

EUROPEAN FISHERIES CONTROL AGENCY

Single Programming Document:
Multiannual work programme 2021-2025
and
Annual work programme 2021



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FOREWORD BY THE CHAIR OF THE ADMINISTRATIVE BOARD

The Single Programming Document (SPD) containing the Multiannual work programme 2021-2025 and the annual work programme 2021 of the European Fisheries Control Agency (EFCA) provides a comprehensive overview of the allocation of resources granted by the European Union Budget to the agency in accordance with the objectives, indicators and deliverables of the EFCA next year.

The agency's SPD aims at enhancing the close cooperation between Member States in the framework of the monitoring, control and surveillance measures of the European Common Fisheries Policy. Through its work, EFCA is also underpinning the delivery of the "European Green Deal", in its ambition to preserve and restore ecosystems and biodiversity.

It is vital that the European Union keeps ensuring an efficient and uniform implementation of the Common Fisheries Policy across the Member States and a still better compliance to its rules, including its international dimension. Obviously, EFCA plays an important role to achieve these goals.

The COVID-19 pandemic has brought into sharper focus the planetary fragility. In this context, all the actors have to adjust to new challenges - and so does EFCA. Building on its technical and operational expertise it has to develop new tools and protocols.

Furthermore, as part of the European cooperation on Coast Guard functions (CGF) EFCA will continue to support national authorities in carrying out coast guard functions. For this purpose it will closely cooperate with the European Maritime Safety Agency and the European Border and Coast Guard Agency (Frontex) and share with them data and capacities.

The withdrawal of the United Kingdom from the European Union has significant internal and external implications for the Common Fisheries Policy. EFCA will have to contribute to implement and manage those changes.

EFCA is best prepared to meet the challenges of 2021 and promote the highest common standards for control, inspection and surveillance across the Member States with a view to developing the necessary confidence and cooperation of all parties involved. By ensuring the effectiveness and efficiency of its operations EFCA will continue to make a very important contribution to the full and proper implementation of the European Union's Common Fisheries Policy.

EXECUTIVE SUMMARY BY THE EXECUTIVE DIRECTOR

The Single Programming Document is the essential instrument in the implementation of the Founding Regulation by the Agency in accordance with Article 32 of Framework Financial Regulation (FFR) for decentralised agencies.

Following the Commission's guidelines and for the purpose of ensuring consistent programming, the Agency has drawn up a Single Programming Document for the years 2021-2025 containing annual and multiannual programming, an estimate of its revenue and expenditure, resources programming as well as information on its building policy.

The SPD displays the staff policy plan and the resources allocation per objective. The agency carries on the efforts for streamlining the functioning and enhancing the work processes by means of a nearly full-fledged e-administration framework. The agency is committed to improving gender equality and maintaining a healthy work environment including work-life balance even more during the ongoing pandemic crisis.

The SPD 2021-2025 mirrors the structure of the previous year and describes the mid-term operational activities 2021-2025 according to four strategic areas:

- Operation coordination;
- Risk assessment;
- International dimension of the European Common Fisheries Policy;
- European cooperation on Coast Guard and capacity building.

The annual work programme year 2021 embedded in the SPD 2021-2025 will keep the legacy of the work programme year 2020 with 10 objectives from now instead of 11 (2020) with the following highlights:

The Joint Deployment plans, now under the sole objective 1, will remain the mainstay of the operational coordination. The JDPs are flexible, responsive and scalable instruments apt to respond to the challenges of the withdrawal of the UK from the European Union in the framework of the control regime of the European Common Fisheries Policy;

Harnessed to the Joint Deployment Plans, the availability and quality of fisheries related data, particularly instrumental in the risk assessment for fisheries Monitoring, Control and Surveillance (MCS) measures is instrumental (objective 2);

The agency assists the Union in the international dimension of the European Common Fisheries Policy (CFP) adding capacity to the Commission, the Member States and third countries encompassing the fight against illegal, unregulated and unreported fishing activities (objective 3). The ongoing programme of cooperation in Western Africa PESCO by which EFCA benefits from a specific grant for capacity building and operational guidance and other undertakings of the Union in its commitments with international organisations will constitute the objective 4;

The fifth EFCA operational objective encompasses both the European cooperation on Coast Guard functions and capacity building in which, training has a high profile. The agency will implement the annual strategic plan with the European Border and Coast Guard Agency (Frontex) and the European Maritime Safety Agency (EMSA) to support national authorities carrying out coast guard functions. This cooperation involves the operational assets chartered by the Agency tasked to the joint deployment plans and multipurpose operations with Member State relevant authorities adding monitoring, control and surveillance capacity to the Member States resources including environment protection.

The SPD also underlines the resources granted for the delivery of the Administrative Board mission, which is responsible for the governance and the monitoring of the agency, the dialogue with the stakeholders formalised with the Advisory Board and the cooperation with European institutions and bodies embodied by the European Union Agency Network.

The Communication policy ensures that the stakeholders and above all the European Citizens know the mission, activities and significance of the agency.

I am confident that the reader will find in the Single Programming Document 2021-2025 a comprehensive and transparent presentation of the European Fisheries Control Agency ambitions for year 2021 and following.

LIST OF ACRONYMS

ABB	Activity Based Budgeting
ABAC	Accrual Based Accounting
ABMS	Activity Based Management System
AC	Advisory Council
AD	Administrator (Staff)
AIS	Automatic Identification Systems
AGM	Advanced Gateway to your Meetings
AST	Assistant (Staff)
AWP	Annual Work Programme
CA	Contract Agent
CEOS	Conditions of Employment of Other Servants
CFP	Common Fisheries Policy
CGF	Coast Guard functions
Commission	European Commission
DMS	Data management systems
ECA	European Court of Auditors
ED	Executive Director
EFCA	European Fisheries Control Agency
EFCA IMS	EFCA Integrated Maritime Service
EIR	Electronic Inspection Report
EMFF	European Maritime and Fisheries Fund
EMSA	European Maritime Safety Agency
EPSO	European Personnel Selection Office
ERS	Electronic Recording and Reporting System
EUAN	European Agencies' Network
EUCG	European Union Coast Guard
EUIPO	European Union Intellectual Property Office
EUMSS	European Union Maritime Security Strategy
EUROPOL	European Union Agency for Law Enforcement Cooperation
FCWC	Fisheries Committee of the West central Gulf of Guinea
FIS	Fisheries Information System
GDPR	General Data Protection Regulation
GFCM	General Fisheries Commission for the Mediterranean
GIP	General Implementing Provisions
HoU	Head of Unit
HR	Human Resources
IAS	Internal Audit Service
ICCAT	International Commission for the Conservation of the Atlantic Tuna
ICT (also IT)	Information and Communication Technology
KPI	Key Performance Indicator
IMP	Integrated Maritime Policy
IMS	Integrated Maritime System (former MARSURV)
IOC	Indian Ocean Commission
IUU	Illegal, Unreported and Unregulated fishing
JDP	Joint Deployment Plan
LRIT	Long-Range Identification and Tracking
MS	Member State(s)

MWP	Multiannual Work Programme
NAFO	Northwest Atlantic Fisheries Organisation
NEAFC	Northeast Atlantic Fisheries Commission
PACT	Partnership, Accountability (Compliance), Cooperation, Transparency
PDN	Performance Development Network
RCEG	Regional Control Expert Groups
RFMO	Regional Fisheries Management Organisation
RPAS	Remotely Piloted Aircraft System
RSG	Regional Steering Group
SATCEN	European Union Satellite Center
SCIP	Specific Control and Inspection Programme
SDG	Sustainable Development Goals
SFPA	Sustainable Fisheries Partnership Agreement
SG	Steering Group
SNE	Seconded National Expert
SPD	Single Programming Document
SQF	Sectoral Qualification Framework
SR	Staff Regulations
SRFC	Subregional Fisheries Commission
SSP	Structural Service Providers
TA	Temporary Agent
TBD	To be determined
TJDG	Technical Joint Deployment Group
ToR	Terms of Reference
TWA	Tripartite Working Arrangement
VMS	Vessel Monitoring System

DEFINITIONS

EFCA Corporate systems

They include EFCA website, intranet, e-mail services, file servers and any application developed or used internally in support to internal EFCA activities.

EFCA Electronic Recording and Reporting System (ERS)

This system allows EFCA to receive and parse ERS messages, exchange them with the stakeholders involved in JDP operations, ensure data quality, integrity and reliability through validation operations, and to provide the user with a set of tools, accessible through a web user interface, to view, search, analyse and produce statistics and reports based on specific criteria.

EFCA Electronic Inspection Report System (EIR)

This system will allow EFCA to receive and parse EIR messages, exchange them with the stakeholders involved in JDP operations, ensure data quality, integrity and reliability through validation operations, and to provide the user with a set of tools, accessible through a web user interface, to view, search, analyse and produce statistics and reports based on specific criteria.

EFCA E-Learning

E-learning can be defined as the use of computer and internet technologies to deliver a broad array of solutions to enable distance learning and improve performance¹. The EFCA e-learning platform makes interactive courses and modules, video tutorials and other training resources available to EU and non-EU officials involved in fisheries control and inspection activities.

EFCA Vessel Monitoring System (VMS)

The system allows EFCA to capture and process VMS data (which in addition to the vessels geographical position, course and speed, also includes the vessels name, registration number, radio call-sign) and to present this information through a geographical information system to support JDP Operations for the various areas covered by the relevant SCIPs.

FISHNET

It is the portal to access most of EFCA applications (ERS, VMS, EIR, EFCA-IMS, JADE) and the portal to provide EFCA stakeholders with collaboration tools (e.g. sharing data and documents, exchanging information, teleconferencing). This system is designed to support decision-making, planning, operational coordination, assessment of joint control operations, and to promote remote collaboration in support of EFCA activities.

JADE

JADE is a web application to record, manage and report activity on JDPs. JADE stands for Joint Deployment Plan Activity Database.

¹ Source: FAO "E-learning methodologies: A guide for designing and developing e-learning courses".

MISSION STATEMENT

Mission

The Agency's mission is to promote the highest common standards for control, inspection and surveillance under the Common Fisheries Policy.

The European Fisheries Control Agency (EFCA) will function at the highest level of excellence and transparency with a view to developing the necessary confidence and cooperation of all parties involved and, in so doing, ensure the effectiveness and efficiency of its operations.

European Union governments agreed to establish EFCA in the 2002 reform as part of the drive to instil a culture of compliance within the fisheries sector across Europe. In April 2005, they adopted the necessary legislation to set up EFCA. Its primary role is to organise coordination and cooperation between national control and inspection activities so that the rules of the Common Fisheries Policy are respected and applied effectively. In September 2016, EFCA's Founding Regulation was significantly amended extending EFCA's role to European cooperation on Coast Guard Functions. In the interests of clarity, EFCA's Founding Regulation of 2005, as amended, was replaced by a codified text, Regulation (EU) 2019/473 of the European Parliament and of the Council of 19 March 2019 on the European Fisheries Control Agency².

Vision and values

The European Fisheries Control Agency contributes to the conservation of marine biological resources in organising operational coordination of fisheries control and inspection activities by the Member States and assisting them to cooperate so as to comply with the rules of the Common Fisheries Policy to ensure its effective, uniform and transparent implementation.

The values that underpin the EFCA mission and vision are cooperation, excellence, efficiency, versatility, transparency and accountability. Similarly, EFCA promotes a policy of equal treatment and aims to have an optimal gender balance among its staff.

² OJ L 83, 25.3.2019, p. 18.

SECTION I - GENERAL CONTEXT

The Single Programming Document 2021-2025 addresses the new challenges post-2020. As a European Union decentralised agency, the work of the European Fisheries Control Agency is guided by the EU priorities and objectives³, and takes into account the Commission Communication on the Multiannual Financial Framework for 2021-2027⁴ proposing a budget tightly geared to the political priorities of the Union.

Particularly, through its work, EFCA contributes to the “European Green Deal”, one of the Commission’s six political priorities, in particular the reference to the ‘zero-tolerance approach to illegal, unreported and unregulated fishing’ to preserve and restore ecosystems and biodiversity.⁵

Moreover, in line with the Council conclusions “Towards an ever more sustainable Union by 2030”⁶, the Commission Communication “Next steps for a sustainable European future”⁷ and its Reflection Paper ‘Towards a Sustainable Europe by 2030’⁸ on the follow-up to the UN Sustainable Development Goals, including on the Paris Agreement on Climate Change, and in accord with the European Union Agencies’ Network (EUAN)⁹, EFCA will closely adhere to the following Sustainable Development Goals (SDG)¹⁰:

Goal 5: Gender Equality

- Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.

Goal 8: Decent Work and Economic Growth

- Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.
- Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.

Goal 13: Climate Action

- Integrate climate change measures into national policies, strategies and planning.
- Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

³A New Strategic Agenda 2019-2024, European Council conclusions adopted on 20 June 2019.

The European Commission’s contribution to the informal EU27 leaders’ meeting in Sibiu (Romania) on 9 May 2019,

https://ec.europa.eu/commission/sites/beta-political/files/comm_sibiu_06-05_en.pdf

State of the Union Address 2018: “The Hour of European Sovereignty”;

State of the Union Address 2017: “Catching the wind in our sails”;

State of the Union Address 2016: “Towards a better Europe – a Europe that protects, empowers and defends”.

The Rome Declaration, 25 March 2017, <http://www.consilium.europa.eu/en/press/press-releases/2017/03/25/romedeclaration/pdf>

⁴ Communication from the Commission to the European Parliament, the European Council, the European Economic and Social Committee and the Committee of the Regions, A Modern Budget for a Union that Protects, Empowers and Defends, The Multiannual Framework for 2021-2027, COM (2018) 321 final: <https://eur-lex.europa.eu/legal-content/EN/TXT/DOC/?uri=CELEX:52018DC0321&from=EN>

⁵ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, EU Biodiversity Strategy for 2030, COM(2020) 380 final

⁶ Council conclusions “Towards an ever more sustainable Union by 2030”, as adopted by the Council at its 3685th meeting held on 9 April 2019, <https://data.consilium.europa.eu/doc/document/ST-8286-2019-INIT/en/pdf>

⁷ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions Next steps for a sustainable European future, European action for sustainability, COM (2016) 0739 final, <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2016%3A739%3AFIN>

⁸ European Commission, Reflection Paper Towards a sustainable Europe By 2030

https://ec.europa.eu/commission/publications/reflection-paper-towards-sustainable-europe-2030_en

⁹ 2019-2020 Work Programme of the Network of EU Agencies,

https://euagencies.eu/sites/default/files/euan_wp_2019_2020_0.pdf

¹⁰ <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

Goal 14: Life below Water

- By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics.

The Agency focuses on the support to the Member States and the Commission in the implementation of the features of the Common Fisheries Policy basic regulation, that entails a regional approach, the implementation of the landing obligation and the growing international requirements¹¹ used in the fight against IUU fishing.

The SPD 2021-2025 aims to provide the necessary flexibility to respond to evolving needs. This includes ensuring monitoring control and surveillance within the EU sea borders and on land, supporting the international dimension of the Common Fisheries Policy, including the fight against IUU fishing, and strengthening cooperation on coast guard functions.

In this latter context, since September 2016 EFCA's Founding Regulation, relating to the missions in the framework of the EU border guard and coast guard capacity, entrusts EFCA - in cooperation with the European Border and Coast Guard Agency (EBCGA/Frontex) and the European Maritime Safety Agency (EMSA) – to support national authorities carrying out coast guard functions at national and Union level and, where appropriate, at international level.

Consequently, ensuring the effective, uniform and transparent implementation of the fisheries rules at EU and international level implies increasing tasks and obligations for Member States, and for the Agency. The growth in EFCA's activity has been reflected in the recommendations¹² issued by the Administrative Board (AB) on the Five-Year Independent External Evaluation of EFCA 2012-2016 that established the basis for the future development of EFCA activities.

On the international dimension, the Administrative Board stated, "A reflection should be promoted on how to plan EFCA's involvement in the international dimension in relation to its mission and tasks"¹³. In this regard EFCA, in close collaboration with the Commission, works on a mid-term plan detailing possible areas of cooperation, timing, expected results and required resources to be presented to the AB.

The Agency streamlines its increasing activity through a staggered prioritisation of tasks, moving to e-administration (MIPS, SYSPER, ARES, AGM, ABAC, etc.), joint procurements, and commensurate internal "rationalisation". Moreover, the Agency works hand in hand with the EU Agencies Network to find synergies and optimise the available resources without prejudice to the rationalisation of its own processes. Within the framework of the "Roadmap on the follow-up to the common approach on EU decentralised agencies", EFCA is playing an active role in the EU Agencies Performance Development Network (PDN)¹⁴. Through this Network, the agencies have identified the milestones of the Roadmap proposed by the European Commission and actions and deliverables have been set up accordingly. Furthermore, the agencies regularly meet to identify areas where mutual cooperation has taken place, and for future areas for synergy.

¹¹ Working arrangements between DG MARE and EFCA, 2015

¹² Administrative Board Recommendations on EFCA Five-Year Evaluation, 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

¹³ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 5), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

¹⁴ Annex XII PDN Sub-Network draft work programme – summary.

SECTION II - MULTIANNUAL PROGRAMMING 2021-2025

The Multiannual Work Programme (MWP) 2021-2025 and Annual Work Programme (AWP) 2021 provides a general overview of the activities programmed on a multiannual basis in order to fulfil the mandate assigned to the Agency. The MWP 2021-2025 and AWP 2021 includes the relevant sections required by the Commission Guidelines for programming document for decentralised agencies¹⁵, *inter alia*, multiannual (strategic) objectives, performance indicators, targets, the multiannual staff policy plan, schooling, privileges and immunities, building policy, evaluations and risks.

The MWP 2021-2025 presents a five-year cycle for the Agency with its correspondent strategic multiannual objectives and areas. The present approach takes into consideration the Commission and the Administrative Board comments and suggestions on previous single programming documents. The Multiannual programming is based on the overarching, wider and strategic multiannual objectives of the Agency. The key performance indicators have been developed vis-à-vis each strategic multiannual objective and are linked to 4 multiannual strategic areas:

- Operational coordination;
- Risk assessment and data analysis;
- International dimension: compliance with international provisions;
- Coast Guard Functions and Capacity Building.

The Administrative Board will examine on an on-going basis the relation between resources and tasks and, where necessary in concrete cases, decide on the downgrading of priorities. The Agency will promote the assessment of the effectiveness of its core activities by monitoring the progress through defined performance indicators and targets¹⁶.

The Agency intends to review annually the necessary amendments to its MWP and AWP to have at all times a document containing up-to-date objectives and priorities.

Moreover, EFCA's MWP 2021-2025 and AWP 2025 considers the on-going review process of the current EU Control Regulation, the results of the Five-Year Independent External Evaluation of EFCA (2012-2016)¹⁷ published in 2017, and the Administrative Board recommendations following the above-mentioned external evaluation.

Following EFCA's Founding Regulation, the MWP 2021-2025 and AWP 2021 is presented according to the Activity Based Management System¹⁸ (ABMS). To this end, the Agency is implementing an ABMS, refining its multiannual planning, monitoring and reporting.

¹⁵ <http://ec.europa.eu/transparency/regdoc/?fuseaction=list&coteld=3&year=2014&number=9641&version=ALL&language=en>

¹⁶ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 9), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

¹⁷ The Five-Year Independent External Evaluation Report of EFCA and the Administrative Board recommendations are available at <https://www.efca.europa.eu/en/content/external-evaluation-2017>

¹⁸ The Agency accomplishes its mission through its Operational activities. Detailed information on the ABMS is provided under section III.

1 STRATEGIC MULTIANNUAL OBJECTIVES

According to its Founding Regulation, EFCA's overarching objective is *"to organise operational coordination of fisheries control and inspection activities by the Member States and to assist them to cooperate so as to comply with the rules of the Common Fisheries Policy in order to ensure its effective and uniform application"*.

In this regard, a level playing field, as well as coordination and assistance for better compliance, are considered by the Administrative Board of EFCA as wider objectives of the Agency¹⁹.

STRATEGIC MULTIANNUAL OBJECTIVES	KEY PERFORMANCE INDICATORS (KPIs)	TARGET BY 2025
1. To evaluate and to contribute to enhancing the level of compliance by JDP, and propose measures for improvement in cooperation with MS and COM	Evolution of compliance levels	Compliance levels evaluated by JDP
2. Standardised methodology used for inspection activities	Standard inspection methodologies adopted	One methodology per JDP
3. Cooperation provided to fight against IUU fishing at international level	Support provided by EFCA on request of the European Commission at international level	100% ²⁰
4. Contribute to achieve a Level Playing Field through Capacity Building tools	Number of officials trained by EFCA, including by e-learning	1000 annually
5. Support to National authorities in coast guard functions	Number of JDPs with multipurpose operations organised	5
6. Improve EFCA working practices	Number of Administrative Board recommendations following the Five-year independent external evaluation of EFCA (2012-2016) implemented or ongoing ²¹	10 out of 11 ²² (2021)

2 MULTIANNUAL WORK PROGRAMME

Considering the overarching, wider and strategic multiannual objectives, the Member States and the Commission's expectations, the legal framework governing EFCA activities and the resources available, the Agency will concentrate on the strategic operational areas as described below.

¹⁹ The Administrative Board of EFCA considering EFCA's Founding Regulation and the first Five-year independent external evaluation of EFCA (2007-2011) issued a recommendation setting up as wider objectives to the Agency "the level playing field and coordination and assistance for better compliance; Recommendation adopted by the Administrative Board of EFCA on 15 March 2012, http://www.efca.europa.eu/pages/home/docs_basicdocs.htm.

²⁰ In line with the annual SPD objectives

²¹ Five-Year Independent External Evaluation Report of EFCA and the Administrative Board recommendations: <https://www.efca.europa.eu/en/content/external-evaluation-2017>

²² Performance indicator and target to be updated in 2022 when the new recommendations might be adopted.

2.1 STRATEGIC AREA 1 - OPERATIONAL COORDINATION

Strategic multiannual objectives and key performance indicators 1, 2, 3 and 6

Assisting the EU Member States through operational coordination of their control and inspection activities, to ensure the effective and uniform application of the Common Fisheries Policy, is at the core of EFCA activities.

The Joint Deployment Plans²³ (JDPs) are the main instruments with which EFCA assists the Member States in the implementation of control measures within the Common Fisheries Policy. EFCA achieves this through promoting cooperation and coordination of the Member States efforts. JDPs have been established for fisheries/areas that are considered a priority by the European Commission and the Member States concerned. JDPs have been established for the following:

- EU waters to which a Specific Control and Inspection Programme (SCIP) adopted by the Commission in concert with the Member States applies, or
- International waters under the competence of a Regional Fisheries Management Organisation (RFMO), where EFCA has been requested to coordinate the implementation of the European obligations under an International Inspection Programme.

Additionally, the PACT approach (Partnership, Accountability (compliance), Cooperation and Transparency)²⁴ promotes EFCA assistance to the Member States in accordance with Articles 7 and 16 of EFCA's Founding Regulation. These provisions can apply in areas or fisheries not subject to SCIP/JDPs, thus facilitating an integrated support from EFCA to Member States including through Operational Plans (Article 16 of EFCA's Founding Regulation) or support to Regional Control Expert Groups.

The Joint Deployment Plans

The JDP remains the mainstay of the operational coordination. Based on the SCIP decision²⁵, the JDPs are regional, multispecies and continuous, and focus on the priority fisheries for each region. Beyond the JDPs to implement the SCIP in force in the regional areas specified (North Sea, Baltic Sea, Mediterranean Sea, Western waters and Black Sea) and the JDPs covering international waters (NAFO²⁶ - NEAFC²⁷), new JDPs for other areas, mainly in the international dimension, could be developed if requested by the European Commission. The JDP implementation benefits from the support rendered to the Member States by the EFCA operated inspection and surveillance chartered means.

²³ Articles 9 and 10 of EFCA's Founding Regulation.

²⁴ PACT approach was endorsed by the AB on 5 March 2015 as part of the outcomes of EFCA's Seminar on the monitoring of the landing obligation on 4 March 2015:

- Member States may request EFCA to assist in voluntary pilot cooperation for covering Landing Obligation species/fisheries and depending upon EFCA resources.
- EFCA will continue cooperating with the Member States regional bodies on request to facilitate compliance, harmonisation and a level playing field.
- EFCA will facilitate the inter-regional cooperation through involvement in enhancing such cooperation not only on a regional basis, but also across regions.

²⁵ Commission Implementing Decision (EU) 2018/1986 of 13 December 2018 establishing specific control and inspection programmes for certain fisheries and repealing Implementing Decisions 2012/807/EU, 2013/328/EU, 2013/305/EU and 2014/156/EU (OJ L 317, 14.12.2018, p. 29).

²⁶ Northwest Atlantic Fisheries Organization, <https://www.nafo.int/>

²⁷ North-East Atlantic Fisheries Commission, <https://www.neafc.org/>

As defined by the SCIP and other relevant EU legislation, including the discard plans, the implementation of the JDPs requires the following:

- to base the planning on the regional risk management developed in the JDP framework, while also including the specific requirements of the landing obligation;
- the prioritisation through the risk assessment procedure of the specific fleet segments that deserve special attention during the control campaigns, and the mitigation measures to the non-compliance risks identified;
- to address the monitoring of the landing obligation and the correct recording of catches including the discards;
- to implement the method for assessment of cost effectiveness and impact of control activities, including the landing obligation;
- to contribute to further harmonisation of control methods, procedures and minimum inspection standards²⁸.

Support to Regional Control Expert Groups

EFCA may assist Member States Regional Control Expert Groups in the promotion of a high-level uniform and effective implementation of the Common Fisheries Policy.

Assistance to Member States through Operational Plans

EFCA may consider the implementation of operational plans, in accordance with Article 16 of its Founding Regulation on the request of at least two Member States to coordinate their control means in a specific operation and/or area.

2.2 STRATEGIC AREA 2 - RISK ASSESSMENT AND DATA ANALYSIS

Strategic multiannual objectives and key performance indicators 1, 2, 3 and 6

Specific work will be devoted to the improvement of common procedures, methodologies and best practices in the three phases of the JDPs: planning, implementation and assessment. It will include the development of methodologies/projects concerning **regional risk assessment implementation**, best practices for coordination, the optimum use of information tools, and the facilitation of support to the coastal Member States. This will ensure that appropriate actions are taken against non-compliance detected by Union inspectors and the cost effectiveness of control operations.

EFCA will develop and apply methodologies in coordination with the Member States to facilitate the evaluation of the cost-effectiveness and compliance of specific fisheries. Long term planning in this respect will be done in cooperation with the Member States concerned and the Commission. It may specifically include support for evaluating compliance in the framework of the landing obligation.

Equally, EFCA will also support the European Commission and the Member States in the proceedings of the expert group on compliance²⁹.

²⁸ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 3), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

²⁹ Article 37(2) of the CFP basic regulation: "The expert group on compliance shall be composed of representatives of the Commission and the Member States. At the request of the European Parliament, the Commission may invite the European Parliament to send experts to attend meetings of the expert group. The Agency may assist the expert group on compliance meetings as an observer."

Ensuring the availability and quality of **fisheries related data** is essential for EFCA activities. Maintenance and enhancement of the services facilitating access to data on fishing activities and control continues to be a key component of EFCA's business. This includes the integration of the suite of operational systems: VMS, EFCA Integrated Maritime Service (EFCA IMS), EIR, ERS, Jade and FISHNET.

The "**EFCA Integrated Maritime Service**, provides a real-time maritime awareness operational picture, fusing and correlating vessel monitoring system (VMS), terrestrial and satellite automatic identification systems (AIS) and long-range identification and tracking (LRIT) position reports.

2.3 STRATEGIC AREA 3 - INTERNATIONAL DIMENSION: COMPLIANCE WITH INTERNATIONAL PROVISIONS

Strategic multiannual objectives and key performance indicators 2, 3, 4, and 6

In line with the CFP basic regulation³⁰, the remit of EFCA, the Working Arrangements on EFCA's international activities between the European Commission and EFCA, and **on request from the European Commission**, the Agency may assist the Union to cooperate with third countries and international organisations dealing with fisheries, including RFMOs, in order to strengthen operational coordination and compliance.

The Working Arrangements between DG MARE and EFCA aim to organise cooperation whilst ensuring that the Agency operates within the mandate given by the legislator. In this respect, an "International relations strategy" is prepared by the Directorate General for Maritime Affairs and Fisheries (DG MARE), presented yearly to the Administrative Board of EFCA and embedded in the Agency SPD.

1. During the current multiannual period, it is envisaged that EFCA may, in particular, depending on resource availability, provide support to the Commission as regards the activities of the Regional Fisheries Management Organisations (RFMOs), such as those where there is a Joint International Inspection Scheme in force, e.g. NAFO, NEAFC, ICCAT³¹ and GFCM³². It may include:
 - assistance through provision of expertise,
 - holding the chair of RFMOs Working Groups or Committees,
 - implementation of pilot projects that might include the deployment of EFCA chartered means.
2. Organise seminars on operational coordination and/or capacity building involving RFMOs, regional arrangements and third countries.
3. Provide assistance, inter alia, to:
 - Coastal States in the North Atlantic,
 - Other NEAFC and NAFO Contracting Parties,
 - ICCAT and GFCM Contracting Parties and Cooperating non Contracting Parties,

³⁰ Article 30 of the CFP basic regulation: "The Union shall, including through the European Fisheries Control Agency ("the Agency"), cooperate with third countries and international organisations dealing with fisheries, including RFMOs, to strengthen compliance with measures, especially those to combat IUU fishing, in order to ensure that measures adopted by such international organisations are strictly adhered to".

³¹ International Commission for the Conservation of Atlantic Tuna, <https://www.iccat.int/en/>

³² General Fisheries Commission for the Mediterranean, <http://www.fao.org/gfcm/en/>

- Indian Ocean Commission³³ Member States,
 - Third countries having a Sustainable Fisheries Partnership Agreement (SFPA) with the European Union, including capacity building missions on Commission request.
4. Provide assistance to the Commission and the Member States in the implementation of the Regulation (EC) 1005/2008 to fight against the IUU fishing³⁴, e.g. providing support in the evaluation and capacity building missions to third countries and assisting the Member States in a cooperation model to facilitate the enhancement of an IUU risk management strategy.
- EFCA will explore ways to extend the use of the Joint Deployment Plan concept in the international dimension, in particular in the fight against IUU fishing, including the involvement of third countries in joint operations together with Member States, including in the framework of the JDPs³⁵.
5. Contribute to the implementation of EU international projects in the fisheries monitoring, control and surveillance domain, including providing support to prevent and respond to IUU fishing, such as the PESCAO Project (Improved Regional fisheries governance in Western Africa)³⁶.

2.4 STRATEGIC AREA 4 - COAST GUARD FUNCTIONS AND CAPACITY BUILDING

Strategic multiannual objectives and key performance indicators 2, 4, 5 and 6

This strategic area provides for cooperation on coast guard functions with other European Agencies to support Member States national authorities carrying out coast guard functions. Within the framework of the **Tripartite Working Arrangement (TWA)**³⁷, EFCA will cooperate³⁸ with the **European Border and Coast Guard Agency (Frontex)** and the **European Maritime Safety Agency (EMSA)** to support national authorities carrying out **coast guard functions**, through:

- The coordinated support provided by the Agencies to Member States authorities at national and EU level and where appropriate, at international level by sharing information.
- Provision of surveillance and communication services.
- Supporting capacity building actions, including the drafting and management of a Coast Guard Handbook
- Enhancing the exchange of information and cooperation on coast guard functions including by analysing operational challenges and emerging risks in the maritime domain.

³³ <http://www.commissionoceanindien.org/accueil/>

³⁴ Council Regulation (EC) No 1005/2008 of 29 September 2008 establishing a Community system to prevent, deter and eliminate illegal, unreported and unregulated fishing, amending Regulations (EEC) No 2847/93, (EC) No 1936/2001 and (EC) No 601/2004 and repealing Regulations (EC) No 1093/94 and (EC) No 1447/1999. Regulation as last amended by Regulation (EU) No 202/2011 (OJ L 57, 2.3.2011, p. 10).

³⁵ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 4), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

³⁶ Grant agreement signed on 16 March 2018.

³⁷ Tripartite Working Arrangement (TWA) between the European Border and Coast Guard Agency (Frontex), the European Maritime Safety Agency (EMSA) and the European Fisheries Control Agency (EFCA).

³⁸ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 8), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

- Sharing capacity including inspections and chartered assets by planning and implementation of multipurpose operations including drills with Member States and/or EU agencies.
- Supporting the Union and/or Member States, where possible in cooperation with other EU agencies, implementing specific projects falling under the coast guard functions in third countries.

The implementation of these actions will be based on the yearly Strategic Plan to be agreed between the three Agencies (EMSA, FRONTEX and EFCA) under the TWA. It will include cooperation actions between agencies in support to Member States authorities, comprising the organisation of seminars and drills. EFCA will involve Member State authorities and will promote the implementation of multipurpose operations in the areas where a JDP or an Operational Plan is established.

The cooperation may support the implementation of the European Union Maritime Security Strategy (EUMSS)³⁹, where the three Agencies are contributing through the implementation of the European Coastguard initiative.

EFCA may also promote cooperation with other Agencies, as EDA, EU SATCEN and EUROPOL, in areas and projects related with fisheries control, and also be part of initiatives and projects in support of the maritime surveillance at EU level, as the EU CISE and ENTRUSTED projects

Training activities and training material in support of the effective and uniform application of the CFP are crucial to guarantee a fair and equitable treatment to the Union operators. In this regard, the EFCA Core Curricula will be kept updated, considering the new legislation adopted by the EU.

Moreover, EFCA will continue the development and update of the different training material to be used by Member States, with the objective to contribute to the creation and implementation of a Sectoral Qualification Framework (SQF) for the European Union cooperation on Coast Guard (EUCG) Functions including fisheries control and inspection⁴⁰. In that regard, the EFCA e-learning platform⁴¹ will help contribute to a level playing field and to a harmonised methodology of inspections.

Training courses delivered by EFCA will cover, in line with its mandate, control aspects of the CFP and the relevant international instruments. Subject to budget availability, the training will mainly be addressed to the following audience:

- training the trainers (EU Member States and third countries officials),
- JDPs inspectors: exchange of experiences,
- training related to IUU fishing: basic and advanced (EU and third countries officials).

In the context of the EUCG Functions joint training courses will be organised with other EU agencies.

In addition, on request of the EU Member States, EFCA will also provide training to inspectors before their first deployment and participate in national trainings.

³⁹ Council conclusions on the revision of the European Union Maritime Security Strategy (EUMSS) Action Plan (26 June 2018), doc.10494/18

⁴⁰ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 2), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

⁴¹ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 2), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

The priorities will be:

- to develop, translate and keep up-to-date manuals and e-learning courses for EU and non-EU inspectors,
- to keep up-to date the EFCA Core Curricula related manuals,
- to contribute to the preparation of the Handbook in the context of European Union Coast Guard Functions,
- to promote and assist with the use of the Core Curricula and EFCA e-learning courses in the Member States.

In line with its Founding Regulation⁴², EFCA shall work on new technologies for control and inspection and may also acquire, rent or charter the equipment that is necessary for the implementation of the joint deployment plans. The charter of capacities by EFCA, through a framework contract for a fisheries patrol vessel⁴³ and the joint chartering of means with Frontex and EMSA, including aircrafts and Remotely Piloted Aircraft System (RPAS), has proven to be an effective way to ensure cooperation in benefit of the Member States national authorities. Therefore, EFCA will regularly assess emerging needs with the aim of providing an adequate response.

2.5 EFCA WORKING PRACTICES

Strategic multiannual objective and key performance indicator 6

Optimising EFCA working practices is a cross-cutting issue in the Agency. The resources for complying with ECFA priorities are obtained by means of simplification, scalability and streamlining, through savings and benefits of EMFF for Member States, better mobilisation and profiling of EFCA staff, organisational adaptations, a move to e-administration and e-training and additional synergies with other agencies.

In this respect, the enhancement of EFCA ICT infrastructure, the development and maintenance of corporate EFCA IT support systems, the growth synergies with other agencies and EU bodies, and further improvement in business continuity are significant elements.

Furthermore, special effort is devoted to the recommendations issued by the Administrative Board following the second Five-Year Independent External Evaluation of EFCA (2012-2016)⁴⁴. Beyond the operational recommendations, already embedded in the strategic areas, the following cross-cutting recommendations are closely monitored:

- Recommendation No 6: The functioning of the Administrative Board should be further enhanced to actively support the work of EFCA. The Administrative Board should in particular focus more on strategic issues and EFCA should assist new Board Members to facilitate their integration.
- Recommendation No 7: There should be better interaction between the Administrative Board and the Advisory Board.
- Recommendation No 8: EFCA should further enhance cooperation and exchange of

⁴² Articles 8(1)(b), 9(2) and 10(2) of EFCA's Founding Regulation.

⁴³ Contract No EFCA/2017/FRA/05 "Chartering of an offshore fisheries patrol vessel".

⁴⁴Administrative Board Recommendations on EFCA Five-Year Evaluation, 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

Recommendation Number 2 to 4 are embedded in the relevant strategic area.

best practices with other EU agencies, in particular with EMSA and Frontex under the tripartite working arrangement.

- Recommendation No 9: There should be better methodologies for measuring the added value and the impact of EFCA activities, using a result-based approach and leading to a small number of effective strategic Key Performance Indicators.
- Recommendation No 10: EFCA should continue to enhance gender⁴⁵ balance.
- Recommendation No 11: EFCA should develop communication actions to further reach out to stakeholders, including through dialogues.

Roadmap on the follow-up to the common approach on EU decentralised agencies:

The EFCA implements the Roadmap on the follow-up to the common approach on EU decentralised agencies. The current state of play is presented at annex XIII of the SPD.

3 HUMAN AND FINANCIAL RESOURCE OUTLOOK FOR THE YEARS 2021-2025

3.1 OVERVIEW OF THE PAST AND CURRENT SITUATION

Staff Population overview for 2019

Post occupancy for the year was 100%⁴⁶.

EFCA signed a grant agreement in 2018 related to its support to the Project *Improved regional fisheries governance in Western Africa (PESCAO)*. In accordance with the conditions of the PESCAO grant, 3 CA and 1.3 person/years of SNEs were funded by that grant in 2019.

Other than these changes, evolution in terms of staff changes within each action area was minimal, in line with the evolution of the activities.

Expenditure for 2019

EFCA implemented 99.9% of its budget (EU contribution) in 2019. In particular, on the operational expenditure, the commitment implementation was of 99.9% from which 27.3% was carried forward for payment in 2020.

Following the recommendations provided by the Commission in the Budget circular 2019 in respect of the annual salary adjustments applicable from July 2019, as well as considering the high impact of the salary adjustments already applicable from July 2018, EFCA launched an amendment to the Final Budget 2019 as approved by the AB in October 2018. This amendment realigned the figures between Titles for 2019.

⁴⁵ The European Commission has expressed its full commitment to the delivery of the 2030 Agenda for Sustainable Development at the core of which are the Sustainable Development Goals (Communication from the Commission to the European Parliament, the European Council, the European Economic and Social Committee and the Committee of the Regions, Next steps for a sustainable European future European action for sustainability, COM(2016) 793 final, <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2016%3A739%3AFIN>). Goal No 5 refers, inter alia, to "Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life".

⁴⁶ Job offers sent before 31 December 2019 concerning 2 posts are counted here as posts filled.

The final salary adjustments applicable from July 2019 were lower than the recommended in the budget circular 2019, giving EFCA the opportunity to make some due upgrades of the building and advance some expenditure which was planned for 2020.

EFCA received resources during the course of 2019 in relation to the grant agreement related to the support to the Project *Improved Regional fisheries governance in Western Africa (PESCAO)*, to be implemented from 2018-2022. In total, the grant awarded equalled €2.5 million, from which €0.5 million was earmarked for 2019.

3.2 RESOURCE PROGRAMMING FOR THE YEARS 2021-2025

3.2.1 Financial Resources (detailed information provided in Annex II)

The General Budget will continue to be the main source of revenue for EFCA during 2021-2025. See below the breakdown per type of revenue and Title for 2021-2025 (EUR million). These resources for the EU Subsidy 2021-2025 are subject to the final adoption of the Multiannual Financial Framework 2021-2027.

REVENUE	2021	2022	2023	2024	2025
EU Subsidy	17.0	17.3	17.7	18.0	18.4
Other grants	0.6	0.2	-	-	-
Other revenue	p.m	p.m	p.m	p.m	p.m
Total revenues	17.6	17.5	17.7	18.0	18.4

EXPENDITURE	2021	2022	2023	2024	2025
Title I – Staff	8.6	8.9	9.1	9.2	9.4
Title II - Administrative	1.6	1.6	1.6	1.7	1.7
Title III - Operational	6.7	6.8	7.0	7.1	7.3
EU Subsidy	17.0	17.3	17.7	18.0	18.4
Ad-hoc grants	0.6	0.2			
Total expenditure	17.6	17.5	17.7	18.0	18.4

With reference to the grant agreement related to the support to the Project *Improved regional fisheries governance in Western Africa (PESCAO)*, adopted by the Commission by the Decision C (2017) 2951 of 28 April 2017, the estimated amount for this action is €2,585,000 to be implemented from 2018 to 2022, mainly for remuneration of staff, missions, organising meetings and other tasks (publications, translations, etc.). The annual provisional amounts for years 2020-2022 have been indicated as “Other grants”.

The details of the Draft Budget (DB) 2021 have been indicated in Table 1 of Annex II.

Justification of needs in 2021

The proposed budget for 2021 respects the proposed Multiannual Financial Programming for EFCA. The global needs in 2021 mirror the evolution in 2019 and 2020.

The staff expenditure (Title I) has been estimated taking into consideration a full occupation of the 61 posts under the draft establishment plan for 2021 and the corresponding step increases and estimated reclassifications. Overall, there is a 0.6% increase in Title I. This increase is mainly due to the key parameters indicated by the Commission in the Budget Circular 2020 for updates of staff remuneration applicable starting in July 2019 (3.1% in 2019 and 2.5% in 2020).

In the case of Title II, an increase of 3% can be noted in 2021 due to the external services for the 5-year evaluation of EFCA which is due to be contracted in 2021. EFCA continues to streamline in this expenditure in general, and the investment in ICT and building for 2020-2021 is expected to be stable.

The operational budget is proposed to be kept at the level of 2020. The budget structure of Title III has not changed in respect of 2020. EFCA has 4 activities for 2021 and therefore the relevant expenditure will be reflected accordingly in the budget.

Further details on the activities and tasks covered by the operational budget of EFCA can be found in Section III.

Budget Outturn and cancellation of appropriations:

This information is provided in Annex II (Table 3).

3.2.2. Human Resources

The total number of posts in the establishment plan in 2021 remains stable at 61.

The number of contract agents is 5 and of seconded national experts 4⁴⁷.

A) New tasks

The implementation of the 5-year project PESCAO, under the grant agreement with the Commission signed in 2018, implies an increase of EFCA's activities in supporting the Union at international level in the fight against IUU fishing in Western Africa. The resources to execute these new tasks are facilitated by a grant provided by the Commission.

B) Growth of existing tasks

Existing tasks are expected to grow as a consequence of additional areas of activity in the coming years:

- Increase of JDPs scope due to new fisheries covered by SCIP/International Control Schemes.
- Use of the JDP cooperation model in a wider context than the current one.

⁴⁷ EFCA is enacting a progressive phasing-out plan over the period 2020-2023 in order to abide by the ceilings of CA and SNE approved by the budgetary authority.

- Implementation of multipurpose operations in additional regions in cooperation with Frontex and EMSA.
- Promotion and facilitation of a coordinated use of new technologies for Member State authorities, as IMS worldwide, RPAS, satellite imagery, etc.

C) Efficiency gains

EFCA continues to work to improve its procedures in order to increase efficiency with a view to achieve a good use of its human and financial resources.

The efforts for efficiency gains have been initialised and enhanced since 2014. The objective remains to continue these efforts for more efficiency taking into account the post cuts up to 2018.

The resources for complying with ECFA priorities are obtained by means of simplification, scalability and streamlining, through savings and benefits of EMFF for Member States, better mobilisation and profiling of EFCA staff, organisational adaptations to eliminate overlap, moving to e-administration and e-training, and additional synergies with other agencies. The resulting actions are grouped under the following headings:

Administration:

The following actions are envisaged in overhead/horizontal functions:

- Continue to introduce supporting electronic tools in the field of HR, procurement and budget monitoring. EFCA will continue the implementation of additional Sysper modules and will start using the new financial system SUMMA (replacing ABAC) and a new e-Procurement tool in 2021/2022 to be consolidated in 2023.
- Monitorisation of updates and new functionalities of existing tools that will further improve the procedures and current electronic workflows
- Cooperation with other EU Agencies. In line with the goal of the Network of EU Decentralised Agencies, EFCA will continue to find synergies in the horizontal functions such as in procurement through interinstitutional calls for tender, setting up back up functions for accounting (EMSA), or ICT hosting services (EUIPO).

Budget Savings:

- Member States include travel and mission costs in relation to participation in EFCA activities on training in their EMFF national operational programme.

Human resource efficiency gains in Operational Coordination and Capacity Building:

- JDP coordination efficiency gains coordinating additional JDPs and campaigns without increase of staff full time equivalent.
- Training for Member States and third countries: the number of meetings/missions can be scheduled on a yearly basis (EFCA training calendar) and partly addressed through the e-Learning platform.

- Data management systems (DMS): make resources more efficient and this will liberate additional capacities. In addition, by moving EFCA's IT infrastructure to the Cloud a significant gain on efficiency and agility will be achieved.

Human resource efficiency gains in support of the European Commission in combating IUU fisheries⁴⁸:

- Those activities will be carried out in accordance with Articles 4 and 7 of EFCA's Founding Regulation. The number of missions in third countries linked with an EFCA's analysis of catch certificates and processing statements in the context of third country evaluations under the IUU Regulation would be limited yearly to a maximum of four.

D) Negative priorities/Decrease of existing tasks

As mentioned in the Multiannual work programme section, the Administrative Board discuss on an ongoing basis the relationship between resources and tasks and, where necessary can decide on the downgrading of priorities. For example, the Administrative Board may decide to dedicate less resources to an area where cooperation with Member States is already working well and use some of those resources to reinforce other priority activities.

E) Redeployment

Conclusion on evolution of resources compared to the Commission Communication 2014-2020⁴⁹

EFCA is in line with the evolution of resources as foreseen in the Commission Communication. In particular, it achieved the reduction of the 6 posts required by 2018. This represents over 11% reduction in the establishment plan as it was on 31 December 2013. In 2017, EFCA had been granted 13 posts for the associated new tasks in the establishment plan for 2017. Three of these posts automatically compensated for EFCA's contribution to the redeployment pool of agencies.

⁴⁸ European Fisheries Control Agency/ European Commission / EU Member States cooperation in the context of the International Dimension of the Common Fisheries Policy and of the implementation of the EU Illegal, Unreported and Unregulated fishing Regulation 2020

⁴⁹ Commission Communication 2014-2020: COM(2013) 519 final, 10.07.2013, 'Communication from the Commission to the European Parliament and the Council on Programming of human and financial resources for decentralised agencies 2014-2020

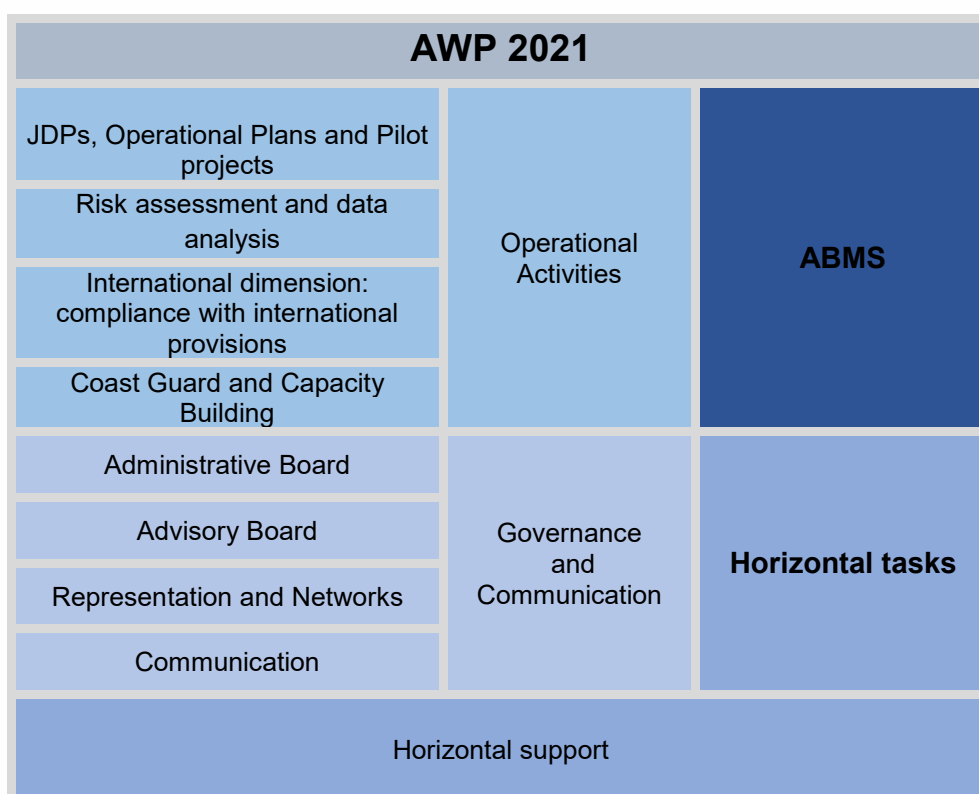
SECTION III – ANNUAL WORK PROGRAMME YEAR 2021

1 EXECUTIVE SUMMARY

The AWP 2021 is in line with the strategic multiannual objectives and areas of intervention for 2021-2025, responds to the comments of the Administrative Board members during its meeting on 14 March 2018⁵⁰, and follows the AWP 2020 structure and performance indicators.

The ABMS 2021 is composed of 4 operational activities.

The AWP 2021 is in accordance with the Communication from the European Commission on the guidelines for the programming document for decentralised agencies⁵¹.



⁵⁰ Minutes of the Administrative Board meeting on 14 March 2018, <https://www.efca.europa.eu/en/content/minutes>

⁵¹ European Commission on the guidelines for the programming document for decentralised agencies: 'C(2014) 9641 final, 16.12.2014

2 OPERATIONAL ACTIVITIES

Activity Based Management System (ABMS)

OPERATIONAL ACTIVITIES	Code
JDPs, Operational Plans and Pilot projects	1
Risk assessment and data analysis	2
International dimension: compliance with international provisions	3
Coast Guard and Capacity Building	4

EFCA has used the following allocation methodology for the AWP 2021:

- Direct cost allocation. The operational expenditure (Title III) is allocated to the different activities directly, based on the operational budget needed to accomplish the objectives under each activity.
- Indirect cost allocation. The staff and overhead expenditure (Titles I and II) are allocated to the different activities based on different drivers. The main driver is the dedication of staff to each activity in line with the job screening performed by EFCA each year, which is weighted with the official annual salary for the type of contract and grade of the staff. In the case of building related expenses, the driver used is the head count under each activity.
- EFCA estimates its horizontal support costs separately, which are then distributed within each of the activities based on the final weight of each activity. The figures presented for each activity include the horizontal support expenditure.

2.1 JOINT DEPLOYMENT PLANS, OPERATIONAL PLANS AND PILOT PROJECTS (OBJECTIVE 1)

2.1.1. Overview of the Activity

Description: The implementation of the JDPs, operational plans and pilot projects includes:

- The planning, coordination and assessment of the implementation of the Joint Deployment Plans, Operational Plans and Pilot Projects;
- The organisation of Regional Steering Groups in areas covered by a SCIP/JDP or a Joint International Inspection Scheme;
- The support to the implementation of regional projects in cooperation with the EU MS regional groups (e.g. REM);

- The deployment of control means, cooperation and exchange of information between the competent authorities, including with third countries;
- The daily follow-up of the control activities, and the participation of EFCA staff and patrol means in missions organised in the context of the JDPs.

Added value:

A coordinated common effort to improve compliance with the CFP rules and to permit the EU to comply with its international commitments. To reinforce the regionalisation process and the equal treatment of fishermen in the different EU and international areas.

Challenges:

Establishment of tight cooperation at regional and international level.
Integration of the best available knowledge of the fisheries situation and main threats for sound planning, implementation and evaluation of activities.

Link with multiannual objectives:

- (1) To evaluate and to contribute to enhancing the level of compliance by JDP, and propose measures for improvement in cooperation with MS and COM
- (2) Standardised methodology used for inspection activities
- (3) Cooperation provided to fight against IUU fishing at international level
- (6) Improve EFCA working practices

Legal basis:

Art. 4, 5, 7, 8, 15, 16, 17 and 25 of Regulation (EU) 2019/473; Arts. 30 and 37(2) of Regulation (EU) No 1380/2013⁵².

2.1.2. Objectives, indicators, expected outcomes and outputs

⁵² OJ L 354, 28.12.2013, p. 22. Regulation as last amended by Regulation (EU) 2017/2092 (OJ L 302, 17.11.2017, p. 1).

OBJECTIVE 1									
Implementation of JDPs and assistance to the Member States and the Commission in EU and International Waters									
EXPECTED RESULTS									
1. Improved compliance, level playing field and cost-effectiveness in the EU and International waters 2. Increased synergies and transparency between the participating Member States 3. Support to the EU in relation to RFMOs and third countries in the North Atlantic, Mediterranean and the Black Sea 4. Assistance to Member States, Regional Bodies, and the European Commission in the implementation of the CFP, including the landing obligation									
PERFORMANCE INDICATORS	ACHIEVED 2019						EXPECTED 2020	TARGET 2021	MEANS AND FREQUENCY
By JDP:	NS	BS	WW	MED	BIS	NAFO-NEAFC			Quarterly report
Percentage of control and inspection means deployed in accordance with the JDP schedule (% of total planned)	97%	100%	100%	100%	100%	87%	90%	90%	
Percentage of inspections at sea on vessels belonging to the two highest risk fleet segments per JDP regional area ⁵³	53%	86%	60%	n.a.	n.a.	n.a.	60%	60%	
Workshops attendees satisfaction rate	100%	100	100%	100%	100%	95%	Attendees satisfaction (good or very good) >80%	Attendees satisfaction (good or very good >80%)	
MAIN OUTPUTS									
1. Implementation of JDP decisions for North Sea, Baltic Sea, Western Waters, Mediterranean Sea, Black Sea and NAFO / NEAFC 2. Guidelines and best practices on standardisation of inspection procedures 3. Standard procedures and guidance documents on the application of the rules of the CFP, including modern and more effective and efficient control techniques (e.g. REM). 4. Assessment reports of the regional control operations (JDP and operational plans), including the definition of major risks for the control activities 5. Implementation of strategic risk assessment for the different regional areas at fisheries level (gear, area and species) 6. Exchange of target vessels between Member States at the tactical level of coordination 7. Estimation of compliance level by region 8. Support to the regionalisation process 9. At least one workshop for Member States Union inspectors (by region) delivered. 10. Operation of chartered and other control platform(s) of EFCA									
Multiannual index to be used as a trend for compliance evaluation purposes									
<ul style="list-style-type: none"> Estimated compliance level by region 									

⁵³ Performance indicator not applicable to NAFO/NEAFC.

2.1.3. Resources - ABMS Code 1

Staff	7 AD, 10.8 AST, 2.2 CA, 5 SNE
Standard Budget	€955,000
ABMS	€5,270,358
Link to EFCA Organisation Chart	Unit EU Waters and North Atlantic Unit Coast Guard and International Programmes

2.2 RISK ASSESSMENT AND DATA ANALYSIS (OBJECTIVE 2)**2.2.1. Overview of the Activity****Description:**

This activity establishes EFCA's actions to assist, through its expertise, to the common implementation of projects and methodologies with Member States and the European Commission in support of data management, risk management and compliance evaluation. This promotes a level playing field and improved cost-effectiveness.

The projects serve to establish a common basis to be implemented at national or regional level, and will be used in the JDPs and/or operational plans.

EFCA will continue to develop, enhance and maintain the integrated Fisheries Information System, derived from the Control Regulation and will include EFCA specific applications designed to support the coordination and training activities. This includes providing fisheries related data input through the EFCA Fisheries Information System (FIS) database to a common maritime operational picture in the context of the EUCG functions activities.

Added value:

Provision of assistance and expertise to the Member States and the Commission. The use of common methods delivered by common projects, shall improve the knowledge-basis for a more effective planning, implementation and assessment of joint control operations. The use of the operational applications will ensure transparency and promote cooperation.

Challenges:

Development of common project priorities and objectives with Member States cooperation, and the implementation of those projects to support JDPs or operational plans at regional level. The securing of the necessary investments to support software application development, as well as the continued enhancement and maintenance of those applications, and the associated ICT infrastructure.

Link with multiannual objectives:

- (1) To evaluate and to contribute to enhancing the level of compliance by JDP, and propose measures for improvement in cooperation with MS and COM
- (2) Standardised methodology used for inspection activities
- (3) Cooperation provided to fight against IUU fishing at international level
- (6) Improve EFCA working practices

Legal basis:

Articles 4, 5, 7, 9, 10, 15 and 25 of Regulation (EU) 2019/473.

2.2.2. Objectives, indicators, expected outcomes and outputs

OBJECTIVE 2				
Promotion of a risk management based approach and compliance evaluation				
EXPECTED RESULTS				
1. Improved Risk Management Strategy and identification of possible minimum common standards for national risk assessment systems 2. Support the implementation of alternative, compliance-based methodologies for evaluating the effectiveness of control and inspection activities 3. Improvement of EFCA information systems in support of fisheries monitoring and control 4. Improvement of data management in support of fisheries monitoring and control				
PERFORMANCE INDICATORS	ACHIEVED 2019	EXPECTED 2020	TARGET 2021	MEANS AND FREQUENCY
1. User evaluation of the ERS, Fishnet and IMS applications	89%	>90% satisfaction rate from participating MS	>90% satisfaction rate from participating MS	Yearly report
2. Regions to which the EFCA risk management methodology applies	n/a	5 regions	5 regions	Yearly report
3. Regions to which the EFCA compliance methodology applies	n/a	2 regions	2 regions	Yearly report
MAIN OUTPUTS				
1. Methodology for regional risk management strategy 2. Methodology for minimum standards for national risk assessment systems 3. Methodology for alternative, compliance-based, benchmarks 4. Data Governance Strategy implemented 5. Business requirements for the development of EFCA systems in support of JDPs, EUCG Functions and the fight against IUU fishing				

2.2.3. Resources - ABMS Code 2

Staff	6.6 AD, 2.2 AST, 2.8 CA, 1 SNE
Standard Budget	€1,050,000
ABMS	€3,344,389
Link to EFCA Organisation Chart	Unit EU Waters and North Atlantic

2.3 INTERNATIONAL DIMENSION: COMPLIANCE WITH INTERNATIONAL PROVISIONS (OBJECTIVES 3-4)

2.3.1. Overview of the Activity

Description:

In accordance with DG Mare document⁵⁴: European Fisheries Control Agency/ European Commission / EU Member States cooperation in the context of the International Dimension of the Common Fisheries Policy and of the implementation of the EU Illegal, Unreported and Unregulated fishing Regulation for 2021 establishes EFCA actions in:

- Assisting the European Commission and the Member States in their relations with RFMOs and third countries, and promoting the implementation of the control standards of the EU at international level. This includes exploring the extension of the Joint Deployment Plan concept involving third countries through the implementation of pilot projects, namely in the Black Sea and the Mediterranean Sea.
- Assisting Member States authorities and the Commission in the implementation of the control aspect of the EU IUU Catch Certification scheme through the organisation of workshops and exchange of experiences, and the assistance to the European Commission in their role to organise and deploy evaluation missions to third countries;

EFCA will continue assisting the EU in the implementation of the PESCAO Project through the provision of assistance to the third countries in Western Africa and other similar actions. This cooperation will include capacity building activities, support to operational activities and implementation of specific subprojects.

Added value:

A standardised and harmonised implementation of the fisheries control activities at international level. The assistance to the Commission and the Member States in the IUU catch certification scheme shall contribute to the equal treatment of fishermen in the different EU and international areas.

Challenges:

The need to establish cooperation at international level. It requires adequate resources, proper knowledge of the situation to be able to deliver sound activities.

Link with multiannual objectives:

- (2) Standardised methodology used for inspection activities
- (3) Cooperation provided to fight against IUU fishing at international level
- (4) Contribute to achieve a Level Playing Field through Capacity Building tools
- (6) Improve EFCA working practices

Legal basis:

Arts. 4, 5, 7, 9, 10, 15 and 25 of Regulation (EU) 2019/473. Art. 30 and 37(2) of Regulation (EU) No 1380/2013

⁵⁴ Also known as: Annual strategy for external dimension

2.3.2. Objectives, indicators, expected outcomes and outputs

OBJECTIVE 3				
Support the EU in the implementation of the external dimension of the CFP				
EXPECTED RESULTS				
<ol style="list-style-type: none"> 1. Support to the EU delegation in RFMOs meetings 2. Support to the EU as regards direct cooperation with third countries without prejudice of PESCAO (under objective 5) and in the context of ICCAT and GFCM and other RFMOs, including through JDPs 3. Assistance to the European Commission in connection with the evaluation mission to third countries as regards IUU Regulation 4. Increased collaboration between Member States IUU competent authorities in the organisation of training sessions, verification process and risk analysis relating to the import of fisheries products to the EU 				
PERFORMANCE INDICATORS	ACHIEVED 2019	EXPECTED 2020	TARGET 2021	MEANS AND FREQUENCY
1. % of RFMOs and third countries to which EFCA assisted on Commission requests ⁵⁵	100%	100%	100%	Quarterly report
2. % of analysis of catch certificates and supporting documents provided timely to the Commission ⁵⁶	100%	100%	100%	Quarterly report
3. IUU training sessions satisfaction rate	97%	Attendees satisfaction (good or very good) >80%	Attendees satisfaction (good or very good) >80%	Quarterly report
MAIN OUTPUTS				
<ol style="list-style-type: none"> 1. Tasks assigned to EFCA in relation to RFMOs and third countries delivered 2. Pilot projects and cooperation with third countries 3. Capacity building delivered to third countries as requested 4. Analysis of information and reports of missions in third countries encompassing IUU Regulation 5. Training sessions and seminars for Member States IUU competent authorities delivered 				

OBJECTIVE 4
To strengthen compliance through the implementation of EU international projects as regards fisheries monitoring, control and surveillance
EXPECTED RESULTS
<ol style="list-style-type: none"> 1. Strengthening of prevention and responses to IUU fishing in the areas concerned 2. Harmonisation of third countries legal framework in accordance with international standards, 3. Increased capacity of third countries fisheries inspectors and other officials. 4. Improved compliance, level playing field and cost-effectiveness in the areas concerned

⁵⁵ In accordance with the annual strategy for external dimension⁵⁶ In accordance with the approved annual strategy for external dimension

PERFORMANCE INDICATORS	ACHIEVED 2019	EXPECTED 2020	TARGET 2021	MEANS AND FREQUENCY
Joint regional missions organised with EFCA support	3	2	2	Yearly report
Number of trained officials in the areas covered by SRFC and FCWC	91	20	20	Yearly report
MAIN OUTPUTS				
1. Implementation of the activities plan for 2021 in the Multiannual 5-year PESCAO plan 2. Annual programme of the PESCAO project for 2021 adopted 3. Periodic reports of cooperation delivered to EC 4. Training workshops at national and regional level, including dedicated training actions funded by international partners and agreed by the EC 5. Preparation of international Projects under the Blue Economy West Med initiative and the ECOFISH Project in Indian Ocean				
Multiannual index				
<ul style="list-style-type: none"> Estimation of IUU catches in the area 				

2.3.3. Resources - ABMS Code 3

Staff	4 AD, 3.8 AST, 0.2 CA
Standard Budget	€250,000
ABMS	€1,876,142
Link to EFCA Organisation Chart	Unit Coast Guard and International Programmes

2.4 COAST GUARD AND CAPACITY BUILDING (OBJECTIVE 5)

2.4.1. Overview of the Activity

Description:

This activity establishes EFCA actions to:

- Contribute to the implementation of the EU Integrated Maritime Policy (IMP) through interagency cooperation on coast guard functions, especially with EMSA and Frontex in support of the Member States. It includes the planning, analysis and assessment of EUCG multi-purpose operations;
- Charter of control means by EFCA dedicated to fisheries control, being available to cooperate with other objectives in the framework of multipurpose European operations including through the joint chartering with other agencies and/or the inter agency sharing of chartered assets.

- Promotion and facilitation of use of new control technologies for the Member States, based on the common use of information provided via cooperation with the other Agencies, in particular EFCA IMS worldwide, RPAS and satellite imagery.
- Assisting Member States and the Commission in the training of the Fisheries inspectors, through:
 - The organisation of training workshops and seminars at regional, MS level and international level, at their request,
 - The joint provision of a set of core curricula, training manuals and e-learning material,
 - In the context of the EUCG functions activities, contribute to a common Sectoral Qualification Framework for Member States authorities implementing coast guard functions.

Added value:

A standardised and harmonised implementation of the fisheries control activities at EU and international level, joint planning and assessment, training, level playing field and contribution to the European Coast Guard initiative.

Challenges:

To keep cooperation in coast guard functions, lack of resources, contractual and procurement management, cooperation from Member States.

Link with multiannual objectives:

- (2) Standardised methodology used for inspection activities
- (4) Contribute to achieve a Level Playing Field through Capacity Building tools
- (5) Support to National authorities in coast guard functions
- (6) Improve EFCA working practices

Legal basis: Art. 4, 5, 7, 9, 10, 15 and 25 of Regulation (EU) 2019/473.

2.4.2. Annual Strategic Plan 2021 in the framework of the European Coast Guard initiative



DECISION 1/2020 OF THE STEERING COMMITTEE UNDER THE TWA

Adopted on 28 May 2020 (Video Conference)

Annual Strategic Plan 2021

Introduction

In 2016, the co-legislator enshrined in the founding regulation of EFCA, EMSA and Frontex a common article mandating the three agencies to cooperate with the aim *to support national authorities carrying out coast guard functions at national and Union level, and where appropriate at international level*. The tripartite working arrangement (TWA) established between the three agencies in 2017 defined the modalities of the cooperation, in accordance with the respective mandates and the financial rules applicable to each agency.

Three years have now passed since the TWA entered into force and the Agencies have since been working together and have deepened their cooperation in the five areas defined by the common article (information sharing, surveillance and communication services, capacity building, risk analysis and capacity sharing). The interagency cooperation has become part of the daily work of the three agencies and EFCA, EMSA and Frontex present now the same section in their working programme and respective annual report on coast guard cooperation.

Conscious that cross sector initiatives performed by two or three agencies can benefit a wider number of authorities around EU and beyond, EFCA, EMSA and Frontex are hereby presenting their Annual Strategic Plan for 2021. The current plan centres on concrete projects to be developed during an indicated timeline and were prepared with the idea to have the relevant Member States authorities closely involved.

The projects and tasks of the plan are the result of the discussions between the three agencies on how to best serve the needs for cross sectoral activities, and consider also the feedback of the national authorities received through different fora and channels, such as joint training, national and regional initiatives covering more than one coast guard functions and the ECGFF/EU agencies co-organised events.

The Plan is being submitted for consultation and approval by the respective governing boards of the three agencies. At the time of the preparation and drafting of the Plan, Europe and the World were being affected by the coronavirus COVID-19 pandemic, with a global health crisis and related travel restrictions. The implementation of the Plan may therefore be conditioned by the persistence of this global health crisis during 2021.



Priorities for 2021 (outline)

Horizontal

Objective:	To further promote European cooperation with national authorities on coast guard functions at EU level.
Tasks:	<ol style="list-style-type: none"> 1) To hold the annual joint European Coast Guard event under the coordination of EFCA (as chair of the TWA), in line with the experience gained at the previous annual events, while enhancing interaction between participants. 2) To ensure the joint participation of the agencies in European and international maritime events with coast guard relevance. 3) To produce a set of communication tools (brochures, videos etc.) promoting EU inter-agency Cooperation. 4) To coordinate the cooperation with regional Coast Guard Functions Fora.
Timeline:	All year 2021



Information sharing

The following specific projects shall be implemented:

Project: A	Maintain and update Maritime Data Catalogue
Objectives:	<ol style="list-style-type: none"> 1) To ensure the relevance of the Catalogue and associated datasheets by maintaining its quality and incorporating updates and additions as appropriate. 2) Increase the awareness of the datatypes available via the three Agencies by: <ol style="list-style-type: none"> 1. Publishing the Catalogue on each of the Agencies' websites as well as links from ECGFF website. 2. Exploring the inclusion of the Catalogue in Handbook on EU Cooperation on Coast Guard Functions.
Timeline:	2021
Contribution from Member State authorities:	<ol style="list-style-type: none"> 1. Provide feedback on the scope and quality of the Overview. 2. Agreement to link from ECGFF website to Agency websites. 3. Promote awareness of the Maritime Data Catalogue across the national Coast Guard Function Communities as a living document.
Project: B	Foster the sharing of different datatypes across Coast Guard Function / User Communities
Objective:	<p>Increase the cross-Coast Guard Function availability of data for both operational and assessment scenarios. Using the Catalogue and associated mapping of data sharing "gaps", the following will be undertaken:</p> <ol style="list-style-type: none"> 1. Foster awareness of the different datasets available via the different Agencies by holding a dedicated session at the (Inter-Agency) Annual Coast Guard Event with MS. 2. Foster "hands on" understanding of the operational usage of different information sources through interagency participation with Member States within the framework of the annual ECGFF exercise (either table top or at sea).
Timeline:	2021
Contribution from Member States authorities:	<ol style="list-style-type: none"> 1. Participation of MS in Annual Coast Guard Event & ECGFF workshop/exercise.



Surveillance and communication services

The following specific projects shall be implemented:

Project: C	Enhance synergies with respect to the current and future provision of earth observation services in support to Coast Guard Functions in MS.
Objective:	Assess the existing portfolio and its exploitation to identify new requirements, synergies and redundancies: <ol style="list-style-type: none"> 1. Questionnaire to MS on their current experience and potential improvements expectations. 2. Dedicated brainstorming session with MS experts to map their expectations regarding longer term surveillance scenarios. For efficiency considerations, the session could be held in the margins of the Annual Coast Guard Event or ECGFF meetings.
Timeline:	2021
Contribution from Member State authorities:	<ol style="list-style-type: none"> 1. Participation in Questionnaire. 2. Participation in in Annual Coast Guard Event and/or ECGFF meeting.

Project: D	Strengthen sharing of data from surveillance assets between EFCA, FRONTEX and EMSA.
Objective:	Assess the existing surveillance data portfolio and its exploitation to identify new requirements, synergies and redundancies related to: <ol style="list-style-type: none"> 1. Sharing manned aircraft/RPAS and other video streams/data centre capabilities among Agencies and with MS aerial operations. 2. Integrating AIS collected during all Agency airborne and vessel-based surveillance missions into EMSA systems for consumption by end users of the 3 Agencies' services.
Timeline:	2021-22
Contribution from Member State authorities:	<ol style="list-style-type: none"> 1. Benefit from improvements in AIS data coverage subject to access rights.



Capacity building

The following specific projects shall be implemented:

Project: E	Handbook on European Cooperation on Coast guard Functions
Objective:	To further develop and update the Handbook on European Cooperation on Coast guard Functions. Tasks: <ol style="list-style-type: none"> 1. Continue developing as needed the content of the Handbook, in coordination with the European Commission. 2. Facilitate Member States in the regular update of the individual country factsheets. 3. Making accessible to Member States an electronic version of the Handbook.
Timeline:	Full year 2021 (multiannual, follow up work from 2020)
Contribution from Member States authorities:	<ol style="list-style-type: none"> 1. Feedback on further developments and adjustments needed for the current version of the Handbook. 2. Update of country factsheets.
Project: F	Cross-sector training and capacity building
Objectives:	<ol style="list-style-type: none"> 1) To offer joint cross-sectoral training to Member State national authorities: Task: To develop or implement as adequate joint cross-sector training for items such as: <ol style="list-style-type: none"> 1. Maritime safety related: <ul style="list-style-type: none"> • Search and Rescue (MRCC), • Fisheries Monitoring Centre (FMC) and Integrated Maritime Services (IMS), • Fishing vessels safety/fisheries control rules, 2. Maritime Surveillance related. 2) To foster a coast guard exchange programme and to promote the Coast Guard Sectoral Qualifications Framework (SQF). Tasks: <ol style="list-style-type: none"> 1. To prepare, after feasibility analysis, a staff exchange programme for Member States authorities on cross-sectoral training activities including training and on the job exchanges. 2. To raise awareness and promote the exchange of experience on the implementation of the voluntary Coast Guard SQF at national and at EU level. 3) To update the mapping of Training activities in Third Countries offered by each Agency.
Timeline:	Full year 2021 (multiannual, follow up work from 2020)
Contribution from Member States authorities:	<ol style="list-style-type: none"> 1. Member States authorities to participate in the identification of needs, offer training and on the job exchanges opportunities. 2. Member States authorities to cooperate on the promotion and, as adequate, implementation of the voluntary Coast Guard SQF.



Risk Analysis

The following specific project shall be implemented:

Project: G	Cross-sector risk analysis
Objectives:	<p>1) To support Member States authorities carrying out coast guard functions on cross-sector risk analysis needs:</p> <p>Task:</p> <ol style="list-style-type: none"> 1. To assess and address the Member States needs raised through a consultation or a dedicated survey. 2. Following point the previous point, to combine cross-sectoral risk analysis product(s) and develop related methodologies, and deliver a common report for specific areas and/or sea basins starting in the Mediterranean Sea (e.g. Straits of Sicily) or in other sea basins.
Timeline:	Objective 1 by April 2021.
Contribution from Member States authorities:	1. Feedback on new cross-sector risk analysis needs.

Capacity sharing

The following specific project shall be implemented:

Project: H	Multipurpose Maritime Operations
Objectives:	<ol style="list-style-type: none"> 1) To develop guidelines for multipurpose maritime operations (MMO) implemented by the EU agencies based on the common understanding of MMO concept and the related existing regimes including relevant legal frameworks (taking benefit of current operational outcomes). 2) To identify areas (period of interest) for testing the implementation of such MMO taking benefit of the cross-sector risk analysis performed under the TSC2 project, taking into consideration the availability of multipurpose capacities of the three Agencies, in those areas in such period and asking for MSs needs through a dedicated consultation. 3) To implement MMO in the European sea basin, upon MS' request.
Timeline:	<ul style="list-style-type: none"> - Guidelines to be discussed during AECGE 2021 and further presented to the SC. - Possible areas/period of interest to be identified by October 2021.
Contribution from Member States authorities:	Through AECGE, dedicated survey and feedback from MS involved in previous MMO.

2.4.3. Objectives, indicators, expected outcomes and outputs

OBJECTIVE 5				
Improve capacities to implement fisheries control and support other⁵⁷ coastguard functions				
EXPECTED RESULTS				
<ol style="list-style-type: none"> 1. Harmonised training programmes for MS officials including through the support to the development of a Sectoral Qualification Framework for fisheries 2. Updated training material following new Technical Measures Regulations 3. Cooperation with EMSA and Frontex in the implementation of the EU Coastguard initiative 4. EFCA control means chartered and deployed following the agreed planning of operations 5. Promotion of the use of new technologies for fisheries control purposes including in cooperation with other EU agencies and EU dedicated projects. 				
PERFORMANCE INDICATORS	ACHIEVED 2019	EXPECTED 2020	TARGET 2021	MEANS AND FREQUENCY
1. Percentage of EFCA chartered means operational days carried out in multipurpose operations	70%	60%	60%	Quarterly report
2. Number of registered users in the EFCA e-learning platform	1117	1000	1000	Yearly report
MAIN OUTPUTS				
<ol style="list-style-type: none"> 1. EFCA e-learning platform available and updated 2. Training delivered to MS officials on request 3. Implementation of the annual strategic plan agreed with EMSA and Frontex under the TWA 4. Training manuals in collaboration with EMSA and Frontex in the context of the EUCG functions delivered 5. Training and support to coast guard authorities, including third countries 6. Fisheries control and multipurpose activities delivered by the EFCA chartered means 7. Reports regarding the implementation of new technologies in the fisheries control activities 8. Actions contributing to the implementation of the EU maritime security policy Action Plan, including with EDA, EUROPOL and SATCEN 				

2.4.4. Resources - ABMS Code 4

Staff	4 AD, 2.8 AST, 0.2 CA
Standard Budget	€4,485,000
ABMS	€6,509,111
Link to EFCA Organisation Chart	Unit Coast Guard and International Programmes

⁵⁷ Article 3(3) of the Proposal for a Regulation of the European Parliament and of the Council on the European Maritime and Fisheries Fund and repealing Regulation (EU) No 508/2014 of the European Parliament and of the Council (COM(2018) 390 final, defines coastguard as follows:

coastguard' means national authorities performing coastguard functions, which encompass maritime safety, maritime security, maritime customs, prevention and suppression of trafficking and smuggling, connected maritime law enforcement, maritime border control, maritime surveillance, protection of the marine environment, search and rescue, accident and disaster response, fisheries control and other activities related to those functions

3 HORIZONTAL TASKS

3.1 COMMUNICATION (OBJECTIVE 6)

3.1.1. Overview of the task

Description: The Communication policy warrants that EFCA activities are well known by the partners and stakeholders working with the Agency as well as its target audiences.

Added value: To ensure that EFCA's stakeholders⁵⁸ and target audiences understand the Agency's mission and have a positive perception of the Agency as a well-qualified operational and technical body which efficiently meets its objectives.

Challenges: As a European Union agency, given its physical distance with the seat of the main EU institutions, special attention is required to bridge this physical gap in terms of Communication. However, using new technologies and new online tools for Communication purposes also implies challenges for a small agency like EFCA.

Link with multiannual objectives:

(6) Improve EFCA working practices

Legal basis: Article 41(3) of Regulation (EU) 2019/473.

⁵⁸ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 11), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

3.1.2. Objectives, indicators, expected outcome and outputs

OBJECTIVE 6				
Promote a culture of compliance of the Common Fisheries Policy and foster the European Union values.				
EXPECTED RESULTS				
<ol style="list-style-type: none"> 1. Stakeholders are informed about fisheries sustainability, the CFP rules in general and control measures concretely as well as its contribution to the European Border and Coast Guard and the cooperation programme PESCAO. 2. General public is aware of the work of the EFCA in the area of control of the Common Fisheries Policy as well as its contribution to the European Border and Coast Guard and the cooperation programme PESCAO. 3. Local public is familiar with the general values of the European Union 4. Institutional partners are well-informed about the Agency's work and mission 5. EFCA staff is informed and involved in EFCA's work 				
PERFORMANCE INDICATORS	ACHIEVED 2019	EXPECTED 2020	TARGET 2021	MEANS AND FREQUENCY
1. Number of visits to the EFCA by stakeholders	17	7	7	Quarterly report
2. Participation in international events, fairs, information seminars, conferences or meetings of other stakeholders that EFCA attended	9	9	9	Quarterly report
3. Followers in Twitter	2397	3000	3500	Quarterly report
4. Monthly Number of page views to the EFCA website	11760	8000	8000	Quarterly report
5. Publications and audio-visual material produced	5	3	3	Quarterly report
6. Number of meetings or events with the local public	8	6	6	Quarterly report
7. Meeting with all staff when relevant	2	3	3	Quarterly report
8. Satisfaction with EFCA's intranet	80%	90%	90%	Quarterly report
MAIN OUTPUTS				
<ol style="list-style-type: none"> 1. Organisation of visits in EFCA premises 2. Ensuring the quality and timeliness of EFCA's website content and social media presence 3. EFCA presence in the main EU fairs, events, information seminars, meetings or conferences related to its areas of work 4. Layout and distribution of the main publications of the Agency 5. Production of effective video material and infographics describing EFCA's work 6. Effective communication tools, presentations or briefings available for trainings, visits, meetings or fairs 7. Strong media relations on the topics covered by the EFCA 8. Cohesive visual identity to be respected in the Agency 9. Organisation of international and local events with vast local institutional presence and media coverage 10. Cooperation with other EU institutions and agencies on Communication 11. Sound implementation of the Internal Communication Strategy, including staff meetings, cross-unit events and an updated collaborative intranet 				

3.2 GOVERNANCE AND REPRESENTATION (OBJECTIVES 7-9)

3.2.1. Overview of the tasks

Description: Governance and representation gathers the Administrative Board, Advisory Board and representation and networks horizontal tasks:

- The Administrative Board is the governing and controlling body of EFCA. It is composed of six members representing the European Commission and one representative per Member State.
- The Advisory Board is composed of one representative of each Advisory Council (AC) and was established by the Agency Founding Regulation to advise the Executive Director and to ensure close cooperation with stakeholders.
- Representation and networks embeds EFCA's representation and participation to external meetings.

Added value:

The Administrative Board combines expertise, governance and monitoring of the Agency. The Advisory Board provides valuable information and advice for the Multiannual and Annual work programmes of the Agency and in the development and assessment of the Agency activities.

Representation and networks ensure accountability, transparency and exchange of good practice. The exchange of good practice promotes synergies with other EU institutions and bodies, favouring efficiency and effectiveness.

Challenges:

- To adapt EFCA strategy and priorities to a challenging context.
- To keep the Executive Director abreast of the state of play of the different Advisory Council fisheries areas.
- To enhance synergies with other Institutions and bodies.
- To keep the EU institutions and bodies and general stakeholders informed on EFCA activities.
- To keep the Agency at the forefront in the use of state-of-the-art technology.

Link with multiannual objectives:

- (6) Improve EFCA working practices

Legal basis: Art. 32, 38(3) and 40 of Regulation (EU) 2019/473.

3.2.2. Objectives, indicators, expected outcomes and outputs

OBJECTIVE 7				
Provide the EFCA Administrative Board with the capacity for achieving its responsibilities in governance and expertise				
EXPECTED RESULTS				
1. EFCA Administrative Board is regularly and effectively informed of the EFCA's work and developments 2. EFCA Administrative Board ensures the matching of tasks foreseen for the Agency in the single programming document and resources available to the Agency 3. Increased AB involvement and output legitimacy ⁵⁹				
PERFORMANCE INDICATORS	ACHIEVED 2019	EXPECTED 2020	TARGET 2021	MEANS AND FREQUENCY
1. Number of Administrative Board meetings	2	2	2	Quarterly report
2. Preparation and notification in due course of the Administrative Board:	100%	100%	100%	Quarterly report
<ul style="list-style-type: none"> ○ Single Programming document ○ Annual Report 	100%	100%	100%	
3. Preparation, adoption and notification of Budget and the Accounts in due course	100%	100%	100%	Quarterly report
4. Monitoring the submission to EFCA of Annual written declarations of interest of Administrative Board members to ensure a proper control of those declarations of interest and compliance with legal obligations	99%	100%	100%	Quarterly report
MAIN OUTPUTS				
1. Agency Administrative Board Decisions 2. Adoption of the Agency single programming document 3. Adoption of the Agency Annual report 4. Adoption of the Agency Budget and establishment plan 5. Adoption of the Agency Accounts 6. Annual Declaration of interest of the Administrative Board members submitted before the year end				

⁵⁹ Within the Five-Year Independent External Evaluation of EFCA exercise, the AB of EFCA issued a series of recommendations, one of them related to the Administrative Board functioning (Recommendation 6), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

OBJECTIVE 8**Ensure an effective dialogue at the level of the Advisory Councils through the Advisory Board****EXPECTED RESULTS**

1. Close cooperation with the Advisory Councils ensured
2. Facilitate the interaction of the Administrative Board-Advisory Board-EFCA⁶⁰

PERFORMANCE INDICATORS	ACHIEVED 2019	EXPECTED 2020	TARGET 2021	MEANS AND FREQUENCY
1. Number of Advisory Board meetings	2	2	2	Quarterly report
2. Advisory Board conclusions to be prepared, delivered and notified to the Advisory and Administrative Board in due course	100%	100%	100%	Quarterly report

MAIN OUTPUTS

Advisory Board advice regarding the Multiannual and Annual work programme of the Agency, containing the main concerns, needs and priorities of the stakeholders to be considered in the Agency field of action

OBJECTIVE 9**Ensure the Agency representation, cooperation, dialogue and transparency with other institutional bodies, EU agencies and third parties****EXPECTED RESULTS**

1. Synergies with other Institutions and bodies enhanced
2. EU institutions and bodies and general stakeholders informed on EFCA activities

PERFORMANCE INDICATORS	ACHIEVED 2019	EXPECTED 2020	TARGET 2021	MEANS AND FREQUENCY
1. Participation on the Heads of Agencies and Heads of Administration network meetings (number of meetings)	2 meetings	2 meetings	2 meetings	Quarterly report
2. List of meetings ⁶¹ where EFCA has participated to be communicated to the Administrative Board	Twice a year	Twice a year under the AB Information from the Executive Director	Twice a year under the AB Information from the Executive Director	Quarterly report

MAIN OUTPUTS

1. Attendance to relevant meetings for the Agency
2. Contribution to the EU decentralised Agencies working groups⁶²
3. Presentations and briefings delivered in the different meetings
4. Briefings and documents issued to inform the institutional bodies and third parties

⁶⁰ Within the Five-Year Independent External Evaluation of EFCA exercise, the AB of EFCA issued a series of recommendations, one of them related to the Administrative Board and the Advisory Board interaction (Recommendation 7), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

⁶¹ With number of EFCA participants

⁶² Annex XII PDN Sub-Network draft work programme – summary.

3.2.3. Resources (Objectives 6-9)

Staff	4.7 AD, 1.1 CA	
Standard Budget	€199,000 ⁶³	
ABMS	n/a	
Link with EFCA Organisation Chart	Objective 7	Policy & Communication
	Objective 8-10	<ul style="list-style-type: none"> • Management (ED and HoUs) • Policy & Communication

3.3 HORIZONTAL SUPPORT (OBJECTIVE 10)

3.3.1. Overview of the tasks

Description: Provision of the support necessary for the administrative, financial and physical functioning of the Agency as an independent body. It includes the support of Protocol issues under the Seat Agreement with Spain, ICT helpdesk, and security of people, premises, and properties.

Added value: It contributes to the general objectives of EFCA and it ensures sound management of resources in a broad sense.

Challenges: EFCA strives for increasing efficiency in all procedures related to administration, while it continues to safeguard the resources of the agency and maintains its compliance with its legal obligations in this area (Financial and Staff Regulations among others).

Link with multiannual objectives:

(6) Improve the working practices

Legal basis: Art. 38(3) of Regulation (EU) 2019/473

⁶³ It includes expenditure related to communication, representation, administrative missions and the Administrative and Advisory Board meetings.

3.3.2. Objectives, indicators, expected outcomes and outputs

OBJECTIVE 10				
<ul style="list-style-type: none"> • Ensure the optimisation in the allocation and use of EFCA's resources in accordance with the principle of sound financial management and with the guarantee concerning the legality and regularity of the underlying transactions • Ensure the rationalisation, simplification, scalability and streamlining of EFCA's processes 				
EXPECTED RESULTS				
<ol style="list-style-type: none"> 1. Increase of efficiency in the administration through further efforts in the area of e-administration and maintain the levels already achieved in this respect. 2. Maintaining high levels of budget implementation performance through close budget programming, reporting and regular follow up of the information gathered from the financial systems and the input from the operational units. 3. Compliance with all legal requirements in the operational and administrative fields ensured. 4. Highly available, secure and cost-effective ICT services to support the EFCA business processes and its internal/ external operational activities ensured 				
PERFORMANCE INDICATORS	ACHIEVED 2019	EXPECTED 2020	TARGET 2021	MEANS AND FREQUENCY
1. Execution payment appropriations	86%	>70%	>70%	Quarterly report
2. Percentage of planned procurements launched	100%	>80%	>80%	Quarterly report
3. Open remarks/ recommendations from ECA and IAS ⁶⁴	0	<2	<2	Quarterly report
4. Availability rate for all operational applications hosted by EFCA	99,4%	>99%	>99%	Monthly
5. Sysper modules made available to EFCA implemented	60%	>90%	>90%	Quarterly report
MAIN OUTPUTS				
<ol style="list-style-type: none"> 1. Implementation of SUMMA and the modules of e-Procurement and Sysper made available to EFCA 2. Regular Reports to management on administrative implementation and forecasted information (budget, recruitment, procurement, training, etc.) 3. Regular monitoring and implementation of any open remarks/ recommendations from ECA and IAS 4. Use of Cloud for hosting infrastructure/applications maximised where applicable. 5. Rationalise the technology landscape by reducing the technologies used. Maximise efficiency by using the latest available technology. 				

⁶⁴ Recommendations rated Very Important or Critical.

3.3.3. Resources

Staff	5.7 AD, 9.4 AST, 3.5 CA
Standard Budget	n/a
ABMS	n/a
Link with EFCA Organisation Chart	Unit Resources and IT Internal control Coordination Accountancy Policy and Communication Assistance

4 EXECUTIVE DIRECTOR KEY PERFORMANCE INDICATORS (KPIs)

EXECUTIVE DIRECTOR KPIS			
KPIs in Relation to Operational Objectives			
Objective To provide evidence of the Agency performance			
KPI	ACHIEVED 2019	EXPECTED 2020	TARGET 2021
Timely submission of the draft AWP (SPD)	100%	100%	100%
Percentage of completion of the activities of the AWP	99%	> 80%	> 80%
Timely achievement of objectives of the AWP	99%	> 80%	> 80%
KPIs in Relation to Management of Financial and Human Resources			
Objectives			
a) To provide evidence of the swift, timely and full use of the financial resources allocated by the budgetary authorities			
KPI	ACHIEVED 2019	EXPECTED 2020	TARGET 2021
Rate (%) of implementation of Commitment Appropriations	99.9%	> 95%	> 95%
Rate (%) of cancellation of Payment Appropriations	0.8%	<5%	<5%
Rate (%) of outturn (Total payments in year N and carry-forwards to Year N+1, as a % of the total EU funding and fee income, where applicable, received in Year N)	1.4%	<5%	<5%
Rate (%) of payments executed within the legal/contractual deadlines	99.6%	> 98%	> 98%
b) To provide evidence of timely improvements in the adequacy and effectiveness of internal control systems			
KPI	ACHIEVED 2019	EXPECTED 2020	TARGET 2021
Rate (%) of external and accepted internal audit recommendations implemented within agreed deadlines	100%	100%	100%
c) To provide evidence of the level of staff wellbeing			
KPI	ACHIEVED 2019	EXPECTED 2020	TARGET 2021
Average vacancy rate (% of authorised posts of the annual establishment plan which are vacant at the end of the year, including job offers sent before 31 st December)	0%	≤ 5%	≤ 5%
Annual average days of short term sick leave per staff member	4.6	<6	<6
Number of complaints under Article 90 (2) SR with a positive outcome per 100 staff members	0	≤ 5	≤ 5

ANNEXES

ANNEX I: RESOURCE ALLOCATION ACTIVITY

2021-2025 - RESOURCE ALLOCATION ESTIMATION

Code	Activity	FORECAST 2020	FORECAST 2021 ⁶⁵
1	JDPs, Operational Plans and Pilot projects	5,429,883	5,270,358
2	Risk assessment and data analysis	3,361,060	3,344,389
3	International dimension: compliance with international provisions	1,867,552	1,876,142
4	Coast Guard and Capacity building	6,241,505	6,509,111
	TOTAL SUBSIDY	16,900,000	17,000,000
OTHER REVENUE	<i>Grant agreement related to the action of improved regional fisheries governance in Western Africa (PESCAO)</i>	680,000	621,000

⁶⁵ All the forecasts related to the EU budget contribution in 2021, 2022 and 2023 are indicative and without prejudice to the decisions to be taken as regards the next Multiannual Financial Framework

ANNEX II: FINANCIAL RESOURCES**Table 1 – Expenditure**

Expenditure	2020		2021	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	8,591,000	8,591,000	8,643,000	8,643,000
Title 2	1,570,000	1,570,000	1,617,000	1,617,000
Title 3	6,739,000	6,739,000	6,740,000	6,740,000
Total Subsidy	16,900,000	16,900,000	17,000,000	17,000,000
Ad-hoc Grants	680,000	680,000	621,000	621,000
Total Expenditure	17,580,000	17,580,000	17,621,000	17,621,000

Note: All the forecasts related to the EU budget contribution in 2021, 2022 and 2023 are indicative and without prejudice to the decisions to be taken as regards the next Multiannual Financial Framework.

EXPENDITURE	Commitment appropriations								
	Executed Budget 2019	Budget 2020	Draft Budget 2021		VAR 2020 / 2021	Envisaged in 2022	Envisaged in 2023	Envisaged in 2024	Envisaged in 2025
			Agency	Budget					
Title 1 Staff Expenditure	7,958,796	8,591,000	8,643,000	-	0.6%	8,860,000	9,088,000	9,242,000	9,397,000
11 Salaries & allowances	7,712,723	8,240,000	8,358,000	-	1.4%	8,540,000	8,750,000	8,896,000	9,020,000
- of which establishment plan posts	6,827,538	7,360,000	7,495,000		1.8%	7,627,305	7,905,000	8,089,000	8,200,000
- of which external personnel	885,185	880,000	863,000		-1.9%	912,695	845,000	807,000	820,000
of which posts covered by grants									
12 Expenditure relating to Staff recruitment	95,234	140,000	110,000		-21.4%	110,000	115,000	117,000	120,000
13 Mission expenses	49,813	70,000	35,000		-50.0%	70,000	72,000	73,000	85,000
14 Socio-medical infrastructure and training	100,936	140,000	138,000		-1.4%	138,000	149,000	154,000	170,000
17 Receptions and events	89	1,000	2,000		100.0%	2,000	2,000	2,000	2,000
Title 2 Infrastructure and operating expenditure	1,536,015	1,570,000	1,617,000		3.0%	1,590,000	1,625,000	1,658,000	1,690,000
20 Rental of buildings and associated costs	370,336	407,000	407,000		0.0%	415,000	423,000	430,000	425,000
21 Information and communication technology	658,571	626,000	610,000		-2.6%	636,000	647,000	660,000	650,000
22 Movable property and associated costs	78,111	77,000	53,000		-31.2%	54,000	59,000	61,000	90,000
23 Current administrative expenditure	41,398	40,000	40,000		0.0%	42,000	43,000	44,000	50,000
25 Meeting expenses	73,500	72,000	72,000		0.0%	74,000	76,000	77,000	80,000
26 Supplementary Services (external services, interpreter, translation)	253,751	293,000	380,000		29.7%	312,000	319,000	326,000	320,000
27 General info/ Communication expenses	60,348	55,000	55,000		0.0%	57,000	58,000	60,000	75,000
Title 3 Operational expenditure	7,232,564	6,739,000	6,740,000		0.0%	6,850,000	6,987,000	7,100,000	7,313,000
30. Operational Systems infrastructure and support			550,000			550,000	550,000	555,000	570,000
31. JDPs, Operational Plans and Pilot projects		955,000	520,000		-45.5%	520,000	900,000	900,000	900,000
32. Risk assessment and data analysis		1,050,000	550,000		-47.6%	550,000	550,000	560,000	580,000
33. International Dimension (nomenclature up to year 2019 "Coordination")	509,303	250,000	110,000		-56.0%	150,000	250,000	250,000	250,000
34. Coast Guard and Capacity building (nomenclature up to year 2019 "Assistance and expertise")	1,326,719	4,484,000	5,010,000		11.7%	5,080,000	4,737,000	4,835,000	5,013,000
35 Planning and evaluation	5,396,543								
TOTAL SUBSIDY	16,727,375	16,900,000	17,000,000		0.6%	17,300,000	17,700,000	18,000,000	18,400,000
AD HOC GRANTS EXPENDITURE									
11 Salaries & allowances PESCAO	188,904	265,000	265,000		0.0%	105,000			
36. Improved regional fisheries governance in Western Africa (PESCAO)	323,615	415,000	356,000		-14.2%	140,000			
TOTAL AD HOC GRANTS	512,520	680,000	621,000		-8.7%	245,000	-	-	-
TOTAL EXPENDITURE	17,239,895	17,580,000	17,621,000		0.2%	17,545,000	17,700,000	18,000,000	18,400,000

EXPENDITURE	Payment Appropriations								
	Executed Budget 2019	Budget 2020	Draft Budget 2021		VAR 2020 / 2021	Envisaged in 2022	Envisaged in 2023	Envisaged in 2024	Envisaged in 2025
			Agency	Budget					
Title 1 Staff Expenditure	7,869,311	8,591,000	8,643,000	-	1%	8,860,000	9,088,000	9,242,000	9,397,000
11 Salaries & allowances	7,671,340	8,240,000	8,358,000	-	1%	8,540,000	8,750,000	8,896,000	9,020,000
- of which establishment plan posts	6,816,030	7,360,000	7,495,000	-	2%	7,627,305	7,905,000	8,089,000	8,200,000
- of which external personnel	855,310	880,000	863,000	-	-2%	912,695	845,000	807,000	820,000
of which posts covered by grants		-	-	-	0%	-	-	-	-
12 Expenditure relating to Staff recruitment	95,234	140,000	110,000	-	-21%	110,000	115,000	117,000	120,000
13 Mission expenses	44,592	70,000	35,000	-	-50%	70,000	72,000	73,000	85,000
14 Socio-medical infrastructure and training	58,056	140,000	138,000	-	-1%	138,000	149,000	154,000	170,000
17 Receptions and events	89	1,000	2,000	-	100%	2,000	2,000	2,000	2,000
Title 2 Infrastructure and operating expenditure	1,155,886	1,570,000	1,617,000	-	3%	1,590,000	1,625,000	1,658,000	1,690,000
20 Rental of buildings and associated costs	331,615	407,000	407,000	-	0%	415,000	423,000	430,000	425,000
21 Information and communication technology	452,892	626,000	610,000	-	-3%	636,000	647,000	660,000	650,000
22 Movable property and associated costs	33,205	77,000	53,000	-	-31%	54,000	59,000	61,000	90,000
23 Current administrative expenditure	34,258	40,000	40,000	-	0%	42,000	43,000	44,000	50,000
25 Meeting expenses	68,386	72,000	72,000	-	0%	74,000	76,000	77,000	80,000
26 Supplementary Services (external services, interpreter, translation)	203,279	293,000	380,000	-	30%	312,000	319,000	326,000	320,000
27 General info/ Communication expenses	32,253	55,000	55,000	-	0%	57,000	58,000	60,000	75,000
Title 3 Operational expenditure	5,325,318	6,739,000	6,740,000	-	0%	6,850,000	6,987,000	7,100,000	7,313,000
30. Operational Systems infrastructure and support			550,000.00	-		550,000.00	550,000.00	555,000.00	570,000.00
31. JDPs, Operational Plans and Pilot projects		955,000.00	520,000.00	-	-45.5%	520,000.00	900,000.00	900,000.00	900,000.00
32. Risk assessment and data analysis		1,050,000.00	550,000.00	-	-47.6%	550,000.00	550,000.00	560,000.00	580,000.00
33. International Dimension (nomenclature up to year 2019 "Coordination")	437,445	250,000	110,000	-	-56.0%	150,000	250,000	250,000	250,000
34. Coast Guard and Capacity building (nomenclature up to year 2019 "Assistance and expertise")	755,611	4,484,000	5,010,000	-	11.7%	5,080,000	4,737,000	4,835,000	5,013,000
35 Planning and evaluation	4,132,261.90					-	-	-	-
TOTAL SUBSIDY	14,350,516	16,900,000	17,000,000		1%	17,300,000	17,700,000	18,000,000	18,400,000
AD HOC GRANTS EXPENDITURE									
11 Salaries & allowances PESCAO	188,904	265,000	265,000	-	0.0%	105,000			
36. Improved regional fisheries governance in Western Africa (PESCAO)	277,828	415,000	356,000	-	-14.2%	140,000			
TOTAL AD HOC GRANTS	466,732	680,000	621,000		-8.7%	245,000			
TOTAL EXPENDITURE	14,817,247	17,580,000	17,621,000	-	0.2%	17,545,000	17,700,000	18,000,000	18,400,000

Table 2 – Revenue

Revenue	2020 Revenues estimated by the agency	2021 Budget Forecast ⁶⁶
1. EU contribution	16,900,000	17,000,000
of which Operational (Title 3)	6,739,000	6,740,000
of which assigned revenues deriving from previous years' surpluses	162,945	85,190
2. THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)		
of which EFTA		
(Title 1 and Title 2)		
of which Candidate Countries		
3. OTHER CONTRIBUTIONS	680,000	621,000
of which delegation		
Contribution agreements, ad hoc grants	680,000 ⁶⁷	621,000 ⁶⁸
4. ADMINISTRATIVE		
OPERATIONS		
5. REVENUES FROM		
SERVICES RENDERED AGAINST PAYMENT		
6. CORRECTION OF BUDGETARY IMBALANCES		
TOTAL REVENUES	17,580,000	17,621,000

⁶⁶ All the forecasts related to the EU budget contribution in 2021, 2022 and 2023 are indicative and without prejudice to the decisions to be taken as regards the next Multiannual Financial Framework

⁶⁷ Grant agreement related to the action of improved regional fisheries governance in Western Africa (PESCAO).

⁶⁸ Grant agreement related to the action of improved regional fisheries governance in Western Africa (PESCAO).

Table 3 – Budget outturn and cancellation of appropriations
Calculation budget outturn

Budget outturn	2017	2018	2019
Revenue actually received (+)	17,113,871	17,403,665	17,279,871
Payments made (-)	-12,993,098	-15,158,366	-14,818,472
Carry-over of appropriations (-)	-4,414,144	-2,398,126	-2,698,742
Cancellation of appropriations carried over (+)	53,594	196,625	136,104
Adjustment for carry over of assigned revenue appropriations from previous year (+)	481,359	119,720	360,524
Exchange rate differences (+/-)	-883	-573	-328
Adjustment for negative balance from previous year (-)			
Total	240,699	162,945	258,957

Descriptive information and justification on:

- **Budget outturn**

The budget outturn has increased in respect of 2018 results, mainly due to a higher carry over of the assigned revenue of the fund source R0 (revenue from grants).

The revenue and carry over figures in 2019 include the funds received for one ad-hoc grant for PESCAO with an implementation period 2018-2022 (R0 fund source).

- **Cancellation of commitment appropriations**

The unused commitment appropriations in 2019 represent 0.1% of the total commitment appropriations of 2019. This includes all the fund sources with commitment appropriations (C1, C4 and R0).

- **Cancellation of payment appropriations for the year and payment appropriations carried over**

The total cancellation of payment appropriations in 2019 was 0.8%. This includes the ad-hoc grants revenue and amounts carried forward from 2018.

In respect to cancellation of the C1 payment appropriations, in 2019 EFCA executed 99.9% of its budget, and did not consume 0.1% of the payment appropriations.

The appropriations entered as R0 and not used in 2019 have been automatically carried forward for its use in 2020.

The cancellation of C8 (carried over from the subsidy of 2018) payment appropriations represents 0,7% of the total payment appropriations 2019.

ANNEX III: HUMAN RESOURCES – QUANTITATIVE

Table 1 – Staff population and its evolution; Overview of all categories of staff

Staff population		Actually filled as of 31.12.2018	Authorised under EU budget 2019	Actually filled as of 31.12.2019 ⁶⁹	Authorised under EU budget for year 2020	Draft budget for year 2021	Envisaged in 2022	Envisaged in 2023	Envisaged in 2024	Envisaged in 2025
Officials	AD									
	AST									
	AST/SC									
TA	AD	30	32	32	32	32	32	32	32	32
	AST	30	29	29	29	29	29	29	29	29
	AST/SC									
Total		60	61	61	61	61	61	61	61	61
CA GFIV		1	1	1	1	1	1	1	1	1
CA GF III		9	3	8	3	3	3	3	3	3
CA GF II		1	1	1	1	1	1	1	1	1
CA GFI										
Total CA		11⁷⁰	5⁷¹	10⁷²	5⁷³	5⁷⁴	5	5	5	5
SNE		6 ⁷⁵	4 ⁷⁶	6 ⁷⁷	4 ⁷⁸	4 ⁷⁹	4	4	4	4
<i>Structural service providers</i>		10.2	8.5	9.2	8.5	8.5	8.5	8.5	8.5	8.5
TOTAL		87.2	78.5	86.2	78.5	78.5	78.5	78.5	78.5	78.5
<i>External staff for occasional replacement</i>		1.3								

⁶⁹ Job offers sent before 31 December 2019 concerning 2 posts are counted here as posts filled.

⁷⁰ This figure only shows CA covered by the EFCA budget and does not include other 3 CA covered by ad hoc grants.

⁷¹ Based on budget availability, EFCA's estimation would amount to 11 CA.

⁷² This figure only shows CA covered by the EFCA budget and does not include other 2 CA covered by ad hoc grants.

⁷³ EFCA is enacting a progressive phasing-out plan over the period 2020-2023 in order to abide by the ceilings of CA approved by the budgetary authority.

⁷⁴ EFCA is enacting a progressive phasing-out plan over the period 2020-2023 in order to abide by the ceilings of CA approved by the budgetary authority.

⁷⁵ This figure only shows SNE covered by the EFCA budget and does not include other 2 SNE covered by ad hoc grants.

⁷⁶ Based on budget availability, EFCA's estimation would amount to 7 SNE.

⁷⁷ This figure only shows SNE covered by the EFCA budget and does not include other 2 SNE covered by ad hoc grants.

⁷⁸ EFCA is enacting a progressive phasing-out plan over the period 2020-2023 in order to abide by the ceilings of SNE approved by the budgetary authority.

⁷⁹ EFCA is enacting a progressive phasing-out plan over the period 2020-2023 in order to abide by the ceilings of SNE approved by the budgetary authority.

Table 2 – Multi-annual staff policy plan year 2021-2025

Category and grade	Establishment plan in EU Budget 2019		Filled as of 31/12/2019 ⁸⁰		Modifications in year 2019 (flexibility rule)		Establishment plan in voted EU Budget 2020		Modifications in year 2020 (flexibility rule)		Establishment plan in Draft EU Budget 2021		Establishment plan 2022		Establishment plan 2023		Establishment plan 2024		Establishment plan 2025	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16																				
AD 15		1		1		1		1				1		1		1		1		1
AD 14		2		2		2		2				2		2		2		2		2
AD 13		1		1		1		1				1		1		1		1		1
AD 12		2		2		2		2				2		2		2		2		4
AD 11												2		3		4		7		7
AD 10		6		6		6		7				7		7		7		7		7
AD 9		6		6		6		5				5		5		11		12		10
AD 8		13		13		13		13				11		11		4				
AD 7				1		1		1				1								
AD 6																				
AD 5																				
Total AD		31		32		32		32				32		32		32		32		32
AST 11																				
AST 10		7		6		6		6				6		6		6		6		6
AST 9		3		3		3		3				3		3		3		4		4
AST 8		3		3		3		3				3		3		3		4		4
AST 7		8		8		8		8				8		8		8		8		8
AST 6		2		2		2		2				2		2		2		3		7
AST 5		6		6		6		7				7		7		7		4		
AST 4		1		1		1														
AST 3																				
AST 2																				
AST 1																				
Total AST		30		29		29		29				29		29		29		29		29
AST																				
AST/SC1																				
AST/SC2																				
AST/SC3																				
AST/SC4																				
AST/SC5																				
AST/SC6																				
Total AST/SC																				
AST/SC																				
TOTAL		61		61		61		61				61		61		61		61		61

⁸⁰ Job offers sent before 31 December 2019 concerning 2 posts are counted here as posts filled.

ANNEX IV: HUMAN RESOURCES – QUALITATIVE

A. Recruitment policy

The recruitment policy in regard to the recruitment of temporary and contract agents and the length of contracts has remained mostly unchanged over the last years, with updates made in 2018 and 2019, and is described below.

Officials

The Agency has not foreseen posts of officials.

Temporary agents

Type of key functions: Temporary agent posts are classified according to the nature and responsibility of the duties, as follows:

- Administrator function group (AD) comprises eleven grades, from AD 5 to AD 15 corresponding to scientific, technical, operational, administrative and legal duties;
- Assistant function group (AST) comprises eleven grades, from AST 1 to AST 11, corresponding to administrative and technical duties.

The Agency has not foreseen posts of function group AST/SC.

Selection procedure and recruitment: Recruitment of temporary agents follows the rules of the Staff Regulations and the Conditions of Employment of Other Servants (CEOS) and is in line with the General Implementing Provisions (GIP) for the use of TA (2f). These provisions specify in more detail the rules of the Staff Regulations on selection and recruitment, entry grades and contract prolongation and follow the standards for EU Agencies. They include the policies on procedures, transparency, selection requirements and cooperation with the European Personnel Selection Office (EPSO).

Within the framework of the currently applied standards, the Agency applies predefined working procedures for selections. The terms of reference are set out in the vacancy notices. These are updated for keeping abreast with the current processing standards regarding transparency, data protection and other standards.

The selection procedure generally includes the following steps:

- Nomination of the Selection Committee performing the selection which includes representatives of the Agency as well as staff representatives;
- Publication of a vacancy notice, including the job description, eligibility and selection criteria, the duration of the contract and the grade and other terms of reference for the selection;
- Preparation of the assessment by the Selection Committee;
- Pre-selection of candidates for interviews;
- Post-screening (prior invitations) of applications against the eligibility criteria by the HR Sector;
- Interviews with assessment of candidates, including written tests;
- A short list of the most suitable candidates will be proposed by the Selection Committee to the Executive Director, who will decide to adopt a reserve list of candidates to whom job offers may be made.

Length of contracts: The Agency employs its Temporary agents on long-term employment, on 3 year contracts with the possibility of extension for 3 further years and conversion of these contracts into indefinite contracts at the second extension. With exception of the post of the

Executive Director, which is a short-term contract as it is limited to 5 years with the possibility of a 5 year extension, the Agency uses long term assignments for Temporary Agents.

Entry grades: In accordance with the provisions for the engagement and use of TA and for the classification into grade and step, the regular entry grades for temporary agents depend on the tasks and level of the vacancy and are from AST1 to AST4 for Administrative Assistants and from AD5 to AD8 for Administrators. For Heads of Unit or Deputy Heads of Unit the respective grades range from AD9 to AD12.

Contract agents

Type of key functions: At EFCA, assignment is made to the following function groups for Contract agent positions corresponding to the nature and responsibilities involved:

- Function Group II: clerical and secretarial tasks, office management and other equivalent tasks
- Function Group III: administrative, finance and other equivalent technical tasks and
- Function Group IV: administrative, operational and equivalent technical tasks.

Selection procedure and recruitment: Selection and recruitment of Contract Agents follow the same terms as those for temporary agents. In particular, they are in line with the General Implementing Provisions (GIP) for the engagement of CA (3a). These provisions specify in more detail the rules of the Staff Regulations on selection and recruitment, entry grades and contract prolongation and follow the standards for EU Agencies. They include the policies on procedures, selection requirements and cooperation with the European Personnel Selection Office (EPSO).

Length of contracts: The Agency uses Contract Agent contracts to assign specified tasks on long and short term. The assignment of a Contract Agent function for long or short-term duration will depend on the area and nature of the duties assigned in the context of the Agency's objectives, service requirements and budget availability.

Contracts may be concluded for a period between 3 months to 3 years. They may be extended for another period between 3 months and 3 years - where the total duration of the initial contract and the first extension must be of a total duration of not less than nine months for function groups II to IV - and converted into indefinite contracts at the second extension in accordance with the Conditions of Employment of Other Servants (CEOS).

However, contracts may be concluded with only a limited perspective in time, in particular, for a project of limited duration, for cases where the Agency needs to avail itself of up-to-date knowledge in a specific area (and accordingly, to renew staff) or for replacement of absences. Such contracts may be concluded for a fixed period or for a limited period. In the latter case, the contract is concluded for the duration of the particular task.

Seconded national experts

Seconded National Experts (SNE) carry out tasks for the development of activities in the context of the predetermined work programme and supporting EFCA's general objectives. Their tasks may include participating in the implementation of campaigns, joint deployment plans and/or IUU plans, participation in training and missions to evaluate data and reports, participation in the development of data monitoring systems, to enhance certain fields of expertise and/or methods for data processing and other areas.

Seconded National Experts (SNE) are selected and engaged under the terms of EFCA rules (AB Decision 09-I-7 of 19 March 2009) and procedures for SNE. SNE may be engaged depending on needs of service and on the period agreed by the sending member state.

Structural service providers

EFCA makes use of structural service providers (SSP) to optimise the allocation of its resources. SSP can provide certain professional skills to achieve specific objectives and are flexible to apply. Although estimations in the multiannual staff planning are made for the full period, the actual forward planning is naturally of a shorter horizon and can be adjusted.

EFCA applies structural service providers (SSP), mainly for ICT services, however also for administrative support. Services for ICT, reception and logistic duties are performed under service contracts based on tender procedures and on specified duration.

B. Appraisal of performance and reclassification/promotions

The annual appraisal exercises are performed under AB Decision No 15-W-07 of 22 December 2015 laying down general provisions for implementing Article 43 of the Staff Regulations and implementing the first paragraph of Article 44 of the Staff Regulations for temporary staff and AB Decision No 15-W-07 of 22 December 2015 laying down general provisions for implementing Article 87(1) of the Conditions of Employment of Other Servants of the European Union and implementing the first paragraph of Article 44 of the Staff Regulations.

The annual reclassification exercises are implemented under AB Decision No 16-II-6(1) of 21 June 2016 laying down general implementing provisions regarding Article 54 of the Conditions of Employment of Other Servants of the European Union and AB Decision No 16-II-6(2) of 21 June 2016 laying down general implementing provisions regarding Article 87(3) of the Conditions of Employment of Other Servants of the European Union.

Table 1 - Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.Year 2018		How many staff members were promoted / reclassified in Year 2019		Average number of years in grade of reclassified/promoted staff members
	Officials	TA	Officials	TA	
AD 16					
AD 15					
AD 14		1		1	6
AD 13		2			
AD 12		2			
AD 11					
AD 10		3		1	4
AD 9		6			
AD 8		4		1	3
AD 7		11			
AD 6					
AD 5					
Total AD		29		3	
AST 11					
AST 10					
AST 9		6		1	3
AST 8		5			
AST 7		3		1	4
AST 6		3		2	4
AST 5		6		1	3
AST 4		5			
AST 3					
AST 2					
AST 1					
Total AST		28		5	
AST/SC1					
AST/SC2					
AST/SC3					
AST/SC4					
AST/SC5					
AST/SC6					
Total AST/SC		0			
Total		57		8	

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.Year 2018	How many staff members were reclassified in Year 2019	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16			
	15			
	14			
	13	1		
CA III	12			
	11			
	10	2		
	9	3	1	3.83
	8	1		
CA II	7			
	6			
	5	1		
	4			
CA I	3			
	2			
	1			
Total		8	1	

C. Mobility policy

Given the size and structure of EFCA, the number of opportunities for internal mobility is limited. Since 2016, all posts which are to be filled are notified internally to staff in advance via the Intranet to increase transparency on selection, in line with the rules governing temporary agents.

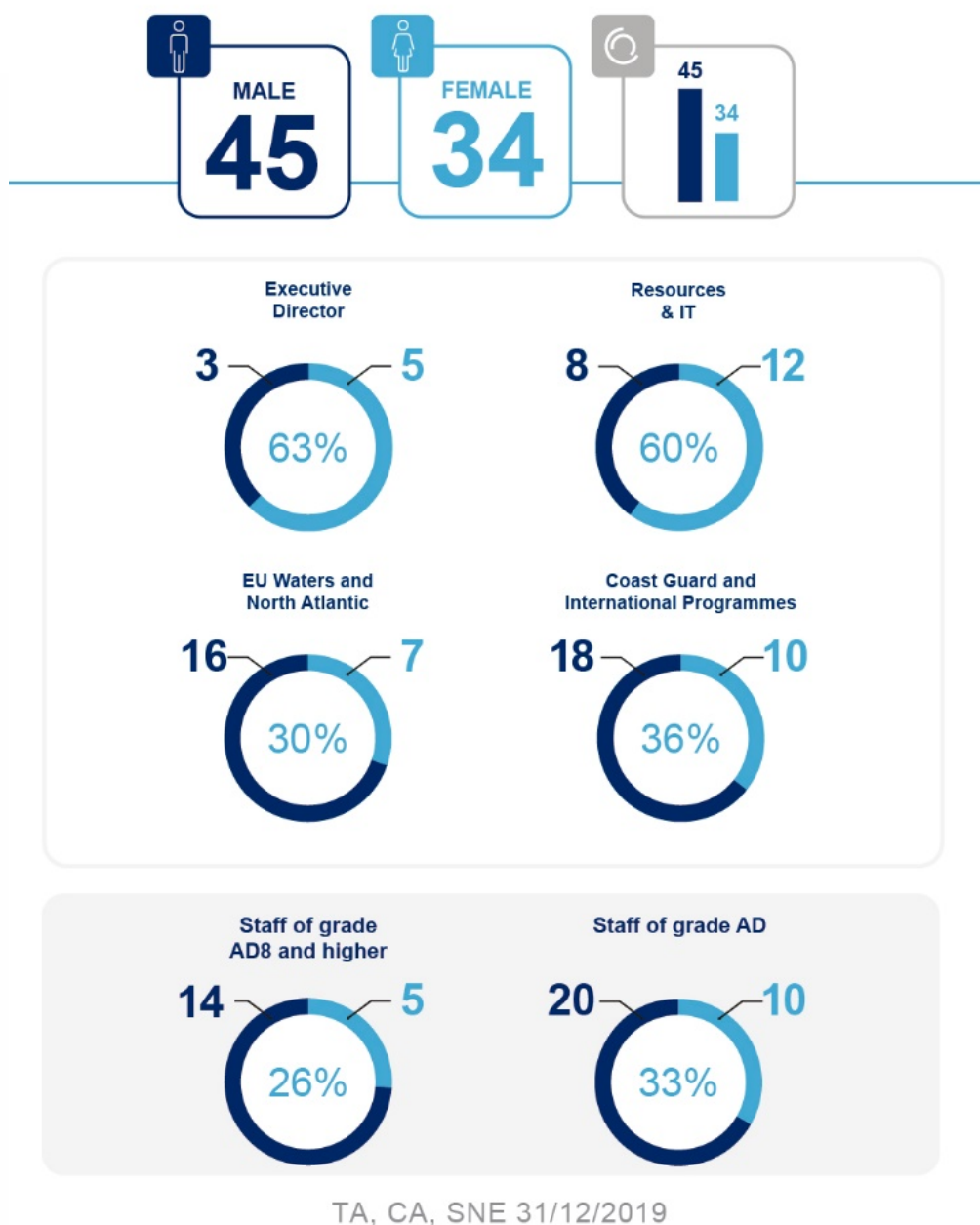
D. Gender and geographical balance⁸¹

EFCA promotes a policy of equal treatment and aims to have an optimal gender balance among its staff. The Agency has an equal treatment statement included in each vacancy notice published.

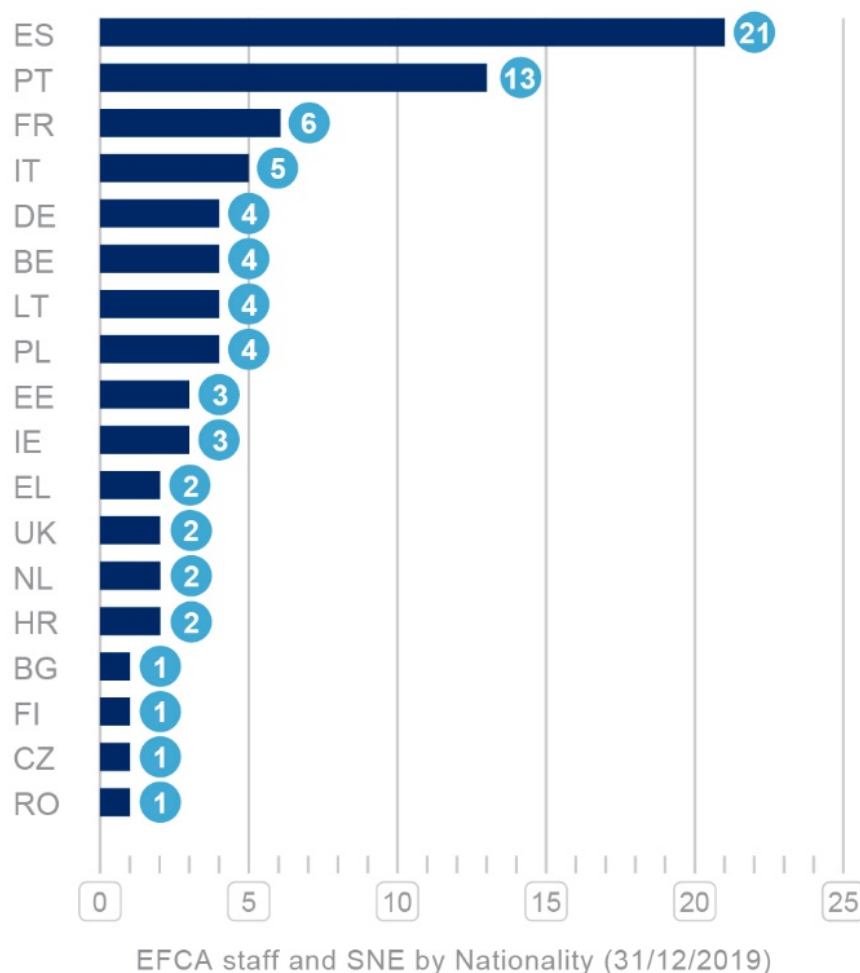
On 31 December 2019, EFCA employed 45 male and 34 female staff including SNE. There was a majority of male staff employed in operational coordination, among experts coming from a traditionally male domain. On the other hand, there was a majority of female staff under the Executive Director and in Unit Resources and IT.

The general balance amounted to 43 % female staff. The balance of female staff members excluding SNE was 46 %. In the following illustration you can see the distribution of genders across the organisational units in absolute figures, including a balance for staff of grade AD and of grade AD8 and higher.

⁸¹ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 10), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>



On 31 December 2019, EFCA staff and SNE were composed of 18 nationalities. In the following table you can see the distribution of temporary agents, contract agents and seconded national experts by nationality.



E. Schooling

The Agency maintains since 2009 a scheme for provision of tuition in mother-tongue languages and supplementary support for Spanish and English (AB Decision 13-W-07 of 11 November 2013). The scheme has been successfully run by the schools and well received by parents and children alike. Furthermore, a period of 2 years of exemption from Galician language for children is being granted in order to facilitate integration of expatriate children in the local schools.

ANNEX V: BUILDINGS**Current building(s)**

	Name, location and type of building	Other Comment
<i>Information to be provided per building:</i>	Odriozola Building Av. Garcia Barbón, 4 – 36201 Vigo (Pontevedra) Spain	Occupation of 7 floors (1st to 7th) Main entrance on ground floor. Main surface of ground floor occupied by a private bank
Surface area (in square metres) Of which office space Of which non-office space	Total surface area: ~ 3,700 m ² Office spaces and meeting rooms: ~ 3350 m ² Ancillary surfaces (circulations, toilets, cafeteria, archives, etc.): ~ 350 m ²	
Annual rent (in EUR)	Rent (and building annex costs) 7th floor rent agreement + security arrangement on basement (with owner): €52,680. Building general maintenance agreement (with owner): €10,500	
Type and duration of rental contract	7th floor: yearly renewable (tacitly) Security arrangement: for the duration of the occupation of the building by EFCA Building maintenance: yearly renewable (tacitly) No building surface increase is foreseen so far.	
Host country grant or support	Rent of floors 1 to 6, main entrance and 23 parking spaces paid directly by Spanish Authorities to the building owner.	
Present value of the building	n/a	

ANNEX VI: PRIVILEGES AND IMMUNITIES

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
VAT exempted (invoices >300€)	VAT exempted for vehicle purchases, special ID cards	-----

ANNEX VII: EVALUATION

A general evaluation of EU decentralised agencies carried out for the Commission in 2009 concluded that the rationale for EFCA was clearly established and that the creation of the Agency enabled a clarification of the role of the European Commission toward the MS and the sector. It stressed that there is clear added value of the Agency at European level, due to the facilitation of cooperation between Member States.

In line with Article 48 of the Founding Regulation of the Agency, every five years the Administrative Board shall commission an independent external evaluation of the implementation of EFCA's Founding Regulation. Each evaluation shall assess the impact of the Founding Regulation, the utility, relevance and effectiveness of the Agency and its working practices and the extent to which it contributes to the achievement of a high level of compliance with rules made under the common fisheries policy.

The first five-year external independent evaluation of the Agency for the period 2007-2011, showed an overall positive assessment of the governance and performance of EFCA. It indicated that on the whole, governance arrangements had worked well and pointed out that considering the Agency's limited resources, its operation in the politically sensitive environment of fisheries policy, and current Member State budget constraints, performance against the evaluation criteria of relevance, and effectiveness, impact and sustainability, can be considered promising. The Evaluation also commended the Agency for its administrative efficiency.

The second five-year external independent evaluation of the Agency for the period 2012-2016 was presented in June 2017, and, as stated in the report: "this evaluation reviewed the implementation of the Regulation during 2012-2016 against the evaluation criteria of follow-up on the last evaluation, relevance, coherence, utility, added value, efficiency, effectiveness, impact, sustainability and gender balance. Data collected with the help of extensive desk research, interviews with some 60 stakeholders, five case studies (focusing on specific EFCA activities) and five surveys of key stakeholders confirm EFCA's positive performance across all evaluation criteria. This is mostly explained with EFCA successfully operationalising a role of 'honest broker' between the MS, EC and industry, allowing EFCA to achieve objectives in terms of MS cooperation and compliance, thus contributing to the level-playing field and the sustainable exploitation of living aquatic resources. EFCA's strong performance was supported by adequate governance arrangements and working practices, with commendable efficiency efforts, e.g. use of e-administration".

The Administrative Board issued recommendations to the European Commission regarding changes to the Founding Regulation, the Agency and its working practices. Both the evaluation findings and recommendations were made public: https://www.efca.europa.eu/en/library?f%5B0%5D=field_library_type%3A69.

The recommendations issued by the Administrative Board are being taken into consideration in the multiannual and annual work programmes of the Agency. In that respect, a roadmap has been prepared by ECFA to effectively monitor and follow up the Administrative Board recommendations. The Administrative Board is reported on the state of play of the recommendations at each bi-annual Administrative Board meeting.

ANNEX VIII: RISKS YEAR 2021

Risk Description	Countermeasures
The UK withdraw from the EU can impact EFCA activities mostly in the North Sea JDP and Western Waters JDP.	<ul style="list-style-type: none"> Beyond this period of transition, EFCA will follow closely the evolutions and follow specific instructions from the EU Institutions⁸². Concerning future procurements and current contracts, EFCA will follow the specific instructions received from the Commission
The new tasks/activities entrusted to EFCA imply its contribution to the implementation of the European Coastguard initiative. Unavailability of inspection platforms will endanger the achievement of EFCA's objectives and its cooperation with other Agencies.	<ul style="list-style-type: none"> Explore with other Agencies alternatives for joint procurement of inspection platforms Ensure a detailed follow-up of the charter operation to ensure a quick reaction if the operation of the chartered means are temporarily unavailable
Not managing and operating inspection platforms properly has a significant inherent reputational risk. It might include risks derived from cases of accident/incidents produced during the operations.	<ul style="list-style-type: none"> Provision of necessary procedures to ensure that means are rightly coordinated and operates under sound guidelines and objectives Appropriate reporting to ensure that the financial management is correct and accurate Provision of the necessary insurance to cover EFCA from most liabilities. On-board medical assistance for specific fisheries areas
EFCA chartered vessel "Lundy Sentinel" will be operating in the Central Mediterranean Sea. The migrants' routes from the Sub-Saharan African countries are constantly changing and EFCA asset can be involved in Search and Rescue (SaR) operations and disembarking in a place of safety.	<ul style="list-style-type: none"> Provision of necessary medical team and equipment on board Enhanced cooperation with MS SaR Authorities and Maritime Rescue Coordination Centres Cooperation with Frontex in the scope of Joint Operations
The new mandate provided to EFCA includes the involvement in joint operations with other Agencies in support of the National Authorities. The quality of cooperation between EFCA and National authorities will have a significant impact on the delivery of the tasks.	<ul style="list-style-type: none"> Involve MS through the SG/implementing Groups in the planning and evaluation of activities of the means Invite MS participants to coordinate the operation Include MS inspectors on board of the EFCA means
Short-term changes in stakeholders priorities where there is an expectation and external pressure to perform and resource new tasks from within the existing budgetary envelope may lead to potential negative impact both on the delivery of other SPD outputs and on the staff well-being.	<ul style="list-style-type: none"> Improve coordination with EC to discuss a calendar of implementation of possible new tasks for EFCA before they are legally decided. Include in the Multiannual work programme of the EFCA a reference to the need to balance the new tasks with the available resources. The new tasks assigned should be assessed in terms of scope, and the possible costs involved identified. Management should take decisions on the effect on the core/priority activities established. Scenario planning in the SPD where negative priorities are provisionally identified, may help with the de-prioritisation of some activities in order to on-board the new tasks.
Outsourcing of activities may be more cost-effective in particular when certain skills are not available in an Agency or the project time span is limited. Systematic and prolonged outsourcing of core activities however brings a risk of (over)dependence on external contractors, which may lead to potential loss of	<ul style="list-style-type: none"> For new contracts for external services (IT engineers, software development) the qualitative award criteria should be carefully developed to obtain the desirable quality.

⁸² Vademecum on the UK withdraw from the EU ([Ref. Ares\(2020\)469682 - 24/01/2020](#))

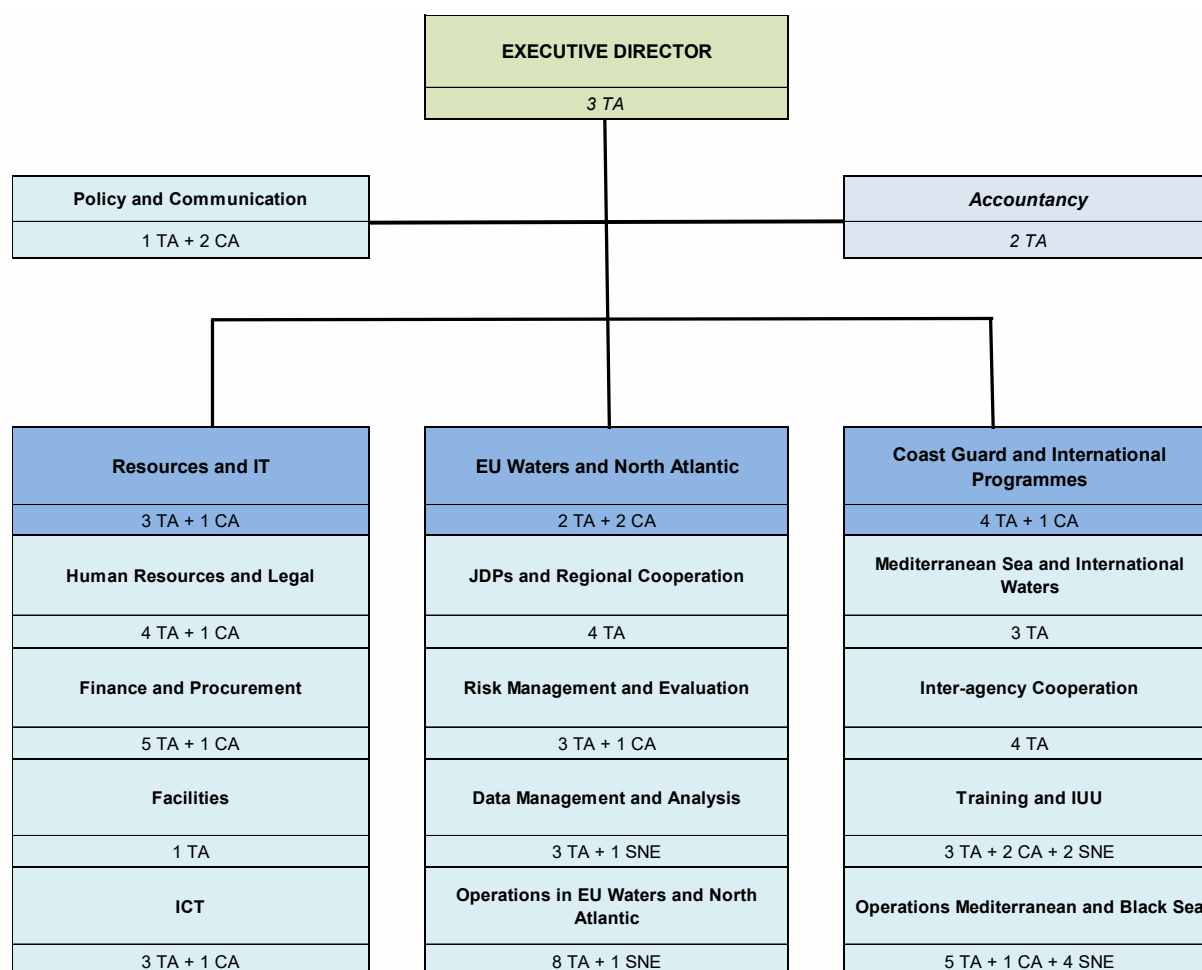
<p>knowledge, lack of continuity and/or systems malfunction when contractors change. In particular in the ICT Area. There are two risk identified:</p> <ul style="list-style-type: none"> - High risk on lack of knowledge transfer - High risk in attracting experienced engineers due to the low price of contract. 	<ul style="list-style-type: none"> • Establish transfer knowledge policy. For new contracts, specify the requirement for knowledge transfer should be included.
<p>Due to the ever-changing cybersecurity landscape, there is a risk of external cyber-attacks leading to potential operational damage, loss of data, unauthorised disclosure of information, breach of GDPR⁸³ and consequently reputational damage.</p>	<ul style="list-style-type: none"> • Continuous update of IT Security measures adopting industries best practises. • Regularly tested IT security policies and practices, constant monitoring of IT incidents and threats to promptly identify, tackle and prevent vulnerabilities. • Raise the security awareness within the organisation.
<p>The COVID-19 outbreak could result in long-term absences due to quarantine / sickness and impact the Agencies ability to execute the Work Programme. In addition, the social isolation could have an impact on the staff wellbeing.</p>	<p>Carefully monitor the situation and follow the EU and Member States' recommendations as well the development of the vaccines and therapeutics for COVID-19.</p>
<p>Economic downturn can have a negative impact on the financing available to the Agencies and thus having a negative impact on the budget and the Work Programme implementation.</p>	<p>Carefully following the developments, preparing scenarios for prioritising tasks in case of reduced budget.</p>
<p>Opportunity; Following the COVID-19 outbreak, the introduction of virtual meetings and large-scale teleworking provide an opportunity for the Agencies to introduce new ways of working and to reduce the consumption of resources and e.g. the carbon footprint.</p>	<p>n/a</p>

⁸³ General Data Protection Regulation 2016/679, OJ L 119, 4.5.2016, p. 1–88

ANNEX IX: PROCUREMENT PLAN YEAR 2021⁸⁴

Subject	Estimated Budget (€)	Type of contract	Timeframe for launching the procurement
Office supplies	€180,000 – €225,000	Framework Contract for Supplies	Q2
Language training	€80,000 – €100,000	Framework Contract for Services	Q3
Outsourced services	€700,000 – €750,000	Framework Contract for Services	Q2-3
Charter of fisheries patrol vessel	€20 million	Framework Contract for Services	Q2-3
Security equipment	€120,000 – €140,000	Framework Contract for Supplies	Q3

⁸⁴ Estimated figures and schedule

ANNEX X: ORGANIZATION CHART YEAR 2021⁸⁵

⁸⁵ EFCA is enacting a progressive phasing-out plan over the period 2020-2023 in order to abide by the ceilings of CA and SNE approved by the budgetary authority.

ANNEX XI: EFCA COMMITTEES (STEERING AND WORKING GROUPS)

The implementation of EFCA's operational activities requires strong coordination between the Agency, the European Commission and Member States.

With regard to the working relationships between the parent Directorate General (DG MARE) and the Agency, the cooperation is close and effective. Both parties ensure the relationships continue to develop. The Working Arrangements⁸⁶ between DG MARE and EFCA, as well as regular bilateral meetings on videoconference aim to organise good cooperation between both parties.

Key performance indicator (KPI)	Number
Video conferences	At least 5 per year
In room meetings	At least one per year

A description of the Committees established by EFCA to ensure coordination is provided below.

OPERATIONAL COORDINATION

For the purpose of operational coordination of joint control, inspection and surveillance activities by Member States, the Agency has established two joint regional working groups in accordance with its Founding Regulation:

– Regional Steering Group:

The Regional Steering Group (RSG) is composed of representatives designated by the Member States concerned and the European Commission, and is chaired by the Agency. The RSG is responsible for the overall coordination, and also ensures the real functioning of each JDP, in its three phases:

- Planning of activities, based on operational risk analysis;
- Implementation of the activities;
- Assessment of the effectiveness of the JDP, through a common system of reporting and evaluation.

The RSG manages the implementation of the tasks based on the principles of transparency and consensus. Besides, all questions regarding the practical implementation of the JDP, the operational plans and the PACT⁸⁷ projects shall be discussed in this regional forum.

– Technical Joint Deployment Group⁸⁸:

The Technical Joint Deployment Group (TJDG) is composed of national coordinators assisted by the Agency coordinators, for the purpose of putting into practice the operational planning and execution of the joint deployment of pooled means of control, of which EFCA's operated chartered capacity forms part, inspection and surveillance, as

⁸⁶ Working Arrangements Ref. Ares(2015)145634, 14.01.2015 and Administrative Board Decision 15-W-1, 02.02.2015.

⁸⁷ Partnership, Accountability (Compliance), Cooperation, Transparency.

⁸⁸ The Administrative Board may be invited to give its opinion on whether or not, in light of experience gained, there is scope for some merging of the meetings of the Regional Steering Group and the Technical Joint Deployment Group.

agreed in the JDP/operational plans. It ensures that the operational coordination between the Member States works.

The TJDG is responsible for ensuring the reception and transmission of all the operational information, to prepare the tactical recommendations for the control and inspection means in the JDP/operational plan areas and to report to the RSG the result of those joint control activities.

TRAINING

A Steering Group for Training and Exchange of Experiences and a Working Group involving the Member States and the European Commission provide guidance and technical expertise on training and exchange of experience, focusing on the implementation of the Core Curricula as well as on the development and translation of e-learning courses.

FIGHT AGAINST IUU ACTIVITIES

Beyond the organisation of training seminars and sessions, EFCA offers to dedicate part of the meetings organised in the framework of assistance to the implementation of the IUU Regulation to cooperation and risk management strategy issues together with the Member States and the European Commission.

ANNEX XII: PDN SUB-NETWORK WORK PROGRAMME – SUMMARY

Planned activities and deliverables of the PDN network April 2020-March 2021

Table of planned activities and deliverable – 2020-2021

	ACTIVITIES	DELIVERABLES	LEADERS	STRATEGY AGENDA OBJECTIVE ⁸⁹	ACTIONS
PDN	New EUAN Strategy - performance management model	Develop a performance management model, which will make it possible to determine the rate of progress in implementing the EUAN's strategy The deliverable is a set of assessment criteria, milestones, KPIs, to monitor progress in implementing the EUAN strategy	<i>This could be executed within a EUAN strategy implementation task force, or with a dedicated PDN group</i>	MVC	Topic <u>postponed</u> to September (the strategy will come into force in 2021)
	Environmental and sustainability planning, monitoring and reporting	Develop a proposal, following the work already started in EEA and Eurofound, to establish sustainability aspects for Agencies to plan, monitor and report. With the new Green Deal of the Commission, and its ambition to become climate neutral by 2030, the working group would concretely support the Agencies' efforts in that direction, starting from the environmental aspects identified within the sustainability categories.	<i>EEA, Eurofound, CPVO + other members TBD Potential cooperation with the Greening network?</i>	MVC	Analysis <u>continues</u> . Draft to be shared in a virtual ½ day meeting before summer. The focus should be on sustainability of Agencies as public organisations (e.g. their carbon footprints), possibly linked to their core missions and UN SDGs.
	Impact of Agencies and new Commission priorities	Following the concept paper on impact, the working group could support the formulation of contribution of Agencies to Commission priorities and Sustainable Development Goals The deliverables could be exchange of best practices in formulating multi-annual objectives and specifying contribution to policy goals, for example through exchanges at programming document preparation phase The working group could contribute content to the overall EUAN workstream on advocating Agencies in the next MFF	<i>This working group could be set up by policy clusters of Agencies, to maintain closer coherence of content.</i>	MVC	Catalogue of indicators to be published and used as reference. Further work on impact by clusters of Agencies <u>postponed</u> to September. Possibility to organise ad hoc teleconferences on specific Agencies' experience, basing on the concept paper on impact.

⁸⁹ Strategic objectives of the current Strategy adopted in Dublin in 2015: SSC: Shared services and capabilities; MVC: Mutual value creation with EU institutions; OC: Outward communication; IG: Internal Governance.

	Communities of practice, exchange of best practices	Possibility to establish voluntary groups around topics of interest, if there is clear interest and one Agency is willing to take the lead and facilitate. Example topics below:	<i>TBD based on a survey of priority topics and willing lead Agencies</i>	MVC	General possibility still open to all Agencies interested in hosting a videoconference on topic of interest
		Programming Document and Consolidated Annual Activity Report preparation and communication			New SPD/CAAR templates upcoming. When they are formally sent to Agencies, a call will be arranged to <u>review</u> the consequences and <u>discuss</u> how to approach the required changes. Discussion in small groups can take place before the summer.
		Monitoring and adjustment of work programme implementation during the year			Topic <u>postponed</u> to the autumn, concurrently with the PDN plenary
		Activity definition, budget, resourcing and management			Possibly <u>arrange a teleconference</u> before summer to share insights on activity based budgeting and management
		Planning and monitoring tools			Possibility to arrange a <u>teleconference</u> if there are Agencies willing to present
		Performance management models, including objectives, milestones, KPIs, audits, evaluations, also considering the outcome of the audit from Court of Auditors			Follow-up to Court of Auditors on performance management <u>postponed</u> until further action from Court of Auditors or Commission
		Implementation of management systems, including quality management and internal control standards. The exchange on QM is planned under the two current Community of Practice: Integrated Management Systems and Process Management, and may include not only exchange of practical experiences, but common training and on-demand on-site expert exchange.			After the teleconference in March, <u>another teleconference</u> could take place if others are willing to present

		New operating models, based on a view of the Agency as a system (ways to implement e.g. horizontal cooperation, lower level delegation, governance and decision making) and internal control framework implementation and risk management	<i>Potential cooperation with Auditnet</i>		Possibly <u>postpone</u> it at the autumn's PDN plenary, possibly in cooperation with Auditnet on application of the new Internal control standards
	PDN plenary meeting (May 2020 - exact date TBC)	The meeting would be held in workshop mode, with the main goal of best practice sharing	<i>ECHA</i>	MVC	<i>See proposal in separate charter document</i>

ANNEX XIII: ROADMAP ON THE FOLLOW-UP TO THE COMMON APPROACH ON EU DECENTRALISED AGENCIES

Actions to be performed	REF.	Responsible actors	Comments	Target year	State of role
II/ Operation of Agencies					
International activities 17- Sign working arrangements between agencies and partner DGs to ensure that they operate within their mandate and the institutional framework in the context of international activities	§ 25	Commission / Agencies	Remark: this is without prejudice to existing legal obligations that go beyond a simple information. Agencies are sometimes required by their founding act to get the agreement of the Commission to engage in such activities	2014	Completed
18- Provide mutual early information on international activities	§ 25	Commission / Agencies		Whenever relevant	Completed
19- If the agency's mission requires cooperation with authorities of third countries, adopt an international relations strategy, in principle embedded in the annual and / or multi- annual work programme	§ 25	Agencies		In parallel with (multi)annual work programmes	Completed
20- Submit specific initiatives with an international dimension (e.g. administrative arrangements with third countries) to the approval of the Management Board	§ 25	Agencies / Commission		Whenever relevant	Completed
Communication activities 22- Ensure the communication strategy is coherent, relevant and coordinated with the strategies and activities of the Commission and the other institutions	§26	Agencies		On a regular basis	Completed
Websites 24- Make websites as multilingual as possible and ensure they provide information necessary for (financial) transparency	§ 64	Agencies	EFCA follows the use of EU official languages when communicating with the public (Guidelines from European Ombudsman)		Completed
25- Ensure the website mentions that they are European Union agencies	§ 64	Agencies		As soon as possible if not already the case	Completed
Annual Work Programme 27- Reinforce the link between financial and human resources and each specific action to be carried out and make it systematic	§ 31	Agencies		Every year	Completed
28- Develop and use key performance indicators	§ 31	Agencies		Every year	Completed

Actions to be performed	REF.	Responsible actors	Comments	Target year	State of role
Multi-annual Work Programme 29- Draw up multiannual strategic programmes or guidelines linked with multiannual resource planning (budget and staff in particular) and linked with successive annual work programmes	§ 28, 31	Agencies		On a regular basis	Completed
30- Report to the Management Board on the agency's progress in implementing the multiannual work programme	§ 32	Agency Directors		On a regular basis	Completed
Conflicts of interest 33- Guidelines for a coherent policy on the prevention and management of conflicts of interest for members of the Management Board and Directors, experts in scientific committees, and members of Boards of Appeal	§ 11,18, 20, 21	Commission	In cooperation with agencies	2013	Completed
34- Adopt and implement a clear policy on conflicts of interest and, in particular, exchange experience and possibly develop a coordinated approach to common problems concerning scientific committees and boards of appeal, and define transparent and objectively verifiable criteria for the impartiality and independence of the members of Boards of appeal	§ 11,18, 20, 21	Agencies	Agencies are encouraged to pursue ongoing common initiatives in this field. Other ongoing initiatives also associate agencies and the Commission	2013	Not Applicable
35- Review selection procedures for members of scientific committees	§ 20	Agencies	If the EU agencies' founding regulations make it possible	2013	Not Applicable
Relations with stakeholders 42- When relevant stakeholders are not represented in management boards, involve them in internal bodies and/or advisory groups/working groups, where appropriate	§ 65	Agencies		On a regular basis	Completed
43- Coordinate with the different actors charged with the definition and implementation of a policy to exercise their functions	§ 65	Agencies			Not Applicable
44- Ensure the relations with stakeholders (e.g. the United Nations and other international organisations, sister agencies in third countries, and Member States' agencies) are coherent with their mandate, the institutional division of tasks in international relations, EU policies and priorities, and Commission's actions	§ 65	Agencies			Completed
III/ Evaluations, audits and OLAF					
Evaluations 46- Ensure that evaluations cover the accessibility of agencies and the selection procedures for / independence of members of	§ 7,20,21	Commission, Agencies		On a regular basis	Not Applicable

Actions to be performed	REF.	Responsible actors	Comments	Target year	State of role
scientific committees and boards of appeal					
49- Ensure that agencies' reviews conclude on their rationale, effectiveness and cost-effectiveness (notably by taking into account the share of administrative versus operational staff)	§ 60	Commission, Agencies		On a regular basis	Completed
50- Management boards to consider the need for ex-ante evaluation of activities/programmes	§ 61	Agencies		On a regular basis	Completed
Follow-up to evaluations 55- Directors to prepare a roadmap with a follow-up action plan regarding the conclusions of retrospective evaluations, and report on progress bi-annually to the Commission	§ 62	Agencies	The Commission will provide a template	2013, Q1	Completed
56- Ensure agencies' (management / executive) boards are adequately informed and involved	§ 62	Agencies		On a regular basis	Completed
57- Multi-annual work programmes to include the actions necessary to respond to the outcome of overall evaluations	§ 30	Agencies		Whenever relevant	Completed
Follow-up to internal and external audits 58- Ensure agencies' (management / executive) boards are adequately informed and involved	§ 10, 52	Agencies		On a regular basis	Completed
59- Inform the partner DG and DG Budget of the results of audits of the European Court of Auditors, as well as of the measures taken to meet the recommendations of the discharge authority and those of the Court	§ 56	Agencies		Whenever relevant	In progress
Anti-fraud activities 61- Establish a system of protection for whistleblowers and increase awareness of the different ways and channels for reporting serious wrongdoing	§ 66	Agencies		2013	Completed
62- Publicise the fraud prevention measures taken, and in particular, make information on OLAF's role and on the Fraud Notification System easily available on the Intra and Internet sites	§ 66	Agencies		On a regular basis	Completed
63- Raise the issue of fraud prevention measures in relevant Agency networks, in particular Inter-Agency Legal advisors Network	§ 66	Agencies		On a regular basis	Completed

Actions to be performed	REF.	Responsible actors	Comments	Target year	State of role
64- Report and review all urgency-based exceptions and deviations from standard procedures during the last month of the financial year	§ 66	Agencies		Whenever relevant	Completed
65- Ensure that all the standard contracts contain the clauses that can constitute a solid legal basis, in particular in third countries, to enable OLAF to carry out checks and inspections	§ 66	Agencies		Whenever relevant	Completed
66- Include specific references to OLAF's role in procurement notices and grant award procedures	§ 66	Agencies		Whenever relevant	Completed
67- Inform newly recruited staff on OLAF's role	§ 66	Agencies		Whenever relevant	Completed
68- Refrain from carrying out investigations on facts liable to lead to an investigation by OLAF and communicate complete and timely information to OLAF to allow informed decisions on whether to launch investigations	§ 66	Agencies		Whenever relevant	(no cases)
IV/ Management of financial and human resources and budgetary process					
Implementation of the Financial Regulation rules 70- Encourage new administrative staff to attend either specific training on financial regulation and implementing rules (organised directly in the agencies) or general training on procurement procedures and other financial matters (provided by the Commission)	§ 45	Agencies		On a regular basis	Completed
71- Better exploit the possibility offered by the Framework Financial Regulation to "use joint procurement procedures with contracting authorities of the host Member State to cover its administrative needs"	§ 45	Agencies	-	Whenever possible	In progress
Activity Based Budgeting (ABB) and Activity Based Management (ABM) 74- Exchange best practices	§ 40	Agencies		On a regular basis	Completed
75- Pursue the development of an ABB/ABM toolbox	§ 40	Agencies		2013	Completed
Resources planning 78- Provide adequate justification if they decide not to take full account of the Commission's opinion on the draft staff policy plan	§ 35	Agencies Commission		Whenever relevant	Completed

Actions to be performed	REF.	Responsible actors	Comments	Target year	State of role
Budget process and execution 80- Justify requests with regard to agencies' budgets	§ 41	Agencies, Commission, EP, Council		Annually	Completed
81- Improve internal planning and general revenue forecasting	§ 36	Agencies		On a regular basis	Completed
83- Improve the management of commitments to align them with real needs	§ 36	Agencies		On a regular basis	Completed
84- Communicate to the budget authority any modification to budgets which does not require their approval, together with adequate justification	§ 44	Agencies		Whenever relevant	Completed