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Frontex` Strategy and Multi Annual Plan 2015 - 2018



European Agency for the Management
of Operational Cooperation
at the External Borders of the Member States
of the European Union

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1. Strategic Framework

Frontex' Strategy and Multi Annual Plan 2015 - 2018 (MAP 2015 - 2018) is the mid to long-term strategic business plan of the agency. In addition, the MAP 2015 - 2018 promotes the implementation of the joint statement of the European Parliament, the Council of the EU and the European Commission on decentralised agencies, adopted on 19 July 2012.

It shows how Frontex' Mission Statement is translated into goals and related key objectives, and how Frontex moves towards its Vision.

The MAP 2015 - 2018 also aims at outlining the Future long term strategy regarding the activities of the Agency¹.

The **purpose** of the MAP 2015 - 2018 is:

- to serve as a reference for the development of the annual Programmes of Work;
- to ensure transparency, efficiency and accountability regarding Frontex' activities;
- to provide the Management Board with a commonly agreed framework for its undertakings;
- to enable the Executive Director to perform his duties within the strategic framework and key objectives established by the Management Board;

The MAP 2015 - 2018 is not a static plan. It will be updated annually during the preparation phase for the annual programmes of work.

1.1. Mission Statement

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

Frontex supports the Member States² (MS) to achieve an efficient, high and uniform level of border control.

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

Frontex develops capacities at Member States and European level as combined instruments to tackle challenges focusing on migration flows, but also contributing to fight serious organised crime and terrorism at the external borders.

1.2. Vision

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

¹ Art 20/2i Frontex' Regulation (L 1168/2011, 25th October 2011)

² The term 'Member State' includes the Member States of the European Union and the Schengen Associated Countries

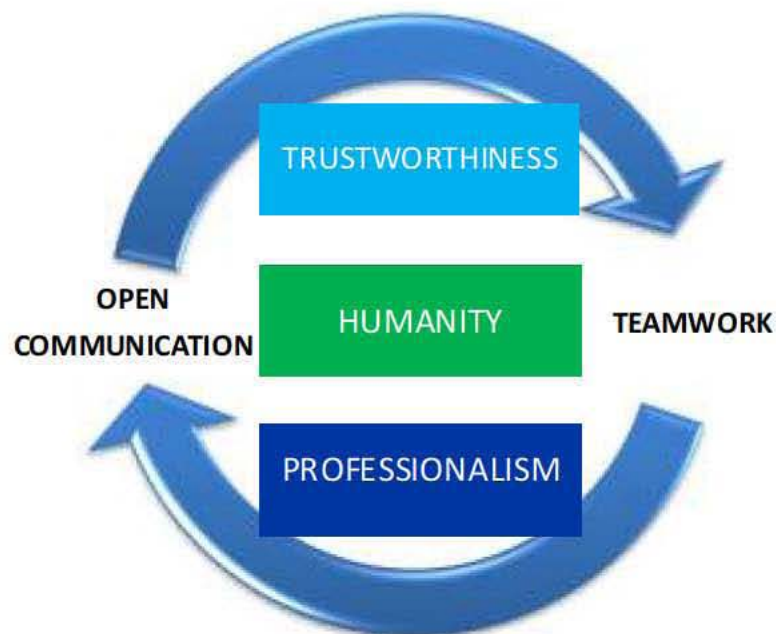
Frontex applies the concept of Integrated Border Management with a balanced focus on effective border control and fight against serious crime. The agency uses effectively all means including enhanced interagency cooperation and cooperation with Non EU countries to fulfil its remit.

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

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

1.3. Values

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



2. Key Factors

Legal Framework

- **Treaty on the European Union (TEU) and the Treaty on the Functioning of the European Union (TFEU) as well as the Charter of Fundamental Rights of the European Union;**
- **The Frontex Regulation and possible changes based on findings for the Art 33 evaluation;**
- **The Eurosur Regulation;**
- **The Schengen Border Code including the Schengen Governance Package**
- **Other EU legal acts relevant for integrated border management;**
- **The EU Staff Regulations;**
- **The EU Financial Regulations;**

Political Framework

- **The enlargement of the European Union and the Schengen area;**
- **The Internal Security Strategy;**
- **The Global Approach to Migration and Mobility (GAMM)**
- **The developments after the Stockholm Programme**
- **EU Action on Migratory Pressure**
- **The development and implementation of the Smart Borders Initiative;**
- **Council Conclusions**
- **Joint Statement of the European Parliament, the Council of the EU and the European Commission on decentralised Agencies;**
- **Common Approach on EU decentralised Agencies (including roadmap);**
- **The political developments in Third Countries of origin or transit for irregular migration;**
- **Conclusion of working arrangements and readmission agreements;**

Economical/Financial Framework

- **The financial situation within the public sector of Member States, within the EU, and the subsequent austerity measures and ‘downsizing policies’;**

- Gradual application of **activity based management (ABM)** including **activity based budgeting (ABB)**;
- The EU Multi Annual Financial Framework 2014 - 2020;

3. Goals and Prioritisation

The following goals (with descriptions) comply with Frontex' Mission Statement:

SITUATIONAL AWARENESS

Frontex comprehensively manages information, hence maintains the European Situational Picture on migration and crimes related to EU external borders, and delivers comprehensive analysis supporting the Member States, serving as a basis for targeted operational cooperation and for meeting needs of the European institutions.

SUPPORTING RESPONSE

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

- strengthening the capacity of Member States under specific and disproportionate pressure,
- enhancing proactive multipurpose and protection sensitive responses to significant uncertainties at external borders, and
- safeguarding positive achievements in demanding situations.

EMERGENCY RESPONSE

Frontex provides timely, structured and protection sensitive responses to the EU and the Member States in exceptional situations at the external borders having high impact on EU border security and at air borders.

DEVELOPMENT

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

Following its values, Frontex acts as the custodian of the European best practices in border management, and delivers to MS and other stakeholders in line with the EU concept of IBM.

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.

RESOURCES

Frontex takes a holistic approach to ensure sound management of its human and financial resources and assets.

Frontex applies transparent policies and procedures to ensure that competent,

committed and sufficient staff is available for the execution of Frontex mandate.

Frontex uses its financial resources in the most cost-effective way.

Frontex ensures that its assets are of good quality, tailored towards the designated purpose and managed effectively.

By understanding border control as an instrument that serves different objectives (e.g. migration, prevention and fight serious cross border crime and terrorism), Frontex will further develop targeted multipurpose joint operations. This shall increase the contributions to the Member States' fight against border related crimes and terrorism within the priorities of the EU Policy Cycle/EMPACT mechanism.

By developing operational contingency modules Frontex will further improve agility and flexible of its response capability, thus providing added value to EU border management.

Frontex will further enhance border management initiatives in Member States and Third Countries, by screening and utilising possibilities to make use of other EU financial instruments.

By deploying EBGT members and technical assets, Frontex provides a real value added at the European level in pooling Member States resources in joint operations. The required operational agility can only be achieved if appropriate resources are available. Based on a systematic identification of needs, Frontex will actively increase its own capacity through SGOs mechanism and the acquisition of its own technical equipment and related services. This leverage capacity will have a multiplying effect in terms of efficiency at external borders.

Safeguarding the fundamental rights of individuals frames the goals and their achievement. This will be guaranteed by fully implementing the Fundamental Rights Strategy and Action Plan and by providing support to and benefiting from the work of relevant actors such as the Consultative Forum or other external partners. Special attention will be given to contribute to search and rescue operations (saving lives at sea), the adequate protection of vulnerable groups, the right for asylum, international protection and the principle of non-refoulement.

Frontex applies a Goal and Priority oriented approach. The six Goals of Frontex (Situational Awareness, Supporting Response, Emergency Response, Development Organisation and Resources - as outlined before) give strategic direction to the agency.

No prioritisation is made between the Goals. Instead, the Key Objectives framing each Goal are prioritised according to the following criteria.

Criteria	Related Goal
Activities that are based on specific legal obligations, key EU objectives and Frontex' mission/values and that guarantee that all tasks of the agency are fulfilled.	SITUATIONAL AWARENESS SUPPORTING RESPONSE EMERGENCY RESPONSE DEVELOPMENT ORGANISATION RESOURCES
Activities that safeguard an adequate response to	

<p>operational needs at the external borders.</p> <p>Activities that support those Member States under constant high pressure; activities that maintain the core infrastructure for operational cooperation and activities that maintain the positive status quo.</p>	<p>SITUATIONAL AWARENESS SUPPORTING RESPONSE EMERGENCY RESPONSE DEVELOPMENT</p>
<p>Activities that have considerable impact on the Member States' capabilities on border control.</p> <p>Activities that contribute to the long-term and short-term development of Member States' capabilities.</p>	<p>SITUATIONAL AWARENESS SUPPORTING RESPONSE DEVELOPMENT</p>
<p>Activities that aim at the most cost-efficient use of Frontex human and financial resources.</p>	<p>ORGANISATION RESOURCES</p>

4. Key Objectives

As a result of the prioritisation (chapter 3), the Key Objectives related to each Goal are grouped into the categories "Priorities" and "Others"

4.1. SITUATIONAL AWARENESS	
Frontex comprehensively manages information, hence maintains the European Situational Picture on migration and crimes related to EU external borders, and delivers comprehensive analysis supporting the Member States, serving as a basis for targeted operational cooperation and for meeting needs of the European institutions.	
Key Objectives	
Priorities	
1.	in accordance with the Eurosur Regulation provision and fusion of European Situational Picture (ESP) and Common Pre-Frontier Intelligence Picture (CPIP services) based on real time or/ and close to real time information and utilising related functionalities. Thus supporting the MS' reaction capacity and reinforcing the predictive effectiveness of analysis as part of Frontex' Operating Model ;
2.	To perform reporting, analysis and evaluations including fundamental rights monitoring for joint operations and other purposes;
3.	Provision of analytical and other expertise to support EU institutions, in particular the European Commission, by continuing to support the implementation of relevant regulations and policies (ISF, Schengen evaluation mechanism, EU Policy Cycle and EMPACT, Visa liberalisation, Enlargement); contribute to establishment of evaluation and monitoring mechanism with regard to the application of the Schengen acquis.
4.	Enhance Frontex' ability to analyse, store and exchange actionable information and knowledge in order to increase the efficiency of the production of risk analysis for stakeholders;
5.	Enhance and expand long term progress in risk analysis leading to more complete real time situational awareness (including the capacity assessment component) enabling tactical decisions and operational responses
6.	To gradually develop and implement the processing of information containing personal data for the purpose of risk analysis, and for the purpose of transmission to EU law enforcement agencies.
7.	Provision of platforms for the exchange of actionable information, knowledge and analysis enabling Frontex and Member States to experience being part of the most up to date situational awareness system, achieved amongst others through the constant development of risk analysis networks with Member States and Third Country regions;
Others	
8.	Enhance Frontex capabilities for the identification of training needs in order to address and respond to operational needs

4.2. SUPPORTING RESPONSE	
Frontex delivers well targeted joint operations at sea-, land- and air borders and joint return operations, thus	
<ul style="list-style-type: none"> – strengthening the capacity of Member States under specific and disproportionate pressure, – enhancing proactive multipurpose and protection sensitive responses to significant uncertainties at external borders, and – safeguarding positive achievements in demanding situations. 	
Key Objectives	
Priorities	
1.	Coordinate multipurpose joint activities that sustain the operational presence in areas at the external borders exposed to specific and disproportionate pressure as well as facing significant uncertainties; including consistent action in line with operational reaction mechanism laid down in the EUROSUR Regulation;
2.	Further optimise the use of Frontex' budget for operational purposes and to increase the intensity of operational activities by: <ul style="list-style-type: none"> – prioritising the use of participating Member States' Technical Equipment, and well trained members of EBGT; – better analysis of operational needs, gap analysis and identification of options to close the gaps; – co-financing host Member State's additional operational activities that establish the core infrastructure for the management of joint operations; – co-financing host Member State's temporary re-deployments of the "reserve" of experts and technical equipment, in accordance with Frontex' strategic guidelines on co-financing during JO;
3.	Increase operational agility and create value added in deploying Seconded Guest Officers and acquiring ³ Frontex' own technical equipment and services to bridge identified gaps that cannot be covered by Member States' available resources;
Others	
4.	Intensify the tailored concepts of different types of joint operations (land, sea, air, return activities) and target the alignment of Frontex' operations with the priorities of the Internal Security Strategy (EU Policy Cycle);
5.	Development and training of border guards participating in European Border Guard Teams, including specific training on fundamental rights and international protection;
6.	Support Member States to use EU financial instruments (ISF) in a more efficient way.

³ The term "acquisition" encompasses all the options mentioned by FX Regulation: leasing, co-ownership, and purchase of assets or services

4.3. EMERGENCY RESPONSE
Frontex provides timely, structured and protection sensitive responses to the EU and the Member States in exceptional situations at the external borders having high impact on EU border security and at air borders.
Key Objectives
Priorities
1. Develop operational contingency modules in the event of emergency situations by reinforcing/modifying ongoing operational activities or launching new joint operations thus ensuring agility and flexibility and efficient use of resources;
2. Provision and fusion of real time and/or close to real time situational awareness and surveillance services (via Frontex Fusion Services) in support of the exceptional situations at external borders of the EU
3. Improve and exercise the Rapid Intervention mechanism for the deployment of trained European Border Guard Teams in urgent and exceptional cases;
Others
4. Develop the capacity for increased information exchange and monitoring in exceptional cases.

4.4. DEVELOPMENT

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

Following its values, Frontex acts as the custodian of the European best practices in border management, and delivers to MS and other stakeholders in line with the EU concept of IBM.

Key Objectives

Priorities

1. Further develop and implement the European Border Surveillance framework (EUROSUR) and promote the operational integration of EUROSUR into border control activities across the EU;
2. Provide EUROSUR Frontex Fusion Services capabilities in support of the Member States border management capacity;
3. Implement core risk analysis training methods and tools, including the extension of the implementation of the Common Integrated Risk Analysis Model (CIRAM), thus supporting the management of EU border sections impact levels, and enhancing MS analytical capabilities;
4. Add value and capacity to sound EU border management by further developing the European Patrol Network (EPN) and increasingly conducting operational activities using functional structures and platforms (e.g. Focal Points, Training Support Network, Core Country Group on return matters, FRAN Network);
5. Develop and implement Common Core Curricula for Border Guarding according to well identified training needs;
6. Review and align all training and education products with the Bologna and Copenhagen standards using the SQF for border guarding and support its subsequent national integration;
7. Support the further development and implementation of the European Law Enforcement Training Scheme (LETS) for Law Enforcement Officers with Border Guard functions and contribute to the LETS of other relevant fields;
8. Further develop a system to identify, collect, elaborate and disseminate best practices by implementing functional strategies (e.g. Frontex' Fundamental Rights Strategy and Action Plan, Communication Strategy) in close cooperation with stakeholders (e.g. Consultative Forum, FRO, media);
9. Identify, elaborate, disseminate and update - with the support of Member States - best practices guidelines for border control with a view on harmonisation of technical equipment and working practices;
10. Contribute to the development and implementation of the Smart Borders Package (e.g. Entry/Exit System and Registered Travellers Programme);
11. Contribute to research activities related to border control in order to safeguard the maximum benefit for and the interests of the border guard community thus facilitating the short, mid and long term development of MS capacities in the area of border security;
12. Support the MS Border Management Services by
 - strengthened effective cooperation with partners in the field of internal security and the detection/prevention of cross-border crime (EU Policy Cycle);
 - Strengthened effective cooperation with partners in the field of migration management and return (mixed migratory flows and vulnerable groups at the EU external border);
13. Establish operational and capacity building cooperation, launch EU funded technical assistance projects related to border management, promote interagency cooperation with and amongst competent authorities of third countries; deploying Liaison Officers to third countries in justified cases (including the option of joint deployments with other Agencies); follow, participate in and contribute to Commission-led initiatives and

other relevant activities regarding cooperation with third countries;
Others
14. Strengthen cooperation in Training Support Networks
15. Enhance strategic cooperation and coordination with the Consultative Forum, EU Agencies (Europol, EASO, CEPOL, EU-LISA, Eurojust, FRA, and others) and relevant international organisations (UNHCR, IOM, DCAF, Interpol);
16. Encourage and promote coordinated activities between different national authorities (border guard, coast guard, police, customs etc.) as well as national and international carriers by involving them in Frontex' activities;
17. Promote regional border control cooperation structures as platforms for Frontex' activities if appropriate;
18. Facilitate operational cooperation by ensuring effective coordination with any existing Member State local or regional liaison officers (e.g. ILOs) outside the EU;
19. Contribute to the development of an EU coast guard function and the Common Information Sharing Environment (CISE);

4.5. 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.

Key Objectives

Priorities

1. Implement activity based management (ABM) including activity based budgeting (ABB) improving performance and quality management to align Frontex' products and services to stakeholders needs;
2. Update and align the regulatory framework in order to support adequately the implementation of Frontex activities
3. Ensure the smooth relocation to the new premises and associated business continuity (MS Office); incorporate 'lessons learnt' into the implementation plan for the Agency's Business Continuity Strategy;
4. Increase transparency and enhance Frontex' reputation through active communication on its activities in line with Frontex' internal and external communication strategy;
5. To embed the respect for Fundamental Rights in the culture of Frontex

Others

6. Improve the performance and overall management of Frontex;
7. Implement a tailored project management system for Frontex;
8. Setting up and implementing a document management system for Frontex;
9. Improve and streamline production processes for publications, Audio-Video and multimedia products with a particular focus on the agency's online presence;

4.6. RESOURCES

Frontex takes a holistic approach to ensure sound management of its human and financial resources and assets.

Frontex applies transparent policies and procedures to ensure that competent, committed and sufficient staff is available for the execution of Frontex mandate.

Frontex uses its financial resources in the most cost-effective way.

Frontex ensures that its assets are of good quality, tailored towards the designated purpose and managed effectively.

Key Objectives

Priority

1. To carry out recruitment and reallocation of staff procedures in a uniform, transparent and efficient way adhering to best practice guidelines. Vacancies are subjected to a rigorous 'needs and competency-based assessment' to respond to the flexibility and agility requirements of the Agency
2. Promote knowledge and understanding on the respect, protection and promotion of fundamental rights within Frontex staff;
3. To improve the planning, monitoring and execution of Frontex financial resources in order to achieve efficiency gains
4. To plan asset acquisition side-by-side with the Programme of Work using historical data and inventory reports as a facilitator as and when required

Others

5. Improve the selection procedure for seconded national experts;
6. Set up and implement an automated system for human resource management;

Multi Annual Plan 2015 - 2018

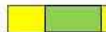



Prioritised Key Objectives





With a reference to chapter 3 (Goals and Prioritisation) the stages of activities, which are linked to prioritised Key Objectives, are presented by using four colours:



1. Initiation (**red**) - “start up”
2. Implementation (**amber**)
3. Closure (**yellow**) - “final delivery” and
4. Evaluation (**green**)

GOAL 1 - SITUATIONAL AWARENESS

SITUATIONAL AWARENESS 1		In accordance with the Eurosur Regulation provision and fusion of European Situational Picture (ESP) and Common Pre-Frontier Intelligence Picture (CPIP services) based on real time or/ and close to real time information and utilising related functionalities. Thus supporting the MS' reaction capacity and reinforcing the predictive effectiveness of analysis as part of Frontex' Operating Model ;			
Activity	Outcome	2015	2016	2017	2018
Development of integrated EUROSUR ESP/CPIP analysis products and services in order to increase situational awareness and inform effective operational response;	Products and services delivered to the analysis layer, considerably enhancing the ESP/ CPIP in support of awareness and adequate operational response;				
Deliver Geographic Information System Analysis Map services (GIS-MAS);	Assessment of requests, provision of analysis of and requests for low time critical services within the common application of surveillance tools				
	Implementation of Risk Analysis geo-portal for the delivery of strategic and operational analytical products; improvement of the				

















	information exchange through the GIS platform (geo-portal and web server) and development of analytical GIS competencies (using maps for analysis, geo-spatial analysis, etc.);				
Further Business development and implementation of the Frontex Fusion Services including: <ul style="list-style-type: none"> - Satellite images, - Advanced Maritime Surveillance Service - Advanced Weather forecasts - Current weather conditions - Anomaly detections - Flight Tracking System - Other services requested by internal and external stakeholders. 	Enhanced European level surveillance capabilities in support of live protection and adequate operational response. Enhanced European Situational Picture (ESP) and Common Pre Frontier Intelligence Picture (CPIP)				

SITUATIONAL AWARENESS 2	To perform reporting, analysis and evaluations including fundamental rights monitoring for joint operations and other purposes;				
Activity	Outcome	2015	2016	2017	2018
Roll out and expand <i>systems</i> (FOSS, JORA) and <i>functionalities</i> related to situation awareness, reaction capabilities and consolidation of the EUROSUR functionalities following the Information Management Strategy. Planning of the Operational Portfolio follows the priorities of ISS to include capabilities related to the processing of personal data;	Developed tools, methodology and services satisfactorily contributing to enhanced and effective reporting;				
	Quantitative and qualitative delivery depending on the specific objectives of the activity;				
	Expanded functionalities of JORA, Frontex Fusion Services and other Frontex systems in the area of processing personal data and other functionalities available at the MS level; Increased effectiveness of joint operations;				
Providing JORA to MS for use at the national level;					

<p>Enhancement of the services and functionalities of the Frontex Information Exchange Systems (FOSS, JORA, Frontex Fusion Services) related to situation awareness and reaction capabilities according to the Frontex Information Management Strategy incl. requirements related to the implementation of EUROSUR</p> <p>Expanding the functionalities of JORA and other Fusion Services to include capabilities related to the processing of personal data;</p> <p>Providing JORA to Frontex and MS supporting the processing of personal data for the purpose of risk analysis, and its transmission to EUROPOL and other EU LE agencies, that includes:</p> <ul style="list-style-type: none"> o Participation in Business case - pilot project; o Contribution to processes, policies, procedures; o Working on systems, solutions used at the national level. 	<p>Increased quality of targeted analytical products, also contributing to the enhanced analytical capacity of MS;</p> <p>Enhanced effectiveness of operational activities involving relevant stakeholders;</p> <p>Improved effectiveness of the fight against border related crime;</p> <p>Enhanced analytical/operational capacity for providing EU added value;</p> <p>Expanded services and functionalities of JORA, Frontex Fusion Services and other Frontex information exchange systems in support of the EUROSUR regulation, delivery of ESP/CPIP and surveillance services, processing of personal data and other services and functionalities as requested by internal and external stakeholders (including MS).</p>	
<p>Perform regular short term assessments and annual tactical assessments (Assessment for Operational Deployment), reporting, analysis and evaluations (including fundamental rights aspects) for joint operations and other purposes.</p>	<p>Provision of operational analysis to increase situational awareness and advice for the planning, implementation, monitoring and evaluation of joint operations, pilot projects and EGBT, including informing the bilateral talks and PoW; such activity comprises:</p> <p>Data collection templates in JORA developed; substantive data</p>	

	<p>quality assurance performed;</p> <p>Contributions to the selection, and monitoring of EBGT;</p> <p>Effective planning, preparation, implementation, and monitoring of debriefing activities;</p> <p>Timely management of actionable information obtained via debriefing;</p> <p>Timely management of actionable information from operational areas and hot spot, beyond debriefing activities.</p>				
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SITUATIONAL AWARENESS 3	Provision of analytical and other expertise to support EU institutions, in particular the European Commission, by continuing to support the implementation of relevant regulations and policies (ISF, Schengen evaluation mechanism, EU Policy Cycle and EMPACT, Visa liberalisation, Enlargement); contribute to establishment of evaluation and monitoring mechanism with regard to the application of the Schengen acquis.				
Activity	Outcome	2015	2016	2017	2018
Perform regular risk analyses in line with regulations and policies in force	Provision of analytical support to the implementation of the Schengen Evaluation Mechanism;				
	Contribute to the production of the Serious Organised Crime Threat Assessment, as part of the EU Policy Cycle;				
	Perform the relevant risk analysis as foreseen in the Internal Security Funds;				
Provide ad hoc assessments, technical support and expertise, as part of processes described in regulations and	Technical support provided for the implementation of EU regulations and policies, especially the expert contribution to the Schengen Evaluation Mechanism and EMPACT (EU Policy Cycle);				













policies					
SITUATIONAL AWARENESS 4					
Enhance Frontex' ability to analyse, store and exchange actionable information and knowledge in order to increase the efficiency of the production of risk analysis for stakeholders;					
Activity	Outcome	2015	2016	2017	2018
Implementation of an analytical reporting delivery and business intelligence system;	Development of core business functionalities with analytical tools; enhancing the experience of stakeholders of being part of the EU risk analysis process; improvement in efficiency of data processing and automated statistical reporting; Provision of a broad range of advanced statistical tools; Completed data warehouse architecture design; Functional analytical data stores exploited by GIS and analytical reporting;				
Designing and implementing a corporate Business Intelligence solution;	Implementing an efficient system of processing analytical information offering a virtual platform for analytical interaction; Automation in reading and manipulating a large number of sets of data files; Implementation in accordance with Frontex target system architecture;				
Implementation of data exchange at the level of RESTREINT UE/ CONFIDENTIEL, relevant for risk analysis.	Business requirements for the exchange of classified information; Development of physical networks/infrastructure; Accreditation of secure networks with relevant authorities; Implementation of classified information exchanges with key stakeholders (Member States, other EU bodies and agencies).				
SITUATIONAL AWARENESS 5					
Enhance and expand long term progress in risk analysis leading to more complete real time situational awareness (including the capacity assessment component) enabling tactical decisions and operational responses					
Activity	Outcome	2015	2016	2017	2018
Gradual expansion of the systematic assessments of the vulnerability of	Development of a feasible methodology for better understanding vulnerabilities and their possible mitigation measures;				

external borders;	Development of a vulnerability assessment specific production scheme with analytical findings reported as part of regular risk analysis products, and incorporated into operational risk analysis;				
Gradual development of risk analysis on cross-border crime.	Inclusion of risk analysis on cross-border crime in CPIP/ESP analysis layer production; Incorporation of risk analysis on cross-border crime into regular products; Properly defined data collection system for risk analysis on cross-border crime.				
SITUATIONAL AWARENESS 6		To gradually develop and implement the processing of information containing personal data for the purpose of risk analysis, and for the purpose of transmission to EU law enforcement agencies.			
Activity	Outcome	2015	2016	2017	2018
Development of the process, with procedures and policies on personal data processing, encompassing applicable data protection rules and cooperation with other EU law enforcement bodies.	Lessons learned from the pilot exercise/proof of concept on processing personal data from joint operations and pilot projects; Complete design of the system that processes personal data, from reporting and data collection to internal processing and production of risk analysis/transmission, including storage; Full implementation of data protection rules and procedures.				
Develop the relevant risk analysis products as a result of processing personal data collected during joint operations and pilot projects.	Inclusion of personal data processing into risk analysis production; Effective Transmission to other EU law enforcement agencies of cases/data packages containing personal data;				








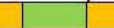

















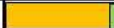
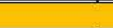

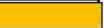
SITUATIONAL AWARENESS 7		Provision of platforms for the exchange of actionable information, knowledge and analysis enabling Frontex and Member States to experience being part of the most up to date situational awareness system, achieved amongst others through the constant development of risk analysis networks with Member States and Third Country regions;			
Activity	Outcome	2015	2016	2017	2018
Maintenance of the existing Frontex Risk Analysis and regional risk analysis networks with MS and with non EU partners Progress in setting up and managing specialized and cross-border crime analytical activities, including the THB platform and the European Document Fraud Risk Analysis network.	Structured information exchange within networks is implemented and enables the elaboration of dedicated annual products disseminated to stakeholders and in network meetings;				
Reinforce the existing networks with capacity building components, with extension of regional risk analysis networks to relevant Third Country areas when priority is given	Gradual steps towards the extension of networks and the establishment of structured information exchanges within those networks; when priority is given; enabling the incorporation of relevant analysis into regular and ad hoc products, including those for the CPIP analysis layer;				
Extension of the scope of the information exchanged with Member States to cover intra Schengen migratory flows; Management of a new platform and indicators on intra Schengen flows;	Analysis of Intra Schengen migratory flows is integrated in the regular activity of EU external borders risk analysis, based on indicators for regular reporting of MS.				
Delivery of risk analysis regular production on intra Schengen migratory flows.					
Enhancement of the analytical network comprising MS international airports and air borders in general;	Gradual development of an intelligence environment at air borders, establish on top a structured information exchange on relevant strategic indicators;				

Management of the analytical production under the air border information exchange platform, based on relevant indicators.	Devolopment of a regular production of analysis specialised on air border risks, supporting operational responses.				
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GOAL 2 - SUPPORTING RESPONSE






SUPPORTING RESPONSE 1	Coordinate multipurpose joint activities that sustain the operational presence in areas at the external borders exposed to specific and disproportionate pressure as well as facing significant uncertainties ; including consistent action in line with operational reaction mechanism laid down in the EUROSUR Regulation;				
Activity	Outcome	2015	2016	2017	2018
To establish and maintain a response mechanism according to the EUROSUR Regulation;	Increased flexibility elements in the Operational Portfolio;				
To ensure adjusted planning and implementation of operational activities in accordance with the requirements and objectives of the EUROSUR Regulation;	Effective and efficient response mechanism in line with both the Frontex regulation and the EUROSUR regulation;				
To contribute to proposed operational activities with an assessment of the proposed operation and its relation to the fundamental rights law and EU fundamental rights practice and protection of vulnerable groups under the umbrella of Vega concept.	Fundamental rights assessments distributed and implemented in the operational plan.				

SUPPORTING RESPONSE 2	<p>Further optimise the use of Frontex’ budget for operational purposes and to increase the intensity of operational activities by:</p> <ul style="list-style-type: none">– prioritising the use of participating Member States’ Technical Equipment and well trained members of EBGT;– better analysis of operational needs, gap analysis and identification of options to close the gaps;– co-financing host Member State’s additional operational activities that establish the core infrastructure for the management of joint operations;– co-financing host Member State’s temporary re-deployments of the “reserve” of experts and technical equipment, in accordance with Frontex’ strategic guidelines on co-financing during JO;
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Activity	Outcome	2015	2016	2017	2018
Development of an ex-ante control mechanism for JO.	Delivery of quantitative and qualitative objectives as specified in the operational plans.				
Conducting Annual Bilateral Talks with Member States	Appropriate resources are made by available for Frontex joint operations and rapid interventions;				
European Border Guard Teams (EBGT) management To manage and further develop the European Border Guard Teams (EBGT) as an exclusive mechanism for the deployment of guest officers to joint operations and rapid border interventions;	Consolidated and well functioning mechanism (including concept, standard operating procedures, handbook) for the deployment of European Border Guard Teams to joint operations and rapid border interventions in place;				
	Member States are satisfactorily supported by Frontex in the selection and nomination of the border guards that they make available (including certification of team members);				
	Further development and delivery of advanced specialised training for EBGT members				
Pooling Technical Equipment made available by MSs To ensure that technical equipment made available by MSs for ensuring is timely available for effective deployment to joint operations and rapid border interventions;	Consolidated and well functioning mechanism for ensuring the availability of the Overall Minimum Number of Technical Equipment;				
	Effective support for additional TE to be made available by Member States to Frontex joint operations and rapid border interventions in place;				
Roll out and expand the OPERA database for both internal and external users; Expanding business functionalities of OPERA to include new capabilities (2014-2017).	Improved tools, methodology and services for managing records of technical equipment and EBGT, contributing also to enhanced and effective reporting; Delivery of quantitative and qualitative objectives as specified in the operational plans.				

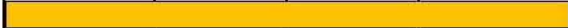
SUPPORTING RESPONSE 3	Increase operational agility and create value added in deploying Seconded Guest Officers and acquiring ⁴ Frontex' own technical equipment and services to bridge identified gaps that cannot be covered by Member States available resources				
Activity	Outcome	2015	2016	2017	2018

⁴ The term "acquisition" encompasses all the options mentioned by FX Regulation: leasing, co-ownership, and purchase of assets or services

Seconded Guest Officers - mechanism To manage and further develop Seconded Guest Officers (SGO) as Frontex' own capacity for increasing the efficiency of its actions at external borders ;	Operational Seconded Guest Officers-mechanism (including concept, standard operating procedures, handbook) in place;	
	Seconded Guest Officers effectively selected and deployed in Frontex coordinated Joint operations and rapid interventions	
	Contribution with regard to the operational planning of the following year through the process of Annual Bilateral Talks;	
Frontex own Technical Equipment	After Annual Bilateral Talks with the MSs, a gap analysis is performed to identify the needs that cannot be covered with resources made available by Member States	
	Acquisition of Frontex own technical equipment and/or related services to bridge identified gaps that cannot be covered by Member States available resources	

GOAL 3 - EMERGENCY RESPONSE















EMERGENCY RESPONSE 1		Develop operational contingency modules in the event of emergency situations by reinforcing/modifying ongoing operational activities or launching new joint operations thus ensuring agility and flexibility and efficient use of resources;			
Activity	Outcome	2015	2016	2017	2018
Further develop quick response elements of JOs (Air Borders Flexi Force mechanism, Land borders);	Enhanced operational capacity adding EU value in situations of specific and disproportionate migration pressure;				
Further develop operational contingency modules.	Enhanced operational capacity adding EU value in situations of specific and disproportionate migration pressure.				
Develop a crisis management manual inclusive of crisis communication plan and testing mechanism	Enhanced crisis preparedness within Frontex				

EMERGENCY RESPONSE 2		Provision and fusion of real time and/or close to real time situational awareness and surveillance services (via Frontex Fusion Services) in support of the exceptional situations at external borders of the EU.			
Activity	Outcome	2015	2016	2017	2018
Development, provision and delivery of advanced surveillance services in support of the operational activities during exceptional situations at the external borders of the EU	Improved situation awareness and situational picture				
					

EMERGENCY RESPONSE 3		Improve and exercise the Rapid Intervention mechanism for the deployment of trained European Border Guard Teams in urgent and exceptional cases;			
Activity	Outcome	2015	2016	2017	2018

<p>Rapid Intervention exercises (full scale and/or table-top exercises) conducted in order to test and increase the overall preparedness of Frontex and the Member States for rapid operational assistance.</p>	<p>Enhanced ability for the member States and the Agency to jointly act in crisis situations at EU external borders.</p> <p>Further developed and streamlined coordination between Frontex and the Member States as well as strengthened operational cooperation with these Member States, Third Countries and other European agencies.</p>	
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GOAL 4 - DEVELOPMENT

DEVELOPMENT 1		2015	2016	2017	2018
Activity	Outcome				
Extend the network and set of functionalities provided by Eurosur;	Successfully establish connections to the EUROSUR Network for further 12 Member States and 3 agencies (if formally requested);				
	New functionalities developed, and integrated with other EUROSUR services delivered through the EUROSUR Network (ongoing by 2015);				
	EUROSUR Network upgraded to EU-RESTREINT;				
	Enhanced version connected to CISE;				
Rearchitecturing the Eurosur Network.	Redesigning the EUROSUR network based on experience, costs, manageability for its next generation, after 5 years of operation starting from 2013				
Further development and implementation of the Frontex Information Management Strategy;	Delivery of roadmap and implementing actions in order to ensure comprehensive information management (IM) providing the ESP and CPIP as well as developing Frontex' role regarding reaction capacity;				
Provision of ICT Support;	Technical and system specific requirements established enabling integration into Frontex' IT system;				
Provision of communication support; planning of communication campaigns and production of communication products;	A targeted information campaign aiming at the promotion of the use of Eurosur provided;				
	Graphic design, printing and video editing services duly provided;				
	Publications, videos and other communication materials produced;				
Cooperation with EUSC, EMSA and DG MOVE/SESAR project;	Enhanced information and knowledge sharing on issues of common interest;				
	Considerably improved quality of the intelligence picture;				
	Improved situational awareness through enhanced pre-frontier				

	intelligence gathering;				
	Air Traffic Control data available for alerting in Flight Tracking System to enhance Common Pre-frontier Intelligence Picture				
Development and delivery of basic analysis tools for EUROSUR Extension of functionalities within analysis tools for using the CPIP/ESP analysis layer.	Basic analysis tools delivered to NCCS to work on information (products and services) within the analysis layer; Effective navigation through the content of the analysis layer.				

DEVELOPMENT 2		2015	2016	2017	2018
Activity	Outcome				
Development and delivery of EUROSUR Frontex Fusion Services related to situational monitoring and situational awareness	Enhanced, close to real time situational picture (ESP/CPIP) provided to internal and external customers.				
Cooperation with EMSA and EUSC	Enhanced information and knowledge sharing on issues of common interest; Improved situational awareness through enhanced pre-frontier information gathering;				
Development and delivery of customized and advanced maritime and land surveillance services in close cooperation with EMSA and EUSC	Enhanced surveillance services provided to external and internal stakeholders in support of border management capacity.				

DEVELOPMENT 3		2015	2016	2017	2018
Activity	Outcome				
Further implementation of FRONBAC as the specialised risk analysis training tool, building capacity in Member States and	Common training on selected subjects delivered; Enhanced interoperability on risk analysis in Member States and				

cooperating with Third Countries; Roll out of CIRAM and its practical Guidelines;	Frontex; Enhanced analytical capacity of MS and Third Countries; CIRAM effectively shared with MS and cooperating Third Countries to support its national implementation (translation, awareness/training material);				
Development and maintenance of methodologies, including the application of impact levels to border sections, supported on the management of the ALUG expert group (as integral part of the management of the EUROSUR)	Implementation of methodologies within the EUROSUR framework Maintenance and development of the methodology; Management of the expert group on Eurosur analysis layer and analytical departments within.				
Provision of communication support; planning of communication campaigns and production of communication products.	Execution of a targeted information campaign; Graphic design, printing and video editing services provided; Publications, videos and other communication materials produced.				

DEVELOPMENT 4	Add value and capacity to sound EU border management by further developing the European Patrol Network (EPN) and increasingly conducting operational activities using functional structures and platforms (e.g. Focal Points, Training Support Network, Core Country Group on return matters, FRAN Network)				
Activity	Outcome	2015	2016	2017	2018
Continue to strengthen interagency-cooperation through multipurpose JO involving Europol, Interpol and OLAF;	Increased effectiveness of selected and tailor made JOs involving relevant stakeholders;				
	Practical cooperation during JOs through the exchange of information and intelligence as well as best practices to fight the smuggling of persons, trafficking in human beings and cross-border crime established;				
Continue to strengthen capacity building activities through interagency-cooperation	Common training programmes for common target groups implemented;				





























by involving other law enforcement agencies (such as EU-LISA, CEPOL EASO) and UNODC.					
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DEVELOPMENT 5		Develop and implement the Common Core Curricula for Border Guarding according to well identified training needs;			
Activity	Outcome	2015	2016	2017	2018
Further develop and implement curricula for all levels of BG education based on the SQF.	Translated versions of the SQF; National instructors/multipliers qualified to facilitate the national integration of Common Core Curricula and Sectoral Framework Support to MS in integrating the common curricula and SQF into the national training systems.				
Develop and implement student exchange programmes for CCC;	The student exchange programme for the CCC developed and implemented				
Develop Courses for mid and high level officers with mobility/exchange components in line with Bologna principles, based on the SQF levels 6 and 7;	Accreditable courses designed for national and European delivery; Erasmus inspired exchange/mobility programme implemented as a joint degree at SQF level 7 (masters level), delivered within the framework of a consortium agreement with academic partners;				
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	New ICT system based on V-Aula system with access to training and learning facilities integrated into general Frontex ICT-environments and linked with other Frontex ICT systems in place;				
	Provision of ICT-support;				
Develop and implement Qualification Frameworks for further training activities;	Qualifications frameworks/competence profiles for BG further training for various specialties;				
	Competence profiles within the particular specialisation of the BG further training: cascading profiles for different levels of competences;				
	MS supported in the integration of the qualifications framework and the competence profiles developed (which shall be reflected at curriculum level);				

DEVELOPMENT 6		Review and align all training and education products with the Bologna and Copenhagen standards using the SQF for border guarding and support its subsequent national integration;			
Activity	Outcome	2015	2016	2017	2018
Successive alignment of TRU products in connection to their revision	All training products aligned with the SQF for border guarding				
Supporting consultancy for the national integration of the SQF for border guarding	Requested support delivered				

DEVELOPMENT 7		Support the further development and implementation of the European Law Enforcement Training Scheme (LETS) for Law Enforcement Officers with Border Guard functions and contribute to the LETS of other relevant fields;			
Activity	Outcome	2015	2016	2017	2018
Development of the LETS for Law Enforcement officers with border guard functions	The LETS for law enforcement officers with border guard functions developed				
Support to the development of the LETS in other relevant fields of law enforcement in cooperation with other Agencies	Requested contributions delivered				
Support to the implementation of the LETS and integration of the professional development of border guard training as part of law enforcement training	Requested support delivered and the professional development of border guard training integrated in it as a part of law enforcement training based on the SQF for border guarding				

DEVELOPMENT 8		Further develop a system to identify, collect, elaborate and disseminate best practices by implementing functional strategies (e.g. Frontex' Fundamental Rights Strategy and Action Plan) in close cooperation with stakeholders (e.g. Consultative Forum, FRO, media);			
Activity	Outcome	2015	2016	2017	2018
Further development of assistance to Joint Return Operations: -using MS developed cooperation with TC;	Development and delivery of services contributing to significantly enhance the capacity of relevant MS; Increased involvement of third countries in the return of own				

<p>-sharing best practices and respecting human dignity; -facilitating harmonised and effective monitoring and achievement of the EU Directive;</p> <p>Support of the Hellenic Return Capacity Building (Attica):</p> <p>-strengthening identification capacity; -establishment of practical cooperation with Embassies and Consulates; - assistance in the acquisition of travel documents; - organisation of JRO;</p>	<p>nationalities; Providing training to TC officers to harmonise operational and fundamental rights respect standards to EU level.</p> <p>Increased involvement of relevant authorities in third countries to identify best practices, in the organisation of JROs and during the acquisition of travel documents process.</p> <p>Development of enhanced, effective and efficient return procedures in Greece;</p>				
<p>Provision of communication support; planning of communication campaigns and production of communication products;</p>	<p>Development of a communication campaign aiming to position Frontex as the treasurer of best practices;</p> <p>Publications, videos and other communication materials produced;</p> <p>Thematic press briefings and interviews organised;</p>				
<p>Positioning Frontex as the treasurer of best practices;</p>	<p>Publications, Audio/Video material, thematic press briefings, targeted interviews;</p>				
<p>Provision of ICT support;</p>	<p>Automated system to store and retrieve 'best practices';</p>				
<p>Actions following from the agreed Fundamental Rights Action Plan;</p>	<p>Improved compliance with FR respect in all activities;</p>				
	<p>Improved training including FR components;</p>				
	<p>Improved communication between Frontex and internal and external stakeholder;</p>				
<p>Development of a secure system which facilitates exchange of operational document alerts and tailor made quick consultation cards on document specimens all around the world, corresponding to the</p>	<p>Reference Manual document forgery and specimen database is worldwide available for on-line and off-line use.</p>				

requirements of first line border control.					
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DEVELOPMENT 9	Identify, elaborate, disseminate and update - with the support of Member States - best practices guidelines for border control with a view on harmonisation of technical equipment and working practices and;				
Activity	Outcome	2015	2016	2017	2018
Development of best practices guidelines as regards border checks;	(Updated) documents on best practices guidelines (including where possible technical specifications and operational requirements) in the different areas covered by Border Checks; Descriptions of capability gaps in the different areas of Border Checks; Set of minimum requirements for technical equipment for Border Checks,				
Development of best practices guidelines in the field of border surveillance	(Updated) documents on best practices guidelines(including where possible technical specifications and operational requirements) in the different areas covered by Border Surveillance; Descriptions of capability gaps in the different areas of Border Surveillance; Set of minimum requirements for technical equipment for Border Surveillance.				
Develop a concept for the future of risk-based border checks (enabling greater facilitation and security);	Development and test of a framework for targeting risk travellers; Document on the evolution and interoperability of Advance Information systems with present and future border management systems;				

DEVELOPMENT 10	Contribute to the development and implementation of Smart Borders Package (e.g. Entry/Exit System and Registered Travellers Programme);				
Activity	Outcome	2015	2016	2017	2018

Further promotion of the use of ABC, including the use of such systems by third country nationals;	Technical assistance to Frontex stakeholder (Commission, MS and EU-Lisa Agency) is provided Systems are used in a harmonised way across the MS, ABC conferences organised Functional and technical tests with third country successfully performed;				
Identification of challenges for ABC systems;	Documents on practical/operational and technical challenges;				
Vulnerability assessment and testing of ABC systems;	Vulnerability assessment methodology and training for ABC systems;				
Provision of communication support; planning of communication campaigns and production of communication products.	A targeted information campaign on Frontex' work on ABC; Graphic design, printing and video editing services provided; Publications, videos and other communication materials produced.				

DEVELOPMENT 11	Contribute to research activities related to border control in order to safeguard the maximum benefit for and the interests of the border guard community thus facilitating the short, mid and long term development of MS capacities in the area of border security;				
Activity	Outcome	2015	2016	2017	2018
Stocktaking of ongoing and new European research projects relevant for the border security domain	Continuously updated overview of ongoing and new EU funded research projects as well as other research projects				
Establish an active interaction between the leaders of EU funded research projects and representatives of the border guard community	Feed-back from and ideas of the representatives of Member States (border guard community) on how to steer/improve the project's content in order to better serve the end-users needs and interests will contribute to a clearer added value of the projects; Early identification of possible overlaps between different projects; Identification and possible exploitation of synergies between different projects.				
Raise awareness of Member States concerning new (technical) developments in the field of border control	Studies regarding the most appropriate technical solutions for the different areas of border control;				
Examine and validate existing and new	Practical demonstrations/trials;				

tools and technologies for border control in an operational environment	Set of (minimum) technical requirements for border control equipment and/or technical solutions				
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DEVELOPMENT 12	Support the MS Border Management Services by <ul style="list-style-type: none"> strengthened effective cooperation with partners in the field of internal security and the detection/prevention of cross-border crime (EU Policy Cycle); Strengthened effective cooperation with partners in the field of migration management and return (mixed migratory flows and vulnerable groups at the EU external border) 				
Activity	Outcome	2015	2016	2017	2018
Continue to strengthen interagency-cooperation through multipurpose JO involving Europol, Interpol and OLAF;	Increased effectiveness of selected and tailor made JOs involving relevant stakeholders;				
	Practical cooperation during JOs through the exchange of information and intelligence as well as best practices to fight the smuggling of persons, trafficking in human beings and cross-border crime established;				
Exchange of Information and Intelligence with relevant partners, such as Europol, Eurojust and OLAF;	More systematic and sustainable information and knowledge sharing of identified areas of common interest; initiating joint analytical activities as relevant;				
	Improvement of situational awareness through enhanced intelligence gathering;				
	Integration of partner organisations;				
Continue to strengthen capacity building activities through interagency-cooperation involving JHA Agencies (ETS) and UNODC;	Common training programmes for common target groups;				
	Qualitatively improved JOs, capacity building effects visible;				
Continue to strengthen interagency-cooperation through multipurpose JO, involving EASO, FRA, UNHC, IOM and CF	increased effectiveness of selected and tailor made JOs involving relevant stakeholders, including members of the CF or other specialised NGOs where relevant and possible(Vega operational activities);				
	Practical cooperation during JOs through the exchange of information and intelligence as well as best practices addressing migration and return issues;				






Exchange of Information and Intelligence with relevant partners, such as EASO, UNHCR, IOM and CF;	More systematic information and knowledge sharing on identified areas of common interest; initiating joint analytical activities as relevant;				
	Improvement of situational awareness through enhanced intelligence gathering;				
	Systemic integration of partner organisations;				
Crises response to mass influx.	Improved and more coordinated responses to sudden crises situations;				
	Multilateral approach;				
	Integration of partner organisations.				

DEVELOPMENT 13	Establish operational and capacity building cooperation, launch EU funded technical assistance projects related to border management, promote interagency cooperation with and amongst competent authorities of third countries ; deploying Liaison Officers to third countries in justified cases (including the option of joint deployments with other Agencies); follow, participate in and contribute to Commission-led initiatives and other relevant activities regarding cooperation with third countries;				
Activity	Outcome	2015	2016	2017	2018
Continue to strengthen TC cooperation through tailored JOs;	Enhanced effectiveness of selected JO involving relevant stakeholders;				
Formalising operational cooperation with TCs according to Frontex priorities aligned with the EU External Relations Policy;	Conclusion and implementation of new Working Arrangements;				
Enhancing the involvement of relevant TCs in Frontex activities;	Qualitatively improved JOs;				
	Capacity building effects visible by TC authorities;				
	Improvement of situational awareness through enhanced pre-frontier intelligence gathering;				
	Promotion of EU standards in the global community of border authorities;				





	Integration of partner TCs into the NTCC;				
Maintaining, extending and establishing an effective and reliable network of contacts with TCs;	Better knowledge of Frontex' role and possibilities within the external border management dimension also with regard to possible new partners;				
	Improved efficiency by avoiding overlaps;				
To further develop liaison work with EU, IO and competent authorities and explore the possibility of working with civil society organisations;	Improved situational awareness through enhanced pre-frontier intelligence gathering;				
To develop strategies, prepare and make a system for sending out and receiving Liaison Officers and EU Advisors/Third Country Observers to and from third countries;	Development and finalisation of Big Dipper concept as a basis for deploying EU officers as Third Countries;				
Secure the optimised use of Frontex Liaison Officers and ensure effective coordination with any existing MS' local or regional liaison officers (incl. ILO's);	System of sending out Frontex Liaison Officers including a back-office established;				
	Frontex' Liaison Officers operational;				
	Effective coordination with relevant local and/or regional actors;				
	Enhanced cooperation with receiving TCs;				
	Significantly improved situational awareness regarding the TC or region scoped;				
To develop strategies, prepare and start the implementation of Frontex' led and border management related technical assistance projects in third countries;	Strategy and work processes, including the needed service level agreements with potential implementing partners developed and implemented;				
Technical assistance projects should be financed by Relevant EU fundings and/on in exceptional cases by Frontex' budget;	Improved attractiveness of Frontex as a partner;				
	Technical assistance delivered, directly or indirectly contributing to the strengthening of operational cooperation at and/or across EU				





	external borders and therewith strengthening EU external borders; Promotion of EU standards, the IBM concept and respect for fundamental rights;				
Enhancing the cooperation between Frontex and the MS in the field of third country cooperation;	Improved coherence of technical assistance to third countries;				
Establishing a reporting system;	MB informed about related matters on a regular basis (at least once a year);				
Continue to strengthen TC-cooperation through their engagement in the operational cycle via participation in annual Bilateral Talks;	Enhanced and sustained cooperation involving relevant stakeholders including their networks at local level;				
To establish and develop close cooperation with EEAS and EU delegations in priority third countries, including crisis management structures;	Further promotion of the use of the EEAS Border Management Concept for CSDP Missions;				
	Consultation and participation as appropriate in CSDP related initiatives or missions with border related components, as appropriate;				
To further develop the cooperation, consultation and coordination with EU delegations in priority Third Countries.	Enhanced information and knowledge sharing on issues of common interest;				
	Improved quality of risk analysis products;				
	Wider and more efficient dissemination of risk analysis products;				
	Improved situational awareness through enhanced pre-frontier intelligence gathering;				
	Wider and more efficient dissemination of risk analysis products.				

GOAL 5 - ORGANISATION

ORGANISATION 1		Implement activity based management (ABM) including activity based budgeting (ABB) improving performance and quality management to align Frontex' products and services to stakeholders needs;			
Activity	Outcome	2015	2016	2017	2018
Design and develop an ABM/ABB model tailored to Frontex taking due note of the model to be supplied by the Commission and our external stakeholders' needs;	MB endorses the model to be applied;				
Implementation of the agreed model for ABM and ABB.	This model is used for reporting and monitoring the implementation of the budget.				
ORGANISATION 2		Update and align the regulatory framework in order to support adequately the implementation of Frontex activities			
Activity	Outcome	2015	2016	2017	2018
To bring together all regulatory changes into a harmonised framework	Regulatory changes harmonised and communicated				
ORGANISATION 3		Ensure the smooth relocation to the new premises and associated business continuity (MS Office); incorporate 'lessons learnt' into the implementation plan for the Agency's Business Continuity Strategy;			
Activity	Outcome	2015	2016	2017	2018
Business continuity	A compilation of 'lessons learnt' from the move to the new premises incorporated into the further development of business continuity measures. This will inform and increase knowledge facilitating a fast recovery of critical services in case of future possible impairing events				
New premises	New premises ready for relocation of staff; execution of the relocation with the minimum of disruption for staff and stakeholders; new phase in project undertaken to identify areas for improvement/ fine-tuning after installation				

ORGANISATION 4		Increase transparency and enhance Frontex reputation by active communication on its activities in line with Frontex' internal and external communication strategy			
Activity	Outcome	2015	2016	2017	2018
Media relations;	Content (text, Audio-Video, photo) to journalists specialised in migration, security and fundamental rights;				
	Targeted press briefings and press visits to the operational areas;				
Development of Frontex' online presence;	Modernised content management system, website allowing for the publication of different types of content, and managing multiple websites from only one system available;				
	Significantly increased presence on social media; Multilingual content available on Frontex website				
Creation of public versions of risk analysis products;	Documents available online;				
Relations with the public	Involvement in public debates with young citizens; Organisation of visits of groups of students to Frontex; Participation in Europe's Day celebrations; Handling of information requests from researchers; Organisation of a movie screening linked to discussions on borders, security, fundamental rights and migration issues;				
	Increased video production				
To develop a network of public information officers in host countries;	Communications related to operational activities using uniform messages;				
	Creation of A/V ops content;				
	Effective use of EBGT field press officers;				
Publishing	Publication of information material on Frontex role and activities				

Internal communication	<p>Development of intranet information portal, including the social media functionality;</p> <p>Organisation of events aiming to facilitate smooth flow of information, strengthen sense of ownership of Frontex values and foster teamwork including brown bag luncheons, town hall meetings and internal days;</p> <p>In-house training sessions on communications-related competencies;</p>				

ORGANISATION 5	To embed the respect for Fundamental Rights in the culture of Frontex				
Activity	Outcome	2015	2016	2017	2018
<p>To incorporate FR into Frontex MAP and Programme of Work</p> <p>To increase the FR communication focus and means</p>	<p>Prominence provided to Fundamental Rights and translated succinctly into the Frontex activities in accordance with the vision and values.</p> <p>Knowledge and understanding on the respect, protection and promotion of fundamental rights within Frontex staff actively supported</p>				



GOAL 6 - RESOURCES

RESOURCES 1 - STAFF		To carry out recruitment and reallocation of staff procedures in a uniform, transparent and efficient way adhering to best practice guidelines. Vacancies are subjected to a rigorous 'needs and competency-based assessment' to respond to the flexibility and agility requirements of the Agency			
Activity	Outcome	2015	2016	2017	2018
To develop a 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	Appropriate competency framework in place because of the continuous evaluation and improvement approach				
To enable staff mobility and the cross-divisional utilisation of skills.	Developed Mobility Policy. Effective mobility according to the developed policy.				
To develop staff training in general: To source training courses to reflect the real needs of the Agency and investigate e-learning opportunities i.e. accessing Commission and university e-learning sites	Continuous learning approach fostered and self-development opportunities for staff provided				
To implement specific training in FR: Phase 1 Induction training Phase 2 General training Phase 3 Specialised training for operational staff	The principles and importance of respect for Fundamental Rights is known throughout the Agency at the specific level required e.g. all staff trained in the basics of respect for Fundamental Rights; Operational staff have undergone specific training before taking active part in operational roles.				
RESOURCES 2 - FUNDAMENTAL RIGHTS		Promote knowledge and understanding on the respect, protection and promotion of fundamental rights within Frontex staff			
Activity	Outcome	2015	2016	2017	2018
Compulsory training on fundamental rights for all Fx staff	Improved knowledge and capacities at operational/practical level to ensure protection and respect of fundamental rights in Fx JOs, pilot projects and other activities				

Regular revision and update of fundamental rights training material	Up-to-date training material available to Fx staff to enhance trainings' operational relevance, achievement of learning objectives and effectiveness				
	Contribute to strengthening the understanding, capacities and ownership of the importance of fundamental rights mainstreaming within the Agencies' units/departments and their respective activities				
Organisation of ad-hoc sessions on specific fundamental rights themes and their operationalisation, based on experiences and lessons learnt	Improved knowledge and skills of Fx staff on fundamental rights issues and their implications in practical terms				
Regular communication and dialogue with Fx units and departments to promote and strengthen a fundamental rights culture within the agency as well as to build mutually constructive and trustful relations between Fx and its Consultative Forum	Enhanced implementation of Fx Fundamental Rights Strategy and Action Plan ensured and active dialogue and cooperation established between FRO and Fx departments				
	Full use of CF added value and expert capacities further promoted in view of strengthening support to Fx in the implementation of its fundamental rights obligations				

RESOURCES 3 - FINANCIAL RESOURCES		To improve the planning, monitoring and execution of Frontex financial resources in order to achieve efficiency gains			
Activity	Outcome	2015	2016	2017	2018
To closely link budget allocation to MAP/Programme of Work	Weaknesses and gaps identified in current approach and concerted remedial action taken				
To investigate and implement electronic means to facilitate monitoring and execution of budget	Cross-divisional automated systems in place to improve transparency and efficiency, including ABB/ABM aspects				

RESOURCES 4 - ASSETS		To plan asset acquisition side-by-side with the Programme of Work using historical data and inventory reports as a facilitator as and when required			
Activity	Outcome	2015	2016	2017	2018

To coordinate asset acquisition in the context of the Programme of Work	Appropriate assets available when needed	
To adopt a proactive and cost-efficient approach to asset acquisition and allocation	Monitoring mechanisms for location of assets improved	

List of Abbreviations

A/V	Audio / Video
ABB	Activity Based Budgeting
ABC	Automated Border Control
ABM	Activity Based Management
AOP	Action Oriented Project
AFIC	
API	Advanced Passenger Information
ARA	Annual Risk Assessment
BG	Border Guard
C2System	Command and Control System
CCC	Common Core Curriculum
CCG	Core Country Group
CeLAD-M	Centre de Coordination pour la Lutte Anti-drogue en Méditerranée
CEPOL	European Police College
CF	Consultative Forum
CIRAM	Common Integrated Risk Analysis Model
CISE	Common Information Sharing Environment
CPIP	Common Pre Frontier Intelligence Picture
CSDP	Common Security and Defence Policy
EAC	European Union Accession Country
EASO	European Asylum Support Office
EB ARA	Eastern Balkan Annual Risk Assessment
EBF	External Borders Fund
EBGT	European Border Guard Team
EB RAN	Eastern Balkan Risk Analysis Network
EDF	European Union Document Fraud (Project)
EEAS	European External Action Service
EFCA	European Fishery Control Agency
EMSA	European Maritime Safety Agency
EPN	European Patrol Network
ESP	European Situational Picture
EU	European Union
Eurojust	European Union's Judicial Cooperation Unit
Europol	European Police Office
EUROSUR	European Border Surveillance System
ETS	European Training Scheme
FOSS	Frontex' One Stop Shop
FOO	Frontex' Operational Office
FISO	Frontex' Intelligence Support Officer
FR	Fundamental Right

FRA	Fundamental Rights Agency
FRAN	Frontex' Risk Analysis Network
FRONBAC	Frontex and Borders Analytical Community
FRO	Fundamental Rights Officer
FSC	Frontex' Situation Centre
Fx	Frontex
GIS	Geographical Information System
HQ	Head Quarter
HR	Human Resources
ICT	Information and Communication Technology
ILO	Immigration Liaison Officer
INTERPOL	International Police Office
IO	International Organization
IOM	International Organization for Migration
ISS	Internal Security Strategy
JO	Joint Operation
JORA	Joint Operations Reporting Application
JRO	Joint Return Operation
MAOC-N	Maritime Analysis and Operations Centre - Narcotics
MAP	Multi Annual Plan
MB	Management Board
MS	Member State
NCC	National Coordination Centre
NGO	Non Governmental Organization
NTCC	National Third Country Coordination Centre
OPA	Optionally Piloted Aircraft
OPERA	Operational Resources Application
OSINT	Open Source Intelligence
RA	Risk Analysis
RAU	Risk Analysis Unit
RPAS	Remotely Piloted Aircraft Systems
SAC	Schengen Associated Country
SGO	Seconded Guest Officer
SNE	Seconded National Expert

SOCTA	Serious Organized Crime Threat Assessment
SOP	Standard Operating Procedure
SQF	Specific Qualification Framework
SW	Strength and Weakness
TA	Temporary Agent
TC	Third Country
TDF	Travel Document Forgery
THB	Trafficking in Human Beings
TEP	Technical Equipment Pool
UNHCR	United Nations High Commissioner on Refugees
VIS	Visa Information System
WAC	Working Arrangement Country
WB ARA	Western Balkan Annual Risk Assessment
WB RA	Western Balkan Risk Analysis Network