiced)	Number	Duration	Expenditures
EPN-General 2013			
8.1. Human Resources		EPN General 2013 01/01 - 31/12/2013 365 operational days	1,304.625,73 EUR
8.1.1. Internal	2 TA (PM of EPN General, PSO coordinating EPN activity), 6 SNE (PM of EPN activities), 2 SNE (PT members), 1 CA (PA)		
8.1.2. External	1307 man-days of MS/SAC experts dedicated to participating in EPN activities (incl. EPN meetings and workshops, EPN Staff Exchange/Common Patrols, tests of FRONTEX Positioning System and Compatible Operational Image, etc.)		
8.2. Invoiced equipment			
8.3. Invoiced assets			
8.4. Others (specify)	N/A		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
<p>JOU 5</p> <p>Focal Points Sea 2013:</p> <ul style="list-style-type: none"> Enhance border security Enhance efficiency of border security Enhance operational cooperation Enhance exchange of information Enhance efficiency of the exchange of information Identify possible risks and threats Establish and exchange best practices Support establishment of permanent structures Support provision of trainings 	<p>Focal Points Programme - to further develop and use Focal Points at selected locations/areas of the external borders of the EU as permanent platforms for coordinated operational cooperation for border checks, border surveillance and other operational activities in order to improve the prevention and detection of cross-border crime as well as to contribute to building border management capacity</p> <ul style="list-style-type: none"> Focal Point Sea 2013 - implementing activities to control irregular migration flows and other cross-border crime at specific BCPs or selected border areas, not covered by JO, or complementing regular JOs
3. Result indicator	
<ul style="list-style-type: none"> Enhance border security <ul style="list-style-type: none"> Effective border control at external borders maintaining preventive effects including detection and prevention of cross border crime Support to the national authorities in disclosing cases of smuggling of migrants, trafficking in human beings and other cross border crime Enhance efficiency of border security <ul style="list-style-type: none"> Detection of all suspicious vessels enabling to intercept persons, to prevent unauthorised border crossings, to counter cross-border criminality and to take measures against persons who have crossed the border illegally as well as to report the other illegal activities detected to competent authorities Carrying out border checks of all persons crossing the external maritime borders including means of transport and objects in their possession Enhance operational cooperation 	

<ul style="list-style-type: none"> ○ High level of MS participation in operational activities ○ Enhanced cooperation with other Union agencies and bodies or international organisations ○ Enhanced cooperation between national authorities of host MS as well as on international level ○ Seeking involvement of Third countries in operational activities ○ Multi-character operational concept to be applied • Enhance exchange of information <ul style="list-style-type: none"> ○ 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 ○ Distribution of operational information to all involved actors through authorised channels • Enhance efficiency of the exchange of information <ul style="list-style-type: none"> ○ Implementation of fully automated online reporting system; ○ Seeking standardised format and quality of the reports and interviews ○ Use of the “Guidelines for JORA Incident Template” giving detailed information on definitions and establishing a sets of priorities when selecting the appropriate attributes • Identify possible risks and threats <ul style="list-style-type: none"> ○ Debriefing activities to support migration management and obtaining intelligence ○ Monitoring political, economic and social situation in the countries of origin and transit • Establish and exchange best practices <ul style="list-style-type: none"> ○ Fostering practical cooperation between the authorities involved in prevention and tackling irregular migration as well as cross-border crime ○ Delivering workshops, meetings, operational briefings, other networking events to participants ○ To build on MS capacity by implementing activities related with administrative solutions, standardisation, fleet management and operational technologies as well as technical solutions/best practices linked with EUROSUR and/or EU CG Functions • Support establishment of permanent structures <ul style="list-style-type: none"> ○ Improving and fostering cooperation/information exchange between MS NCC/ICC/R/LCC/FP • Support provision of trainings <ul style="list-style-type: none"> ○ Implementation of targeted specific training activities 	
4. Activities	5. Main Outputs delivered by activities
FP Sea 2013 Deployment of human resources and technical equipment Performing border checks and vigilance in the operational area Exchange of operational information and sharing expertise Cooperation with different organisations and authorities	195 irregular migrants 7 drug smugglers seized 3 kg of hashish worth 4,500 Euro 7 incidents of smuggling of other goods
6. Risks encountered	7. Measures takes
1) Hiding in transportation means was by far the most detected border crossing crime during the operation. Incidents of "avoiding border control", "document fraud", "irregular border crossing", "refusal of entry", "smuggling of goods" and "stolen vehicle" were detected to a lesser extent in almost equal numbers.	1) As expected the BCP in Algeciras was the most targeted why it was activated for the longest period and with the highest number of deployed guest officers.

8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources		JO Focal Points Sea 2013 03/05 - 16/10/2013	210.877,92 EUR
8.1.1. Internal	1 (FCO), 1 SNE (PM), 1 SNE (PT member), 1 CA (PA)		
8.1.2. External	First-line officers (30)	167 operational days 1.066 man-days	

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
<p>JOU 3 P3</p> <p><u>Air Border Sector:</u></p> <ul style="list-style-type: none"> To improve operational flexibility and effectiveness by consolidating the achievements of the PP Flexi Force within Pulsar activities in providing full intelligence driven activities. To make full use of the synergies between Flexi Force related operational modules and JO Focal Point Air 2013 To enhance the involvement of Third Countries and interagency cooperation by considering “pre-border-deployment”. To focus Pilot project activities on the concreteness. <p><u>Pulsar Programme:</u></p> <p>The core idea of the Pulsar Programme is to meet operational needs at external air borders via an intelligence driven, open and flexible implementation system.</p> <p>Objectives:</p> <ul style="list-style-type: none"> To enhance border security at EU external air border To enhance operational cooperation To establish and exchange best practices To enhance exchange of information To identify possible risks and threats 	<p>Joint Operation Flexi Force 2013 (Pulsar Programme 2010-2013)</p> <p><u>Operation:</u> 2013/ABS/06.</p> <p><u>Activity:</u> The operation was focused on the implementation of different types of intelligence driven operational modules.</p> <p><u>Aim:</u> Joint Operation Flexi Force and its operational modules were aimed at being a key response mechanism to face flows of irregular migrants. By fully flexible operational actions, impacting as well illegal immigration and criminal networks. It enhanced operational cooperation with Third Countries, EU Agencies and International Organisations.</p>
3. Result indicator	
<ul style="list-style-type: none"> Number of man-days deployed by all MS during the operational module as adviser/expert: total expected 1800, total result 1801. Percentage of incidents reported based on specific request of Frontex (per week and per participating airport): not measured (during the two operational modules there did not occur any requirement to initiate a specific request) Percentage of airports responding to the above specific Frontex request (per week): the same as the previous indicator. Number of advanced level document officers deployed (per module): Mizar I expected 10, deployed 16; Mizar II expected 10, deployed 11. Number of Home MS that participated in the operational modules: Mizar I expected 15, resulted 15; Mizar II expected 10, result 14. Number of Host MS that participated in the operational modules (operational area countries): Mizar I expected 10, result 16; Mizar II expected 12, result 	

15. <ul style="list-style-type: none"> Number of Third Countries that participated in the operational modules: Mizar I expected 3, result 6; Mizar II expected 3, result 3. Ability of Frontex to identify new phenomena or increase knowledge concerning targets during the implementation of the operational module as a result of the receipt and analysis of relevant information from the operational targets: knowledge was extended in respect of certain migratory phenomena as outlined in the Frontex Evaluation Report. However, it did not prove possible to obtain answers to all the identified knowledge gaps. The modules were able to identify and report on emerging trends 			
4. Activities		5. Main Outputs delivered by activities	
Exchange and deployment of operational officers and Third Country observers. Two Operational Modules were carried out (<i>Mizar and Mizar II</i>) between 04 April - 3 July 2013 at different airports of Member States.		Mizar I Operational Module <u>Implementation:</u> 04 April - 16 May 2013. <u>Focus:</u> the module targeted document and visa abuse by specific nationalities from North Africa (Morocco, Tunisia, Algeria, Libya, Egypt), Middle East (Syria, Stateless Palestinian, Iraq, Iran, Afghanistan) as well as Armenia and Pakistan: <ul style="list-style-type: none"> 18 participating MS/SAC 6 participating TC 22 participating EU airports 32 deployed officers <u>Outputs:</u> 278 incidents, involving 441 passengers and 279 abused documents. 142 passengers were refused entry, 270 claimed asylum and 5 were arrests, out of which 1 for smuggling of people.	
		Mizar II Operational Module <u>Implementation:</u> 29 May - 3 July 2013. <u>Focus:</u> the module focused on All Third Country nationals who are subject to the border control, arriving or departing at EU/Schengen external air borders and are exercising document abuse using all forms of both EU and non EU documents (visa abuse included). <ul style="list-style-type: none"> 19 participating MS/SAC 3 participating TC 20 participating EU airports 21 deployed officers <u>Outputs:</u> 408 incidents, involving 599 passengers and 789 abused documents. 198 passengers were refused entry, 428 claimed asylum and 50 were arrested, out of which 5 for smuggling of people.	
6. Risks encountered		7. Measures taken	
No risks encountered			
8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources			Total: 404.390,12 EUR
8.1.1. Internal	ABS: 1 TA project manager + project team	4 April - 3 July 2013 (2 operational	Missions cost: 14.000,00 EUR,

	members (1 TA Coordinating Officer + 2 SNE operational officers + 1 TA PSO + 1 CA financial assistant) RAU S2: 1 TA + 1 SNE analysts	modules)	including the series of briefings held at the spot.
8.1.2. External	Total: 107 officers were deployed	<u>Participating MS/SAC:</u> Austria, Belgium, Bulgaria, Czech Republic, Denmark, Estonia, Finland, France, Germany, Hungary, Ireland, Italy, Lithuania, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, United Kingdom <u>Participating Third Countries:</u> Albania, Bosnia and Herzegovina, Georgia, Moldavia, FYROM, Serbia, Ukraine,	Total cost of all deployment: 366.820,04 EUR Total cost of meeting participants: 17.265,61 EUR
8.4. Others (specify)			Meetings organisation cost: 6.304,47 EUR

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
<p>JOU 3 P3</p> <p><u>Air Border Sector:</u></p> <ul style="list-style-type: none"> To improve operational flexibility and effectiveness by consolidating the achievements of the PP Flexi Force within Pulsar activities in providing full intelligence driven activities. To make full use of the synergies between Flexi Force related operational modules and JO Focal Point Air 2013 To enhance the involvement of Third Countries and interagency cooperation by considering “pre-border-deployment”. To focus Pilot project activities on the concreteness. <p><u>Pulsar Programme:</u></p> <p>The core idea of the Pulsar Programme is to meet operational needs at external air borders via an intelligence driven, open and flexible implementation system.</p> <p><u>Objectives:</u></p> <ul style="list-style-type: none"> To enhance border security at EU external air border To enhance operational cooperation To establish and exchange best practices To enhance exchange of information 	<p>Joint Operation Meteor 2013 (Pulsar Programme)</p> <p><u>Operation:</u> 2013/ABS/09.</p> <p><u>Activity:</u> the operational activity was implemented at Lisbon airport in the frame of Joint Action Lusitania 2013 to tackle document abuse. Portugal (SEF), Europol, Interpol and several Frontex entities (Research & Development Unit, Training Unit and Joint Operations Unit) implemented simultaneous actions at Lisbon airport and SEF Headquarters, providing coordination, improving capabilities to detect identity document fraud and performing risk assessment.</p> <p><u>Aim:</u> To verify documents and status of passengers on all selected flights entering and leaving LIS as defined by risk analysis.</p>

<ul style="list-style-type: none">To identify possible risks and threats			
3. Result indicator			
<ul style="list-style-type: none">Number of Home MS that participated in the operation: expected 5, participated 8.Number of man-days deployed by MS/SAC or Frontex (SGO) to the JO: total expected 150, total result 170 man-days.Number of Interpol databases made available for LIS Authorities during the JO: expected at least 3, result 4.Concrete expected results together with the target values were defined by Europol when issuing the respective operational package(s) of the Joint Operation: some hits are expected in the frame of data cross-checked with FP Checkpoints, even if benefits of such cooperation can be only disclosed after some years (investigative procedures).Number of additional skills provided to Lisbon Airport by deployed officers for reducing the vulnerability: expected 5, result 3 (language, document expertise, operational capabilities in document checks).Percentage of targeted flights reported: expected 90%. Result 100%.			
4. Activities		5. Main Outputs delivered by activities	
Exchange and deployment of operational officers and document experts. Joint Operation Meteor 2013 was part of Joint Action Lusitania 2013 involving Lisbon Airport authorities, Frontex, Europol, and Interpol. In addition to the joint operation Meteor 2013, guest officers participated to the following Frontex activities: RDU ID-CHECK, TRU Training on False Documents (provided also to airline staff) and Reference Manual workshop.		<u>Implementation:</u> 13 days from 19.09 to 01.10.2013. <u>Focus:</u> Passengers on flights from/to Accra, Bamako, Bissau and Dakar. <u>Outputs:</u> <ul style="list-style-type: none">44 incidents involving a total of 46 migrants were reported.52 document frauds were reported.3 passengers claimed asylum.3 overstayers were detected on exit.	
6. Risks encountered		7. Measures taken	
No risks encountered			
8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources		From 16.09 to 02.10.2013:	Total: 34.668,03 EUR
8.1.1. Internal	RAU: 1 analyst (1 TA) FSC FIN	<ul style="list-style-type: none">16 - 17.09.2013 Training on forged documentation18.09.2013 Briefing Joint Action Lusitania19.09 - 01.10.2013 Joint Operation Meteor 2013 02.10.2013 Debriefing Joint Action Lusitania	Missions: 8.500,00 EUR, including the presence of Frontex coordinating officer
8.1.2. External	10 guest officers (including 1 SGO) from 7 MS	<u>Host MS:</u> Portugal <u>Participating MS/SAC:</u> Belgium, France, Italy, Romania, Spain, Swiss, The Netherlands.	Total cost of all deployment: 25.251,52 EUR Total cost of meeting participants: 916,51 EUR

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
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<p>JOU 5 <u>Air Border Sector:</u></p> <ul style="list-style-type: none"> ▪ To improve operational flexibility and effectiveness by consolidating the achievements of the PP Flexi Force within Pulsar activities in providing full intelligence driven activities. ▪ To make full use of the synergies between Flexi Force related operational modules and JO Focal Point Air 2013 ▪ To enhance the involvement of Third Countries and interagency cooperation by considering “pre-border-deployment”. ▪ To focus Pilot project activities on the concreteness. <p><u>Focal Points Programme (led by Land Border Sector)</u> The core idea of the Programme Focal Points is to further develop and use Focal Points at selected locations/areas of the external borders of the EU as permanent platforms for coordinated operational cooperation for border checks, border surveillance and other operational activities in order to improve the prevention and detection of cross-border crime as well as to contribute to building border management capacity. Objectives:</p> <ul style="list-style-type: none"> ▪ To enhance operational cooperation ▪ To enhance border security ▪ To identify possible risks and threats <p>To support establishment of permanent structures</p>	<p>Joint Operation Focal Points 2013 Air (Focal Points Programme) <u>Operation:</u> 2013/ABS/03 <u>Activity:</u> Establishment of platforms of cooperation at Focal Points airports. Focal Point 2013 Air provides deployments and exchange of deployed officers and intermediate managers, also enhancing cooperation with Third Country airports <u>Aim:</u> To provide local support for easy implementation of Air Border activities, enhancing knowledge of officers involved. To enhance the capabilities of intermediate managers and to step up in effective operational cooperation with Third Countries having WA with Frontex.</p>
<p>3. Result indicator</p>	
<ul style="list-style-type: none"> ▪ Nr of Home MS/SAC participated the JO: expected at least 12, result 23 ▪ Nr of Host MS/SAC participated the JO: expected at least 8, result 16 ▪ Nr of TC participated the JO: expected at least 3, result 7 ▪ Number of deployment days deployed in the JO: expected 2,500 (less than 2012 due to budget cuts), result 4.452 (resources increased on actions) ▪ Nr of permanent Focal Points established: expected at least 8, result 9 ▪ Ability of Frontex RAU to identify concrete targets for Focal Point and Coordination Point: expected yes, result yes, ability shown ▪ Focal Point, Coordination Point and/or DO follow the RAU specific requests based on the identified target: <ul style="list-style-type: none"> – At least 50% of positive answers within 7 working days, result yes <p>At least 50% of those positive answers are reported in JORA, result yes</p>	
<p>4. Activities</p>	<p>5. Main Outputs delivered by activities</p>
<p>Exchange and deployment of operational officers, Third Country observers, European Union advisers, intermediate managers and deployment of SGOs. Enhanced Interpol cooperation on the field.</p>	<p><u>Implementation:</u> the whole year 2013. <u>Focus:</u> Establishment of platforms for operational cooperation at activated Focal Point and coordination Point airports. <u>Outputs:</u> 4,138 deployment days at following airports:</p> <ul style="list-style-type: none"> ▪ <u>27 EU Focal Points Air activated:</u> Amsterdam, Arlanda, Athens, Barcelona, Bergamo, Brussels, Budapest, Paris Charles de Gaulle,

		Düsseldorf, Rome Fiumicino, Frankfurt, Geneva, Helsinki, Ljubljana, Lisbon, Madrid, Munich, Milano Malpensa, Oslo, Bucharest, Prague, Riga, Sofia, Vienna, Vilnius, Warsaw and Zurich. <ul style="list-style-type: none"> 5 Coordination Point airports activated: Belgrade, Chisinau, Kiev, Skopje, and Tirane. 	
6. Risks encountered		7. Measures taken	
No risks encountered			
8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources			Total: 1,159.884,02 EUR
8.1.1. Internal	ABS: 1 SNE project manager + project team members (1 TA Coordinating Officer + 2 SNE operational officers + 1 TA PSO + 1 CA financial assistant) RAU S2: 1 SNE (Analyst)	Implementation along the whole year 2013.	Missions cost: <ul style="list-style-type: none"> 27.000,00 EUR for Frontex staff, including the missions of Frontex Coordinating Officer 130.000,00 EUR for Seconded Guest Officers
8.1.2. External	Total 153 deployments: <ul style="list-style-type: none"> 97 operational officers 38 intermediate managers 5 EU observers 9 TC observers 1 Interpol officer 3 SGO 	<ul style="list-style-type: none"> <u>MS/SAC:</u> Austria, Belgium, Bulgaria, Switzerland, Czech Republic, Germany, Estonia, Finland, France, Hungary, Spain, Greece, Italy, Latvia, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovenia, Slovakia, Sweden, United Kingdom <u>International organisation:</u> Interpol <u>Third Countries:</u> Albania, Bosnia and Herzegovina, FYROM, Serbia, Moldova, Ukraine and Turkey 	Total cost of all deployment: 916.488,03 EUR Total cost of meeting participants: 85.000,00 EUR
8.4. Others (specify)			Meetings organisation cost: 1.395,99 EUR

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
<u>Air Border Sector:</u> <ul style="list-style-type: none"> To improve operational flexibility and effectiveness by consolidating the achievements of the PP Flexi Force within Pulsar activities in providing full intelligence driven activities. To make full use of the synergies between Flexi Force related operational modules and JO Focal Point Air 2013 To enhance the involvement of Third Countries and interagency 	Pilot Project Big Dipper 2013 <u>Operation:</u> 2013/ABS/04 <u>Activity:</u> The project responds to the specific need to have a system/mechanism applicable when planning and implementing deployments to non-EU Countries, especially the most complex ones where several risks are present. It is pure paper work with no actual deployments of border guards. Air Border Sector and Legal Advisor in 2013 invited

<div>cooperation by considering “pre-border-deployment”.</div> <div><div></div><div>To focus Pilot project activities on the concreteness.</div></div> <div><div>Pulsar Programme:</div><div>The core idea of the Pulsar Programme is to meet operational needs at external air borders via an intelligence driven, open and flexible implementation system.</div></div> <div><div>Objectives:</div><div><div></div><div>To identify the necessary operational requirements for future deployments of EU observers to TC.</div><div>To identify the necessary legal requirements for future deployments of EU observers to TC.</div><div>To establish procedures for future deployment of EU observers to Third Countries under Frontex umbrella.</div></div></div>		<div>Member State experts for workshops in order to get their support and to benefit from their expertise.</div> <div><div>Aim:</div><div>The Pilot Project Big Dipper is a feasibility study aiming at identifying and establishing the operational and legal requirements and procedures for deploying Member States’ advisors to Third countries airports (focusing strictly on the operational cooperation with local border guard authorities)</div></div>	
3. Result indicator			
<div><div>Indicator:</div><div>participation by MS and commitment of MS to attend in 2013 with experts in two workshops</div></div> <div><div>Results:</div><div>two implemented workshops with MS experts (8 MS were invited and participated). Member States expressed the importance of the project and stated their clear willingness to further support the project. Workshops provided a comprehensive list of operational requirements, essential for future deployments to non-EU countries. However, the outcome also showed the huge scale of the project and the difficulty to proceed internally with it by using primarily only ABS recourses. Consequently it was decided to proceed only with the direct involvement of Senior management and by establishing a real business case.</div></div>			
4. Activities		5. Main Outputs delivered by activities	
<div><div></div><div>Frontex internal meetings/consultations</div><div>Two workshops with MS experts (February and May 2013)</div><div>LAU addressed the project within LEGNET</div></div>		<div><div>Implementation:</div><div>the whole year 2013.</div></div> <div><div>Focus:</div><div>to define the requirements so sent officers in third countries where deployments are more complex.</div></div> <div><div>Outputs:</div><div><div></div><div>Having established a common interagency approach together with LAU, RELEX-TC, and RAU</div><div>Outcome as described above</div><div>LAU will address the topic further within LEGNET</div></div></div>	
6. Risks encountered		7. Measures taken	
<div>MS concern that PP might endanger their established bilateral agreements with Third Countries (ALO/ILO)</div>		<div>Member States were permanently ensured that the goal of Frontex is to complement and give added value to their activities. Reference was made as well to the fact that the pilot project is a pure feasibility study.</div>	
8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources		Implementation in one phase: April 2012 - December 2013 (to be continued in 2014)	Total: 12.566,82 EUR
8.1.1. Internal	1 TA from ABS 3 SNE from ABS		Missions cost: 590,52 EUR
8.1.2. External	Two officers per each MS/SAC. 2 three days workshops with participants from MS:	<div><div></div><div>Austria, Finland, France, Germany, Portugal, Netherlands, Switzerland, UK</div></div>	Total cost of all deployment: N/A Total cost of meeting participants reimbursement: 8.911,30 EUR

	<ul style="list-style-type: none"> Total of 54 man-days 		
8.4. Others (specify)			Meetings organisation cost: 3.065,00 EUR

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
<p><u>Air Borders Sector:</u></p> <ul style="list-style-type: none"> To improve operational flexibility and effectiveness by consolidating the achievements of the PP Flexi Force within Pulsar activities in providing full intelligence driven activities. To make full use of the synergies between Flexi Force related operational modules and JO Focal Point Air 2013 To enhance the involvement of Third Countries and interagency cooperation by considering “pre-border-deployment”. To focus Pilot project activities on the concreteness. <p><u>Pulsar Programme:</u> The core idea of the Pulsar Programme is to meet operational needs at external air borders via an intelligence driven, open and flexible implementation system.</p> <p>Objectives:</p> <ul style="list-style-type: none"> To enhance border security at EU external air border To enhance operational cooperation To establish and exchange best practices To enhance exchange of information To identify possible risks and threats 	<p>Pilot Project Traffic Lights (multiannual project 2011) <u>Project:</u> 2013/ABS/05</p> <p><u>Activity:</u> PP Traffic Lights seeks for increasing the capacity of Guest Officers to perform their tasks as Border Guards according to the provisions of the Schengen Border Code. Until Frontex Guest Officers (GO) and Seconded Guest Officers (SGO) fully exercise those capacities, Frontex operations cannot provide full support border checks as the deployed officers cannot be completely integrated into the local Border Guard teams. The project first addresses the issue of consultation of National and Schengen Databases of Host MS (Phase 1) while the power of using the Schengen Stamps of Host MS (Phase 2) is clearly depending on the database access possibilities.</p> <p><u>Aim:</u> The aim of the project is to identify which are the legal and technical constraints to provide sustainable solutions for taking advantage of the respective provisions of the Frontex Regulation.</p>
3. Result indicator	
<p><u>Indicator:</u> After the All-in-One meeting 2013, Finland, Slovakia and Romania decided to join the first study phase of the project. In the course of 2013, missions have been carried out in these MSs in order to meet and interview those experts, who are directly responsible for the management and maintenance of the national police and border police databases.</p> <p><u>Results:</u> Assessments based on the interviews allowing for identification of barriers and possible solutions for the envisaged technical implementation of Traffic Lights.</p>	
4. Activities	5. Main Outputs delivered by activities
<ul style="list-style-type: none"> Frontex internal meetings/consultations LAU and ICT addressing the project EC informed officially in a meeting with LAU and ABS Missions 	<p><u>Implementation:</u> the whole year 2013.</p> <p><u>Focus:</u> to increase the capabilities of guest officers to perform their tasks as border guards when deployed abroad.</p> <p><u>Outputs:</u> assessments, mission reports</p>
6. Risks encountered	7. Measures taken
<p>Lack of interest from MS.</p> <p>Going beyond the proposed concept, it needs to be noted that even though the legal background (right) for Frontex Guest Officers to use Schengen Stamps is clearly established by the Frontex Regulation, it has to be also considered that</p>	<p>Tailored problem analysis has to be carried out together with Research and Development Unit and concrete actions/proposals to be implemented upon outcomes of this analysis.</p>

exercising the concerned right is often limited indirectly by national law or administrative instructions of local authorities. It is more a concern that such limitations frequently come from the technical infrastructure of national databases.			
8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources		Mission (4 days)	Total: 2.500,00 EUR
8.1.1. Internal	1 TA from ABS		Missions: 2.500,00 EUR

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
<p>JOU 3</p> <p><u>Air Border Sector:</u></p> <ul style="list-style-type: none"> To improve operational flexibility and effectiveness by consolidating the achievements of the PP Flexi Force within Pulsar activities in providing full intelligence driven activities. To make full use of the synergies between Flexi Force related operational modules and JO Focal Point Air 2013 To enhance the involvement of Third Countries and interagency cooperation by considering “pre-border-deployment”. To focus Pilot project activities on the concreteness. <p><u>Pulsar Programme:</u></p> <p>The core idea of the Pulsar Programme is to meet operational needs at external air borders via an intelligence driven, open and flexible implementation system.</p> <p>Objectives:</p> <ul style="list-style-type: none"> To update the Reference Manual library To enhance the knowledge of document experts of MS To develop an online platform for consultation of Reference Manual (the new tool) To support provisions of training To promote the knowledge of information platforms at EU/International institutions level according to the already established cooperation in the field. To use the Reference Manual in Frontex activities. 	<p>Pilot Project Reference Manual 2013 (Pulsar Programme)</p> <p><u>Project:</u> 2013/ABS/07</p> <p><u>Activity:</u> to further develop the quick document detection tools, done by operational border guards for operational border guards. The handbook contains the latest <i>modi operandi</i>, forgeries and samples of genuine documents to help the border guards in their daily duties. To plan new technical features.</p> <p><u>Aim:</u> Update the document forgery Reference Manual and increase awareness and importance of data collection related to documents in order to better link and share related information</p>
3. Result indicator	
<ul style="list-style-type: none"> Expected collection of new documents and updates, result achieved: Expected 100% quality check of document by document experts, result 100% Expected that at least one new type of document should be inserted, result achieved Expected that at least a level “3” average satisfaction result (with a satisfaction scale of 1-5), result not measured. Expected participation in the workshops of at least 10 MS/SACs, result more than 10 Expected participation of at least 1 new MS in the network, result NL joint first time 	

<ul style="list-style-type: none"> Expected business requirements set and trial version ready for on-line system, result not achieved. All updated versions were delivered to training unit to be used for training purposes, especially during the road show activities. Products/services of two International Organisations and the FADO system of the EU Council are promoted in Reference Manual. Surveys carried out after air border JOs which used Reference Manual confirmed that the tool was used by GO and Local Officers in course of their duties. 			
4. Activities		5. Main Outputs delivered by activities	
<ul style="list-style-type: none"> 3 Workshops for information exchange (one within Lusitania joint action) 3 Working sessions for validation/insertion Missions AD-hoc activities (JO Minerva briefings, R&D projects, EDF, TRU for the document training, etc.) 		<p><u>Implementation:</u> the whole year 2013. <u>Focus:</u> to provide an easy to use system for quick document detection at first and second lines border control. <u>Outputs:</u> the tool is to support and improve the other activities (operational and capacity building activities).</p>	
<ul style="list-style-type: none"> Experts team used ad-hoc for document Experts 		<ul style="list-style-type: none"> 2700 documents + 6500 Stamps 583 WebPages built By now more than 2000 copies are distributed in Europe during 2012 (2011 and 2012 versions) 	
6. Risks encountered		7. Measures taken	
No risks encountered			
8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources		<ul style="list-style-type: none"> 26-29 March 2012: one workshop in Ljubljana (SI) 16-19 July 2012: one workshop in Warsaw (PL) 8-11 October 2012: one workshop in Lisbon (PT) 	Total: 104.844,16 EUR
8.1.1. Internal	2 SNE from ABS 1 CA from ICT		Missions: 10.000,00 EUR
8.1.2. External	86 participants from 20 MS/SAC	Austria, Belgium, Bulgaria, Denmark, Estonia, Finland, German, Hungary, Italy, Latvia, Lithuania, Malta, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, United Kingdom.	Total cost of participants reimbursement: 85.000,00 EUR
8.2. Invoiced equipment	N/A		
8.3. Invoiced assets	N/A		
8.4. Others (specify)			Meetings- workshops organisation cost: 9.844,16 EUR

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
<p>JOU 3 P3</p> <p><u>Air Border Sector:</u></p> <ul style="list-style-type: none"> To improve operational flexibility and effectiveness by consolidating the 	<p>Pilot Project Vega Children 2013 (Pulsar Programme)</p> <p><u>Project:</u> 2013/ABS/08</p>

<p>achievements of the PP Flexi Force within Pulsar activities in providing full intelligence driven activities.</p> <ul style="list-style-type: none">▪ To make full use of the synergies between Flexi Force related operational modules and JO Focal Point Air 2013▪ To enhance the involvement of Third Countries and interagency cooperation by considering “pre-border-deployment”.▪ To focus Pilot project activities on the concreteness.		<p><u>Activity:</u> Finalisation of the best practice handbook to detect children at risk at the external air borders taking into account the new internal/external pillar system of Lisbon Treaty.</p> <p><u>Aim:</u> To identify procedural gaps and challenges concerning children in need of protection at external air borders, to collect and create best practices on children “on the move” who are in need of protection and to establish the ground to raise awareness on this important issue. The project also aims to enhance tailored inter agency cooperation between Frontex and relevant International Organisation of this field (FRA, EASO, UNHCR, UNICEF, IOM).</p>	
<p><u>Pulsar Programme:</u></p> <p>The core idea of the Pulsar Programme is to meet operational needs at external air borders via an intelligence driven, open and flexible implementation system.</p> <p>Objectives:</p> <ul style="list-style-type: none">▪ To enhance border security at EU external air border▪ To enhance operational cooperation▪ To establish and exchange best practices▪ To enhance exchange of information▪ To identify possible risks and threats			
<p>3. Result indicator</p>			
<p><u>Indicator:</u> Creation of the Vega Children Handbook containing relevant and up to date information for any border guard at airport about children “on the move” in need of international protection.</p> <p><u>Results:</u></p> <ul style="list-style-type: none">– MS/SAC experts were deeply committed in the development of the handbook which is recognised unanimously as an operational supporting tool.– International Organisations and NGOs (Consultative Forum members) active participation– The draft handbook has been finalised			
<p>4. Activities</p>		<p>5. Main Outputs delivered by activities</p>	
<ul style="list-style-type: none">▪ Meetings, missions, revision, finalisation and editing of the handbook▪ Frontex internal meetings/consultations▪ 2 workshops were organised.▪ Missions		<p><u>Implementation:</u> the whole year 2013.</p> <p><u>Focus:</u> children at risk at EU external air borders.</p> <p><u>Outputs:</u> Vega Children draft Handbook.</p>	
<p>6. Risks encountered</p>		<p>7. Measures taken</p>	
<p>No risks encountered</p>			
<p>8. Input (invoiced)</p>	<p>Number</p>	<p>Duration</p>	<p>Expenditures</p>
<p>8.1. Human Resources</p>		<p>The whole year 2013</p>	<p>Total: 33.728,71 EUR</p>
<p>8.1.1. Internal</p>	<p>JOU ABS 2 SNE (1 project manager +1 Project Team Member) and 1 TA (Project team member) T&I support (1 editor for 2 weeks)</p>		<p>Mission: 6.728,71 EUR</p>
<p>8.1.2. External</p>	<p>MS experts IOs and NGOs (Consultative Forum members)</p>	<p>3 days</p>	<p>Total cost of participants reimbursement: 23.000,00 EUR</p>
<p>8.2. Invoiced equipment</p>	<p>N/A</p>		

8.3. Invoiced assets	N/A		
8.4. Others (specify)			Meetings-workshops organisation cost: 4.000.00 EUR

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
Air Border Sector: <ul style="list-style-type: none"> To improve operational flexibility and effectiveness by consolidating the achievements of the PP Flexi Force within Pulsar activities in providing full intelligence driven activities. To make full use of the synergies between Flexi Force related operational modules and JO Focal Point Air 2013 To enhance the involvement of Third Countries and interagency cooperation by considering “pre-border-deployment”. To focus Pilot project activities on the concreteness. 	Operational Heads of Airports Conference & Forum (PP) Operation: 2013/ABS/02 The conference and Forum were intended to be developed in the frame of those activities: Activity: - 4 days Conference for border police managers in charge of border control related operational decisions at international airports. - 3 days Operational Heads of Airports Forum to integrate new Third Countries to OHAC Aim: To give a better view about Frontex and about its strategies in Air Border Sector activities. To have direct contact with the first line in the border control. To facilitate the work of NFPOCs in the operational involvement of airports.
3. Result indicator	
<ul style="list-style-type: none"> Indicator: to further the number of operational head of airports involved in Frontex activities. Results: Conference: 117 participants were registered from 26 EU countries, 6 Western-Balkans, 4 Third Countries and several EU bodies (EUROPOL, AIRPOL, European agency for fundamental rights, MARRI) and IO (International Organisation for Migration, UNHCR). EUROPOL, MARRI, AIRPOL and the European agency for fundamental rights provided presentations on their work related to air borders. Four specific topics related to air border issues were presented and discussed with participants during four workshop sessions. Forum: 48 participants registered from 21 EU countries, 4 Third Countries, EUROPOL, INTERPOL and AIRPOL. Presentations from Nigeria, Armenia, Azerbaijan, Cape Verde representatives, and EUROPOL, INTERPOL and AIRPOL were provided. 	
4. Activities	5. Main Outputs delivered by activities
<ul style="list-style-type: none"> 4 days Conference 3 days Forum 	Implementation: <ul style="list-style-type: none"> OHA Conference: 12 - 15.03.2013. OHA Forum: 9 - 11.10.2013 Focus: networking and shared knowledge event for airports high rank representatives. Outputs: <ul style="list-style-type: none"> Better understanding of Frontex procedures Better understanding of the role of deployed officers Contribution of external partners
6. Risks encountered	7. Measures taken
No risks encountered	

8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources		Operational Heads of Airports Conference: 12-15 March 2013 (Warsaw) Operational Heads of Airports Forum: 9-11 October 2013 (Bucharest)	Total: 243.324,96 EUR
8.1.1. Internal	JOA ABS: 1 SNE project manager + 4 TA + 5 SNE operational officer + 1 CA financial assistant) Conference : 18 Frontex participants Forum : 10 Frontex participants		Missions cost: 11.000 EUR
8.1.2. External	<ul style="list-style-type: none"> Conference: 121 participants Forum: 48 participants 727 man-days (Conference: 139 participants x 4 days=556/Forum: 58 participants x 3 days=174) 		Total cost of participants reimbursement: 129.162,99 EUR
8.2. Invoiced equipment	N/A		
8.3. Invoiced assets	N/A		
8.4. Others (specify)			Meeting organisation costs: 83.569,78 EUR

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
<p>JOU 4 G2 ROS</p> <p>One of the objectives of Frontex for 2012 is to extend pre-return assistance to the Member States in the fields of identification and acquisition of travel documents as well as to continue assisting in joint return of third-country nationals who either do not or no longer fulfil the conditions for entry to, presence in, or residence in the territory of two or more Member States and are subject to individual removal orders.</p> <p>The objectives of the Project “ATTICA 2012” are closely in line with the objectives of Frontex. The main aim of this project is to support/assist Greece in establishing the identities of the irregular immigrants and to acquire travel documents for their return, hoping that the period needed for obtaining travel documents will not be longer than the foreseen period of the implementation of the project or longer than the detention time.</p>	<p>ATTICA 2013</p> <p>Project: 2013/ROS/01</p> <p>The Project is mainly focused in assisting the Hellenic authorities in:</p> <ul style="list-style-type: none"> - Screening of apprehended irregular migrants by deploying MS guest officers - Identification/Acquisition of travel documents - Return of identified / documented irregular migrants by NRO, JRO and schedule flights - Improve the relationship between GR Authorities and 3rd Countries Diplomatic Representations
3. Result indicator	
<ul style="list-style-type: none"> Enhanced cooperation with Third Country Embassies due to increased involvement of MFA; Enhanced involvement of Greek officers in the screening activities ; Organisation of individual and group interviews with Third Country Embassies; 	

<ul style="list-style-type: none">• Obtaining travel documents and converting into successful removals;• Increased number of conducted National Return Operations;• Increased number of Greek officers trained as escorts;• The RCO involvement in several national seminars in migration flow;• Deployment of Guest officer in order to advise the Greek Authorities in the use of available financial means such as Return Fund;• Deployment of Guest officers in order to support the Greek Authorities in negotiations with Third Country Embassies and in the negotiation of readmission agreements;• Increased number of screenings of apprehended irregular migrants.			
4. Activities		5. Main Outputs delivered by activities	
deployment of guest officers and interpreters at the Greek/Turkish land - and Sea borders, and Bulgarian /Turkish land borders		support to the host MS and increase the operational capacities	
screening of newly apprehended irregular migrants		Assumption of the nationality of an undocumented person having crossed or having attempted to cross an external border illegally in view of returning him/her country of origin or to a country which admit him/her	
Deployments of guest officers in the Return Coordination Office in Athens		support to the host MS and enhancement of the operational capacities	
Acquisition of travel documents		Obtained documents	
Participation in national seminars on Migration Flow		More officers with adequate training and enhanced awareness to fulfil relevant tasks	
Training of Greek Escorts		Sufficient officers with specialist training to fulfil relevant tasks	
Organisation of participation in Frontex Joint return Operations		Returns by Joint Return Operations	
Organisation of national return Operations		Returns by National Return Operations	
Organisation of identification interviews with various 3 rd country embassies		As a follow on from screening, successfully documented by 3 rd country embassies	
*Staff of pilot project FOO contributed adequately to the operational activity			
6. Risks encountered		7. Measures taken	
Lack of interpreters capacity			
8. Input (invoiced)	Number	Duration	Expenditures
ATTICA 2012			
8.1. Human Resources		Permanent 01.03.2012-27.03.2013 (1.01-27.03.2013 in 2013)	
8.1.1. Internal	2 x SNE 1 x TA	Data from period in 2013: 01.01 - 26.03	15 FRONTEX Staff missions in 2013 21.305,35 EUR paid in 2013
8.1.2. External	9 GOs (5 MS) 369 deployment days 482 days using a combination of various languages (15 Interpreters)	851 man days	162.897,87 EUR paid in 2013 388.209,30 EUR paid in 2013

8.2. Invoiced equipment	N/A		
8.3. Invoiced assets	1 procured rental car (FOO)		1.200,00 EUR paid in 2013
8.4. Others (specify)	Car parking fees, highway fees, fuel (FOO) Participants Trainings for Screeners (in cooperation with TRU)		1.114,87 EUR paid in 2013 24.682,92 EUR paid in 2013 42.389,59 EUR paid in 2013
ATTICA 2013			
8.1. Human Resources		Permanent 27.03.2013-27.03.2014 (27.03-31.12.2013)	
8.1.1. Internal	2 x SNE 1 x TA	Data from period in 2013: 01.02 - 26.03	33 FRONTEX Staff missions in 2013 32.080,72 EUR paid in 2013
8.1.2. External	39 GO (14 MS) 4 SGO's 1618 deployment days 1445 days using a combination of various languages (31 Interpreters)	851 man days	193.814,21 EUR paid in 2013 483.866,14 EUR paid in 2013
8.2. Invoiced equipment	N/A		
8.3. Invoiced assets	1 procured rental car (FOO)		6.000,00 EUR paid in 2013
8.4. Others (specify)	Car parking fees, highway fees, fuel (FOO) CAR RENTAL & APARTMENT-15.05-14.11.2013- TSIOKOS (for SGO from RO) Participants Trainings for Screeners (in cooperation with TRU)		466,46 EUR paid in 2013 11.940,00 EUR paid in 2013 9.521,50 EUR paid in 2013 14.271,28 EUR paid in 2013

Joint Return Operations

<u>Summary</u>			
Year	Number of JRO's	number of returnees	Frontex Co financed JRO
2006	1	8	
2007	13	428	
2008	15	801	5
2009	32	1622	21
2010	39	2038	35
2011	42	2059	37
2012	39	2110	37
2013	39	2152	37
Sum	220	11218	172

Joint Return Operations coordinated by Frontex in 2013									
No.	Destination(s)	Date of Departure	Organising Country	Participating states= PMS (with returnees)	PMS (with observers)	Total no. of returnees	FRONTEX co financed	OPS number	Maximum Frontex Contribution
1	Nigeria	24.01.2013	United Kingdom	UK (42), ES (8), IE (11), BG (3), RO (1)		65	Yes	2013/ROS/02	41.712,82
2	Nigeria	30.01.2013	Austria	AT (7), BG (2), FI (6), HU (2), GR (2), DE (6)	1 AT(Verein Menschenrechte)	25	Yes	2012/ROS/43	30.8116,79

3	Ecuador & Colombia	30.01.2013	Spain	ES (52 ECU + 56 COL), FR 2 ECU		110	Yes	2013/ROS/09	318.957,13
4	Nigeria	07.02.2013	Italy	IT (33), BG (2), GR (3).		38	Yes	2012/ROS/48	203.693,82
5	Ukraine & Georgia	13.02.2013	Spain	ES (10 UKR + 12 GEO), IE (7 GEO), GR (2 GEO), IT (3 UKR + 3 GEO), HU (1 GEO), PL (10 GEO), FR (2 GEO), DE (1 UKR + 3 GEO).		54	Yes	2012/ROS/44	250.598,77
6	Nigeria	14.02.2013	Norway	NO (25), SE (3), DE (4), BG (2), ES (9).		43	Yes	2012/ROS/45	270.182,89
7	Georgia	26.02.2013	Austria	AT (4), GR (20), FR (2), DE (7), SE (1).	1 AT(Verein Menschenrechte)	34	Yes	2013/ROS/10	92.283,58
8	Serbia & FYROM	05.03.2013	Germany	DE (62 SRB + 20 MKD), FI (3 MKD + 7 SRB), SE (17 SRB)	3 Monitores DE	112	Yes	2012/ROS/49	163.963,44
9	Dominican Rep. & Colombia	20.03.2013	Spain	ES (27 DOM + 68 COL), FR (1 DOM + 2 COL)		98	Only PMS	2013/ROS/11	9.344,05
10	Nigeria	11.04.2013	Austria	AT (11), DK (1), HU (1), GR (1), DE (7), BG (8), NO (8), MT (1), RO (1), SE (4).	1 AT(Verein Menschenrechte)	43	Yes	2012/ROS/46	333.267,43
11	Georgia (TC)	16.04.2013	Germany	DE (3), PL (5).	FRO, 1 AT(Verein Menschenrechte)	8	Yes	2013/ROS/13	56.910,60
12	Serbia	23.04.13	Germany	DE (50), SE (32), ES (1)		83	Yes	2013/ROS/14	128.945,68
13	Pakistan	24.04.13	Spain	ES (18), IE (7),		71	Yes	2012/ROS/47	498.444,78

				CH (1), FR(2), PT (1), GR (29), SE (4), NO (4), PL (2), BG (3)					
14	Nigeria	24.04.2013	The Netherlands	NL (14), DE (1), FI (2), ES (9), IE (3), PT (1).	NL (1)	30	Yes	2013/ROS/15	172.764,47
15	Kosovo	07.05.2013	Germany	DE (40), FR (2), SE (16), AT (15).	1 AT(Verein Menschenrechte)	73	Yes	2013/ROS/17	113.442,00
16	Albania	16.05.2013	Ireland	IE (15), FR (21), ES (6), BE (10).	IE (1)	52	Yes	2013/ROS/18	129.687,91
17	Armania & Georgia	28.05.2013	Austria	AT (8 ARM + 1 GEO), DE (4 GEO), FR (2 ARM + 3 GEO), NL (4 ARM), HU (1 GEO), SE (5 ARM + 7 GEO), ES (7 GEO).	1 AT(Verein Menschenrechte)	42	Yes	2013/ROS/19	194.571,86
18	Nigeria	06.06.2013	Austria	AT (8), BG (4), SE (2), NO (4), IE (6), DK (3), FR (2), HU (1), DE (8).	1 AT(Verein Menschenrechte)	38	Yes	2013/ROS/20	391.001,86
19	DRC	16.06.2013	Belgium	BE (20), IE (10), FR (3), DE (1).		34	No	2013/ROS/24	41.638,47
20	SRB & FYROM	18.06.2013	Germany	DE (41 SRB +12 FYROM), SE (14 SRB).		67	Yes	2013/ROS/21	101.190,26
21	Ecuador & Colombia	19.06.2013	Spain	ES (35 ECU + 56 COL).		91	No	National Operation, NO PMS.	0.00

22	Nigeria	20.06.2013	Italy	IT (37), DE (3), GR (5), BG (1), PT (0).		46	Yes	2013/ROS/22	194.900,31
23	Serbia	09.07.2013	Germany	DE (42), SE (15), IE (5), ES (4)		66	Yes	2013/ROS/25	109.945,47
24	Nigeria	22.08.2013	Spain	ES (21), BG (7), FI (1), FR (4), DE (1), HU (1), MT (1), PT (1) SI (1), SE (2).		40	Yes	2013/ROS/26	259.732,21
25	Nigeria	19.09.2013	Italy	IT (36), SE (3), FI (3), FR (2), GR (2), BG (1).		47	Yes	2013/ROS/27	273.116,80
26	SRB & FYROM	24.09.2013	Germany	DE (39 SRB +12 FYROM), SE (14 FYROM + 10 SRB), FR (2 SRB), ES (1 FYROM + 2 SRB).		81	Yes	2013/ROS/28	121.320,41
27	Kosovo	08.10.2013	Sweden	SE (19), FI (2), FR (4), HU (18), AT (18), DE (11), NO (3).	1 AT(Verein Menschenrechte)	75	Yes	2013/ROS/30	161.525,60
28	Ecuador & Colombia	08.10.2013	Spain	ES (29 ECU + 51 COL), BG (1 ECU), IT (2 ECU + 1 COL).		84	Yes	2013/ROS/29	317.472,20
29	Nigeria	17.10.2013	The Netherlands	NL (5), DE (1), SI (1), ES (9), BG (2).	1 NL CCIT	18	Yes	2013/ROS/32	174.311,84
30	Albania	29.10.2013	France	FR (23), IS (17), SE (10), IT (5), BE (4), ES (2), NL (1).	1 NL CCIT, 1 HR (Croatian observer)	62	Yes	2013/ROS/34	174.833,93

31	Serbia	19.11.2013	Germany	DE (62), SE (15).		77	Yes	2013/ROS/31	76.918,23
32	Nigeria	21.11.2013	Austria	AT (9), BG (4), DE (2), DK (1), GR (15).	1 AT(Verein Menschenrechte)	31	Yes	2013/ROS/36	303.160,69
33	Pakistan	22.11.2013	Spain	ES (19), BG (2), BE (4), FI (2), FR (2), DE (1), GR (2) NO (7), PL (1), RO (2), HU (3)	2 BE(Grail Inspectorate Mol), 1 EU COM.2 NO(obs)	45	Yes	2013/ROS/37	485.943,40
34	Nigeria	28.11.2013	Italy	IT (43), PT (1).		44	No	2013/ROS/35	204.847,90
35	Ukraine & Georgia	29.11.2013	Spain	ES (16 UKR + 12 GEO), PT (2UKR), FR (3UKR + 2GEO), SE (1UKR + 1GEO), GR (1GEO), CH (2UKR).		41	Yes	2013/ROS/38	273.318,18
36	Georgia (TC)	03.12.2013	Germany	DE (8), PL (11), GR (2), FR (4), BG (2), CH (3), NO (1).	Obs.: Frontex, DE, PL, FR, NO, CH (2), Mon.:1 AT (Verein Menschenrechte) 1 CH	31	Yes	2013/ROS/39	116.879,92
37	DRC	04.12.2013	Belgium	BE (21), DE (2).	2 BE(Gral Inspectorate Mol)	23	No	2013/ROS/41	6.025,11
38	Ecuador & Colombia	11.12.2013	Spain	ES (35 ECU + 56 COL), IT (2 ECU).	2 Monitors from Spanish NPM (Ombudsman)	93	No	2013/ROS/40	287.216,24
39	Albania	12.12.2013	Iceland	IS (21), FR (15), BE (1).	1 IS (ICEHR)	37	Yes	2013/ROS/42	122.574,12
Sum of returnees 2013						2152		Total Euros	7,484.761,17

Risk Analysis Unit

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
RAU 1 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 2013 (ARA 2013)¹⁵ To identify key risks in terms of irregular migration and provide an outlook for possible trends in 2013 and 2014 in order to develop the Programme of Work 2014, especially as regards operational activities within the mandate of Frontex.	
3. Result indicator			
The ARA 2013 delivered on time and enabled planning of operational activities in 2013 and 2014. The report contains statistics on detections reported by Member States and Schengen Associated Countries, main identified threats at the external borders, identified risks and affected areas, together with the strategic recommendations for the development of the operational portfolio.			
4. Activities		5. Main Outputs delivered by activities	
In order to consolidate the knowledge collected in FRAN Quarterlies for the ARA and enable MS/ SAC present their views on risks and threats in 2013/14, similarly as in previous years the annual analytical review workshop was held. The follow up to the workshop included a risk rating exercise undertaken together with the Member States. Contributions were requested from external stakeholders – such as European Commission, EASO and Europol. The Annual Risk Analysis was distributed to the MB in March 2013 and at the FRAN meeting in April 2013. A public version of the report was made available on Frontex website and in hard copy in May. It was also presented and distributed to COSI, SCIFA and WP Frontiers		Annual Risk Analysis 2013 Restreint UE, Annual Risk Analysis 2013 for public release	
6. Risks encountered		7. Measures taken	
Effective and efficient dissemination of classified products, especially electronic files, to all relevant stakeholders is challenging because of limited secure channels for communication and also stakeholders limited capacity to deal with classified information. Launch of several annual reports at the end of Quarter 1 constitutes a considerable workload for the Strategic Analysis sector staff and editorial support.		Use of certified encryption keys where and when possible. Timely delivery of high quality public versions of reports. Internal management of tasking and workload. Advance planning, acquiring external support for the layout of the Annual Risk Analysis.	
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	1TA 3TA 3CA 2CA 10SNE	60 20 20 10 5	

¹⁵ No financial commitment/budget related to these activities. The cost of the workshop as well as printing is included in the project 2014/RAU/04 while the cost of layout is covered by Information and Transparency Publications budget.

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
RAU 1 Enabling informed political and operational decision making by providing strategic analytical products and related advice to internal and external stakeholders in a timely manner.		THB 2013: 2013/RAU/04;¹⁶ To identify and describe the profiles of victims of Trafficking in Human Beings, with focus on relevant characteristics and user friendliness for border control authorities	
3. Result indicator			
Updated Handbook on Profiles on Victims of Trafficking in Human Beings 2013 for the use of border control authorities in Member States as well as use of GO/SGOs in relevant Frontex coordinated operations			
4. Activities		5. Main Outputs delivered by activities	
Request for Information (RFI) distributed to MS and face-to-face expert interviews in Member States took place. THB Workshop to validate and fine-tune the findings of analysis based on the responses to the RFI was held on 17 July 2013 in Warsaw.		Handbook on Risk Profiles on Trafficking in Human Beings 2013 (Limited), updated and extended to 8 profiles. Inclusion of indicators for first line check and second line check. Participation of 13 THB experts in the THB Workshop including for the first time representatives of selected third countries of the identified nationality risk profiles.	
The Handbook was distributed to Frontex MB and FRAN meeting participants, SCIFA in September 2013, Working Party on Frontiers, participants of EMPACT priority on THB, Frontex coordinated Joint Operations, participants in THB training by Frontex Training Unit and requesting MS. Digital version of the Handbook is available on the Iconet.			
6. Risks encountered		7. Measures taken	
It is essential that the handbook is elaborated and distributed early in the year, at the starting time of main operations, however at this time of year other priorities prevail (annual reports).		The available human resources and priorities allowed for the elaboration only in quarter 2/3 of 2013, to ensure maximum impact: <ul style="list-style-type: none">• The layout and printing were planned in advance to minimize time required• The dissemination plan was carefully prepared and implemented swiftly after the handbook availability. Advance planning of layout and printing to minimize time required.	
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	2TA 1CA 1CA 2CA 8SNE	10 75 30 5 2	2.672,00
8.1.2. External	13	1	9.665,00
8.4. Others (specify)	N/A		2.731.00

¹⁶ The cost handbook printing is covered by Information and Transparency Publications budget.

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
RAU 1 Enabling informed political and operational decision making by providing strategic analytical products and related advice to internal and external stakeholders in a timely manner.		European Union Document Fraud Annual Risk Analysis 2013 (EDF-ARA 2013) ¹⁷ To provide an annual update on the situational picture of the extent and nature of document fraud at the borders between the EU, Schengen area and third countries, an on all international flights.	
3. Result indicator			
The EDF-ARA 2013 delivered on time providing updated situation picture regarding EU level document fraud, presented and disseminated to relevant stakeholders.			
4. Activities		5. Main Outputs delivered by activities	
Elaboration of the EDF ARA 2013, including during consultations in workshop within EDF-RAN. Presentation and distribution to EDF-RAN FRAN, Frontex Management Board, SCIFA, WP Frontiers False Docs and other stakeholders as required.		European Union Document-Fraud Annual Risk Analysis (Restreint UE) released in May 2013	
6. Risks encountered		7. Measures taken	
Effective and efficient dissemination of classified products, especially electronic files, to all relevant stakeholders is challenging because of limited secure channels for communication and also stakeholders limited capacity to deal with classified information. Launch of several annual reports at the end of Quarter 1 constitutes a considerable workload for the Strategic Analysis sector staff and editorial support.		Use of certified encryption keys where and when possible. Timely delivery of high quality public versions of reports. Internal management of tasking and workload. Advance planning, acquiring external support for the layout of the Annual Risk Analysis.	
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	1TA 3TA 3CA 5SNE	60 5 15 2	

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
RAU 1		4 FRAN Quarterly reports;¹⁸	

¹⁷ No financial commitment/budget related to these activities. The cost of the meetings, missions as well as preparing a professionally printed report are covered by budget 2013/RAU/02.

¹⁸ No financial commitment/budget related to these activities. The cost of the expert meetings are included in the project 2014/RAU/03 while the cost of reports' layout is covered by Information and Transparency Publications budget.

Enabling informed political and operational decision making by providing strategic analytical products and related advice to internal and external stakeholders in a timely manner.		To provide illegal migration related situation awareness on quarterly basis, reinforced with information on document fraud and intra-Schengen flows, and as much as possible on cross border crime too.	
3. Result indicator			
4 FRAN Quarterly reports timely released and providing for updated situation awareness of Frontex as well as relevant stakeholders. Regular and timely production of public release versions.			
4. Activities		5. Main Outputs delivered by activities	
Elaboration of FRAN Quarterlies Restreint UE and corresponding presentation packages. Elaboration of public release versions, in consultation with Information and Transparency Unit.		FRAN Quarterly issue 04/2012 released in April, public release version also in April FRAN Quarterly issue 01/2013 released in June, public release version in July FRAN Quarterly issue 02/2013 released in September, public release version in October FRAN Quarterly issue 03/2013 released in December, public release version in January 2014	
6. Risks encountered		7. Measures taken	
Delays in the provision of some Member States' created problems with the timeliness of the report. The report is a joint effort and ad hoc tasks/other commitments of the contributors to the report created problems with the timeliness of the quarterly report. The amount of work needed for the creation of high quality public versions was underestimated. Following the request from the Commission, the development of intra-Schengen indicators was undertaken in the framework of Risk Analysis Tactical and the result of pilot exercise presented in a separate Tailored risk Assessment.		Careful monitoring of the data provision and support offered to Member States with problems (franhelp). Internal management of tasking and workload. Coordination with Information and Transparency on the procedure and timing of public release reports. Inclusion of elements of secondary flows analysis on the basis of operational information and existing FRAN data and information. Communication with the Member States on the state of play, including updates to the Management Board.	
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	1TA 2TA 2CA 1CA 2SNE	80 10 40 20 20	

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
RAU 1 Enabling informed political and operational decision making by providing strategic analytical products and related advice to internal and external stakeholders in a timely manner.		Tailored Analytical Monitoring focusing on regions of concern and as relevant and requested¹⁹ To regularly provide updated situation awareness and knowledge on third countries, in relation to irregular migration, to the requestors and relevant stakeholders, including North Africa and Near East weekly, monthly Post Visa Liberalisation Monitoring Mechanism report.	
3. Result indicator			
Timely elaboration and dissemination of requested products (PVLMM report, ad hoc requests) and regular third country monitoring products (NANE Weekly), contribution to meetings and videoconferences (BorderNet) as required.			
4. Activities		5. Main Outputs delivered by activities	
Continuing the four weekly reporting to the Commission on the Post Visa Liberalisation Monitoring Mechanism, as requested. Contribution to relevant meetings. Liaison with Council on requests for public release.		11 PVLMM reports delivered to the Commission as per the required calendar. Presentation of results in Post Visa senior Officials meeting and other WB- related meetings. Providing Commission with opinion on requests for the public release of the reports.	
Sharing weekly analytical monitoring reports on conflict areas in North Africa and the Near East with the stakeholders in Member States, International Organisations and the Commission, including via FOSS.		46 North Africa and Near East Monitoring reports shared with the Commission, Member States and other stakeholders.	
Sharing of information on irregular migration from topical third countries; Syria, Turkey, as per agenda of BorderNet meetings, with Commission, Europol, and EASO.		Contribution to BorderNet video-conference meetings (9 meetings throughout 2013).	
Maintaining third country monitoring for the elaboration of Key Developments reports uploaded in CPIPESP analysis layer.		Third country relevant production available in the CPIP/ESP analysis layer.	
Provision of ad hoc analysis, information and situation awareness, on third countries, in response to requests from internal and external stakeholders.		14 Briefing Notes/responses to requests for Information on third country situation provided to Frontex management, Commission and other stakeholders.	
6. Risks encountered		7. Measures taken	
The ad hoc requests usually imply a temporary increase of workload, depending on their complexity. Requests with short notice or deadline cannot always be responded adequately, depending on availability of staff dealing with a specific work line in office.		Informing stakeholders on feasibility of requests in relation to their timing and content. Careful prioritisation of tasks.	
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	2TA 1CA	80 20	

¹⁹ No financial commitment/budget related to these activities.

	2CA 2SNE	15 30	
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1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
RAU 1 Enabling informed political and operational decision making by providing strategic analytical products and related advice to internal and external stakeholders in a timely manner.	Responding to ad hoc requests for information²⁰ Responding to ad hoc requests for information and analysis to inform decision making and policy development at EU level. Analytical contributions to FSC managed products (briefings, background notes, Mission Awareness Reports etc)
3. Result indicator	
The requestors are provided with the relevant information in the required format. Frontex is regularly informed and contributing to policy developments in relevant fields, thus adding to increased efficiency at EU level	
4. Activities	5. Main Outputs delivered by activities
Provision of advice to Frontex management informing Frontex contribution to meetings, policy discussions. Contribution of EU level common analysis on foreign fighters. Provision of responses for ad hoc requests for information and advice from Commission, Member States and other external stakeholders. Provision of analytical products in response to requests from Commission for updated assessment on visa liberalisation in Ukraine and Moldova and analysis of intra-Schengen flows.	Provision of 28 ad hoc (contributions to) Briefing Notes, Mission Awareness reports to Frontex management. Provision of ad hoc support by the Intelligence Component of Frontex Liaison Office in Greece, including 3 Briefing Notes. Frontex analysis on foreign fighters provided to DG Home for integration in the common assessment on 15 November. Provision of comments to the CTC eports. Liaison with Europol on possible cooperation on terrorist travel related issues. Contribution to Eurojust's tactical CT meeting. Contribution to a CT WP meeting on a topic related to terrorist travel. 36 responses to requests for data/information provided in total to the Commission, MS/SACs and other institutional requestors. Elaboration and release of - the updated TRA on migratory impact of possible visa liberalisation for Ukraine (July) Intra-EU/Schengen Secondary Movements (November)
6. Risks encountered	7. Measures taken
No risks encountered	

²⁰ No financial commitment/budget related to these activities.

8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	12TA 3TA 3CA 2CA 5SNE 1SNE 1TA 4SNE ²¹	50 5 40 30 20 42 20	

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
RAU 1 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 and quarterly reports within WB-RAN and EB-RAN²² To provide a situational picture and analysis of migration trends in/through the Western Balkans and Eastern European Borders, to feed into other risk analysis products and further to Frontex operational activities. To strengthen the WB-RAN and EB-RAN and their data collection with an annual report and quarterly reporting
3. Result indicator	
The Western Balkan Annual Risk Analysis was delivered on time and distributed to stakeholders. Public release version of the report is available in a hard and electronic copy, distributed. 4 WB-RAN Quarterlies were distributed within the WB-RAN and made available to FRAN. For the first time a fully fledged Eastern European Borders Annual Risk Analysis was drawn up, delivered on time and distributed to stakeholders. A public release version of the report is available in a hard and electronic copy, distributed. 4 EB-RAN Quarterlies distributed within the EB-RAN and made available to FRAN.	
4. Activities	5. Main Outputs delivered by activities
WB-ARA: The draft Western Balkans Annual Risk Analysis Report was distributed to participants of the WB-RAN Expert Meeting on 20 March. Final WB-ARA was distributed to the participants of WB-RAN conference on 15 May. Public release version was made available on Frontex website and in hard copy in May. Continuation of WB Quarterly reports in order to have at disposal regular updates on the situation in the region. EB-ARA: Draft Eastern European Borders Annual Risk Analysis Report presented to EB-RAN in Expert Meeting on 21 March. Final EB-ARA was distributed to the participants of EB-RAN conference on 21 June. Launch of regular EB Quarterly reports in order to have at disposal regular	WB-ARA was distributed to FRAN and WB countries prior to May conference. A public release version was distributed at the WB-RAN conference in May and is available on Frontex website. WB-RAN Quarterlies were disseminated to WB-RAN participants and FRAN via CircaBC and Iconet. EB-ARA was distributed to FRAN and the EB countries prior to the June conference. A public release version was distributed at the EB-RAN conference in June and available on the Frontex website. EB-RAN Quarterlies were disseminated to EB-RAN participants and FRAN via CircaBC and Iconet.

²¹ Frontex Liaison Office Greece, Intelligence Component

²² No financial commitment/budget related to these activities. The cost of the meetings is included in the project 2013/RAU/05 while the cost of layout and printing is covered by Information and Transparency Publications budget.

updates on the situation in the region.			
6. Risks encountered		7. Measures taken	
No risks encountered			
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	1TA	60	
	2CA	60	
	2CA	15	
	2SNE	30	

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
RAU 1 Enabling informed political and operational decision making by providing strategic analytical products and related advice to internal and external stakeholders in a timely manner.		Risk Analysis cooperation with other partners, including contributions to intelligence products by other partners ²³ To provide the requested contributions to Europol, EASO, IOM, UNHCR.	
3. Result indicator			
Sharing of information and analysis with partners, thus contributing to efficiency and more accurate situation overview.			
4. Activities		5. Main Outputs delivered by activities	
Response to EUBAM information request regarding irregular migration routes of Chechen nationals Support and contribution to UNODC assessment concerning irregular migration to -from-through Asia Sharing of information with Europol and EASO in the framework of network meetings and on an ad hoc basis. Sharing of information on analytical planning and products, with international organisations, in the framework of Frontex Consultative Forum.		Frontex contributions were included and recognised. Regular sharing of information enables coordination of activities and develops a culture of cooperation and complementarity.	
6. Risks encountered		7. Measures taken	
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	1TA	10	
	1CA	10	
	1SNE	10	

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
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²³ No financial commitment/budget related to these activities.

RAU 1 Enabling informed political and operational decision making by providing strategic analytical products and related advice to internal and external stakeholders in a timely manner.		Production of the content of the EUROSUR Analysis Layer ²⁴ To elaborate and upload analytical content in the CPIP ESP analysis layer, prior to and following the entry into force of the Eurosur Regulation	
3. Result indicator			
Risk Analysis Unit input disseminated to Eurosur CPIP ESP Analysis Layer users.			
4. Activities		5. Main Outputs delivered by activities	
Elaboration and upload in the CPIP/ESP Analysis Layer of different types of analytical products (see point 5.). Adaptation of RAU strategic and operational analysis for the purposes of the CPIP/ESP Analysis Layer.		In total 317 reports made available in the CPIP/ESP Analysis Layer, including: 92 Key Development Documents 225 reports adapted from RAU regular and ad hoc analytical production (Briefing Notes, Regional Monitors, Third Country Monitoring Alerts, Imagery and Geo Data products, Migrant Profiles).	
6. Risks encountered		7. Measures taken	
No risks encountered			
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	1SNE	190	

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
RAU 2 Enabling informed and targeted operational response by provision of operational and tactical analytical products and related advice to internal and external stakeholders.		Provision of situation awareness and analysis to inform implementation of Joint Operations ²⁵ Analytical support to Joint Operations, Pilot Projects and RABIT exercises/operations including data collection and analysis on THB, as relevant through: <ul style="list-style-type: none"> • Design of a new type of operational assessment supporting the strategic planning of joint operations in the following year; • Appropriate Tactical Focused Assessments supporting the planning of the operational activity • Regular provision of analytical reports during joint Operations • Weekly Operational Briefings for Directorate, • Provision of analytical advice during meetings /missions on Joint operations and the operational area • Analytical contributions to evaluation reports during and after the implementation of JOs • Exchange of information and expertise with the UNHCR and IOM in the 	

²⁴ No financial commitment/budget related to these activities. The cost of the workshop and handbook layout is included in the project 2014/RAU/03 while the cost of printing is covered by Information and Transparency Publications budget.

²⁵ No specific budget related to this activity, which was covered by the budgets of specific JOs.

		elaboration of Tactical Focused Assessments and during the implementation of relevant JOs;	
3. Result indicator			
Appropriate analytical products delivered on time and supported the preparation, implementation and evaluation of all Joint Operations and RABIT exercises.			
4. Activities		5. Main Outputs delivered by activities	
<p>The following JOs and PPs were supported by RAU in 2013:</p> <p>Aeneas 2012, Aeneas 2013, Coordination Points 2012, Coordination Points 2013, Hermes 2012, Hermes 2013, Hera 2012, Hera 2013, Flexi Force 2013, Focal Points 2012 Sea, Focal Points 2013 Sea, Focal Points 2012 Air, Focal Points 2013 Air, Focal Points 2012 Land, Focal Points 2013 Land, Indalo 2013, Minerva 2013, Meteor 2013, Neptune 2013, Poseidon 2012 Land, Poseidon 2013 Land, Poseidon 2012 Sea, Poseidon 2013 Sea.</p> <p>FLO Intelligence Component: Gathering of additional information/intelligence from national authorities, as requested. Regular participation in monthly bilateral meetings of EL-TR border control authorities.</p> <p>Due to reduced operational intensity at the air borders, RAU maintained situation awareness at the external air borders by weekly information collection from airports within the EU, the PULSAR network releasing weekly reports to all Member States.</p> <p>RAU staff took part in the selection of Seconded Guest officers for the debriefer's profile, monitoring their performance and providing training/information as needed. Operational analysts and FLO Intelligence Component staff participated in operational meetings on planning, kick off, briefings/trainings and evaluation of JOs.</p> <p>A new type of report was prepared to facilitate the preparation for annual bilateral talks with MS: Assessment for Operational Deployment.</p>		<p>In total 510 analytical reports supporting the planning, implementation and evaluation of Joint Operations were delivered:</p> <p>18 Tactical Focused Assessments/ Background Analytical Reports</p> <p>2 Analytical Profiles</p> <p>2 Analytical Warnings for Operations</p> <p>13 analytical evaluation reports contributing to FER</p> <p>8 Briefing Notes on Joint Operations</p> <p>467 weekly reports of various types and for various clients.</p> <p>In addition the following reports were delivered by the Frontex Liaison Office Intelligence component</p> <p>50 Weekly Evros Reports</p> <p>174 Intelligence Reports (Poseidon Land, Poseidon Sea, Hermes, Aeneas)</p> <p>12 reports of EL-TR Bilateral Meetings</p> <p>Situation awareness at the external air borders provided as input to regular and ad hoc operational analysis, and for information of Frontex Management in Weekly Operational Briefings.</p> <p>Improved quality of reporting from SGOs.</p> <p>Established communication channels, good quality reporting.</p> <p>Assessment for Operational deployment released in September, with Executive Summary available for the elaboration of the Programme of Work.</p>	
6. Risks encountered		7. Measures taken	
Inaccuracy in data provision and delays in the provision and validation of incidents via JORA led to delays in availability of reliable operational data.		<p>Consultation with ICC of MS that were delaying the insertion of incidents in JORA.</p> <p>Elaboration of Guidelines for providing information via JORA, and dissemination to staff responsible for inputting the data. Regular reporting on issues encountered in JORA, via JORA Change Advisory Board meetings.</p> <p>Liaison with FSC on data validation issues.</p>	
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			

8.1.1. Internal	1CA 4TA 2TA 10SNE 1TA 4SNE ²⁶	220 190 100 182 90	
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1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
RAU 3 Achieving higher interoperability in the field of risk analysis by developing methods, systems and procedures.	Frontex Risk Analysis Network 2012 2012/RAU/01 General RAU Products and Services 2013/RAU/04; European Union Document Fraud Network 2012/RAU/06, 2013/RAU/02 To maintain and develop the analysis networks with Member States FRAN, and EDF-RAN, in order to provide forum for discussion on developments and situational updates. Management of network communications and provision of technical support to members as required. To further develop and implement the concept of Risk Analysis Tactical meetings as a takeover of the reporting functions of the CIREFI.
3. Result indicator	
The statistical and analytical exchange of information in networks continues and further develops. Technical and methodology issues are efficiently addressed by the helpdesk services. A well-functioning enhanced system for information exchange within FRAN and EDF-RAN with data of sufficient quality and timeliness allowing for the production of good quality regular analyses. A limited number of targeted ad hoc requests for information to Member States. Regular FRAN and EDF-RAN meetings organised as planned and attended by 80% of Member States/ Schengen Associated Countries. Annual report on the development of the FRAN presented to Member States. Information exchange system maintained and further developed. Smooth functioning of FRAN/EDF helpdesk service to minimize delays in provision of data. Organisation of regular Risk Analysis Tactical meetings, used as the platform for discussion and technical support to Presidency Operations. Information on risk analysis tactical concept and meetings available to MS representatives in Brussels.	
4. Activities	5. Main Outputs delivered by activities
4 meetings of Frontex Risk Analysis Network on 17-18 April, 12-13 June, 11-12 September, 11-12 December, with average participation of 28 Member States/Schengen Associated Countries, Commission, EASO and Europol. Annual Analytical Review meeting to discuss and share the highlights of 2011 on 23 January 2013 with the participation of 25 Member States and Europol, Croatia as observer and as of July, full member. 3 meetings of the European Union Document Fraud Risk Analysis Network on 24 April, 18 June and 4 December with the average participation of 22 Member States/Schengen Associated Countries. 2 workshops on the extension of scope of information exchange, within a selected taskforce.	All FRAN meetings implemented as planned providing a forum for discussion on illegal migration trends and update on RAU activities. Elaboration of a feasibility study on the scope of possible information exchange within the EDF-RAN. Increased quality of and enhanced information collected through the FRAN and EDF-RAN network as the basis for better quality Frontex reports. Presentation of the Annual FRAN report results in the June meeting and the full report distributed in September.
Monitoring the quality and timeliness of information upload. Resolving	Member States regularly updated on the developments and state of play of

²⁶ FLO Greece Intelligence Component staff

<p>technical problems and responding to queries. FRAN annual survey conducted in May- June.</p> <p>4 meetings of Risk Analysis Tactical network implemented on 29 April, 10 September, 3 July, 10 December, with average participation of 25 Member States and Commission, occasionally Tispol. The April meeting organised in Brussels to meet the information needs of MS representatives in Brussels. The meetings aimed to provide forum for discussion on the feasibility of information exchange on indicators related to secondary flows, including facilitation of the planning and evaluation of operation Perkunas organised within the framework of Lithuanian Presidency.</p>		<p>the FRAN and EDF-RAN information exchange.</p> <p>Information on the implementation of the concept of CIREFI takeover available to MS representatives in Brussels. Member States regularly informed and contributing to the discussion on the feasibility of information exchange concerning indicators on secondary flows. Following the request of the Commission, implementation of pilot information exchange on the secondary flows and elaboration of Tailored Risk Analysis on the intra-Schengen secondary flows, released in November. Support to planning, implementation and analysis of results of Perkunas Presidency Operation.</p>	
6. Risks encountered		7. Measures taken	
No risks encountered			
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	4 TA 2 CA 1 SNE 1 TA 1 CA	40 150 71 120 15	62.758,00
8.1.2. External	32 38 43 30 5	1 ²⁷ 6 ²⁸ 4 ²⁹ 1 ³⁰ 1	250.559,00

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
RAU 3 Achieving higher interoperability in the field of risk analysis by developing methods, systems and procedures.	Analysis Layer User Group 2012/RAU/07, 2013/RAU/01 Management of Analysis Layer User Group to provide a forum for the development of border sections and impact level methodology
3. Result indicator	
The meetings and discussions of the Analysis Layer user Group provide the basis for development of impact level methodology. Developments of the analysis layer and impact level methodology accepted by MS	
4. Activities	5. Main Outputs delivered by activities

27 Annual Analytical Review
 28 FRAN meetings
 29 Risk Analysis Tactical meetings
 30 EDF-RAN

Implementation of 5 meetings of the Analysis Layer User Group.		Analysis Layer User Group meetings took place on 17 January, 28 February, 16 April, 26 June and 22 October with the following deliverables:	
Coordination of the definition of border sections by the Member States.		<ul style="list-style-type: none"> • Coordination of the definition of border sections by the Member States • Elaboration of the Initial Impact Levels Methodology • Communication on initial attribution of impact levels to border sections • Communication on long term planning for the attribution of impact levels to border sections 	
Contribution to relevant EUROSUR-related meetings in Frontex, including CONOPS development and EUROSUR FIA.			
6. Risks encountered		7. Measures taken	
Coordination of EUROSUR developments within FRONTEX and effective communication of objectives to MS. Limited human resources		Close collaboration and regular working meetings with FSC on CONOPS. Continued focus on analytical layer related issues only. Allocation of additional resources to deal with the EUROSUR Pilot including the production of the content of the ESP and CPIP analysis layers as well as various other developmental issues related to EUROSUR implementation. Use of consultants for BRD Analysis Tools.	
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	1TA 1SNE 2TA	220 40 20	883,00 ³¹
8.1.2. External	29 34 32 26 36	1 1 1 1 1	10.786,00
8.4. Others (specify)			5.183,00

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
RAU 3 Achieving higher interoperability in the field of risk analysis by developing methods, systems and procedures.	Western Balkans Risk Analysis Network 2012: 2012/RAU/03; Africa Frontex Intelligence Community: 2012/RAU/04; RAU Catalogue 2013 -Third Country Activities 2013/RAU/05 To develop and maintain the risk analysis networks with third countries Western Balkans Risk Analysis Network, Eastern European Borders Risk Analysis Network, and Africa Frontex Intelligence Community. To develop and enhance as relevant the regional systems for information exchange and to support the participating countries in their application, as identified suitable. To provide feedback to information exchange in the form of

³¹ Cost of missions paid in 2013

	annual products. To implement up to 8 expert meetings/conferences within the networks. To implement initial activities of risk analysis network with Turkey.
3. Result indicator	
<ol style="list-style-type: none"> 1. WB-RAN: The system for information exchange in WB-RAN continues its operation. Initial steps towards the inclusion of Kosovo in the network, depending on political agreement. Continued issuance of periodical products for the network in the form of quarterlies, the annual report, and its public release. Network meetings attended by all WB countries, annual conference also by relevant neighbouring MS/SAC and NGOs/IGOs. 2. EB-RAN: Information exchange in the EB-RAN continues its operation. Issue of annual report, launch of regular quarterly reports. Network meetings attended by all EB-RAN countries, annual conference also by relevant neighbouring MS. 3. AFIC: Continued exchange of information in the Africa Frontex Intelligence Community leading to the elaboration of second Joint AFIC Report. Relevant representation of African countries in the workshops organised. Gradual extension of AFIC to possible new partners. 4. TU-RAN: To achieve an agreement and implement test information exchange within TU-RAN. 	
4. Activities	5. Main Outputs delivered by activities
<ol style="list-style-type: none"> 1. WB-RAN Expert Meeting on 20 March 2013 with the participation of 31 experts. WB Annual Conference on 15 May with the participation of 20 experts. WB-RAN review meeting to discuss data collection issues and preparation for annual report on 12 November. Visit (September) and technical workshop on information exchange (December) with Kosovo Border Police. 2. EB-RAN Expert Meeting on 21 March 2013 with the participation of 31 external experts. EB-RAN Annual conference on 18 Jun with the participation of 20 external experts. EB-RAN review and planning meeting on 12 November 2013 to discuss data collection issues and the planning of activities. Issue of 4 EB-RAN quarterly reports. 3. First AFIC workshop on 27-29 May 2013 with the participation of 32 experts. Second AFIC workshop on 18-19 September 2013 with the participation of 41 experts. Annual AFIC conference with the participation of 40 experts, including new African countries, and with the second issue of annual Joint Africa Frontex Intelligence Community report released in English and French. 4. Meetings with Turkish border and migration control authorities, on 6 July and 18 November 2013 to discuss information exchange. Regular contributions to regional meetings of ILOs posted in Turkey. 	<ol style="list-style-type: none"> 1. WB-RAN information exchange system operational and enabling production of periodical reports: WB-RAN Annual Risk Analysis 2012 (RESTREINT UE and public release versions), 4 WB-RAN Quarterly reports. Increased knowledge on the migratory situation in the region enabling quality contributions on the region to general and specific periodical reporting, Post Visa Liberalisation Monitoring Mechanism. Feedback to WB-RAN partners and FRAN on the developments. Increased visibility of the network among international organisations in the region. 2. Feedback to EB countries and FRAN on the developments in the network and situation in the region. Eastern European Borders Annual Risk Analysis 2013 available and disseminated in June. Public release version available on Frontex website as of July 2013. 3. Increased visibility of Frontex among African Border Control authorities. Organisation of AFC annual conference at a date enabling also participation at IBPC. Increased cooperation and sharing of information on the region with African countries and forum for information sharing. Release of second Africa Frontex Intelligence Community report, in English and French. Continued engagement with nominated representatives for contact with Frontex, and attempts to enhance the network with new participating African countries. 4. Increased visibility of Frontex among Turkish Border Control Authorities and understanding of the information exchange principles within Frontex risk analysis networks. Continued engagement with nominated representatives, agreement on indicators and test implementation of information exchange.
6. Risks encountered	7. Measures taken
Following Russia statement not to be part of the EB-RAN information exchange, the operation and development of the network continues without Russia.	Following the EU-level developments on Eastern Partnership, preparation for further development of the EB-RAN in this direction.

8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	2TA 2SNE 1CA 3TA 1SNE	5530165 40 90	35.220,00
8.1.2. External	30 25 36 12	4 2 6 3	203.802,00
8.4. Others (specify)			100.232,00

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
RAU 3 Achieving higher interoperability in the field of risk analysis by developing methods, systems and procedures.		CIRAM 2012/RAU/08 To roll out the CIRAM in selected languages of EU Member States.	
3. Result indicator			
Translated CIRAM summary available to Member States.			
4. Activities		5. Main Outputs delivered by activities	
Consultations with Member States on national language versions, and finalisation of translation of CIRAM summary in selected 20 languages of EU Member States, and elaboration of interactive digital versions. Finalisation of CIRAM printing in new Frontex Visual Identity (hardcopy).		CIRAM summary in selected 20 national languages available via Iconet. CIRAM package in new Frontex CVI available for distribution.	
6. Risks encountered		7. Measures taken	
During the de-prioritisation exercise for 2013, the development of special methodologies within the CIRAM - the vulnerability assessment methodology - has been postponed till next year, also due to other emerging priorities.		Redirection of staff to other priorities.	
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	2TA 2CA	2,5 5	4.201,00 ³²
8.4. Others (specify)			45.490,00

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
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³² Reimbursements related to meetings that took place at the end of 2012

RAU 3 Achieving higher interoperability in the field of risk analysis by developing methods, systems and procedures.		Antools 2012: 2012/RAU/01; RAU Catalogue 2013 - Non IT Tools and Coordination 2013/RAU/06, SAS Enterprise Server Services: 2012/RAU/10 To provide Risk Analysis Unit with appropriate licences, tools and open source information/intelligence contributing to the elaboration of good quality analytical reports. To implement and customise SAS Enterprise server for most efficient processing of data for risk analysis	
3. Result indicator			
Relevant technical support for risk analysis available used efficiently: -subscriptions and tools facilitating good quality analytical products -statistical data processing tools enabling smoother and smarter processing and visualisation of data.			
4. Activities		5. Main Outputs delivered by activities	
Management of subscriptions and other non-IT licences. Management of the use and maintenance of Joint Analytical Room. Enabling access to tools and conferences on best practice in risk analysis and methodology. Annual coordination and planning meeting of the Unit. SAS enterprise server consultancy services and workshops implemented for RAU, FSC and ICT staff, according to contract and as per requirements and needs.		Efficient collection and processing of information. Short response time to ad hoc requests. Joint Analytical Room operational for analytical use. Participation in conferences on best practice in risk analysis and geo-referenced data analysis. Risk Analysis Unit staff informed of the objectives and involved in the planning for 2014. SAS Tools available and used by analysts.	
6. Risks encountered		7. Measures taken	
The departure of the project manager for SAS consultancy put the successful implementation of project at risk		Liaison with ICT sector on the coordination of implementation of the contract.	
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	5TA ³³ 2CA 1SNE 2TA ³⁴ 1CA	5 5 5 15 20	4.633,00
8.3. Invoiced assets			57.000,00 ³⁵
8.4. Others (specify)			95.832,00

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
RAU 3	FRONBAC 2013³⁶

³³ Conferences/workshops on best practices

³⁴ Activity management

³⁵ Intangible assets

³⁶ No specific budget related to this activity, which was covered by the budgets of specific JOs.

Achieving higher interoperability in the field of risk analysis by developing methods, systems and procedures.		To prepare and implement the training component of Fronbac programme 2013.	
3. Result indicator			
Fronbac project concept and documentation consulted with Member States and takes into account the various types and levels of risk analysis networks/cooperation with third countries.			
4. Activities		5. Main Outputs delivered by activities	
Fine tuning of Fronbac concept and planning in consultation with Member States and other relevant stakeholders. Preparation of concept and project documentation.		Fine tuned documentation. Coordinated planning with Eastern Partnership project.	
6. Risks encountered		7. Measures taken	
FRONBAC continuation project postponed till next year due to other priority projects and activities in RAU.		Information to stakeholders on the delays.	
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	1TA 5TA	15 1	

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
RAU 3 Achieving higher interoperability in the field of risk analysis by developing methods, systems and procedures.		CPIP ESP Analysis Tools 2012/RAU/05 To provide basis for decision on future implementation of CPIP/ESP Analysis tools. To further the processing of statistical and geo-referenced data for risk analysis. Management of new key information sources including satellite imagery	
3. Result indicator			
Decision on the future implementation of CPIP/ESP analysis tools. Enhanced and more efficient statistical and geo-referenced data processing contributes to the content of CPIP/ESP analysis layer			
4. Activities		5. Main Outputs delivered by activities	
Implementation and finalisation of contracts prepared and concluded in 2012 regarding CPIP/ESP layer analysis tools and tools for processing and analytical visualisation of statistical and geo-referenced data.		Business Requirements Document and Feasibility Study presented to the decision makers and facilitated decision on option selected for implementation. Implementation of geo-portal and the customisation of the application to RAU needs. Implementation of Analytics Suite for enhanced data processing.	
6. Risks encountered		7. Measures taken	
No risks encountered			
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	2TA 1CA	35 40	

8.3. Invoiced assets			258.979,00 ³⁷
8.4. Others (specify)			20.000 ³⁸ ,00

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
RAU 3 Achieving higher interoperability in the field of risk analysis by developing methods, systems and procedures.		Participation of Frontex at relevant EU working groups³⁹ To provide the required contributions to relevant EU WP and others, including contributions to EMPACT illegal migration priority and ISS.	
3. Result indicator			
Relevant Frontex contributions were provided and recognised, Frontex risk analysis participation at WP and other meetings as required.			
4. Activities		5. Main Outputs delivered by activities	
Contribution to and presentations at relevant WP meetings, as per requests. Provision of information to the Commission to inform the elaboration of Multiannual Financial Framework within the new Internal Security Fund. Co driving with Italy the EMPACT priority C Illegal Migration: participation in meetings, contribution to planning and reviewing documents, contribution to High Impact Operation.		Contributions (presentations, distribution of analytical reports) in 6 meetings of SCIFA and 8 meetings of relevant WP. Contributions to the Commission for the preparation of MFF policy dialogues with Member States: provision of risk analysis input and coordination of Frontex input during 4 videoconferences and elaboration of 27 MS fiches. Provision of comments to 31 Key Issue Papers on MS/ SACs. Frontex contributions to EMPACT included.	
6. Risks encountered		7. Measures taken	
No risks encountered			
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	7TA 3CA 6TA 6SNE	10 10 5 30	

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
RAU 4 Enabling informed and targeted operational response by provision of operational and tactical analytical products and related advice to internal and external stakeholders.		Provision of situational awareness and analysis to inform implementation of Joint Operations (Intellops)⁴⁰ To continue supporting the de-briefing activities within Frontex coordinated JOs.	

³⁷ Intangible assets

³⁸ Training provided by EUSC

³⁹ No financial commitment/budget related to these activities. The cost of related missions covered from relevant activity budget or Frontex Operational Miscellaneous.

⁴⁰ Some of the activities were implemented within the framework of specific JO budgets.

		To continue supporting the extension of the pool of trained and skilled Intelligence debriefers and second line interviewers through providing requested and relevant support for the implementation of trainings organised by Frontex Training Unit	
3. Result indicator			
Intelligence teams deployed in the operational area are provided with and use the information relevant for their work in order to carry out successful interviews with migrants acquiring requested intelligence. Resulting information feeds into better quality and more focused intelligence activities, including analytical reports and recommendations enabling adjustment of operational response if needed. Increase of the number of debriefing experts and second line interviewers available for deployment in Frontex JOs, trained in line with Frontex requirements.			
4. Activities		5. Main Outputs delivered by activities	
Evaluation report on Intellops concept and its implementation in previous years. Training and provision of updated background information packages and intelligence debriefing training material to all Joint Intelligence debriefing teams (JIDT) deployed in Frontex JOs. Mentoring the debriefing teams, including assistance in debriefings, monitoring their performance, provision of Weekly Analytical Updates and other relevant information, providing relevant technical support to debriefing. Contribution to the selection of the debriefers in the JOs, by the use of SGOs with debriefer’s profile. Update of the Guidelines for the Debriefers. Contribution as trainer to 2 trainings for debriefing experts and 1 training for second line interviewing officers organised by Frontex Training Unit. Contribution of budget (transfer) enabling TrU to finance the second training for debriefing experts in 2013.		Evaluation report completed and disseminated. The debriefers are provided with clear intelligence requirements and background material enabling better quality of interviews. Technical equipment and trainings on its use available for debriefers as necessary. Information flow on human intelligence gathering implemented in selected Joint Operations(Poseidon Land, Poseidon Sea, Hermes, Aeneas, Minerva, Indalo, FP Land, FP Air), and results in approximately 2100 interview reports ⁴¹ available for analysis. The possibility to use SGOs as debriefers contributes greatly to the quality of intelligence obtained and available for analysis. Following internal consultations, the updated Guidelines for Debriefing Activities available in October 2013. Increase of the number of trained debriefing experts and second line interviewers available in the Member States.	
6. Risks encountered		7. Measures taken	
The first proposal of Risk Analysis Unit has foreseen a further development of the Intellops concept, including a component enabling intelligence gathering in areas out of Frontex operations. Internal disputes on the scope and form of such activities delayed the implementation of the core activity of Intellops, and extended the reliance on JOU budget till end of Q2.		Amendment of the initial concept to include only business as usual, to avoid further delays.	
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	1SNE 4TA 5SNE	220 40 40	14.794,00

⁴¹ Reports provided in 2013 within Indalo, Minerva, Poseidon Land, Focal Points Land, Focal Points Air, and within the framework of 2013 operations Poseidon Sea 2013, Hermes 2013, and Aeneas 2013.

	1TA 4SNE ⁴²	110	
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1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
RAU 5 Developing Frontex capacity for processing personal data, as per new Frontex regulation		Development of personal data processing capacity in Frontex ⁴³ To aim of this long-term project is to implement processing of personal data in Frontex, for risk analysis, and transfer to relevant Law Enforcement Agencies. The aim of activities in 2013 was to prepare and further develop a business case for personal data processing.	
3. Result indicator			
Options on the way forward elaborated and decided by Frontex management			
4. Activities		5. Main Outputs delivered by activities	
Elaboration of the outline business case for the personal data processing and presentation to Frontex Directorate.		Frontex Directorate decision on the way forward regarding personal data processing.	
6. Risks encountered		7. Measures taken	
The approved de-prioritisation of PDP implementation combined with the lack of staff dedicated to this new task, which due to the lengthy selection procedure is available only in 2014, has resulted in the delayed implementation of this task. In addition, staff departures during 2013 and necessary staff reallocations, made the resource situation in the unit even more difficult and ruled out any further staff reassignment to this task, also considering the intensified efforts that have been devoted to enhance the activities related to risk analysis for devising a proper reaction mechanism in the Central Mediterranean.		Planning of the recruitment process as carefully as possible.	
8. Input (invoiced)	Number	Duration (man-days)	Expenditures
8.1. Human Resources			
8.1.1. Internal	2TA	5	

⁴² FLO Greece Intelligence Component staff

⁴³ No financial commitment/budget related to these activities.

Frontex Situation Centre

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
FSC 1 Development and Product Change Management		Horizontal support to: 2013/FSC/01 - EUROSUR Information Services 2013/FSC/02 - Products and Services	
3. Result indicator			
Established and coordinated Product and Change management process for all FSC systems All requested changes to the FSC systems managed, prioritised and implemented according to the Change Management process			
4. Activities		5. Main Outputs delivered by activities	
4.1 Change Advisory boards were organised on monthly basis		5.1. 10 change advisory boards were held	
4.2 Development Meetings were organised on weekly basis		5.2. 41 Development meetings were held	
4.3 Release notes were sent to stakeholders before each release		5.3. 8 release notes / 68 new features were implemented	
6. Risks encountered		7. Measures taken	
6.1. Expiration of certificates		7.1. FSC-ICT coordination and alerts before certifications expiring	
8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources	2		
8.1.1. Internal	2TA		
8.4. Others (specify)			78.500,00 EUR

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
FSC 2 Implementation of Eurosur Information - Frontex Fusion Services	2013/FSC/01 - EUROSUR Information Services Aim: to continue to further implement the European Situational Picture (ESP), the Common Pre-Frontier Intelligence Picture (CPIP) and Common Surveillance Tools concept of operations (CONOPS) components together with other relevant information exchange capabilities.
3. Result indicator	
Project deliverables within tolerances (time, scope, costs, quality) and their acceptance Constant availability (24/7) of IT-enabled products to all customers Established CPIP/ESP provision via implementation of Frontex Fusion components. Activation of maritime surveillance services under Frontex-EMSA Service Level Agreement including advanced surveillance services in support to maritime JOs Continuous improvements to FSC systems	
4. Activities	5. Main Outputs delivered by activities
4.1 Service Organisation	5.1 Service organisation established: * 54 internal and external consultations conducted; * Testing completed; * Service Desk (5x8) operational * 26 service procurement procedures completed.

4.2 Policies & Procedures		5.2 Relevant policies and procedures in place and approved * 15 procedures gathered under 10 steps of the FFS process; * 16 templates developed; * Service Workflow Tool in development *draft policy document developed	
4.3 Technical Infrastructure		5.3 Implemented technical infrastructure (based on Frontex CoreGIS) * 73 technical infrastructure services delivered	
4.4 Training organisation		5.4 FFS training approach in place * Training strategy and process developed; * 36 internal and external training/awareness on FFS sessions delivered	
4.5 Service Provision		5.5 All necessary components put in place for provision of ESP/CPIP/Conops services * 99.9% service availability to 2750 users (via EUROSUR network and other communication channels)	
6. Risks encountered		7. Measures taken	
6.1 Lack of resources		7.1 Applied strict project management methodology imposing good planning and flexibility in choosing the most effective, purpose-oriented solutions. Risk remains high.	
6.2 Resistance to change		7.2 All counterparts constantly consulted. Numerous communication, awareness & training events organised	
8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources	5		
8.1.1. Internal	3TA 1SNE 1CA		
8.4. Others (specify)			3,625.000,00 EUR

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
FSC 3 Operations - Provision of Products and Services	2013/FSC/02 - Products and Services 2013/FSC/03 - GO deployment Aim: to deliver Eurosur and other Information Exchange and Situation Monitoring services to daily management of Frontex information exchanges and situational awareness (crisis) applications
3. Result indicator	
Maintain CPIP/ESP via Frontex Fusion Services Maintain regular Information Exchange and Situation Monitoring services Provide customer support, incl. training and access management to FSC applications Assure system business administration and maintenance Timely provision of high quality products and services to internal (Frontex) and external (MS/SAC, International Organisations, Third countries) customers, in compliance with the FSC objective '5 rights' (right information, right format, right person, right time, right place)	

4. Activities	5. Main Outputs delivered by activities
4.1 Situation Monitoring	5.1. <ul style="list-style-type: none"> • Ad-hoc delivery of all relevant available information in the most appropriate way to the relevant stakeholders during 12/7 service; • 2226 Situational Reports prepared and distributed; • 107 document alerts received and uploaded in the FOSS portal; • 20084 artefacts uploaded to EUROSUR;
4.2 Media monitoring	5.2. <ul style="list-style-type: none"> • Timely delivery (business days before 9 a.m.) of 237 FSC Daily Newsletters , • 795 media contributions to daily Situational Reports & operational briefings, • 10 mission awareness reports • 24/7 access to Frontex Media Monitor
4.3 Reporting flows management during JO	5.3. <ul style="list-style-type: none"> • 28800 incidents reported in 2013 through the Joint Operations Reporting Application; • Approx. 200 officers trained in the JORA (MS/SAC officers and Frontex staff), some of which were acting in turn as training multipliers at a national level; • Incident validation tasks and support performed by 25 support officers, 3 seconded guest officers and 4 trainees in 2013
4.4 Emergency and crisis management support	5.4 <ul style="list-style-type: none"> • 43 Serious Incident Reports and 44 Flash news distributed in the context of emergency and crisis situations; • Initial response on crisis situations on a 12/7 basis
4.5. Management of information flows - correspondence management	5.5 <ul style="list-style-type: none"> • Timely delivery and efficient management of correspondence in accordance with policy and procedure (over 25 000 registered correspondence items processed during 2013)
4.6. Management of information exchange - Frontex One-Stop- Shop	5.6 <ul style="list-style-type: none"> • Consolidation of the FOSS as the main information exchange system between Frontex and external partners; • 6238 documents uploaded throughout 2013 • Almost 4500 FOSS users at the end of 2013, an increase of 10% compared to 2012.
6. Risks encountered	7. Measures taken
6.1. Lack of human resources and reprioritisation of activities in favour of EUROSUR programme;	7.1. Development and implementation of new capabilities stopped. Resources re-concentrated to assure the delivery of basic products.
6.2. Media Monitoring team lacking staff to cover all the needs (due to increasing number of internal media monitoring requests and the need to monitor social media);	7.2. An intern has been allocated to provide daily support.

6.3. Due to staff constraints, SDO service was reduced from 5 to 4 officers;		7.3 Senior Incident Owner/Information Management Officer took over some tasks and responsibilities of the SDO service.	
6.4. Potential occurrence of JORA ICT-related incidents (unavailability, malfunctions);		7.4. Implementation of the FSC-ICT bi-weekly meetings and technical implementation follow-up.	
6.5. Recurring security and software issues related to FOSS;		7.5. Service Level Agreement signed with JRC for FOSS upgrading and problem solving; consultant hired to support FOSS upgrading related issues.	
8. Input (invoiced)	Number	Duration	Expenditures
8.1. Human Resources	20		
8.1.1. Internal	5TA 8SNE 7CA		
8.4. Others (specify)			766.500,00 EUR

Capacity Building

Pooled Resources

Within the framework of its projects, **Pooled Resources Unit (PRU)** organised 9 events with the participation of 252 attendees from the MS. Over 1,250 man-days were invested by stakeholders in the unit's activities. Improving the quality of the pools is a key requisite for the Member States to be able to allocate the required number and quality of resources to operations under the coordination of Frontex. The pools are now continuously updated and monitored to ensure that the criteria governing what can be registered in the pools have been met and only resources from the pools can be deployed on Frontex coordinated activities. The focus of attention for PRU in 2013 was the development of the European Border Guards Teams (EBGT) and Technical Equipment (TE) pools (with the focus being on improving their quality), creating a suitable software application to manage them and, in addition, to developing the Seconded Guest Officers mechanism. Attention was also given to the acquisition of aerial means for border surveillance. In particular, PRU organised and managed the Annual Bilateral Talks between Frontex and the Member States, as well as the talks with Third Countries, in order to agree the national contributions to the pools. To this end, PRU implemented 7 projects designed to improve the overall effectiveness of Frontex operations.

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
PRU 1 Development and Management of the EBGT Pool	2013/PRU/03 - European Border Guard Teams The project aims to enhance 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.
3. Result indicator	
<ul style="list-style-type: none"> To manage and administer the EBGT pool by regular meetings with the pool members during training activities organised by Frontex, taking part in national selection procedures and the exchange of information with both int. and ext. stakeholders; To make use of the Opera application with regard to the nomination and deployment process; To provide efficient support to the MS/SACs in all matters related to the EBGT pool in order to ensure its proper functioning; To fully implement and evaluate the SGO mechanism; <i>To evaluate and assess the operational usefulness of the current profiles as adopted by the Management Board (MB Decision 11/2012 of 23rd May 2012).</i> (this activity was postponed until 2014) 	
4. Activities	5. Main Outputs delivered by activities
Endorsement of the EBGT Concept	<ul style="list-style-type: none"> Endorsement of the Concept by the DPB in February 2013 Presentation of the Concept to the MB in February 2013)
SGO selection	<ul style="list-style-type: none"> Real first-time selection of applicants in March/April 2013 with first deployments of SGOs taking place in the operational areas thereafter;
Presentations during the PRN meetings in June and September 2013	<ul style="list-style-type: none"> Regular updates on the development of the EBGT Pool from Frontex' point of view; Identifying and outlining possible areas in which the management of the Pool at a national level might be improved; Presentation of the Concept for establishing and using the EBGT Pool.
PRU's contribution to EBGT Induction Training / Specialised Training in 2013 (7 EBGT Induction Training sessions; 2 Second-Line Interview Training sessions, 1	<ul style="list-style-type: none"> The exact number of EBGTs trained will be reported by TRU; Introduction of the participants to the EBGT mechanism;

Evaluation of the EBGT Induction Training session)		<ul style="list-style-type: none"> Q/A session to prepare EBGTs for their deployment; First-hand information provided on the latest developments of the EBGT Pool; One-to-one meeting with the Pool members; Introduction of the participants to the Frontex Code of Conduct, including possible consequences in the event of a breach of the CoC. 	
Internal information session on the EBGT Mechanism (Brown Bag Luncheon)		<ul style="list-style-type: none"> Presentation of the EBGT mechanism to Frontex internal staff 	
Monitoring of the development of the EBGT Pool in OPERA (February-December 2013)		<ul style="list-style-type: none"> Constant cross-checking of the data records in OPERA; Information provided to those MS whose data records did not meet the requirements; Temporary deactivation of data records in OPERA; 	
6. Risks encountered		7. Measures taken	
<ul style="list-style-type: none"> MS are sometimes reluctant to apply the EBGT Concept 		<ul style="list-style-type: none"> Constant promotion of the Concept in order to make efficient use of the Pool; 	
<ul style="list-style-type: none"> MS do not want Frontex to be involved in their national selection procedures 		<ul style="list-style-type: none"> See above 	
<ul style="list-style-type: none"> MS sent EBGTs on training activities who were not due to be deployed afterwards, or who were not newcomers to the Pool 		<ul style="list-style-type: none"> Merger of the EBGT Induction Training session with the operational briefing 	
<ul style="list-style-type: none"> Data records uploaded in OPERA were incomplete, or the photos attached were not usable for issuing accreditation cards 		<ul style="list-style-type: none"> Constant reminders, regular email updates and phone calls 	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1,3		Total commitments: 12.900,00
8.1.1. Internal	0,045TA 0,068CA		
8.1.2. External	0,45		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
PRU 2 Development and Management of the Technical Equipment Pool (TEP)	2013/PRU/05 - Technical Equipment Pool Project objective is to enhance the operational response capacity of Frontex by the further development of the TEP in line with the strategic goals of the Agency
3. Result indicator	
<ul style="list-style-type: none"> To maintain the TEP database; To manage the deployment of the equipment from the TEP by using of OPERA application; To maintain high level of availability of the equipment from the pool by regular communication with the Member States To implement Frontex reporting obligations as regard of the deployed technical equipment and MS contributions to the TEP 	
4. Activities	5. Main Outputs delivered by activities
Endorsement of the TEP Concept (May 2013)	<ul style="list-style-type: none"> Endorsement of the Concept by the DPB Presentation of the Concept to the MB
Call for contributions to the Overall Minimum Number of Technical Equipment	<ul style="list-style-type: none"> Real first-time selection of technical equipment for the OMNTE 2014

(OMNTE) (July 2013)			
4.3 Pooled Resources Network (PRN) meetings in 2013 (June and September 2013)		<ul style="list-style-type: none"> Regular updates on the development of the TEP from Frontex' point of view; Identifying and outlining possible fields in which the management of the Pool on a national level might be improved Presentation of the Concept for establishing and using the TEP 	
Internal information session on the TEP (Brown Bag Luncheon)		<ul style="list-style-type: none"> Presentation of the TEP to Frontex internal staff 	
Producing the monthly report for the Management Board on the TEP		<ul style="list-style-type: none"> Report to the Management Board on the deployed technical equipment and the state of play of the TEP - delivered on a monthly basis 	
Producing the Annual Report for the European Parliament		<ul style="list-style-type: none"> Report to the European Parliament on the commitments of the Member States to the EBGT and the TEP - delivered on an annual basis 	
Monitoring of the development of the Pool in OPERA (February-December 2013)		<ul style="list-style-type: none"> Constant cross-checking of the data records in OPERA Information provided to those Member States whose data records did not meet the requirements; Temporary deactivation of data records in OPERA 	
4.8 Selection and prioritisation of the technical assets for OMNTE 2014 before the ABT 2013		<ul style="list-style-type: none"> Transparency in the selection process; Improved quality of the ABT 	
6. Risks encountered		7. Measures taken	
<ul style="list-style-type: none"> Many Member States respond to the Call for contributions after the required deadline 		<ul style="list-style-type: none"> Constant reminders and phone calls 	
<ul style="list-style-type: none"> In responding to the Call for Contributions some Member States do not provide specific information related to the cost of the deployment 		<ul style="list-style-type: none"> Ditto 	
<ul style="list-style-type: none"> Some Member States do not update the information in Opera related to their national pools of technical equipment. 		<ul style="list-style-type: none"> Constant reminders, regular email updates and phone calls; temporary deactivation of records in Opera 	
<ul style="list-style-type: none"> The data records uploaded in OPERA are sometimes incomplete and without any attached REM sheets or any information regarding the estimated running costs. 		<ul style="list-style-type: none"> Constant reminders, regular email updates and phone calls 	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	0,54		Total commitment: 10.000,00
8.1.1. Internal	0,34TA 0,2SNE		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
PRU 3 Pilot Project on lease of a service for border surveillance	2013/PRU/06 -Pilot Project on purchasing of aerial surveillance service for operational activities 2013 Project objective is to find out a structured way for Frontex to purchase a complete aerial surveillance service
3. Result indicator	
<ul style="list-style-type: none"> To contract a service for aerial surveillance; To deploy the purchased equipment and operating staff; 	

<ul style="list-style-type: none"> To provide Evaluation report on the results of the contracting and deployment; 			
4. Activities		5. Main Outputs delivered by activities	
Launch and complete procurement procedure for purchase of aerial surveillance services		<ul style="list-style-type: none"> Identification & selection of service provider Signing of a contract with the successful bidder 	
Deployment of the equipment and operating staff (March/June 2014)		<ul style="list-style-type: none"> Equipment and operating staff deployed and integrated into the planned operational activities 	
Evaluation of the Pilot Project (November 2014)		<ul style="list-style-type: none"> Evaluation report delivered 	
6. Risks encountered		7. Measures taken	
<ul style="list-style-type: none"> Tender proposals more expensive than the project budget 		<ul style="list-style-type: none"> A negotiated procedure was adopted The tender procedure was re-launched. The services will be delivered in 2014. 	
<ul style="list-style-type: none"> Some of the tender bids did not fulfil the eligibility, selection, or financial criteria 		<ul style="list-style-type: none"> Rejection of the non complying bids 	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1,1		The original budget for the project was €290.000. However, due to the delay in the tendering procedure, the budget was transferred to another project and the services contracted will be financed by the 2014 budget.
8.1.1. Internal	0,9TA 0,2SNE		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
PRU 4 To provide an upgraded software application for the development of the pools of human resources and technical equipment and to manage the deployment of resources from these pools	2013/PRU/01 - OPERA Stage III Project Objectives: The Operational Resources Management System (Opera) is designed to be an integrated system for the management of the operational resources deployed in Frontex coordinated activities. The system is being developed in two stages and will provide information related to the availability and deployment of the resources stored in the application. It enables the automatic generation of statistical information and reports. The application's main function is to enable Frontex and Member State users to effectively and accurately manage the deployment of resources. Stage III of the project focused preparations for the development of version II of the application following the collection of feedback (removal of bugs and the identification of additional functionalities and reporting capabilities) resulting from using the application for Frontex joint operations.
3. Result indicator	
<ul style="list-style-type: none"> To upgrade the Opera application through the introduction of improvements resulting from the testing and use of Opera version 1.0; To introduce additional functionalities to Opera resulting from the requirements of the amended Frontex regulation; 	

<ul style="list-style-type: none"> To provide training manuals and workshops to Member State and Frontex users. 			
4. Activities		5. Main Outputs delivered by activities	
Preparation of Framework Contract to create Business Requirements, Technical Design Documents and Functional Prototype for Opera version 2.0.		<ul style="list-style-type: none"> Contract with the developer (Asseco) signed on 14th May 2013; Business Requirements Document accepted 22nd July 2014; Technical Design Document accepted 28th August 2013; Prototype Functional Interface (UI) accepted 27th September 2013; 	
Preparation and launching of a Framework Contract for the development of Opera version 2.0		<ul style="list-style-type: none"> Procurement procedure launched 8th November 2013; Contract with the developer (Asseco) signed on 6th December 2013. 	
Preparation of a Framework Contract for the provision of Opera 2.0 training workshops and user manuals.		<ul style="list-style-type: none"> Procurement procedure launched 8th November 2013; Contract with the developer (Asseco) to be signed in January 2014 (using 2014 funds). 	
6. Risks encountered		7. Measures taken	
Delay in the tendering out of the contract to develop Opera 2.0 due to complications with the tendering procedure which was started at the end of 2012. The process was further delayed in 2013 due to the lack of finance made available to PRU.		<ul style="list-style-type: none"> Division of activities into three contracts: 1- development of the TDD, BRD and functional prototype; 2 - Development of version 2 of the Opera application; 3 - the creation of training manuals and holding of training workshops) spread over two financial years (2013 and 2014). 	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1,3		Total commitment: 757.176,00
8.1.1. Internal	1TA 0,3 (internal assistant)		
8.1.2. External	0,9		
8.2. Invoiced equipment	N/A		
8.3. Invoiced assets	Framework contract to provide BRD and TDD documents and Prototype Interface. Framework contract to develop Opera 2.0 application	06/12/2013 - 31/10/2014	
8.4. Others (specify)	N/A		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
PRU 5 Rapid Intervention Exercise (REX)	2013/PRU/04 - REX Project objective is 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 circumstances close to a real operation.
3. Result indicator	

<ul style="list-style-type: none"> To organise a full scale exercise for a limited period in a specific area and within the framework of a specific joint operation; To test and improve the capability of Frontex to properly coordinate rapid deployments; To test and improve the capability of the Member States to react adequately to an urgent call for rapid intervention; To test the applicability of the Opera application for rapid deployment purposes; To organise a table top exercise in order to increase the readiness of both Frontex and the Member States for rapid intervention missions (optional activity - subsequently cancelled). 			
4. Activities		5. Main Outputs delivered by activities	
Internal preparatory meetings with JOU, RAU and FSC (March)		<ul style="list-style-type: none"> Introduction of the project and request for the nomination of one expert per unit as a member of the project core group. 	
Exchange of correspondence between Frontex (PRU/LBS) and the RO and HU authorities (March)		<ul style="list-style-type: none"> Information and pre-agreement on the hosting of the REX 2013 exercise. 	
Preparatory meeting with the RO/HU authorities and the Frontex operational units in Nagylak in Hungary (09.04.2013)		<ul style="list-style-type: none"> Confirmation of the agreement on hosting REX 2013 by Hungary and Romania. Presentation of the exercise. Logistical and operational preparation of the exercise. 	
Preparatory meeting with the representatives of the RO and the HU NFPoCs during the PRN meeting held in Stockholm the 26 th of June 2013		<ul style="list-style-type: none"> Solving the remaining logistical and operational issues. 	
Launching and managing the exercise: <ul style="list-style-type: none"> Pre-deployment period : 02/07/2013-15/07/2013 Deployment period : 15/07/2013-12/08/2013 		<ul style="list-style-type: none"> Deployment of 31 experts from 15 EU Member States with technical equipment (4 patrol cars, 1 TVV, 1 van). 	
Evaluation meeting (FRONTEX, Participating and hosting countries) 16 th October 2013.		REX 2013 Frontex Evaluation Report addressed to the participating and hosting countries.	
6. Risks encountered		7. Measures taken	
<ul style="list-style-type: none"> The profiles and the number of the experts made available by the participating countries partially corresponded to the requested profiles. The participating countries were not as inclined to provide technical equipments as expected. 		<ul style="list-style-type: none"> Close and permanent communication with the participating countries. Additional call for contributions 	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	2,3		Total commitment: 194.753.00
8.1.1. Internal	0,18 CA 2,09 SNE 1 external contacted assistant		
8.1.2. External	0,45	1 day	
8.2. Invoiced equipment	N/A		
8.3. Invoiced assets	31 Guest Officers (4.36 FTE)		
8.4. Others (specify)	N/A		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
PRU 6 Annual Bilateral Talks (and Third Country Talks)	2013/PRU/07 - Annual Bilateral Talks Project objective is to negotiate and agree the contributions of each

		Member State to the planned Frontex operations during 2014	
3. Result indicator			
<ul style="list-style-type: none">To prepare a Common Resources Template for Human and Technical Resources based on the operational needs assessment;To conduct annual bilateral negotiations with all EU Member States / cooperating Third CountriesTo conclude binding bilateral agreements with those stakeholders for covering the operational activities in 2014.			
4. Activities		5. Main Outputs delivered by activities	
4.1 Kick-off meeting (20 June 2013)		<ul style="list-style-type: none">Discussion and agreement on the project's timeline (20 June 2013)Presentation of the projects milestones to the ABT project team members (PRU, ABS, SBS, LBS, RAU, TRU, FSC, ROS)	
4.2 Three progress meetings (10.07.2013; 27.08.2013; 26.09.2013)		<ul style="list-style-type: none">Internal preparation of the eventCollection of data and feedback on required resourcesLiaison with the other Frontex internal Units	
4.2 HR and TE requests sent out to MS (4 October 2013)		<ul style="list-style-type: none">Full-size Common Resources Templates related to HR and TE.	
4.3 Annual Bilateral Talks with EU MS/SAC (week 43, 21-25 October 2013)		<ul style="list-style-type: none">All EU MS/SAC participated in the ABT conference and negotiated with Frontex staff their contributions for the operational activities in 2014.	
4.4 Annual Bilateral Talks with cooperating Third Countries (3 December 2013)		17 cooperating Third Countries were invited out of which 14 countries participated in the event (AL, AM, AZ, BY, BA, CA, CV, MK, GE, MD, NG, RU, TR, and UA).	
6. Risks encountered		7. Measures taken	
<ul style="list-style-type: none">Project management instabilityResource needs not being provided in time by the operational SectorsLate delivery of resource needs to MS/SACDifferent interpretations of the Common Resources Templates by the usersDifficulty in producing accurate minutes in a timely mannerMS/SAC not providing timely feedback after the event		<ul style="list-style-type: none">Replacement of the project managerConstant reminders, regular email updates and coordination meetingsSee aboveDevelopment of instructions and guidelinesMitigated by preparatory meeting with internal ABT assistants, constant monitoring during the course of the ABT event, ensuring that the minutes were prepared immediately after each meeting and, finally, cross-checking the minutes with operational Sectors and MS/SAC.Constant monitoring and reminding of the MS/SAC	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1,18		Total commitment: 93.262,00
8.1.1. Internal	0,12TA 0,06CA 1SNE		
8.1.2. External	84 representatives of MS, SAC and TC		
8.4. Others (specify)	N/A	6 days	

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
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PRU 7 Development of the business processes within Pooled Resources Unit (PRU) and related documents	2013/PRU/06 Business Processes and Standard Operating Procedures Project objective is to identify and describe the business processes within PRU related to the core tasks including the management of the pools and the development of relevant documents (templates, SOPs and business processes).
3. Result indicator	
<ul style="list-style-type: none"> To establish a document base giving any information needed in order for PRU and non-PRU staff to perform the assigned tasks, subsequent to the implementation of the outputs/outcomes foreseen by the PRU-led projects; To enhance the level of consistency covering the activities performed by the unit and by other internal stakeholders; To provide a good level of detail regarding the activities which are regularly performed by the organisation when dealing with human/technical resources; To discourage the tendency of developing parallel working processes; To promote quality through consistency. 	
4. Activities	5. Main Outputs delivered by activities
Updating of the EBGH Handbook	After a final round of internal consultations in January 2014 with Operations Division, the final version of the EBGH Handbook is to be prepared and submitted to the Member States for comment in the 1 st quarter of 2014. Subsequently the final version will be submitted for publication to Information and Transparency.
SGO Guidelines	The Seconded Guest Officers (SGO) guidelines were published in early 2013. Following the expected amendment of the internal standard operating procedures the ED Decision laying out the financial rules governing SGO missions, and also the SGO Guidelines, will be amended.
Technical documents	<p>The Business Process for Rapid Deployment is still being formulated and is to be the subject of a decision regarding ownership (OPD or CBD).</p> <p>The Business Process for EBGH pool has not yet been mapped. When complete the Training Unit will take a decision regarding its involvement in the process.</p> <p>The Business Process for SGO deployment has been finalised and endorsed by the Quality Manager. However, it will need to be further revised based on the latest changes after FIN and JOU have agreed on an amendment regarding the financial rules for SGOs. Following the completion of this step, the subsequent DED Decision will need to be circulated.</p>
TE Pool	The first draft of the Business Process for Technical Equipment deployment (referring only to TE by the Member States, as the conceptual platform for other types of technical equipment is not yet in place) has been circulated to the Quality Manager for consultation. After receiving approval from the Quality Manager, it needs to be further developed under the Quality Manager's coordination, incorporating input from JOU and ADMIN.
TE handbook	The potential development of a TE Handbook was raised during the PRN Meeting in Bucharest 2013. Consultations are still ongoing to assess the need for publishing such a handbook.
ABT and TC Talks	The Business Processes were submitted for the approval of the DoOPD,

		Controller and RELEX at the end of 2013. However, changes introduced will result in a new round of internal consultation before the subsequent DED Decision can be approved.	
6. Risks encountered		7. Measures taken	
<ul style="list-style-type: none"> The consultations with stakeholders may take longer than expected resulting in delays to approving the relevant ED decisions The consultations with stakeholders could take longer than expected resulting in uncertainty regarding the division of tasks within certain processes for each entity; 		<ul style="list-style-type: none"> Additional measures taken to raise awareness of the importance of reaching agreement in a timely manner; Regular meetings and updates with stakeholders to prevent potential misunderstandings and a clear division of tasks. 	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1,8		Total commitment: 0
8.1.1. Internal	1,8SNE		

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
BAU 1 Pooled Resources Network		2013/PRU/02 - Pooled Resources Network Project objective: 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.	
3. Result indicator			
<ul style="list-style-type: none">To exchange information with the Member States about the activities implemented by PRU;To get the Member States' feedback about the effectiveness of the implemented activities;To use the meetings as a platform for the discussion of important issues and drafting of any kind of documents related to the pools.			
4. Activities		5. Main Outputs delivered by activities	
PRN 17 Stockholm 26-27 th June 2013		Minutes of PRN 17	
PRN 18 Bucharest 17-18 th September 2013		Minutes of PRN 18	
6. Risks encountered		7. Measures taken	
N/A			
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	0,2		Total commitment: 143.203,00
8.1.1. Internal	0,1TA 0,1SNE		
8.1.2. External	85 participants - 0.2 FTE		

Training

In the framework of 3 programmes comprising 17 projects, the Training Unit (TRU) has organised 205 activities with the participation of 3 253 attendees (training experts, trainees, etc.). In total, 12 460 man-days were invested by the stakeholders in training activities. Under the first programme, at the occasion of the European Day for Border Guards the European Sectoral Qualifications Framework for Border Guarding (SQF) was launched. The Training Unit continued its work on Common Core Curricula (CCC) implementation and the development of the Joint Master Study Programme. For the further training and specialisation of Border Guards, for which the second programme is dedicated, the Training Unit (TRU) finalised the development of the Fundamental Rights Trainers' Manual for border guards and continued the development and implementation of specialised trainings for border guards. For members of the European Border Guard Teams (EBGT) induction trainings were organised and a new pre-deployment briefing concept was developed in order to ensure that all guest officers participating in Frontex' coordinated joint operations have received adequate training prior to their deployment. Third, for networking and IT related issues, Training Unit (TRU) implemented new administrative tools for online registration to events, sharing of documents and planning of activities. New eLearning components are under development ensuring the delivery of parts of Frontex training in a modern, cost-effective way.

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
TRU 1 To develop and implement common standards for the harmonisation of the European Border Guard Officers education within all stages of their career: basic level; To contribute to the ETS regarding the development and implementation for law enforcement officers with Border Guard function	Common Core Curriculum for European Border Guards (EUBG) basic training The aim is to further support the national implementation to MS/SAC/Working Arrangement Third Countries (WATC) ensuring the European dimension, to permanently update and improve the developed common standards, and to ensure sustainability of the previous accomplishments by creating new mechanisms for achieving interoperability and harmonisation of border guard training and working practices.
3. Result indicator	
<ul style="list-style-type: none"> Developed Common Core Curriculum -Interoperability Assessment Programme(CCC-IAP) tool to be ready for use in 2014 Teachers mobility(TM) deployments during Joint Operations in the designated Focal Points / Border Crossing Points Border Guarding teachers from Partner Countries involved in Teachers Mobility exercises together with MS/SAC teachers; Exchange of BG students (pilot) 	
4. Activities	5. Main Outputs delivered by activities
Total of : <ul style="list-style-type: none"> 9 development meetings 9 teachers' mobility exercises 2 students' exchange exercises 	
CCC-IAP development activities <ul style="list-style-type: none"> 5 content development meetings 15 meeting days 82 experts from 26 MS/SAC and Partner Third Countries 	CCC-IAP tool is ready to be translated and implemented in 2014. The level of CCC 2012 national implementation has been assessed.
Teachers' Mobility activities <ul style="list-style-type: none"> 2 development meetings 6 meeting days 	A total of 26 teachers were trained. Teachers achieved increased knowledge and understanding of the EU way of carrying out BG joint operations and other joint activities; They also shared experience on CCC

<ul style="list-style-type: none"> 70 participants(host officers +teachers) 9 teachers' mobility exercises 72 meeting days 		implementation and modern learning methods recommended by CCC and delivered presentation to host students/teachers/operational BG officers; meetings with Guest officers deployed by Frontex in focal points were carried out.	
Students' Exchange(pilot) activities <ul style="list-style-type: none"> 2 development meetings (7 meeting days) 20 participants 2 students' exchange exercises (20 meeting days) 		A total of 41 Border Guard students were trained. The students' exchange enlarged students' horizon and gave them a different perspective on border guarding. It taught them how to appreciate another people's culture and way of thinking and it gave them confidence and open-mindedness in facing work-related situations in an international context. It strengthened their professional competences in the field of fundamental rights and it improved their language and communication skills. It up skilled them in turning challenges into opportunities and in working to create the desired team spirit while being themselves better team players. It gave them a direction and a motivation for their personal and professional development and it helped create valuable contacts and friendships to last.	
6. Risks encountered		7. Measures taken	
Much more involvement than expected of MS and Partner TC in all steps of project development and implementation		Project budget amended (increased)four times	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1,1		Total commitment: 361.236,00
8.1.1. Internal	0,2TA 0,4CA 0,5SNE		
8.1.2. External	1,8		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
TRU 2 To develop and implement common standards for the harmonisation of the European Border Guard Officers education within all stages of their career: basic level; To contribute to the ETS regarding the development and implementation for law enforcement officers wit Border Guard function;	Joint Degree Study programme, European Joint Master’s in Strategic Border Management Project aimed to develop and implement common standards for border guard education at higher levels, that support harmonisation and mobility of learning and promote a common European Border Guard culture
3. Result indicator	
<ul style="list-style-type: none">• Further development and validation of the European Joint Masters’ Programme• Development of Common Core Learning Standards SQF level 7 in the field of Strategic Border Management• Prepare the implementation of the European Joint Masters Programme as an exchange/mobility programme for BG mid/high level officers, enhancing the cooperation in the field of BG professional education	
4. Activities	5. Main Outputs delivered by activities
Total of workshops and working meetings (external) : 25 Total experts involved: 115	
<ul style="list-style-type: none">• 5 meetings of the Consortium Agreement working group (12 Members + 2	<ul style="list-style-type: none">• On the Programme (curriculum): All programme documentation

<p>Frontex TRU staff + Frontex Legal unit staff; WG is formed of Legal advisors and other key experts of the Universities and Police/Border Guard Academies that form the Consortium or are linked to the Consortium as Complementary Partners)</p> <ul style="list-style-type: none"> • 6 Meetings of the Policies and Procedures Working Group (10 Members + 2 Frontex TRU staff) • 4 meetings of the Joint Awarding Agreement working group (11 members + 2 Frontex TRU staff; WG is formed of university experts in academic regulations, procedures and accreditation requirements) • 10 workshops of the Modules development working groups (10 modules, 76 experts in total, + Frontex 1 staff; WGs are formed of operational experts and academics from over 20 countries & organisations, specialized in the 10 different fields of expertise of the Master's modules) • 1 meeting of the Financial Framework working group (15 members + 4 Frontex TRU staff + Frontex Legal unit staff + Frontex FPU staff; the WG is formed of Finance and Legal experts of the involved entities) • 1 Governing board meeting (20 members, 4 Frontex TRU staff, HoTRU, HoLeg; the board is formed of rectors / pro-rectors, deans of the academic partners as well as operational heads or heads of training institutions of the border guard/police academies involved;) • 1 meeting of the Accreditation / Quality Assurance Agencies (25 members, 2 Frontex TRU staff, staff of the universities; this Advisory Board is formed of representatives of the Accreditation institutions / Ministry of Education of each academic partner country); • Presentation of Master's concept, product and consortium arrangements at the National Training Coordinators conference in Lyon, March 2013 • Participation to European Conference on Transnational Joint Degrees, invitation from European Consortium for Accreditation, June, 2013 <p>A number of internal consultations, as well as constant on-line meetings (on modules development) took place in the framework of the project on a constant basis; they are not counted in here.</p>	<p>finalised and ready for mock validation : Master's Qualifications, Job competences and Learning Outcomes, in line with the SQF level 7 and overall description of the programme; complete package for each module: all modules descriptors, modules handbooks, all sessions plans, programme learning and assessment strategies, all assessments, including re-sits; programme schedules draft finalised;</p> <ul style="list-style-type: none"> • The Common Core Learning Standards (Common Core Curricula) level 7 developed and finalised; 9 course packages in the following areas developed: <ul style="list-style-type: none"> - Fundamental Rights and Ethics in European Border Management - Strategy, Planning and Evaluation in Border Management - Leadership and Organisational development in Border Management - Strategic Resource Management in Border Security - Innovation and Technology In Border Security - The Global Context of European Border Security - Strategic Risk & Threat Management for European Border Security - Cooperation In Strategic Border Security Management - Integrated Management Practices in Border Security (case studies) • On the Consortium framework documentation : Consortium Agreement (CA) final draft agreed and ready for final check, Joint Awarding Agreement final draft (annex to CA) • On the Programme Regulations: all procedures handbooks final drafts agreed: Teaching Staff handbook, Students Handbook, Quality Assurance Handbook, Dissertation procedure • On the resources : the virtual learning environment (Moodle) acquired within Frontex Virtual Aula, populated, customised and currently in use for development and information sharing purposes • Self Evaluation report draft, basis for the programme validation • draft Master's Financial Framework Agreement (FFMA) (to be further revised to reflect the latest changes of the financial regulation) <p><u>Other important achievements in 2013:</u></p> <ul style="list-style-type: none"> • programme structure and concept and awards structure agreed and checked for feasibility, balanced allocation of the modules delivery amongst the partners, module convenors identified • quality assurance structure agreed and operating, Programme Coordinators appointed • accreditation requirements checked and clarified, accreditation /
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	<p>validation procedures established, mock validation launched (all documentation submitted for the mock validation (trial accreditation))</p> <ul style="list-style-type: none"> • Frontex Master's concept presented as "best practice" in developing Joint degrees at the Conference on International Joint degrees organised by European Consortium for Accreditation • Frontex successful lobby lead to the agreement of 3 countries Ministry of Education to amend the national law of higher education or related regulations (restrictive), to remain as Consortium Partners, thus promoting harmonisation with the European policies for Lifelong Learning and Bologna process, and conformity with the European Standards and Guidelines for Quality Assurance in Higher Education; amendments currently in the approval procedure; • Voting system in case of the 2 Spanish institutions agreed (to ensure national balance) <p>Curriculum development group:</p> <ul style="list-style-type: none"> • Austria, Belgium, Bulgaria, Denmark, Estonia, Finland, Greece, Germany, Hungary, Ireland, Latvia, Lithuania, Malta, Netherlands, Romania, Spain, Slovakia, Slovenia, Switzerland, UK, and from Partner organisations (DCAF, EASO, UNHCR, Interpol, OSCE and others) <p>Consortium Partners: Estonian Academy of Security Sciences, Rezeknes Higher Education Institution, Mykolas Romeris University from Lithuania, University of Malta, Netherlands Defence Academy, the National University for Distance-Learning Education, the University of Salamanca</p> <p>Complementary Partners : Border Guard State College from Latvia; Royal Dutch Marechaussee; Academy of National Police, Guardia Civil Academy from Spain</p>
<p>6. Risks encountered</p>	<p>7. Measures taken</p>
<p>a) Organisational : slow progress of the work, expertise not available; Risked assessed in the project template as being <u>high</u>, with <u>medium</u> level impact (delays) ; the risk proved to have been correctly assessed and anticipated; in the Member states border guard organisations and consortium partner institutions there was very limited expertise available in learning outcomes based programme design as well as in accreditation requirements, regulations etc;</p>	<p>a) Countermeasures, as proposed in the project template: 'Identify and Invest more human resources to the project, outsource expertise'</p> <p>Measures taken :</p> <ul style="list-style-type: none"> - outsourced the necessary expertise (consultancy services); - extended the number of the experts working in the development groups - replace a number of experts that did not deliver at adequate standards - establish a special procedure for monitoring the delivery in the modules development - training in course design learning outcomes based delivered to the members of the development group; - introduced on line meetings to intensify the work on the modules and procedures and save costs; - meetings with accreditation agencies to check and verify the national requirements, meetings of experts in Ministry of

<p>b) Legal : Conflicting national regulations on accreditation of joint degrees / higher education programmes ; Risked assessed in the project template as being <u>high</u>, with <u>high</u> level impact (delays and exclusions of partners) ; the risk proved to have been correctly assessed and anticipated;</p> <p>c) Financial : non anticipated risk : the changes in Frontex Financial regulation (on VAT issues) ; impact : medium: delays; final meeting on Master's Financial Framework cancelled;</p>		<p>Education of the countries;</p> <p>b)Countermeasures, as proposed in the project template: ‘Lobby to amend national regulations, Restructure the Consortium Agreement, Policies, Procedures, Programme; Accept the exclusion’</p> <p>Measures taken :</p> <ul style="list-style-type: none"> - lobby to the national governments at all levels to amend the national regulations; 1 country out of 3 could not achieve the amendment and had to withdraw; - a new call for proposal of partners was sent to all MS / SAC. 1 new partner engaged in the consortium arrangements - redistribution of the modules allocation within the consortium members; - then concept of the consortium and programme remained unchanged, as being feasible and desirable by all the other Consortium Partners and accessible to all MS <p>c) Measures taken:</p> <ul style="list-style-type: none"> - review the Master's Framework Financial Framework based on the new given framework, identify solutions mutually acceptable that serve the purpose of the programme 	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	2,5		Total commitment: 759.525,00
8.1.1. Internal	1,2TA 0,8CA 0,5 (other)		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
<p>TRU</p> <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;</p> <p>To contribute to the ETS regarding the development and implementation for law enforcement officers wit Border Guard function</p>	<p>Sectoral Qualifications Framework for Border Guarding (SQF) and Common Core Learning Standards</p> <p>The project aims to implement a strategic approach to border guard education and training by developing a common reference framework of high level core standards in line with the Bologna / Copenhagen processes that reflect all border guard learning and meet the organisational needs whilst facilitating interoperability, harmonisation and mobility of border guard learning across EU. It also envisages to provide the MS / SAC with a tool that facilitates the national integration of the Frontex common core standards in the field of training, as well as promoting European best practice in training design and development</p>
3. Result indicator	

Educational Standards in line with Bologna/Copenhagen principles - follow up and support for the integration of the SQF for BG at EU and national level <ul style="list-style-type: none"> • Support the national integration of the SQF for Border Guarding and promote the product within the law enforcement / education and training environment • Support the alignment of the Frontex training products with the Bologna / Copenhagen standards using the SQF as a design tool, with the view to establish a certification / validation system for all Frontex training products • Workshop in Course Design in line with the SQF and Bologna/Copenhagen principles <ul style="list-style-type: none"> - Translators workshops for the SQF for BG - Quality assurance of training products 	
4. Activities	5. Main Outputs delivered by activities
<ul style="list-style-type: none"> • Official launching of the product at ED4BG • SQF expert Board 1st meeting, 23 MS / SAC participating • SQF integration process - presentation at the National Training Coordinators Conference, Lyon, March 2013 • 2 translators workshops carried out, 25 experts attended the translator's workshop • Preparatory meeting for the development of the Course in course design in line with Bologna / Copenhagen standards using the SQF for Border Guarding 	<ul style="list-style-type: none"> • Official endorsement and signature of the SQF by Frontex Executive Director and Management Board Chairperson at ED4BG • SQF promotional movie produced • SQF promotional materials produced and delivered (fliers, brochures, posters) • Start up of national integration • Establishment of the SQF Expert Board : the Quality Assurance (QA) mechanism for the SQF (23 MS/SAC) • SQF available in 14 languages • Preparations of the course in Course design in line with Bologna/Copenhagen principles based on the SQF; course structure developed and pool of selected trainers established • Training in course design in line with the Bologna / Copenhagen standards using the SQF provided in the framework of other development projects for qualification of the trainers; ca 90 experts from 20 MS / SAC trained in course design in line with the SQF / Bologna / Copenhagen standards • Support provided to European Defence Agency in Developing the SQF for Defence • Support at the request of CEPOL for development of SQF for Policing • Review of Frontex training tools to align them with the SQF and Bologna / Copenhagen standards (on going - multiannual process) • Development templates and checklists for products compliance developed and introduced at unit level • Contacted and engaged a panel of Bologna / Copenhagen experts to review and validate / certify the training tools and support the establishment of Frontex Certification system
6. Risks encountered	7. Measures taken
Slow paradigm shift within the border guard training community from content - based curriculum design (theoretical, teachers centred) to learning outcomes based course design (practical, learner centred, skills development, professional learning, as promoted by the SQF and Bologna / Copenhagen processes)	<ul style="list-style-type: none"> • training, consultancy, advice, quality assurance/monitoring systems in place • engage the SQF trainers and other qualified experts in learning outcomes based curriculum design, in all projects, where necessary

		<ul style="list-style-type: none"> established unified development concept for all Frontex curricula, learning outcomes based, in line with the SQF 	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1,5		Total commitment: 140.475,00
8.1.1. Internal	1TA 0,4CA 0,1 (other)		
8.1.2. External	0,4		

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
TRU To develop and implement common standards for the harmonisation of the European Border Guard Officers education within all stages of their career: basic level; To contribute to the ETS regarding the development and implementation for law enforcement officers with Border Guard function		Further Training for Mid and High Level Officers; This course aims to give Mid-level officers a better understanding of how sharing their experience and expertise can contribute to more effective cooperation at European borders. It also aims to develop their leadership, management and English language skills enabling them to participate in a greater range of international / Frontex activities.	
3. Result indicator			
2 Mid Level Courses (MLC) carried out in 2013			
4. Activities		5. Main Outputs delivered by activities	
The 1 st MLC/2013 <ul style="list-style-type: none">one 5-week course;35 days		The course was carried out based on common curriculum, hosted by 5 different MS, as a 5 weeks course as a support to the national training MLC trainers were deployed by both hosting states and other MS under the lead of Frontex TRU. The course summed up participation of: <ul style="list-style-type: none">16 trainees24 trainers10 project sub-leaders and assistants	
The 2 nd MLC/2013 <ul style="list-style-type: none">one 5-week course;35 days		The course was carried out based on common curriculum, hosted by 5 different MS, as a 5 weeks course as a support to the national training MLC trainers were deployed by both hosting states and other MS under the lead of Frontex TRU. The course summed up participation of: <ul style="list-style-type: none">16 trainees22 trainers10 project sub-leaders and assistants	
6. Risks encountered		7. Measures taken	
Cancellation of the planning meeting as the course is suspended in order to update its curriculum during 2014		Budget amended once (decreased)	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1		Total commitment: 327.310,00
8.1.1. Internal	1TA 0,4CA		

	0,5SNE 0,1 (other)		
8.1.2. External	0,8		

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
TRU To develop and implement common standards for the further training of European Border Guards in various specialised fields of work. To contribute to the ETS regarding the development and implementation of training standards for law enforcement officers with Border Guard function		Air Crew Training This project aims to improve the flying-air-safety, to significantly enhance the level of competence, expertise and the best practice among the MS crew members and to develop and implement at national level common training standards, curricula and courses by European Union Member States’ and Schengen Associated Countries under Frontex lead in order to create the possibility for professional operational cooperation during Joint Operation.	
3. Result indicator			
<ul style="list-style-type: none">• Air-crew members trained;• Air-crew training course and curricula evaluated;• Standardised training courses & manuals fine-tuning;• National Implementation			
4. Activities		5. Main Outputs delivered by activities	
3 Workshop for the development of the FLIR training procedures 1 Workshop for the development of the Helicopter Hoist Operation training procedures 1 Workshop for the development of the NVG training procedures 2 Workshops for the development of the Mountain Operation training procedures 3 SQF workshops (2 experts participants in each meeting) 2 Coordination Group meeting 26 representatives from 22 MSs		EO/IR Operator standard training procedures manual finalised (10 experts participants in each meeting) Helicopter Hoist Operator (HHO) standard training procedures manual finalised (6 experts participants in each meeting) Night Vision Goggles (NVG) standard training procedures manual finalised (6 experts participants in each meeting) Mountainous Operations (MO) standard training procedures manual developed (6 experts participants in each meeting) Air Crew training manual alignment (7 activities aligned. 2 experts involved in each meeting) All Members agreed to continue the development of the Mountain Operation training standard procedures and the Language tool for air and maritime crew members. <u>No training activity will be organised by Frontex for 2014</u>	
Training Activities: 3 Crew Resource Management, 1NVG advanced training course 1Mountain Survival training 1Cold Weather training course 1 Multi Crew Coordination training course 1Crew Resource Management Training course for instructor 3Crew Resource Management National Implementation, in: 1 “Train the		107 BG officers/air crew members trained in total (from 21 MS / SAC) 29 trainers involved 19 CRM trainers assigned for implementation at national level	

Trainers” course for HHO 1 NVG basic training course			
6. Risks encountered		7. Measures taken	
Budget available reduced and not enough for all training courses requested		According to the Air Crew manual, all the activities were focused and addressed to develop standard training procedures as well as create a <i>network</i> of experts at European level who will be responsible to deliver and implement at national level.	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1		Total commitment: 400.000,00
8.1.1. Internal	0,2CA 0,8SNE 0,1 (other)		
8.1.2. External	0,6		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
TRU To develop and implement common standards for the further training of European Border Guards in various specialised fields of work. To contribute to the ETS regarding the development and implementation of training standards for law enforcement officers with Border Guard function	Training and certification of EUBG canine team instructors The project aims to contribute to ensuring harmonised EU wide standards for successful operational cooperation and enhanced performance of EUBG canine teams in Frontex operations, especially by: <ul style="list-style-type: none"> • Carrying out the European course for canine instructors (EUBG) • Developing the joint assessment system for EUBG canine instructors • Initiating the development of the joint assessment system for EUBG canine teams • Setting up the course for EUBG canine instructors (narcotics detection, explosives detection, human scent detection) • Supporting the development of a dog training system in Greece (<i>conditioned by allocation of supplementary funds</i>)
3. Result indicator	
<ul style="list-style-type: none"> • 16 canine team instructors (multipliers) trained • Joint assessment system for canine team instructors available • Product scent detection course programme - in line with SQF - available • Training assistance offer created and delivered to Greece • Assistance to other states offered by training instructors (official requests from Greece, Albania, Moldova, Croatia) 	
4. Activities	5. Main Outputs delivered by activities
<ul style="list-style-type: none"> • Final preparatory meeting of Frontex European course for canine instructors • 1 direct training session European course for canine instructors - Module 1 • 1 development meeting for EQF / SQF assessment of the CCC for EUBG instructors • 1 direct training session European course for canine instructors - Module 2 • Assistance to Greece: EUBG canine instructors meeting 	<ul style="list-style-type: none"> • Course content, schedule, learning outcomes, administration ready • General module delivered. • Review of the course content (in line with SQF) • Human scent detection training module delivered. • Training assistance offer prepared and delivered to Greece. Interim evaluation of the European course for canine instructors • Common Core Curriculum presented and delivered to WCO

<ul style="list-style-type: none"> Meeting at World Customs Organisation (dog training related) 1 direct training session European course for canine instructors 1 direct training session European course for canine instructors 1 Preparatory meeting: European course for canine instructors 1 Preparatory meeting (final): European course for canine instructors 		<ul style="list-style-type: none"> Use of force training module delivered First assessment session conducted Online course content drafted under the Moodle platform Course schedule, content, learning outcomes, assessment system ready <p>A total of 16 EUBG canine team instructors from 14 states and 4 canine team assessors</p>	
6. Risks encountered		7. Measures taken	
Budget cuts		Change location for activities based on the cheapest hosting offer	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1,5		Total commitment: 280.000,00
8.1.1. Internal	1TA 0,3CA 0,2 (other)		
8.1.2. External	1,7		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
<p>TRU</p> <p>To develop and implement common standards for the further training of European Border Guards in various specialised 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>Falsified Document Detection Training.</p> <p>The project was based on the outcomes of the Document Specialist Board meetings, which took place in June 2012 and aimed at providing MS/SAC with professional seminars to establish common standards for the 1st and 2nd line border guards in order to harmonise their competences and specific skills and to facilitate networking on an expert level. The activity generally focuses on false document detection training for border guards/immigration police at the three different levels, 1, 2 and 3 and, besides the mentioned target group working at Airports, is also open for border guards/immigration police working at sea ports and land borders.</p>
3. Result indicator	
<p>The different topics within the project provides the 1st line officers with the latest routes and trends regarding document abuse and also the latest document information and information about the Frontex' activities. The specialist level course as well as giving a lot of information on expert level also the possibilities during the two weeks course to built up and extend the network between the experts of the MS/SAC. The participants are also qualified as national multipliers which make the course a hybrid of the direct training philosophy and the multiplier approach. With the consular staff training Frontex provide the MS/SAC embassies and consulates with document-check information which can be helpful to check the documents/people that make an application at the embassy for a visa to enter the Schengen area.</p>	
4. Activities	5. Main Outputs delivered by activities
<p>Specialist Course on the detection of Falsified Documents (Eindhoven/Amsterdam, The Netherlands)</p> <p>10 training days course</p>	<p>15 participants were trained. Training portfolio was delivered to all. 5 trainers and 2 Project Sub-leaders were involved. All participants received a certificate.</p>
<p>Road show (Milan, Italy)</p> <p>3 days</p>	<p>165 participants attended the road show and have been provided with the latest trends, routes and security features in travel-identity documents. 5 External trainers from different MS involved.</p>

Consular Staff Training (Tbilisi, Georgia) Each training last 1 day and in total there were 3 training days		53 visa officers from 13 different MS (including some MIA BG) were trained and handout was delivered. For this training 2 External trainers were used.	
Document Specialist Board (Cesena, Italy) 2 days meeting		28 Experts from all MS attended. Besides the sharing of new information two working groups worked on the content of the Specialist course level 2. The outcomes were delivered to the WG for the level 2 course.	
Specialist Course on the detection of Falsified Documents (Eindhoven/Amsterdam, The Netherlands) 10 days course		14 participants were trained. Training portfolio was delivered to all. 6 trainers and 2 Project Sub-leaders were involved. All participants received a certificate.	
Specialist Course on the detection of Falsified Documents (Eindhoven/Amsterdam, The Netherlands) 10 days course		15 participants were trained. Training portfolio was delivered to all. 5 trainers and 1 Project Sub-leaders were involved. All participants received a certificate.	
Road show (Marseille and Nice, France)		During a simultaneous activity 84 participants attended the road show and provided with the latest trends, routes and security features in travel-identity documents. 2 External trainers (one at each place) from different MS involved and the training last 3 days.	
Road show (Helsinki, Finland) 3 training days.		83 participants attended the road show and provided with the latest trends, routes and security features in travel-identity documents. 3 External trainers from different MS involved	
Consular Staff Training (Rabat and Casablanca, Morocco) Each training last 1 day and in total there were 3 training days		The total numbers of 37 visa officers from 15 different MS were trained and handout was delivered. For this training 2 External trainers were used.	
Specialist Course on the detection of Falsified Documents (Eindhoven/Amsterdam, The Netherlands) 10 days course		15 participants were trained. Training portfolio was delivered to all. 5 trainers and 2 Project Sub-leaders were involved. All participants received a certificate.	
Road show (Venice, Italy) 3 training days		62 participants attended the road show and provided with the latest trends, routes and security features in travel-identity documents. 3 External trainers from different MS involved	
Road show (Funchal, Portugal) 3 training days		31 participants attended the road show and provided with the latest trends, routes and security features in travel-identity documents. 3 External trainers from different MS involved	
6. Risks encountered		7. Measures taken	
Conflicts with other events		Ongoing contact with all MS, early planning and internal effort and work in order to accomplish the task	
Budgetary constrains		Sound planning of activities related to budget estimation reallocations	
MS will not send participants		Contacting DSB members, WP FAUXDOC and RELEX TC Frontex	
No available locations to organise road shows and consular staff trainings		Contacting DSB members, WP FAUXDOC and RELEX TC Frontex	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1,3		Total commitment: 340.000,00
8.1.1. Internal	0,3CA 1SNE		
8.1.2. External	0,5		

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
TRU To develop and implement common standards for the further training of European Border Guards in various specialised fields of work. To contribute to the ETS regarding the development and implementation of training standards for law enforcement officers with Border Guard function		Detection of stolen vehicles training The project aimed at implementing common training standards in order to improve the performances, knowledge and skills of the border guard officers in the field of detecting and identifying stolen vehicles.	
3. Result indicator			
<ul style="list-style-type: none">Standardised training courses delivered (Train the Trainers)Development of the Advanced Detection of Stolen Vehicles Training Tool (ADESVET as a cost-effective e-learning solution for carrying out training activities			
4. Activities		5. Main Outputs delivered by activities	
a) Train the Trainers Course. 4 Multiplier Training Activities		54 National Trainers from MS/SAC/WAC were training by Frontex in the Partnership Academies	
b) ADESVET End- Users Training 6 End User Training meetings		End User Training Strategy finalised before the new software roll-out. 69 National Experts were trained to run more sophisticated software	
c) ADESVET Software Development Workshops 1. Language Pack Development Workshops 2. Vehicle Area Development Workshop 3. Vehicle Registration Area Development Workshop 4. Software Updating System, Development Meeting 5. User Management System, Development Meeting		ADESVET improvements: <ul style="list-style-type: none">250 New vehicles in the Vehicle GalleryThe new software is available in the following languages: Portuguese, French, Spanish, Macedonia, Czech, Polish, Lithuanian, Croatian and RomanianAuthentication feature to provide administrators with the ability to identify and control the state of user logged.New training modules for the Training Area.End Users get the latest updates with the Software Updating System.	
e) Online Training Activities. Translator Workshops.		New training modules were translated into the following languages: Portuguese, Croatian, Spanish, Macedonian, Italian, Portuguese, Greek, Estonian, French, Polish, Romanian, Bulgarian, Finnish, Albanian, Ukrainian, Slovenian, Latvian and Czech.	
f) National Training Activities. National Training Activities organised by Project Assistant at National Level		Project Assistants organised 206 National Training Activities and 2617 BG received education in the field of stolen vehicles.	
6. Risks encountered		7. Measures taken	
No risks encountered			
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1		Total commitment: 215.000,00

8.1.1. Internal	0,1CA 0,9SNE		
8.1.2. External	1,4		

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
TRU To develop and implement common standards for the further training of European Border Guards in various specialised fields of work. To contribute to the ETS regarding the development and implementation of training standards for law enforcement officers with Border Guard function		Anti -Trafficking in Human Beings Training for Border Guards To develop the border guards within the EU and SAC by training the staff to prevent and combat trafficking in human beings and to handle the victims with respect to their dignity and fundamental rights.	
3. Result indicator			
<ul style="list-style-type: none">• Further translation of the Anti-trafficking manual into national languages• National trainers from Member States trained• National trainers from Third countries trained• Draft E-learning tool for trainers developed			
4. Activities		5. Main Outputs delivered by activities	
<ul style="list-style-type: none">• Nomination and selection of national trainers from MSs• Nomination and selection of national trainers from third countries• Translation of the Anti-trafficking manual• Training courses for national trainers• Four E-learning development meetings were carried out• National implementation conference		<ul style="list-style-type: none">• 11 trainers selected from MS: Austria, Germany, Norway, Italy, Iceland, Switzerland, Portugal• 18 trainers from third countries: Albania, Bosnia and Herzegovina, Croatia, Montenegro, Serbia, Moldova, Georgia, Ukraine, FYROM• The manual translated in Portuguese, Italian, German, Serbian, Bosnian, Croatian, Georgian, Albanian, Ukrainian and Montenegrin• Two three-day training courses for national trainers carried out, 36 trainers trained from 19 countries carried out in October and November• A draft E-learning tool developed, 7 experts from MSs took part• Shared experience in national implementation	
6. Risks encountered		7. Measures taken	
N/A			
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1		Total commitment: 152.632,00
8.1.1. Internal	0,5TA 0,2CA 0,1SNE 0,2 (other)		

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
TRU To develop and implement common standards for the further training of European Border Guards in various specialised fields of work. To contribute to the ETS regarding the development and implementation of training standards for law enforcement officers with Border Guard function		Fundamental Rights Training for Border Guards The project aims to raise awareness and ensure a harmonised training of all EU border guards in respecting fundamental rights, aspiring to ever higher standards of professionalism as part of an EU border-guard culture	
3. Result indicator			
<ul style="list-style-type: none">• Fundamental Rights trainers’ manual published• Fundamental Rights manual translated• Fundamental Rights pilot training carried out• National trainers trained			
4. Activities		5. Main Outputs delivered by activities	
<ul style="list-style-type: none">• Finalisation and publishing of the Fundamental Rights trainers’ manual• Nomination and selection of national trainers from MSs• Translation of the Fundamental Rights trainers’ manual• Pilot training to test the material organised• Training courses for national trainers		<ul style="list-style-type: none">• Fundamental Rights trainers’ manual and toolkit published and disseminated to MSs• 31 trainers nominated from 17 MS: Bulgaria, Czech Republic, Germany, Greece, Finland, Estonia, Iceland, Italy, Latvia, Lithuania, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain• The manual translated in 14 languages• 19 participants from 14 countries trained, training material tested• Two three-day training courses for national trainers carried out, 26 trainers trained from 16 MSs	
6. Risks encountered		7. Measures taken	
The manual was finalised in time but publishing took a few more months than expected and it was published in September		Training of national trainers scheduled in October and November	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1		Total commitment: 197.368,00
8.1.1. Internal	0,5TA 0,2CA 0,1SNE 0,2 (other)		
8.1.2. External	0,9		

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
TRU To develop and implement common standards for the further training of European Border Guards in various specialised fields of work. To contribute to the ETS regarding the development and implementation of		Standardised training for Schengen Evaluators The aim of Frontex Scheval training is to roll out standardised training for Schengen Evaluators in order to ensure a coherent approach and quality of the members of Evaluation Committees	

training standards for law enforcement officers with Border Guard function			
3. Result indicator			
Schengen Evaluators and Leading Experts trained for an evaluation mission			
4. Activities		5. Main Outputs delivered by activities	
<ul style="list-style-type: none">• 1 Development meeting (Espoo, 11 -15 February 2013)• 1 Training session for Schengen Evaluators• 1 SchEval Board of Experts meeting and training/curriculum development,• 1 Training session for Schengen Evaluators• 1 Coordination meeting for 2014 activities		<ul style="list-style-type: none">• 71 Schengen Evaluators trained• 9 Leading experts trained• Curriculum for Basic and Leading expert course merged for 2014 and aligned with SQF• After new Schengen Evaluation Mechanism was launched, activities for 2014 were adjusted accordingly	
6. Risks encountered		7. Measures taken	
<ul style="list-style-type: none">• Demand from MS is much higher than the objective capability of TRU to organise the courses• New Schengen Evaluation Mechanism has been launched in October 2013		<ul style="list-style-type: none">• It is important that the MS/SAC nominate experts for the project team according to Frontex request.• Priority shall be given to concrete training needs in connection to the upcoming Schengen evaluations.	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1		Total commitment: 158.179,00
8.1.1. Internal	0,3CA 0,7SNE		
8.1.2. External	0,7		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
TRU To develop and implement common standards for the further training of European Border Guards in various specialised fields of work. To contribute to the ETS regarding the development and implementation of training standards for law enforcement officers with Border Guard function	Training in the Field of Return Operations The project aims at establishing or strengthening the MS and SAC capacity to organise and implement repatriation flights through safety measures both at the national level and during Frontex coordinated activities, therefore in full compliance with the Charter of Fundamental Rights of the EU and in line with the Frontex Code of Conduct.
3. Result indicator	
<ul style="list-style-type: none"> A common curriculum for MS and SAC escort officers on joint return flights available. Number of national multipliers from MS and SAC trained and qualified for the escort officers training on the basis of the common curriculum for escort officers on joint return flights. Standardised trainings delivered and MS and SAC escort leaders qualified for joint return operations by air. 	
4. Activities	5. Main Outputs delivered by activities
<ul style="list-style-type: none"> 1 development meeting with 3 Frontex External Trainers 1 training session for qualifying multipliers for the implementation of training standards through national training activities 6 Frontex External Trainers delivered the training 	<ul style="list-style-type: none"> Training material Developed and finalised 17 MS and SAC multipliers qualified for the escort officers training at the national level on the basis of the common curriculum (curriculum delivered at the end of the six days session activity).

<ul style="list-style-type: none"> 3 standardised Escort leaders trainings for MS and SAC Return Officers - 4 Frontex External Trainers delivered the training 		<ul style="list-style-type: none"> 3 standardised trainings provided 57 MS and SAC escort leaders qualified for deployment on joint return operations by air, enhancing the safety and security of the aforesaid flights. 4 Third Countries escort leaders attended as observers as well. 	
6. Risks encountered		7. Measures taken	
N/A			
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1		Total commitment: 170.000,00
8.1.1. Internal	0,3CA 0,5SNE 0,2 (other)		
8.1.2. External	0,5		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
TRU To develop and implement common standards for the further training of European Border Guards in various specialised fields of work. To contribute to the ETS regarding the development and implementation of training standards for law enforcement officers with Border Guard function	EBGT Induction Training. Further improvement and delivery of EBGT Induction training in line with Frontex' standards
3. Result indicator	
Roll out EBGT Induction Training and further improvement of lesson plan / curriculum / training material	
4. Activities	5. Main Outputs delivered by activities
<ul style="list-style-type: none"> 1 EBGT e-learning production meeting, 21-25 Jan 2013 in Bucharest 1 Evaluation and preparatory meeting, 03-08 February 2013 in Valletta 1 EBGT Induction Training, 11-15 February 2013 in Vilnius 1 EBGT Induction Training, 11-15 March 2013 in Lübeck 1 EBGT Induction Training, 15-19 April 2013 in Vilnius 1 EBGT Induction Training, 13-17 May 2013 in Bucharest 1 EBGT Induction Training, 27-31 May 2013 in Slovenia 1 E-learning development, 19-21 June 2013 in Warsaw 1 EBGT Induction Training, 01-05 July in Valletta 1 EBGT Induction Training, 19-23 August in Luban 1 EBGT Induction Training, 23-27 September in Madrid 1 EBGT Induction Training, 14-18 October in Bucharest 1 Pilot and fact finding OSC SAR course, 08-13 December 2013 in Espoo 	<ul style="list-style-type: none"> Updated training material available online at share-point for all trainers Harmonised delivery of training package Elaboration of possible e-learning solutions 216 EBGT members trained for deployment Elaboration of EBGT profile training for Border Surveillance Officer Sea 19 EBGT Border Surveillance Officers Sea trained on job-competences
6. Risks encountered	7. Measures taken
<ul style="list-style-type: none"> It has been detected that only 1/3 of deployed officers to JO/PP participated EBGT Induction training. The delivered training didn't reach the right officers in the right time. 	<ul style="list-style-type: none"> Elaboration of new concept in order to reach all staff deployed to JO/PP. A New briefing concept in cooperation between TRU and JOU has been developed.

• Availability of trainers			
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1,5		Total commitment: 304.130,00
8.1.1. Internal	0,2TA 0,2CA 1SNE		
8.1.2. External	0,8		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
TRU To develop and implement common standards for the further training of European Border Guards in various specialised fields of work. To contribute to the ETS regarding the development and implementation of training standards for law enforcement officers with Border Guard function	Training in English Communication for Border Guards This training tool aims at the building of language capacities of MS and SAC border guards working in specific fields of border guarding in order to enhance their performance during daily tasks as well as increase their interoperability during Frontex coordinated activities.
3. Result indicator	
<ul style="list-style-type: none"> An advanced level of the English language tool covering BGs operational needs at airports - partially translated into MS, SAC and PC national languages - available. Number of national multipliers from MS, SAC and certain PC trained and qualified to supporting the efficient use of the language tool and facilitating the learning process among border guards working at airports. Continued support and assistance to MS/SAC and PC for the delivery and implementation on local and national level of the advanced level of the English language tool to a large number of border guards working at airports. A basic English language tool covering BGs - air and maritime crews operational needs - partially translated into MS and SAC national languages - available. 	
4. Activities	5. Main Outputs delivered by activities
<ul style="list-style-type: none"> 3 content and IT layout development three day meetings the mid level English computer based language tool for border guards at the airports 4 content and IT layout development three day meetings for the Basic English computer based language tool for air and maritime crews 	<ul style="list-style-type: none"> Further development of the specific English language training computer based tools and the mid level English computer based language tool for border guards at the airports partially translated in 21 national languages, and finalised by 10 MS and SAC language experts together with 3 IT experts. The Basic English computer based language tool for air and maritime crews further developed together with the contribution of 10 MS language experts and 3 IT experts.
<ul style="list-style-type: none"> 3 trainings for Practitioners/Language Instructors at the airports: basic and advanced level” courses provided by 6 Frontex External Trainers with Project Manager Training 	<ul style="list-style-type: none"> 40 MS and SAC national multipliers qualified on the mid level English language tool (80 DVDs delivered at the end of the two days session activity).
<ul style="list-style-type: none"> 1 Roadshow activity provided by 1 Frontex External Trainer and Project Manager 	<ul style="list-style-type: none"> 84 Italian first and second line border guards working at airports and police-immigration officers trained on the efficient use of basic and mid level English computer based language tools (84 CDs - basic English language tool and 84 DVDs - mid level English language tool delivered at the end of the two days session activity).
<ul style="list-style-type: none"> Two induction training activities provided by 1 Frontex External Trainer 	<ul style="list-style-type: none"> 32 Mid Level Officers on the efficient use of the advanced level English

and Project Manager		computer based language tool (32 DVDs - mid level English language tool delivered at the end of each of the one day session activity).	
6. Risks encountered		7. Measures taken	
N/A			
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1		Total commitment: 201.000,00
8.1.1. Internal	0,2CA 0,5SNE 0,3 (other)		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
TRU To develop and implement common standards for the further training of European Border Guards in various specialised fields of work. To contribute to the ETS regarding the development and implementation of training standards for law enforcement officers with Border Guard function	Profile trainings for Intelligence Gathering Related Experts The product aims to improve capability, capacity and performance of explicit group of EBGT members, deployed to Frontex coordinated joint operation and involved in activities related to intelligence gathering process
3. Result indicator	
<ul style="list-style-type: none"> Advanced trainings for the Debriefing experts and Second-line interview experts provided Screening experts trainings delivered; co-financed by ROS All three types of courses reviewed and aligned with Bologna and Copenhagen principles with SQF as the basis Training materials for all three types of training updated and further developed The assessment system of participants further developed and applied Outcomes of profile trainings and recommendation for GOs deployment as Debriefers, Screeners or Interviewers sent to all stakeholders Trainer`s teams pedagogically prepared for their tasks New profile training for Second-line Airport Officers developed and ready for implementation 	
4. Activities	5. Main Outputs delivered by activities
<ul style="list-style-type: none"> 1 Evaluation meeting - Intellops trainings 2012 2 Preparatory meetings for 2013 activities Call for proposal, nomination and selection of participants for 6 training activities 2 trainings for Debriefing experts 1 training for Second-line Interview experts 3 trainings for Screening experts 2 joint Frontex/EASO meetings 2 Joint Frontex/EASO workshops on nationality establishment 1 National course for Screeners (Bulgaria) Start-up meeting for Second-line Airport Officers Training 3 Development meetings for SAO trainings 1 Study visit at CDG Airport 1 Train-the-trainers session for SAO trainers 	<u>Debriefing experts:</u> Two 8 work-day trainings carried out; 30 experts from 19 countries trained, 29 of them recommended for deployment as Debriefers <u>Second-line interview experts:</u> One 7 work-day training carried out; 16 from 15 countries trained - including Croatia as EU newcomer; 16 officers recommended for deployment as Second-line Interview Experts <u>Screening experts:</u> Three five-day trainings carried out; 48 Screening experts from 22 countries trained and recommended to be deployed to JO Attica 2 Joint EASO/Frontex trainings on nationality establishment carried out; app. 40 Greek experts from Asylum offices and First reception centres

		trained 1 National training for screeners tailored and delivered based on request from Bulgaria; 16 Bulgarian national screeners trained (fully covered by BG MOI) Second-line Airport Officers: Completed Training Course design template Curriculum in line with SQF Training content and schedule drafted Experts group and trainers team established New profile training prepared for its piloting phase	
6. Risks encountered		7. Measures taken	
The nomination procedure established for proposal and selection of participants to Profile trainings not followed by several NFPOCs; proposed trainees not always meeting the eligibility criteria		<ul style="list-style-type: none"> careful selection of participants, considering the eligibility criteria set by Decision on MB 11/2012; pre-training questionnaire used close cooperation between TRU and respective FRONTEX units (ROS, RAU) in selection and assessment of participants 	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1,5		Total commitment: 497.000,00
8.1.1. Internal	1TA 0,2CA 0,2SNE 0,1 (other)		
8.1.2. External	0,7		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
TRU To develop and implement common standards for the further training of European Border Guards in various specialised fields of work. To contribute to the ETS regarding the development and implementation of training standards for law enforcement officers with Border Guard function	Joint Operation Focal Points - Guest officers training T The project "Joint Operation Focal Points - guest officers training" addresses the need to enhance, update and harmonize the knowledge and skills of the guest officers deployed to Joint Operation Focal Points.
3. Result indicator	
Further development: <ul style="list-style-type: none"> standardised briefing packages developed and updated Frontex trainers trained; Deployed guest officers briefed on the spot	
4. Activities	5. Main Outputs delivered by activities
<ul style="list-style-type: none"> 1 Train the Trainers workshop, 12-18 May 2013 in Luban 1 FP Guest Officers curriculum development meeting, 27-31 May 2013 in Bucharest 	<ul style="list-style-type: none"> 31 trainers trained to deliver Focal Point briefings Briefing package improved and aligned to SQF standards Briefing package assessed and fine-tuned

<ul style="list-style-type: none"> 1 FP Guest Officers assessment meeting, 22-25 October 2013 in Valletta 1 FP Guest officers briefing package delivered at Focal Points to deployed guest officers 		<ul style="list-style-type: none"> 306 Focal Point briefings were conducted in 2013 	
6. Risks encountered		7. Measures taken	
<ul style="list-style-type: none"> Focal Point Briefings are delivered in different ways in comparison to other JO/PP, which is causing overlaps between EBGT Induction training and this is not very cost-effective. Administrative workload is very high 		<ul style="list-style-type: none"> Merging the EBGT Induction Training with pre-deployment briefings in order to avoid overlaps and to ensure that all GOs have received necessary knowledge. New concept for briefings is under development between JOU and TRU. 	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	0,8		Total commitment: 129.645,00
8.1.1. Internal	0,2CA 0,2SNE 0,4 (other)		
8.1.2. External	0,7		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
TRU 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)	Training Support Network The aim of the Network activities is to position Frontex among its key training and education stakeholders and promote long-term sustainable cooperation in training matters reflecting their needs and using their expertise, facilities and best practices Components related to Partnership Academies (PA)& NTC networks : <ul style="list-style-type: none"> PA: Promote European border guardianship by organizing common activities in an authentic environment of national BG academies; NTC: Guarantee the highest standards and permanent update Frontex counterparts on specialized training tools, training manuals, curricula and courses during regular meetings V-Aula development Schengen Borders Code eLearning Tool development
3. Result indicator	
PA: <ul style="list-style-type: none"> Organisation of PA conferences in order to plan activities over the year and carry out 80% of activities by the support of the PAs; NTC: <ul style="list-style-type: none"> Organisation of NTC conference and updating of NTCs in relation to the state of play on projects, and subsequent increase in number of experts attending Frontex projects V-Aula <ul style="list-style-type: none"> - Training Unit partners have access to accurate information related to the projects and activities - National organisations can register online participants to Frontex Training Unit activities - Border Guard officers have the chance to interact topic based and update themselves with respect to existing training possibilities - Training Unit staff can update and maintain the action plan online 	

<ul style="list-style-type: none"> - Statistical data are available for management Schengen Borders Code eLearning Tool <ul style="list-style-type: none"> • Set-up of expert board: content and development group • Establishment of a Steering Committee 			
4. Activities		5. Main Outputs delivered by activities	
<ul style="list-style-type: none"> • Procurement (aula enhancements) • Procurement (6 months hosting in 2014) • Training of national V-Aula administrators and NFPOC staff • 1 Partnership Academies Conference • 1 National Training Coordinators Conference • 1 Common PA/NTC conference • 1 PA concept revision preparatory workshop • 2 Schengen Borders Code eLearning Tool Steering Committee Meetings • 7 Schengen Borders Code eLearning Tool Development Team Meetings • 3 Schengen Borders Code eLearning Tool Content Development Meetings • 1 EBGT eLearning production meeting • 1 Knowledge Management exploratory meeting 		<ul style="list-style-type: none"> • V-Aula: <ul style="list-style-type: none"> ○ 43 officers trained, online registration system used by 40 states ○ Performance feedback collected and analysed implementation of the online registration system ○ implementation of aula roles ○ implementation of security requirements ○ implementation of the Moodle platform (online courses) ○ implementation of complementary modules (survey, statistics) ○ hosting aula outside Frontex ICT until migration is completed • NTC/PA: <ul style="list-style-type: none"> ○ Training activities presented and organisational planning; ○ National interest and needs collected and reflected in further planning; ○ Joint approach and standards for organisation of activities revised and agreed (PA Guidelines update); ○ 1st reflection study of revision of PA network concept • Schengen Borders Code eLearning Tool: <ul style="list-style-type: none"> ○ First set of cases developed ○ Case approved by Member States ○ Pilot tool developed ○ procurement procedure launched for final tool development 	
6. Risks encountered		7. Measures taken	
Delayed in implementation due to additional ICT requests		Carry forward (partially) the amount for procurement. Deadline set for 1 st February 2014	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1		Total commitment: 331.500,00
8.1.1. Internal	0,7TA 0,2CA 0,1 (other)		
8.1.2. External	0,8		

Research and Development

In the framework of 8 projects (including EUROSUR) the Research and Development Unit (RDU) organised 40 activities with the participation of more than 950 attendees. Participants ranged from MS, SAC, EU institutions, intergovernmental and international organisations, academy, research institutes and industry representatives. In total, 2000 man-days were invested by the stakeholders in these activities.

RDU continued its activities in 2013 in identifying and (further) developing best practice guidelines in the area of Automated Border Control, Border Checks at land border crossing points, the roll-out and implementation of the Visa Information System (VIS) by Member States and land border surveillance. In order to improve the capabilities to detect document fraud in the first line, several events were organised aiming to assessing performance of both machines and human experts and study respective vulnerabilities and countermeasures. In addition, RDU actively supported MSs by providing advice on the development of national systems for Advance Information. In the same context, analytical support was provided to the European Commission on the implementation of Advanced Passenger Information/Passenger Name Records systems.

In 2013, RDU undertook activities to boost the MS's awareness concerning new developments in the field of sensors, platforms and advanced system solutions while also facilitating the deployment (try-out) of new technologies for border surveillance in Member States and in the context of Joint Operations coordinated by Frontex. Also, an end-user informal Advisory Group on Board Security Research consisting of representatives of 22 EU Member States and Schengen-associated countries was set-up. This Group prepared a first draft of a report on Border Security Challenges and Research Topics for the mid- and long term perspective with the goal to provide input to the European Commission for the research activities to be organised and financed under the new EU research funding framework Horizon 2020.

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
Identify and contribute to the development of best practices guidelines		2013/RDU/01 - CheckBestPractice 2013 The project aims to identify and contribute to the development of best practices and guidelines in the area of border checks at land BCPs with a view to achieve greater levels of efficiency and harmonisation across the Schengen area	
3. Result indicator			
An inventory was made of the border check practices at land Border Crossing Points (BCPs) and best practices; where possible, implemented by the Member States on certain aspects of the checking process were identified.			
4. Activities		5. Main Outputs delivered by activities	
Study visit to BCP Vainikkala, France (11-12 June 2013) - 15 participants, from 7 MSs and Frontex Study visit to BCP Ceuta, Spain (29-30 October 2013) - 20 participants, from 9 MSs and Frontex Study visit to BCP Medyka, Poland (11-12 December 2013) - 16 participants from 8 MSs and Frontex		The results of the study visits and working level meetings of the Working Group on Best Practices in border checks at land BCPs (consisting of operational experts from Member States with external land borders) will be outlined in an updated version of the Report on ‘Good Practices in border checks at EU land BCPs’ (forthcoming in the first quarter of 2014). 51 experts participated in the project activities mentioned in point 4	
6. Risks encountered		7. Measures taken	
Lack of sufficient human resources to carry out all the project activities		Recruitment of a trainee to provide support with the project in Q4 Coordination with other RDU project managers to carry out some activities jointly (VIS project).	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures

8.1. Human Resources	1,5		Total commitment: 57.591,00
8.1.1. Internal	1,25TA 0,25CA		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
Contribute to the identification and (further) development of best practices and guidelines with regards to Automated Border Control (ABC)	<p>2013/RDU/02 ABC 2013</p> <p>The project aims to Identify and contribute to the development of best practices and guidelines in the area of Automated Border Control (ABC) with a view to achieve greater levels of efficiency and harmonisation (and where possible standardisation) across the Schengen area. It also looks to further develop knowledge and tools that Member States can use when making decisions and implementing the ABC systems at border crossing points (BCPs).</p> <p>Specific sub activities included:</p> <ol style="list-style-type: none"> 1. Facilitation and dissemination work 2. Validation work 3. Development of capability tools 4. Shaping the future
3. Result indicator	
<p>Further guidelines and capability tools were developed and applied by the MSs and other stakeholders with regard to automated border control solutions at BCPs.</p> <p>Support to the Member States was provided in addressing the needs as end users and analytical support provided to the Commission in development of the Smart Borders Package.</p> <p>Contribution to harmonisation and standardisation work in the area of ABC.</p> <ul style="list-style-type: none"> ▪ MSs, the EC and other relevant stakeholders are updated on the roll and the challenges/opportunities of ABC Solutions. ▪ Analytical support provided to the EC as regards the Smart Borders Package and ABC. ▪ MSs identified and agreed on areas where further guidelines and capability tools have to be developed. ▪ MSs and other relevant stakeholders applied the ABC BPOGs and BPTGs as a reference document during planning and implementation phase of ABC solutions. ▪ The EC endorsed the guidelines and the decision support tool developed by Frontex. ▪ MSs applied the decision support tool - operational research model and Cost Benefit Analysis (CBA) ▪ Frontex and the ABC WG contributed to harmonisation and standardisation work. ▪ Frontex vision of the border checks of the future is shared and positively accepted by the MSs, the EC and other relevant stakeholders. 	
4. Activities	5. Main Outputs delivered by activities
8 th ABC Workshop and demonstration	Workshop report - 79 participants (4 internal experts;51 experts from 24 MSs, 4 experts from 3 TCs; 2 experts from the EC; 18 experts from industry and research institutes)
2 nd Global ABC Conference and demonstration	Conference report - 230 participants (27 MSs, 17 TCs, 12 research

		institutes, European Commission (DG ENTR and DG HOME), European Parliament, 8 EU Agencies and international organisations, 23 technology providers, and Frontex)	
ABC WG meetings		3 ABC WG meetings which resulted in revised BPOGs and BPTGs; Updated table as regards ABC implementations in EU; draft reports on preliminary research as regards the needs for training and common procurement guidelines for ABC; summary results of the questionnaire as regards the ABC challenges - 4 internal experts, 20 experts from 10 MSs, 1 expert from TC (Hong Kong), and 1 expert from the EC.	
Meetings with internal and external stakeholders to follow up roll out and future development of ABC systems		<ul style="list-style-type: none"> Analytical support to the EC as regards the ABC, the Smart Border Package and in the margins of the ABC Conference - 7 meetings (3 internal experts, 4 experts from the EC) Contribution to the MFF Policy Dialogues with MSs and input to the Country Fiches - 3 meetings (3 internal experts) Participation in the Conferences - 5 conferences (4 internal experts combined) 	
CEI of experts		Pool of ABC experts	
• 2 evaluation and selection meetings - 4 internal experts		<ul style="list-style-type: none"> 23 experts selected from MSs and TCs 	
Development of Operational research model and CBA		<ul style="list-style-type: none"> Operational research simulation conducted and CBA developed to the NL and DK - 1 internal experts, 8 external Training/demonstration on ABC operational research model and CBA - 2 internal experts, 14 experts from MSs, 2 experts from research institutes, 9 from technology providers. 	
Meetings with validation community - international organisations and working groups developing standards for ABC.		Contribution to harmonisation and standardisation work: <ul style="list-style-type: none"> 1 meeting with ICAO -1 internal experts and the ED 4 meetings with CEN WG - 1 internal expert 3 meetings with IATA WG- 1 internal expert 1 meeting with ISO WG - 1 internal expert 2 meetings with ECAC WG - 1 internal expert Co-organisation of the standardisation workshop on ABC and contribution to the development of standardisation roadmap for ABC (DG ENTR mandate to CEN).	
Shaping the future of border checks		<ul style="list-style-type: none"> Draft concept paper on the future of border checks - 3 internal experts Draft ABC roadmap - 1 internal experts Exploratory meetings with 1 TC and 2 MSs about possibility to initiate a pilot in order to test the concept - 2 internal experts, 3 experts from TC, 2 experts from MSs 	
6. Risks encountered		7. Measures taken	
<ul style="list-style-type: none"> Insufficient funds in the budget Insufficient human resources 		<ul style="list-style-type: none"> Corrective action taken and budget supplemented with additional funds HoU has been informed; some services have been outsourced 	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	2		Total commitment: 227.000,00

8.1.1. Internal	1,75TA 0,25CA		
8.1.2. External	312 participants in the meetings		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
Development of a concept for transitioning from Advance Information to Advance Risk Management (ARM)	2013/RDU/03 Advance Risk Management <ul style="list-style-type: none"> To update the inventory on the API/PNR best practices in the EU To assist MSs with the build-up of their own API capability To develop a concept for improving risk assessment/risk management in the context of border checks on persons
3. Result indicator	
<ul style="list-style-type: none"> The roll out gap of Advance Information systems in the EU was reduced by providing active support with advice on the development of national systems. First steps were undertaken towards building on top of it a border targeting capacity. Analytical support provided to the EC regarding the roll out of API/PNR in the EU. 	
4. Activities	5. Main Outputs delivered by activities
Providing continued support to stakeholders in API matters	<ul style="list-style-type: none"> Supported requests from MSs (Netherlands, Belgium, Iceland, Slovenia) Delivered API training to MARRI states, support to Colombia Supported request from EC DG HOME on PNR agreements with 3rd countries
Conclude activities in the Risk Management Task Group	<ul style="list-style-type: none"> Completed the analysis of current EU practice in border targeting (2 meetings of task group) Completed country reports on border targeting activities in the Netherlands and UK
Development of a traveller risk targeting model	<ul style="list-style-type: none"> Coordinated with EC DG HOME regarding scope and content of the border targeting model, and approach to fact-finding missions in 3rd countries. Completed 2 intensive international capacity exchange visits to Australia and Canada in cooperation with the Dutch Koninklijke Marechaussee Developed and disseminated in controlled manner a draft content of the border targeting model (final document to be released Q1 2014) Established agreements to transfer in 2014 from Australia the technology for automated traveller risk targeting, and from Canada a package of 5 targeting training courses.
Contribution to IATA Passenger Data 2020 vision	<ul style="list-style-type: none"> Attended 2 meetings and 7 teleconferences. Developed a common government vision on passenger data requirements in cooperation with the border management authorities of UK, AU, NE, CA and US
6. Risks encountered	7. Measures taken

NSA scandal, US government shutdown and issues in the US-EU PNR negotiations prevented from organizing the planned fact-finding mission to the US.		A meeting was held with the Director of DG HOME A3, where it was agreed that they will inform Frontex when the time is appropriate for recovering the dialogue with the US.	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	2		Total commitment: 20.355,00
8.1.1. Internal	1,5TA 0,25CA 0,25SNE		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
<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>2013/RDU/04 IDCHECK2013</p> <p>The project aims to identify means/ways to counter Identity and Document Fraud and Improving tactical/operational risk assessment in the first line of border control</p>
3. Result indicator	
<ul style="list-style-type: none"> Improved capabilities to detect identity/document fraud and perform tactical/operational risk assessment in the first line Developed method for assessing and improving the capacity of MSs to face upcoming challenges in identity and document fraud and risk assessment to be used by MSs and Frontex 	
4. Activities	5. Main Outputs delivered by activities
IDCHECK Kick-Off Meeting on Document, Identity Fraud and Risk in the First Line (February 2013)	Establishment of the IDCHECK End User Group and Document Challenge Expert Group (DE, NL, UK, PT)
Document Challenge II exercise as part of the Joint Action Lusitania (with Air Borders Sector, in cooperation with PT, NL, UK, and DE).	Technical Report on the Performance of Document Inspection at the Border (in preparation with the collaboration the Document Challenge Expert Group - expected March 2014) - 7 automated document inspection systems and 42 MS experts (from the Reference Manual and from JO Meteor) were challenged in a 2 weeks exercise to correctly identify false and genuine documents. The aim was to collect performance and technical data related to the task of document inspection in the first line (September)
Operational Proof of Concept on the Passport Control of the Future at Bucharest Airport exercise (in cooperation with Romanian Border Police and Air Borders Sector, with service contract with the University of Arizona)	Report on decision-making support for first line officers with focus on risk identification and credibility assessment (in preparation by the contractor) - 3 days exercise and workshop with the participation of 15 MSs to showcase and evaluate technology to assess credibility and possible integration with a pre-border lane self-service kiosk (December)
Procurement of services (awarded to RAND Europe/CSD) for a Study of Methods and Guidelines to Assess Operational Capabilities, Capacity-based Vulnerabilities, and Countermeasures in Countering Identity and Document Fraud and Assessing Risk at the First Line of Border (November)	Study expected by November 2014
6. Risks encountered	7. Measures taken

N/A			
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	2,5		Total commitment: 199.052,00
8.1.1. Internal	2TA 0,5CA		
8.1.2. External	55 participants in the meetings		
8.2. Invoiced equipment	N/A		
8.3. Invoiced assets	Online collaboration tool		
8.4. Others (specify)	3 meetings (2 tests, 1 workshop) 2 studies		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
Contribute to the identification and (further) development of best practices and guidelines with regards to VIS	2013/RDU/05 - VIS 2013 Project aims to identify and contribute to the development of best practices and guidelines as regards the roll out and implementation of VIS by the MSs and also to provide a platform for an active information exchange between MSs on the experiences gained so far with the roll out and implementation of VIS
3. Result indicator	
<ul style="list-style-type: none"> Identification and dissemination of the best practices in the operational implementation of VIS at BCPs Identification of main challenges of roll out and an inventory of the best practices to be developed in 2014 	
4. Activities	5. Main Outputs delivered by activities
Study visits and working level meetings of the Working Group VIS (consisting of operational and technical experts from Member States): <ul style="list-style-type: none"> 1 WG meeting Warsaw (26 February 2013) - 8 participants, from 3 MSs and Frontex 1 WG meeting Warsaw (25-26 April 2013) - 9 participants, from 4 MSs, FP7/EFFISEC and Frontex 1 Study visit to BCP Marseille, France (25-27 June 2013) - 9 participants, from 4 MSs and Frontex 1 Study visit to BCP Ceuta, Spain (28-30 October 2013) - 10 participants, from 5 MSs and Frontex 1 WG meeting Warsaw (4 and 6 December 2013) - 9 participants, from 4 MSs and Frontex 	<ul style="list-style-type: none"> MSs are updated on the regulatory and technical view on the VIS roll out MSs are updated on the current state of functioning and monitoring of Central VIS MSs developed/implemented solutions are shared through live demonstrations/presentations 45 experts participated in the project activities mentioned in point 4
Workshop on VIS implementation at the EU external Border	Meeting report - 49 participants, from 20 MSs, EC, eu-LISA, academia and Frontex
6. Risks encountered	7. Measures taken
Lack of sufficient human resources to carry out all the project activities	Recruitment of a trainee to provide support with the project in Q4 Coordination with other RDU project managers to carry out some activities jointly (CheckBestPractice project).

8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	1,5		Total commitment: 46.351,00
8.1.1. Internal	1,25TA 0,25CA		
8.1.2. External	68 participants in meetings		
8.2. Invoiced equipment	N/A		
8.3. Invoiced assets	N/A		
8.4. Others (specify)	Logistical cost of preparation of 5 meetings, Proof-reading of Good Practices for VIS.		

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
Boost MS awareness concerning new developments in the field of sensors, platforms and advanced system solutions Catalogue existing practices and identify areas where best practices could be developed in relation to border surveillance Examine and validate the detection capabilities and applicability of the existing surveillance tools and technologies in an operational environment Facilitate the deployment (try-out) of new technologies for border surveillance as pilots in MSs and/or in the context of JOs organised by Frontex	All Eyes 2013 2013/RDU/06 The project aims to improve the detection capabilities of the Member States as regards aerial, ground and sea Surveillance by examining and validating the detection capabilities and applicability of the existing and new surveillance tools and technologies in an operational environment
3. Result indicator	
<ul style="list-style-type: none"> Increased knowledge on the part of MSs regarding new developments as regards surveillance technologies Inventory made of the existing surveillance practices and areas identified in which best practices for surveillance can be developed Successful deployment of new technologies for border surveillance in a JO (on a trial basis) Overview of advanced technological integration for solutions for under foliage detection and their potential impact on border surveillance CONOPS for the detection and tracking of small boats was developed 	
4. Activities	5. Main Outputs delivered by activities
Workshop on the cost-efficient and operationally effective solutions for aerial border surveillance and demo	Workshop report - 17 experts with technical and operational experience (pilots, board engineers, Flir operators and experts responsible for the implementation of the EU external border funds) in the field of the aerial sea and land border surveillance, respectively from Bulgaria, Estonia, France, Germany, Italy, Latvia, Lithuania, Portugal, Slovakia and Spain, participated. Outcomes: <ul style="list-style-type: none"> ➤ Any new solution has to have real added value over existing ones; ➤ Any new solution has to be (cost) competitive vis-à-vis existing ➤ Practical trials related to the subject of the workshop to be organised
Land Border Surveillance WG meetings	This activity focused in making an inventory of existing practices and to identify areas or themes in which best practices on land surveillance could be developed, as well as to initiate the development a set of minimum

	<p>requirements for border surveillance systems composition to be tested in 2014.</p> <p>Three meetings/field visits have been organised on showcasing the existing practices and technologies in use for land border surveillance</p> <p>1st Land Border Surveillance Working group meeting and Workshop took place in April 2013 in Warsaw, Poland - 22 participants.</p> <p>2nd Land Border Surveillance Working group meeting and Workshop on Best practices and challenges including field visit was organised in July 2013 in Svilengrad, Bulgaria - 24 participants.</p> <p>3rd Land Border Surveillance Workshop on the Operational and Technical obstacles in performing land border surveillance - best practices and lessons learned in monitoring, detection, identification and tracking of objects of interest was organised in December 2013 in Warsaw, Poland - 22 participants.</p> <p>In order to support the WG, Frontex launched a call for papers, inviting industry to deliver White papers consist of detailed technical presentations of its latest achievements/advanced technical solutions in this domain. As a result sixteen White papers were submitted and put at the disposal of the WG.</p>
Research and a comparative analysis of aerial platforms	Two OPA - light twin engine aerial surveillance aircraft endowed with Electro optical/Infrared (EO/IR) payload, surveillance radar, communication means, Automatic Identification System (AIS) receiver, ground control station and Remote Video Terminal were tested for two days each (in March 2013 - JO Poseidon, Alexandroupolis, Greece and in June 2013 - JO Indalo, Almeria, Spain).
Study on advanced technological integration for solutions for under foliage detection and their potential impact on border surveillance	Open tender procedure completed - contractor awarded To be implemented in 2014
Cooperation with United States Department of Homeland Security - Customs and Border Protection (CBP) National Air Security Operations Centre (NASOC)	Follow up activities of FRONTEX - DHS cooperation plan and RDU visit to the DHS 2012, and Invitation from U.S. Customs and Border Protection (CBP) Office of Air and Marine (OAM) Visit consisting of: one week site survey and observation of real operational RPAS mission flights (day and night) over the land and sea at CPB-NASOC Corpus Christi, Texas
Meetings for the development of CONOPS for detecting & tracking of small boats (including a list of operational and technical obstacles)	Developed CONOPS and list of operational and technical obstacles - To this end several meetings were organised involving the following MSs: Portugal, Spain, Italy, Malta, France, Greece, Romania, Bulgaria. Also participating were DG Home, JRC as well as EMSA. Other participants were representing the industry involved in FP7 maritime surveillance projects (Isdefe, Cassidian, Indra, DCNS, Thales, Selex).
6. Risks encountered	7. Measures taken
Equipment under ITAR certification caused an issue in organising a trial event	Free of ITAR systems were involved in the next trial sessions

8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	3		Total commitment: 174.849,00
8.1.1. Internal	1,75TA 0,25CA 1SNE		
8.1.2. External	67 participants in meetings		
8.2. Invoiced equipment	N/A		
8.3. Invoiced assets	N/A		
8.4. Others (specify)	Logistical cost of preparation of 4meetings, 1 study		

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
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 Improve communication and information exchange capabilities/channels for bringing together all stakeholders involved in border security research		2013/RDU/07 Border Security Research Bridge The project aims to increase the direct involvement of the Border Guard community in the planning of research activities and the shaping mid- and long-term research agenda in the domain of border control; it also seeks to provide a platform/platforms for communication and information exchange in order to bring together all stakeholders involved in border security research	
3. Result indicator			
<ul style="list-style-type: none">Active participation by representatives of border guard organisations of as many MSs as possible in providing input for the planning of research activities in the field of border controlDeveloped platform(s) for communication and information exchange platforms for bringing together all stakeholders involved in border security research that are being used for that purpose			
4. Activities		5. Main Outputs delivered by activities	
<ul style="list-style-type: none">Establishing an end-user driven mechanism that will advice on shaping, planning and prioritizing research activities and agendasMeetings leading towards preparation of a agenda on mid- and long-term border security challenges and related topicsOrganisation of the second edition of the Workshop on Innovation in Border Control (WIBC 2013)Organisation of a first edition of a Technology ShowroomProcurement enhancements in BorderTechNet, an electronic platform for sharing and exchanging information on border security-related research has been launched		<ul style="list-style-type: none">A Member States-driven Advisory Group on Border Security Research has been established, which includes representatives from 22 Member StatesA first version of a report on mid- and long-term border security challenges and related topics has been elaborated to support shaping Horizon2020 - the EU research funding programmeProceedings of the Workshop on Innovation in Border Control (WIBC 2013) and internal minutes on the outcomesA ThinkTank summary report on the first edition of a Technology Showroom has been organisedAn enhanced version of BorderTechNet	
6. Risks encountered		7. Measures taken	
N/A			
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	2,5		Total commitment: 91.118,00

8.1.1. Internal	2,25TA 0,25CA		
8.1.2. External	74 participants in meetings		
8.4. Others (specify)	BorderTechNet maintenance and enhancements		

1. Objective according to the PoW 2013:		2. Name of Initiative and aim:	
Establish information sharing and cooperation mechanism enabling Member State authorities carrying out border surveillance activities and Frontex to collaborate at tactical, operational and strategic levels Amended Frontex Regulation Art 2.1 (i) Provide necessary assistance to the development and operation of EUROSUR, 2012 onwards		2013/RDU/08 EUROSUR Network 2013 The project aims to: <ul style="list-style-type: none">• Provide technical support to EUROSUR Network• Enhance the EUROSUR Applications suite• Train the EUROSUR users• Conduct a Network Security Evaluation and Test• Prepare the EUROSUR Framework Contract	
3. Result indicator			
Project Achievements from January until June, moment in which the project ended: <ul style="list-style-type: none">• Technical support to EUROSUR Network was provided (100% successful)• EUROSUR Applications suite enhancement was implemented (33% successful)• Training to EUROSUR users was given (100% successful)• Network Security Evaluation and Test took place (100% successful)• Preparation of the EUROSUR Framework Contract was carried out (100% successful)			
4. Activities		5. Main Outputs delivered by activities	
Maintenance		Network maintenance ensured 100% successful	
Enhancement		Only one of the three intended new versions was deployed	
Training		All scheduled training was delivered	
Network Security Evaluation and Test		A report of the test conducted on the Network and the nodes of EUROSUR	
New Framework Contract		FWC draft was produced	
Meetings with Member States in Frontex Premises (Jan, Feb, May)		Evolution of the Network presented and discussed with MSs	
6. Risks encountered		7. Measures taken	
Lack of internal engagement in the use of the Network leading to a marginalised role of Frontex in EUROSUR.		Request Frontex management support	
Lack of agreement in the CAB that prevented the project manager to deploy 2 of the 3 intended updates of the suite of EUROSUR Applications.		Escalate to Programme Manager for support	
8. Input (invoiced)	Number (FTE)	Duration	Expenditures
8.1. Human Resources	2	01/01/2013 - 15/06/2013	Total commitment: 164.838,00
8.1.1. Internal	2TA		
8.1.2. External	<ul style="list-style-type: none">• 8 contractors working on the Network• 2 contractors working on the Security Evaluation and Test• 242 participants in meetings		

8.2. Invoiced equipment	N/A		
8.3. Invoiced assets	N/A		
8.4. Others (specify)	Logistical costs of 6 meetings		

Administration

The **Finance and Procurement Unit** concentrated mostly on:

- Central financial management, including budget implementation;
- Public procurement and related contract management work; and
- Accounting, cash management and financial statements.

Other important contributions to agency-wide tasks not exhaustively included:

- Revising the Frontex Financial regulation after the adoption of the Framework Financial regulation;
- Contribute to the review of financial procedures with regard to grant management;
- Give special attention to crucial procurement procedures such a EUROSUR;
- Accompany from a financial perspective the relocation plans of the agency for 2014/2015;
- Contribute to start implementing the ABB/ABM concept in the agency;

The **Human Resources and Service Unit** the **Human Resources Sector (HR)** concentrated on:

- Staff development and training, particularly in the carrying out of both the appraisal and the reclassification processes;
- Recruitment and selection of temporary and contract agents in a timely and efficient manner;
- Appropriate selection of Seconded National Experts based on the rules adopted by the Frontex Management Board⁴⁴;
- Selection and deployment of Seconded Guest Officers based on the rules adopted by the Frontex Management Board ⁴⁵
- Granting entitlements and the payment of salaries in an accurate and timely manner.

Other tasks:

- Preparation of an automated approach to Human Resource processes;
- Development and completion of HR related policies and procedures and implementing rules.

The **Security Sector** concentrated on:

- The protection of Frontex personnel, information and assets; and,
- Maintaining the existing established security standards.

Other tasks:

- Further development of the Frontex regulatory framework and security measures in the context of the amended Frontex Regulation;
- Participation in the accreditation process of EUROSUR;
- Definition and implementation of the security measures and physical setup for the new Frontex premises.

The **Agency Services Sector** concentrated on:

- Provision of front-line services to Frontex staff; and,

⁴⁴ Management Board Decision 22/2009, 25 June 2009, Laying down rules on the secondment of national experts (SNE) to Frontex

⁴⁵ Management Board Decision 25/2012, 28 November 2012, Laying down rules on the secondment of national experts with the tasks and powers of the guest officers to Frontex

- Maintenance and further development of facility management and logistical services

Other important contributions to agency-wide tasks not exhaustively included:

- Focus being placed on the detailed design for the new premises; and,
- Preparation for the move of the Agency's assets and staff to take place at the end of 2014.

The **ICT Unit** concentrated on:

- Assurance of seamless ICT services for Frontex staff;
- Identification and initial development of projects as identified in the ICT Strategy 2011-2014; and,
- Support to the EUROSUR pilot project.

Other important contributions to agency-wide tasks not exhaustively included:

- Management of ICT Requirements Specifications, ICT Feasibility Studies and ICT Developments as foreseen in the ICT Programme;
- Adoption of relevant ICT best practices in the Frontex environment; and,
- Improvement of the reliability of the ICT infrastructure to support operational applications.

The **Legal Affairs Unit** concentrated mostly on:

- ensuring that all measures and activities undertaken by Frontex were performed in accordance with the applicable law;
- advising internal stakeholders on legal matters;
- representing Frontex in legal proceedings, both in European and national courts;

Other important contributions to agency-wide tasks not exhaustively included;

- Supporting implementation of EUROSUR Regulation;
- Contribution to Frontex input in the course of inquiries launched by European Ombudsman;
- Supporting the establishment of Code of Conduct for Joint Return Operations coordinated by Frontex.

Finance and Procurement Unit

Objectives of the Finance and Procurement Unit

The main objective for the Finance Sector related part of the unit (in close cooperation with the Accounting Officer) was to maintain and further develop a tailored financial management process including committing, validating, accounting, processing reimbursements and financial controlling. Particular attention was given to develop further ABB and asset management.

The Procurement Sector related part of the unit had the objective to ensure the correct and efficient application of procurement procedures and the provision of related advice.

Objectives of the Accounting Officer

The Accounting Officer had set two objectives. One was the traditional one, which derives from the legal framework, namely to keep and present the accounts in accordance with Title VII of the Financial Regulation. This objective was realised and is subject to the annual audit of the European Court of Auditors.

The second objective was related to proactive treasury management. On a quarterly basis, all authorising officers were requested to provide a 12 month cash flow forecast for their respective budget lines. These cash flow forecasts form the basis of the Agency's quarterly cash flow forecast to ensure that the Agency has sufficient funds at its disposal to cover cash requirements arising from budgetary implementation.

Finance and Procurement

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
FIN 1 To maintain and further develop tailored financial management process including committing, validating, accounting, reimbursing and financial controlling	
3. Result indicator	
4. Activities	5. Main Outputs delivered by activities
Financial verification, services of the Accounting Officer, services delivered by the mission office.	Financial verification of over 20,000 financial transactions; processing of over 2,000 missions via the mission office ; delivering of over 30 general and tailor-made budget implementation reports; over 20,000 payments processed by the Accounting Officer including respective accounting postings.
6. Risks encountered	7. Measures taken

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
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FIN 2 To ensure correct and efficient application of procurement procedures and provision of related advice	
3. Result indicator	
4. Activities Timely processing of procurement request, delivery of trainings and further development and streamlining of procurement activities.	5. Main Outputs delivered by activities Processing of 1161 procurement requests
6. Risks encountered	7. Measures taken

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
FIN 3 To keep and present the accounts in accordance with Title VII of the Financial Regulation and devise and validate Frontex accounting system	
3. Result indicator	
4. Activities Posting of financial transactions (over 20.000)	5. Main Outputs delivered by activities Introduction of the relevant postings in to the general ledger accounts and preparing the consolidation with the accounts of the Commission
6. Risks encountered In 2013, three Accounting Officers worked for Frontex	7. Measures taken Support by staff members of Finance and from another EU agency

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
FIN 4 Treasury management	
3. Result indicator	
4. Activities Reconciling the accounts in EUR and PLN; participation in a tender for banking services launched by the EU Commission, aiming at potentially receiving better conditions; imprest account management.	5. Main Outputs delivered by activities Ensuring that the accounts held by the agency are well controlled.
6. Risks encountered	7. Measures taken

Human Resources and Services Unit

Human Resources Sector

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
HR 1 Implement the new system of appraisal and reclassification	
3. Result indicator	
The new appraisal and reclassification system was not introduced in 2013 as the Amended Staff Regulations only entered into force on 1st January 2014. The work will continue during 2014 aiming at the implementation of the new system as of 1st January 2015	
4. Activities	5. Main Outputs delivered by activities
6. Risks encountered	7. Measures taken

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
HR 2 To increase the efficiency of the recruitment processes in Frontex	The HR Sector has made efforts to shorten the time between the publication and final employment of the selected candidate. The aim was to reduce the length of the process
3. Result indicator	
Success in reducing the length of the process was achieved for some procedures. Due to a high workload and factors independent of HR (e.g. long period of notice of selected candidates, unavailability of Selection Board members) further work will have to be continued in this respect	
4. Activities	5. Main Outputs delivered by activities
Application via e-mail was introduced. Electronic/environmental-friendly processes avoiding the printing out of applications.	Reduced administrative burden
6. Risks encountered	7. Measures taken

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
HR 3 To recruit and replace staff in relation to the establishment plan and ED decisions	
3. Result indicator	
All new posts and posts becoming vacant due to resignation, non-renewal of contracts are filled-in on the basis on prioritisation as regards the organisational needs and the availability of HR staff. (high volume of work)	

4. Activities	5. Main Outputs delivered by activities
All steps of the recruitment process were fine-tuned and respected.	All procedures for 2013 were launched
6. Risks encountered	7. Measures taken

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
HR 4 To improve the payroll related processes	
3. Result indicator	
All salaries and other financial entitlements, including allowances for Seconded National Experts, were paid on time and with a low error rate	
4. Activities	5. Main Outputs delivered by activities
HR Sector is constantly monitoring the accuracy of the calculations made by PMO. In case of discrepancies actions is taken to correct the calculation and make the proper payment	Very low rate of complaints received for incorrect calculation and payment of various financial entitlements.
6. Risks encountered	7. Measures taken

Agency Services Sector

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
AS 1 Based on the results of the tendering process for office space for Frontex HQs - implement the necessary actions with the view to safeguarding the premises in 2014 and beyond	Premises continuity - To ensure uninterrupted functioning of Frontex in 2014 and years beyond
3. Result indicator	
Completion of design of the new premises	
4. Activities	5. Main Outputs delivered by activities
<ul style="list-style-type: none"> - preparation of general layouts for new premises - preparation of full detail design of the new premises based on general layouts 	Design documentation facilitating the initial fit-out works in December 2013
6. Risks encountered	7. Measures taken

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
AS 2 To provide front-line services to guarantee uninterrupted operation of the Agency	Provision of basic “front-line” services to the Agency and its Staff: Reception Desk Travel Desk Office supplies Organisation of meetings and events Expat assistance
3. Result indicator	
Number of processed requests for each type of service delivered	
4. Activities	5. Main Outputs delivered by activities
Regular daily services	Frontex Reception Desk answered approx. 12 thousand calls from external callers and handled approx. 9000 internal calls Agency Services Travel Desk facilitated (assisted in booking of flights and hotels) over 2000 missions of Frontex staff Agency Services assisted in the organisation of approx. 1,500 meetings in-house (with only internal or also with external guests) and facilitated hotel bookings for more than 3,500 guests to Frontex Expatriation Services Assistant supported Frontex staff in approximately 500 cases of varied complexity
6. Risks encountered	7. Measures taken

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
AS 3 To provide services in the field of facility management and logistics	Provision of facility-management and logistic-related services to support daily operation of the HQs
3. Result indicator	
Number of processed requests Necessary repairs and maintenance performed on time resulting in uninterrupted operation	
4. Activities	5. Main Outputs delivered by activities
regular maintenance services	Agency Services (supported by outsourced handymen) dealt with approx. 850 requests for assistance in daily facility management and logistic issues
procurement of necessary goods and services	Agency Services processed over 1,600 financial transactions
	Budget managed by Agency Services in 2013 amounted to over 6 Mio EUR and implementation level reached 98%
	In 2013 Agency Services launched seasonal flu vaccination campaign for the fifth time and organised 2 sessions of vaccinations offered free-of-charge to all Frontex staff.
6. Risks encountered	7. Measures taken

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
AS 4 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	Support in necessary financial processes, facility-management and office supplies
3. Result indicator	
Uninterrupted operation of the FOO and LO	
4. Activities	5. Main Outputs delivered by activities
Financial transactions processing	Commitments and payments
Procurements	Goods and services delivery
6. Risks encountered	7. Measures taken

Security Sector

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
SS 1 To draft and implement the Frontex Security Manual and related security policies and procedures in line with EU regulations on best practices	Frontex security regulations in line with EU standards and Frontex needs
3. Result indicator	
All regulations and decisions implemented	
4. Activities	5. Main Outputs delivered by activities
An updated DED Decision on levels of security clearance was adopted	Staff is cleared to appropriate levels to ensure adequate protection of EUCI
6. Risks encountered	7. Measures taken

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
SS 2 To protect Frontex activities, assets information and personnel	Frontex operates in a secure environment in line with the regulations
3. Result indicator	
Risk evaluation and incidents reported	
4. Activities	5. Main Outputs delivered by activities
Security Officer performs continuous risk evaluation, monitors incidents reported and proposes and implements respective measures	Frontex assets, information and personnel adequately protected. There were no security incidents in 2013.
6. Risks encountered	7. Measures taken
Frontex Senior Management continued to be subject to heightened risk in 2013	Respective personal protection measures to mitigate potential risks implemented or in an implementation stage.

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
SS 3 To ensure that classified information is handled according to the standards. To raise staff awareness on this matter	Handling of classified information compliant with the security regulations
3. Result indicator	
Incidents/irregularities reported	
4. Activities	5. Main Outputs delivered by activities
No security breaches of classified information reported in 2013	Handling of classified information compliant with the security regulations
All physical security measures relevant to handling classified information up to SECRET UE completed.	Frontex classified registry was established with a DED Decision. The Control Registry Officers attended a RCO course at DG HR/DS in the beginning of

	2013.
Confidentiality and security briefings for specific Units/Sectors, Eurosur MS participants. Raising awareness on industrial security related to classified procurement and programmes-Eurosur and related projects, Frontex Master's Programme.	Staff and stakeholders aware of Frontex security rules and regulations.
6. Risks encountered	7. Measures taken

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
SS 4 To ensure that all security aspects have been taken into account and planned for implementation at the new Frontex premises	New Frontex premises compliant with security standards
3. Result indicator	
4. Activities	5. Main Outputs delivered by activities
Frontex Security Officer developed a new concept for the security set up of the Frontex new premises that was approved by the Steering Committee and approved by DED.	The new Frontex premises would be protected adequately while improving user friendliness of security systems and everyday logistics.
Frontex Security Officer coordinated the new premises concept with the EC and Commission's security offices and the EDPS.	The security set up of the new Frontex premises is compliant with the EU security standards and Data Protection requirements.
6. Risks encountered	7. Measures taken

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
SS 5 To ensure the security of Frontex Specialised Branches on a continuous basis	Specialised Branches operate in an adequate security environment
3. Result indicator	
Follow up on the report from a security inspection of Frontex Operational Office in Piraeus (former "FOO")	
4. Activities	5. Main Outputs delivered by activities
Head of FOO reported implementation of all recommendations from the security inspection report. Follow up inspection is planned for 2014	FOO security set up and procedures compliant with the standards.
6. Risks encountered	7. Measures taken

Information and Communication Technology Unit

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
ICT 1 To maintain the performance and availability of ICT services	To maintain the ICT services performance and availability, in the Frontex Headquarters in Warsaw, in the Frontex Operational Office in Piraeus and the Frontex Liaison office in Brussels. Existing ICT services are described in detail in the ICT Service Catalogue document maintained by the Frontex ICT Helpdesk. They include: <ul style="list-style-type: none"> - End-devices: workstations and notebooks - Networked file share services and SharePoint solutions - Printing services - User authentication and authorisation services - E-mail service - HR systems (LeaMa, MiMa, HR database) - Internet Access - Wireless access - Remote access to Frontex resources - Backup services
3. Result indicator	
Less than 3 days/year of unavailability of ICT infrastructure. 2nd / 3rd line of support to all Frontex users within the context of an escalation matrix according to the internal OLA/SLA.	
4. Activities	5. Main Outputs delivered by activities
Besides monitoring, analysing and fixing, problems <ul style="list-style-type: none"> - Performance of tests of backup/restore procedure - Implementation of procedures for power-off and power-on Frontex Infrastructure - Implementation of Standard Operation Procedures (SOPs) for ICT common tasks - Optimisation Project of Storage (economy of storage space) was completed - Improvement of monitoring procedures of the Frontex ICT infrastructure - Upgrade of the anti-virus solution to standardise client version and improve manageability - Creation of Frontex testing environment - Implementation of a central email archive solution - Exchange of components in the building electrical installation in order to reduce likelihood of power failure and redistribution of the power source in order to avoid circuit overload and duplicate source of connections. 	365 days of support with only one week-end day planned service disruption due to a full power shutdown in the data centre, which was carried out in order to improve reliability of the electrical installation and to enact a major upgrade of systems.
6. Risks encountered	7. Measures taken

<ul style="list-style-type: none"> - Limited human resources capacity resulting in inability to support growing number of services and applications, particularly combined with requests to cover extended hours and on-call support outside of regular working hours. - Infrastructure in place does not cover major incidents affecting the entire data centre. 	<ul style="list-style-type: none"> - Supplementing insufficient internal staff by external contractors - Zero growth policy prevents further recruitments - Improvement of documentation that would lead to a faster adequate reaction - Provision made for better coverage in the new building ; - Plans to take into consideration the solutions implemented for the move to the new premises for enhancing the business continuity in case of major incident.
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1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
ICT 2 To provide ICT end-user support for Frontex staff and other Frontex business applications users	To supply 3 lines of support service to the internal and the external users of Frontex ICT infrastructure and applications
3. Result indicator	
Less than 3 requests/working week not acknowledged. In 2013, Helpdesk supported all Frontex users irrespective of location from Monday until Friday for ten (10) hours a day, and over the weekends eight (8) hours a day.	
4. Activities	5. Main Outputs delivered by activities
Fixing hardware, software and ICT services issues, reporting the calls in the helpdesk database; escalating the incidents that cannot be solved by Helpdesk to the second line and if needed to the 3rd line. Following up on the status of calls and ensuring solutions are found in line with SLAs. <ul style="list-style-type: none"> - Launching a new contract for local ICT support in FOO Piraeus - Update and reconfiguration of Anti-Virus Software (Kaspersky) on all Frontex computers - Migration of FSC Duty Officers workstations and Video-wall controllers to Windows 7 - Implementing Black and White printing according to Administrative Notice No. 01/2013 - Preparing printers distribution policy Deployment of new end user hardware: desktop and laptops Continuing and extending ICT User Care Program Contribution to Frontex Informer Conducting User Satisfaction Survey	<ul style="list-style-type: none"> - Helpdesk support for HQ, FOO (Greece) and FLO (Brussels) in 2013: 7726 registered requests vs 7546 completed requests (Helpdesk HQ and FLO: 71%, Helpdesk FOO: 2%, 2nd line support networks: 3%, 2nd line support applications: 13%, 2nd line support system administrators: 11%) – requests are catalogued either as a service request, a service request, a request for information or an incident) <ul style="list-style-type: none"> ➤ zero unacknowledged Helpdesk requests ➤ zero days with unavailability of Helpdesk support (regular working days, on-call during holidays and weekends) ➤ Usage of colour printer's cartridges in the last 4 months of 2013 was around 50% less in comparison to 4 last months of 2012 - Newcomers support: 26 staff (plus about 45 external consultants, interns, and Guest Officers) - Support for missions and external events in the Hague, Athens, Alexandroupolis, Orestiada, Lesvos, Samos, Brussels, - 7 occasions in 2013 totalling 28,5 days - User Satisfaction Survey results: <ul style="list-style-type: none"> ➤ Overall satisfaction level 83.66% ➤ Lowest scored category: resolution time (80.27%) ➤ Highest scored category: How Helpdesk was friendly and helpful

Handover of Eurosur 1st (and partially 2nd line) support	(89.46%) Helpdesk dedicated: 5 days of one person every week to support Eurosur handover
6. Risks encountered	7. Measures taken

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
ICT 3 To provide support to ICT-enabled projects	Support of the business applications, ensuring availability of the systems in operations and support them according to the signed Service Level Agreements Development of some simple changes in applications Giving technical advice to business project managers related to technical implementation Participating in the review of documents, performing the installation of software on the staging and the production environment, evaluating technical documentation, integrating the hardware in the infrastructure, supplying 1st line, 2nd line and 3rd line of support for these ICT solutions.
3. Result indicator	
ICT-enabled projects are implemented in a timely manner with the required level of quality	
4. Activities	5. Main Outputs delivered by activities
The following projects were supported in 2013: <ul style="list-style-type: none"> - SENTINEL - Frontex Fusion Services (FSC) - CoreGIS (FSC) - FOSS Concept support/development (FSC) - Frontex Lending Library - SAS implementation (RAU) - Modifications in Leama, Mima, E-Appraisal II (HR) - Development of ADMOP - FPS stage 2 - Virtual Aula : preparation of the migration platform into the Frontex infrastructure - SBC e-learning tool (Schengen Boarder Code) - EBGT site (European Boarder guard training site) - Learning Management System (conceptual work) - CMS - SDOTools - ABS Reference Manual Project (conceptual work) - Analysing potential security incidents 	Following projects were completed in 2013 and put in production ; Sentinel, First services of the Frontex Fusion services, Core GIS, Frontex Lending Library, FPS Stage 2, SDO Tools
6. Risks encountered	7. Measures taken

<ul style="list-style-type: none"> - ICT not sufficiently aligned with all parts of the business - The specifications/requirements (needs of business units) are often not sufficiently complete and detailed which in the context of tight schedules does not allow sufficient preparation of procurements 	<p>Continuation of a fixed frequency of inter-unit meetings with key stakeholders: FSC, RAU and RDU ; extension to TRU ;</p> <p>Strengthening of project management processes identified and ongoing, frequent reporting of on-going ICT involvement in projects</p> <p>Requesting a high priority of the Recruitment of ICT staff - temporarily supplementing the staff with contractors</p>
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1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
ICT 4 To manage the unit and adapt relevant ICT best practices in the Frontex environment	Development service related ITIL processes and internal policies and procedures
3. Result indicator	
Processes described, ICT solution configured, process active	
4. Activities	5. Main Outputs delivered by activities
<ul style="list-style-type: none"> – Review of the ICT Service Catalogue, including support requirement with a Service Level Statement when no SLA is being used. Implementation of ITIL Configuration Management and Change Management processes in the ICT operation and definition and documentation of the processes. Upgrade and modification of the Helpdesk tool to support those processes. – Drafting of internal policies : 	<ul style="list-style-type: none"> – New version of the Service Catalogue drafted ; – Configuration and Change management process and procedure adapted and documented. Due to the workload related to the Eurosur Network tender, the activities of the hand-over, a lower increase of resources than the workload linked to the take-over of the Eurosur Communication Network, the finalisation of the technical configuration of the tools, and the procedure related to Change Management have been delayed until 2014. – ICT part of the tangible and intangible assets, disposal policies were drafted. – Maintenance window policy finalised and published, license management is under elaboration
6. Risks encountered	7. Measures taken
<p>Too many resources consuming activity that reduce the possibility of ICT to support the users.</p> <p>Too heavy procedures that slow down and are ineffective from a resource consumption point of view and discourage the actors to follow the established procedure.</p>	<p>Support of an external consultant for the definition of concepts, processes, procedures.</p> <p>Consultation of all teams, up to a detailed level of implementation in the helpdesk tool, creation of all peripheral conditions before start of operations.</p>

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
ICT 5 To manage the contracts and prepare the tenders to acquire ICT products and related services	Managing contracts, including ordering and payment cycles
3. Result indicator	
Operations are not interrupted, because of a lack of follow up of the life-cycle of the contracts and no budget lost (in fines) due to negligence in the follow up of invoice and commitments.	

4. Activities	5. Main Outputs delivered by activities
<p>Drafting of the following procurement documents including ToR :</p> <ul style="list-style-type: none"> - Eurosur Framework contract - Intranet / DMS - ESRI ELA (Entreprise License Agreement) <p>Support in the drafting of the following tender documentations :</p> <p>OPERA II</p> <p>MAMS/DAMS (Multimedia Asset Management System)</p> <p>FPS Stage 3</p>	<p>Following tender procedures were completed :</p> <ul style="list-style-type: none"> - Eurosur Framework Contract - ESRI ELA - OPERA II <p>Following tender procedures were launched :</p> <ul style="list-style-type: none"> - Intranet/DMS (evaluation ongoing) ; - MAMS/DAMS (unsuccessful) to be republished.
6. Risks encountered	7. Measures taken
<p>Number and complexity of the tenders, the financial transactions and the procurement requests increase constantly although the necessary time must be allocated to the tender documentations and to the follow up of contracts.</p>	<p>Spreading the responsibility and the workload for the writing of ToR documents across the ICT teams ; However, final control requires experiences and knowledge of the procurement procedures</p>

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
<p>ICT 6</p> <p>To provide technical support for the Eurosur network</p>	<p>Support and further development of the Eurosur Communication Network</p>
3. Result indicator	
<p>Implemented changes in the Eurosur Application following request for changes process and keeping the system up and running by proactive and corrective actions, dealing with the incidents reported by the users or the monitoring tools in place.</p>	
4. Activities	5. Main Outputs delivered by activities
<p>A procurement procedure was conducted in 2013 to get the support of a specialised company to continue developing and providing support to the Eurosur Communication Network.</p> <p>Penetrations tests were performed.</p> <p>Based on the results of the penetration tests, necessary security Improvements were defined ;</p> <p>Hand Over of knowledge and responsibilities was made between GMV and the Frontex ICT staff.</p> <p>Performance issues at the client sides were identified.</p> <p>New developments were made in 2013 in order to cover the requests for new functionalities, security and performance improvements.</p> <p>Participation to the elaboration of the handbook.</p> <p>Work related to the Accreditation of the systems has been started as Accreditation is required by the regulation (presentation of the approach was made in 2013)</p>	<p>Framework contract in place, which allows to acquire hardware, software, consultancy services based on fixed prices, times and means and quoted times and means.</p> <p>Result Penetration tests</p> <p>Changes implemented based on the results of the penetration tests in new systems configurations and components version and in the application.</p> <p>New versions with new functionalities were supplied in the course of 2013.</p> <p>Increase of 400% of the information data in the Frontex node.</p>
6. Risks encountered	7. Measures taken
<p>Delay in the procurement procedure.</p> <p>System would not be able to cope with increased volume of information exchange</p>	<p>Extension of the existing contract to avoid lack of support and continuity due to a shortage in knowledge of the system and available resources to support it.</p>

System would not have been developed with sufficient security features	Transfer of knowledge and hand-over to the ICT personnel Review and Improvement of the documentation (technical, sops, users) Performance tests were run, bottlenecks were identified and improvements were implemented in the application. Penetration tests were run, vulnerabilities were identified and countermeasures were developed and installed in the application and the systems.
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1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
ICT 7 Provide ICT contributions to relocation to the new premises	ICT participation to the design of the new premises specific to Frontex, preparation and the removal
3. Result indicator	
At this stage, review of documents revised and observation transmitted to the new relocation project manager in due time, tender specification prepared in due time to have the equipment required for the new premises installed and the services needed for the relocation ordered in due time.	
4. Activities	5. Main Outputs delivered by activities
Technical documentation review for the new building related to the Data Centre, cabling and security infrastructure. Purchase of software for the transfer of VM. Inventory of the assets to be moved and to be decommissioned. Preparation of tenders for needed services during the move, new equipment, removal activities, participation in project governance.	All documents proposed by the building company have been delivered. Specification of the data centre given. Inventory of assets to be decommissioned before the move ; Delivery of drafts for the tender procedures; High level scenario for the relocation (different stages and actions) described
6. Risks encountered	7. Measures taken
Delays in delivery of the building Delays in the procurement procedures	Alternative solutions and fall back implemented in the procedure. Time reserve implemented in the planning of activities. Procedure anticipated in as much as is possible to be able to absorb a delay, utilisation of already existing procedures where possible

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
ICT 8 Extend technical support to Apple technology	Apple support
3. Result indicator	
4. Activities	5. Main Outputs delivered by activities
Policy on the distribution and the utilisation of mobile devices drafted Pilot for IOS and other devices run, solution testes and approved	Policy on the distribution and the utilisation of mobile devices approved Solution defined and tested. Delay in final implementation due to the involvement of the allocated resources to the new premises projects and to the Eurosur project.
6. Risks encountered	7. Measures taken

Lack of resources	Dead-line postponed because of lack of resources in combination with a lower importance granted to this project.
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1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
ICT 9 To ensure INFOSEC security in Frontex	Development of ICT security policies
3. Result indicator	
4. Activities	5. Main Outputs delivered by activities
Organisation of penetration tests Eurosur, Jora (2d run, Opera (2d run), Virtual Aula, Frontex website, analysis of the results and improvements in order to mitigate discovered functionalities. Setup of a restricted network Drafting of security policies (Reasonable Use of ICT Resources, antivirus) Accreditation of Eurosur Communication System started (production of documents see activity ICT6)	Restricted network implementation Two policies approved and where possible enforced technically. Accreditation of the Eurosur Communication Network is on-going (See activity ICT6)
6. Risks encountered	7. Measures taken
Lack of resource and capacity for managing security properly	External consultant engaged to support the aspects of the accreditation Implementation projects outsourced

Legal Affairs Unit

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
LAU 1 To further elaborate and consolidate the capabilities to provide legal counselling to internal and external stakeholders on all Frontex related issues; To defend the interests of Frontex in legal proceedings	Legal advice and consultations requested by stakeholders are provided on time in a concise and clear way. Highest legal standards were applied in the preparation process of Frontex position in legal proceedings.
3. Result indicator	
Requests for legal help were handled within reasonably set deadlines and with the highest possible quality.	
4. Activities	5. Main Outputs delivered by activities
Representation of Frontex' interest in national and European courts. Assessment of the Legal Affairs Unit capability to provide legal advice and Identifications of procedural or resource issues having an impact on this capability. Taking the means necessary to strengthen Legal Affairs Unit capability to provide legal advice.	Petitions to national or European courts in the course of legal proceedings. Contribution to inquiries of European Ombudsman
6. Risks encountered	7. Measures taken

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
LAU 2	Legal advice and consultations comprehensively answered the questions of concerned entity and were provided in time.
3. Result indicator	
Requests for legal help are handled within reasonably set deadlines and with the highest possible quality.	
4. Activities	5. Main Outputs delivered by activities
Handling of current requests for legal help.	Legal opinions, information papers and analyses. Formal and informal internal legal consultations. Contribution and advice related to application for access to Frontex documents.
6. Risks encountered	7. Measures taken

Planning and Controlling

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
CTL 1 To identify and assess internal and external factors affecting the mid- and long-term development of Frontex, enabling informed decision making by Frontex' management;	Situational Analysis
3. Result indicator	
To provide quarterly assessments to Frontex' senior management and members of the Management Board;	
4. Activities	5. Main Outputs delivered by activities
Ongoing evaluation of documentation and participation in internal and external meetings	Reports to Directorate Meetings; Insertion of elements in Frontex' Strategy and programme of work
6. Risks encountered	7. Measures taken
N/A	

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
CTL 2 To execute the Strategic Change (Management) Cycle facilitating the strategic management process (planning, organizing, directing and controlling of organisational performance);	Planning
3. Result indicator	
Strategic planning documents are elaborate and updated (if needed)	
4. Activities	5. Main Outputs delivered by activities
Collection of internal and external contributions; Compilation and verification Approval by Management Board	Multi Annual Plan 2014 - 2017, Annual Programme of Work 2014; Budget 2014, Annual Operational Plan, Frontex Report of Authorizing Officer - AAR 2012, Yearly Risk Monitor
6. Risks encountered	Measures taken
N/A	

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
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CTL 3 To apply Frontex' Performance Management System and roll out of elements of management tool box;	Performance Reporting (System)
3. Result indicator	
Performance reports are delivered on a quarterly basis and applied by internal stakeholders (Dir) for management and supervision purposes	
4. Activities	5. Main Outputs delivered by activities
Compilation and verification of internal and external contributions Calculation and interpretation of agreed set of indicators	Quarterly Evaluation Reports; Monthly briefings on Performance issues;
6. Risks encountered	7. Measures taken
N/A	

1. Objective according to the PoW 2013:	2. Name of Initiative and aim:
CTL 4 To manage assigned change/organisational development initiatives	Business Continuity Management
3. Result indicator	
The business continuity strategy is elaborated and BCP are developed for identified critical business functions (areas)	
4. Activities	5. Main Outputs delivered by activities
Building of understanding and awareness on Business Continuity Management; Steer the elaboration of functional business continuity plans; Compilation and testing of corporate BCP;	Business Continuity Strategy based on Impact Assessments; Business Continuity Plans at corporate and divisional level;
6. Risks encountered	7. Measures taken
N/A	

Annex III - Financial Statements

Balance Sheet

	31.12.2013	31.12.2012	Variation
A. NON CURRENT ASSETS			
Intangible fixed assets	2.730.109,76	2.981.507,85	-251.398,09
Tangible fixed assets	3.262.752,00	4.848.907,03	-1.586.155,03
Plant and equipment	50.468,00	65.889,00	-15.421,00
Computer hardware	2.236.096,00	3.590.804,15	-1.354.708,15
Furniture and vehicles	258.608,00	253.399,00	5.209,00
Other fixtures and fittings	717.580,00	938.814,88	-221.234,88
Long-term receivables	0,00	11.013,80	-11.013,80
TOTAL NON CURRENT ASSETS	5.992.861,76	7.841.428,68	-1.848.566,92
B. CURRENT ASSETS			
Short-term pre-financing	1.471.869,17	486.939,74	984.929,43
Short-term receivables	6.375.904,04	8.629.040,42	-2.253.136,38
Current receivables	2.233.826,23	2.190.070,02	43.756,21
Sundry receivables	202.183,21	125.066,92	77.116,29
Other	3.939.894,60	6.313.903,48	-2.374.008,88
Cash and cash equivalents	26.338.294,21	13.457.781,61	12.880.512,60
TOTAL CURRENT ASSETS	34.186.067,42	22.573.761,77	11.612.305,65
TOTAL ASSETS	40.178.929,18	30.415.190,45	9.763.738,73

C. CAPITAL			
Accumulated surplus/deficit	16.310.776,77	22.383.022,56	-6.072.245,79
Economic result of the year	8.115.780,77	-6.072.245,79	14.188.026,56
TOTAL CAPITAL	24.426.557,54	16.310.776,77	8.115.780,77
D. CURRENT LIABILITIES			
Provisions for risks and charges	1.027.300,24	1.018.720,63	8.579,61
Accounts payables	14.725.071,40	13.085.693,05	1.639.378,35
Current payables	5.737.883,24	6.355.928,94	-618.045,70
Sundry payables	275,28	39.267,75	-38.992,47
Other	8.986.912,88	6.690.496,36	2.296.416,52
Accrued charges	8.947.019,02	6.630.417,19	2.316.601,83
Deferrals and accruals with consolidated EC entities	0,00	0,00	0,00
Accounts payable with consolidated EC entities	39.893,86	60.079,17	-20.185,31
TOTAL CURRENT LIABILITIES	15.752.371,64	14.104.413,68	1.647.957,96
TOTAL LIABILITIES	40.178.929,18	30.415.190,45	9.763.738,73

Economic Outturn

	2013	2012
Operating revenue:		
Revenues from administrative operations	894.114,85	1.941,76
Other	89.494.351,46	82.950.193,30
Operating Revenue total	90.388.466,31	82.952.135,06

Operating expenses:		
Administrative expenses:	-32.547.685,43	-33.148.812,15
Staff expenses	-15.177.073,81	-16.031.068,93
Fixed asset related expenses	-2.979.253,77	-2.849.089,11
Other administrative expenses	-14.391.357,85	-14.268.654,11
Operating expenses:	-49.714.597,62	-55.860.931,43
Other operating expenses	-49.714.597,62	-55.860.931,43
Operating expenses total	-82.262.283,05	-89.009.743,58
Surplus/(deficit) from operating activities	8.126.183,26	-6.057.608,52
Financial operations expenses	-10.402,49	-14.637,27
Surplus/(deficit) from non-operating activities	-10.402,49	-14.637,27
Surplus/(deficit) from ordinary activities	8.115.780,77	-6.072.245,79
Economic result for the year	8.115.780,77	-6.072.245,79

Cash Flow

	2013	2012
Surplus/(deficit) from ordinary activities	8.115.780,77	-6.072.245,79
Operating activities		
Amortization (intangible fixed assets)	991.423,75	686.251,11
Depreciation (tangible fixed assets)	2.050.011,03	2.162.191,61
Increase/(decrease) in Provisions for risks and liabilities	8.579,61	663.924,77
(Increase)/decrease in Short term Pre-financing	-984.929,43	-206.549,77
(Increase)/decrease in Long term Receivables	11.013,80	3.761,91
(Increase)/decrease in Short term Receivables	2.253.136,38	-6.210.413,11
(Increase)/decrease in Receivables related to EC entities		0,00
Increase/(decrease) in Accounts payable	1.659.563,66	-10.568.812,89
Increase/(decrease) in Liabilities related to EC entities	-20.185,31	-639.088,41
Net Cash Flow from operating activities	14.084.394,26	-20.180.980,57
Investing activities		
Purchase of tangible and intangible fixed assets (-)	-1.203.881,66	-3.666.579,33
Proceeds from tangible and intangible fixed assets (+)	0,00	2.835,00
Net cash flow from investing activities	-1.203.881,66	-3.663.744,33
Net increase/(decrease) in cash and cash equivalents	12.880.512,60	-23.844.724,90
Cash and cash equivalents at the beginning of the period	13.457.781,61	37.302.506,51
Cash and cash equivalents at the end of the period	26.338.294,21	13.457.781,61

Budget Outturn

	2013	2012
Revenue:		
Commission subsidy	85.500.000,00	69.500.000,00
Other revenue	6.514.754,57	6.810.597,70
Total revenue	92.014.754,57	76.310.597,70
Expenditure:		
Title I: Staff		
Payments	-20.335.255,17	-20.422.005,84
Appropriations carried over	-137.593,84	-208.409,88
Title II: Administrative Expenses		
Payments	-6.551.234,74	-6.863.646,54
Appropriations carried over	-2.402.304,38	-2.023.147,80
Title III: Operating Expenditure		
Payments	-33.315.306,54	-40.106.656,61
Appropriations carried over	-29.224.877,25	-19.526.347,60
Total expenditure	-91.966.571,92	-89.150.214,27
Outturn for the financial year	48.182,65	-12.839.616,57
Cancellation of unused payment appropriations carried over from previous year	3.256.694,56	7.057.005,17
Adjustment for carry-over arising from assigned revenue	96.326,46	0,00
Exchange differences for the year (gain +/-loss -)	-704.405,15	-423.521,11
Balance of the Outturn Account for the financial year	2.696.798,54	-6.206.132,51
Balance year N-1	-6.206.132,51	541.480,70
Balance from year N-1 reimbursed to the Commission		-541.480,70
Final balance of the Outturn Account for the financial year	-3.509.333,97	-6.206.132,51
Not included in the budget outturn:		
Interest received by 31/12/N on the Commission subsidy funds and to be reimbursed to the Commission (liability)	39.893,86	53.389,58

Budget Execution

REVENUE								
Budget item	Original budget (1)	Budget amendments (2)	Final budget (3)	Entitlements established (4)	Cashed (5)	Difference Final-Actual (6)=(3)-(5)	Receipts as % of budget (7)=(5)/(3)	Outstanding (8)=(4)-(5)
9000 Subsidy from the Community	79.500.000,00	7.900.000,00	87.400.000,00	85.500.000,00	85.500.000,00	1.900.000,00	97,83%	0,00
9010 Contributions from the Schengen Associated Countries	5.207.100,00	522.900,00	5.730.000,00	5.871.150,00	5.584.550,00	145.450,00	97,46%	286.600,00
9020 Contributions from the United Kingdom and Ireland	1.000.000,00	-180.000,00	820.000,00	820.000,00	820.000,00	0,00	100,00%	0,00
9100 Other revenue	0,00	0,00	0,00	151.983,79	110.204,57	-110.204,57	0,00%	41.779,22
Total	85.707.100,00	8.242.900,00	93.950.000,00	92.343.133,79	92.014.754,57	1.935.245,43	97,94%	328.379,22

EXPENDITURE									
Budget title	2013 budget (1)	Internal Assigned revenue (2)	Carried over from 2012 (3)	Total budget (4)=(1)+(2)+(3)	Payments made (5)	% of total budget (6)=(5)/(4)	Difference Total-Actual (7)=(4)-(5)	Carried over to 2014 (8)	Not used (9)=(4)-(5)-(8)
1 Staff	22.262.280,00	14.698,15	208.409,88	22.485.388,03	20.443.252,04	90,92%	2.042.135,99	137.593,84	1.904.542,15
2 Administration	9.136.820,00	4.432,49	2.023.147,80	11.164.400,29	8.359.267,60	74,87%	2.805.132,69	2.402.304,38	402.828,31
3 Operating expenditure	62.550.900,00	93.267,98	19.526.347,60	82.170.515,58	49.804.161,05	60,61%	32.366.354,53	29.224.193,09	3.142.161,44
Total	93.950.000,00	112.398,62	21.757.905,28	115.820.303,90	78.606.680,69	67,87%	37.213.623,21	31.764.091,31	5.449.531,90

2013 Appropriations (incl. Earmarked Revenue)

Budget item (amounts in EUR 1 000)	Original Budget 2013	Amended Budget 2013 N1	Transfer of appropriations		Available appropri- ations	Commitments		Payments		To be Carried Forward				Unused	
	(A)	(B)	(C)		(D)=(A)+(B)+(C)	(E)	(E)/(D)	(F)	(F)/(D)	(C2) ¹	(C5) ²	(C8) ³	Total	(J)=(G)+(H)+(I)	(K)=(D)-(E)-(G)
Title 1 Staff	21 641	0	621	3%	22 262	20 458	92%	20 321	91%	0	0	138	138	1%	1 804
Title 2 Other Administrative	9 758	0	- 621	-6%	9 137	8 949	98%	6 551	72%	0	4	2 398	2 402	26%	188
Title 3 Operational Activities	54 308	8 243	0	0%	62 551	62 431	100%	33 242	53%	0	14	29 210	29 224	47%	119
Grand total regular budget	85 707	8 243	0		93 950	91 839	98%	60 114	64%	0	18	31 746	31 764	34%	2 111

Breakdown of appropriation in Title 3

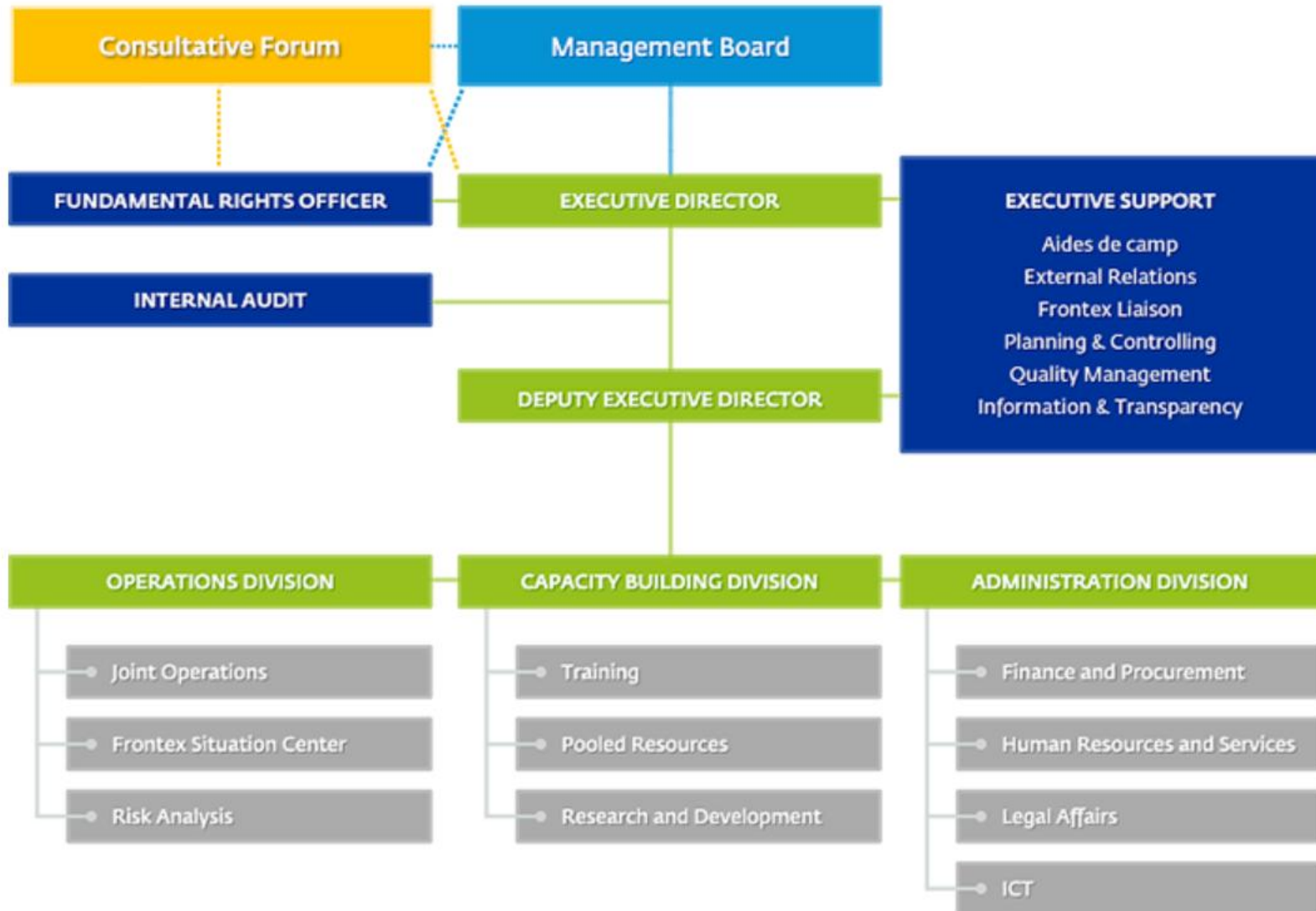
30 Operations	41 739	7 493	- 2 100	-5%	47 132	47 129	100%	25 876	55%	0	11	21 269	21 281	45%	3
3000 Land Borders	9 400	0	- 1 758	-19%	7 642	7 642	100%	4 927	64%	0	2	2 720	2 721	36%	0
3010 Sea borders	20 050	7 493	1 342	7%	28 885	28 885	100%	13 290	46%	0	10	15 606	15 615	54%	0
3020 Air borders	2 289	0	- 34	-1%	2 255	2 252	100%	1 499	66%	0	0	754	754	33%	3
3050 Return co-operation	10 000	0	- 1 650	-17%	8 350	8 350	100%	6 160	74%	0	0	2 190	2 190	26%	0
310 Risk analysis	1 445	0	- 400	-28%	1 045	1 038	99%	793	76%	0	0	246	246	24%	7
311 Frontex Situation Centre	1 380	750	2 340	170%	4 470	4 469	100%	1 603	36%	0	0	2 867	2 867	64%	1
320 Training	4 500	0	465	10%	4 965	4 965	100%	3 167	64%	0	0	1 801	1 801	36%	0
330 Research & Development	1 200	0	- 330	-28%	870	832	96%	428	49%	0	0	404	404	46%	38
331 Eurosur programme	2 244	0	- 564	-25%	1 680	1 678	100%	147	9%	0	0	1 531	1 531	91%	2
340 Pooled Resources	1 000	0	225	23%	1 225	1 219	100%	612	50%	0	3	607	610	50%	6
341 EBG	0	0	0	0%	0	0	0%	0	0%	0	0	0	0	0%	0
350 Misc. operational activities	150	0	0	0%	150	150	100%	109	73%	0	0	41	41	27%	0
351 Operational IT projects	0	0	364	0%	364	364	100%	150	41%	0	0	214	214	59%	0
352 European Day for Border Guards	400	0	- 60	-15%	340	309	91%	275	81%	0	0	35	35	10%	31
353 Int'l Border Police Conference	250	0	60	24%	310	278	90%	82	26%	0	0	196	196	63%	32

¹Non-automatic (C2)

²Internal Assigned revenue (C5)

³Automatic (C8)

Annex IV - Organisational Chart



Annex V - Establishment Plan

Temporary agents state of play 31.12.2013

Category and grade	Overall number of posts	Number of filled/occupied posts	Number of vacant posts	
			Number	%
AD 16				
AD 15	1	1	0	0.00%
AD 14	1	1	0	0.00%
AD 13	4	4	0	0.00%
AD 12	11	9	2	18.18%
AD 11	8	8	0	0.00%
AD 10	6	5	1	16.67%
AD 9	8	8	0	0.00%
AD 8	43	39	4	9.30%
AD 7	8	5	3	37.50%
AD 6	6	6	0	0.00%
AD 5	2	2	0	0.00%
Total AD	98	88	10	10.20%
AST 11				
AST 10				
AST 9				
AST 8	5	5	0	0.00%
AST 7	11	10	1	9.09%
AST 6	14	14	0	0.00%
AST 5	17	17	0	0.00%
AST 4	4	4	0	0.00%
AST 3	4	4	0	0.00%
AST 2				
AST 1				
Total AST	55	54	1	1.82%
TOTAL	153	142	11	7.19%

Contract Agents state of play 31.12.2013

<i>Category and grade</i>	<i>Overall number of posts</i>	<i>Number of filled/occupied posts (including those where the candidates have been successfully chosen, however not joining the Agency yet)</i>	<i>Number of vacant posts</i>	
			<i>Number</i>	<i>%</i>
CA FGI	13	13	0	0.00%
CA FGII	10	8	2	20.00%
CA FGIII	46	46	0	0.00%
CA FGIV	18	15	3	16.67%
Total	87	82	5	5.75%

Seconded National Experts state of play 31.12.2013

<i>Category and grade</i>	<i>Overall number of posts</i>	<i>Number of filled/occupied posts (including those where the candidates have been successfully chosen, however not joining the Agency yet)</i>	<i>Number of vacant posts</i>	
			<i>Number</i>	<i>%</i>
SNE	78	76	2	2.56%
Total	78	76	2	2.56%