Council of the European Union

NOTE

From:	General Secretariat of the Council
To:	Delegations
Subject:	FRONTEX Annual Activity Report 2015

Delegations will find enclosed the FRONTEX Annual Activity Report 2015 including the Declaration of Assurance and the Analysis and Assessment by FRONTEX' Management Board.

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FRONTEX

Mr Jeppe Tranholm-Mikkelsen
Secretary-General of the Council of the European Union

Council of the European Union
175, Rue de la Loi
B -1048 Brussels

**Transmission of Frontex' Annual Activity Report 2015,
Declaration of Assurance, and Analysis and Assessment
by Frontex' Management Board**

Our ref: 12.094/15.06.2016
Please quote when replying.

Warsaw, 15 June 2016

Dear Secretary General,

In accordance with Art 47 (2) Frontex' Financial Regulation, adopted by Frontex' Management Board on 8 January 2014 (01/2014), please find enclosed **Frontex' Annual Activity Report 2015**, the Declaration of Assurance, the Analysis and Assessment made by Frontex' Management Board, adopted on 15 June 2016.

Yours sincerely,

Marko Gašperlin
*Chairman of Frontex
Management Board*

Annexes

1. Frontex' Annual Activity Report 2015 including the Declaration of Assurance of the Authorising Officer
2. Analysis and Assessment of the Management Board (Management Board Decision No 13/2016)

MANAGEMENT BOARD DECISION No 13/2016
of 15 June 2016

adopting the assessment on the Frontex Annual Activity Report 2015

THE MANAGEMENT BOARD

Having regard to the Frontex Financial Regulation[1], in particular Article 47 thereof,

Whereas:

(1) the consolidated annual report was submitted to the Management Board's assessment on 12 May 2016;

(2) the assessment on the Frontex Annual Activity Report was elaborated by the Management Board Working Group on Budget and Accounts;

(3) no later than 1 July each year the consolidated annual activity report together with its assessment shall be sent by the Management Board to the Court of Auditors, to the Commission, to the European Parliament and the Council;

HAS DECIDED AS FOLLOWS:

Article 1
Subject

The assessment on the Frontex Annual Activity Report 2015 in the Annex is hereby adopted.

Article 2
Entry into force

This decision enters into force on the day following its adoption.

Done in Warsaw, 15 June 2016

For the Management Board

Marko Gašperlin
Chairperson

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[1] Management Board Decision No 1/2014 from 8 January 2014.

ANNEX

Assessment of the Management Board of the Frontex Annual Activity Report 2015

I. Legal Basis and Procedure

In accordance with Article 47(2) of the Frontex Financial Regulation[2], no later than 01 July each year, the Management Board shall send to the Commission, the budgetary authority (the European Parliament and the Council), and the Court of Auditors the consolidated Annual Activity Report and its assessment).

The structure of the Frontex Annual Activity Report 2015 is based on Commission's instructions. The document starts with an executive summary, which is followed by three chapters and the Declaration of Assurance by the Executive Director.

The first chapter of the report contains a summary of key results and progress made in 2015 towards the achievement of the general and specific objectives of the Agency.

The second chapter under heading "Budgetary and financial management" reports mainly on the implementation of appropriations, transfers and amendments and procurement procedures.

The third chapter focuses on governance and management issues, assessment of audit results and follow up of audit recommendations, as well as assessment of the effectiveness of the internal control system.

The report concludes with the "Declaration of Assurance" by the Executive Director where nine areas for improvement are noted.

The Frontex Annual Activity Report 2015 was transmitted to the Management Board for its assessment on 12 May 2016.

II. Assessment of the Frontex Annual Activity Report 2015

The Management Board observes and welcomes the improvements called for in the 2014 Annual Activity Report's assessment as regards the general readability and quality of the document, including its length and layout.

Moreover, also in line with previous suggestion, the Annual Activity Report 2015 includes a comprehensive section on the outcome of audits performed by the European Court of Auditors, the Internal Audit Services of the European Commission and ex-post controls as well as the state of play of audit recommendations, which all constitute the underlying foundation for the management assurance.

As for the utilization of the 2015 budget, the Management Board takes note of improvements made in the execution of appropriations compared to previous year, especially the execution of 2015 commitment and payment appropriations has improved in comparison with the 2014 budget (100% vs 99% in 2014 for Commitment Appropriations, and 69% vs 69% in 2014 for Payment Appropriations). The execution of 2014 appropriations carried over to 2015 has slightly deteriorated, from 91% to 84%, as compared to the implementation of the 2013 appropriations in the 2014 budget. However, the Management Board calls on the Agency to continue to make further efforts, including the improvement of collaboration with the Member States, to ensure full use of appropriations carried over in order to avoid that substantial resources are de-committed as in the previous years.

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[2] *Management Board Decision No 1/2014.*

Also, the Management Board welcomes the inclusion of main types of risks in chapter 3 of the present report, in line with the previous years' assessment, along with the mitigating measures and the steps to be taken in 2016 to address these shortcomings.

Furthermore, the Management Board recommends to the Agency to continue making efforts to improve the quality of the report by paying special attention to the coherence between different parts of the document and coherence of the report to the corresponding annual work programme.

The Management Board invites the Executive Director to address the above points in the Annual Activity Report for the coming year.

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Frontex `

Annual Activity Report 2015

Table of Contents

INTRODUCTION

Mission

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

Frontex supports the Member States in order that they can achieve an efficient, high and uniform level of border control in accordance with the relevant EU Acquis, in particular the Schengen Borders Code.

Frontex coordinates operational and EU measures to jointly respond to exceptional situations at the external borders. Frontex develops capacities of Member States and at the European level as combined instruments to tackle challenges, focusing on migration flows but also contributing to fighting cross-border crime and terrorism at the external borders.

Vision

Frontex is the trustworthy European Border Agency, strengthening the European area in terms of Freedom, Security and Justice. Frontex supports the Members States in order that they can fulfil their responsibilities by providing operational solidarity, especially to those facing disproportionate pressures at their external borders.

Frontex utilises the concept of Integrated Border Management, with a balanced focus on effective border control and the fight against cross-border crime. The agency uses effectively all means available, including enhanced interagency cooperation and cooperation with non-EU and third countries, to fulfil its remit.

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

Frontex builds capacities and capabilities in the Member States, aiming to develop a functioning European System for Border Guards. Professional staff and a set of operational and administrative capabilities enable Frontex to add value to the European Union. Frontex is the preferred provider of operational support and expertise on border management to Member States, the Commission and other EU Agencies.

Values

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

EXECUTIVE SUMMARY

The Annual Activity Report is the management report of the Executive Director to the Management Board. It is the main instrument of management accountability and constitutes the basis on which the Executive Director takes his responsibility for the management of resources by reference to the objectives set in the Programme of Work and the efficiency and effectiveness of internal control systems, including an overall assessment of the costs and benefits of controls.

Policy highlights of the year

2015 saw the situation of thousands of migrants putting their lives in peril to cross the Mediterranean and the Aegean seas. Extremely high migratory pressure at the external EU borders started in January and each subsequent month set a new monthly record of persons coming to the EU in an irregular way.

In May, the European Commission, with a view to addressing the crisis situation in the Mediterranean, as well as the medium- to long-term priorities to shape the EU migration management policy, presented a European Agenda on Migration.

The agenda was built upon four pillars: reducing the incentives for irregular migration; saving lives and securing the borders; strengthening the common asylum policy; and developing a new policy on legal migration.

Following this logic, during 2015 three comprehensive implementing packages were prepared. Some elements addressed acute needs of the Member States; some have been the subject of legislative proceedings by the European Parliament and the European Council.

Border Package
In December 2015, the European Commission presented a set of measures aimed at securing the EU's borders, managing migration more effectively and improving the internal security of the European Union, while safeguarding the principle of free movement of persons.

(i) A European Border and Coast Guard Agency
The European Commission released a draft proposal for a Regulation on a European Border and Coast Guard and repealing Regulation (EC) No 2007/2004, Regulation (EC) No 863/2007 and Council Decision 2005/267/EC.

This proposal would significantly reinforce the mandate of Frontex in the fields of external border management and return. Frontex would be renamed, to reflect its new mandate, as the European Border and Coast Guard Agency.

The European Border Guard would share responsibility for implementing an integrated border management approach, as well as ensure the effective application of strong common border management standards and provide operational support and intervention where necessary to promptly respond to emerging crises at the external border.

(ii) Schengen Borders Code Revision
The Commission's proposal responded to an explicit request in the Council conclusions of 9 and 20 November 2015 which invited the Commission to "present a proposal for a targeted revision of the Schengen Borders Code to provide for systematic controls of EU nationals, including the verification of biometric information, against relevant databases at external borders of the Schengen area, making full use of technical solutions in order not to hamper the fluidity of movement".

(iii) A European travel document for the return of illegally staying third-country nationals
The proposal aims to create an improved EU standard travel document for the expulsion of third-country national. This new document would have improved security features and replace the model, which has been used since 1994. The new proposal aims to improve the effectiveness of negotiations with third countries to take back their nationals illegally staying in the EU, and increase the application of existing readmission agreements.

(iv) EUROSUR Handbook
The Commission Recommendation adopting The Practical Handbook for implementing and managing the European Border Surveillance System was presented as a part of the borders package.

(v) The eighth bi-annual report on the Schengen area

A bi-annual Commission report presents an overview on the functioning of Schengen to the EU institutions twice a year. It addresses two major challenges faced in the Schengen area: the refugee crisis and the terrorist threat. The report underlines that an essential prerequisite in addressing effectively the current crisis is strengthened protection of the EU's external borders.

The EU Action Plan against migrant smuggling (2015 - 2020)

In May 2015, Commission issued this EU Action Plan to set out the unambiguous actions necessary to implement The European Agenda on Security and The European Agenda on Migration. This document highlights and indicate the specific tasks aimed to efficiently tackle the criminal networks faciliating the irregular migration.

The EU Action Plan on Returns

In September, the European Commission presented the Action Plan on Returns to the European Parliament and the Council. The plan defines immediate and mid-term measures to be taken by Member States (i) to enhance voluntary return, (ii) to strengthen the implementation of the Return Directive (2008/115/EC), (iii) to improve information sharing, (iv) to strengthen the role and mandate of Frontex in return operations, and finally (v) to create an integrated system of return management.

A Common European list of Safe Countries of Origin

The European Commission's proposal for a regulation aims at creating a Europe-wide list of safe countries of origin, allowing swifter processing of individual asylum applications from candidates originating from countries considered to be safe. The proposal would also sanction faster returns if the individual assessment of an application confirms no right of asylum. Following discussions with, and current practices of, the EU Member States, the Commission proposed adding Albania, Bosnia and Herzegovina, the Former Yugoslav Republic of Macedonia, Kosovo, Montenegro, Serbia, and Turkey to the EU's list of safe countries of origin.

The EU Passenger Name Record Directive

This having initially been proposed by the European Commission in 2011, in early December 2015 the European Parliament and the Council reached an agreement on a compromise text of an EU directive regulating the use of passenger name record (PNR) data for the prevention, detection, investigation and prosecution of terrorist offences and serious crime. The directive aims to regulate both the transfer of PNR data of passengers on international flights from airlines to Member States and the processing of that data by the competent authorities.

The Smart Borders Package

In 2013, the Commission initially presented its 'Smart Borders Package' including proposals for three regulations: a regulation establishing an entry/exit system (EES), a regulation establishing a registered traveller programme (RTP), and a regulation amending the Schengen Borders Code in order to incorporate the functioning of these two systems. Due to a number of technical and budgetary questions raised by the European Parliament and the Council, on the request of the European Commission eu-LISA[3] launched a feasibility study and a pilot project to test the technical possibilities for the two proposals. The pilot-project report was delivered in late 2015 and, along with the feasibility study conducted in 2014, it will now feed into the European Commission's revised Regulation proposals to be presented in March 2016. The Smart Borders package will aim at improving the management of external borders by restraining irregular migration whilst facilitating the crossing of those borders by pre-vetted frequent travellers.

Key Performance Indicators

The five most relevant **key performance indicators** are the following:

Description of Indicator	*In 2015 the number of Member States participating in operational activities should remain at the same level as in 2014.*
Target	An average of 25 participating Member States in operational activities.

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[3]   *The European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice.*

PARTICPATION OF MEMBER STATES IN JOINT (RETURN) OPERATIONS
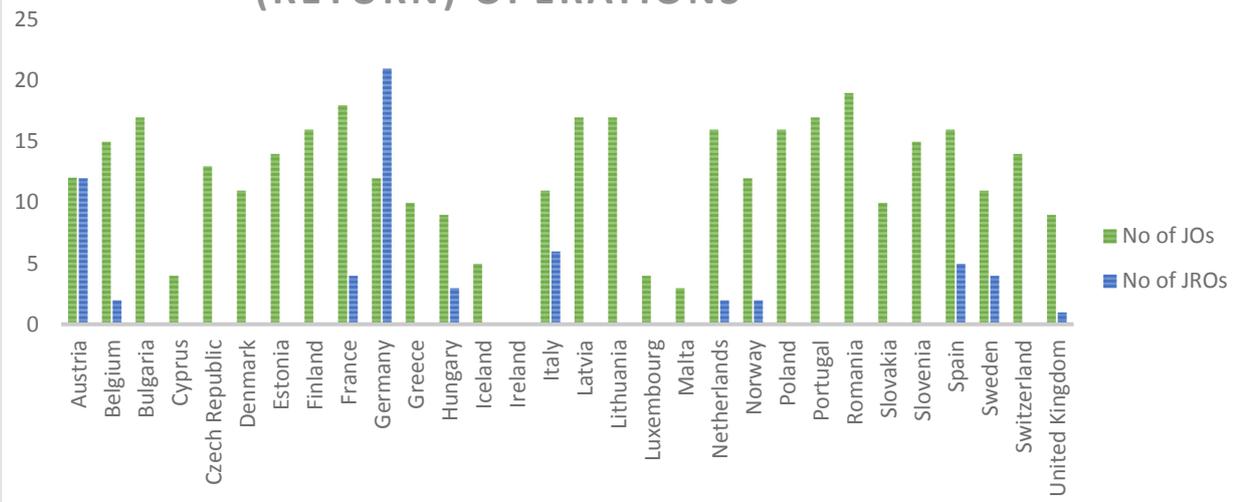
Participation of Third Countries
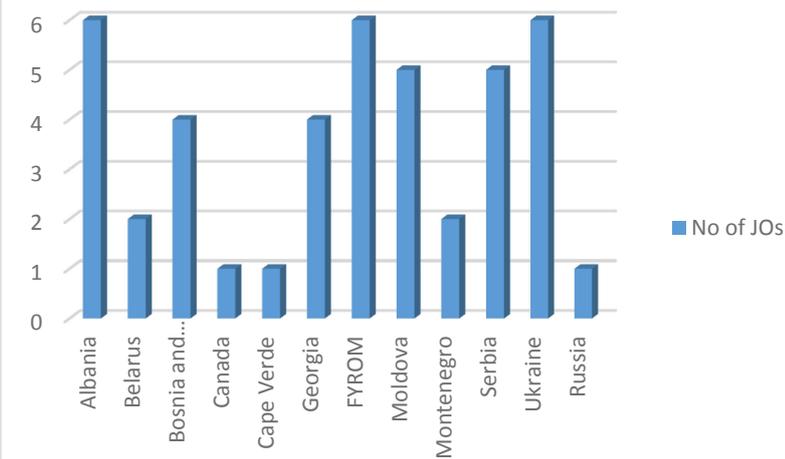
The two overviews show the number of operational activities in which the MSs, SACs mentioned and TC participated during 2015. The set target of 25 was reached as overall 29 out of 30 MS/SAC participated in Frontex coordinated operational activities during 2015;

| Description of Indicator	*Guest officers deployed in Frontex coordinated activities must be part of European Border Guard Teams.*
Target	98% of the guest officers deployed in Frontex coordinated activities are from the pool

2015 showed the continuation of the trend started in 2014, namely that 100% of the officers deployed in Frontex' coordinated operational activities were members of the European Border Guard Teams.

Description of Indicator	*Timely delivery of Frontex' products and services will be <u>maintained</u> at the 2014 level.*
Target	a) Member States contributions to products and services: 85% on time delivery;

In 85% of cases where Frontex' product and service delivery depend on the timely delivery of Member States contributions, the required contributions were provided in time (including agreed buffer).

On average in 94% of the cases recorded Frontex' delivered its products and services in time. (FIN: 100%, FSC: 100%, RAU: 83%).

Description of Indicator	*The increased focus on the quality of Frontex' products and services should result in an improved level of customer satisfaction (increase by 0.1 points).*
Target	Customer satisfaction at the level (average) of 4.5

Satisfaction level with external products (1-4) by units in 2015
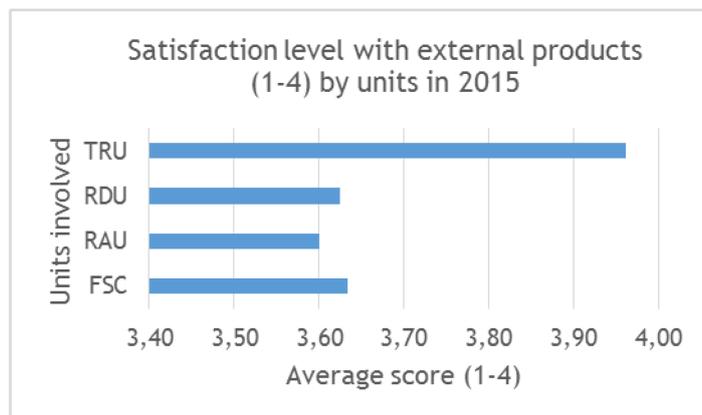
The table shows the level of satisfaction on product/service delivery as assessed by the units.

Considering the different scales used (score from 1-4 instead of 1-5) the figures have to be factored by 1.25. This result in an average value of 4.6 regarding (external) customer satisfaction.

Description of Indicator	*The contributions from participating Member States to operational activities will be enhanced compared to the contributions from hosting Member States. As the figures vary significantly between the different types of borders, the focus will be on sea borders.*
Target	40% Human resources from participating Member State; 60% of technical equipment from the participating Member State

During 2015, the allocation for **participating (home) MS** human resources and technical equipment constituted **73%** of the budget of all deployments in joint operations. The **Host MS** provided the HR/TE for the remaining **27% of all deployments**; this to fill the deployment gaps and ensure core infrastructure for other deployments under joint operations. This is a significant decrease compared with the **35% allocation for host MS deployments in 2014.**

Key conclusions on Management and Internal Control

Frontex conducts its operations in compliance with the applicable laws and regulations, working in an open and transparent manner and meeting the expected high level of professional and ethical standards.

Frontex has adopted a set of internal control principles, based on international good practice, aimed to ensure the achievement its objectives.

The financial regulation requires that the organisational structure and the internal control systems used for the implementation of the budget are set up in accordance with these standards. Frontex has assessed the internal control systems during the reporting year and has concluded that the internal control principles are implemented and function as intended.

In addition, Frontex has systematically examined the available control results and indicators, including those aimed to supervise entities to which it has entrusted budget implementation tasks, as well as the observations and recommendations issued by internal auditors and the European Court of Auditors. These elements have been assessed to determine their impact on the management's assurance as regards the achievement of control objectives.

Nevertheless, Frontex recognises that the internal control system must be strengthened. This additional effort is necessary given the substantial increase in Frontex' budget (financial and human resources) and the expected change/expansion of the tasks and responsibilities that will be assigned to Frontex in 2016 and the changes this will require. The key areas where improvements will be made are:

- **Staff Allocation and Mobility (ICS 3):** Frontex will strengthen staff allocation and mobility to improve the effectiveness of staff planning and allocation and complete ongoing work related to the recruitment process as recommended by the IAS. In addition, Frontex will take steps to improve staff mobility.

- **Objectives & Performance Indicators (ICS 5):** Steps will be taken to improve the performance indicators and additional work needed to improve the performance management systems will be undertaken. This is in line with the recommendations of the internal control assessment process and the recommendations contained in the Article 33 external assessment.
- **Operational structure (ICS 7):** We will complete ongoing work the sensitive post policy and the ICT governance and IT strategy as recommended by the internal control assessment and the Internal Audit Service.
- **Management supervision (ICS 9):** tools developed in 2015 to support management in managing risks related to their activities will be used to ensure managers are able to focus on their supervisory activities on high risk areas. There was also concern about the understanding and guidance related to potential conflict of interest.
- **Assessment of the internal control system (ICS 15):** training on internal control for a broader range of staff to increase understanding of the internal control as a tool for staff and managers.
- **Document Management (ICS 11):** work on the Document Management System will continue during 2016. This was recommended by the internal control assessment process, the Internal Audit Service and the Article 33 Assessment.
- **Processes and Procedures (ICS 8):** Work on document the processes will continue as this will support our efforts to streamline processes and be an important input into developing the Document Management System.
- **Information and Communication (ICS 12):** Work on updating the internal communication strategy will be complete during 2016.

In addition, work in implementing the Anti-fraud Strategy and action plan will continue.

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented. The Executive Director, in his capacity as Authorising Officer has signed the Declaration of Assurance.

1. KEY RESULTS AND PROGRESS TOWARDS THE ACHIEVEMENT OF GENERAL AND SPECIFIC OBJECTIVES OF FRONTEX

1.1. The situation at the external borders in 2015

In 2015, Member States reported more than 1 820 000 detections of illegal border-crossings along the external borders. This never-before-seen figure was more than six times the number of detections reported in 2014, which was itself an unprecedented year, with record monthly averages observed since April 2014.

2015 began with extremely high levels for the month of January (more than 20 000 detections, against the 2009-2014 January average of 4 700 detections), and each subsequent month set a new monthly record. A turning point was reached in July with more than 100 000 detections, coinciding with a change in the law of the former Yugoslav Republic of Macedonia enabling migrants to transit the country legally but requiring them to either leave the country within 72 hours or claim asylum. That resulted in a further increase of the flow, and throughout the summer-months scenes of chaos from the border areas spoke of a situation that seemed to be out of control. In September, public authorities ordered the supply of bus and train services in Western Balkan countries and in some Member States, but the flow continued to grow until October. From November onwards, the situation eased a little, but the EU total for December, at more than 220 000 detections, was still much higher than the figure for the entire 2013.

There is no EU system capable of tracing people's movements within the EU following illegal border-crossing. Therefore it is not possible to establish the number of persons who have illegally crossed two sections of the external borders of the EU. Only an estimate of about 1 000 000 persons can be provided, based on the assumption that all migrants first detected irregularly crossing into Greece were then detected for a second time entering from the Western Balkans.

The largest number of detections of illegal border-crossing was reported on the Eastern Mediterranean route (885 386), mostly between Turkey and the Greek islands in the Eastern Aegean Sea. However, few applied for asylum in Greece, instead leaving Greece at the border with the Former Yugoslav Republic of Macedonia and continuing through the Western Balkans, initially at the Hungarian border with Serbia, where they applied for asylum and then continued to their final destination in the EU. From mid-September, the flow shifted towards the Croatian border with Serbia, following the building of a temporary technical obstacle in Hungary and the establishing of transit areas for immediate processing of asylum applicants with the possibility of return to Serbia.

In contrast, on the Central Mediterranean route the number of detections of illegal border-crossing was about 154 000, a slight decrease compared to last year, but this figure remains larger than the total number of detections recorded for the EU as a whole in 2011, the year of so-called Arab Spring (141 051). The drop is due to a decrease in the number of Syrians detected (about 40 000 in 2014, and 7 448 in 2015) after a shift towards the Eastern Mediterranean route.

On the Western Mediterranean route, the cooperation between Spain and Morocco is the key in maintaining detections on the land route between Morocco and Spain at a relatively low level. As a result, sub-Saharan migrants opting to take the sea route towards Spain increasingly tend to depart from Libya, as the likelihood of being returned to their country of origin after reaching Italy is, for some nationalities, lower than that of being returned from Spain.

On the Western African route, which connects Senegal, Mauritania and Morocco with the Spanish Canary Islands after a dangerous journey in the Atlantic Ocean, the numbers remain negligible, despite an increasing trend for departures from Morocco. This low number is attributed to the joint surveillance activities and the effective return of those detected irregularly crossing the border.

On the eastern land border, a new route emerged at the land borders of Norway and Finland with the Russian Federation (referred to as the Arctic route). The main targeted border crossing point (BCP) was the Norwegian BCP at Storskog, which registered an unusually high number of applications for asylum in 2015 (more than 6 200). The situation eased in December, when the Russian Federation resumed its practice of preventing the exit of travellers not in possession of an adequate travel document to continue to the EU.

Persons stating they are coming from Syria (600 767) and Afghanistan (267 485) represented the highest shares of migrants irregularly entering the EU in 2015. While Syrians undeniably constitute the largest proportion of migrants, their exact number is difficult to establish, due to the fact that many other migrants also claim to be from Syria in order to speed up their journey. Establishing the identity of a large number of poorly documented migrants is one of the main challenges border control authorities are confronted with.

Since 2014, the number of detected Western Africans has been steadily increasing, reaching more than 64 000 detections in 2015, nearly 85% of whom were on the Central Mediterranean route. This is a growing trend that needs to be addressed. In contrast to Eastern Africans, who tend to apply for asylum in other Member States, Western Africans do apply for asylum in Italy and in fact account for the largest share of asylum applicants in that country.

While Greece and Italy have been under particularly intense pressure as the two main entry points, reporting several thousand arrivals per day, large-scale inflows of migrants have been a new experience for several other Member States. The main challenges include the widening of the surveillance areas, the growing need for search and rescue interventions, the lack of both facilities to receive and accommodate thousands of persons over a short time and expertise in detecting non-typical travel documents, difficulties in addressing fraudulent declaration of nationality or age, and the non-systematic entry of finger-printing into the Eurodac[4]. Last, but not least, the registration at the borders should take into account the risks to internal security more thoroughly.

The Paris attacks on 13 November 2015 clearly demonstrated that irregular flows can be used by terrorists to enter the EU. Two of the terrorists involved had previously irregularly entered via Leros and had been registered by the Greek authorities, presenting fraudulent Syrian documents in order to speed up their registration process.

As the vast majority of migrants arrive undocumented, screening activities are essential to properly verify their declaration of nationality. False declarations of nationality are common among nationals who are unlikely to obtain asylum in the EU or who are liable to be returned to their country of origin or transit, or who perceive an advantage in speeding up their journey. With large numbers of arrivals remaining essentially doubtful for a variety of reasons - false identification documents, no identification documents, concerns over the validity of claimed nationality, etc. - and with no thorough check nor any penalty for those making such false declarations, there is a risk that some persons representing a security threat for the EU will take advantage of this situation.

The unprecedented number of detections of illegal border-crossing has also led to a surge in violent incidents along the EU's external borders. Motivated by profit, people smugglers increasingly put migrants' lives at risk and even threaten border guards in order to recover boats or escape apprehension. Large numbers of people crossing the border in a group has led to violence requiring public order policing, i.e. a task for which border control authorities are neither adequately equipped nor trained.

It is dauntingly difficult to estimate fatalities among migrants irregularly crossing the border, because it is not possible to keep an accurate count of missing persons. Frontex does not record such data and can only report the number of bodies recovered during Joint operations. In 2015, 470 dead bodies were reported in the Mediterranean area, an increase of 112% compared to 2014. According to IOM estimates, more than 3 770 persons went missing or died in the Mediterranean area in 2015.

1.2 Developments at Agency Level

1.2.1 Highlights

A difficult year at the blue borders

2015 was marked by an unprecedented increase in irregular sea border crossings into the territory of the Member States of the EU, in particular in the Eastern and Central Mediterranean area. Migrants were incoming, in huge numbers, in overloaded and/or unseaworthy boats regardless of the weather conditions, which triggered the need for search and rescue activities.

Following the extraordinary European Council on migration of 23 April 2015, Frontex' budget for maritime operations hosted by Italy and Greece was almost tripled, to EUR 70.4 million, resulting in a higher volume of operational activities.

Frontex proved capable of extending its maritime operations to a new scale. In the most intense operational period, up to 1 000 officers from the Member States were performing border control duties in operational areas under Joint operations EPN-Poseidon and EPN-Triton. Altogether, the maritime and aerial assets deployed to Frontex-coordinated joint maritime operations delivered more than 81 000 patrolling hours, double the number in 2014.

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[4]   *The Eurodac system enables European Union (EU) countries to help identify asylum applicants and persons who have been apprehended in connection with an irregular crossing of an external border of the Union.*

Their surveillance activities contributed to the rescue of more than 254 000 persons in distress at sea, on average almost 700 persons per day.

As a token of recognition for this endeavour undertaken by the seamen and aircraft crews, Frontex and the Hellenic Coast Guard were awarded the Lloyd's List Shipping Award 2015 for special achievement in the area of safety.

The Hotspot concept and an EU Regional Task Force

As part of the immediate action to assist Member States facing emergency situations at their external borders, the EU put forward the development of a Hotspot concept and the establishing of EU Regional Task Forces (EURTF) in Greece and Italy. Frontex was called on to operationalise and implement the two. Within a few months both the Hotspots and the EU Regional Task Force were up and running.

Hotspots provide a platform for EU agencies (the EASO, Frontex, Europol and Eurojust) to support Member State facing high migratory pressure of mixed migratory flows in an integrated manner, while the EU Regional Task Force (EURTF) serves as a coordination platform for the implementation thereof.

Each EU agency leads its own business area (modules), while Frontex acts additionally as a service provider for the others, putting in place all of the instruments needed to perform daily duties. The two existing EURTFs are located in Piraeus (Greece) and Catania (Italy).

The existence of EURTFs provides the basis for the coordination of the work of different deployed teams and facilitates situation monitoring and the exchange of information between them and the relevant national authorities of the Member State hosting the EURTFs.

By the end of 2015 four Hotspots were operational or ready to be launched: one in Greece (on Lesbos) and three in Italy (Lampedusa, Trapani and Pozallo). Experts and technical resources deployed by the Member States within the joint maritime operations hosted by Greece and Italy contributed to the implementation of the Hotspot approach by supporting several activities:
   – sea border surveillance activities;
   – search and rescue of persons in distress;
   – land coastal patrolling and transportation of migrants;
   – screening of persons with the aim of establishing their nationality, and checking of identificatoin or travel documents;
   – identification (including fingerprinting) and registration of persons;
   – referral of persons in need of protection;
   – return of persons whose asylum applications were refused at the end of the asylum process or other persons who did not have the right to remain in the EU;
   – collection of information for risk analysis purposes.

Enhanced civil-military cooperation in the Central Mediterranean

2015 was a year when Frontex had to demonstrate its capability to interlink border management operations with the military activities performed by the EU military partners.

In April, the European Council urged all EU actors to mobilise their efforts to prevent loss of life taking place in the Central Mediterranean, and to address the root causes of the human emergency via cooperation with countries of origin and transit. One of the elements listed as a response to the situation was fighting human smugglers and traffickers who exploit desperate people.

As part of the European Union's comprehensive response to this difficult situation, in June 2015 a European Union military operation against human smugglers, code-named Sophia[5], was launched in the Central Mediterranean. The aim of this operation is to identify, board, seize and divert vessels suspected of being used for human smuggling or trafficking on the high seas.

Throughout 2015, Frontex has been coordinating Joint operation Triton in the Central Mediterranean. It was a natural step for Frontex and the EU military forces to streamline cooperation and operating procedures. In an exchange of letters Frontex' Executive Director and the Commander of Operation Sophia agreed on the modalities of cooperation and the division of responsibilities between border-control and military operations.

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[5]   Initially Operation Sophia was called Operation EU NAVFOR MED.

Frontex's multi-purpose operations went beyond stakeholder expectations
Frontex supports the Member States in addressing cross-border crime and the implementation of Coast Guard functions while carrying out joint maritime operations. In addition to detection of migrant smuggling, joint maritime operations coordinated by Frontex supported the MS' efforts in Coast Guard functions to uncover other types of crimes, including drug trafficking.

Some 106 tonnes of hashish, worth more than EUR 160 million, plus 10.3 kg of cocaine, 11.3 kg of heroin and 5.4 kg marijuana, worth a total of EUR 1.3 million, were seized (compared to 43 tonnes of hashish, worth more than EUR 65 million, and 35 kg of cocaine, worth EUR 2 million, seized in 2014) and 239 suspected drug traffickers were arrested. Most of the drugs were seized in the Western and Central Mediterranean areas.

Moreover, 336 million contraband cigarettes, worth EUR 38 million, were also seized (compared to 24 million cigarettes, worth EUR 2.8 million, in 2014) and seven cases of possible illegal fishing and one case of possible sea pollution were detected and reported. Moreover, suspected vessels transporting large amounts of weapons and ammunition were seized by the Host MS' authorities during JO EPN Poseidon Sea 2015.

To sum up, Frontex has been the largest EU operational actor in the maritime sector, operating continuously in a vast operational areas starting in the Atlantic Ocean and covering whole Mediterranean Sea, with a significant allocation of approximately EUR 70 million for joint maritime activities and other related services in 2015; and it has managed to achieve significant results.

Modern Day Slavery: Trafficking in Human Beings
One of Frontex's priorities for 2015 was the fight against serious crime, implemented within the framework of the European Multidisciplinary Platform Against Criminal Threats (EMPACT). Frontex took part in 23 operational actions focused on three areas: the faciliation of illegal immigration, trafficking in human beings and illicit firearms trafficking.

A great example of such activity coordinated by Frontex was Joint operation VEGA Children 2015. The aim of that operation was to identify and detect vulnerable children on the move at the EU's external air borders and to refer them to the appropriate welfare and protection institutions, by applying the standard operational procedures outlined in a publication titled "VEGA Handbook: Children at airports" which was published by Frontex in 2015.

The scope of the Joint operation was to enhance the exchange of professional knowledge with international organisations and other key stakeholders, to collect best practices to be implemented in future activities, and to disrupt the activities of criminal networks.

Pilot Project on the acquiring of aerial surveillance services for joint operational activities
Following the encouraging results of the Pilot Project on the acquisition of aerial surveillance services for joint operations implemented in 2014, in the third quarter of 2015 Frontex concluded a framework contract for the acquisition of aerial surveillance services, assets and expert support for Frontex-coordinated joint operations.

The purpose of the framework contract is to develop Frontex' own operational capacity for aerial surveillance activities during Joint operations, pilot projects, rapid interventions and technical assistance projects in order to better meet Frontex' operational needs in cases of an emergency, as well as in the event that the Member States or Schengen Associated Countries cannot provide Frontex with aerial surveillance for a specific period and location.

1.2.2. Situational Awareness[6]

Frontex comprehensively manages information on migration and crime related to the EU's external borders. It delivers comprehensive analysis supporting the Member States, serving as basis for targeted operational cooperation and for meeting the needs of the relevant European institutions.

Cooperation with EU NAVFOR MED
Since the early preparation and implementation of the first phase of the EU NAVFOR MED operation (code-named Sophia) in the Central Mediterranean, Frontex has liaised with the intelligence unit of the Common Security and Defence Policy (CSDP) mission in order to ascertain the intelligence requirements and tailor the future cooperation. Following the initial agreement and an exchange of letters, Frontex has shared with EU NAVFOR MED its analytical products and data on incidents in the central Mediterranean Sea, providing a significant contribution to the building of knowledge that would be of operational interest to its counterparty.

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[6]   *understanding of the environment - important for decision-making in the area of border security*

Frontex has shared with EU NAVFOR MED the earth observation services acquired for its activities and has agreed a procedure for sharing mutually new acquisitions, whenever possible. The two organisations have agreed on the deployment of liaison officers in the operational area and respective command structures.

Debriefing activities

During the year Frontex has increased the deployment of teams of debriefing experts that interview migrants in order to acquire intelligence. Frontex has taken significant efforts in order to guarantee that the debriefing experts in the field are properly trained to face the situation in the operational area, and are familiar with the intelligence requirements that they are meant to address for risk analysis.

The increased volume and quality of debriefing interviews, in addition to enhancing the opportunity to gain insight regarding the factors that determine the migratory and refugees flows from the countries of origin, modus operandi and understanding of the functioning of the routes across transit and destination countries, also allowed to gather a growing amount of personal data in the field.

New approach: Problem-Oriented Reporting

The concept for the quarterly reports drawn up as part of regular risk analysis network activities was reviewed in 2015. Quarterly reports constitute an important part of the quality assurance to the data collected for risk analysis purposes, as well as a tool for joint analytical activities. It was felt that the analytical work within three risk analysis communities, i.e. the Frontex Risk Analysis Network (FRAN), the Western Balkans Risk Analysis Network (WB-RAN) and the Eastern European Borders Risk Analysis Network (EB-RAN), had matured to the point that a shift from data description to a more problem-oriented approach was feasible and also necessary for maintaining the relevance of the networks.

The first Handbook on Impostor Risk Profiles

There is only one EU-wide data collection scheme on travel document fraud in the EU. The unique European Union Document-Fraud Risk Analysis Network (EDF-RAN) was launched in September 2011 in order for there to be a sophisticated and regularly-updated situational picture of the extent and nature of document fraud at the EU's external borders.

Detections of impostors, i.e. persons who use other person's documents taking advantage of their physical resemblance to the genuine holder, have been on the increase according to data from the EDF-RAN, because of the enhanced security features of travel documents. Despite the wide use of the latest technologies and biometric data chips in currently issued passports, physical checking of a person may still be problematic, as the equipment enabling an automated comparison is not always in place. The handbook is meant to address this problem and provide border guards with an additional practical tool to detect impostors.

EUROSUR Fusion Services

EUROSUR Fusion Services (EFS) are a set of information services delivered to the Member States and other stakeholders, such as Europol and EMSA, by Frontex. The EFS were launched in 2014, and have since developed into a set of diverse services, fusing a wide range of data, providing Frontex stakeholders with an enhanced situational picture of the EU's external borders.

The focus of the EFS developments in 2015 was on constantly improving existing services and promoting the integration of new services and information to enrich the European Situational Picture.

In 2015, Frontex has also made increased use of earth observation data visualised in the Joint Operations Reporting Application (JORA) and distributed via the EUROSUR Application Network to internal and external stakeholders. A total of 376 satellite images of specific areas (such as ports and other coastal areas) were delivered to Frontex stakeholders, 165 of which were delivered by the European Union Satellite Centre (EU SatCen) and 211 by the European Maritime Safety Agency (EMSA).

In October 2015, the Vessel Detection Service (VDS) contributed to saving people in the Mediterranean region during the joint operation EPN-Trition 2015.

New Situation Monitoring Products

Frontex introduced a number of new situation monitoring products such as: Situational Reports for tracking Vessels of Interest, Daily Regional Overview Reports (Western Balkans), Weekly Reports for the European Commission and Special Media Monitoring reports (including thematic series on the Western Balkans and Libya crisis situations).

1.2.3 Supporting Response

Frontex coordinates tailored joint operations at sea, land and air borders and joint return operations, thus: (i) strengthening the capacities of the Member States under specific and disproportionate pressure; (ii) enhancing proactive response to changing humanitarian and security challenges at external borders; and (iii) safeguarding positive achievements in demanding situations.

The Management of European Border Guard Teams (EBGT)

The smooth implementation of operational activities coordinated by Frontex requires a well-functioning mechanism allowing the identification of experts in the Member States for quick deployment as guest officers to the operational areas.

In 2015, Frontex developed a consolidated mechanism for the deployment of European Border Guard Teams. The 13 existing EBGT profiles were revised and restructered by Frontex in alignment with the Sectoral Qualifications Framework for Border Guarding (SQF), thus ensuring consistency, especially with regard to skills, competences and experience required. Two new profiles were created.

Opera 2.0

In addition to experts, modern border control requires the use of technical equipment. Planning and deployment of pieces of equipment from one Member State to another is facilitated by an ICT tool developed by Frontex: Opera. In 2015, a new version of Opera was rolled out for Frontex and Member State users for all operations. The updated application contains a completely new module designed to manage the Technical Equipment Pool (TEP) and the Overall Minimum Numbers of Technical Equipment (OMNTE). It also contains a new dictionaries module and an improved reporting module. Opera now also manages Seconded Guest Officers (SGO) deployments and the minimum numbers of the EBGT pool.

Frontex' own equipment

Frontex concluded a framework contract in the third quarter of 2015 for the acquisition of aerial surveillance services, assets and expert support for Frontex-coordinated joint operations. The contract aims to develop Frontex' own operational capacity for aerial surveillance activities during Joint operations.

To meet operational needs, Frontex organised the emergency rental of 12 mobile fully furnished field offices (containers) for an initial period of six months, with the possibility of extension. The containers were deployed to Sicily in Italy, Motril in Spain, Elhovo in Bulgaria, and on a number of Greek islands in the Aegean Sea. The containers are used mainly for the office needs of Frontex staff and screening/registration as well as finger-printing and debriefing purposes.

In response to requests for operational equipment Frontex initiated tender procedures and prepared the necessary documentation for the purchase and delivery of various items of equipment urgently needed in the operational areas (e.g. night vision goggles, hand-held scanners, hygienic products for handling migrants, Frontex visibility vests).

Following the results of a gap analysis, in 2015 Frontex decided to launch a pilot project for the leasing of vehicles to be used for operational activities in Hungary, Greece and Bulgaria. The pilot project is set to conclude in February 2016 and the results obtained to be used for the preparation of a framework contract for the supply of vehicles in all operational areas.

Successful use of the Focal Points platform

Secondary migration from Greece has significantly affected the number of illegal border-crossing at the EU's external land borders with the Western Balkan countries. The development of the migration situation, especially at the Hungarian-Serbian border, called for enhanced flexibility and coordination capability. Due to the increased flow of irregular migration at this border section, Hungarian Focal Points were reinforced with additional human resources and technical means for border checking as well as for green border surveillance within the framework of the joint operation Focal Points 2015 Land. All of the resources deployed within the two operations - JO Focal Points 2015 Land and JO Flexible Operational activities - were fully synchronised.

Due the fact that the number of clandestine entries at the border crossing points at the Bulgarian-Turkish border had increased, Bulgarian Focal Points were reinforced with additional human resources and technical means (CO_2 detectors, service dogs) for border checking within the framework of the JO Focal Points 2015 Land.

A new activity under the umbrella of joint operation Focal Points Land, was launched at the beginning of December 2015 in order to assist Greece with the registration and fingerprinting of asylum seekers and migrants. This action was launched with the aim of contributing to the control of secondary movements towards the Western Balkans and to tackle cross-border crime.

Focal Points are a platform for exchanges of operational information and professional experiences, therefore the establishing of synergies between the different host Member States' Focal Points is particularly important in this operation. For the first time a Focal Point Staff Exchange was implemented within the framework of this operation. The main objective of the project was to enhance cooperation and exchange of information, and best practices, between the Focal Points on the level of Border Crossing Point/Focal Point Commanders and Local Coordinators.

In total, 38 Focal Points were active in 2015. Compared to the Joint operation Focal Points in 2014, three new Focal Points were established (FP Luhamaa at the Estonian-Russian border, FP Kastanies at the Greek-Turkish border, and FP Idomeni at the Greek-fYROM border).

Joint Operation Alexis 2015

Within the framework of JO Alexis 2015 Frontex carried out joint operational activities focusing on strengthening the operational capabilities of EU airports as compared to the needs/vulnerabilities as perceived by Member States.

The main aim was to set operational procedures and to strengthen the capabilities of EU international airports. Two Alexis operations were implemented, differing in scope and objectives:
   (i)   The operational aim of Joint operation Alexis I 2015 was to enhance the capabilities of EU airport border guards' expertise regarding document abuses related to transit to/from third countries.
   (ii)   The operational aim of Joint operation Alexis II 2015 was to enhance the capabilities of EU airport border guards to detect abuses when performing first-line checks and arrival and departure gate checks.

In total, 24 Member States, 30 participating airports, and eight non-EU countries took part in the implementation of Alexis activities. During the two joint operations 73 officers were deployed at different airports. In addition to the participation of non-EU officers participation Interpol deployed experts to Budapest and Riga airports to support border control activities related to the joint operation.

JO Pegasus 2015

The operational aim of this joint operation was to support border checks at selected airports with specific skills in interviewing irregular migrants, with a focus on those whose profiles matched specific pre-identified threats. The objective of the exercise was to increase the knowledge about such threats at selected EU airports.

In total, 16 Member States and 13 participating airports took part in the implementation of the joint operation. During the implementation 11 officers (including three seconded guest officers) with specific language skills were deployed at those airports, according to operational needs, for a total of 740 man-days, covering the profiles of Second-Line Interview Officer and/or Advanced-Level Document Officer.

Future of Border Checks 2015 (FOBC)

Overarching goal of FOBC was to harmonise and build Member States' border control capacities, including the harmonisation of technical equipment and working practices, with a view to increasing security and enhancing travel facilitation at the borders.
It also aims at providing technical assistance, and analytical support to the Member States in addressing their needs as end-users. Apart from the Member States, the beneficiary of FOBC is the European Commission as the project provides support in policy development in the area of border control (i.e. the Smart Borders Package and the pilot).

STREAMS 2015

This project is a continuation of the STREAMS 2014 project that aimed to build up a portfolio of capacities in border surveillance through continuous development of capability tools and deployable products in close cooperation with the Member States, industry and academia. The aim is to increase border-control security and provide support to the Member States in addressing their needs as end-users, and to the European Commission with regard to policy development in the sector of border control.
The 2015 project built upon the previous activities in the sector of border surveillance and detection technologies, aiming at addressing unanswered questions regarding the cost-effectiveness and efficiency of land and maritime border surveillance solutions and technologies, as well as identifying common accepted 'best' practices in various areas of border surveillance, aiming at harmonisation.

Strengthening Frontex monitoring and contribution to Border Security Research 2015 (SFBSR)

The SFBSR-2015 project builds on the previous efforts of Frontex in the field of research for border security. The overarching goal was to strengthen Frontex' monitoring of, and contribution to European border security research and to coordinate and enhance the activity and the involvement of the border guard community in this field.

1.2.4 Emergency Response

Frontex assists the Member States in exceptional situations having a significant impact on EU border security.

Poseidon Rapid Intervention
At the end of 2015, the regular joint operation EPN Poseidon Sea 2015 was replaced by Poseidon Rapid Intervention (PRI) following a request from Greece for support in handling the unprecedented number of migrants landing on its islands. Members States contributed to PRI with various profiles of experts and types of technical equipment in order to implement the operational concept of joint operation, especially with a focus on speeding up the registration and identification process on the Greek islands, allowing for a larger number of migrants to be registered and fingerprinted more quickly.

The deployments gradually rose to over 700 officers (including interpreters and crew members) on the ground. Competences of officers deployed from different Member States varied from screening and debriefing, through fingerprinting and detection of forged documents to border surveillance and coordination. The screening officers play a key role in helping authorities to determine the nationality of the incoming migrants for identification and registration process. Debriefing experts gather information about the activities of smuggling networks, which Frontex shares with national authorities and Europol.

PRI is taking place in the same operational area as the earlier EPN Poseidon Sea Joint operation but with a particular focus on the islands of Lesbos, Chios, Samos, Kos and Leros. In addition to the activities indicated above, a greater emphasis is being put on coastal patrols at the disembarkation points and transportation of migrants to registration sites, as well as supporting security checks.

While participation in Frontex joint operations is voluntary, Member States are required to send border guards and technical equipment for rapid deployment, unless they themselves face an exceptional situation substantially affecting the discharging of national tasks. Despite the efforts of the Member States operational needs of Poseidon Rapid Intervention were not covered by the contributions provided.

Rapid Intervention Exercise REX 2015
REX 2015 was held between 19 August and 14 October along the Greek-Turkish land border.

19 Member States contributed resources to the operation. A total of 16 border surveillance officers, five first-line officers, two debriefing experts and two interpreters were deployed, as well as four patrol cars, one dog team and two heartbeat detectors.

REX 2015 was carried out at very short notice (less than two months between the initiation of the exercise and its implementation). In view of the situation at the external borders during summer 2015 Member States demonstrated high level of solidarity by offering human and technical resources. In addition, the host Member State clearly identified the requirements to be fulfilled and managed to meet them and real operational usefulness was achieved through the reinforcement of existing activities at the border.

Return operations
In 2015 the number of returnees increased by 64% in the context of Frontex operations, compared to the previous year, reaching the level of 3,565. They were retured onboard of 66 joint retunr flights.

As the migration flow increased, pressure mounted to facilitate the participation of front-line Member States in return operations. Gap analysis indicated that a lack of available funding and the absence of a framework contract for charters in Greece had a direct impact on the ability to return irregular migrants. Alternatives to facilitate Greek participation on flights and organisation of Joint Return Operations (JRO) were successfully explored, agreed and implemented. Frontex launched a request for support from Member States and quickly negotiated arrangements whereby Denmark chartered an aircraft for Greece to organise a return operation to Pakistan with two other participating Member States.

Similar support has been provided to Italy as another front-line Member State, with the same arrangement: a Danish chartered aircraft being used by an Italian organised Joint Return Operation to Nigeria. Furthermore, when so-called "returnable irregular migrants" were identified, routing of existing joint Return Operations was adjusted to provide a stopover in both front-line Member States to collect returnees.

1.2.5 Development

Frontex strengthens the border management capacity of Member States to the full potential by using its portfolio as a whole, promoting interoperability and harmonisation, and by prioritising the measures which have an impact at the European level.

Following its values, Frontex acts as the custodian of the European best practices in border management, and delivers to Member States and other stakeholders in line with the EU concept of Integrated Border Management.

Operational Training for EU Border Guard Mid-management in Border Guarding (MLC)

The MLC is a newly designed course for mid-level officers of the national border guard authorities already part of, or foreseen to be part of, the European Border Guard Teams (EBGT), ready to be deployed during Frontex-coordinated Joint operations. The new course was developed in 2014 and 2015 by Frontex with the help of national border-guard experts.

The course was successfully piloted in 2015: 15 participants from 15 Member States attended the course and 18 trainers contributed to its delivery and the assessment of the learners.

According to feedback gathered from participants, trainers and organiser,s the course is well designed in terms of content and organisation. Participants assessed the course as extremely interesting and relevant to the current situation in EU border guarding.

EBGT Land Border Surveillance Officer Training

The development of this new training course started in 2014 when evaluation of Rapid Intervention Exercise REX 2013 was ready. The pilot-course was conducted in the spring of 2015 and three more courses followed until December 2015. It closes a gap in operational cooperation between deployed EBGT land border-surveillance officers and host Member State officers as a Joint Team for land border surveillance in order to tackle cross-border crime and irregular migration and to promote the principles of fundamental rights.

The basis of this training is the "EBGT Land Border Surveillance Officer Handbook", which has been developed in cooperation with experts from Member States and Schengen Associated Countries. This handbook provides practical advice for deployed and host officers as a Joint Team.

Situation Monitoring

Over the course of 2015 the Joint Operations Reporting Application (JORA) system was upgraded and enhanced throughout the year, with 11 releases of JORA introduced to more than 4 000 end-users. Each release delivered new or enhanced functionalities, which were introduced via several conferences and workshops. Apart from services such as Maritime Simulation Module or Meteo & Satellite Imagery Service, following services provided under the EUROSUR Fusion Services were either improved or extensively tested throughout the year:

The Tracking Vessels of Interest Service provides daily updates to the Member States on the position and movements of, and other information on, vessels suspected of being involved in illegal activities.

Based on user feedback, an alerting mechanism was implemented which informs operational users in the Member States about vessels detected by satellite. The implementation of this mechanism allows for a more timely operational response with regard to interception and search & rescue operations.

The Visual Data Discovery Service provides access to dynamic reports, giving users enhanced tools for visualising and using a wide range of operational data.

The Anomaly Detection Service informs users about, among other things, vessel movements and activities deviating from expected behavioural patterns. This allows for more timely responses and an improved reaction capability in detecting vessels with irregular migrants on board and potential cross-border crime activities.

EUROSUR

The European surveillance system run and maintained by Frontex has been the subject of continuous improvements during 2015. The changes included the extension of the functionalities of the application and its management tools, the improvement of the synchronisation mechanism between the nodes, and security improvements that will be necessary for the processing of classified information at the "Restreint UE - EU Restricted" level. The requirements were developed for the installation of an appropriate level of encryption that will allow the exchange of restricted information.

EUROSUR Operator Training

Following the adoption of the EUROSUR Regulation, and the development of the EUROSUR Handbook, a course for EUROSUR National Coordination Centre operators was developed in 2015. People involved in the development of thereof were specialists from Member States and Schengen Associated Countries. This new course will help Member States insuring uniform implementation of EU standards in the EUROSUR framework, and availability of relevant expertise in the National Coordination Centres.

JO Focal Points 2015 Air - Intermediate Managers

The idea of intermediate manager deployments was implemented for the first time in 2010, based on a proposal from one Member State, and since that time it has received significant support from many Member States. It is a unique joint operation aimed at the establishing of permanent platforms for exchange of information and best practices at the intermediate managerial level, which has a positive effect on the enhancement and the quality of operational cooperation between Member States, Schengen Associated Countries and third countries. In 2015, 60 intermediate managers were deployed in total at different airports, for a total of 636 man-days, both inside and outside of the European Union.

Assistance regarding return activities

In the field of pre-return assistance, Bulgaria received support in the training of its own national escorts and organising a joint return operation. Following on from that course, the officers consolidated the training by using the skills acquired to set up the first ever national escort training course in Sofia, additionally training 20 Bulgarian escort officers.

For the first time Bulgaria was the organiser of a Frontex coordinated joint return operation, to Pakistan, with Austria, Spain, Poland, Germany and the Netherlands as participating Member States. Bulgaria has gained the skilled staff, expertise and confidence to share its capacity and to act as an organising member state for future Frontex coordinated joint return operations.

Frontex has successfully implemented a model for so-called "Collecting Joint Return Operations", whereby the destination-country's escorts and aircraft are used to collect irregular migrants in an EU Member State and return them to their country of origin.

Frontex has developed and tested the Frontex Application for Returns (FAR); the application is now in the final preparation stage for rollout. The FAR application pulls together, in one easily accessible and user-friendly format, the planned return operations by Member States, the announcement of participation in those operations, and all communication relating to a Frontex coordinated return operations as well as pre-return assistance.

Development of new tools and implementation of increased emergency budget let to the 64% overall increase in returns in 2015; there were 66 return operations organised compared to 45 in 2014.

1.2.6 Organisation

Frontex acts as a flexible, transparent and agile organisation, in compliance with fundamental rights, and implements an effective internal control system for the delivery of quality services. Activities are continuously prioritised and result-oriented. Sound and transparent governance strengthens cost-effectiveness and the positive reputation of the agency.

Transparency and Access to Information

In 2015, Frontex continued to strive for transparency and active provision of information to the general public and other stakeholders. New reports, publications and public versions *of* risk analysis products were published on Frontex' websites and via its social-media accounts.

Frontex decided to make its quarterly reports on the Eastern European Borders and the Western Balkans available to the general public, and continued the publication of both "Annual Information on the Commitments of Member States to the European Border Guard Teams and the Technical Equipment Pool" and "Frontex' Annual Report on the implementation on EU Regulation 656/2014 of the European Parliament and of the Council of 15 May 2014 establishing rules for the surveillance of the external sea borders".

The unprecedented migratory pressure at the EU's external borders resulted in an increase in media requests directed to Frontex. In the second part of the year, when the migratory pressure peaked, Frontex handled 800 requests for information each month. The agency facilitated physical access to operational areas to more than 500 journalists, more than 60 of whom were embedded in operational maritime patrols in Italy.

In order to increase operational transparency and assist the media on the ground, Frontex continued the deployment of Field Press Officers (FPO). Over the course of last year five Field Press Officers were deployed to operation Triton in Italy.

Direct contact with EU citizens and researchers interested in the work of Frontex took place during the celebrations of Europe Day in Brussels and Warsaw, the Docs against Gravity film festival in Warsaw, and more than 30 study visits to Frontex headquarters.

Frontex continued to organise the European Day for Border Guards (ED4BG), an annual event celebrating border guards from all Member States and Schengen Associated countries. The 2015 edition gathered more than 800 guests, who discussed issues related to the future of border management, the Schengen area and passenger traffic, as well as evaluating ten years of the Agency's work. More than 40 national authorities, EU Agencies and international organisations, as well as the Frontex Consultative Forum on Fundamental Rights, had exhibitions during the day, presenting their work and exchanging best practices amongst border-management practitioners.

2015 saw more and more visitors to Frontex' on-line communication channels, such as its website, its video-sharing platforms (YouTube and Vimeo), the ED4BG Facebook fan-page and the recently launched Twitter account.

During 2015 Frontex has been investing resources in building future communication tools that will help increase transparency and facilitate communication with stakeholders. The first steps have been taken towards building a working collaborative platform, a document system and a multimedia management system.

The Frontex Fundamental Rights Officer (FRO)

In the course of 2015, the FRO was involved in a variety of activities and issues within the remit of her mandate and tasks. The principal objective of such engagement was to ensure adequate protection and guarantees of fundamental rights during operations coordinated by Frontex and all Frontex activities. In 2015, the FRO particularly concentrated her work in the following four fields:

(i) Revision of the Frontex Fundamental Rights Strategy and its corresponding Action Plan;
(ii) Monitoring and reporting;
(iii) Support given in the field of operational activities coordinated by Frontex;
(iv) Support given in the field of capacity building.

One of the main objectives of the work of the Fundamental Rights Officer is to support Frontex in the implementation of the Frontex Fundamental Rights Strategy (FRS) and to ensure respect for and promotion of fundamental rights in all Frontex activities, with focus on operational activities. For this purpose, the FRO launched a process of the revision of the existing FRS, which included an in-depth analysis of the already received contributions reported by the various entities within Frontex, annexed in prior General Reports of Frontex, a compilation of recommendations provided by several International Organisations, NGOs and other bodies to Frontex since 2012, and a subsequent draft proposal prepared by the FRO.

In the field of monitoring and reporting, the FRO continued to fulfil her role of following up on incidents of alleged fundamental rights violations reported during Joint operations, providing a preliminary assessment on the fundamental rights implications and, in several cases, also giving recommendations. Those recommendations mainly identified possible preventive and corrective measures to be introduced to the monitoring system in order to achieve better protection of fundamental rights in the activities at the borders

During 2015 and in the field of operational activities, the FRO continued to support the planning and preparation of operations through the provision of fundamental rights assessments and suggestions regarding 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. With reference to fieldwork, the FRO also undertook several visits to operations at sea, land and air borders, as well as to joint return operations and collecting joint return operations to gather information on fundamental rights concerns in each such field. Furthermore, the FRO supported the risk analysis unit with regard to matters related to fundamental rights when requested to do so.

In the field of returns activities, the FRO actively supported the process of the revision of the Best Practices for Joint Return Operations, to be called a "Guide for JROs coordinated by Frontex". The FRO was actively involved in a contribution to Frontex' complex answer to the European Ombudsman's own initiative inquiry concerning the protection of fundamental rights in Joint Return Operations coordinated by Frontex, which was launched back in October 2014. In this respect, the FRO also provided a separate annex with her observations on this topic, which mainly focused on child protection and medical issues during return operations. Furthermore, in the course of 2015, the FRO was actively supporting the ICMPD project on Forced Returns Monitoring (FReM) by providing training to the participating monitors and providing substantial input to the training and project materials.

Also in the context of capacity building, the FRO took part in providing fundamental rights and practitioner's perspectives to the first phase of the EU Agency for Fundamental Rights (FRA) project on "Biometric data in large scale EU IT-systems in the areas of borders, visa and asylum - fundamental rights implications".

In the field of fundamental rights training, the FRO supported the work on the Fundamental Rights Training Manual for Border Guards (training of trainers), by working on adapting it as an e-learning tool. The FRO supported the further updating and further implementation of basic fundamental rights training for Frontex staff and highlighted the need to expand it so as to offer more specialised modules (operational, risk analysis).

The Consultative Forum

During 2015, the Frontex Consultative Forum on Fundamental Rights (CF) continued to provide strategic advice to Frontex' Executive Director and Frontex' Management Board. In line with its working methods, the CF held three formal meetings during the year, which proved to be further opportunities to work with Frontex staff.

In the area of training, the CF's members provided observations and recommendations that contributed to ensuring a fundamental rights perspective in Frontex training activities, including input to the pilot Operational Training for EU Mid-Management in Border Guarding and the EBGT Land Border Surveillance Officer Training.

CF members supported Frontex' operational activities in the area of Joint operations, Return and Risk Analysis. The CF provided recommendations and advice with regard to the Best Practices for Joint Return Operations and participated in the second phase of Joint operation VEGA Children. In this regard, CF members were deployed at different EU airports together with border guard authorities aiming at strengthening the protection of children at the borders and enhancing cooperation between the different stakeholders in this field. A CF delegation conducted a visit to Joint operation Triton in October 2015. The observations of the visit were discussed with Frontex and Management Board representatives through the organisation of focus group discussions. In addition to exchanging views on key challenges, the discussions helped to set up initiatives to advance fundamental rights in Frontex operations.

In 2015, the CF also started to gather information about gender approach and mainstreaming within the activities coordinated by Frontex and initiated a series of meetings with Frontex in order to jointly reflect, in practical terms, on the fundamental rights implications of Frontex Joint operations in different real scenarios. In this context, the CF also provided its views on the implementation of the Charter of FR during the evaluation of the Agency as per Article 33 of the Frontex Regulation.

In September 2015, the Management Board decided on the new composition of the Consultative Forum, due to the expiration of its mandate. Representatives from civil society organisations were selected on the basis of a public call made by Frontex, while international organisations renewed their membership by exchanges of letters. The current mandate of the elected CF members will expire on 31 December 2018.

The CF published its second annual report in July 2015 and that report is available on Frontex' website.

2. BUDGETARY AND FINANCIAL MANAGEMENT

Frontex is organised in three divisions (Operations, Capacity Building and Administration) and separate entities reporting directly to the Executive Director (Executive Support, Fundamental Rights Officer).

All expenditure is implemented in the form of centralised management. As a general rule, 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 transaction below 5000 EUR, a simplified circuit is followed, where the operational verification function is performed by the Authorising Officer.

For payments below 1000 EUR, a low value transaction circuit is followed, where both operational and financial verification functions are performed by the Authorising Officer.

For missions, the operational and financial initiation function is performed by staff in the travel office and/or staff in the Finance and Procurement Unit; the operational and financial verification functions are performed by the relevant Authorising Officer.

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

- Executive Director and Deputy Executive Director are entitled to sign all transactions for all amounts and all budget lines.

- Delegations are granted by the Executive Director to: Division Directors, Heads of Units, Heads of Sectors and other selected staff. Different financial thresholds apply to these delegations depending on the position of the AO (as a general rule: Director - 500.000 EUR, other positions - between 5.000 and 200.000).

- Deputising/Suppléances: As a general rule, deputising is performed downwards; which means that Heads of Units replace 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 or a delegated staff from the sector.

2.1 Implementation of appropriations

The initial adopted budget of EUR 114.0m was first amended by EUR 20.0m, followed by two more amendments, of EUR 8.5m and EUR 0.7m respectively, resulting in the final budget of EUR 143.3m.

Despite the relatively late increase in financial resources, the Agency managed to commit 100% (EUR 143.1m out of EUR 143.3m budgeted) of C1 appropriations and pay 69% (EUR 99.6m out of EUR 143.3m budgeted) respectively. The remaining 31% of the payment appropriations (EUR 43.9m) were carried forward to 2016 and are to be paid until 31 December 2016. EUR 0.18m had to be cancelled

The full amount of the non-automatic carry overs (C2) was committed and paid in 2015.

As regards the appropriations (C8) carried forward from 2014 to 2015, EUR 23.6m were paid, which constitutes 84% of the amount carried forward (EUR 28.3m). EUR 4.6m had to be cancelled.

Internally assigned revenue C4 and C5 (funds collected from Recovery Orders): for C4 funds 82% was committed; for C5 funds 39% was committed and fully paid, however these amounts are not material i.e. 0,3% of our budget

The table below gives the budget implementation figures and percentages for 2015 together with 2014 figures for comparison.

	2015		2014	
Commitment of Regular budget (C1)	€143,1	100%	€92,1	99%
Payment of Regular budget (C1)	€99,5	69%	€64,3	69%
Payment of Automatic carry-overs (C8)	€23,6	84%	€28,9	91%

Frontex issued for operational activities 1323 grants in 2015 amounting to EUR 99.4m. Final payments were made for 839 grants during 2015. On average, 88% of the initially granted amounts are finally claimed.

Table 1. Regular budget (C1) implementation per Title

Title		Budget	Total committed		Total payments	
		A	B	C=B/A	D	E=D/A
A-1	Staff	21 215 040	21 214 966	100%	21 069 226	99%
A-2	Other administrative expenditure	8 586 000	8 437 422	98%	5 230 781	61%
A-3	Operational activities	113 498 960	113 464 819	100%	73 243 203	65%
		143 300 000	143 117 207	100%	99 543 210	69%

Table 2.   Regular budget (C1) implementation

Chapter/Article		Budget	Total committed		Total payments	
A-11	Staff in active employment	19 831 147	19 831 147	100%	19 831 071	100%
A-12	Recruitment	76 861	76 861	100%	61 115	80%
A-13	Administrative missions	374 000	374 000	100%	339 204	91%
A-14	Sociomedical infrastructure	4 594	4 594	100%	1 594	35%
A-15	Other staff related expenditure	927 768	927 694	100%	835 572	90%
A-16	Social welfare	671	671	100%	671	100%
A-20	Rental of building and associated expenditur	2 386 000	2 336 269	98%	2 132 178	89%
A-21	Data processing and telecommunications	4 260 000	4 252 782	100%	1 693 188	40%
A-22	Movable property and associated expenditu	177 000	171 988	97%	150 671	85%
A-23	Current administrative expenditure	815 000	792 509	97%	594 692	73%
A-24	Postal expenditure	73 000	73 000	100%	56 184	77%
A-25	Non-operational meetings	409 000	389 026	95%	310 021	76%
A-26	Information and Transparency	466 000	421 848	91%	293 848	63%
A-30	Joint Operations	95 685 379	95 685 328	100%	61 047 974	64%
A-300	*Land borders*	*9 505 250*	*9 505 199*	*100%*	*6 877 782*	*72%*
A-301	*Sea borders*	*70 400 129*	*70 400 129*	*100%*	*41 820 608*	*59%*
A-302	*Air borders*	*2 580 000*	*2 580 000*	*100%*	*1 979 200*	*77%*
A-305	*Return co-operation*	*13 200 000*	*13 200 000*	*100%*	*10 370 383*	*79%*
A-310	Risk analysis	1 625 270	1 618 978	100%	1 207 583	74%
A-311	Frontex Situation Center	614 200	606 134	99%	357 095	58%
A-312	EUROSUR	8 744 840	8 735 934	100%	6 491 109	74%
A-320	Training	3 377 000	3 377 000	100%	1 892 329	56%
A-330	Research and development	892 000	884 562	99%	539 443	60%
A-340	Pooled Resources	1 345 000	1 345 000	100%	862 344	64%
A-350	Miscellaneous operational activities	0	0	0%	0	0%
A-351	Operational IT applications	572 620	572 620	100%	334 480	58%
A-352	European Day for Border Guards	337 000	333 612	99%	311 431	92%
A-360	External relations 3rd countries and IBPC	220 301	220 301	100%	129 325	59%
A-361	External relations Int'l Organisations and THI	55 000	55 000	100%	47 945	87%
A-362	Fundamentals Rights Officer	30 350	30 350	100%	22 146	73%

Table 3.   Graphical view comparing C1 funds (commitments and payments) in 2015 and 2014:

Budget in Euro (thousands)   2014: 93 411   **2015:** 143 300
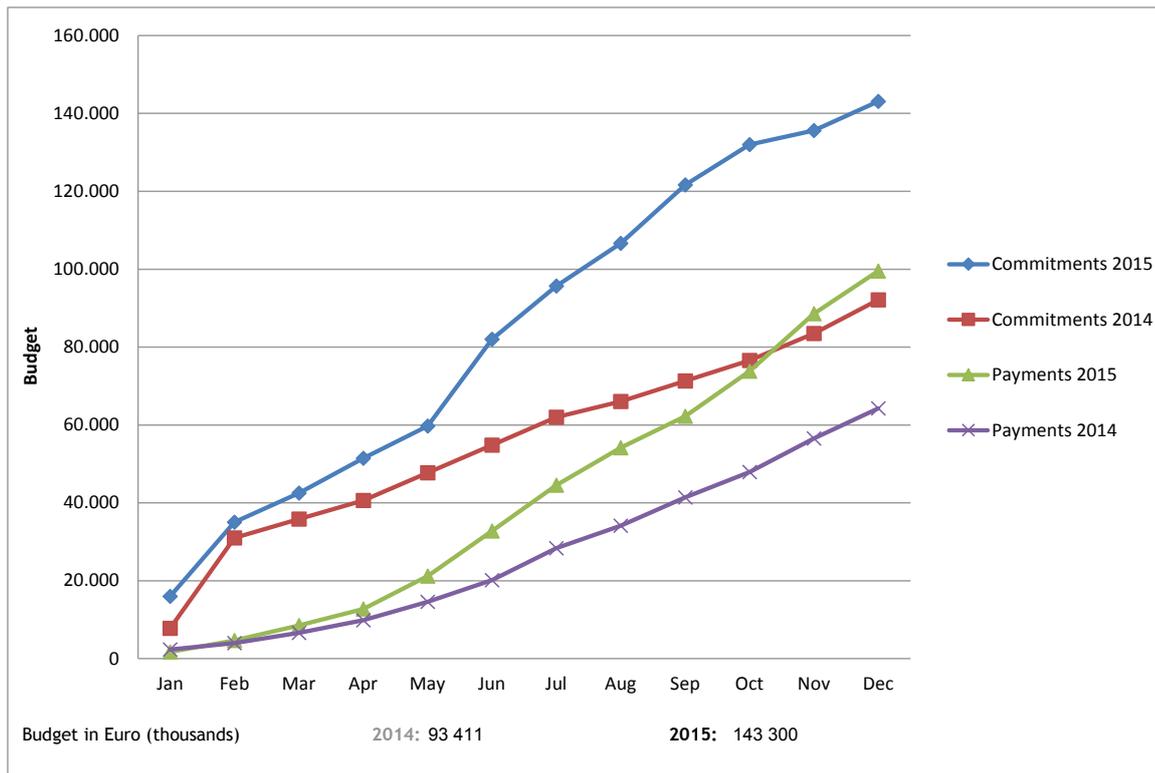
There was an increase of 28% in the initial budget for 2015 compared with 2014. However, due to the unprecedented migratory situation and the subsequent budget amendments during 2015, for both commitment and payment appropriations, increased the final budget by 53% compared to 2014.

In terms of percentages, the level of both commitments and payments at the end of 2015 remained the same as in the year 2014 (100% and 69% respectively). The funds carried forward remain at similar levels compared with 2014 (31%).

2.2   Information on transfers and amending budgets

The initial budget of EUR 114.0 million was to cover the activities indicated initially in the 2015 Programme of Work. In the light of the migratory pressure in the Mediterranean observed since spring 2015 and the Council conclusions of 23 April, Frontex started intensive discussion on how to implement the reinforcement of the operational activities in the Mediterranean. Particular attention was paid to the request of the Council to reinforce the joint operations, especially Triton and Poseidon. The reinforcement focused on the extension of the operational areas concerned, more flexibility in the deployments of assets and experts, intensification of the aerial and maritime surveillance as well as increased screening and debriefing activities.

As a result, three budget amendments were adopted in the course of 2015, two of them related to the alignment with the European Council conclusions aiming at tripling the budget for the relevant operations in the Mediterranean, and the last one covering the costs of additional posts that the Agency had been granted in order to cope with the increased workload.

Thus the final Frontex budget 2015 amounted to EUR 143.3 million.

Table 4.   Amendments and transfers at 31 December 2015

e	Original Budget 2015 (01.01.2015)	Amending Budget N1	Amended budget N1	Transfers (9/5/2015 to 7/7/2015)	% (of transfer out)	Amending Budget N2	Amended budget N2	Transfers (8/7/2015 to 14/10/2015)	% (of transfer out)	Amending Budget N3	Amended budget N3	Transfers (15/10/2015 to 31/12/2015)	% (of transfer out)	Appropriations 2015 after amendments and transfers (31.12.2015)
e 1 - Staff expenditure	21 476 000	0	21 476 000	0	0,0%	528 000	22 004 000	70 000	0,0%	694 000	22 768 000	-1 552 960	-6,8%	21 215 040
e 2 - Other administrative expenditure	10 432 000	0	10 432 000	- 62 000	-0,6%	0	10 370 000	-1 066 000	-10,3%	0	9 304 000	- 718 000	-7,7%	8 586 000
e 3 - Operational expenditure	82 145 000	20 000 000	102 145 000	62 000	0,0%	8 025 000	110 232 000	996 000	0,0%	0	111 228 000	2 270 960	0,0%	113 498 960
Total:	114 053 000	20 000 000	134 053 000	0		8 553 000	142 606 000	0		694 000	143 300 000	0		143 300 000

Table 5. List of transfers in 2015

#	Description	Title 1 - Staff expenditure	Title 2 - Other administrative expenditure	Title 3 - Operational expenditure
1	Public transportation costs	0	37 000	0
2	Annual subscriptions and publications: long term lease of transport equipment	0	42 000	0
3	Consultancy service for Needs assessment instrument for pre-accession assistance	0	0	26 000
4	Reinforcement of JO Triton & Poseidon; Transfer within chapters for improved allocation for ED4BG2015 and, software and consultancy;	0	1 100 000	10 062 000
5	Relex TC needs to cover costs of training officers from countries with which Frontex has working arrangements	0	0	100 000
6	Increase in number of FSC support officers deployed and FOSS consultancy services	0	0	151 000
7	Increased operational needs of ROS and enhancing activities of JO FOA-R 2015	0	0	4 500 000
8	Increase in official publicatios -"Fx at a glance" and video production and wtitring services	0	85 000	0
9	Increase in subscriptions and facility management costs	0	36 000	0
10	Due to increased operational needs, savings and reprioritization of acvtivities was made in the beginning of 3rd quarter	70 000	430 000	2 764 000
11	HR budgetary needs assessed and internal transfers made	360 400	0	0
12	Due to increased operational needs, savings and reprioritization of acvtivities were made in early November in all titles	0	379 000	2 012 450
13	Reallocation of appropriation within Title 1.	9 351	0	0
14	Support for the increased scope of activities for SBS	0	57 990	2 241 548
15	Internal transfer within Title 2 (ICT needs)	0	112 181	0
		439 751	2 279 171	21 856 998

In comparison with 2014, the Agency made a similar number of transfers in 2015. However, the value of transfers significantly increased from EUR 9.0m in 2014 to EUR 24.6m in 2015. This was caused mainly by the unprecedented migratory situation faced especially in the second half of the year, the budget amendments came relatively late in the year and funds needed to be reallocated before the amendments were finally adopted.

2.3 Appropriations carried forward to the following financial year

Funds to be carried forward as C8 from 2015 to 2016 amount to EUR 43.9m (=31%).

Use of appropriations 2014 carried forward to 2015

By 31 December 2015, Frontex managed to use to a large extent the payment appropriations made in 2014. Out of the total amount carried forward from 2014 to 2015, EUR 23.6m was paid in 2015, while EUR 4.6m needed to be cancelled. The main reasons for the cancellations were related to the non-implementation of contracts or due to the fact that grant beneficiaries claimed lower amounts than estimated at the beginning of an operational activity. Nevertheless, the total budget utilisation of the appropriations made available to Frontex in 2014 was 94%.

Table 6.   Utilisation of 2014 appropriations

	Total budget 2014	Paid in 2014	Paid in 2015	Total payments		Unused	
Staff	20 082 000	19 902 500	86 513	19 989 013	100%	92 987	0%
Other administrative expenditure	12 804 400	8 099 276	4 213 634	12 312 910	96%	491 490	4%
Operational activities	60 524 300	36 251 621	19 333 646	55 585 267	92%	4 939 033	8%
Total use of 2014 appropriations	93 410 700	64 253 397	23 633 793	87 887 190	94%	5 523 510	6%

2.4   Procurement procedures

Overall, 1137 procurement procedures were carried out in 2015, either through launching own tender procedures or by using Framework contracts already in place concluded by the Agency or using those of the European Commission.

Table 7.   Procurement procedures

- Open tenders
- Negotiated procedures with 3 candidates
- Negotiated procedures with 1 candidate
- Exceptional negotiated procedures
- Orders and contracts issued under existing framework contracts
- Other (contracts with/of EU institutions and other procedures)
- Payment against invoice (below 1000 EUR)
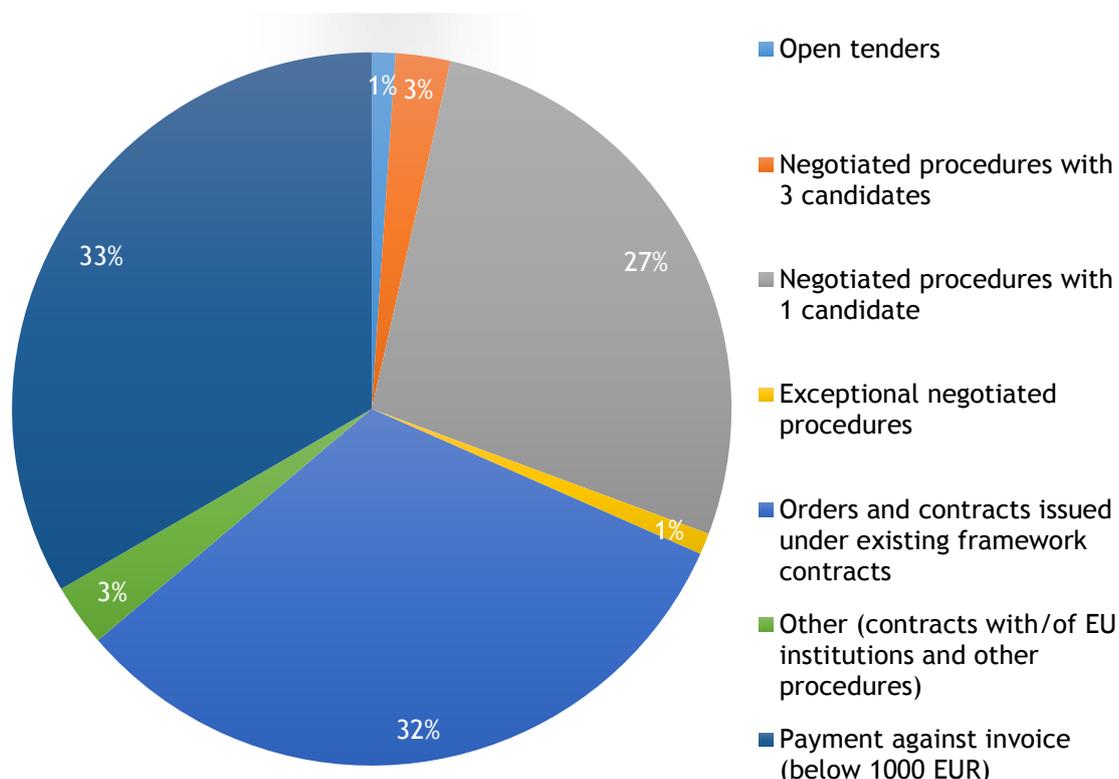
2.5   Interest charged by suppliers

The overall interest charged by suppliers through late payments (>30 days) amounted to EUR 1 607.27.

2.6   Budgetary operations

Table 8.   Statement of Comparison of Budget and Actual Amounts 2015

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	106.100.000,00	27.428.000,00	133.528.000,00	133.528.000,00	133.528.000,00	0,00	100,00%	0,00
9010 Contributions from the Schengen Associated Countries	7.033.000,00	1.819.000,00	8.852.000,00	7.906.000,00	7.906.000,00	946.000,00	89,31%	0,00
9020 Contributions from the United Kingdom and Ireland	820.000,00	0,00	820.000,00	820.000,00	820.000,00	0,00	100,00%	0,00
9100 Other revenue	100.000,00	0,00	100.000,00	614.316,84	655.458,03	-555.458,03	655,46%	-41.141,19
9401 Earmarked Revenue	p.m.	p.m.	7.028.178,00	3.707.157,50	3.707.157,50	3.321.020,50	52,75%	0,00
Total	114.053.000,00	29.247.000,00	150.328.178,00	146.575.474,34	146.616.615,53	3.711.562,47	97,53%	-41.141,19

EXPENDITURE								
Budget title	2015 budget (1)	Assigned revenue (2)	Carried over from 2014 (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 2016 (8)	Not used (9)=(4)-(5)-(8)
1 Staff	21.215.040,00	4.545,73	173.309,23	21.392.894,96	21.155.739,33	98,89%	237.155,63	150.047,09	87.108,54
2 Administration	8.586.000,00	105.244,32	4.540.094,16	13.231.338,48	9.509.840,95	71,87%	3.721.497,53	3.246.375,66	475.121,87
3 Operating expenditure	113.498.960,00	476.779,90	24.358.821,16	138.334.561,06	93.531.386,72	67,61%	44.803.174,34	40.551.416,04	4.251.758,30
4 Earmarked expenditure	p.m.	3.000.000,00	4.028.177,59	7.028.177,59	739.623,79	10,52%	6.288.553,80	6.288.553,80	0,00
Total	143.300.000,00	3.586.569,95	33.100.402,14	179.986.972,09	124.936.590,79	69,41%	55.050.381,30	50.236.392,59	4.813.988,71

2.7   Human Resources (HR) Management

Recruitment

In 2015, 34 recruitment procedures were launched of which 14 procedures will be finalised in 2016. Ten procedures initiated in 2014 were closed in 2015. In total 2 243 applications were received for vacant positions - temporary agents, contract agents and seconded national experts – during 2015. 139 interviews and written tests were conducted for temporary and contract agents, with another 39 for seconded national expert posts. During 2015 47 new staff members were recruited.

Of the amended staff figures (see Annex III), approved in July and November of 2015, Frontex reached a total of 308 at the end of 2015. For the remaining 103 new posts the recruitment had been on-going in December 2015. The new Executive Director took up his post on 16 January 2015. The procedure for selecting the Deputy Executive Director was finalised in November 2015. The first Frontex Liaison Officer in a third country - Turkey - has been selected.

Due to the increased demand from the Frontex business areas, a contract with an external company to provide interim HR services on a short-term basis has been continued. In 2015, the number of employees providing services under this contract reached 19, working a total of 167 man-months.

A total of 34 traineeships were taken up in 2015 (of which seven were extended from 2014), from a pool of 700 applications.

Staff Development and Training

In 2015, and in addition to 20 language courses, four fundamental rights training sessions, four sessions on new approaches to appraisal, and 54 other training courses were organised, including risk management training, as well as training on EU Staff Regulations.

In 2015, Frontex also initiated in cooperation with the British Council one training course in business excellence communication and another one in proposal and report writing.

An open tender procedure for the provision of in-house language courses was launched in 2015. The outcome of this procedure will be known in the first quarter of 2016.

The first ever reclassification of contract staff was launched in November 2015. The preparatory work has been conducted in order to introduce a new appraisal system as from 2016.

2.8   Assessment by management

Results of ex-ante controls

The ex-ante controls in the Agency are embedded in the financial circuit of the agency; the financial ex-ante verification plays a vital role in the ex-ante controls.

The financial verification function in the agency processed 8.500 commitments and payment transactions in 2015. This is a slight decrease of 5% in the number of transaction processed compared with 2014; two FTE perform the financial ex-ante verification.

During 2015 the efforts to strengthen the ex-ante control framework continued, aiming at increasing assurance on the legality and regularity of transactions; in particular in the case of joint operations, pilot projects and return operations. In 2015, Frontex had verified supporting documents substantiating the request for final payment for 509 grants. The final total amount checked reached EUR 34.3m and covered 62% of the total amount granted.

Ex-post controls

During 2015, the Agency continued to implement its ex-post control strategy, with the continuation of the objectives set for 2014-2015.

In order to meet the first objective – to receive information on the functioning of controls set up by the Agency vis-à-vis beneficiaries - missions were carried out to selected beneficiaries to verify on the spot supporting documents for final payments executed in the period 1/08/2014-6/07/2015. Grants that had already been subject to ex-ante controls were excluded from the controllable population (1032 grants, total value EUR 39.2m).

The following criteria were applied to sample the Beneficiaries to be controlled:

1. *Countries that have not yet been subject to ex-post controls*;

2. *Countries already controlled, but where the risk profile changed*;

3. *Countries that have a low coverage by ex-ante control*.

Based on the above criteria, five countries were selected to be controlled, four of them based on criterion 1 and 3 and one country falling under criterion 2. In total, 105 grants for the value of EUR 4.0m were selected for the on the spot control, covering 10% of the number of grants issued. Due to the unprecedented migratory situation observed in 2015 and the significantly increased workload of the Agency in the second half of the year, one ex-post control mission had to be postponed to 2016. As a result, the number of grants verified dropped to 88, with a total amount of EUR 3.8m verified.

In two out of four controlled beneficiaries, no systemic errors were detected; in case errors were detected, there were mainly due to erroneous bookings. In case if systemic errors were detected, they referred to unduly claimed VAT amounts or currency exchange issues.

The error rate of the ex-post controls is 0.56% of the overall amount granted.

Further to the objectives set for 2014 and 2015, one ex-post control desk review was performed in house, focusing on the procurement process and the contract management for services and consultancies. The scope of the ex-post control aimed at all relevant service contracts of this unit (studies and consultancies projects) below EUR 60 K from 2013 until 31 May 2015.

No significant irregularities were found, some recommendations were issued to the respective Authorising Officers for their consideration aiming at improving contract management.

In October 2014 a Service Level Agreement with EIGE Agency was concluded covering the bilateral exchange of experts in order to perform ex-post controls.

As a result, on top of the above mentioned ex-post activities, in the first half of 2015 Frontex supported the control exercise in EIGE by checking whether the internal control system ensures the compliance of the transactions to the financial rules and to internal procedures. In return, in the second half of 2015, EIGE supported Frontex in performing the control on the validation of user access rights granted in ABAC.

The objective was to resolve any incompatibility between the granted ABAC authorizations and the responsibilities entrusted to a user. The task was performed in the form of a desk review at EIGE premises. The required documentation to perform the exercise was the standard security reports downloaded from the ABAC system together with the relevant decision of Frontex Executive Director regarding the financial circuits, the users and profiles and, a list with the state of play of all Authorising Officers with the budget lines and threshold values they are responsible for.

The control resulted in a short report indicating small shortcomings in the rights encoded in ABAC. All detected inconsistencies were corrected by Frontex and therefore led to the strengthening of the internal control system in house.

2.9 Statistics on financial management

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	106.100.000,00	27.428.000,00	133.528.000,00	133.528.000,00	133.528.000,00	0,00	100,00%	0,00
9010	Contributions from the Schengen Associated Countries	7.033.000,00	1.819.000,00	8.852.000,00	7.906.000,00	7.906.000,00	946.000,00	89,31%	0,00
9020	Contributions from the United Kingdom and Ireland	820.000,00	0,00	820.000,00	820.000,00	820.000,00	0,00	100,00%	0,00
9100	Other revenue	100.000,00	0,00	100.000,00	614.316,84	655.458,03	-555.458,03	655,46%	-41.141,19
9401	Earmarked Revenue	p.m.	p.m.	7.028.178,00	3.707.157,50	3.707.157,50	3.321.020,50	52,75%	0,00
	Total	114.053.000,00	29.247.000,00	150.328.178,00	146.575.474,34	146.616.615,53	3.711.562,47	97,53%	-41.141,19

Number and value of Budget transfers

#	Description	Title 1 - Staff expenditure	Title 2 - Other administrative expenditure	Title 3 - Operational expenditure
1	Public transportation costs	0	37 000	0
2	Annual subscriptions and publications: long term lease of transport equipment	0	42 000	0
3	Consultancy service for Needs assessment instrument for pre-accession assistance	0	0	26 000
4	Reinforcement of JO Triton & Poseidon; Transfer within chapters for improved allocation for ED4BG2015 and, software and consultancy;	0	1 100 000	10 062 000
5	Relex TC needs to cover costs of training officers from countries with which Frontex has working arrangements	0	0	100 000
6	Increase in number of FSC support officers deployed and FOSS consultancy services	0	0	151 000
7	Increased operational needs of ROS and enhancing activities of JO FOA-R 2015	0	0	4 500 000
8	Increase in official publicatios -"Fx at a glance" and video production and wtitring services	0	85 000	0
9	Increase in subscriptions and facility management costs	0	36 000	0
10	Due to increased operational needs, savings and reprioritization of acvtivities was made in the beginning of 3rd quarter	70 000	430 000	2 764 000
11	HR budgetary needs assessed and internal transfers made	360 400	0	0
12	Due to increased operational needs, savings and reprioritization of acvtivities were made in early November in all titles	0	379 000	2 012 450
13	Reallocation of appropriation within Title 1.	9 351	0	0
14	Support for the increased scope of activities for SBS	0	57 990	2 241 548
15	Internal transfer within Title 2 (ICT needs)	0	112 181	0
		439 751	2 279 171	21 856 998

Human and financial resources by activity

Table 9.   ABB distribution

Governance Level Activities	Budget	Total Direct costs	Total Indirect costs	Implementation	
1. Joint operations	109 701 977	100 445 781	9 184 084	109 629 865	100%
a) Air operations	3 668 398	3 199 196	466 907	3 666 103	100%
b) Land operations	11 961 691	10 706 534	1 247 423	11 953 956	100%
c) Sea operations	78 069 453	72 113 025	5 904 696	78 017 721	100%
d) Return operations	16 002 435	14 427 026	1 565 059	15 992 085	100%
2. Risk Analysis	5 740 556	4 381 973	1 348 685	5 730 658	100%
3. Management of Pooled Resources	2 788 504	2 248 757	538 134	2 786 891	100%
4. Training	5 188 519	4 484 424	700 878	5 185 302	100%
5. Research and Development	2 125 111	1 710 553	405 346	2 115 899	100%
6. EUROSUR	11 345 504	10 080 086	1 248 625	11 328 711	100%
7. Situational monitoring	3 091 279	2 391 933	688 970	3 080 903	100%
8. External and public relations	2 884 652	2 247 181	584 824	2 832 005	98%
9. Fundamental Rights incl. Consultative Forum	433 899	310 742	116 229	426 971	98%
TOTAL ACTIVITIES	143 300 000	128 301 430	14 815 777	143 117 207	100%

Table 10. Regular budget distribution   Table 11. ABB distribution
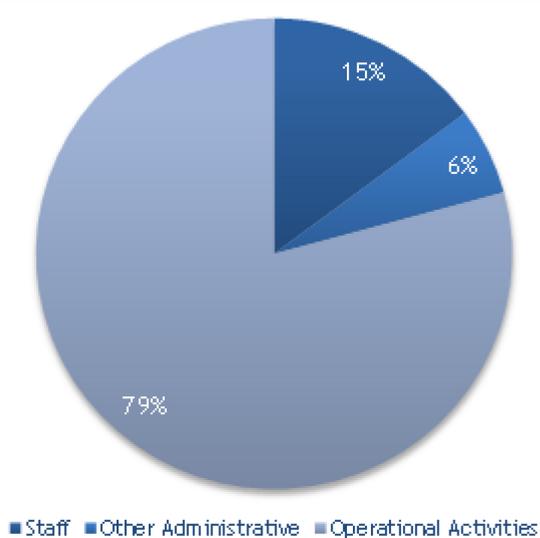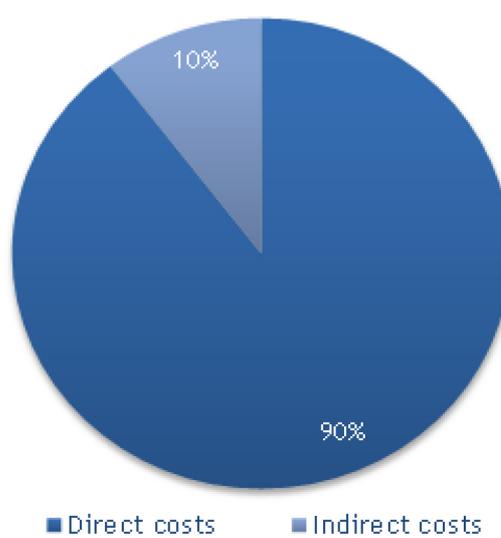
3. MANAGEMENT AND INTERNAL CONTROL

Frontex has put in place an internal control system that is designed to provide "management's assurance" that the control objectives established by the European Commission have been met.

Frontex adopted updated Internal Control Standards in 2009; these are based on international good practice, aimed at ensuring the objectives of the Agency can be met. In addition, 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 is comprised of 16 internal control standards.

Frontex has put in place an organizational structure and internal control system that is suited to the achievement of its control objectives, in accordance with the standards and having due regard to the risks associated with the environment in which it operates.

Assurance is an objective examination of evidence for the purpose of providing and assessment of the effectiveness of

risk Management, control and governance processes.

This examination is carried out by management, who monitors the functioning of the internal control system on a continuous basis, and by internal and external auditors. Its results are explicitly documented and reported to the Executive Director. The reports produced are:

• Declaration of Assurance of the Directors, Heads of Units and where appropriate other subordinate entities in the hierarchy. These are collected and presented to the Executive Director as input into his own Declaration of Assurance as the Authorizing Officer.

• Contribution of the Quality Manager/Internal Control Coordinator, including the results of internal control assessments and the results of the Fraud Risk Assessment Survey, review of action plans; the register of exceptions and the corporate risk management process.

• The review of the relevant sections of the Article 33 Report[7] and these are incorporated into the other assessment processes where appropriate.

• The opinion of the internal auditor (IAS) as expressed in audit report and in its assessment of the implementation of prior audit recommendations.

• The opinion and observations of the external auditor of Frontex (European Court of Auditors) and Frontex' response.

These reports result from a systematic analysis of the evidence available. This approach provides "reasonable assurance"[8] as to the completeness and reliability of the information reported. The control results and other elements that support management's assurance are detailed below as follows: Control Results, Audit observations and recommendations, Assessment of the effectiveness of the internal control system. The inputs are used to provide the Conclusions as regards the assurance[9].

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[7]   Article 33 of the Frontex regulation requires that within three years from the date of the Agency having taken up its responsibilities, and every five years thereafter, the Management Board shall commission an independent external evaluation on the implementation of this Regulation. The evaluation shall examine how effectively the Agency fulfils its mission. It shall also assess the impact of the Agency and its working practices. The evaluation shall take into account the views of stakeholders, at both European and national level.

[8]   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.

[9]   The structure and content of this Chapter of the report follows the "Model Template 2015 Annual Activity Report" as issued by the European Commission in December 2015.

3.1 Control Results

The results of the internal control assessment processes that Frontex has in place are presented below.

3.1.1 Internal Control Assessments

In assessing the internal controls as of the end of 2015, we strengthened the assessment process to include multiple inputs, i.e. an Internal Control Assessment Survey (sent to all staff), identification and review of documents that provide tangible evidence that the controls are in place and interviews with selected experts in the relevant domains. We obtained the input of selected staff and managers before we changed the annual assessment of the internal control process. The questions used in assessing the internal controls for 2015 Internal Control Survey and other instruments were developed taking this input into account. In prior years a control self-assessment workshop was used.

The table below provides a numerical summary of the results of the assessment of the internal controls as of the end of 2015. For each Internal Control Standard an assessment of the Level of Control is provided as is an assessment of the Effectiveness of the Control (a 1-5 scale is used where 1 is low and 5 is high). The column final result is obtained by multiplying these two scores.

Internal control standard	Level of Control	Effectiveness of control	Final Result
1. Mission	4	4	16
2. Ethical & Organisational Values	4	4	16
3. Staff Allocation & Mobility	3	2	6
4. Staff Evaluation & Development	3.7	3	11.1
5. Objectives & Performance Indicators	3.2	1.9	6.08
6.Risk Management Process	4.25	3	12.75
7. Operational Structure	2.6	2	5.2
8. Processes & Procedures	3.6	2.9	10.44
9. Management Supervision	3	1.9	5.7
10. Business Continuity	4.4	3	13.2
11. Document Management	3.4	3.8	12.92
12. Information & Communication	2.7	2.8	7.56
13. Accounting & Financial Reporting	5	5	25
14. Evaluation of Activities	4	4	16
15. Assessment of Internal Control Systems	3.5	2.4	8.4
16.Internal Audit Capability	4	3	12

The results for each internal control standard are also shown graphically in the Matrix below. In the Matrix, the numbers in the circles correspond to the internal control standards listed in the table above, e.g. "ICS 1" in the Matrix is shown in the table to be "1. Mission". Thus, the table can be used to obtain the description of each internal control standard shown in the Matrix. The size of the bubble and its location in the matrix shows the relative strength/weakness of the internal control.

The table above and the matrix below allow to relate the "Effectiveness of the Control" and the "Level of Control" for each internal control standard. This helps management to decide on the target for each standard in the coming year. For example, if the level and effectiveness of control is very high then management could examine the costs of the control and decide if the level of control should be lowered. Alternatively if the level of control is very low and the effectiveness is also low management may decide further investment is needed to strengthen the control.

In the matrix below the Internal Control Standard 5 (Objectives & Performance Indicators) has a relatively high level of control (3.2) indicating that processes and procedures are in place; but there is a low level of Effectiveness (1.9) confirming that the KPIs are not assessed as being meaningful to staff and that management do not consider them to be a helpful management tool. Based on this information management can make a decision to re-start work to develop a performance management system and address these problems.

Effectiveness of Control

High

ICS 13

ICS1
ICS2
ICS14

ICS4 ICS16 ICS6 ICS10

ICS11

ICS12 ICS8

ICS15

ICS 7 ICS 3

ICS 5 ICS 9

LOW   Level of Control   High
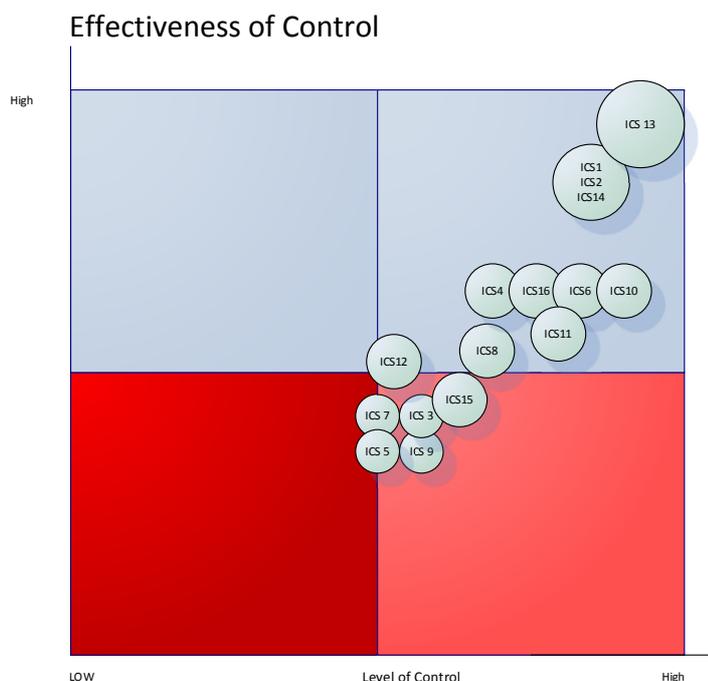
Summary results of the Internal control assessment

It should be stressed that the results in this report are an assessment of the internal controls as of 2015 and this does not take into account the rapid changes that are taking place in Frontex' external environment or the related internal changes that are already foreseen, e.g. the increase the human and financial resources and the other changes foreseen in Frontex' new regulation. These changes will put a strain on the internal control system.

Strengths – Relatively High Level of Control and Control Effectiveness

As shown above in the table and in the matrix the following internal control standards were assessed as strengths, i.e. having a relatively high Level of Control and Control Effectiveness: Accounting and financial reporting (ICS 13), Mission (ICS1) Ethics & Organisational values (ICS 2).

There are a group of internal control standards that although assessed positively still need strengthening, i.e. Evaluation activities (ICS 14), the building blocks are in place, e.g. a new Evaluation Handbook was developed and approved in 2015. However, it will be important to implement the evaluation methodology in 2016; Risk management (ICS 6) work still needs to continue to ensure consistent implementation in the Divisions; and Business continuity (ICS 10) work needs to be done to ensure that the newly developed Crisis Management process, Disaster recovery process and the Business Continuity Management are harmonised and that the impact of the new regulation are taken into account. In addition work needs to be done to ensure a suitable alternative location is established for critical staff.

Weaknesses – Relatively low level of control and control effectiveness

Staff Allocation and Mobility (ICS 3): There is a low level of confidence in the "arrangements in place to ensure effective staff planning & allocation". In addition, Frontex does not have a staff mobility policy in place. There is also concern about the adequacy of measures taken by Frontex to ensure it adapts quickly to change. These results should be a source of concern given the changes that will take place in Frontex in 2016.

Objectives & Performance Indicators (ICS 5): Staff generally do not see the link between the Frontex-level strategy, objectives and the Activities that are in the PoW and MAP and their own objectives. The performance indicators (KPIs) that are currently used are not considered to be meaningful or helpful for managing activities within the entities in Frontex and the tools that management have for managing their activities are also not assessed highly. The reporting structures in place to alert management when the achievement of objectives are at risk are also not considered to be adequate. Addressing these concerns will improve assist management and staff in delivering the products and services we have promised in our 2016 PoW.

Operational structure (ICS 7): a review of sub-elements of this internal control standard show there is insufficient communication on delegation of authority for non-financial matters. We still don't have a sensitive post policy in place. Frontex has not yet improved its ICT governance, e.g. established an IT Steering Committee and we also do not have an updated IT strategy.

Management supervision (ICS 9): Managers at all levels do supervise the activities that they are responsible for and they do keep track of main issues. However, there is some concern about the extent to which managers are able to focus on their supervisory activities on high risk areas. There was also concern about the understanding and guidance related to potential conflict of interest. However, this issue is being addressed as part of the Anti-fraud Strategy action plan.

Assessment of the internal control system (ICS 15): Further work needs to be done to increase the understanding of the level of implementation of recommendations from assessment processes; and staff and managers consider they do not have sufficient knowledge of the internal control standards.

Document Management (ICS 11): this system is still not in place although progress has been made.[10]

Processes and Procedures (ICS 8): There are some business processes in Frontex that are not formally documented using the approved tools and methods. It is also clear that there is resistance to doing so by some staff and managers. Having processes documented would facilitate an orderly change management process and this will be essential one the new Frontex regulation is approved.

Information and Communication (ICS 12): The existing external communication strategy was for the period 2011-2013 and although the updated strategy is being prepared it has not yet been approved. There is no officially approved internal communication strategy.

In addition, it was recommended that ongoing work in the following areas continue: the implementation of the Anti-fraud Strategy and action plan; the development of the Document Management System; further implementation of risk management in the Divisions and the Cabinet to ensure critical risks are identified are given timely attention; further implementation of Business Continuity management and completion of ITC governance work.

In terms of establishing targets for improvements in these internal controls the goal is to ensure that by the end of 2016 they are assessed as "Final Result" of 7 taking into account the Level of control and effectiveness of control.

3.1.2 Register of Exceptions - Overview of 2015

Having regard for the Financial Regulation, and in particular Article 30(3) and 44(2) thereof Frontex records exceptions in a "Register of Exceptions" in line with the ED's Policy on Recording and Monitoring Exceptions. During 2015 such exceptions were recorded in the register of exceptions, these were monitored and periodically analysed and reported along with recommendations for reducing the exceptions.

The following types of exceptions are identified:

- **Ex post commitment** – exceptions issued when activities were carried out before financial commitment was in place;
- **Specific Financing Decision (SFD) procedure (Grants)** – related to cases when the activity started before the SFD was signed, no SFD amendment was issued on time or when the amount requested was exceeding the amount specified in SFD, pre-financing exceeded 50% etc; any violation of SFD procedure is included into this type of exception;
- **Budget Management** – the exceptions relate to the deviations from general budgeting rules; inefficient use of the budget and ineffective budget control;
- **Reimbursement rules** – deviation from any rules related to reimbursements;
- **Procurement procedure-** – any deviation from Procurement Rules;
- **Project Management –** the exceptions related to non-compliance with Project management methodology;

Overview of 2015:

The general tendency for the period 2012-2015 is a decrease in all aspects of exceptions.

During 2015 overall **81** exceptions had been registered, covering an overall amount of EUR **1,001,605**.

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[10]   This need was also identified in the Article 33 evaluation.

As regards the type of exceptions registered in 2015, four categories of exceptions are the most recurrent:

- *ex-post commitment,*
- *reimbursement procedure,*
- *deviation from SFD procedure, and*
- *deviation from procurement rules,*

representing 92% of all exceptions registered in 2015 and 97% of the overall amount covered.

Comparison of 2015 vs the period 2012-2014:

As shown in the graph below, there is an overall the tendency by number of exceptions, covering the period from 2012-2015, is decreasing. This despite the fact that in the last two years the number of exceptions was increasing by 11% each year.

The tendency by the amount covered by exceptions is decreasing as well. In 2015 the amount covered by exceptions is almost back to the level of 2013, which must be seen as a positive trend especially when considering the unprecedented increase of migratory flow since April 2015.

Over the period 2012-2015 also the average amount per exception shows a decreasing tendency.

Regards the most frequent types of exceptions, the chart below shows the comparison between the different types.

Comparison by number of the most critical types of exceptions

Type	2012	2013	2014	2015
SFD Procedure	43	24	11	10
Ex post commitment	28	17	21	44
Reimbursement rules	20	4	2	11
Procurement rules	12	6	7	10
Annuality principal	7	1	25	2
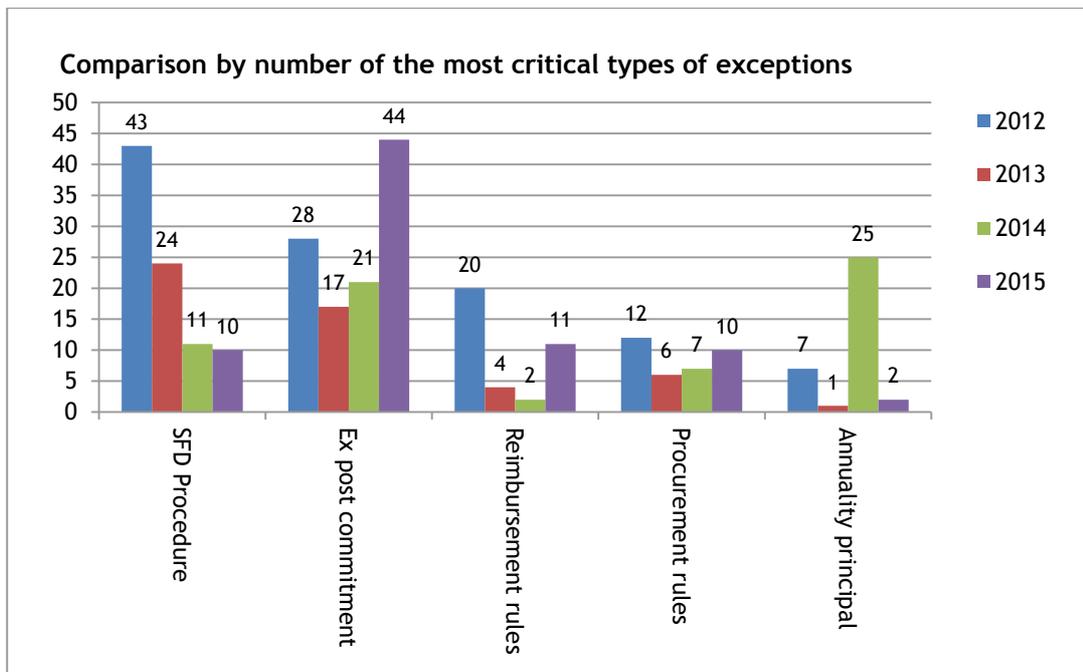
The general tendency for the period 2012-2015 is a decrease in all aspects of exceptions.

Summary Observations and Suggestions made to Frontex Managers:

Based on the analysis a report was sent to the managers concerned each quarter and at year-end. The key points are shown below.

- During the last quarter of 2015 the number of exceptions increased by 50% compared to the third quarter of 2015. In line with that also the amount covered by exceptions increased by 30%. However, the general tendency for the period 2012-2015 is still decreasing in all aspects.

3.1.3 Risk Assessments

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. In addition, in 2015 a fraud risk assessment was conducted. The top five risks that were identified and managed throughout 2015 are listed and described below.

Corporate-Level Risks

The following five top corporate risks were identified and managed throughout 2015, a description is provided below:

1. *Frontex' ability to comply with Article 25 FX Regulation compromised*

   Cause: A heightened political interest.
   Potential Consequences: impairment of Frontex ability to achieve its mission; external decisions that may not in the interest of our stakeholders.
   Mitigation measures: Continue to build political support amongst key stakeholder; MS, EU bodies, etc.; Clear communication of mandate, role and the need to ensure its integrity; Monitoring events and identifying trends to take appropriate actions;

2. *Unbalanced/increased stakeholder expectations*

   Cause: Macro changes such as shifts in migration pressure can result in increased stakeholder expectations. Additionally, Frontex' stakeholders have different and often competing expectations for Frontex products & services despite the approved PoW & MAP.
   Potential Consequences: Shifted expectations may not be aligned with approved PoW and may result in: increased workload; jeopardising the timely delivery of products & services; reduced quality of products & services; decreased satisfaction of stakeholders; reduced staff morale.
   Mitigation measures: Repetition & focus on core message (focus on products & services in the PoW); Systematically review expectations & make, changes to PoW including de-prioritise activities where necessary.

3. *Management of Governance risks*

   Cause: Other external entities expanding/changing their role.
   Potential Consequences: Frontex role is diminished or expanded negatively impacting ability to achieve core tasks.
   Mitigation measures: Monitor & report on developments & ensure that role is understood & accepted.

4. *Suboptimal use of human & financial resources*

   Cause: rapidly expanding resource (money and people) allocation and ability to ensure proper use of resources.
   Potential Consequences: negative impact on efficiency; internal control system; Declaration of Assurance; reduced credibility with stakeholders; lower staff morale.
   Mitigation measures: Careful planning & allocation of resources; improved (ongoing) monitoring of implementation of PoW & budget; Transparent communication to stakeholders & staff.

5. *Reputational Damage*

   Cause: Continued misunderstanding of Frontex role.
   Potential Consequences: Erosion of credibility, negative stakeholder reactions resulting in marginalisation; "Reactive mode" causing inefficiency; negative impact on staff morale.
   Mitigation measures: Continue to sharpen & communicate core messages on Frontex' role; Improve support & use of the liaison function in Brussels; Monitor events & ensure mitigating action includes clear communication of roles & responsibilities.

These corporate risks were formally reviewed in Cross-Divisional meetings and more specific mitigating actions were identified including assignment of responsibility for actions if appropriate.

In addition, managers are responsible for identifying risks for the activities during the planning of the PoW and for managing these risks to ensure products and services delivery as planned.

3.1.4 Fraud Risk Survey

A Fraud Risk assessment survey was developed and distributed to management and staff. Based on the results of this survey and other inputs and Anti-fraud Strategy and Action Plan was adopted by the Management Board in December 2015. However, actions were taken to improve the controls related to potential fraud throughout 2015, the overall action plan covers the period 2015-2018. The action plan is centred on four main objectives:

Strategic Objective 1: Increase fraud awareness and strengthen the anti-fraud culture and documentation (covering all phases of the fraud cycle).[11]

The Executive Director of Frontex will establish the right "tone at the top".

This objective will involve actions which include communication on fraud related issues to increase awareness about potential fraud and our requirements. This includes both staff and those involved in Frontex activities, e.g. our external parties/contractors/beneficiaries [12](for instance Member States and our Management Board).

It also includes enhancing: existing documentation with practical examples that are relevant to our various stakeholders and will raise awareness to staff covering all phases of the anti-fraud cycle including the investigation process, the sanctions and the recovery of funds options available to Frontex. Awareness of our ex-post control activities will also be increased.

Indicator: improved scores in surveys. Once basic online tests have been developed, staff learning will be enhanced and tested to ensure the essentials are known. Aggregate results will be an indicator of awareness levels.

Strategic Objective 2: Further develop tools for fraud risk identification, detection and prevention and ensure management oversight.

This includes: improving tools to identify and assess fraud risk (including IT tools); subsequently developing action plans to mitigate risks and integrating these into existing processes for audit recommendations. Lesson learning as part of evaluation and business as usual management – this will ensure that actions are assigned and tracked through to completion. Appropriate oversight will be provided through the Cross-Divisional meetings which are chaired by the Executive Director.

This objective is in line with Frontex' emphasis on prevention of Fraud and proper use of the budget it has been entrusted with. Improvements in the processes will help ensure the efficient and effective use of the resources used in anti-fraud activities. It will also ensure management has timely information and makes well informed decisions. Such activities will be carried out using existing resources. These aspects of the control system will be further developed at the Frontex-level and also within specific business areas within Frontex.

Indicator: improved information (timely and complete) on risks related to fraud and the implementation of action plans designed to strengthen the management of these risks. A well-functioning management body.

Strategic Objective 3: Improve guidance and controls on conflicts of interest and related matters.

Actions will cover the various functions executed under Frontex' mandate, including for staff and our stakeholders. Conflict of interest occurs where an employee, manager, or executive of an organisation has an undisclosed personal interest in a transaction that adversely affects the organisation's interests. It is a key aspect of potential fraud in any organisation and it therefore has been identified as a key objective. Frontex interacts with many partners and stakeholders. Staff deal with varied and complex matters. As a consequence, Frontex wants to ensure that staff are very aware of the risks and know what resources and support they have at their disposal to get clarity and guidance. Improvements will include documenting practical examples of where Conflict of Interest could arise as staff carry out their Frontex related work, e.g. personal relations or outside activities, or inappropriate contact with potential contractors, etc.

An online test will be developed to ensure that staff are aware of what Conflict of Interest is. This will ensure that staff are aware of how to protect themselves and Frontex from potential Conflict of Interest situations.

Indicator: improved score in Conflict of Interest matters as shown in surveys and online tests.

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[11] Prevention/detection, investigation, sanction/recovery.
[12] This also includes guest officers who are participating in Frontex related activities.

Strategic Objective 4: Strengthen Frontex' and Member States Cooperation with OLAF.

OLAF's methodology and guidance document[13] states: "…EU decentralised Agencies should include developing anti-fraud activities especially through prevention, detection, awareness raising and closer cooperation with OLAF". Frontex will achieve this by updating the existing Terms and Conditions document[14] related to OLAF. Frontex will also identify and utilise OLAF's services for raising awareness and for support in other stages of the anti-fraud cycle.

3.1.4 Ex Post Controls – see Ex Post Controls under 2.7

3.1.5 Declaration of Assurance Process

Each year the Authorising Officer (Executive Director of Frontex) provides a Declaration of Assurance on the control system, this Declaration includes that he has reasonable assurance[15] that the resources assigned to the activities in the Annual Activity Report have been used for their intended purpose and in accordance with the principles of sound financial management[16], and that the internal control system put in place gives reasonable assurance concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on the Executive Director's (ED's) own judgement of the information at his disposal such as the annual assessment of the internal control system, ex-ante and ex-post controls, the findings and observations of the Internal Audit Service and the European Court of Auditors for years prior to the year of this declaration.

In order to strengthen the basis on which the ED's Declaration is signed each Director, Head of Unit and others (as may deemed necessary) sign a Declaration of Assurance for their area of responsibility. This helps ensure accountability and reinforces the control system. They also have the opportunity to identify potential reservations and areas where significant improvements can be made.

The Declarations provided by the managers below the ED are consolidated and provided to the ED and as such help ensure a more complete process.

3.2   Audit observations and recommendations

European Court of Auditors (ECA)

The European Court of Auditors is required to provide its final opinion on the accounts of Frontex "no later than 1 June of the following year"[17]. Therefore, the ECA's opinion on Frontex' accounts for 2015 was not available at the time the AAR 2015 was prepared. The opinion of the ECA on Frontex' accounts for the year ending 2014 is provided below as this sheds some light on the adequacy of the internal control system.

Opinion on the reliability of the accounts

"In the Court's opinion, the Agency's annual accounts present fairly, in all material respects, its financial position as at 31 December 2014 and the results of its operations and its cash flows for the year then ended, in accordance with the provisions of its Financial Regulation and the accounting rules adopted by the Commission's accounting officer".

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[13]   Methodology and guidance for anti-fraud strategies for EU decentralized agencies. OLAF. Ref. Ares (2013)3560341 – 25/11/2013.

[14]   Decision of the Management Board on the Terms and Conditions for the Internal Investigations in Relation to the Prevention of Fraud, Corruption and Illegal Activity Detrimental to the Communities Interests.

[15]   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.

[16]   In accordance with the principles of economy, efficiency and effectiveness, see Article 29 of Frontex Financial Regulation, Management Board Decision No. 01/2014 of 8 January 2014.

[17]   Article 99 of Frontex' Financial Regulation.

Opinion on the legality and regularity of the transactions underlying the accounts

In the Court's opinion, the transactions underlying the annual accounts for the year ended 31 December 2014 are legal and regular in all material respects.

Comments on the legality and regularity of transactions

Considerable improvements were noted in both ex ante and ex post verifications of expenditure claimed by cooperating countries under grant agreements. However, documentation from cooperating countries supporting the expenditure claimed is not always sufficient. Moreover, no audit certificates were requested, although the rules of application of the EU's Financial Regulation recommend this for grants above specific thresholds. Audit certificates would add further assurance on the legality and regularity of grant transactions.

Comments on the Budgetary Management

The level of carry-overs for committed appropriations was high for title II (administrative expenditure) at EUR 4,5m, i.e. 36 % (2013: EUR 2,4m, i.e. 27 %) and title III (operational expenditure) at EUR 28,4m, i.e. 44 % (2013: EUR 29,2m, i.e. 47 %).

For title II, the main reason is year-end purchases related to the move to the agency's new building in December 2014. For title III, high carry-overs mainly result from the multiannual nature of the agency's operations and the approval of an additional 4,2 million euro budget in October 2014.

Other Comments

The high and constantly increasing number of grant agreements and the magnitude of related expenditure to be verified and reimbursed by Frontex raise the question whether more efficient and cost-effective alternative funding mechanisms could be used.

There is a need to refine the calculation of contributions from Schengen associated countries (Switzerland, Liechtenstein, Iceland and Norway) to better reflect the related legal provisions. For example, the calculation should be based on the final instead of the budgeted annual subsidy received from the Commission.

Frontex has taken note of the ECA comments and will make improvements where these may be necessary.

Discharge authorities' (European Parliament) Observations and measures taken by Frontex[18]

The European Parliament granted discharge to Frontex in respect of the implementation of the Agency's budget for the financial year 2013. The timing of the European Parliament's work is such that the discharge and their observations relate to 2013 and although these are not directly related to the situation in 2015 they have been summarised below in the interest of completeness – the full text can be obtained on request.

The main areas in which the European Parliament made observations are listed below and explanatory text is included in cases where the heading is not sufficient in conveying the intent of the Observation. A summary of Frontex' response is shown underneath each of the European Parliament's main observations. The full text is available on request.

1. *Potential conflict of interest*

Response: Frontex' ED Decision 2012/120 on the adoption of the Frontex Staff Code of Conduct of 16.11.2012 specifies the rules related to the conflict of interest (or even of an appearance of such a conflict) in its Article 13. It sets the obligations of a staff member to declare the interests, resolve any such conflict (even after leaving office). Detailed rules (3 pages) are provided in Appendix II of the ED Decision.
Thus, the Agency has in place the necessary elements to manage potential conflict of interest. However, a specific policy document will be finalised to augment existing controls, the deadline for this task is the first half of 2016.

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[18]   Given the timing of the ECA work, their observations relate to 2013. The discharge for the 2014 accounts is not expected until May 2016. Therefore the ECA Observations and Frontex' response for 2013 are included in this report as this provides information on the adequacy of the internal control system.

2. Qualified opinion on the legality and regularity of the underling accounts

Response: Frontex has subsequently received a positive opinion on the accounts from the European Court of Auditors.

3. Ex Ante and Ex post controls

Response: Significant improvements were noted by the ECA for both, ex-ante and ex-post controls; therefore, in the Court's opinion, the transactions underlying the annual accounts for the financial year 2014 are legal and regular in all material respects.

4. *Comments on the reliability of accounts*

Response: The improvement of the reconciliation system is ongoing. Additional suppliers' confirmations are also sent mid-year. However, due to the low response rate and the different accounting treatment of pre-financing and payables in suppliers' general ledgers and the Frontex general ledger, the weaknesses are still noted. In the European Court of Auditor's opinion, the transactions underlying the annual accounts for the financial year 2014 are legal and regular in all material respects.

5. *Commitments and carryovers*

Response: The level of carry-overs for titles II and III is high, but justified. The main reason for the carry-overs in title III is the big gap between the commitment date and the date when the related expenditure is reimbursed to participating countries, following the implementation of the activity, the declaration of the expenditure by the countries and their verification by Frontex. Therefore, the title III expenditure depends significantly on the timely submission of reimbursement claims for grants by the Member States; the delay between the end of operation and the submission of the claim ranges on average between four to six months.

Nevertheless, due to multiannual nature of Frontex operations, the Agency largely plans the carry-overs. The "planned" carry-overs have even been acknowledged by the Court. The budget utilisation rate for 2013 (C1 fund 2012 + C8 funds 2014) reached 95%.

6. Headquarters Agreement

Observation: Notes that the Agency still does not have a headquarters agreement between the Agency and the host Member State.
Response: Frontex is still working with the Polish authorities to obtain a head-quarters agreement.

7. Value for Money and Performance

Observation: Notes that the principle of "value for money" holds for agencies and that they should demonstrate that their performance is effective, ensuring that the citizens are well informed of the results of the Agency' activities.
Response: Improvements in the Programme of Work and the Annual Report ensure that the "value for money" principle is more clearly demonstrated.

8. *Cooperation among agencies - shared services and synergies*

Response:
2013 - Service Level Agreement with EMSA for the provision of services for the implementation of the 'Application of surveillance tools to Border Surveillance 'Concept of Operations' within Eurosur.
2014 - Service Level Agreement with EIGE to exchange of experts between the parties in the area of ex-post controls.
2015 - As part of the Agenda on Migration and implementation of the Hot Spot approach, the EU has created a hotspot concept Regional Task Force, EURFT to better coordinate the efforts of the EU Agencies to support the front line Member States. In the EURTF Frontex acts as a service provider vis-à-vis the other Agencies in logistical and administrative aspects.
2015 – Memorandum of Understanding between Frontex and the External Action Service (EEAS) for the collocation of a Frontex Liaison Officer to the EU Delegation in Ankara which mainly includes administrative and logistical aspects.
2015 - Service Level Agreement with EU SatCen for the delivery of services for the provision of services for border surveillance.
2015 - Ongoing negotiations on a SLA with EFCA for the provision of Vessel Monitoring System (VMS) data to Frontex to enhance maritime situational awareness in support of Frontex activities in the framework of Eurosur.

9.   Human resources and recruitment procedures

Response: Following the Internal Audit Service recommendation recruitment guidelines have been revised and new templates for launching recruitment procedures have been introduced. More coaching is being provided by HR to selection committees members. Other necessary improvements are still ongoing.

Audits - Internal Audit Service (IAS)

Audits completed during 2015 were: **"Audit on Procurement and Asset Management",** the audit on "**Data Validation and Quality Assurance for the Risk Analysis"** is still ongoing.

The audit on Procurement and Asset Management – Conclusions and Recommendations

The IAS concluded:

"Operating in a challenging environment and managing an increasing budget, Frontex has mature processes in place with respect to procurement and asset management. The Agency employs experienced staff in its centralised procurement team, which also organises training on procurement for the benefit of other units. The IAS concludes that the management of assets is performed in a satisfactory manner by the staff concerned, which provides reasonable assurance to management that the assets that are purchased by the Agency are correctly registered, accepted and validated by the Agency".
The IAS audit recommendations were:

- Recommendation 1: Improve the review processes within the centralised procurement team (Important);
- Recommendation 2: Review and update procurement planning processes in respect of procurement (Important);
- Recommendation 3: Formalise and submit for senior management approval a business case for the adoption of an IT Procurement tool (Important);
- Recommendation 4: The Agency should strengthen the level of assurance before accepting to use contract templates provided by external contactors in procurement procedures (Important).

Action plans will be prepared to address these control weaknesses.

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

Reservations: There were no reservations identified in the Declaration of Assurance for 2014.

Audits from Previous Years:

In line with Article 82(6) of the 2013 Framework Financial Regulation provides that, beyond reporting on his findings and recommendations in audit reports, "*the internal auditor shall also report to the management board in any of the "Critical" risks and recommendations have not been addressed;* and if *there are significant delays in the implementation of the recommendations made in previous years*".

The IAS report concluded that:

No recommendations rated as 'critical' were issued or closed during the year 2015 and as of 1 January 2016 and therefore there are no open recommendations rated as 'critical'.

The IAS identified two recommendations that were not implemented in line with the dates in the action plan.

1. Recommendation was related to the Audit on Human Resources Management (Very Important). IAS recommended that Frontex "Enhance HR guidance and monitoring and improve document filing". IAS stated that the original action plan addressing this recommendation had not yet been fully implemented. Therefore, this exposes Frontex to the risk of gaps in guidance, monitoring, support and overall supervision of the process, including the work of the Selection Committee. This may also adversely affect the effectiveness and efficiency of the recruitment process and may lead to non-compliance with the Agencies recruitment and selection policy and procedure.

The absence of guidelines, clear deadlines and documentation related to the initial stage of the recruitment process may result in unclear responsibilities and delays. This could also lead to inadequate reporting with regard to the status of vacancies in the establishment plan. IAS stated that Frontex should: Reinforce its overall guidance, monitoring, and support performed by HR staff in the frame of the selection and recruitment process. In particular providing to the Members of the SC with detailed instructions/guidelines on how to assess the level of fulfilment of the selection criteria (how to perform scoring) and ensuring sufficient audit trail for the assessment and selection steps of the recruitment and selection process. Adopt and implement clear instructions on the archiving of files to ensure their completeness and consistency. Date properly the published version of the vacancy notice preserving the possibility to retrieve also ex-post all relevant dates.

Explanation for delay: The process of reviewing existing guidelines was delayed pending until new implementing rules related to the engagement of temporary staff and contract staff were adopted communicated and applicable in the Agency.

The foreseen adoption of implementing rules for the engagement of temporary and contract staff is expected by the end of first half 2016.

2. <u>Recommendation related to the Audit on IT Project Management (Important)</u>. This recommendation was "Implementation of the ICT Strategy". IAS stated that Frontex should ensure that the ICT Strategy is a living document. A formal evaluation process should be put in place to ensure that new projects are in line with the ICT Strategy. In addition, the progress to achieve the strategic objectives should be monitored on an annual basis. The original action plan addressing this recommendation has not yet been fully implemented.

Explanation for delay: Although the deadline for implementation has passed we have continued to use the existing ICT strategy with the exception of EUROSUR Communication Network. Frontex decided to develop the ICT governance first in order to be able to implement the ICT strategy in consistent and sustainable way. This sequencing make sense as the new regulation is still being agreed on and this will have a major impact on the ICT strategy. We will integrate the relevant aspects for ICT requirements as they become clear. Taking this last element into consideration and the current workload, the plan is to have the new ICT strategy finalised by the end of this year (2016). We will then maintain it as a living document.

3.3 Assessment of the effectiveness of the internal control system

As described above Frontex has adopted a set of internal control standards, based on international good practice, aimed to ensure the achievement its objectives. Frontex has also put in place the organizational structure designed to support the control and organizational objectives.

Frontex assessed the efficiency of its internal control system as of the end of 2015. The key elements of this assessment were: an integrated internal control assessment process; a review of the register of exceptions; a risk assessment process; an assessment of the Ex post controls; an assessment of the controls related to potential fraud; and an assessment progress made in implementing audit recommendations and observations.

Our conclusion is that the internal control standards are implemented and functioning. However, given the very large increase in the budget allocation to Frontex (financial and human resources) Frontex recognizes that there will be an additional strain on the internal control system and that improvements must be made. Although the list below is comprehensive it should be noted that work in most of these aspects of the internal control system is already underway. The following improvements areas will be addressed:

Staff Allocation and Mobility (ICS 3): Frontex will strengthen staff allocation and mobility to improve the effectiveness of staff planning (by for example putting in place an ED decision on staff mobility and gradually implementing this policy). Frontex will also review and strengthen the recruitment process including completing ongoing work related to the Internal Audit Services recommendation and implementing a process review to see where additional improvement might be possible.

Objectives & Performance Indicators (ICS 5): Steps will be taken to improve the performance indicators and additional work needed to improve the performance management systems will be undertaken. For example, we will improve staffs' understanding of the link between objectives in Multi-Annual Plan and the Programme of Work and their objectives. We will also review and improve the performance indicators. This is in line with the recommendations of the internal control assessment process and the recommendations contained in the Article 33 External assessment.

Operational structure (ICS 7): We will complete ongoing work the sensitive post policy and ensure this is implemented. In addition, we will update our ICT governance and IT strategy as recommended by the internal control assessment and the Internal Audit Service.

Management supervision (ICS 9): tools developed in 2015 to support management in managing risks will be used for the PoW 2016 Activities (and related products and services). This will help ensure managers are able to focus on "high risk areas". This is particularly important as it is anticipated that the increased work load and the changes that will be required to implement the new legislation will impact our ability to deliver products and services. We will also make improvements in the area of potential conflict of interest in line with the Anti-fraud strategy.

Assessment of the internal control system (ICS 15): In 2015 we piloted a new method for assessing the controls and as this provide successful. We will refine and implement it for the 2016 assessment. We will also offer training for a wider range of staff to raise awareness of the importance of internal control as it relates to their work.

Document Management (ICS 11): work on the Document Management System will continue during 2016. This was recommended by the internal control assessment process, the Internal Audit Service and the Article 33 Assessment.

Processes and Procedures (ICS 8): Work on documenting the processes will continue as this will support our efforts to streamline processes and be an important input into developing the Document Management System. Work is already underway to prioritise which processes should be included in the first phase of the workflow automation.

Information and Communication (ICS 12): Work on updating the internal communication strategy will be complete during 2016.

3.4   Conclusions as Regards Assurance

Based on the internal control results presented above (in sections 2.1, 2.2, 2.3) and the results of the Declaration of Assurance process Frontex concludes that overall the internal control standards are functioning effectively. However, as described above there are areas where improvement is needed, this is especially important given that there will be considerable increases in both financial and human resources and it is anticipated that there will be considerable changes in our mandate resulting from a new Frontex regulation. It is anticipated that these changes will put a major strain on the internal control system.

The information reported in Section 2 above stems from the results of internal control assessment processes and audits monitoring contained in the reports listed above. These reports result from a systematic analysis of the evidence available. This approach provides sufficient guarantees as to the completeness and reliability of the information reported and results in a comprehensive coverage of the Frontex' budget.

Reviewing the elements supporting the assurance as described about and the evidence as presented in this Annual Activity Report some control weaknesses (areas for improvement) were identified. However, these control weaknesses do not rise to the level of a "reservations".

Overall Conclusion

In conclusion, management has reasonable assurance that, overall, suitable controls are in place and working as intended; risks are being appropriately monitored and mitigated; and necessary improvements and reinforcements are being implemented. The Executive Director, in his capacity as Authorising Officer has signed the Declaration of Assurance albeit recognizing that improvement actions need to be taken especially in light of the amount of change the Agency will undergo in 2016.

4. DECLARATION OF ASSURANCE FOR 2015

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[18].

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees 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 reported to me), and such work as the annual assessment of the internal control system, ex-ante and ex-post controls, and the findings and observations of the Internal Audit Service and the European Court of Auditors 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 Frontex.

Although I have not specified any "reservations", the attachment to this Declaration specifies areas where significant improvements can be made to the internal control system.

Warsaw 31 May 2015

Fabrice Leggeri

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[18] True and fair in this context means a reliable, complete and correct view on the state of affairs in the Agency.

46

Reservations:

> *No reservations.*

Areas for Improvement:

> <u>*Staff Allocation and Mobility (ICS 3)*</u>*: Frontex will strengthen staff allocation and mobility to improve the effectiveness of staff planning (e.g. putting in place an ED decision on staff mobility and gradually implementing this policy). Frontex will also review and strengthen the recruitment process including completing ongoing work related to the Internal Audit Services recommendation and implementing a process review to see where additional improvement might be possible.*

> <u>*Objectives & Performance Indicators (ICS 5)*</u>*: Steps will be taken to improve the performance indicators and additional work needed to improve the performance management systems will be undertaken. For example, we will improve staffs' understanding of the link between objectives in Multi-Annual Plan and the Programme of Work and their objectives. We will also review and improve the performance indicators. This is in line with the recommendations of the internal control assessment process and the recommendations contained in the Article 33 External assessment.*

> <u>*Operational structure (ICS 7)*</u>*: We will complete ongoing work the sensitive post policy and ensure this is implemented. In addition, we will update our ICT governance and IT strategy as recommended by the internal control assessment and the Internal Audit Service.*

> <u>*Management supervision (ICS 9)*</u>*: tools developed in 2015 to support management in managing risks will be used for the PoW 2016 Activities (and related products and services). This will help ensure managers are able to focus on "high risk areas". This is particularly important as it is anticipated that the increased work load and the changes that will be required to implement the new legislation will impact our ability to deliver products and services. We will also make improvements in the area of potential conflict of interest in line with the Anti-fraud strategy.*

> <u>*Assessment of the internal control system (ICS 15)*</u>*: In 2015 we piloted a new method for assessing the controls and as this provide successful. We will refine and implement it for the 2016 assessment. We will also offer training for a wider range of staff to raise awareness of the importance of internal control as it relates to their work.*

> <u>*Document Management (ICS 11)*</u>*: work on the Document Management System will continue during 2016. This was recommended by the internal control assessment process, the Internal Audit Service and the Article 33 Assessment.*

> <u>*Processes and Procedures (ICS 8)*</u>*: Work on documenting the processes will continue as this will support our efforts to streamline processes and be an important input into developing the Document Management System. Work is already underway to prioritise which processes should be included in the first phase of the workflow automation.*

> <u>*Information and Communication (ICS 12)*</u>*: Work on updating the internal communication strategy will be complete during 2016.*

ANNEX 1: Appropriations 2015

Budget item (amounts in EUR 1 000)	Original Budget 2015	Amended Budget 2015	Transfer of appropriations		Available appropriations	Commitments		Payments		To be Carried Forward					Unused	
										(C2)[1]	(C5)[2]	(C8)[3]	Total			
	(A)	(B)	(C)		(D)[a]	(E)	(E)/(D)	(F)	(F)/(D)	(G)	(H)	(I)	(J)[b]	(J)/(D)	(K)[c]	(K)/(D)
Title 1 Staff	21 476	1 292	- 1 553	-7%	21 215	21 215	100%	21 069	99%	0	4	146	150	1%	0	0%
Title 2 Other Administrative	10 432	- 1 128	- 718	-7%	8 586	8 437	98%	5 231	61%	0	39	3 207	3 246	38%	149	2%
Title 3 Operational Activities	82 145	29 083	2 271	3%	113 499	113 465	100%	73 243	65%	0	61	40 490	40 551	36%	33	0%
Grand total regular budget	114 053	29 247	0		143 300	143 117	100%	99 543	69%	0	105	43 843	43 948	31%	182	0%

Breakdown of appropriation in Title 3

30	Operations	52 300	39 709	3 676	7%	95 685	95 685	100%	61 048	64%	0	6	34 735	34 741	36%	0	0%
3000	Land Borders	9 200	0	305	3%	9 505	9 505	100%	6 878	72%	0	6	2 676	2 682	28%	0	0%
3010	Sea borders	31 100	36 209	3 091	10%	70 400	70 400	100%	41 821	59%	0	0	28 622	28 622	41%	0	0%
3020	Air borders	2 500	0	80	3%	2 580	2 580	100%	1 979	77%	0	0	607	607	24%	0	0%
3050	Return co-operation	9 500	3 500	200	2%	13 200	13 200	100%	10 370	79%	0	0	2 830	2 830	21%	0	0%
310	Risk analysis	2 030	- 200	- 205	-10%	1 625	1 619	100%	1 208	74%	0	0	411	411	25%	6	0%
311	Frontex Situation Centre	480	151	- 17	-4%	614	606	99%	357	58%	0	32	399	431	70%	8	1%
312	EUROSUR	9 300	- 456	- 99	-1%	8 745	8 736	100%	6 491	74%	0	24	2 266	2 289	26%	9	0%
320	Training	4 400	- 80	- 943	-21%	3 377	3 377	100%	1 892	56%	0	0	1 485	1 485	44%	0	0%
330	Research & Development	850	80	- 38	-4%	892	885	99%	539	60%	0	0	345	345	39%	7	1%
340	Pooled Resources	1 400	0	- 55	-4%	1 345	1 345	100%	862	64%	0	0	483	483	36%	0	0%
350	Misc. operational activities	10 000	- 10 000	0	0%	0	0	0%	0	0%	0	0	0	0	0%	0	0%
351	Operational IT projects	520	0	53	10%	573	573	100%	334	58%	0	0	238	238	42%	0	0%
352	European Day for Border Guards	350	- 13	0	0%	337	334	99%	311	92%	0	0	22	22	7%	3	1%
360	External relations 3rd countries and IBPC	420	- 108	- 92	-22%	220	220	100%	129	59%	0	0	91	91	41%	0	0%
361	External relations Int'l Organisations and TH	55	0	0	0%	55	55	100%	48	87%	0	0	7	7	13%	0	0%
362	Fundamental Rights Officer	40	0	- 10	-25%	30	30	101%	22	74%	0	0	8	8	27%	0	-1%

[1] Non-automatic (C2)

[2] Internal Assigned revenue (C5)

[3] Automatic (C8)

[a] (D)=(A)+(B)+(C)

[b] (J)=(G)+(H)+(I)

[c] (K)=(D)-(E)-(G)

ANNEX 2: Organisational Structure
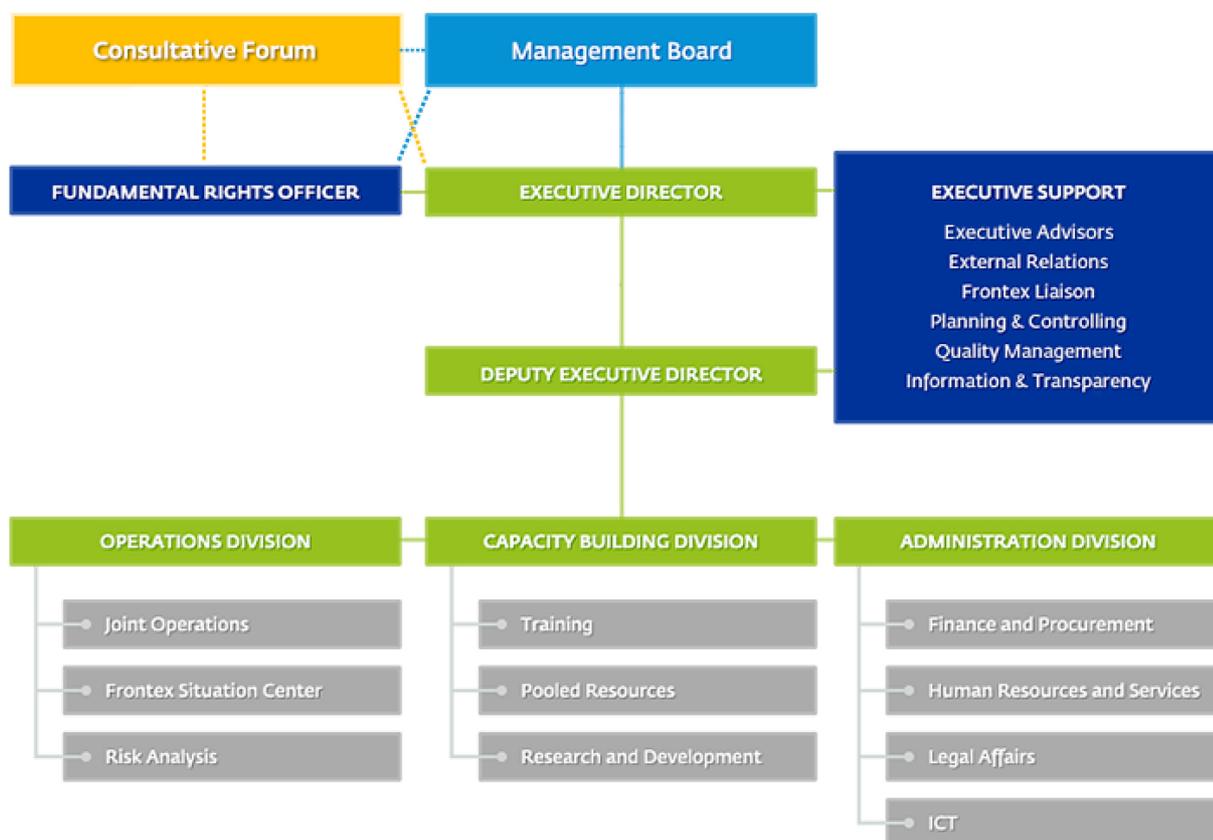
Figure - Organisational Structure until 17 January 2016

In 2015, Frontex initiated a re-structuring phase, the aim of which was to have a new structure in place as of January 2016.

The main modifications are related to the creation of two new units: a **Return Support Unit**, within the Operations Division; and a **Third Countries and EU Cooperation Unit**, within the Capacity Building Division.

The former Executive Support was streamlined and reduced to a Cabinet reporting directly to Executive management. All other functions that were formerly assigned to the Executive Support was reallocated to relevenat business entities in the three divisions.

Also the names of three entities was changed: Corporate Governance (formerly: Administration Division), the Finance and Corporate Services Unit (formerly: Finance and Procurement Unit), and the Human Resources and Security Unit (formerly: Human Resources and Services Unit).

FRONTEX

MANAGEMENT BOARD

CONSULTATIVE FORUM

FUNDAMENTAL RIGHTS OFFICER

DATA PROTECTION OFFICER

EXECUTIVE DIRECTOR

DEPUTY EXECUTIVE DIRECTOR

CABINET

PRESS OFFICE

BRUSSELS LIAISON OFFICE

OPERATIONS DIVISION	CAPACITY BUILDING DIVISION	CORPORATE GOVERNANCE
RISK ANALYSIS	TRAINING	FINANCIAL AND CORPORATE SERVICES
FRONTEX SITUATION CENTRE	RESEARCH AND DEVELOPMENT	HUMAN RESOURCES AND SECURITY
JOINT OPERATIONS	POOLED RESOURCES	INFORMATION AND COMMUNICATION TECHNOLOGY
RETURN SUPPORT	THIRD COUNTRIES AND EU COOPERATION	LEGAL AFFAIRS

Figure - Organisational Structure as of 18 January 2016

ANNEX 3: Human resources – Establishment Plan

Breakdown of Temporary Agents as on 31 December 2015

Function group and grade	2014				2015			
	Authorised under the EU Budget		Filled as of 31/12/2014		Authorised under the EU Budget		Filled as of 31/12/2015	
	Permanent Posts	Temporary Posts	Permanent Posts	Temporary Posts	Permanent Posts	Temporary Posts	Permanent Posts	Temporary Posts
AD 16	-		-	-	-	-	-	-
AD 15	-	1	-	-	-	1	-	0
AD 14	-	1	-	2	-	1	-	1
AD 13	-	4	-	4	-	4	-	4
AD 12	-	11	-	12	-	11	-	8
AD 11	-	8	-	6	-	8	-	8
AD 10	-	6	-	6	-	6	-	7
AD 9	-	8	-	17	-	8	-	2
AD 8	-	43	-	31	-	55	-	46
AD 7	-	8	-	13	-	29	-	9
AD 6	-	6	-	3	-	21	-	7
AD 5	-	2	-	1	-	13	-	3
AD total	-	98	-	95	-	157	-	95
AST 11	-	-	-	-	-	-	-	0
AST 10	-	-	-	-	-	-	-	0
AST 9	-	-	-	-	-	-	-	0
AST 8	-	5	-	8	-	5	-	4
AST 7	-	11	-	11	-	11	-	10
AST 6	-	14	-	14	-	12	-	11
AST 5	-	17	-	14	-	20	-	20
AST 4	-	4	-	3	-	14	-	5
AST 3	-	4	-	4	-	5	-	4
AST 2	-	-	-	-	-	-	-	0
AST 1	-	-	-	-	-	-	-	0
AST total		55	-	54		70	-	54
TOTAL		153	-	149		227	-	149

Breakdown of Staff by Unit as on 31 December 2015

Division	Unit	2011			2012			2013			2014			2015		
		CA	TA	SNE	CA	TA	SNE	CA	TA	SNE	CA	TA	SNE	CA	TA	SNE
ADM	Administration Office	-	-	-	-	-	-	-	-	-	-	-	-	0	3	0
	Human Resources and Services	26	11	0	28	10	0	26	12	1	28	12	0	28	16	0
	Finance and Procurement	7	10	0	5	11	0	6	11	0	7	12	0	5	13	0
	ICT	6	17	0	6	16	0	6	17	0	6	18	0	6	18	0
	Legal Affairs	1	3	1	1	2	1	1	2	1	1	2	1	1	3	2
OPD	Operations Division Office	-	-	-	-	-	-	-	-	-	-	-	-	1	2	0
	Joint Operations Unit	11	23	35	11	23	34	11	25	30	11	27	30	10	28	33
	Frontex Situation Centre	9	11	4	8	11	7	8	10	6	8	12	7	7	9	8
	Risk Analysis	8	17	18	8	17	21	7	15	19	8	18	19	7	17	18
CBD	Capacity Building Division Office	-	-	-	-	-	-	-	-	-	-	-	-	1	1	-
	Training	3	9	7	3	8	7	3	9	7	3	8	7	3	9	7
	Pooled Resources	1	5	5	1	5	4	1	5	5	1	5	5	1	5	5
	R&D	1	12	1	1	11	2	1	11	1	1	11	2	1	11	2

Internal Audit/Quality Management	3	2	0	3	2	0	2	2	0	1	1	0	1	1	0
Directorate	3	7	2	3	6	2	2	7	1	3	8	0	3	2	3
Executive Support	6	14	5	6	15	5	8	16	5	11	15	6	4	11	3
Total	**85**	**141**	**78**	**84**	**137**	**83**	**82**	**142**	**76**	**89***	**149***	**77***	**79**	**149**	**81**

CA - contract agent

SNE - seconded national expert

TA - temporary agent

ANNEX 4: Resources per Activities - Programme of Work 2015

SITUATIONAL AWARENESS – SA

Unit	Title	Sub objective	Performed activities	Delivered outputs	Resource Allocation
RAU	SA/1	To deliver Geographic Information System and Analytical Earth Observation products and services; Development and delivery of integrated Eurosur ESP/CPIP analytical products and services – as listed in the Eurosur regulation - in order to increase situational awareness; To maintain the platform for discussing and exchanging views and methodologies with NCCs maintaining consultations with MS within the Analysis Layer User Group; Provide relevant data and information from ongoing joint operations to ESP (part of Eurosur); Business development and implementation of the Fusion Services Concept which contributes to the design and delivery of combined services under the umbrella of the Common Application of Surveillance Tools in support to Eurosur. The services can consist of: Satellite based Earth Observation products Vessel Tracking (AIS, LRIT, VMS)Vessel Detection and correlation using earth observation capabilities Weather forecast models Weather observation Vessel anomaly detection to fight against cross-border crime Airspace & Flight Tracking Reference imagery Background maps Intelligence validation Change detection Change analysis Other services requested by internal and external stakeholders	1. Assessment and planning for migration of GIS-platform to latest server software version to meet geo-portal and increased user requirements. Requirements collection for the upgrade of specific RAU GIS applications (TCM, LO applications). 2. Population of the CPIP/ESP Analysis Layer with relevant products and services. 3. Discussion on the developments and issues related to the Analysis Layer within the forum of Analysis Layer User Group (ALUG). 4. Technical implementation of Analysis Layer Products and Services Catalogue into Eurosur. 5. Contribution to elaboration, signature and implementation of Service Level Agreement and Specific Agreement 2015 with EU SATCEN. 6. Contributions to Eurosur related activities managed by other units, as required. Providing input to Frontex negotiations on Copernicus Delegation Agreement.	1. Technical requirements document for the upgrade of the application. 2. RAU uploaded 228 products in the analysis layer (Key developments, Weekly Analytical Updates from JOs, NANE, Earth Observation reports, Monthly Analysis). 3. Two meetings of Analysis Layer User Group (ALUG- April, October) with the average participation of 25 Member States/Schengen Associated Countries. Three ALUG Earth Observation Services Workshops during which Member States received information on the available services, and how to request them, which resulted in increased number of tasking from some Member States (ESP). 4. Analysis Layer Products in line with Analysis Layer Products and Services Catalogue and Services (ALPS) Catalogue. 5. 54 task requests and earth observation services delivered and made available for analysis, including in the EUROSUR analysis layer. 6. Contributions as required.	3 FTE
FSC			Further enhancement of Eurosur Fusion Services (EFS). EFS are a set of information services delivered to the Member States and other stakeholders, and have since developed into a set of diverse services, fusing a wide range of data, providing Frontex stakeholders with an enhanced situational picture of the EU external borders. EFS helped improving the situational awareness of Member States in order to enhance their reaction capabilities, and therefore also help saving lives at sea. Over the course of 2015 Frontex received 92 requests for services under EFS.	In the framework of EFS, in 2015 a total of 376 satellite images of specific areas (such as ports and other coastal areas) were delivered to Frontex stakeholders, 165 of which were delivered by the European Union Satellite Centre (EU SatCen) and 211 by the European Maritime Safety Agency (EMSA). Apart from the outputs listed above, the EFS services contributed to the following "success stories" : Interception of a tracked vessel smuggling 5 000 weapons and around 500 000 bullets, September 2015 http://frontex.europa.eu/news/greeks-seize-illegal-guns-on-ship-monitored-by-frontex-KcJsMr Detection of boats with over 370 migrants, October 2015 http://frontex.europa.eu/news/frontex-eurosur-services-help-rescue-370-people-off-libyan-coast-MxXy7S Interception of a vessel smuggling 13 tonnes of drugs, December 2015 http://frontex.europa.eu/news/boat-carrying-13-tonnes-	4.5 FTE

FSC	SA/2	Roll out and expand systems and functionalities related to situation awareness and reaction capabilities according to developed concepts including capabilities related to processing of personal data; Enhancement of services and functionalities of Frontex Information Exchange Systems and Fusion Services in order to support situational awareness and reaction capabilities, in accordance with EUROSUR legislation and the Frontex Business Strategy for Operational Information Exchange; Providing JORA to MSs for use at national level	The focus of the 2015 EFS developments was on constantly improving existing services and promoting the integration of new services and information to enrich the European Situational Picture.	of-drugs-intercepted-as-part-of-operation-triton-QBbcCa The service providing detailed environmental information about atmospheric and sea conditions was improved significantly throughout the year. This service now comprises a vast range of different parameters supporting operational officers in the Member States to plan their operational activities and search and rescue operations in the Mediterranean area on a day-to-day basis. In 2015 Frontex has also made an increased use of Earth Observation data, which was processed by the Frontex Situation Centre, visualized in the Joint Operations Reporting Application (JORA) and distributed via the Eurosur Application Network to internal and external stakeholders. A total of 505 Earth Observation products (129 VDS, 376 optical imagery) including satellite images of specific areas (such as ports and other coastal areas) were delivered to Frontex stakeholders, 165 of which were delivered by the European Union Satellite Centre (EU SatCen) and 211 by the European Maritime Safety Agency (EMSA). Over the course of 2015, the JORA system was upgraded and enhanced throughout the course of the year, with 11 releases of JORA introduced to more than 4000 end users. Each release delivered new or enhanced functionality, which was introduced in several conferences and workshops. Apart from the already mentioned services (Maritime Simulation Module, Meteo & Satellite Imagery Service) the following services provided under EFS were either improved or heavily tested throughout the year. Tracking Vessels of Interest Service: This service provides daily updates to the Member States on the position, moves, and other information on vessels of suspected of illegal activities. The information provided is based on data delivered by the European Maritime Safety Agency (EMSA) and additional sources such as satellite imagery. Vessel Detection Service: Based on user feedback, an alerting mechanism was implemented, informing operational users in the Member States of vessel detections by satellite. The implementation of this mechanism allows a more timely operational response for interception and search and rescue operations.	1 FTE

				Visual Data Discovery Service: The service provides access to dynamic reports, giving users enhanced tools for visualising and using a wide range of operational data. Anomaly Detection Service: This service will inform among others of vessel movements or activities deviating from expected behavioural patterns. This allows a more timely response and an improved reaction capability in detecting vessels with irregular migrants on board and potential cross-border crime activities. Over the course of 2015 this service was successfully tested in two separate operational trial exercises, to assess its use under real operational conditions.	
FSC	SA/2	Ensure regular service delivery and customer support regarding Frontex information exchange services and situation monitoring tools	In 2015 FSC led a wide range of activities aimed at enhancing Frontex situation monitoring and information exchange services and tools, particularly in the following areas: • Situation monitoring — provision of situation and crisis monitoring, delivering early alerts and situation reports to internal and external customers. • Single point of contact (incoming and outgoing) for information exchange between Member States and Frontex as well as for other external partners. • Processing data from all fields of operation, including quality control and ensuring it is available in the right format for situational reporting and further use. • Operational Media monitoring — provision of products and services from monitoring open and media sources to several internal and external stakeholders. • Service Management of several applications, including the Joint Operations Reporting Application (JORA) and Frontex One-Stop-Shop (FOSS) platforms.	As part of its situation monitoring efforts, in 2015 FSC produced over 2200 Daily Situational Reports related to a Frontex Joint Operation. The FSC, as a single point of contact, managed over 23 000 correspondence items. In the framework of the Frontex-One-Stop-Shop (FOSS), the information exchange platform between Frontex and external partners, over 6000 users had access to the portal at the end of 2015. FSC also received and validated around 44 000 incidents through the Joint Operations Reporting Application (JORA) and trained over 300 officers on the use of JORA and EFS. As part of its activities on Operational Media Monitoring, FSC delivered a wide range of products related to the latest crisis at the EU external borders, including over 90 dedicated Media reports on the situation in Libya.	3.5 FTE
RAU	SA/2	Carry out operational analysis in order to provide situation awareness and advice for the planning, implementation, monitoring and evaluation of joint operations, pilot projects and EBGT, and the preparation for the implementation of the POW including informing the bilateral talks through operational analysis	The following JOs and PPs were supported by RAU in 2015: FOA 2015 SE LAND, FOA 2015 WB LAND, POSEIDON LAND 2014, COORDINATION POINTS 2014, FPO LAND 2014, RABIT Exercise 2015, ALEXIS I & II 2015, PEGASUS, FPO AIR 2014, VEGA CHILDREN 2015,	Operational Analysis for JOs & PPs: In total 305 analytical reports supporting the planning, implementation and evaluation of Joint Operations were delivered: 14 Tactical Focused Assessments/ Background Analytical Reports, 2 Analytical Warnings for Operations, 10 analytical evaluation reports contributing to FER, 3 Nationality Profiles, 8 Briefing Notes on Joint Operations, and 268 weekly reports of various types and for various clients. 13 JORA templates elaborated, for the planning and reporting of Joint Operations	17 FTE

			JO EPN TRITON 2015, JO EPN TRITON 2014, JO POSEIDON SEA 2015,	Debriefing activities:	

JO EPN TRITON 2015, JO EPN TRITON 2014, JO POSEIDON SEA 2015,

JO EPN POSEIDON SEA 2014, POSEIDON RAPID INTERVENTION, JO EPN Minerva 2015, JO EPN INDALO 2015, JO EPN Focal Points Sea 2015, JO EPN Hera 2015.

The operational analysts supported the joint operations in the preparatory phase, during the implementation and in the evaluation of each joint operation and Rapid Intervention.

In particular, during the preparatory phase they provided the analytical assessments that served as a foundation for the planning and later for the drafting of the operational plan in relation to the identification of the operational concept, the definition of the operational area, the duration and period of the JO, and providing knowledge basis for the deployment of assets and experts. In addition, they provided their input in the definition of the resources, structure and processes that relate to intelligence, and supported the negotiation with the Member States.

During the implementation of the joint operations and the rapid intervention the operational analysts provided regular analytical reports, with three distinct set of addressees, the bi-weekly analytical reports for the project team and the coordination structure of the operation such as the ICC, the bi-weekly analytical briefing for Frontex management and internal stakeholders and the bi-weekly analytical updates for the experts seconded in the operational areas. In addition, several ad-hoc reports were drafted on specific themes, whenever this was considered appropriate.

Operational analysts and FLO Intelligence Component staff participated in operational meetings on planning, kick off, briefings/trainings and evaluation of JOs.

Debriefing activities:

In 2015 in the framework of the analytical input to joint operations approx. 3 920 debriefing interview reports were submitted to Frontex; 3 160 in sea operations and 760 in land operations. Besides that 630 intelligence officers' reports and 495 landing reports were made and sent to Frontex Risk Analysis Unit to be processed.

Debriefing activities:

30 Debriefing Activity Workshops organised within the framework of the 5 relevant joint operations, with total participation of approximately 400 MS experts/officers deployed in Frontex JOs.
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.

Air borders

Output related to AB-RAN reported under SA/7.

EBGT

Improved quality of reporting from SGOs. Established communication channels, good quality reporting.

ABT support

Assessment for Operational Deployment released in September, with Executive Summary available for the elaboration of the Programme of Work.

RAU Debriefing Advisor had 16 missions to 5 operational areas (Indalo, Triton, Aeneas, Poseidon Sea and Land, as well as Flexible Activities), where he delivered 30 Debriefing Activity Workshops, two days each on the operational area; the workshops involved about 400 MS experts and national officers coming from different MS. Regular contact and direction for debriefers was provided through 42 briefing meetings with operational analysts and weekly video conferences.

On the invitation by the Danish and the Swedish NFPOC the DA delivered a one day training workshop on debriefing techniques and methodologies and in regard to the active migration routes, nationality swapping and modus operandi for the immigration and police officers and other special units in connection with debriefing techniques and methodologies.

Moreover, the Debriefing Advisor supported RAPID deployment in Kos and Leros Islands and supported the EPN staff exchange project by organising workshops on spot for Team Leaders and officers exchanged.

In order to provide ongoing support to the debriefing activities in the hotspots, Operational Analysts on rotation undertook missions to the EURTF in Italy. The DA was also deployed to the EURTF Office in Catania as a part of RAU team responsible for operational intelligence gathering.

RAU staff supported TRU Intelligence Professionals training events by sending an analyst for the evaluation of the trainees and providing presentation on the latest issues related to debriefing deployments in joint operations.

Air borders

Due to the continued limited geographical and time limited operations at air borders, RAU maintained situational awareness across the greater part of the external air borders with weekly reporting from over 100 key EU and Schengen airports using the Pulsar Weekly statistical data collection. Reports based on the data were prepared by RAU and shared with MS and SAC. The reporting process was further strengthened by the use of analysts from 27 MS/SAC attending the two meetings of the Air Borders Risk Analysis Network (AB-RAN) carried out during the course of the year, which allowed for the identification

			and sharing of emerging trends across the sector. <u>EBGT</u> RAU staff took care of the selection of Seconded Guest officers for the debriefers' profile, monitoring their performance and providing briefing/information as needed. <u>ABT support</u> The Assessment for Operational Deployment was prepared in September to facilitate the preparation of ABT.		
RAU	SA/3	Support to implementation of OAPs in the field of irregular migration, and THB; Support to the implementation of ISF, Schengen Evaluation mechanism, and EU Policy Cycle on Serious and Organised Crime; Provision of situational awareness on new trends and crisis situations, including in the operational areas, to the Commission and other high level stakeholders; Support to the visa liberalization process, Intra-Schengen secondary movement process and analysis, EU Action on Migratory Pressures (Document Advisors), VIS support to MS national reporting	EU Policy Cycle/EMPACT: In 2015, Frontex has been involved in 3 out of 9 EMPACT Priorities, namely: Illicit Firearms Trafficking, THB and Facilitation of Illegal Immigration, acting as the Co-Driver in case of the latter one. Within facilitation of Illegal Immigration, Frontex has lead 7 and participated in 7 more Operational Actions out of 21 existing in Operational Action Plan 2015. Our support focussed on air and land border domain, Eurosur Fusion Services provision, training in the field of false docs and awareness, ID fraud, intelligence gathering training including debriefing. It has also included our assistance to JOT MARE. Within Illicit Firearms Trafficking domain, out of 22 Operational Actions, Frontex has been involved in 4 OAs with the participant role, focussing on the intelligence picture and data collection as well as the cooperation with WB and UKR&MLD/EUBAM. Within THB EMPACT Priority, Out of 15 OAs under OAP 2015, Frontex has been involved in 5 (1 co-led + 4 participated). This part has been coordinated by THB Coordinator, Duco Van Heel placed in RELEX-IO that moment. For integrity reasons, anti-trafficking activities has been integrated within OPD since January 2016. Moreover, in 2015, Frontex took part in 4 Joint Action Days, organized within Blue Amber Operation coordinated by Europol.1) Global Airline Day (Airline Fraud Action Day) in June 2015 embracing both irregular migration and THB	EU Policy Cycle/EMPACT: The concept of JAD has been improved in 2015 and Frontex actively contributed to its improvement in close collaboration with Europol. Building the relations and networks with MS investigative units responsible for serious and organized crime tackling in FII, IFT and THB domains as well as with Europol FP Checkpoint, Firearms and Phoenix. Provision of briefings and updates on irregular migration phenomena and THB to FII and THB EMPACT community. Awareness raising on Eurosur Fusion Services appliance; tailoring the requests form to EMPACT needs Adjusting the curriculum of training related OAs to the EMPACT needs and provision of the lecturers to EU wide training courses organized by CEPOL. Frontex engagement in serious crime tackling by means of EU Policy Cycle promoted at COSI, international conferences, MB, Frontex Informer, Frontex press releases. Certain operational outputs shared with Europol or MS in the course of JADs (cases on cross border crime, THB and facilitated irregular migration). Common report on secondary movement produced both by Europol and Frontex. The pilot collection of cross border crime data within WB-RAN and EB-RAN initiated. Provision of EFS related expertise to EU group ENLETS. Dissemination of monthly and annual analytical products among the EMPACT participants for better awareness and operational actions preparations. Provision of analytical support, media monitoring and the exchange of information of monitored/suspected vessels to JOT MARE led by Europol.	3 FTE

			domain. 2) September/October: Luxcar organized under LUX PRES focused on various aspects of cross-border-crime, including firearms trafficking, THB and facilitation of illegal immigration (the last domain was included at the request of EMPACT FII Driver and Frontex), 3) O.A 2.1. EMPACT Firearms Priority tailored action led by SWE This JAD focused on WB (buses/coaches transport) and was combined with LUXCAR at the beginning but then will exceed it until 4th of October. 4) GAAD 2 coordinated by Europol in THB and FII domain. Additionally, Frontex supported the preparation phase for the JAD held in November 2015 focused on ID fraud and THB led by FRA. In most of the cases, Frontex deploys its officers to Europol Coordination Centres for better communication and data exchange.	Providing the possibility of debriefings' tailoring for the sake of EMPACT JOT MARE operation and investigations within. Briefed SGOs/GOs in selected JOs concentrated on EMPACT OAs needs better, contributing to the objectives of OAPs. Knowledge on firearms related trafficking disseminated within Frontex. Synergy between FX activities in EDF and ID Fraud OA within FII EMPACT Priority achieved; experience and knowledge exchanged, Frontex contributed to the preparations of ID Fraud JAD.	
RAU	SA/4	Implementation of an analytical reporting delivery system and of Frontex RAU Data ware-house	Analysis of alternatives for both the implementation of an analytical tools system and the required Data Warehouse (DWH). The two identified alternative solutions were: o EUROSUR Analysis Tools activity o Further enhancement of SAS provided capabilities Business requirements identification for the preparation of both contract for SAS support as well as for a future Framework Contract for data support services.	EUROSUR Analysis Tools – Business Requirements Document (including the requirements for a DWH and basic tailored analysis tools). Contract signed for specialized services for the maintenance and development of SAS capabilities in response to analytical needs.	0.2 FTE
RAU	SA/4	Designing and implementing a Business Intelligence (BI) solution - Kick off	Kick-off document and project organisation. Collection of functional and technical information for analysis purposes. Workshops key users / stakeholders Management of the documentation referred to this project as templates, minutes of meetings and Deliverables described along this document.	Analysis of current situation ("As Is" Document) on the following subjects; organization, processes, government and functionality. Strategic approach to long term Business Intelligence Platform ("To Be" Document) Transformation Roadmap Document from current situation to BI Platform proposed	0.2 FTE
RAU	SA/5	Systematic assessments of the vulnerability of external borders	Development of a methodology for capacity assessment (March 2015). Further implementation was deprioritized in 2015, but is scheduled for 2016. Presentation of the methodology to FRAN Member States and directors	Methodology for capacity assessment.	0.1 FTE

| RAU | SA/6 | Implementation of the Business Case for the Processing of Personal Data by Frontex for Risk Analysis and transmission to Europol or other EU Law Enforcement Agencies within the given constitutional and legal remits | Consistent with planning for PeDRA Stage I, activities on 2015 were focussed on 4 work streams to produce Implementing Measures, Operational Agreement with Europol, Draft Operational Plans and the formal Notification to the EDPS. These work streams were implemented via meetings of the PeDRA Working Group Consisting of 9 Member States, by effective cross-divisional work between RAU, LAU, RELEX, JOU and the DPO, and by several meetings and VCs with the EDPS and Europol. Concurrently there were activities between RAU, FSC and ICT on the design of the proposed technical solution for reporting, analysing and transmission of personal data. | Implementing Measures, Operational Agreement with Europol, Draft Operational Plans and formal Notification to the EDPS. | 1 FTE in RAU others from other units |
| RAU | SA/7 | Maintaining the existing Frontex Risk Analysis networks with Member States (FRAN, EDF-RAN, and Risk Analysis Tactical) and regional risk analysis networks with Third Countries in Western Balkans WB-RAN, Eastern European Borders, Third Countries EB-RAN, Turkey TU RAN and selected African countries AFIC. Consolidating the activities of the THB expert group | FRAN: four meetings of Frontex Risk Analysis Network (April, June, September, December) with average participation of 29 Member States/Schengen Associated Countries, Commission, EASO and Europol. Monitoring of the quality and timeliness of **information** upload. Resolving technical problems and responding to queries. FRAN Annual Survey conducted in May-June. Guest Analyst workshop with representatives of 6 Member States on return. Annual Analytical Review meeting to discuss and share the highlights of 2014 with the participation of 26 Member States/Schengen Associated Countries who took part in the risk rating exercise. Consultation with external stakeholders EASO, Europol, WHO. Launch of work on scenarios for ARA 2016, including consultation exercise with selected Member States. Format of the FRAN Q reported reviewed and changed as of FRAN Q1/2015. Mock-up Monthly report application presented to the FRAN in June for feedback.

EDF-RAN: 3 meetings of the European Union Document-Fraud Risk Analysis Network (March, May, November) with the average participation of 23 Member States/Schengen Associated Countries. Guest Analyst workshop with the participation of 9 Member States to support development of the Handbook on Impostor Risk Profiles. Digital version of the Handbook also made available on iFADO.

THB Expert Group: Request for Information distributed to Member States. Guest Analyst workshop with 5 Member States, 4 Third Counties, IOM, Red Cross and UNODC enabled the update of the Handbook on Profiles of Victims of THB 2015, distributed to Frontex MB, FRAN, participants of EMPACT priority on THB, Frontex coordinated Joint Operations, participants in THB training by Frontex Training | FRAN: All FRAN meetings implemented as planned providing a forum for discussion on illegal migration trends and update on RAU activities. 4 FRAN Quarterly reports issued in full and public versions. Annual Risk Analysis 2015 issued in full and public versions. Presentation packages at various WP and other fora. Member States regularly updated on the developments and state of play of the FRAN and the EDF-RAN information exchange. Knowledge on concrete reporting issues in Member States, and agreement on the way to solve them in the future. Presentation of the Annual FRAN report results in the June meeting, and full report distributed in September.

EDF-RAN: EDF-ARA 2015 drawn up as planned. Regular incorporation of analysis on document fraud in FRAN Quarterly reports and monthly analytical outputs, as relevant. Increased quality of and enhanced information collected through the FRAN and EDF-RAN network as the basis for better quality Frontex reports. First issue and distribution of Handbook on Impostor Risk Profiles.

THB Expert Group: Handbook on Risk Profiles on Trafficking in Human Beings 2015 (Limited), updated and disseminated. First issue with direct input of Third Countries, IOs and NGOs.

WB-RAN: information exchange system operational and enabling production of periodical reports: WB-RAN Annual Risk Analysis (full and public versions), four WB Quarterly reports, and full and public release versions available on the website. Increased knowledge on the migratory situation in the region enabling quality contributions on the region to general and specific periodical reporting, monthly | 9 FTE |

| | | | Unit, and requesting Member States. Digital version of the Handbook is available on the Iconet.

WB-RAN: Expert Meeting (March) with the participation of 28 experts from the MS, 11 from the Western Balkan countries and 5 from other organisations. WB Annual Analytical Review meeting with the participation of 9 experts from WB countries and 3 Member States and end of year planning meeting with the participation of experts from the Western Balkan countries. Monitoring of the quality and timeliness of information upload. Launch of new format approach to WB Quarterlies. Two Cross Border Crime workshops to discuss the introduction of new indicators on cross-border crime with the participation of experts from the region. Extraordinary Analytical Meeting on 15 September linked with the migratory situation in the Western Balkans, with the participation of 10 Member States, 5 western Balkans Countries, Turkey, EASO, COM, and UNHCR.

EB-RAN: Expert Meeting (March) with the participation of 32 external experts, including Member States, EB-RAN countries, EASO, Europol and EUBAM. Monitoring of the quality and timeliness of information upload. In coordination with Relex and Eastern Partnership team implementing the activities of Eastern Partnership project.

AFIC: 4 AFIC workshops (March, May, June, September) to set up the new platform for information exchange and for joint analytical work aiming at delivering the AFIC Joint Report 2015. Two of them organised at Frontex premises and two in Africa (Morocco, Senegal). Establishment of AFIC interest group on CIRCABC, training on use and initial steps towards regular reporting. Activities related to the extension of AFIC are reported under a separate sub-objective SA/7.

TU-RAN: In 2015, a number of meetings were held in Turkey within the framework of TU-RAN. An Expert Meeting (with Turkey and Frontex only) was held in June, while a Joint Analytical Session to prepare for the Annual Report 2016 was held in December. RAU engages with seven Turkish border management related entities, i.e. Turkish Border Management Department (BMD), Directorate General for Migration Management (DGMM), Turkish National Police (TNP), Turkish Coast Guard (TCG), Turkish Jandarma, and Turkish Customs. | contributions to the 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. Special Report on the situation in the Western Balkans elaborated and distributed to Frontex Risk Analysis Networks.

EB-RAN: information exchange operational and enabling production of periodical reports: Eastern European Borders Annual Risk Analysis (full and public versions). Annual report translated into Russian, with the support of EB-Ran guest analysts. 4 EB Quarterly reports (Full and public versions available on the website)

AFIC: AFIC Joint Report 2015, including first ever public release version available on website. Launch of AFIC reporting via CIRCABC.

TU-RAN: In 2015, the first annual data comparison TU-RAN report was published i.e. Annual Overview 2014: Turkey-EU borders. | |
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RAU	SA/7	Extension of regional risk analysis networks to relevant Third Country areas with priority given to the remaining Eastern Partnership Countries, Near East and other regions in Africa	Initial training on templates and CIRCABC was delivered to ARM, AZE, GEO. This is making the establishment of EaP RAN during 2016 possible. Most of data reporting issues were resolved with our Turkish counterparts, regardless of the constant institutional changes that Turkish border/migration management system was going through in 2015. New AFIC emails, hosted by Frontex servers, was delivered to our AFIC partners. We also established AFIC interest group on CIRCABC and created reporting templates for our African partners to use.	Regular quarterly and annual reports from all regional RANs First two drafting workshops in Africa organised in the context of AFIC. This improved the visibility of AFIC among relevant decision-makers on the continent. Support for ad hoc activities of WB-RAN and FRAN during the peak crisis period regarding the unprecedented flows affecting the EU and WB during 2015 : several ad hoc reports, extraordinary meetings, setting up of WB daily reporting	
RAU	SA/7	Extension of the scope of the information exchanged with Member States to cover intra Schengen migratory flows;	Following discussions with Member States/Schengen Associated Countries, the information exchange on intra-Schengen was continued in parallel to the FRAN. The FRAN and the Risk Analysis Tactical Meetings were used to discuss the issues, outcomes, and further improvement of the information exchange. Meetings and VC were organised with EUROPOL for joint analysis.	The analysis of intra Schengen indicators was regularly incorporated in the FRAN Quarterly reports, and as relevant in monthly analytical outputs. Analytical findings were also published in a joint report with EUROPOL.	0.5 FTE
RAU	SA/7	Enhancement of the analytical network comprising MS international airports and air borders in general;	Two meetings of the AB-RAN undertaken. Initial meetings with Senior User and Supplier. First Version of PID submitted for approval of Project Board.	Identification of Pulsar Glossary of Indicators and Definitions agreed by AB-RAN and approved by MS/SAC. Creation and agreement of AB-RAN policy document by AB-RAN approved by MS/SAC. Provision of two AB-RAN meeting minutes containing trend and situational updates of air borders to MS/SAC.	0.2 FTE
TRU	SA/8	Enhance Frontex' capabilities for the identification of training needs in order to address and respond to operational needs	TNA survey / questionnaire	TNA survey / questionnaire / TNA 2015 report	0.5 FTE
FIN	SA/1-8	General support from Finance and Procurement side (including Accounting Officer);	Volume of transactions performed (invoice registration, commitments and payments): Data Entry Agents: invoices - 8,585; Financial initiation - 2,895; Financial verification - 8,500; Authorizing Officer - 1,533; Accounting Officer - 12,378; Procurement procedures - 1,137; of which 12 open, 348 negotiated, 365 framework contracts 412 other Contributions to the preparation of decisions that have a	Financial initiation and verification, providing guidance and advice, support for procurement procedures, contributions to policies and other documents as required ,contributions to meetings as required (the FTEs contains also the work of the Accounting Officer)	0.5 FTE

| | | | financial impact;

Annual meeting for the preparation of the financial year end closing; Regular and ad-hoc reports and statistics provided for all financial aspects of the organisation. | | |
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| ICT | SA/1-8 | General support from ICT | Support of the organisation by resolving incidents and fulfilling requests according to the SLA / SLS, upgrading, client and server software, enhancing the VDI infrastructure, the video wall maintenance, support services for JORA and OPERA, support for FOSS, FMM, purchase of licenses for ESRI and SAS and support services for SAS software | Incidents resolved, service request fulfilled within the threshold of the SLA and SLS, client and server infrastructure upgraded. Applications upgraded and supported, SAS and ESRI licenses available. | 1 FTE |
| HRS | SA/1-8 | General support from Human Resources and Services Unit | Support provided in three areas:
- recruitment and selection
- rights and entitlements management
- performance management | 1. Staff members selected for posts allocated following the establishment plan and management decisions.
2. Salaries paid in accurate way and timely.
3. Appraisal, reclassification and training processes performed according to the binding legal provisions | 2 FTE |

SUPPORTING RESPONSE - SR

Unit	Title	Sub objective	Performed activities	Delivered outputs	Resource Allocation
JOU	SR/1	To establish and maintain a response mechanism to face specific pressure or significant uncertainties To ensure adjusted planning and implementation of multipurpose operational activities in accordance with the requirements of the EUROSUR Regulation	Concerning JO Pegasus 2015 (Air): Deployment of officers with specific skill set at selected airports in order to interview irregular migrants in focus whose profiles matched specific pre-identified migratory threats. Increasing of knowledge of these threats, as well as supporting airports in dealing with the level and the nature of the threat. As a follow up an operational response stage was launched in the course of the joint operation to respond with dedicated operational measures to the new challenges identified in the first steps of the joint operation. Concerning JO Alexis 2015, (Air) Deployment of officers with specific profile Deployment of SGOs Deployment of TC observers providing supporting targeted response focusing on perceived vulnerabilities/needs of MS airports, providing description of standard operational procedures as EU best practices of countermeasures to strengthen the operational capabilities of EU airports versus the perceived vulnerabilities. Implementation of coordinated operational actions according to the operational plan. Concerning joint maritime operations Aiming to facilitate interoperability and flexible response to the irregular migration phenomena and cross-border crime, six joint maritime operations and eight tailored activities, as well as coordination of national patrolling in predefined European Patrol Network (EPN) areas were implemented in 2015.	Concerning JO Pegasus 2015 (Air): The 13 participating airports reported 168 validated incidents involving a total of 296 persons. The participating airports reported a total number of 229 unlawfully used travel/supportive documents and visas. The operational results of the Joint Operation appeared to be in accordance with the predictions made by the Tactical Focussed Assessment. The operation was able to identify a number of new modus operandi related to irregular migration as well as some emerging trends. The operation was particularly useful being able to increase knowledge concerning airports where Frontex had had little information or awareness of threats. Concerning JO Alexis 2015 (Air): The 30.634 implemented countermeasures in total of the 2 Alexis activities as well as the high number of participants (24 Member States, 30 participating airports, 9 Third Countries in total) and the 2,012 man-days deployed in the course of the joint operations contributed to the enhancement of border security. The operational activities implemented at 30 participating airports and the systematic implementation of the Joint Operation Alexis I and II Standard Operational Procedures - as best practice countermeasures proposed for implementation - contributed to the enhancement of the efficiency of border security at the external air borders. Joint Operation Alexis 2015 also attempted to provide further knowledge and understanding regarding transit areas as well as document abuse at EU airports. During this operation, main trends as well as new and emerging aspects regarding irregular migration flows were also reported. The information provided by airports allowed Frontex Risk Analysis Unit to highlight new and emerging trends The deployment of experts in document examination and second line activities	Concerning air operations: 3 FTE Concerning joint maritime operations: 25 FTE

increased the performance of participating airports, led to more capacity to respond and to share information and experiences with the host countries. The document road shows held by document experts do airport border guards contributed to the enhancement of document expertise and capacities of border guards to detect and react to document abuses

Joint Operation Alexis 2015 provided: A tailored operational support and capacity building strengthening Member States operational capabilities to perceived vulnerabilities/needs of Member States' airports. An alternative training method in the frame of an EU wide joint operation by systematic and repeated implementation of Standard Operational Procedures. Operational response to perceived vulnerabilities corresponding to European Situational Awareness indications (existing threats), thereby contribution to enhancing the security of external air borders.

Concerning joint maritime operations:
The number of operational days in sea operations in 2015 decreased slightly by 13% (1 584 in 2015 versus 1 829 in 2014), due to the fact that two JOs hosted by Italy EPN Aeneas and EPN Hermes were merged into single JO EPN Triton in the Central Mediterranean area.

The scale of Frontex-financed technical means' deployment was 93 % higher compared with previous year (83,520 patrolling hours versus 43 006). This corresponded to the increased number of guest officers deployed in maritime operations.
Deployed experts performed 100% more operational officer-days (some 40 000 compared to 20 000). In addition, during the maritime joint operations, crew members performed 60 000 operational officer-days (33 767 in 2014).
The number of participating EU MS/SAC in joint sea operations increased from 28 to 30, comparing to the previous year. There were also four Third Countries involved in sea operations in 2015, two less than in 2014.

In total, 972 422 migrants (some 2 664 migrants per day) were intercepted during the joint sea operations in 2015 in contrast to 217 776, or about 600 per day, in 2014. The migration pressure in Eastern Mediterranean area represented main part of the overall flows via sea borders - approx. 811 541 migrants arrived to Greece during sea operations in 2015. Furthermore, 1 166 suspected facilitators were apprehended during the joint maritime

				operations – more than the previous year's total of 1 086. In the area covered by JO EPN Triton, the number of migrants decreased slightly compared with previous year (approx. 155 000 versus 170 000 in 2014), or 697 people per day, on average. However, the risk of fatalities was considerably high due to use of unseaworthy overloaded boats. Some 106 tonnes of hashish worth more than EUR 160 million plus 10.3 kg of cocaine, 11.3 kg of heroin and 5.4 kg marijuana worth EUR 1.3 million were seized (compared to 43 tonnes of hashish worth more than EUR 65 million and 35 kg of cocaine worth EUR 2 million apprehended in 2014) and 239 suspected drug traffickers were arrested. Moreover, 336 million contraband cigarettes worth EUR 38 million were also seized (compared to 24 million cigarettes worth EUR 2.8 million in 2014) and seven cases of possible illegal fishing and one case of possible sea pollution were detected and reported.	
FRO	SR/1	To contribute to proposed operational activities with an assessment of the proposed operation and its relation to the FR law and EU FR practice	1. Regular support to operational activities from a fundamental rights perspective, in particular in revising and delivering observations to all Operational Plans of proposed Joint Operations related to all operational sectors. 2. Regular delivery of recommendations addressing FR issues (specific risk assessments/reports/etc.); 3. Field visits to operational areas prior to start of operations and provision of further recommendations during implementation phase; 4. Regular support to mainstreaming fundamental rights (FRO – CF involvement) in the Business Processes for Joint Operations; 5. Support to other operational activities and training products, e.g. active and complex support in drafting of the e-learning tool for trainers in fundamental rights matters, Guidance for joint return operations, Vega Children Handbook. 6. Drafting and coordination of the drafting process of the Frontex Fundamental Rights Strategy and its corresponding	1. Establishment of guarantees in fundamental rights compliance in the provisions of Operational Plans and other internal documents; 2. FRO observations on fundamental rights related to completed Joint Operations; 3. Specific session on fundamental rights issues included in operational pre-deployment briefings; 4. Strategic FR issues within Frontex supported by CF; 5. Reports, risk assessments and regular communication on FR related matters affecting the activities of the Agency; 6. Organisation of focus group meetings for CF, MB, Frontex HQ	1 FTE

			Action Plan with a support of the Members of the CF and MB, as well as internal entities of Frontex.		
FIN	SR/2	Development of ex-ante-control mechanism for JO	Ex-ante policy fully implemented to further strengthen our ex-ante controls. All grants issued in 2015 are included for sampling. Ex-post exercises undertaken for a sample of grants for which final payments were made from 1/8/2014 to 6/7/2015.	Grants issued: 1323 amounting to EUR 99,4m. Selected grants for ex-ante control: 372 grants with final payments in 2015 tested amounting to EUR 21,9m. Total coverage of tested controls for 2015 is 54,7%. Ex-post control exercises were carried out in 4 MS organisations to complement the ex-ante controls.	0.5 FTE
PRU	SR/2	Conducting the Annual Bilateral Talks with Member States; Appropriate resources (HR and TE) are made available for Frontex planned joint operations in 2016;	Annual Bilateral Talks 19/10 to 23/10/2015 and TCs Bilateral Talks 05/11/2015;	Resources were made available for Frontex Joint Operational activities in 2016. Some gaps have been identified. In order to fill in the gaps Frontex planned to launch additional calls in 2016.	9 FTE 103.311 EUR
PRU	SR/2	European Border Guard Teams (EBGT) management; To manage and further develop the European Border Guard Teams (EBGT) as exclusive mechanism for the deployment of guest officers to joint operations and rapid border interventions	ED Decision on the appointment of Frontex Negotiation Teams during the ABT 2015 clearly identified the priority for the deployment of resources provided by participating MSs. Analysis of operational needs, identification of gaps and options to fill in the gaps was performed throughout 2015. Weekly, monthly reports were produced and circulated within HQ. In 2015 PRU launched six open calls for the contribution of resources to Frontex JOs.	In 2015 the priority was given to the deployment of resources of participating Member States' Technical Equipment and well trained members of EBGT.	1 FTE 32.168 EUR
PRU	SR/2	Pooling Technical Equipment made available by MSs; To ensure that technical equipment made available by MSs is timely available for effective deployment to joint operations and rapid border interventions	ED Decision on the appointment of Frontex Negotiation Teams during the ABT 2015 clearly identified the priority for the deployment of resources provided by participating MSs. Analysis of operational needs, identification of gaps and options to fill in the gaps was performed throughout 2015. Weekly, monthly reports were produced and circulated within HQ.	In 2015 PRU launched six open calls for the contribution of resources to Frontex Jos.	3 FTE
PRU	SR/2	Roll out and expand OPERA database for both internal and external users; Expanding business functionalities of OPERA to include new capabilities (2014-2017);	OPERA II was fully implemented on 9 of March 2015 and the preparations for the OPERA III started.	OPERA II fully operational	2 FTE 124.113 EUR
PRU	SR/3	Seconded Guest Officers – mechanism; To manage and further develop Seconded Guest Officers (SGO) as Frontex' own capacity to contribute to the European	On 15th July 2015 Frontex launched an Open Call for SGOs to be deployed in 2016. Nearly 130 applications from 15 different MSs/SACs were received.	Following an evaluation procedure which closed on 3rd November 2015 Frontex selected 77 candidates from those interviewed in 2015 for deployment in 2016, including the candidates from the reserve list. In addition, 79 candidates	1 FTE

		Border Guard Teams		from the reserve lists in 2014 and 2015 were chosen for deployment in 2016.	
PRU	SR/3	Frontex own Technical Equipment	Following the positive results of the Pilot Project on the acquisition of Aerial Surveillance Services for Joint Operations implemented in 2014 Frontex concluded a Framework Contract in the third quarter of 2015 for acquisition of aerial surveillance services, assets and expert support for Frontex Joint Operations. In 2015 in order to cover the needs for office space especially in the Mediterranean (Greece, Italy and Spain) Frontex rented 12 Mobile Field Offices for the purposes of screening, debriefing and registration of migrants, as well as for a daily use by the deployed Frontex staff. The Mobile Field Offices were rented during the second half of 2015 for a period of 6 months with a possibility to be extended with another 6 months. In order to cover the additional operational needs for cars in Hungary, Bulgaria and Greece in 2015 Frontex launched a tender procedure for renting of transportation vehicles. The contract was signed for a period of 5 months covering the end of 2015 and the beginning of 2016. For the purpose of coastal surveillance in 2015 Frontex purchased 4 pieces of hand held equipment (Night Vision Goggles) to cover the operational needs for maritime operations. In addition, in 2015 Frontex purchased 10 Fingerprint Scanning Devices for the purpose of migrants' registration process. In order to comply with the hygienic norms and to protect Frontex staff and the deployed Guest Officers in the field Frontex purchased antiseptic liquid and disposable gloves and masks to be used in Frontex coordinated activities in the field. The sanitary equipment was used both for maritime and land operations.	Frontex owned TE were provided in order to fill in the gaps of resources identified.	1 FTE 281.279 EUR
JOU	SR/4	Further development of multipurpose operations – air border, sea border, land border (including IOs + cooperation with EU and non-EU partner organizations, development of the cooperation with customs); Further develop JOs towards crime detection and prevention, including fight against terrorism, enriched by use of	In response to the challenges faced in border management at the external land borders, five Joint operations and one Rabit Exercise were launched. After the extension of Joint operation Focal Points 2014 Land into the first months of 2015, JO Focal Points 2015 Land was carried out at border crossing points. Flexible Operational Activities 2015 Land covered green border surveillance activities. Additionally, Joint Border Checks teams provided further support at selected Border Crossing Points, while Coordination Points	At land borders the overall number of operational days in 2015 remained at approximately the same level as in 2014, with 1 011 days in 2015, compared to 1 177 days in 2014. In 2015, the operational activities implemented at the green border in the Western Balkans and at the South Eastern land borders were implemented under one Joint operation, which allowed a more flexible use of the available resources, as well as much more rapid reaction potential in	In 2015, the land borders budget for joint operations was increased to EUR 9 327 975 resulting in a higher volume

| | | personal data and cooperation with Europol as well advanced intelligence gathering;
Development of joint operational activities towards crime prevention and best practice-sharing elements;
Development of joint operational activities towards capacity building needs identified in host countries | were established in the territory of Third Countries. Staff Exchange (Implemented in the framework of JO Focal Points Land) gathered 10 EU MS and Joint Border Check Teams involved Bulgaria, Hungary and Croatia.

JO Focal Points Air 2015 Intermediate Managers: Sharing information in accordance to the Operational Plan; Exchange of best practices at intermediate managerial level; Activate airports defined as Focal/Coordination Points 2015; Deployment of intermediate managers inside and outside the EU.

JO EPN Poseidon Sea and Poseidon Rapid Intervention: At the end of 2015, the regular joint operation EPN Poseidon Sea 2015 has been replaced by Poseidon Rapid Intervention (PRI) following the request of Greece to support Greece in handling the unprecedented number of migrants arriving on its islands. The PRI has been initially planned to be implemented as from 28.12.2015 for three month period. Members States contributed to the PRI with various profiles of the experts and technical equipment in order to implement the operational concept of joint operation, especially with the focus on speeding up the registration and identification process on the Greek islands, allowing for a larger number of migrants to be registered and fingerprinted more quickly.

Joint Return Operations assisted and coordinated based on identified nerds and request from Member States (Rolling Operational Plan)

In second half of 2015 the development of a web based (FAR) platform for more accurate and timely identification of needs and request from the Member States on assistance/coordination by Frontex of joint return operations and other return related activities started. | cases of the need for relocation of resources;

The number of hosting MS/SAC (12) and the number of participating MS/SAC (27) remained the same as in 2014, while in terms of Third Countries there was one additional hosting Third Country (five in total).

Deployed experts performed 73 318 man-days, as compared to 38 335 in 2014, an increase of more than 100%. In addition, thanks to an increased application of the SGO mechanism, SGOs contributed to an additional 2 554 man-days in 2015.

In 2015, the land borders budget for joint operations was increased to EUR 9 327 975 (an increase of more than EUR 1 million from the EUR 8 011 573 in 2014), resulting in a higher volume of activity.

Concerning JO Focal Points Air 2015 Intermediate Managers: Relevant information from participating airports was shared via the reporting structure as established; Best practices identified by GOs at their host airports during deployments were reported in final reports and were proposed at home airports to consider them for implementation; There were 23 Focal Points and 3 Coordination Point Airports activated during the joint operation; There were 25 Member States and 11 Third Countries participating in the joint operation by deployment of their officers with the total of 636 man-days during the operation.

JO EPN Poseidon Sea and Poseidon Rapid Intervention: The deployment gradually rise to some 376 officers and interpreters on the ground. They include experts in screening, debriefing, fingerprinting and forged documents as well as interpreters from various Member States. The screening officers play a key role in helping authorities to determine the nationality of the incoming migrants in order to identify and register them. Debriefing experts gather information about the activities of smuggling networks, which Frontex shares with national authorities and Europol.

Several vessels, whose crews are not included in the number of officers above, also take part in PRI.
PRI takes place in the same operational area but with the particular focus to Lesvos, Chios, Samos, Kos and Leros islands. Besides the activities indicated above, a greater | of activity.

Concerning JO Focal Points Air 2015 Intermediate Managers:

1 FTE (ABS)

JO EPN Poseidon Sea and Poseidon Rapid Intervention: FTEs a part of SR/1;

Joint Return Operations 13 FTE |

				emphasis is being put on the coastal patrols at the disembarkation points and transportation of the migrants to the registration sites as well as supporting security checks. Joint Return Operations: 66 joint return operations were coordinated and assisted. This is an increase compared with the year before (45). In total 3565 persons were returned to 14 different non EU countries	
TRU	SR/4	Harmonised training standards for specialised training	Initial development of training in the field of risk analysis Development of the course programme and online content for NCC (EUROSUR) operators Carrying out training activities in the field of detection of false and forged documents Carrying out training activities in the field of Schengen evaluation Carrying out training activities in the field of Schengen evaluation Carrying out development sessions and procurement procedure for development of Schengen Borders Code e-learning tool Carrying out training sessions in the field of fundamental rights	Initial risk analysis training concept Course programme for NCC operators (SQF aligned) Trained officers in the field of false documents detection including consular staff Trained officers in the field of SchEval Trained officers in the field of return Online training tool (Schengen Borders Code) Trained officers in the field of anti-trafficking and fundamental rights	4 FTE (payments on-going, data on final execution still pending)
FRO	SR/4	To follow up and monitor incidents on alleged fundamental rights violations during operations on an ongoing basis	1 Preparation of initial/final reports related to received SIR incidents while acting as a SIR Coordinator (pursuant to the Frontex SOP on SIRs) 2. Preparation of a draft concept on the establishment of an effective monitoring mechanisms on fundamental rights for Frontex 3. Involvement in training for border guards and escort officers addressing aspects related to incidents involving alleged fundamental rights violations 4. Support to enhancement of tools for monitoring and reporting on alleged fundamental rights violations 5. Field visits to operational areas and follow up on incidents 6. FRO and CF support to fundamental rights component of operational briefings as preventive measure	1. FRO regular reports to senior management, MB and CF produced in 2015 indicating all SIR incidents in which FRO acted as a SIR coordinator for alleged violations of fundamental rights; 2. Concept note for a FR monitoring system 3. CF Annual Report 2014 and its strategic advice	0.8 FTE

FRO	SR/4	Create a system for recording, updating and maintaining and analysing information on incidents (database or other adequate method);	1. Regular maintenance and update of the internal chart and folder on alleged incidents on fundamental rights, which include information on follow-up measures undertaken by Frontex and by the concerned Member States authorities 2. Regular internal meetings with Operations Division, Information and Transparency and FRO for exchange of information and updates 3. Field visits to operational areas 4. FRO exchange of information with FRA/EASO;	1. FRO regular reports to Frontex senior management, MB and CF 2. The updated list of incidents and corresponding internal folder	0.6 FTE
FRO	SR/4	To analysis FR risks and suggested actions on areas of concern to Frontex operations in 2014	1. Provision of specific FR briefings at joint operations coordinated by Frontex launched either in HQ (FRO) or in the field (mainly CF); 2. Regular support to operational activities from a fundamental rights perspective, in particular in a revision and provision of observations to all OPlans of proposed joint operations, as well as to handbooks for operational plans in all sectors). 3. Field visits to some operational areas prior to start of operations and provision of further recommendations during their implementation phase 4. Identification of preventive and corrective measures addressing FR issues (specific reports/risk assessments) and provision of observations and recommendations on Frontex internal documents and external documents (FRA/EASO)	1. Provisions in Operational Plans compliant with fundamental rights requirements 2. FRO fundamental rights observations of completed Joint Operations 3. Specific session on fundamental rights aspects included in operational pre-deployment briefings include 4. CF Annual Report 2014 and CF strategic advice to Frontex and MB	0.6 FTE
TRU	SR/5	Development and training of EBGT members;	EBGT profile training courses have a specific goal to prepare members of European Border Guard Teams for an effective deployment to the Frontex coordinated joint operations. To improve capability, capacity and performance of the European Border Guards, the following activities were performed: Land Border Surveillance Officer Profile Training, aimed to provide learners with the competences needed to be able to react effectively and lawfully at land borders. It also aims at tackling organised crime by adopting their own tactical and behavioural standards. The methodology of course foresees practicing the content of the handbook in exercises when simulating Joint Operations in a realistic way. Profile Training for Debriefing Experts is designed to gain the skills to carry out voluntary and informal dialogue with persons having crossed external borders irregularly. The aim is to obtain strategic and tactical information to be	Land Border Surveillance Officer Profile Training: Development phase in the first months of 2015 was followed by a pilot training, held in May 2015, attended by 18 participants from 14 countries. During the Evaluation meeting training outcomes were discussed and curricula to fine-tuned. In the second half of 2015 three more profile training courses for Land Border Surveillance Officers held. In total72 Land-border surveillance officers were trained in 2015. Second Line Airport Officers Profile Training: Three profile training courses, a mid-term trainers meeting and an evaluation meeting took place. In three 8-work-days long courses, open for 16 participants, 48 Second-Line Airport Officers were trained in 2015. Profile Training for Debriefing Experts: Course for debriefing experts took place 17-25 of March in Bratislava and was attended by 15 participants – EBGT members. The second activity "Profile training for Debriefing experts	4 FTE (payments on-going, data on final execution still pending)

processed into intelligence. Target participants are EBGT members, nominated for this profile and planned for deployment to JOs as Debriefing Experts.

Profile Training for Screening Experts preparing experts for assumption of nationality of undocumented persons or if nationality of a persons is doubted. The screening interview or nationality assumption is done in a view of registering of the third-country national in accordance with the national process and/or returning the person to his/her country of origin, or to a country which will admit him or her.

Profile Training for Second-line Interview Experts focuses on major interview techniques, communication models and intelligence based interviewing. Trainees' had been prepared to carry out second-line interviews, to apply cognitive interviewing of regular travellers and potential irregular migrants. Activity provided ample practice time to conducting simulated interviews, allowing free recall, using techniques to enhance memory and to identify unreliable and deceptive information in interviews.

Second Line Airport Officers Profile Training enables participants to effectively fulfil the role of airport officers, helping them to interact appropriately and respectfully with passengers. In a way of blended learning, this course provides the opportunity for officers to gain, update, and demonstrate acquired skills and knowledge, and to become competent and motivated to perform the complex tasks while deployed to joint operation, but also in their daily duties.

Maritime Border Surveillance Officer Profile Training enables officers to benefit from training blending classroom training, distance learning and practical application. The goal is to provide officers with the competences needed for effective and lawful reaction in activities in the maritime domain. Training course includes modules on the legal framework, surveillance and maritime search and rescue as well as simulation module in the end of the course.

I/2015" was held 17 – 26 November 2015 in Cesena, Italy and was aimed at EBGT members planned for deployment to Joint Operations as debriefing experts. To this activity participated 18 officers from 14 countries, with priority given to Greece and Bulgaria. In total, 33 Debriefing experts were trained in 2015.

Profile Training for Screening Experts There were two courses organized in 2015 (in January and March) named "Profile training for Screening experts"; each one for 16 persons. The level of participants was balanced. These training courses left32 newly trained Screening experts from 18 countries.

Profile training for Second-Line Interview Experts I/2015 took place 8 – 16 September 2015, attended by16 participants from 14 countries. Activity lasted 7 full work days and was delivered by external training officers (practitioners and psychologists). After this course, there are 95 Second-Line Interview Experts from 24 countries trained by Frontex Training Unit.

Maritime Border Surveillance Officer Profile Training was in its development phase in 2015. Several development and preparatory meeting took place, followed by the Pilot training, attended by 18 participants. After piloting the course, the implementation phase is foreseen to start in 2016.

TCECU	SR/6	Identification of EU financial instruments related to border management, requirements and efficiency gaps	Compilation of formal input to the consultation process on the National Multi-Annual Programmes set by the Member States (25 documents have been sent to the Commission); Support in the drafting of the National Programmes for Greece, Italy and Malta; Support the Commission in the management of the Multi-Annual Financial Programme	Formal input to 25 MS on the content of their National Programmes; contributions to the drafting of the National Programmes for Greece, Italy and Malta	0.3 FTE 2.000 EUR
TCECU	SR/6	Development of various support function related to EU financial instruments	suspended		
FIN	SR/1-6	General support from Finance and Procurement side (including Accounting Officer);	See description under SA/1-8		11.6 FTE
ICT	SR/1-6	General support from ICT	Support of the organisation by resolving incidents and fulfilling requests according to the SLA / SLS, upgrading, client and server software. Development of ADMOP and FAR and start of the development activities for the migration of OPERA 2 to HTML5.	Incidents resolved, service request fulfilled within the threshold of the SLA and SLS, client and server infrastructure upgraded Version of ADMOP ready for testing, prototype of FAR read. All procurement and contractual documents finalised and approved.	2 FTE
HRS	SR/1-6	General support from Human Resources and Services Unit	Support provided in three areas: - recruitment and selection - rights and entitlements management - performance management	1. Staff members selected for posts allocated following the establishment plan and management decisions. 2. Salaries paid in accurate way and timely. 3. Appraisal, reclassification and training processes performed according to the binding legal provisions	4 FTE

EMERGENCY RESPONSE - ER

Unit	Title	Sub objective	Performed activities	Delivered outputs	Actual Resource Allocation
JOU	ER/1	Further develop quick response elements with JOs (Air, Sea and Land borders)	Due to the high migratory pressure at the Hungarian - Serbian land borders in the first half of 2015 and at the Greek-FYROM border at the end of the year, the Focal Points and the relevant operational areas of JO Flexible Operational Activities were reinforced with additional deployments of the EGBT members and TE for border checks, registration and green border surveillance. Concerning **JO Alexis 2015 (Air)** please see the contribution under SR/1 **Joint maritime operations** At the end of 2015, the regular joint operation EPN Poseidon Sea 2015 has been replaced by Poseidon Rapid Intervention (PRI) following the request of Greece to support Greece in handling the unprecedented number of migrants arriving on its islands. The PRI has been initially planned to be implemented as from 28.12.2015 for three month period. Members States contributed to the PRI with various profiles of the experts and technical equipment in order to implement the operational concept of joint operation, especially with the focus on speeding up the registration and identification process on the Greek islands, allowing for a larger number of migrants to be registered and fingerprinted more quickly.	Emergency response implemented in Hungary and Greece. Concerning **JO Alexis 2015 (Air)** please see the contribution under SR/1 **Joint maritime operations** Poseidon Rapid Intervention (PRI) implemented on short notice Greece see SR/4	Activities were part of FP 2015 Land and FOA 2015 Land Concerning **JO Alexis 2015 (Air)** please see the contribution under SR/1 **Joint maritime operations** FTE as a part of SR/1
JOU	ER/1	Further develop operational contingency modules	Rapid Intervention Exercise REX 2015 was held between 19 August and 14 October along the Greek-Turkish land border. The aims of the exercise were: to test the operational and logistical capacities of Frontex and the Member States during the summer period; to test the capacity of Frontex to coordinate Rapid Intervention with on-going Frontex Joint operations or on-going national operations organised by the host Member State; to familiarise the Host Member State with the rapid-intervention mechanism; and to test the rapid-intervention mechanism itself.	REX 2015 was carried out at very short notice (less than two months between the initiation of the exercise and its implementation). In view of the situation at the external borders during summer 2015 Member States demonstrated high level of solidarity by offering human and technical resources. In addition, the host Member State clearly identified the requirements to be fulfilled and managed to meet them and real operational usefulness was achieved through the reinforcement of existing activities at the border.	1.8 FTE 19 MSs contributed resources to the operation. A total of 16 border surveillance officers, five first-line officers, two

					debriefing experts and two interpreters were deployed, as well as four patrol cars, one dog team and two heartbeat detectors.
FSC	ER/2	Ad-hoc activate specific surveillance services to improve the Situational Picture in support to exceptional situations at external borders of the EU	During the course of 2015, several FSC services and products were enhanced in order to better support Frontex stakeholders in light of the exceptional situations at EU external borders. After an agreement with the EUNAVFOR – Operation Sophia operational staff, positions of assets allocated to this operation and to JO EPN Triton were reported in JORA and visualised on an interactive map together with the incidents reported. Staff of both operations are now aware of the positions of the assets in the area of operations and tasking can be better coordinated. This improvement enhances the situational picture in the area and allows for better coordination and reaction capabilities, and therefore also help saving lives at sea. In response to new needs of Member States and EU Institutions during the Western Balkans crisis, a dedicated reporting workflow was introduced in JORA allowing Member States and Third Countries to report the necessary data in a fast and user friendly way. The data is then being processed, aggregated and shared with the European Commission and the Countries participating in this exercise, enhancing their situational picture of this external border area.	FSC delivered a wide range of products to Member States and EU Institutions, contributing to an effective and efficient information exchange and emergency response, such as:300 Daily Situational Reports (Flexible Operational Activities Western Balkans)71 Daily Regional Overview (Western Balkans)17 Media Monitoring Reports on Western Balkans between 09/09-02/1066 Daily Situational Report on Hotspots – Italy66 Daily Situational Reports on Hotspots – Greece	1 FTE
PRU	ER/3	Further develop and maintain preparedness for rapid interventions (EGBT);	On 3rd December 2015 the Greek authorities addressed an official request for Rapid Intervention to Frontex. On 10th December, following the decision of the Executive Director of Frontex to deploy EBGT teams at the Greek-Turkish maritime border Frontex sent a call for contribution in terms of human and technical resources to all MS/SAC. The operational activities covered the area of Greek islands of Lesvos, Leros, Kos, Chios and Samos, as well as the Greek-Turkish maritime border.	1111 GOs were deployed within RABIT intervention operation.	1 FTE 332.949 EUR

PRU	ER/3	To exercise the rapid deployment of European Border Guard Teams in a rapid border intervention; to identify - within the annual operational planning cycle - objective(s) and type(s) of the exercise(s) that shall be conducted in the following year	The first deployment of EBGT teams started on 28th December 2015 for an initial duration of 3 months. RABIT exercise was implemented starting with 19th August until 14th October 2015 at the Greek-Turkish land border.	50 EBGT teams deployed in REX exercise.	
FSC	ER/4	Further develop of FSC capacities to provide 24/7 service Continuous improvement of Situation Monitoring and extension of activities in support the Operational Contingency Package 2015	Further developments deprioritised and reallocation of resources to ongoing activities		
FIN	ER/1-4	General support from Finance and Procurement side (including Accounting Officer);	Perform budget reviews to find available funding internally for transfer and/or prepare budget amendments for approval.	15 Budget transfers and 3 budget amendments	0.2 FTE
ICT	ER/1-4	General support from ICT	Support of the organisation by resolving incidents and fulfilling requests according to the SLA / SLS, upgrading, client and server software, purchase of hardware and installation of hardware in the EURTF and hotspots. Technical management of the ICT equipment for operations	Incidents resolved, service request fulfilled within the threshold of the SLA and SLS, client and server infrastructure upgraded. Equipment operational in EURTFs and hotspots	1 FTE 43.696 EUR

DEVELOPMENT - DE

Unit	Title	Sub objective	Performed activities	Delivered outputs	Resource Allocation
ICT	DE/1	Extend network and set of functionalities provided by EUROSUR	Development of new functionalities in the Eurosur Communication Network Application (ECN) and Security tests run, EUROSUR Nodes hardened, and security patches and software upgrade performed to be ready for the security accreditation; analysis performed to implement an approved solution for the encryption of the node to node and between node and ETMS, tender procedure executed but not finalised ; improvement of the reliability of the data synchronisation mechanisms between ECN nodes. Migration of the development environment on the VMWARE ; - centralisation of the ETMS console ; - specifications for the CPIP / ESP projects aligned to the Frontex baseline; requirements for the training platform in line with a centralised solution	One major release of the ECN application supplied in 2015. New hardened servers, with a standardised template base installation. Tender procedure started for the encryption.	4 FTE 2,299.294 EUR
FSC	DE/1	Further development and implementation of Frontex Business Strategy for Operational Information Exchange including the necessary data protection safeguards and safeguards as regards the exchange of information with third countries	Postponed		
ICT	DE/1	Provision of ICT Support	Study, testing and modification of the Eurosur Communication Network infrastructure in order to align it with the Frontex infrastructure ; developing the CPIP / ESP specifications in alignment with the Frontex ICT infrastructure ; developing the training platform specifications for a centralised solution.	migration of the development environment on the VMWARE ; - centralisation of the ETMS console ; - specifications for the CPIP / ESP projects aligned to the Frontex baseline; requirements for the training platform in line with a centralised solution	1 FTE
HRS	DE/1	Support from Human Resources and Services Unit/Security	HR Sector supported recruitment and selection of staff dealing with EUROSUR aspects	Staff members employed	

FSC	DE/1	Cooperation with EUSC and EMSA	Continuous cooperation with EU SatCen and EMSA on the delivery of operational services and products under the Eurosur Fusion Services (EFS) Umbrella. Extensive work on the establishment and further maintenance of contractual frameworks with EU SatCen and EMSA.	Thanks to the well-established cooperation between Frontex and EU SatCen and EMSA, over the course of 2015 the EFS were further enhanced to include a total of 13 comprehensive services, including the following: Vessel Monitoring and Tracking Services; Detection of vessels at sea via satellite radar imagery; Simulation modules of possible future vessel positions; Optical satellite imagery of key coastal and frontier areas; Anomaly detection services for revealing atypical or suspicious behaviour of vessels at seas. These services are delivered to the Member States and other stakeholders by the Frontex Situation Centre (FSC) and Risk Analysis Unit (RAU).	1 FTE
RAU	DE/1	Development and delivery of basic analysis tools for EUROSUR; Extension of functionalities within analysis tools for using CPIP/ESP analysis layer	2 regular meetings were organized in the framework of the Analysis Layer User Group. The new definition of the Analysis Layer was presented and discussed during those meetings. Drafting and issue of the change request for the implementation of the Analysis Layer Products and Services (ALPS) Catalogue. Review of the EUROSUR Analysis Tools Business Requirements Document.	EUROSUR Analysis Tools – Business Requirements Document (including the requirements for a DWH and basic tailored analysis tools). Analysis Layer Products and Services (ALPS) Catalogue. Technical implementation of the updated EUROSUR Analysis Layer based on the ALPS Catalogue.	1 FTE
FSC	DE/2	Provide Fusion Service capabilities	Suspended due to reallocation of tasks and resources		
RAU	DE/3	Development and maintenance of methodology to apply impact levels	The EU external sea and land border sections were regularly monitored, with a particular focus on those border sections that are affected by ongoing migration flows, in order to assess the elements of threat, risk and impact that are relevant for determining the level of impact foreseen by Art 15 of the Eurosur Regulation. The EU external sea and land border are assigned to operational analysts in RAU, who gather the data and use the methodology based on the CIRAM in order to determine the impact levels. The request for change of impact level received from Croatia was assessed in line with the agreed procedure.	The impact level of each EU external border section at sea and land was regularly monitored and revised. The results have been inserted in Eurosur and any change in the impact level from previous levels is communicated to the relevant NFPoC, for possible counterproposals.	No additional resources have been allocated for performing the regular monitoring and assessment of the impact level on the sea and land EU external border sections. This is an additional task assigned to operational analysts supporting the planning, implementation

					and evaluation of joint operations and rapid interventions coordinated by Frontex. The resources are therefore already included under SA/2.
RAU	DE/3	Further implementation of FRONBAC as the specialised risk analysis training building capacity in the Member States and cooperating with Third countries	Progress delayed due to reallocation of staff		
RAU	DE/3	Roll out of CIRAM and its practical guidelines	Consultation with TRU on the development of the CIRAM training. Discussions with MS FRAN members on ways to develop training with their inputs. Development of infographics material illustrating the concept and application of CIRAM. Initiation of contacts with academia on development of forecasting approach.	Presentation during FRAN meetings. Production and distribution of CIRAM poster during ED4BG. Dissemination of CIRAM summary brochure in MS languages on USB. A range of new infographics to communicate on methodology in risk analysis materials. Organisation of workshop for review of forecasting methodology in the field of migration.	0.1 FTE
JOU	DE/4	Continue strengthening interagency-cooperation through multipurpose JO by involving Europol, EASO, EEAS, EMSA, EFCA, Interpol, OLAF and other relevant partners	Joint maritime activities aiming to facilitate interoperability and flexible response to the irregular migration phenomena and cross-border crime, six joint maritime operations and eight tailored activities, as well as coordination of national patrolling in predefined European Patrol Network (EPN) areas were implemented in 2015.	Joint maritime activities: The number of operational days in sea operations in 2015 decreased slightly by 13% (1 584 in 2015 versus 1 829 in 2014), due to the fact that two JOs hosted by Italy EPN Aeneas and EPN Hermes were merged into JO EPN Triton in the Central Mediterranean area. In 2015, Frontex significantly increased its budget for joint maritime operations resulting in higher volume of activity. The scale of Frontex-financed technical means' deployment was 93 % higher compared with previous year (83,520 patrolling hours versus 43 006). This corresponded to the increased number of guest officers deployed in maritime operations. Deployed experts performed 100% more operational officer-days (some 40 000 compared to 20 000). In addition, during the maritime joint operations, crewmembers performed 60 000 operational officer-days (33 767 in 2014). The increase was a result of more intensive patrolling activities.	FTE as a part of SR/1

The number of participating EU MS/SAC in joint sea operations increased from 28 to 30, comparing to the previous year. There were also four Third Countries involved in sea operations in 2015, two less than in 2014.

With regard to financing of the operation activities, the budget for the year 2015 was EUR 70 400 129 compared to previous year allocation of EUR 28 383 700. This budget was complimented by 2 000 000 EUR from the 2014 budget which was dedicated to extensions of sea operations in 2015.

In total, 972 422 migrants (some 2 664 migrants per day) were intercepted during the joint sea operations in 2015 in contrast to 217 776, or about 600 per day, in 2014. The migration pressure in Eastern Mediterranean area represented main part of the overall flows via sea borders - approx. 811 541 migrants arrived to Greece during sea operations in 2015. Furthermore, 1 166 suspected facilitators were apprehended during the joint maritime operations – more than the previous year's total of 1 086. In the area covered by JO EPN Triton, the number of migrants decreased slightly compared with previous year (approx. 155 000 versus 170 000 in 2014).
Assets taking part in Frontex-coordinated operations rescued 254,693 migrants, 47% more than in the previous year, or 697 people per day, on average. However, the risk of fatalities was considerably high due to use of unseaworthy overloaded boats.

During the maritime joint operations some other types of cross-border crime, including drug trafficking were detected.

Some 106 tonnes of hashish worth more than EUR 160 million plus 10.3 kg of cocaine, 11.3 kg of heroin and 5.4 kg marijuana worth EUR 1.3 million were seized (compared to 43 tonnes of hashish worth more than EUR 65 million and 35 kg of cocaine worth EUR 2 million apprehended in 2014) and 239 suspected drug traffickers were arrested.

Most of the drugs were seized in the Western and Central Mediterranean area.

Moreover, 336 million contraband cigarettes worth EUR 38

				million were also seized (compared to 24 million cigarettes worth EUR 2.8 million in 2014) and seven cases of possible illegal fishing and one case of possible sea pollution were detected and reported.	
JOU	DE/4	Continue strengthening the capacity building activities through interagency-cooperation by involving other EU and non-EU partner organizations (such as CEPOL, EASO, eu-LISA, FRA, OIM, UNHC and others);	JO Focal Points Air 2015 - Regular Officers Deployment of operational officers across the EU Deployment of EU advisers to Third Countries (coordination point airports) Deployment of TC observers to EU MS/SAC Deployment of SGOs Activation of permanent and temporary Focal Point airports Fulfilling the reporting requirements of deployed officers following the provisions of the operational plan JO Focal Points Air 2015 Intermediate Managers – please see the contribution under SR/4 EURTF Piraeus and Catania and "Hotspots" in Greece and Italy The aim of the implemented "Hotspots" is to provide a platform for EU Agencies to act in an integrated manner and according to their mandate, in frontline MSs, when a crisis arises due to a specific and disproportionate migratory pressure at their external borders consisting of mixed migratory flows, and the MS concerned cannot adequately cope with that pressure. The European Union Regional Task Force (EURTF) provides the platform for the overall operational coordination of the work of different teams of deployed; it facilitates and manages the information exchange among these teams, and supports the coordination of its operational efforts with the relevant national authorities. EURTF is a flexible regional tool based on synergies and complementarities between EU and International Partners. Each EU Agency leads its own business area (modules) while Frontex acts also as service provider for the others putting in place all necessary horizontal instruments. In Greece EURTF was established in Frontex Liaison Office (FLO) premises in Piraeus and in Italy in Catania at Temporary premises made available by the Head of the local Police and EURTF serves as a platform for the European Commission, EASO, Europol, Eurojust and Frontex to coordinate their actions. The role of the EURTF is to foster stronger cooperation with all the stakeholders, to close monitor the implementation of the operational activities on spot and enhance the EU presence in the operational area.	Concerning JO Focal Points Air 2015 Intermediate Managers – please see the contribution under SR/4 Concerning JO Focal Points Air 2015 - Regular Officers High support from Member States as 26 EU/SAC Countries have participated in the JO In total 115 officers were deployed, encompassing 4,312 deployment days of regular officers, special advisers, seconded guest officers, TC observers and EU advisers. Deployment of 10 Third Country Observers at European Focal Point airports Deployment of 4 European Advisors at Third Country Coordination Points airports: Deployments of 16 Seconded Guest Officers at European Focal Point Airports Deployment of 24 officers to Paris Charles de Gaulle and Paris Orly Airports in order to support the local authorities during the COP21 United Nations Climate Change Conference organized in Paris. In Greece five hotspots have been indicated (Lesvos – operational; Leros, Samos, Kos, Chios) an in Italy, six hotspots have been identified (Lampedusa – operational; Trapani – operational; Pozzallo - operational, Porto Empedocles, Augusta and Taranto). Actually, the human and technical resources deployed within joint maritime operation hosted by Greece and Italy contribute to the implementation of the "Hotspots" approach by providing support to the following activities: Border surveillance activities at sea borders including contribution to maritime distress situations ;Land patrols at the coastal areas on the islands including transportation of migrants (in Greece only); Identification including nationality screening and identification/travel documents checks; Referral of people in need of protection; Registration including fingerprinting; Return of refused asylum seekers at the end of the asylum process or other persons who do not have the right to remain in the EU; Debriefing activities in order to collect information for risk analysis purposes;	Concerning JO Focal Points Air 2015 Intermediate Managers – please see the contribution under SR/4 Concerning JO Focal Points Air 2015 - Regular Officers 1,5 FTE (ABS) SBS FTE as part of SR/1

			SBS "Hotspots" established is to provide a platform for EU Agencies to act in an integrated manner and according to their mandate, in frontline MSs, when a crisis arises due to a specific and disproportionate migratory pressure at their external borders consisting of mixed migratory flows, and the MS concerned cannot adequately cope with that pressure.		
TRU	DE/5	Further develop and implement curricula for all levels of BG education based on the SQF	4 Courses in Course design in line with the SQF delivered 1 SQF Expert Board meeting 2 workshops on development/review of the manual 2 meeting on exploring accreditation / certification system for Frontex training Monitoring the national integration of the SQF	45 national trainers trained in curriculum design in line with the SQF; Manual developed, finalised and endorsed by the SQF Expert Board Accreditation / certifications system options analysed and follow up pilot project proposed Reports from the MS/SAC on using SQF for curriculum design at national level	(payments on-going, data on final execution still pending)
TRU	DE/5	Develop and implement student exchange programmes for CCC	3 development meetings, Teachers' Mobility Implementation Meeting, CCC Students' exchange implementation meeting, 9 Teachers' mobility exercises, 2 students' exchange exercises, Teachers' mobility evaluation meeting, mobility/exchange programme promotion booklet writing workshop	CCC - IAP Study 2013 - 2015 Participating: 24 MS + 1 SAC + 6 PC Teachers' mobility: 35 participants, 5 hosting countries, 26 participating countries Students exchange: 40 students, 2 hosting countries, 25 participating countries	1 FTE (payments on-going, data on final execution still pending)
TRU	DE/5	Design and implement exchange/mobility programmes in the framework of the joint study programmes (developed based on the implemented SQF for border guarding	Finalised the master's development, 3 last development meetings (curriculum and e-learning); Master's accreditation; Admissions process; Start up of the first iteration, first semester;	26 students from 20 sending organsiations admitted and enrolled in the programme accreditation successfully completed first 6 modules delivered 25 students from 19 sending organisations successfully progressed to the next stage	1,5 FTE (payments on-going, data on final execution still pending)
TRU	DE/5	Provide access to learning and training courses by developing a new integrated ICT system for knowledge management and training, taking into account the current V-Aula system	Business Analysis carried out: AS IS / TO BE TRU ICT Systems Architecture Moodle customization and upgrade. Moodle as official LMS (Learning Management System) SBCLT (Schengen Borders Code Learning Tool) - finalised and	Business Analysis: AS IS; TO BE TRU ICT Systems Architecture Moodle customization and upgrade - v. 2.9 Moodle accepted as official LM SBCLT implemented and finalised	1.5 FTE (payments on-going, data on final execution still pending)

			implemented - 1st line border guard simulation tool		
TRU	DE/5	Develop and implement Qualification Frameworks for further training activities	Review of the Mid-level Management Course (MLC) and align it with the SQF. Finalisation of the curriculum review and roll out of the first MLC pilot in the new form of the course of 5 months.	pilot MLC course successfully delivered and evaluated 16 mid-level officers trained Accreditable as a 5 ECTS credits course for mid-level management, level 6 EQF	1 FTE 243.561 Euros
TRU	DE/6	Maintaining and further implementation of curricula for all levels of BG education based on the SQF	Start up the review and alignment of the CCC with the SQF, including the results of the IAP Reviewed the Mid-Level Management Course and align it with the SQF Finalised and start the delivery of the course in Course design in line with the SQF that shall build the capacity for curriculum review in the MS/SAC and at Frontex level promoting a learning outcomes / competence based approach and integrating fundamental rights to course design in border guarding Finalised the master's programme based on the SQF Gradually build the capacity for curriculum review, alignment and quality assurance in all education and training courses by training the project sub-leaders and other key curriculum experts	action plan for CCC review developed and agreed MLC reviewed and successfully implemented Course in course design successfully implemented, experts trained Master's successfully accredited, validating the SQF level 7 correctly referenced to the EQF Visible shift in the curriculum design paradigm towards a learning outcomes based approach and competence based learning culture in the border guard training community across EU	4 FTE (payments on-going, data on final execution still pending)
TRU	DE/7	Development of the LETS for Law Enforcement Officers with border guard functions	Participation in JHA coordination meetings, bilateral meetings, contributions to EMPACT, common tool development	TRU conference, stakeholders meetings, courses, common tools developed with EASO and FRA	0.5 FTE (payments on-going, data on final execution still pending)

JOU	DE/8	Further development of assistance to Joint Return Operations: -using by MS developed cooperation with TC; -sharing best practices and respecting human dignity; -increased involvement of third countries in the return of their own nationals; -facilitating harmonised and effective monitoring and achievement of EU Directive (2008/115/EC);	JO Vega Children (Air) 2015: Deployment of GOs to participating airports and implementation of Standard Operational Procedures based on the Vega Children Handbook; Distribution of leaflets and organization of information sessions by VEGA team, involving law enforcement, other Frontex partners and public at host airports; Identification of risks and threats affecting children on the move; Implementation of the operational tasks in cooperation with international organizations and NGOs (dealing with migratory flows and vulnerable groups);Deployment of IOs and NGOs experts; IOs and NGOs experts observe, assist and advise on children on the move. SBS The EPN as permanent regional border security concept has been provided to MS that enabling the synchronization of national measures of the Member States and their integration to joint European activities. It is based on Member States´ existing activities and on strengthening of cooperation and coordination at national and EU levels. ROS Increased cooperation with Member States on identifying best practices has been provided. Operational cooperation with the EU funded projects EURINT, EURLO and ERINT and COM has been increased via the integrated return management system. The concept of Collecting Joint Return Operations has been further developed and the first CJRO to Serbia was conducted. Additional training for third country escorts will be carried out. During 2015 ROS has in all conducted JROs had focus on the obligation for Member States to provide for an enforced return monitoring system in accordance with the EU directive (2008/115/EC). To encourage the Member States to physically have monitors present on board flights FX offer financing.	Concerning JO Vega Children (Air) 2015: 100% of the procedures defined in the Vega Children Handbook as best practices were implemented during the JO; 100,000 Vega Children leaflets were distributed among the participating airports;2 seminars were organized at Stockholm Arlanda and Bucharest Otopeni Airports; 22 cases regarding children at risk were reported, for 2 children the referral mechanism was activated;7 IO/NGOs took part in the joint operation by deploying 22 experts; IO/NGO experts provided support and gave practical advices to border guards at participating airports concerning how to deal with children at risk in concrete operational cases. The feedback received from participating airports during the debriefing meetings was positive, with particular emphases to the support received from IO/NGO experts during the joint operational implementation. SBS Consequently, EPN is being developed by Frontex focusing on further implementation of European Coast Guard Functions. In this regard Frontex has focused on strengthening cooperation with relevant EU Agencies/Bodies and with the national authorities carrying out coastguard functions in order to provide available services and products, other tailored activities in order to increase the maritime situational awareness and to support coherent and cost-efficient action by entirely utilizing the EPN. Services and products delivered under EPN General: Frontex Positioning System, Frontex Compatible Operational Image, EPN Staff Exchange EPN Yellow Pages, EPN Meetings / Workshops, Tailored Working Groups, Supporting Baltic Sea Region Border Control Cooperation (BSRBCC), Supporting European Coast Guard Functions Forum (ECGFF) ROS Bi - weekly videoconferences initiated with the EU funded projects EURINT, EURLO, ERINT and COM to ensure operational coordination and to build synergies within the integrated system of return management. 7 Collecting joint return operations (CJRO) were assisted and coordinated. (Albania 4, Georgia 2 and Serbia 1) Increased participation in Readmission Committee	Concerning JO Vega Children (Air) 2015: 1.5 FTE (ABS) SBS FTE as a part of SR/1

				meetings. Increased percentage of physically monitored joint return operations in accordance with EU Directive (2008/115/EC) - 76% of JROs physically monitored (2014 60%)	
JOU	DE/8	Promotion of effective protection measures and best practices in order to enhance expertise	ABS VEGA Children Handbook version has been taken as a basis to draft the first LBS VEGA Children Handbook (introduced amendments related to the green border surveillance activities and border checks at the EU external land borders). PP Reference Manual: Organization of workshop(s) aiming to gather relevant new information concerning document forgeries and share and exchange best practices among MS experts; Organization of validation sessions in order to quality check the newly gathered information and update the database; Distribution of the new release of the database.	Follow up in 2016: Draft VEGA Children Handbook Land Borders to be submitted to all Host MS asking for their comments, proposals and amendments related to the draft. The updated version to be presented and discussed at Land Border Sector Host Countries Network Conference with the aim to finalize the document in third quarter 2016. Concerning PP Reference Manual: More than 25 new types of visas were inserted in the Reference Manual database; More than 25 new stamps were inserted in the Reference Manual database; Almost 300 Quick Check Cards (QCC) were created; 1 new MSs participated (France); 100% of inserted alerts was quality checked by RM document experts from PL, BG, SI, MT, IT and SK during validation sessions; 500 copies of the new release of the database was distributed to MS/SAC.	Concerning PP Reference Manual: 1 FTE (ABS)
ICT	DE/8	Provision of ICT support	Development of a workflow application in order to facilitate the process of the revision of the FR strategy between the FRO and the other Stakeholders in Frontex.	Workflow for a knowledge base for FRO matter;	0.5 FTE
RDU	DE/9	Further identification of (best) practices and challenges as regards the integration of (new) technological solutions into border checks (e.g. VIS) with the support of eu-LISA	Conducting a Study the practical use of VIS at the borders; Organizing three VIS Working Group(WG) meetings accompanied by the field visits;	Report on the Practical Use of VIS at the borders;	1.1 FTE (payments on-going, data on final execution still pending) 53.615 EUR
RDU	DE/9	Further development of best practices guidelines and identification of gaps in the field of checks at sea BCPs	Identification of best practices and capability gaps for checks at sea border crossing points with the support of a dedicated Working Group established and via field visits, meetings and conference with port authorities. Organizing two Sea Ports Border Checks Working Group (WG)	Technical Report on best practices and guidelines for performing Border Checks at Sea Ports - finalized and disseminated to Member States, EU Commission Services and Agencies;	1.1 FTE (payments on-going, data on final execution

			meetings organised (February - Malaga, Spain and April – Warsaw;		still pending)
					59.738 EUR
RDU	DE/9	Further development of best practices guidelines and identification of capability gaps in the field of checks and land border BCPs	Revision of best practices guidelines in border checks at EU Land border crossing points; Identification of best practices and capability gaps for land border control with the support of a dedicated Working Group established and via field visits, meetings and conference with Member States authorities. Land Border Surveillance Working Group (LBSWG) on best practices and technical guideline;	Report on Best Practices in Border Checks at EU Land Border Crossing Points; Draft of Best Practices, final version to be delivered during 2016; 3. Four Land Border Surveillance Working Group meetings organised (June - Burgas, Bulgaria, September - Portoroz, Slovenia, October - Okuninka, Poland and in November - Malaga, Spain);	1.5 FTE (payments on-going, data on final execution still pending) 88.688 EUR
RDU	DE/9	Development of best practices guidelines and identification of capability gaps in the field of checks at air border BCPs;	Development of best practices for Air Border Checks, including the establishment of a Working Group (WG) on Air Border Practices ; Organizing two meetings of the Working Group (WG) on Air Border Practices.	Background research performed and thematic areas of the work identified.	1.1 FTE (payments on-going, data on final execution still pending) 61.727 EUR
RDU	DE/9	Development on best practices on Advance Information in the EU	Development of the Advance Information and Passenger Analysis Model (PAM)	General Report on the Passenger Analysis Model (PAM).	0.5FTE (payments on-going, data on final execution still pending) 1.641 EUR
RDU	DE/9	Further development of best practices guidelines in the field of ABC	Organizing the ABC Working Group and Workshop in order to collect best practices and identify potential vulnerabilities in the field of ABC and Traveller Facilitation: Three ABC Working Group meetings accompanied by the field visits; One ABC Workshop accompanied by a demonstration;	Best Practice Operational Guidelines for ABC, version 2.1; Best Practice Technical Guidelines for ABC, version 2.1; Guidelines for Processing Third Country Nationals through ABC.	0.5 FTE (payments on-going, data on final execution still pending) 79.635 EUR

RDU	DE/9	Contribute to improving the detection in the first line of control of document and identity fraud	Conducting a Study on Vulnerabilities and Countermeasures in First Line of Border Checks; Creating a Working Group on Schengen Master list and organizing two meetings of the Working Group on Schengen Master list.	Draft report on Vulnerabilities and Countermeasures in First Line of Border Checks;	0.5 FTE (payments on-going, data on final execution still pending) 42.460 EUR
RDU	DE/10	Further promotion of the use of ABC, including the use of such systems by third country nationals with fingerprints	Organizing the Global Conference on the Future of Border Checks;	Conference report of the Global Conference on the Future of Border Checks;	0.5 FTE (payments on-going, data on final execution still pending) 129.362 EUR
RDU	DE/10	Participation in the pilot project on the Smart Borders Package	Providing technical support to the Smart Borders Pilot;	Contribution with technical expertise to expert meetings; Contribution to the definition of technical and operational requirements; identification of process optimisation areas; Support provided for the analysis of test results and their practical implications.	0.5 FTE (payments on-going, data on final execution still pending) 16.888 EUR
RDU	DE/10	Identification of challenges for integrating ABC systems into existing and/or future systems (e.g. Smart Borders Package);	Identification of operational and technical challenges in the area of ABC;	Draft ABC Challenge Catalogue	0.5 FTE (payments on-going, data on final execution still pending)
RDU	DE/10	Further development of common procurement guidelines for ABC	Development of ABC Procurement Guidelines and of ABC Trainer's manuals, including the acquisition of expert services;	Draft ABC Procurement Guidelines; Draft Trainer's manuals for ABC; Intermediate training for the first line officers; Specialised expert training on vulnerability assessment and detection in ABC;	1.1 FTE (payments on-going, data on final execution still pending) 44.000 EUR

RDU	DE/10	Shape a concept for the future of risk-based border checks (enabling greater facilitation and security);	Concept development study for a risk based facilitated border checks process, including the acquisition of expert services;	Concept development study for a risk based facilitated border checks process	0.5 FTE (payments on-going, data on final execution still pending) 28.616 EUR
RDU	DE/11	Contribute to research, developments and tests of new technologies for advanced, more cost-efficient and operational effective aerial border surveillance with an emphasis on detecting small objects (boat, humans) and other objects of interest on the sea, at the land border area and in rural terrain including RPAS, OPA and integrated mobile surveillance and C2 system solutions	Commissioning a Study on deployable technology for land border surveillance describe the 'state of the art' of mobile surveillance systems for land borders (including sensors and communication networks) which will expand and complement the already existing information about available technologies; Organizing a tactical RPAs demonstration and a Technical Border Surveillance Working Group meeting on Best Practices and Technical Challenges in October, Okuninka, Poland; Organizing the "Registration package" Proof of Concept - a Frontex eu-LISA-EASO inter-agency initiative aimed to develop a permanent solution that will be available upon request to Member States in order to complement their existing capacities for performing the identification and Eurodac registration processes when having to handle large numbers of irregular migrants arriving on their territories. The Proof of Concept was implemented between October 2015 and 15 January 2016 in Lesvos, Greece.	Study on deployable technology for land border surveillance finalised; Report of the Demonstration; Draft report of the "Registration package- Proof of Concept	2.5 FTE (payments on-going, data on final execution still pending) 230.179 EUR
RDU	DE/11	Steering European research activities related to border security by identifying research topics, based on end-user input	Providing technical support to the EC, consisting in evaluating the proposals for border security EU funded research project submitted to the EC by consortia of industry and academia, in the framework of Horizon 2020 (Work Package 2015)- the new EU programme for research and innovation; Under the coordination of RDU, 6 representatives from RDU and OPS were involved. Following the evaluation, 4 contracts will be concluded by the EC for research projects in the field of border security. Participation in different external meetings, conferences, workshops with various stakeholders: end users, EC, research institutions, technology providers, international	Evaluation reports (of the projects' proposals) elaborated by the evaluators and handed over to EC. Meetings' reports; The activity is ongoing; Terms of Reference were elaborated and an open tender was launched. 7 offers were received. The evaluation will start in April 2016. Workshop Report Workshop's report; A separate session was dedicated to the MSs, in order to explore how they test/evaluate/investigate border security technologies and what are their needs for the Test&Evaluation domain.	1,1 FTE (payments on-going, data on final execution still pending) 45.553 EUR

			organizations;	Concerning the needs expressed by the Member States (an important output of the meeting), the outcomes highlighted a need for Test and Evaluation methodologies and the following fields were often mentioned: biometry, document inspection systems, RPAS, perimeter protection and radars for detection of small objects (small RPAS), land border surveillance.	
			Commissioning a study on how managing/setting up security related research is addressed outside Europe by authorities/agencies/public bodies with responsibilities in this field and on identifying aspects that could be translated to the European approach;		
			The activity is ongoing; Terms of Reference were elaborated, an open tender was launched and the offers received from different economic operators are under evaluation; the study will be elaborated by a Contractor in 2016-2017;	Meetings' reports;	
			Organizing a workshop with the European industry and academia which develop new relevant border security projects using other financial sources than the EU financing (e.g. Industry's/Academia's own funds);	Workshop's report and brochure.	
			Frontex invited European industry and academia to inform the border guard community on their research and development projects intended for developing new products/technologies/solutions for border security and financed by their own budget, in order to:		
			present the projects to the Member States border guard authorities and Frontex experts;		
			obtain feedback from our colleagues and ideas on how to steer/improve the projects' content in order to best serve the end user's interest/needs;		
			establish contacts between projects and interested users;		
			open the discussions on possible demonstrations that could take place in interested countries;		
			establish interactions and synergies between projects.		
			The workshop was organized on 19 November 2015 and featured 21 experts from 12 Member States border guard authorities (Bulgaria, Estonia, Finland, Germany, Greece, Italy, Latvia, Netherlands, Poland, Portugal, Romania, and Spain), 11 participants/speakers from Academia, Industry, DG Home and JRC, Frontex Research and Development Unit and Risk Analysis Unit.		

Organizing a workshop on proper methodologies/methods/good practices on how to perform research on/investigate/test/verify border security technologies/solutions.

The first workshop was held on 10 December 2015 in Warsaw, Poland and gathered 18 experts from 11 Member States border guard authorities (Bulgaria, Czech Republic, Finland, Germany, Greece, Italy, Latvia, Lithuania, Poland, Romania, Spain) speakers from ISDEFE, Joint Research Centre and the European Defence Agency and Frontex (Research and Development Unit and the Air Border Sector/Joint Operations Unit).

Organizing the meetings Frontex-industry in the field of border security technologies/products/systems.

A first meeting divided in 2 different days was organized on 27 March and 09 April 2015. 5 companies have been selected out of 9 Visit Proposal Forms received. Industry was very interested to learn about Frontex role and scope, and Frontex experts about the specific products and services designed by the Industry for the border security domain. Frontex experts gave also advises to Industry on different solutions, in order to better serve the end users' needs.

A second meeting divided in 2 days took place also in October 2015. 12 companies were invited to present their portfolios. For the next year it was decided also the invitation of the representatives of the MSs border guard authorities.

Organizing a workshop on the use of border security technologies and the implications on the privacy, ethics, and data protection/fundamental rights of people crossing the borders on 30 April 2015.

The workshop aimed to find out what the results are of the latest research on this topic and to debate them, and also to consolidate the participants' knowledge on this subject. The speakers invited for the workshop were policy makers, researchers and scientist involved in activities and projects which address the binomial "technology at the border – fundamental rights implications". 15 officers from 13 authorities attended (DK, EE, FR, GE, GR, LT, NO, PL, PT, RO, SK, SP, SE), but also Frontex representatives (Research and Development Unit, Land Border Sector, Air Border

			Sector, Frontex Situation Centre, and the office of the Fundamental Rights Officer), bringing the total number of participants to 30 persons.		
JOU	DE/12	Continue strengthening interagency-cooperation through multipurpose JO by involving Europol, EASO, UNHCR, Interpol and others	Under the umbrella of JO FP 2015 Land, cooperation with Europol took place within the framework of the LUXCAR Presidency Operation, included into Joint Action Day (JAD) Blue Amber 2015, linked to the European Multidisciplinary Platform Against Criminal Threats (EMPACT). Exchange of operational information was ensured via the active Focal Points in the respective area of the JADs and via the Frontex representatives' presence in the Europol's Coordination Centre. JO Vega Children (Air) 2015 - please see the contribution under DE/8	During the implementation of the different JADs under the EMPACT, the exchange of information with the Member States' different authorities took place via the representatives of Frontex being present in the EURPOL Cooperation Centre. Between 30th of September and 1st of October 2015 the Operation LUXCAR - Joint Police Operation focusing on EU territory and its external borders with a special emphasis on Western Balkans - was launched by the Luxembourgish Presidency. The operation has also been included as the Joint Action Day under the common "Blue Amber" Operation umbrella managed by Europol in 2015. LUXCAR focused on stolen vehicles, trafficking in human beings, drugs and firearms trafficking and the facilitation of illegal immigration. Concerning JO Vega Children (Air) 2015 - please see the contribution under DE/8	Concerning JO Vega Children (Air) 2015 - please see the contribution under DE/8
RAU	DE/12	Exchange of Information and Intelligence with relevant partners, such as EASO, Europol, eu-LISA and others;	Sharing of information on analytical planning and products with EASO and Europol, and regular updates through their participation in Frontex Risk Analysis Network. Ad hoc responses to requests of information to EEAS, Europol, EASO and comments to analytical reports. Sharing of information on analytical planning and products, with international organisations, in the framework of Frontex Consultative Forum. Regular collaboration of with UNHCR as part of RAU's internal preparations for the Weekly Operational Briefing, and ad hoc exchanges on specific areas of interest. Participation in the EASO GPS work, weekly consultations with EASO as part of the preparations for the Weekly Operational Briefing. Council Conclusions issued after the terrorist attacks in Paris in November 2015 tasked Frontex to:	Frontex contributions included and recognised. Sharing of information and joint analytical work with international and EU (EASO, EEAS INTCEN) organisations for risk analysis purposes improved the quality of Frontex risk analysis products and contributed to a wider dissemination of Frontex risk analysis outputs. It also enabled better coordination of activities building up trust and confidence between Frontex and international partners necessary for discussions on sensitive border security, irregular migration and fundamental rights related issues. Structured and regular information exchange with the Consultative Forum (CF) partners was not started due to lack of resources at the CF side. Europol requested (agreed) to support briefings of guest officers. Concept for the handbook on Common Risk Indicators for border guards developed and the content created (the work was finalised mid-January) to be disseminated in JO Kick-off meetings early in January 2016.	0.5 FTE

			• contribute to the fight against terrorism and support the coordinated implementation of the Common Risk Indicators (CRIs) before the end of 2015, • assist the Member States to tighten controls of external borders to detect suspicious travels of foreign terrorist fighters and smuggling of firearms, in cooperation with Europol. In line with the above, Frontex supported the coordinated implementation of the Common Risk Indicators drawn up by Europol and Member States by introducing this operational objective in the Operational Plans of relevant Frontex coordinated Joint Operations in 2016 (at BCPs). In addition, Frontex started to develop the concept for enhancing the awareness of the deployed guest officers in this regard.		
JOU	DE/12	Continue strengthening interagency-cooperation through multipurpose JO by involving EASO, Europol, EEAS and others; Crises response to mass influx in line with developed humanitarian border management concepts	JO Focal Points Air 2015 Intermediate Managers – please see the contribution under SR/4; Concerning JO Focal Points Air 2015 - Regular Officers Please see DE/4	Concerning JO Focal Points Air 2015 Intermediate Managers – please see the contribution under SR/4 Concerning JO Focal Points Air 2015 - Regular Officers Please see DE/4	Concerning JO Focal Points Air 2015 Intermediate Managers – please see the contribution under SR/4; Concerning JO Focal Points Air 2015 - Regular Officers Please see DE/4
JOU	DE/13	Continue strengthening TC cooperation through tailored JOs	JO Focal Points Air 2015 Intermediate Managers – please see the contribution under SR/4	Concerning JO Focal Points Air 2015 Intermediate Managers – please see the contribution under SR/4	Concerning JO Focal Points Air 2015 Intermediate Managers – please see the contribution under SR/4

Third Countries	DE/13	Formalising operational cooperation with TCs according to Frontex priorities aligned with EU External Relations Policy	Within the established operational cooperation with TC, Relex TC proceed with the negotiations with WA with the 7 mandated TC. Negotiations with Morocco had an important impulse in the frame of the Joint EASO-Frontex Technical Assistance project (under ENPI Programme) to familiarize Moroccan authorities with the work of the Agencies. With Senegal the negotiations restarted with good perspectives. Kosovo is now another priority for concluding a WA. Some developments with Brazil in the framework of the Common Agenda for Migration and Mobility. Attempts were not succeeded with Tunisia, but with Egypt there were some positive signs.	Positive and promising developments within the group of 7 third countries with a MB mandate to negotiate working arrangements with: Morocco: Draft WA submitted, approved. However signature suspended due to the problems with the relationship between EU and Morocco. Senegal: Draft WA submitted - promising outlook. Kosovo: Mandate to negotiate approved in 2015 and draft WA approved by both parties. Signature expected in 2016. Brazil: Positive developments in the frame of the EU CAMM Tunisia: Current attempts failed - New attempts to be prepared Libya: No further developments based on the volatile situation Egypt: Window of opportunity in the frame of the Khartoum Process and possible scoping visit in 2016. Mauritania: No further developments	
JOU	DE/13	Enhancing the involvement of relevant TCs in Frontex' activities	please see the contribution under DE/13 (3)		
JOU	DE/13	Continue strengthening TC cooperation through direct involvement in relevant JOs	Observers from Albania, Belarus, Bosnia and Herzegovina, the Former Yugoslav Republic of Macedonia, Moldova, the Russian Federation, Serbia and Ukraine participated in JO Focal Points 2015 Land. Observers from the Former Yugoslav Republic of Macedonia, Georgia, Serbia participated in JO Flexible Operational Activities 2015 Land. In the framework of JO Coordination Points 2015 Land, Albania, the Former Yugoslav Republic of Macedonia, Moldova, Ukraine, Bosnia and Herzegovina hosted experts from 15 MSs/SACs deployed as at border crossing points between third countries for 281 days. SBS Several TC have been invited as observers to JO's as well as EPN general Meetings (US, Canada, Cape Verde, Turkey,	Enhanced operational cooperation and coordination between Member States and Third Countries involved. Operational activities promoted the European border management standards and facilitated exchange of expertise and experiences in Integrated Border Management. SBS Enhanced cooperation and best practises exchange as well awareness on recent trends has been increased	FTE as a part of SR/1

			Libya, Morocco, Albania, Moldova)		
Third Countries	DE/13	To further develop liaison work with EU, IO and Third Countries competent authorities	1. Management Board approved the deployment of a Frontex Liaison Officer to Turkey. All Units worked for the deployment to be successful. 2. Frontex joined the EASO-Frontex Technical Assistance project (under ENPI Programme) to familiarize Moroccan and Tunisian authorities with the work of the Agencies 3.Enhanced cooperation on external dimension with DG Home and EEAS.	1. Deployment of a Frontex Liaison Officer to Turkey foreseen for beginning 2016, in close cooperation with EEAS since LO will be based at the EU Delegation. 2. Frontex implemented the foreseen activities with EASO on Tunisia/Morocco project. 3. DG Home was invited for several events and meetings in Frontex (for instance, regular participation at the MB meetings, ED4BG, etc.). Frontex met with EEAS in Brussels (March 2015) and hosted a meeting in Warsaw in September 2015. Besides that Frontex has regular contacts with EEAS and also with CSDP Missions, such as EUBAM Libya.	
JOU	DE/13	To develop strategies, prepare and make a system of sending out and receiving Liaison Officers to and from third countries operational; Securing optimised use of Frontex Liaison Officers and ensuring effective coordination with any existing MS' local or regional liaison officers (incl. ILO's);	Covered under DE/13 – Third Countries before		
Third Countries	DE/13	To develop strategies, prepare and start the implementation of Frontex led technical assistance projects in third countries; Those technical assistance projects could be financed by Frontex own budget and/or relevant EU funding	Within the technical assistance projects Relex TC implemented/started to implement the following: 1. Joint EASO-Frontex Technical Assistance project (under ENPI Programme) to familiarize Moroccan and Tunisian authorities with the work of the Agencies; 2. The EaP IBM Capacity Building Project is an EU funded initiative, implemented by Frontex since 1 July 2014, in cooperation with the WCO, IOM and ICMPD. The main aim of the Project, particularly targeting border/immigration and customs authorities, is to ensure border security and to facilitate legitimate movements of persons and goods in the	1. Output from the Joint EASO-Frontex Technical Assistance project: Feb15. High level visit of MOR officials to Frontex. Delegation composed by Gendarmerie, DGSN, Customs, MoI, and MFA. March 2015: visit of MOR officials specialized on training to the Frontex PA in Lyon in order to get acquainted with Frontex portfolio and working practices with MS. April 2015. Frontex participated in the first evaluation	

| | | | region, while safeguarding that the fight against corruption and the respect for human rights will be given the necessary attention throughout the project.

3. Implementation of the Frontex Technical Assistance project under the Multi-Country Action Programme, "Regional support to protection-sensitive migration management in the Western Balkans and Turkey", under the Instrument for Pre-Accession Assistance 2014 funding (IPA II), for years 2015 – 2018. The project will focus on providing institution building (systemic /generic) activities and technical assistance in the form of training of multifunctional and specialized officers (including study visits, peer-to-peer exchange etc.) and target the areas strengthening identification mechanisms and preparing the candidate and potential candidate countries to offer sustainable return solutions. | meeting of the implementation of the EU-MOR MP

2. Output of the EaP IBM Capacity Building Project in 2015: around 14 training activities, around 196 Border Guards and Customs officers trained, and 18 activities (conferences, workshops, etc.) were organised within the project. | |
| Third Countr ies | DE/13 | Enhancing the cooperation between Frontex and the MS in the field of third country cooperation; Establishing a reporting system; Enhanced cooperation involving relevant stakeholders | In compliance with Article 2 (2) of the Frontex Regulation and Article 16 (3) of the Schengen Borders Code, EU Member States (MS) and Schengen Associated Countries (SAC) were asked to provide or update relevant information in order for the Agency to compile an overview on the operational cooperation activities that were undertaken and/or planned to undertake with Third Countries (TC) at the external borders of the European Union outside the framework of the Agency.

Two tables representing the current cooperation between EU MS/SAC and TC and also between MS/SAC were finalised and were supposed to be discussed at the November's MB meeting, but were postponed for the first meeting in January 2016.

Frontex activities were also reported in a non-exhaustive manner within this table.

Besides information provided by EU MS, SAC and Frontex, the table includes information provided by the European Commission, relating to Liaison Officers posted by EU MS and SAC in Third Countries. The list covers cooperation with 110 Third Countries. | List to be approved by the MB in 2016. | |

Third Countries	DE/13	Continue strengthening TC-cooperation through their engagement in the operational cycle via their participation in annual Bilateral Talks	On this point we see a shared responsibility between Relex TC (IEC), PRU, TRU and OPD when it comes to the realisation of activities.	Cooperation between IEC and the other Units succeeded in the organisation of the Annual Bilateral Talks and Annual National Training Conference, where TC expressed their wishes in terms of training, participation in JO and other activities.	
RAU	DE/13	To establish and develop close cooperation with EEAS in priority third countries, including crisis management structures	Support provided to the Commission/DG HOME for their TC activities (background notes of their field visits and activity plans). Also regular reporting and support to visa liberalisation related activities. Implementation of the EaP project (RA component) according to the project plan. RA advice provided as required by the Regulation on the deployment of FX LO to TC (Turkey). After the decision of the MB, support to the preparations of the first deployment from drawing up the VN to other practicalities. Support to the training of the EEAS deployed LOs in third countries.	Number of ad hoc reports to DG HOME throughout 2015. Monthly PVLMM report and as of July 2015 contribution to EASO delivered. Provision on request on visa liberalisation related statistics to other relevant stakeholders (especially Moldova). Two field visits to EaP, two dedicated workshops and involvement of new EaP in the regular EB-RAN activities/workshops towards the end of 2015. Preparation of the MB briefings, MB decision and VN of the first LO deployment. One training session to EEAS LOs.	0.1 FTE
RAU	DE/13	To further develop the cooperation, consultation and coordination with EU delegations in priority Third Countries	Continued participation in the ILO meetings in Turkey Ankara throughout 2015, also meetings organised as part of the EMPACT. In the context of the AFIC regional meetings, contacts and visits to the EU delegations (Senegal, Morocco). Also ILOs/ALOs invited to the AFIC regional meetings. A dedicated meeting organised in November for MS ILOs posted in Africa (in Rome). In addition, a dedicated visit to EU DEL Morocco to provide input to the Schengen coordination meeting with MS in September. Advice on ILO priority countries to LUX and LV presidencies. Support to the design of their questionnaires to MS. Contribution to their dedicated ILO meetings.	Several presentations on a range of topics (especially regarding Eastern Mediterranean route, but also WB route and EDF) given in the ILO meetings in Ankara and FX/RAU risk analysis findings, especially those in the context of the TU-RAN disseminated. AFIC awareness sessions for ILOs/ALOs posted in Senegal and Morocco. AFIC awareness session to ILOs posted in Africa. Enhanced and more targeted planning of ILO related AFIC activities in 2016 from the basis of the input by the ILOs and EU DEL requirements. Support to LUX and LV Presidencies in designing their ILO questionnaires. Also participation and contribution (presentation) in their dedicated ILO meetings in Dubai and Tbilisi.	0.3 FTE

TRU	DE/14	Develop features for ICT-supported learning, and implement new ICT-system with providing access to learning solutions, and training tools and courses	Business Analysis carried out: AS IS / TO BE TRU ICT Systems Architecture Moodle customization and upgrade. Moodle as official LMS (Learning Management System) SBCLT (Schengen Borders Code Learning Tool) - finalised and implemented 1st line border guard simulation tool Educational Technology Equipment: interactive boards (2) + peripherals	Business Analysis: AS IS; TO BE TRU ICT Systems Architecture Moodle customization and upgrade - v. 2.9 Moodle accepted as official LMS SBCLT implemented and finalised Education Technology Equipment purchased: interactive boards (2) + peripherals	1.5 FTE (payments on-going, data on final execution still pending)
JOU	DE/15	Continue strengthening interagency-cooperation through multipurpose Revision and update of the legislative framework	JO Vega Children (Air) 2015 - please see the contribution under DE/8	Concerning JO Vega Children (Air) 2015 - please see the contribution under DE/8	Concerning JO Vega Children (Air) 2015 - please see the contribution under DE/8
TCECU	DE/15	Developing cooperation with EU Agency's by promoting common activities in different fields of interest	Continuous and enhanced cooperation with existing partners through regular exchange of information and meetings	Signature of an Operational Arrangement with Europol that allows for the transfer of personal data to Europol Cooperation Plan with eu-LISA Support to the setting up of a EU Regional Task Force which includes Frontex, EASO, Europol and Eurojust Contribution to the final report of the JHA Agencies Network Enhanced contacts with DG TAXUD and Land Border Customs Cooperation Working Group Support in the development of other cooperation initiatives undertaken between the divisions and different IOs and EU Agencies	3 FTE 30.000 EUR

JOU	DE/15	Developing cooperation with relevant international organisations by promoting (development of) common activities in different fields of interest	See DE/4 and DE/12		
ICT	DE/15	Provision of ICT support	Meetings with these EU agencies to define potential cooperation on exchange of EUCI ; meetings with Interpol for the transfer of ADVESVET collaboration for reference manual; setup and development of components for the transfer of personal data between Frontex and Europol ; agreement with CERT-EU	Link with Europol for the exchange of Email and Siena functioning; archiving mechanism and transfer of data between Frontex and Europol effectively working; Monitoring of IT security supported by CERT-EU; EURTF office in Catania logistically set up by Frontex at the benefit of EUROPOL, EASO and EUROJUST. Start of logistical changes for the EURTF in Piraeus to host also EUROPOL and EASO	1 FTE

65.000 EUR |
| JOU | DE/17 | Continue supporting regional structures promoting cooperation | LBS was actively involved in organising and following up the Seminar on Police and Customs Cooperation Centres (PCCCs) organised in Frontex in the second half of 2015, aiming at strengthening the direct cross-border cooperation and tackling different forms of cross-border crime.
 LBS also participated in the1st PCCC Conference between Western Balkan Countries and EU Member States held in Moravske, Teplice, Slovenia in early May 2015. | The seminar organised by Frontex addressed the experiences in the activities of PCCCs and their operation at the EU external borders. The seminar also allowed for streamlining the enhancement of the cooperation between PCCCs and Frontex by developing and fostering an information exchange in order to facilitate the communication between border guards, police, and customs authorities as well as the staff deployed in joint operations coordinated by Frontex. | |
| JOU | DE/18 | Continue strengthening TC cooperation through tailored JOs | See DE/4 and DE/13 | | |

JOU	DE/19	Contributing and providing efficient support to the development of EU Coast Guard function by utilising and adapt the EPN;	Support to ECGFF has been provided by Frontex The Pilot Project "Creation of a European coastguard function" (hereafter - The Pilot Project) which is meant to enhance cooperation of coast guard functions in the EU, as well as to test practical cooperation among agencies as part of the European Parliament's Priority Actions, has been launched by COM and to be implemented by EMSA, EFCA and Frontex.	In relation ECGFF: 7th Conference hosted by Finland, on 22-24 September 2015 in Helsinki, Finland and supported by Frontex; 3 Secretariat meetings supported by Frontex as well as office space provided in Brussels LO Frontex provided financial support for FI presidency in 2015 foreseen maximum 95,000.00 EUR. In relation to the PP: On 3 November 2015 Frontex-EMSA-EFCA established a video conference on ED level to discuss on implementation aspects of the Pilot Project; On 18 November a common letter has been sent to COM services indicating clear commitment of agencies to implement the Pilot Project; On 16 December 2015 there was the 1st Steering Group (EMSA, EFCA and Frontex) meeting hosted by Frontex LO in Brussels where the first draft document among agencies was elaborated on the Pilot Project. The meeting was followed by the Contact Group meeting involving DG HOME, DG MARE and DG MOVE as well as agencies. During the first Contact Group meeting on 17 December responsibilities for the specific tasks within the Pilot Project have been distributed by COM services to agencies.	FTE as a part of SR/1
FIN	DE/1-21	General support from Finance and Procurement side (including Accounting Officer);	See description under SA/1-8		5 FTE
HRS	DE/1-21	General support from Human Resources and Services Unit	Support provided in three areas: - recruitment and selection - rights and entitlements management - performance management (appraisals)	1. Staff members selected for posts allocated following the establishment plan and management decisions. 2. Salaries paid in accurate way and timely. 3. Appraisal, reclassification and training processes performed according to the binding legal provisions	6 FTE

ORGANISATION - OS

Unit	Title	Sub objective	Performed activities	Delivered outputs	Resource Allocation
FIN	OS/1	Implementation of agreed model for ABM and ABB	ABB implemented. ABB integrated in reporting to Senior management and MB for 2015 implementation and 2016/2017 estimates.	Regular and ad-hoc reports.	0.2 FTE
ICT	OS/3	Business continuity	As the relocation was executed according to plan, there was no need to formalise lessons learned, the documentation of the implementation of the projects was sufficient. We prepared presentation to share our experience with other agencies. Based on the experience of the removal, the synchronisation of data between the two buildings, the technologies used, a business case for the Disaster Recovery Site was drafted, and investigation of 3 potential solutions was started	A full day presentation of the whole removal operation was delivered to Eurojust. Final installation of the printing solution, the VDI/thin client solution for the presentations and for the training environment. A business case document was delivered and approved by Senior Management and information collected from the 3 potential types of suppliers.	2.5 FTE 223.826 EUR
FRO	OS/5	To incorporate FR into the Frontex MAP and Programme of Work	FRO regular support in drafting Frontex MAP/PoW by introducing the FR component into the content of both documents.	Establishment of references to guarantee and safeguards in fundamental rights compliance in both documents	0.2 FTE
FRO	OS/5	To increase the FR communication focus and means	FRO regular support with a fundamental rights expertise in the internal/external training activities (e.g. training for Frontex staff/SGOs, trainings for EBGT/escort leaders/etc.), briefings, awareness sessions.	Delivered presentations, mission reports, FRO risk assessments of particular issues.	0.8 FTE
FRO	OS/5	Follow up and analyse the implementation of the Frontex Fundamental Rights Strategy and Action Plan	Drafting and coordination of the drafting process of the Frontex Fundamental Rights Strategy and its corresponding Action Plan with support from the Members the CF and the MB, as well as internal entities of Frontex.	A final draft of the Frontex Fundamental Rights Strategy (consulted with the CF and MB Members) presented for a final approval of Frontex senior management in March 2016.	1 FTE
CTL	OS/6	To establish business continuity and disaster recovery policies and priorities as well as extend related ICT infrastructure capabilities;	The disaster recovery plan was developed in close cooperation with the ICT and the crisis management entities. The options developed were assessed and the awarding of the contract will be decided in the first quarter of 2016	The established BCP were tested; the level applied was dependent on the progress made and the criticality of the entity; Crisis management policy and plan aligned with BCPs	0.3 FTE

QM	OS/6	To improve the risk management practices in order to more cost-effectively achieve organisational objectives.	Risk Management Manual was approved; risk management training offered to managers; support offered to Divisions in order to ensure Divisions could use the risk typology and risk methodology for the PoW 2016.	1. Risk Management Training course which was designed and delivered. 2. Identification of risks using the approved methodology improving the management of these risks.	0.5 FTE
CTL	OS/7	Implement a tailored project management system for Frontex	The project management methodology was revised leading to a refinement of the documentation to be used by the project manager and support staff;	The templates are part of the DMS pilot	0.4 FTE
FIN	OS/1-9	General support from Finance and Procurement side (including Accounting Officer);	See description under SA/1-8		1.3 FTE
ICT	OS/1-9	General support from ICT	Support of the organisation by resolving incidents and fulfilling requests according to the SLA / SLS, upgrading, client and server software and hardware, supplying 2nd line of support, installation of new solution, financial system, subscriptions, support contracts (Microsoft, Gartner), implementation of LENS (previously DAMS)	Incident fixed, and request for services fulfilled, client and server infrastructure up to date and protected, start implementation LENS, software licenses, new hardware installed	6 FTE 2,789.743 EUR
HRS	OS/1-9	General support from Human Resources and Services Unit/Security	Support provided in three areas: - recruitment and selection - rights and entitlements management - performance management	1. Staff members selected for posts allocated following the establishment plan and management decisions. 2. Salaries paid in accurate way and timely. 3. Appraisal, reclassification and training processes performed according to the binding legal provisions	2 FTE
HRS	OS/1-9	General support from Human Resources and Services Unit/Agency Services	Support provided in three areas: - recruitment and selection - rights and entitlements management - performance management	1. Staff members selected for posts allocated following the establishment plan and management decisions. 2. Salaries paid in accurate way and timely. 3. Appraisal, reclassification and training processes performed according to the binding legal provisions	1 FTE

RESOURCES – RE

Unit	Title	Sub objective	Performed activities	Delivered outputs	Actual Resource Allocation
HRS	RE/1	To develop competency framework for Frontex. Vacancies are subjected to a rigorous 'needs and competency-based assessment' to respond to the flexibility and agility requirements of the Agency	Recruitment and selection was performed following applicable provision of Staff Regulations and implementing rules. The IAS audit recommendations were taken into consideration while improving the processes	Recruitment and selection: 2243 applications were received for vacant positions — temporary agents, contract agents and seconded national experts; 304 recruitment procedures were launched and 47 new staff members were recruited; 178 interviews were conducted; The new Executive Director took up his post on 16 January 2015. The procedure of selection of Deputy Executive Director has been finalized in November 2015. Frist Frontex Liaison Officer in third country – Turkey - has been selected. A total of 34 traineeships were taken up in 2015 (out of which 7 extended from 2014), from a pool of 700 applications, contributing greatly to the areas to which they were assigned.	5 FTE
HRS	RE/2	To implement specific training on Fundamental Rights as the follow up of the basic module	General and specific trainings has been organized following mainly inputs in the personal development plans of the annual appraisal reports. The interest of service was also taken into account while organizing the trainings outside of the above scope.	20 language courses, 4 fundamental rights training sessions, 6 self-assessment sessions and 67 other training courses were organised, including 60 specific courses ranging from training on biometrics to EU civil service law and EU public procurement reform. Additionally, due to the migration of MS Office 2007 to MS Office 2013 and the deployment of the LYNC application in Frontex, 18 MS Office 2013 training sessions and 17 LYNC training sessions were organized.	1.5 FTE
FIN	RE/3	To closely link budget allocations and MAP/Programme of Work	Integration of all actors involved by holding regular and structured meetings, created functional mailbox, performed mid-year and ad-hoc budget reviews; closely monitored budget implementation.	Cohesion of financial and MAP data during preparation phases. Structured and proper budget reviews for needs and possible savings. Weekly overview reports to management.	1.5 FTE
HRS	RE/4	To coordinate asset acquisition in the context of the Programme of Work	The acquisition of assets is made part of the annual procurement plan	Asset acquisition is included in the procurement plan established in the programme of work	2 FTE

HRS	RE/6	To develop, support and operate applications automating operational and administrative processes as well as supporting information	Suspended		
FIN	RE/1-6	General support from Finance and Procurement side (including Accounting Officer);	See description under SA/1-8		0.2 FTE
ICT	RE/1-6	General support from ICT	General ICT support through helpdesk Implementation of the recommendations of the EDPS to LeMa, MiMa, HR Database and Appraisal system. Development of the TiMa (Time Management) System	Delivery of support services to the users according to the SLA and SLS, Security improvements implemented MiMa, LeMa, HR DB and Appraisal + Modifications of the Appraisal system to support the new appraisal method.	1 FTE 424.778 EUR
HRS	RE/1-6	General support from Human Resources and Services Unit	Support provided in three areas: - recruitment and selection - rights and entitlements management - performance management	1. Staff members selected for posts allocated following the establishment plan and management decisions. 2. Salaries paid in accurate way and timely. 3. Appraisal, reclassification and training processes performed according to the binding legal provisions	2 FTE
LAU		General support to Corporate Governance and Cabinet	Support Corporate Governance in particular support and advisory role on legal issues	Policies and governance documents developed that are fully in compliance with the legal framework.	1 FTE
LAU		Legal opinions and advice regarding core business Special task forces - LAU staff is called in on an ad hoc basis to be a "full member" of special task forces, e.g. liaison officers/offices, Fundamental Rights Strategy, PeDRA, EUROSUR implementation	Support to internal stakeholders (OPD, CBD) on core business related matters. In view of the Mediterranean crises, this activity has become even more significant. Contribution to operational plans and other operational documents Advisory opinions on operational matters. Special task forces - LAU staff is called in on an ad hoc basis to be a "full member" of special task forces, e.g. liaison officers/offices, Fundamental Rights Strategy, PeDRA, EUROSUR implementation.	Operational plans that are checked for legal quality and correctness. Various opinions on CBD/OPD matters.	1.5 FTE

LAU		Litigation and pre-litigation Efficient handling of court cases, including production of good quality documentation, submitted in a timely manner.	LAU represents Frontex in front of the EU and national courts on staff and procurement issues. Furthermore, LAU plays an important role in the pre-litigation phase.	Procedural or substantive documents submitted within the deadline to the complainant (pre-litigation) or to the relevant Court registry (litigation). Safeguarding the reputation of Frontex by managing the litigation risk by conducting damage control; minimizing financial losses; contributing to better HR and public procurement management (inter alia); advising the "core business"; ensuring compliance with fundamental rights	1.5 FTE
LAU		Decision-making process	LAU checks the legality of the internal decisions such as MB decisions, ED decisions, Administrative Notices and Security Notices.	Decisions are taken with the correct legal basis and in accordance with the applicable legal principles.	1 FTE
LAU		Public Access to Documents requests	LAU is managing the entire PAD process from its registry, to the technical support provided to the Units until the final notification of the applicant.	PAD requests are handled efficiently, and on time, and when partial access or refusal of access is decided, the legal and operational justifications are of a high quality. Documents are delivered to the applicants in accordance with the Regulation 1049/2001 and the exceptions listed therein.	2 FTE

ANNEX 4: Draft annual accounts and financial reports

Balance Sheet

		Note	31.12.2015	31.12.2014	Variation
A.	**NON CURRENT ASSETS**				
	Intangible fixed assets	3.1.1.1	**3.333.506,00**	**2.320.014,00**	1.013.492,00
	Tangible fixed assets	3.1.1.2	**3.448.351,00**	**3.957.475,32**	**-509.124,32**
	Plant and equipment		42.735,00	5.787,32	36.947,68
	Computer hardware		2.101.457,00	2.926.792,00	-825.335,00
	Furniture and vehicles		795.527,00	437.324,00	358.203,00
	Other fixtures and fittings		508.632,00	587.572,00	-78.940,00
	Long-term receivables	3.1.1.3	**0,00**	**0,00**	0,00
	TOTAL NON CURRENT ASSETS		**6.781.857,00**	**6.277.489,32**	504.367,68
B.	**CURRENT ASSETS**				
	Short-term pre-financing	3.1.2.1	**9.379.569,02**	**9.088.800,04**	290.768,98
	Short-term receivables	3.1.2.2	**50.591.078,22**	**15.276.962,10**	35.314.116,12
	Current receivables		4.702.295,52	2.549.761,36	2.152.534,16
	Sundry receivables		38.212.187,45	117.547,91	38.094.639,54
	Other		7.676.595,25	12.609.652,83	-4.933.057,58
	Cash and cash equivalents	3.1.2.3	**43.836,86**	**18.592.569,16**	-18.548.732,30
	TOTAL CURRENT ASSETS		**60.014.484,10**	**42.958.331,30**	17.056.152,80
	TOTAL ASSETS		**66.796.341,10**	**49.235.820,62**	**17.560.520,48**
C.	**NET ASSETS**				
	Accumulated surplus/deficit		29.839.900,68	24.076.557,54	5.763.343,14
	Economic result of the year		13.819.349,60	5.763.343,14	8.056.006,46
	TOTAL NET ASSETS		**43.659.250,28**	**29.839.900,68**	**13.819.349,60**
D.	**CURRENT LIABILITIES**				
	Provisions for risks and charges	3.1.3.1	**14.600,00**	**20.160,00**	**-5.560,00**
	Accounts payables	3.1.3.2	**23.122.490,82**	**19.375.759,94**	**3.746.730,88**
	Current payables		9.859.263,42	6.262.537,20	3.596.726,22
	Sundry payables		99.550,91	173.956,01	-74.405,10
	Other		13.163.676,49	12.939.266,73	224.409,76
	Accrued charges		9.956.737,99	12.936.550,03	-2.979.812,04
	Accounts payable with consolidated EC entities		3.206.938,50	2.716,70	3.204.221,80
	TOTAL CURRENT LIABILITIES		**23.137.090,82**	**19.395.919,94**	**3.741.170,88**
	TOTAL LIABILITIES		**66.796.341,10**	**49.235.820,62**	**17.560.520,48**

Statement of Financial Performance

	Note	2015	2014
Operating revenue:	**3.2.1**		
Revenues from administrative operations		1.683.577,08	1.710.392,08
Other		138.698.625,19	94.103.130,47
Operating Revenue total		**140.382.202,27**	**95.813.522,55**
Operating expenses:	**3.2.2**		
Administrative expenses:		**-37.389.749,86**	**-36.181.824,72**
Staff expenses		-16.389.160,42	-14.351.598,08
Fixed asset related expenses		-3.767.467,43	-3.142.637,08
Other administrative expenses		-17.233.122,01	-18.687.589,56
Operating expenses:		**-89.171.045,74**	**-53.862.142,60**
Other operating expenses		-89.171.045,74	-53.862.142,60
Operating expenses total		**-126.560.795,60**	**-90.043.967,32**
Surplus/(deficit) from operating activities		**13.821.406,67**	**5.769.555,23**
Financial operations expenses	**3.2.3**	-2.057,07	-6.212,09
Surplus/(deficit) from non-operating activities		**-2.057,07**	**-6.212,09**
Surplus/(deficit) from ordinary activities		**13.819.349,60**	**5.763.343,14**
Economic result for the year		**13.819.349,60**	**5.763.343,14**

Cash Flow

(Indirect method)

	2015	2014
Surplus/(deficit) from ordinary activities	**13.819.349,60**	**5.763.343,14**
Operating activities		
Amortization (intangible fixed assets)	2.012.433,97	1.254.192,43
Depreciation (tangible fixed assets)	1.074.192,42	1.821.014,66
Increase/(decrease) in Provisions for risks and liabilities	-5.560,00	-1.357.140,24
(Increase)/decrease in Short term Pre-financing	-290.768,98	-7.616.930,87
(Increase)/decrease in Long term Receivables	0,00	0,00
(Increase)/decrease in Short term Receivables	-35.314.116,12	-8.901.058,06
Increase/(decrease) in Accounts payable	3.746.730,88	4.650.688,54
Net Cash Flow from operating activities	**-14.957.738,23**	**-4.385.890,40**
Investing activities		
Purchase of tangible and intangible fixed assets (-)	-3.590.994,07	-3.359.834,65
Proceeds from tangible and intangible fixed assets (+)		
Net cash flow from investing activities	**-3.590.994,07**	**-3.359.834,65**
Net increase/(decrease) in cash and cash equivalents	-18.548.732,30	-7.745.725,05
Cash and cash equivalents at the beginning of the period	18.592.569,16	26.338.294,21
Cash and cash equivalents at the end of the period	**43.836,86**	**18.592.569,16**

ANNEX 5: Evaluations and other studies finalised or cancelled in 2015

Article 33(1) FX foresees an independent external evaluation three years from the Agency having taken up its responsibilities and every five years after.

The evaluation was to examine how effectively the Agency fulfils its mission. It should also assess the impact of the Agency and its working practices. The evaluation took into account the views of stakeholders, at both European and national level.

As this was the first evaluation after the amendment of the Frontex Regulation also the needs for further increased coordination of the management of the external borders of the Member States, including the feasibility of the creation of the European System of Border Guards was analysed. The evaluation also included a specific analysis of the way in which the Charter of Fundamental Rights was complied with in the application of the Frontex Regulation

The evaluation should serve as a basis for the Management Board to issue recommendations regarding changes to the Frontex Regulation, the Agency and its working practices to the Commission, which shall forward them, together with its own opinion as well as appropriate proposals, to the Council.

In July 2014, Ramboll Management Consulting (lead contractor) and Eurasylum Ltd have been awarded the contract to carry out the external evaluation of the Agency. The evaluation was carried out between July 2014 and July 2015 (covering the period July 2008 to July 2014.

The Management mandated a Steering Committee to provide strategic and operational input and to supervise and guide the evaluation process in order to ensure that it remains in line with the objectives and scope of the evaluation.

The Management Board was updated on the progress and discussed under the guidance of the Steering Committee certain topics (Inception Report, Progress/Interim Report) related to the Art 33 evaluation during its meetings on 26 November 2014, 18/19 February and 20 May 2015.

The Final Report was, after approval by the Steering Committee, distributed to the Management Board on 29 July 2015.

Summary of Key points

The conclusions were structured around three focus areas stipulated in the terms of reference, namely operational activities, capacity building activities, and horizontal activities.

Operational activities

- *Effectiveness*

The evaluation was able to confirm that Frontex' coordination of **Joint Operations** were effective. The Agency has successfully carried out its tasks in terms of coordination and the development of operational plans. The Agency has also developed and disseminated an overall code of conduct, a code of conduct for joint return operations and best practice guidelines and, overall, has managed to ensure that sufficient resources were available for the successful implementation of joint operations. However, some room for improvement was identified with regard to the utilisation of adequate technical equipment relative to the operational needs of individual JOs.

Similarly, the evaluation was able to confirm that Frontex' activities have been very effective in supporting the coordination and organisation of **Joint Return Operations**. However, room for increased operational and cost-efficiency was identified with regard to the potential for Frontex to take on a larger (leading) role in the organisation of JROs.

Finally, the evaluation also confirmed that high quality and accurate **risk analyses** have been carried out on time by Frontex. However, while the risk analyses products issued by RAU are used by a broad range of stakeholders, there is room for improvement in terms of the noted differences in the risk analysis capacities at Member State level. Also, it appears that the Agency's mandate to assess the capacity (in terms of equipment and resources) of Member States to respond to challenges, threats and pressure at their external borders is not being carried out. In relation to this the information sharing between the Agency and the MS could be improved.

- *Impact*

Frontex' operational activities have positively contributed to the **improvement of integrated management** of the external borders of the MSs, by having a positive impact on reinforcing and streamlining **cooperation between MSs' border authorities** and thereby improving the **coordination and effectiveness of MSs' border management activities**.

By providing high-quality and up-to-date information on the risks and situation at the external borders, the risk analysis activities implemented or coordinated by Frontex have facilitated the application of **more effective measures of external border management,** by enabling a more effective use of the resources available.

Finally, through its operational and risk analyses activities, Frontex has contributed to achieving an **efficient, high and uniform level of border control** at the EU external borders and facilitating the movement of travellers while ensuring border security. The Agency has provided a clear **added value** to the border management activities of Member States.

- *Working practices*

Evidence suggests that **efficient working practices and procedures** are in place in the area of operational cooperation. The coordination and implementation of JROs and risk analysis activities were highlighted as particularly good examples, while existing practices and procedures with regard to Joint Operations appear to be somewhat affected by the rigidity and timing of certain planning procedures.

Cooperation between the Agency and the Member States with regard to operational activities is generally effective and the establishment of the NFPoC's is contributing to a more streamlined cooperation.

However, in terms of **management systems and processes**, the evaluation concludes that there is evidence of a persistent approach of working "in silos". In the area of operational activities this is reflected by a lack of information and best practice sharing between the divisions responsible for different types of borders.

Capacity building activities

- *Effectiveness*

The Agency has been particularly effective in the provision of assistance to Member States' **training** of national border guards. The support provided by the Agency was generally very positively assessed by stakeholders, particularly as regards the development of curricula, training methods and tools, and the provision of specialised training, for example to EBGT members.

Frontex has also fulfilled its mandate in the area of **research and development**, with all stakeholders rating very positively the Agency's ability to disseminate information on research developments to the Commission and Member States.

In terms of **pooled resources**, the OPERA tool was assessed to have contributed positively to the effectiveness of its management and in general respondents assessed that the procedures in place for the rapid deployment of human resources were working well. The main challenges lie mainly within the area of the deployment of technical resources, where planning and more specificity in Frontex' requests and the response from the Member States are important areas for improvement.

- *Impact*

Frontex' activities have contributed to **improving the capacity of European border guards**, as well as **access to relevant technical and human resources** for operations at the external borders, and **knowledge and development of technical equipment** for border surveillance and control.

However, some inhibiting factors have been identified at Member State level.

- *Working practices*

Overall, there is a centralised and structured approach and system in place guiding the internal working procedures in the capacity building division. However, in relation to the establishment of the human and technical resources pools it was suggested that Frontex should specify more clearly, and communicate to the Member States, what is needed for carrying out operations, rather than mainly collecting lists of available resources from Member States and establishing an overview of possible gaps.

Horizontal activities

- *Effectiveness*

In line with its mandate, Frontex has started to implement the horizontal activities stipulated in the Regulation. This includes the development and establishment of **EUROSUR,** which is now operational. However, the evaluation has evidenced that the EUROSUR Communication Network was facing systematic issues of data availability, limiting the achievement of its intended outcomes.

Another horizontal activity relates to inter-agency cooperation and the evaluation has evidenced that collaboration with EASO, Europol, EU-LISA and FRA was an important milestone in the work of the Agency. However, this is an area that needs to be further strengthened in the future.

- *Impact*

Frontex has contributed to an **improved integration of external border management** through the Agency's horizontal activities. However, there are still outstanding issues in terms of inconsistencies in national level reporting and the interoperability between ICT systems available.

- *Working practices*

Frontex has introduced a number of initiatives to ensure that efficient working practices and procedures contribute to effective operations. However, **the distinct units and divisions in the Agency do not appear to be well integrated** and more internal cooperation is required across the whole Agency. The evaluation also concluded that Frontex' **administrative procedures could be made more effective** and better integrated to support the operational activities of the Agency.

Fundamental Rights

The appointment of the Fundamental Rights Officer and the establishment of the Consultative Forum have **contributed to ensuring and promoting the respect of fundamental rights** in the Agency's activities. However, the human resources allocated to these functions are considered to be limited relative to the objective of fully mainstreaming fundamental rights in all Agency activities.

Is there a need for further increased coordination of the management of the external borders of the Member States?

In the area of **Joint Return Operations**, the consulted stakeholders recognised the added value of the activities of Frontex and assessed that there is a need for increased coordination by the Agency in this area, also in response to the stronger migratory pressures at the external borders experienced in recent year.

Cooperation with third countries in the context of external border management is also an area where stakeholders saw the need for increased coordination through Frontex. Such coordination can only be implemented through a comprehensive strategy that outlines how different activities of the agency can contribute to the establishment of strong partnerships with third countries that would enable the implementation of the four-tier access control model of the IBM concept.

The need for further increased coordination was also recognised for the **risk analysis** element of the management of the external borders. With risk analysis, increased coordination can be achieved by ensuring that each Member State has sufficient qualified capacities for the collection and analysis of data, so that border guarding activities can executed in an informed, effective and efficient way.

Any strengthening of the coordination role of Frontex should include further consideration to the feasibility of a **European System of Border Guards**, which could overcome deficiencies in the current EBGT approach and provide enhanced coherence and effectiveness of the activities undertaken for the management of the external border of the Member States.

The evaluation has produced **28 recommendations**, including strategic, operational, capacity building and horizontal recommendations.

A. Strategic recommendations

I. There is a persisting need to establish a common and perhaps updated understanding of the concept of Integrated Border Management and clarify Frontex' role in implementing this concept, both with respect to its sharing of competences with Member States and other EU agencies.

II. It is recommended that the legislation giving tasks to Frontex is reviewed and consolidated where possible.

III. It is recommended that for any further evolvement of the Agency's tasks there are sufficient financial resources allocated so that on-going and planned activities under its current mandate are not de-prioritised due to lack of resources.

IV. Particular attention should be given to ensuring that the Agency is sufficiently resourced with staff to carry out its tasks.

V. The European System of Border Guards concept should be piloted in a live operational environment, perhaps as part of a coordinated cross-EU strategy to tackle the pressures in the Mediterranean and involving working with third countries to prevent irregular migration and on-shore processing of arrivals at the southern external borders.

B. Recommendations on operational activities

1. *Joint Operations – definition of objectives and scope*
The role and scope of Joint Operations should be clarified over the course of upcoming legislative revisions and policy reforms.

2. *Joint Operations - mechanisms for suspension and termination*
It is recommended that clear and transparent procedures and criteria for such suspension and termination are developed in cooperation between the Agency, Member States and the Consultative Forum.

3. *Joint Return Operations*
Within the scope of its current mandate, Frontex should take a larger role in the implementation of JROs by e.g. chartering flights.
It is also recommended that the European Commission, Member States and Frontex explore how to increase the mandate of the Agency in this area in a way that can bring further added value to the European Union.

4. *Risk Analysis – capacity building*
In order to improve the overall level of risk analysis capacities across all Member States, Frontex can take a more proactive role in capacity building at Member State level based on CIRAM. This can be done through the development and implementation of basic training in risk analysis and the provision of already developed advanced training modules.

5. *Risk Analysis – assessing the capacities and vulnerabilities of MSs*
The Agency should enforce this provision of the Regulation and prioritise the development of its capacities in the area of vulnerability assessment for the purpose of risk analysis.

6. *Risk Analysis – cross-border crime*
Frontex should develop its capacity in the area of risk analysis related to cross-border crime in order to support other competent authorities in their tasks related to cross-border crime and its own activities, in line with the strategic recommendation on clarifying the mandate of the Agency in this area. The human resources needed for the task should be made available.

C. Recommendation on capacity-building activities

7. *Pooled resources - technical resources*
Frontex should provide more detailed information on its operational needs for equipment, by engaging in closer dialogue with the Member States on this matter. It should also accommodate for the fact that needs for additional or special equipment can arise unexpectedly and cannot be planned for.

8. *Training*
Frontex should implement the provision of the Regulation by developing and implementing an exchange programme for EBGT members.

9. *Training*
   Furthermore, the Agency should build on its successful establishment of common standards within the EU by working to disseminate these in major third countries (i.e. neighbouring countries especially). Third countries should also to a larger extent be invited to take part in Frontex-organised trainings.

D. Horizontal recommendations

10. *EUROSUR Communication Network*
    Core functions should be reviewed and updated in order to increase data sharing, establish a common data model and increase the reliability of the ECN. In addition, the extent to which the ECN and JORA can be aligned and integrated should be examined.

11. *Organisational assessment*
    A systematic organisational assessment of the Agency should be conducted in order to establish whether the current structure and profiles are fit for purpose.

12. *Working practices – internal cooperation*
    More practical working arrangements should be introduced, including by establishing a central document management system to make all relevant documentation internally available; offering the possibility for staff rotation; re-introducing horizontal coordination staff in order to facilitate exchanges of information between units; and improving internal management procedures.

13. *Working practices – Performance management*
    The Agency's performance management system should be redesigned to reflect the priorities of the distinct divisions and the Management Board.

14. *Third country cooperation*
    A strategy for cooperation with third countries should be formulated and adopted to ensure more targeted partnerships with third countries.

15. *JRO/Third country cooperation*
    Frontex should take a larger role in the coordination of JROs by leveraging cooperation with third countries to facilitate the acquisition of emergency travel documents. Current third country initiatives (such as the EURINT network) in this area could be utilised in the approach.

16. *Fundamental Rights – Consultative Forum*
    The role of the Consultative Forum as an advisory body should be strengthened through more exposure to the Agency's activities.

17. *Fundamental Rights – Code of Conduct*
    The Codes of Conduct should be translated to relevant languages.

18. *Fundamental Rights – Roles and responsibilities*
    A guideline concerning the roles and responsibilities with regards to fundamental rights should be developed.

19. *Fundamental Rights – Resources*
    Human resources for the monitoring of fundamental rights by Frontex should be increased.

20. *Inter-agency cooperation*
    A systematic approach to inter-agency cooperation with relevant EU agencies and international organisations should be formulated.

21. *Updating the working procedures of the Management Board*
    The existing working practices of the Management Board should be reviewed with a view to considering the introduction of more decentralised consultations through working groups.

22. *Management tools*
    Relevant management tools should be introduced. Some tools are already being developed (e.g. the quality management system) but others should be introduced based on needs. Potential tools could include: a unified approach to project management, including stakeholder and risk management tools, process management, and internal control measures. The selected tools should be accompanied by relevant training.

23. *Staff appraisal system*
    A common staff appraisal system based on cross-cutting objectives and targets should be developed and implemented.