

EFCA PROGRAMMING DOCUMENT

Multiannual work programme 2019 - 2020 and
Annual work programme 2019



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Articles 23(2)c and 17f of Council Regulation (EC) No 768/2005¹ as last amended by the Regulation (EU) 2016/1626².

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¹ OJ (Official Journal) of the European Union L 128 of 21.05.2005, p.1.

² OJ of the European Union L 251 of 16.9.2016, p.80.

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Foreword by the Chair of the Administrative Board

Reinhard Priebe, Chair of the Administrative Board



The Multiannual work programme 2019-2020 and Annual work programme 2019 that you have now in your hands continues the path that the European Fisheries Control Agency (EFCA) has taken up to now. The EFCA keeps up its commitment to work at the highest level of excellence and transparency with a view to developing the necessary confidence and cooperation of all parties involved to achieve a uniform and effective implementation of the Common Fisheries Policy.

This Programming Document depicts how EFCA's operational activities, focused on coordination, planning, evaluation, assistance and expertise, contribute to a European-wide level playing field for the fishing industry. With its cooperation model, EFCA makes a significant contribution towards sustainable fisheries by enhancing

compliance with existing conservation and management measures to the benefit of present and future generations.

EFCA's working methods, assisting Member States through the coordination of their efforts and promotion of cooperation, continue to be valid in 2019. Moreover, since the change to its founding regulation in 2016, the EFCA is proving its added value in the support to national authorities carrying out coast guard functions by providing them with services, information, equipment and training, as well as by coordinating multipurpose operations. In 2019, one main area for cooperation will be the drafting of a practical Handbook on European cooperation on coast guard functions.

EFCA's contribution to the global fight against illegal fishing is also a crucial part of the Agency's work, assisting in the implementation of the Illegal, Unregulated and Unreported (IUU) Regulation to cooperation and risk management strategy issues together with the Member States and the European Commission. Moreover, it extends its existing cooperation with fisheries control authorities in the European Union Waters to Western Africa in the PESCAO project aiming to improve the fight against IUU fishing activities in the region and improving sustainability of fisheries resources through improved monitoring, control and surveillance at national and regional levels.

All in all, the annual work programme 2019 offers a comprehensive overview of the allocation of resources to the Agency to meet its important objectives.

Introduction by the Executive Director

Pascal Savouret, Executive Director

The Programming Document (PD) is the framework for decentralised agencies to present their annual and multiannual activity programmes, with the corresponding human resources and budget, for decision by their governing body.

In 2019, the European Fisheries Control Agency (EFCA) will remain focussed on the implementation of the joint deployment plans, which underpin its commitments in accordance with its mission's statement.

EFCA organises operational coordination of fisheries control and inspection activities by the Member States and assists them to cooperate to comply with the rules of the Common Fisheries Policy in order to ensure its effective and uniform application.

In addition, the Agency will support the Member States and the Commission, through additional capacity building support such as training, harmonisation of inspection procedures, risk analysis, compliance evaluation and specific projects as the remote electronic monitoring.

The Programming Document for 2019 continues the actions implemented during 2018 in accordance with the multiannual objectives, with the inclusion of specific steps of the Common Fisheries Policy, as the entry into force of the full extent of the landing obligation and the new approach of the Commission on the Specific Control and Inspection Programme, or SCIP, provided by the article 95 of the Control Regulation.

The Agency had already anticipated in 2018 the direct effect of this combination on the Joint Deployment Plans, which will encompass a significant part of the regulated species. Moreover, the agency will maintain its commitment with the Commission agenda in the Mediterranean Sea and the Black Sea, initiated since 2016, mirroring the ministerial declarations MEDFISH4EVER and BLACKSEA4EVER, and implemented through new management plans, whose monitoring will fall under the future SCIP. The Agency will continue the cooperation with the EU partners in the Mediterranean basin to promote sustainable and compliant fisheries in the area.



The Programming Document also foresees an extension of the EFCA's activities in the international dimension, beyond the support of the Commission in the fight against illegal, unregulated and unreported fishing activities, as the ongoing programme of cooperation in Western Africa, PESCOA by which EFCA benefits from a specific grant for capacity building and operational guidance and other supports of the Union in its commitments with international organisations, Regional Fisheries Management Organisations and third countries.

The Programming Document 2019 also addresses the implementation of the European Coast Guard function through 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, which also involves the operational assets chartered by the Agency, will contribute to the joint deployment plans and multipurpose operations with Member State relevant authorities adding monitoring, control and surveillance capacity to the Member States resources.

The Agency will reach in 2019 a nearly full-fledged e-administration framework that will streamline its functioning and enhance its operational capabilities.

The reader will find in the Programming Document 2019 a comprehensive presentation of the European Fisheries Control Agency, mission and ambitions divided per activity and objectives, including the expected results, performance indicators and main outputs.

List of acronyms

ABB	Activity Based Budgeting
ABMS	Activity Based Management System
AC	Advisory Council
AD	Administrator (Staff)
AIS	Automatic Identification Systems
AST	Assistant (Staff)
AWP	Annual Work Programme
CA	Conventional Area
CC	Core Curriculum
CCIC	Coordination Centre in Charge
CFP	Common Fisheries Policy
EDPS	European Data Protection Supervisor
EFCA	European Fisheries Control Agency
CISE	Common Information Sharing Environment
DMS	Data management systems
EA	Enterprise architecture
EC	European Commission
ECA	European Court of Auditors
EDMS	Electronic Documentation Management System
EIR	Electronic Inspection Report
EMFF	European Maritime and Fisheries Fund
EMSA	Maritime Safety Agency
ERS	Electronic Reporting System
EUCG	European Union Coast Guard
FIS	Fishery Information System
FPA	Fisheries Partnership Agreement
FR	Financial Regulation
FRONTEX	European Border and Coast Guard Agency
GFCM	General Fisheries Commission for the Mediterranean
HR	Human Resources
IAS	Internal Audit Service
ICCAT	International Commission for the Conservation of the Atlantic Tuna
ICT (also IT)	Information and Communication Technology
IOC	Indian Ocean Commission
IMP	Integrated Maritime Policy
IMS	Integrated Maritime System
ITSC	IT Steering Committee
IUU	Illegal, Unreported and Unregulated fishing



JDP	Joint Deployment Plan
MCS	Monitoring, Control and Surveillance
MOC	Maritime Operations Centre
MoU	Memorandum of Understanding
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
RA	Regulatory Area
RAP	Rules of Application
RFMO	Regional Fisheries Management Organisation
RPAS	Remotely Piloted Aircraft System
RSG	Regional Steering Group
SCIP	Specific Control and Inspection Programme
SFPA	Sustainable Fisheries Partnership Agreement
SG	Steering Group
SGTEE	Steering Group on training and exchange of practice
SLA	Service Level Agreement
SOA	Service Oriented Architecture
SQF	Sectoral Qualification Framework
SR	Staff Regulations
TBD	To be determined
TJDG	Technical Joint Deployment Group
ToR	Terms of Reference
TWA	Tripartite Working Arrangement
VMS	Vessel Monitoring System
WGTEE	Working Group on training and exchange of experience

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 Reporting System (ERS)

This system allows EFCA to receive and parse ERS messages, exchange them with the stakeholders involved in JDP operations (CCIC), 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 (CCIC), 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 platform

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 available interactive courses and modules, video tutorials and other training resources 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 provide EFCA stakeholders with collaboration tools (e.g. sharing data and documents, exchange information, teleconferencing). This system is designed to support decision making, planning, operational coordination, and assessment of joint control operations, and to promote remote collaboration in support to EFCA activities.

Fishery Information System (FIS)

The FIS is the integration platform for the suite of data monitoring systems derived from the Control Regulation and will include specific additional EFCA applications designed to support the coordination and the training requirements.

JADE

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

¹Source: 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 (CFP).

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, to ensure 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 with Council Regulation (EC) No 768/2005. 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.

The Regulation was significantly amended on 14 September 2016 by Regulation (EU) 2016/1626 extending the EFCA role to European cooperation on Coast Guard functions.

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 in order 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.



SECTION I - GENERAL CONTEXT

As a European Union decentralised agency, EFCA's work is guided by the EU priorities, namely, “*A new boost for jobs, growth and investment*” within the Common Fisheries Policy, and “*Towards a new policy on Migration*” through the improvement of co-operation and co-ordination between national bodies and agencies carrying out coastguard functions. The aforementioned priorities contribute to the 2030 Agenda for Sustainable Development².

The EFCA is fully committed to a transparent and effective use of the budget, putting its focus on programmes and actions with EU added value. The Agency focuses on the support to the Member States and the EC in the implementation of the features of the Common Fisheries Policy basic regulation, that entails a regional approach, the implementation of the obligation of landing all catches and growing international requirements³ to fight against IUU fishing. At the same time, the Programming Document of the Agency intends to be flexible to respond to evolving requirements of the Common Fisheries Policy.

In this context, with a view to reinforcing European co-operation on coastguard functions, the last amendment to EFCA's founding regulation⁴, 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 (Frontex) and the European Maritime Safety Agency - 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 new tasks

and obligations for Member States, and for the Agency. The growth in EFCA's activity has been reflected in the recommendations⁵ issued by the Administrative Board (AB) on the Five-Year Evaluation of EFCA, that established the basis for the future development of EFCA activities. On the international dimension, the Administrative Board advocates “A reflection should be promoted on how to plan EFCA's involvement in the international dimension in relation to its mission and tasks”⁶. In this regard, EFCA in close collaboration with the EC will prepare a mid-term plan detailing possible areas of cooperation, timing, expected results and required resources to be discussed at the AB.

The Agency's increasing activity burden is being currently achieved through a staggered prioritisation of tasks and commensurate internal “Rationalisation”. The latter is being achieved by means of scalability and streamlining, through savings, better mobilisation and profiling of the staff, a move to e-administration and additional synergies with other agencies.

In this respect, 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”, the EFCA is playing an active role in the EU Agencies Performance Development Network (PDN)⁷. 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 future areas for synergy.

² UN Resolution A/RES/70/1.

³ Working arrangements between DG MARE and EFCA, 2015.

⁴ Council Regulation (EC) No 768/2005 as last amended by Regulation (EU) 2016/1626.

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

⁶ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 5), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>.

⁷ Annex XL PDN Sub-Network draft work programme – summary.



SECTION II - MULTIANNUAL PROGRAMMING 2019-2020⁸

Following the adoption of the Common Approach on decentralised agencies by the European Parliament, the Council and the European Commission in 2012, and the entry into force of the Framework Financial Regulation (FFR)⁹, the European Commission has established in close cooperation with the EU Agencies' Performance Development Network (PDN) the guidelines for the Programming Document (PD) for decentralised agencies.

In line with the above approach the Financial Regulation of the EFCA, Art. 32(1) of the AB Decision 13-W-09, states that the EFCA shall draw up a programming document containing multiannual and annual programming taking into account guidelines set by the European Commission.

The PD 2019 contains the Multiannual work programme (MWP) 2019-2020 and Annual work programme (AWP) 2019 and is adapted to the PD guidelines issued by the European Commission.

The MWP 2019-2020 & AWP 2019 follows the multiannual priorities set up in the previous multiannual programming document, including the tasks for cooperating with other agencies in the framework of the European Union Coast Guard (EUCG) functions and EFCA's activities under the grant agreement with the EC to implement the Action Document for improved regional fisheries governance in Western Africa (PESCAO)¹⁰.

It provides a general overview of the activities programmed on a multiannual basis in order to fulfil the mandate assigned to the Agency. The MWP 2019-2020 & AWP 2019 has

included the relevant sections required by the PD, inter alia, multiannual (strategic) objectives, performance indicators, targets, multiannual staff policy plan, schooling, privileges and immunities, building policy, evaluations and risks.

The Administrative Board (AB) will on an on-going basis discuss 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 targets¹¹.

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

Moreover, the on-going review process of the current EU Control Regulation, the results of the Five-Year Independent External Evaluation of EFCA (2012-2016)¹², published in 2017, and the Administrative Board recommendations following the above mentioned external evaluation, are considered in EFCA's MWP 2019-2020 and WP 2019.

Following its founding regulation, the MWP 2019-2020 and AWP 2019 is presented according to the Activity Based Management System (ABMS)¹³. To this end, the Agency is implementing an ABMS refining its multiannual planning, monitoring and reporting.

⁸ Following the EC opinions on EFCA's PD 2018 and PD 2019, EFCA has been requested to limit its multiannual work programme to 2019-2020 in order to align it with the Multiannual Financial Framework (2014-2020), instead of establishing a multiannual work programme over a five-year period, as required by EFCA's founding regulation, Article 17f.

⁹ Commission Delegated Regulation (EU) No 1271/2013 of 30 September 2013 on the framework financial regulation for the bodies referred to in Article 208 of Regulation (EU, Euratom) No 966/2012 of the European Parliament and the Council (OJ L 328, 7.12.2013, p. 42).

¹⁰ Commission Decision on the Annual Action Programme 2017 (Part 1) in favour of Western Africa to be financed from the 11th European Development Fund C (2017) 2951 final.

¹¹ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 9), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>.

¹² 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>.

¹³ 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 regulation¹⁴, 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, level playing field, coordination and assistance for better compliance are considered by the Administrative Board of EFCA wider objectives of the Agency¹⁵.

STRATEGIC MULTIANNUAL OBJECTIVES	KPI	TARGET BY 2020
1. Support the MS in monitoring the Common Fisheries Policy and in particular of the landing obligation	% of SCIPs implemented by JDPs adopted	100%
	Number of inspections and inspections with at least 1 suspected infringement by JDP	Stable trend (Inter-annual change less than $\pm 15\%$)
	Ratios for inspection with at least 1 suspected infringement by JDP ¹⁶	Stable trend (Inter-annual change less than $\pm 25\%$)
	Percentage of PACT projects organised following requests from MS	100%
2. Cooperate with other Agencies to support Member States national authorities carrying out coast guard functions	% of operations implemented by EFCA chartered means in line with the Tripartite Working Arrangement (TWA)	>80%
3. Support the Union in the international dimension of the CFP and the fight against IUU activities	Third countries mission number in the framework of IUU regulation (EC) No 1005/2008	8 missions (2-year term)
	% of analysis of catch certificates and supporting documents provided timely to the EC	100%
	% of assistance provided to EU in relations with the Regional Fisheries Management Organisations (RFMOs) and Sustainable Fisheries Partnership Agreements (SFPAs) / EU requests received	100%
4. Contribute to achieve a Level Playing Field through Capacity Building tools	Use of the CC by coastal MS	70% use of the CC by coastal MS
	Number of attendees to regional workshops and training sessions by EFCA	At least 750 participants (2-year term)
	E-learning platform service available to users	95% on a yearly basis for two years
5. Ensure visibility of EFCA's mission and EU values	Implementation of the Annual Communication Strategy Plan	90%
6. Ensure EFCA good governance, transparency and accountability	Preparation and notification of EFCA's Programming Document in due course	100%
7. Ensure the efficient use of EFCA resources	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)	$\leq 5\%$
	Degree of paperless financial transactions and procedures	90%

¹⁴ Council Regulation (EC) No 768/2005 of 26 April 2005 establishing a European Fisheries Control Agency and amending Regulation (EEC) No 2847/93 establishing a control system applicable to the common fisheries policy. Regulation as last amended by Regulation (EU) 2016/1626 (OJ L 251, 16.9.2016, p. 80).

¹⁵ 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, <https://www.efca.europa.eu/en/content/external-evaluation-2012>

¹⁶ Infringement ratio is influenced by the risk management strategy.

2. MULTIANNUAL PROGRAMME

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

2.1. Assistance to the European Commission and to the Member States for the implementation of the Common Fisheries Policy and related maritime strategies

A - Support the regional implementation of the Common Fisheries Policy (in particular of the landing obligation) and related maritime strategies:

- In fisheries areas subject to a SCIP /JDP;
- In fisheries where no SCIP/JDP is in force but subject to the landing obligation;
- Assistance from EFCA through PACT projects;
- Upon request of the European Commission, provide expertise on the control aspects in preparation of new or updating existing regulations;
- Cooperation on coast guard functions with other European Agencies to support of Member States national authorities carrying out coast guard functions.

The Agency offers the vision of a broadened model of cooperation, utilising both JDP and non-JDP cooperation possibilities under several legal basis¹⁷ provided for in the EFCA founding regulation.

a) The JDP remains the mainstay of the operational coordination. Depending on the SCIP decision, the JDPs will be regional, multispecies and continuous. Beyond the JDPs to implement the SCIPs currently in force (North Sea, Baltic Sea, Mediterranean Sea, and Western waters), new JDPs for other fisheries/species could be considered. The JDP coordination benefits from the services delivered through the EFCA Maritime Operations Centre (MOC) and from the support rendered to the MS by EFCA's operated inspection and surveillance chartered means.

The implementation of the JDPs requires, within the framework of the SCIP model developed by the European

Commission, and as defined by the Regional multispecies SCIPs and the discard plans:

- to address the monitoring of the landing obligation and the proper record of catches including the discards;
- to base the planning on the regional risk management developed in the JDP framework, 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 implement the method for assessment of cost effectiveness and impact of control activities, including the landing obligation;
- to contribute to the further harmonisation of control methods, procedures and minimum inspections standards¹⁸.

¹⁷ This broadened model of cooperation would fall, inter alia, under the following articles of EFCA founding regulation:

- Article 3: "mission": (d) Assist MS to fulfil their tasks and obligations under the CFP and (e) Assist MS and EC in harmonising the application of the CFP throughout the EU;
- Article 7: "assistance to the Commission and the Member States": d) draw up joint operational procedures in relation to joint control and inspection activities undertaken by two or more Member States, (e) elaborate criteria for the exchange of means of control and inspection between Member States and for the provision of such means by the Member States, (f) conduct risk analysis on the basis of the fisheries data on catches, landings and fisheries effort, (g) develop common inspection methodologies and procedures, (i) Promote and coordinate the development of uniform risk management methodologies, (j) Coordinate and promote cooperation between MS and common standards for the development of sampling plans;
- Article 15: Two or more Member States may request the Agency to coordinate the deployment of their means of control and inspection in relation to a fishery or an area that is not subject to a control and inspection programme;
- Articles 17b and 17c: 17b(a) Issue manuals on harmonised standards of inspections, 17c(2) Facilitate cooperation between MS and MS and the EC in the development of harmonised standards for control.

¹⁸ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 3), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>.

European Fisheries Control Agency

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

Special attention will be given to evolving requirements of the Common Fisheries Policy in the implementation of the Joint Deployment Plans and the cooperation in fisheries control.

b) Without prejudice to the fisheries subject to SCIP/JDPs, EFCA remains available to consider the implementation of additional Operational Plans in accordance with Article 15 of its founding regulation on the request of at least two Member States.

c) The Agency fosters the proper conditions to improve the level playing field, with a flexible cooperation concept for the implementation of the control and enforcement requirements of the Common Fisheries Policy in order to achieve a more comprehensive common and shared operational “grid” and facilitate the dissemination of best practices. This concept is based on a pragmatic approach combining partnership, accountability (compliance), cooperation and transparency (PACT). The PACT concept allows assistance by EFCA to the Member States individually and to regional groups of Member States and the European Commission in accordance with the provisions of Article 7 of EFCA founding regulation. However, it does not necessarily entail the operational coordination of inspection assets. It foresees a flexible and tailored cooperation scheme that may include exchange

of information, which could be enshrined in a landing obligation regional operational project or any regional partnership undertaking. In accordance with Article 15 of EFCA founding regulation, the Member States wishing formal coordination might include an operational plan as part of PACT.

The concept enshrined may additionally apply to areas/fisheries/species covered by SCIP/JDP and to the achievement of a flexible and voluntary regional cooperation scheme/project between the Member States, including through Member States regional bodies, with the assistance of EFCA. One of the main aims being the monitoring of the landing obligation as required by Article 15 of the CFP basic regulation, through a phased implementation with or without coordination of the inspection activities.

This approach was endorsed by the AB on 5 March 2015¹⁹:

- 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;

Looking beyond the benefits of interoperability and regional risk management strategy, either within or outside the boundaries of a SCIP/JDP, this broadened cooperation model would also provide instrumental capacity building commonalities and significantly contribute to levelling the playing field in areas such as:

¹⁹ Part of the outcomes of the EFCA's Seminar on the monitoring of the landing obligation on 4 March 2015.

- Training (see also entry D and paragraph 2.3 EFCA Rationalisation below);
- Methodologies and procedures;
- Landing obligation regional control projects;
- Evaluation of compliance and cost effectiveness (proportionality), (see also entry C below);
- Acquisition of means for the Member States;
- Seminars on the implementation of the CFP, operational coordination and/or capacity building;
- Pilot projects with Member States on emerging technologies;
- Facilitate fishing industry awareness.
- Enhancing the exchange of information and cooperation on coast guard functions including by analysing operational challenges and emerging risks in the maritime domain;
- Sharing capacity including chartered assets by planning and implementation of multipurpose operations including drills with Member States and/or EU agencies;
- Contribute to the preparation of the Handbook in the context of EUCG functions.

d) Within the framework of the Tripartite Working Arrangement (TWA)²⁰, EFCA will cooperate²¹ with Frontex and EMSA to support national authorities carrying out coast guard functions, providing assistance and expertise on coordination and fisheries control by:

- 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 (see also entry E);
- Provision of surveillance and communication services;
- Supporting capacity building (see also entry D);

The cooperation will be based on the Annual Strategic Plan to be agreed between the three Agencies. It will include cooperation actions between agencies in support to Member States authorities, comprising Seminars and drills. EFCA shall involve Member State authorities and will promote the implementation of multipurpose operations in the areas where a JDP or an Operational Plan is established.

EFCA will operate inspection assets in different areas that might contribute to multipurpose operations agreed with other Agencies and the Member States concerned.

B - Support the Union in the international dimension of the CFP and the fight against IUU activities

According to the CFP basic regulation²² and EFCA remit for IUU and RFMOs in other EU legislation, and following the Working Arrangements on EFCA's international activities between the European Commission and EFCA (AB Decision 15-W-1), **on request of the European Commission**, the Agency will assist the Union to cooperate with third countries and international organisations dealing with fisheries, including RFMOs, to strengthen operational coordination and compliance.

The Working Arrangements between DG MARE and EFCA ensure that the Agency operates within the mandate given by the legislator and aim to organise good cooperation as far as EFCA international activities are concerned. Specific activities are developed by the Agency following its founding Regulation in the international dimension, and translated into the MWP and WP. As these activities of EFCA imply international action, an "international relations strategy" is prepared by the Directorate General for

²⁰ 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).

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

²² Article 30 new 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".

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Maritime Affairs and Fisheries (DG MARE) so as to ensure consistency with EU policies in the conduct of the CFP. This strategy is presented yearly to the Administrative Board and is reflected in this document.

During this period, it is envisaged, in particular:

a) Implementation of Joint Deployment Plans to ensure the EU contribution to the fisheries control in the Regional Fisheries Management Organisations where there is an International Control Scheme in force, such as NAFO, NEAFC, ICCAT and GFCM.

b) Assistance as regards third countries, as:

- North Atlantic Coastal States in the North Sea, Baltic Sea, Western Waters and NAFO-NEAFC regulatory areas;
- Other NEAFC and NAFO Contracting Parties;
- ICCAT and GFCM Contracting Parties and Cooperating non Contracting Parties;
- IOC States members;
- Third Countries that have a SPFA with the European Union.

c) General support and participation of EFCA staff as technical experts of the EU Delegation in meetings of RFMOs such as NAFO, NEAFC, GFCM and ICCAT. It may include the Chairmanship of Working Groups or Committees as the ICCAT Permanent Working Group for the Improvement of Statistics and Conservation Measures.

d) Assistance to the European Commission and the Member States in the implementation of the Regulation (EC) 1005/2008 to fight against the IUU fishing²³.

e) Contribution to the implementation of Projects to promote capacity building and improve the fight against IUU fishing in third countries, as for example the Project for improved regional fisheries governance in Western

Africa (PESCAO) as regards the support to prevention of and responses to IUU fishing through improved Monitoring, Control and Surveillance (MCS) at national and regional levels²⁴.

In line with the above paragraph, the EFCA support to the European Union in the international dimension may take the following cooperative tools:

- The implementation of operational coordination with third countries through the JDPs and the establishment of pilot projects applied to specific areas/fisheries. It might include the deployment of EFCA chartered means;
- To organise seminars on operational coordination and/or capacity building involving RFMOs, regional arrangements, third countries and coast guards Fora;
- To support the European Commission as requested in the evaluation missions to third countries as regards the implementation of the Regulation (EC) 1005/2008 to fight against the IUU fishing;
- To support the European Commission in capacity building missions in the framework of fisheries partnership agreements based on the European Commission strategy;
- To assist the Member States in a cooperation model to facilitate the enhancement of an IUU risk management strategy;
- In support of 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.

EFCA shall 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 States²⁵.

²³ 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).

²⁴ Project to be implemented until 2022 following the grant agreement signed between EFCA and the Commission.

²⁵ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 4), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>.

C - Contribute to the evaluation and improvement of compliance in selected European Fisheries

Following the work of the focus groups on cost effectiveness and on compliance evaluation, EFCA will use its methodologies and partnership services to address a holistic view on compliance and help develop proposals for the evaluation of specific fisheries. Long term planning in this respect is to be worked in cooperation with the Member States concerned and the European Commission. It may specifically include support for evaluating compliance in the framework of the landing obligation.

Fisheries covered by the SCIP/JDP concept and fisheries subject to the landing obligation shall be the first focus of interest. EFCA will produce periodical reports analysing evaluation and supporting improvement of compliance in different fisheries/areas.

EFCA shall also support the European Commission, the European Parliament and the Member States in the proceedings of the expert group on compliance²⁶.

2.2. Enhancement of capacity building instruments**D - Provide training activities and training material in support of the effective and uniform application of the CFP based on the Core Curricula which will be kept updated²⁷**

1. Training courses delivered by EFCA will cover the control aspects of the CFP and the relevant international instruments. They will be directed at national, regional, and international audiences. Considering the resources available, training courses will be focused, in line with the mandate of EFCA, as follows:

- Training the trainers;
- Training of Union inspectors (before first deployment);
- advanced training for Union inspectors (exchange of best practices);
- Joint training courses organised with other EU agencies in the context of the EUCG functions;
- Training for third countries inspectors at the request of the European Commission, including on coast guard aspects;
- Training sessions on the implementation of the Regulation (EC) No 1005/2008 to fight against the IUU fishing.

2. EFCA shall 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 EUCG functions including fisheries control and inspection²⁸. The EFCA e-learning platform will contribute to take one step further towards a level playing field and harmonised methodology of inspections.

The priorities will be as follows:

- Develop, translate and keep up-to-date e-learning courses for EU and non-EU inspectors;
- Keep up-to date the EFCA Core Curricula related manuals;
- Promotion of and assistance with the use of the Core Curricula and EFCA e-learning courses in the Member States.

²⁶ Article 37(2) new 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."

²⁷ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendations 2 and 3), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>.

²⁸ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 2), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>.

E - Delivery and enhancements of the data management systems suite and architecture

- Fisheries related data available for EFCA activities including EUCG functions;
- Maintenance and enhancement of the services facilitating access to data on fishing activities and control is a key component of EFCA's business, which in turn assists in the setting up of remote operational coordination facilities and, streamlining EFCA's operations. EFCA has adopted a strategic approach to the development of supporting applications, where projects and activities have been converging towards the implementation of an integrated EFCA information system;
- Enhancement²⁹, maintenance, integration of the suite of operational systems: VMS, IMS, EIR, ERS, Jade and FISHNET.

F - Enhancements of EFCA ICT infrastructure, continuity and security for operational and corporate systems

- This plan includes the move to "Infrastructure as a Service" approach and the deployment of EFCA servers in another hosting site in accordance with the mandate given by the Administrative Board to develop synergies with other agencies and EU bodies and improve business continuity;
- Parallel development and maintenance of corporate IT support systems for EFCA will continue (e.g. EDMS, website, e-administration), along with the maintenance and update of existing systems, and improvement of EFCA operation room facilities;
- Interoperability with EC and use of applying DG DIGIT framework contracts;
- IT cooperation with EUIPO and other European Agencies;
- The continuation of the development of and adaptation to the enterprise architecture (EA).

2.3. EFCA rationalisation

As mentioned above, 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.

2.4. EFCA Committees (steering and working groups)

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

The Agency will continue taking advantage of the synergy between different meetings and promoting the use of telephone and video conference facilities.

²⁹ Including the alignment on the new provisions of the Commission Implementing Regulation (EU) No 404/2011 of 8 April 2011.

2.4.1. Operational cooperation

In organising operational cooperation between Member States at a regional level, and also 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 PACT projects shall be discussed in this regional forum.

Technical Joint Deployment Group³⁰

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 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.

2.4.2. Training

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

2.4.3. 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.

³⁰ 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.

3. HUMAN AND FINANCIAL RESOURCES OUTLOOK FOR THE YEARS 2019 - 2020

3.1. Overview of the past and current situation

Staff Population overview for 2017

Post occupancy for the year exceeded 97%³¹.

Following the amendment to EFCA's³² founding regulation, 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, so implying that EFCA made its full contribution to the pool in 2017, and the net overall increase in the establishment plan was 10 posts. On 31 December 2017, all of these new establishment posts were filled.

As a new initiative, EFCA had been awarded two grants in 2016, one to support the pilot project for the creation of a European Union Coast Guard, and a pilot project for modernising fisheries controls and optimising vessel monitoring through the use of innovative European systems (IMS). In accordance with the conditions of the latter grant, 2 man/years of SNEs were funded by that grant in 2017.

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 2017

EFCA's founding regulation amendment³³ extended EFCA's role to European cooperation on Coast Guard functions. EFCA cooperates with Frontex and EMSA

to support national authorities carrying out coast guard functions. This amendment to the founding regulation included an 85% increase of EFCA's budget in 2017 and the maintenance of the budget at equivalent level during the period of the current financial perspective 2017-2020.

EFCA received extra resources during the course of 2016 due to the grants for the implementation of 2 pilot projects, to be implemented in 2016-2017. In total the grants awarded equalled €750 000. This led to a breakdown of the use of the budget as follows:

- Staff Costs: 46%
- Administrative cost: 13%
- Operational costs: 40%

The distribution of the budget in titles has changed significantly, as the operational expenses have increased from 19% to 40% in respect of the total budget in 2017.



³¹ Offer letter sent before 31/12/2017 concerning 1 post is counted here as post occupied.

³² OJ L 251, 16.9.2016, p. 80.

³³ OJ L 251, 16.9.2016, p. 80.

3.2. Resource programming for the years 2019 - 2020

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 2019-2020. See below the breakdown per type of revenue and Title for 2017-2020.

REVENUE (€)	2017	2018	2019	2020
EU Subsidy	17 113 000	16 813 000	16 747 000	16 900 000
Other grants	p.m	595 849	500 000	500 000
Other revenue	p.m	p.m	p.m	p.m
Total revenues	17 113 000	17 408 849	17 247 000	17 400 000

EXPENDITURE (€)	2017	2018	2019	2020
Title I – Staff	7 949 000	7 699 000	8 120 000	8 257 000
Title II - Administrative	2 300 000	2 155 000	1 634 000	1 584 000
Title III – Operational	6 864 000	6 959 000	6 993 000	7 059 000
EU Subsidy	17 113 000	16 813 000	16 747 000	16 900 000
Ad-hoc Grants	p.m	595 849	500 000	500 000
Total expenditure	17 113 000	17 408 849	17 247 000	17 400 000

EFCA has signed a grant agreement related to its 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 amount for this action is €2 585 000 to be implemented from 2018 to 2022.

The details of the Draft Budget (DB) 2019 and envisaged up to 2020 have been indicated in Table 1 of Annex II.

Justification of needs in 2019

The global needs in 2019 closely mirror the major changes which took place in 2017 and 2018.

The expenditure under Title I has been estimated taking in consideration a full occupation of the 61 posts indicated under the draft establishment plan for 2019.

EFCA expects to implement the full establishment plan in 2019 and proposes a decrease in Title II (building and other administrative expenditure) in order to cover the needs in staff expenditure, keeping the total of staff and administrative expenditure combined at the same level as initially proposed.

The operational budget for 2019 will be €6 993 000 (€6 959 000 in 2018) in line with the current Multiannual Financial Programming for EFCA. The successful signature of a framework contract for the chartering of a patrol vessel³⁴ end of 2017, as well as the Service Level Agreements signed with EMSA and Frontex in the context of Chartering Means and Capacity Building, has increased the assurance of EFCA to achieve its objectives in this area.

Budget Outturn and cancellation of appropriations

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

³⁴ Contract No EFCA/2017/FRA/05 "Chartering of an offshore fisheries patrol vessel".

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3.2.2. Human resources

The total number of posts in the establishment plan in 2019 remains stable at 61. The number of contract agents is 5 and of seconded national experts 4³⁵.

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 activities of EFCA 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 EC.

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 due to new fisheries covered by SCIP/International Control Schemes;
- Use of the JDP cooperation model in wider context than the current one;
- Increase of support to the EU at international level, especially in the Black Sea and in the Mediterranean Sea for the implementation of the Med4ever Declaration;
- Implementation of multipurpose operations in new regions as Baltic Sea and Black Sea, 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.
- Chartering and management of additional chartered assets (ships and aircraft).

C) Efficiency gains

The efforts for efficiency gains have been initialised and enhanced since 2014. The objective has been maintained that effected gains at least accommodate the sequence of 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, a move to e-administration and e-training and additional synergies with other agencies. Actions are grouped under the following headings:

- **Administration:**

- A significant level of rationalisation through e-administration systems based on applications such as e-Prior and ABAC modules, MIPs and Sysper2;
- Ongoing discussions with other agencies is fostering the conditions for resource saving synergies and/or better continuity in accounting, human resource management, procurement, legal advice and internal application of data protection regulation;
- Particularly in procurement, maximisation of the use of inter-institutional call for tenders.

- **Budget Savings:**

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

³⁵ Based on budget availability, EFCA's estimation for 2019 would amount to 11 contract agents and 7 seconded national experts.

- **Human resources efficiency gains in Operational Coordination:**

- Increase of operational coordination tasks: JDPs covering more fisheries and operation of EFCA chartered means. This has been mitigated through changes in the organisation (e.g. joining JDPs implementation tasks in two dedicated regional Desks).

- **Human resources efficiency gains in Capacity Building:**

- Training for Member States and third countries: partly addressed through the e- Learning platform;
- Training provided in the SFPA framework: the number of missions is scheduled on a yearly basis and might be partly addressed through the e-learning platform;
- Data management systems: the EFCA data operational support will make resources more efficient and will liberate additional capacities by implementing a Data governance that will ensure the efficiency. In addition, by moving EFCA's IT infrastructure to the Cloud and to EUIPO a significant gain on efficiency and agility will be achieved.

- **Human resource efficiency gains in support of the European Commission in combating IUU fisheries:**

- Those activities will be carried out in accordance with Articles 4 and 7 of EFCA's founding regulation; meanwhile, the number of missions in third countries and EFCA analysis of catch certificates and processing statements in the context of third country evaluations under the IUU Regulation would be scheduled on a yearly basis and any adjustment duly notified by the Commission.

D) Negative priorities / Decrease of existing tasks

As mentioned in the Multiannual work programme section, the Administrative Board discuss on an ongoing basis the relation between resources and tasks and, where necessary in concrete cases, decide on the downgrading of priorities. It might be the case when there are areas of EFCA activities for which cooperation is already working between the Member States and then the Administrative Board might decide to dedicate less resources and reinforce other priority activities.

E) Redeployment

Conclusion on evolution of resources compared to the Commission Communication 2014 - 2020

EFCA is in line with the evolution of resources as foreseen in the Commission Communication. In particular, it has achieved the reduction as foreseen by 2018 of 6 posts on its establishment plan as it was on 31 December 2013, this equates to over 11% of a reduction. As mentioned in point 3.1 above under heading Staff Population overview for 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.

SECTION III - ANNUAL WORK PROGRAMME YEAR 2019

1. EXECUTIVE SUMMARY

The AWP 2019 follows the Communication from the European Commission on the guidelines for the programming document for decentralised agencies.

The AWP 2019 has taken into consideration the Commission written opinion on the PD 2019³⁶.

The performance indicators for the operational activities have been streamlined.

The Activity Based Management System (ABMS) was updated in 2017 and is composed of three operational activities.

AWP 2019		
Coordination	Operational Activities	ABMS
Planning and evaluation ³⁷		
Assistance and expertise		
Administrative Board	Governance and Communication	Horizontal tasks
Advisory Board		
Representation and Networks		
Communication		
Horizontal support		

2. OPERATIONAL ACTIVITIES

Activity Based Management System (ABMS)

ACTIVITY	Code
Operational activities	1
Coordination	1.1
Planning and evaluation	1.2
Assistance and expertise	1.3

EFCA has used the following allocation methodology for the AWP 2019:

- 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, 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.
- 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 already include the horizontal support expenditure.

³⁶ C(2018) 4494 final "Commission Opinion of 18.7.2018 on the draft Single Programming Document for 2019-2020 of the European Fisheries Control Agency (EFCA). Document circulated to the Administrative Board of EFCA on 25 July 2018.

³⁷ Formerly called Harmonisation and standardisation.

ANNUAL STRATEGIC PLAN 2019 IN THE FRAMEWORK OF THE EUROPEAN COAST GUARD INITIATIVE

Introduction

In recent years, European cooperation in the maritime domain has been in the spotlight and has substantially progressed, mainly due to the efforts of the EU Institutions and the relevant EU Agencies. Frontex, EMSA and EFCA, as core of the European interagency cooperation on coast guard function have been working together to provide the relevant stakeholders with the added value expected when performing cross sector initiatives.

The long-term vision and objectives for this cooperation were identified by the co-legislator in 2016 when a common article for the three Agencies' founding regulation was adopted. The Annual Strategic Plan is meant to present the high level objectives for the year to come to implement the above mentioned vision. The Plan is being submitted for consultation and approved by the respective governing boards of the three Agencies.

Building upon the experience and lessons learnt during the first year of implementation of the Tripartite Working Arrangement (TWA), the three Agencies have taken on board feedback from the relevant stakeholders, received throughout the year and more specifically during the first Annual European coast guard event, which helped fine-tune and define the objectives for the cooperation in 2019. The input of the relevant Member State national competent authorities is essential for the planning and the implementation of the activities decided in each of the work areas identified for cooperation of the three Agencies.

One main area for cooperation in 2019 will be the drafting of a practical Handbook on European cooperation on coast guard functions. The three Agencies in cooperation with the relevant competent National Authorities will support the European Commission to complete the Handbook covering the five areas for cooperation: information sharing, surveillance and communication services, capacity building, risk analysis and capacity sharing.



PRIORITIES FOR 2019 (OUTLINE)	
Strategic / Crosscutting	
To hold the annual joint European Coast Guard event under the coordination of Frontex in line with the experience gained at the previous annual event	
To promote further European cooperation with national authorities on coast guard functions considering the specificities of EU sea basins	
To carry out coordinated communication/media activities related to the implementation of the European interagency cooperation on coast guard functions	
To harmonise the format and implementing modalities of the interagency Service Level Agreements	
Area 1 - Information sharing	
To further enhance cooperation among the Agencies in the field of information sharing	
To provide a maritime awareness picture in customised interfaces that include/integrate all relevant data sources available across policy areas	
To continue working on analysing information needs and any gap in dialogue with relevant national authorities, continuing to ensure a sound and secure implementation of data access rights	
To further work on common tools for data mining and exploitation (such as Activity based monitoring tools and historical data analysis tools)	
Area 2 - Surveillance and communication services	
To further enhance cooperation between the three Agencies in the area of surveillance and communication services	
To analyse the possibility to increase specific surveillance and communication services to relevant stakeholders	
Follow up the developments of Air Traffic Control rules for RPAS	
To avoid duplication and overlap of surveillance and communication cross-sectoral services, in particular in the area of RPAS services	
Area 3 - Capacity building	
To continue collecting and assessing cross-sector training needs of national authorities performing coast guard functions	
To coordinate the preparation of the Handbook on European Cooperation on Coastguard Functions	
To ensure consistency between the ECGFF Sectorial Qualification Framework and the relevant EU and international standards.	
To provide joint cross-sectoral training by the relevant Agencies related to coast guard functions	
To map the ongoing relevant cross-sectoral cooperation projects with third countries	
To jointly support future EU capacity building cooperation programmes with third countries, where relevant	
Area 4 - Risk Analysis	
To further enhance cooperation between the relevant EU agencies on cross-sector risk management cooperation	
To enhance tailored cross-sector risk analysis services provided to relevant authorities responsible for coast guard functions where relevant and according to each Agency's mandate	
Area 5 - Capacity sharing	
To elaborate a concept for a European multipurpose maritime activity while using existing, planned, outsourced capacity of each Agency	
To further enhance cooperation modalities between EU Agencies on capacity sharing issues including sharing assets beyond multipurpose operations	
To identify the legal and operational regimes that apply to multipurpose operations led/supported by the Agencies	
To further enhance cooperation between Agencies and National Operational Centres for exchange of information in real time and provision of responses to threats in the areas of operation (also relevant for Area 1)	



2.1. Coordination (Operations) (ABMS CODE 1.1, Objectives 1-2)

2.1.1. Overview of the activity

Description

The successful implementation of the JDPs and operational plans requires the activity of EFCA staff to achieve the objectives regarding deployment of control means, cooperation, and exchange of information between the competent authorities is ensured. It means following up the JDPs through the TJDGs. Furthermore, it includes the daily follow-up of the control activities, ensuring availability of the information for the competent authorities and the participation of EFCA staff and patrol means in missions organised in the context of the JDPs. EFCA's Maritime Operational Centre will remain available, in particular to the MS in the TJDG framework. In cooperation with Frontex and the European Maritime Safety Agency, EFCA shall support national authorities carrying out coast guard functions at national and Union level with operational and coordination tasks and resources and where appropriate at international level. This will imply the direction of the EFCA chartered means in the JDP operations in concert with the Member States.

Possible support falling under the Coast Guard functions may be analysed through the implementation of multipurpose operations, including drills, in concert with the competent Member States authorities.

Added value

The added value of this activity is linked to coordinate and support the implementation of the JDPs and operational plans, to promote a level playing field and maximise the benefits of the control operations. The EU National Authorities carrying out coast guard functions would benefit from EFCA operational coordination, its assets, information and expertise in the area of fisheries control.

Challenges

The main challenge is the need to establish and maintain an effective coordination of the control activities of the Member States. The EFCA contribution to the EU coast guard capacity shall remain within its mandate, be proportional and shall not affect its commitments towards the MCS measures applying to the Common Fisheries Policy.

Link with multiannual objectives

- Support the MS in monitoring the Common Fisheries Policy and in particular the landing obligation;
- Support the Union in the international dimension of the CFP and the fight against IUU activities;
- Cooperate with other European Agencies to support Member States national authorities carrying out coast guard functions.

Legal basis

Art. 4, 5, 7, 7a, 15, 16 and 17g of Council Regulation (EC) No 768/2005 of 26 April 2005 establishing a Community Fisheries Control Agency and amending Regulation (EEC) No 2847/93 establishing a control system applicable to the Common Fisheries Policy³⁸; Art. 30 of Regulation (EU) No 1380/2013 of the European Parliament and of the Council of 11 December 2013 on the Common Fisheries Policy, amending Council Regulations (EC) No 1954/2003 and (EC) No 1224/2009 and repealing Council Regulations (EC) No 2371/2002 and (EC) No 639/2004 and Council Decision 2004/585/EC³⁹.

³⁸ OJ L 128, 21.5.2005, p.1. Regulation as last amended by Regulation (EU) 2016/1626 (OJ L 251, 16.9.2016, p. 80).

³⁹ 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).

2.1.2. Objectives, indicators, expected outcomes and outputs

OBJECTIVE 1						
Coordinate the implementation of JDPs and Operational plans by the Member States in EU waters and North Atlantic, and support to national authorities carrying out coast guard functions in EU waters						
EXPECTED RESULTS						
1. Coordination of the implementation of the control activities committed by the Member States and EFCA in the Regional JDPs and operational plans for 2019 in North Sea, Baltic Sea, NAFO and NEAFC and Western Waters 2. Close collaboration, exchange of information, increased synergies and transparency between the participating Member States in the context of the JDPs Provision of assistance and expertise to Member States through regional workshops and best practice meetings for the Union Inspectors, inspectors and MS staff 3. Implementation of multipurpose operations to support national authorities carrying out coast guard functions through sharing of information and sharing of means						
PERFORMANCE INDICATORS	ACHIEVED 2017			EXPECTED 2018	TARGET 2019	MEANS AND FREQUENCY
1. By JDP:	NS	BS	WW			
Number of campaigns days per JDP	>300	>300	>300	>300	>300	Quarterly report
Percentage of Control and inspection means deployed in accordance with the JDP	83%	97%	75%	90%	90%	
Man/days in joint inspection teams	>75	>75	71	75	75	
2. Percentage of inspections at sea on vessels belonging to the two highest risk fleet segments per JDP regional area	n/a	n/a	n/a	n/a	60%	Quarterly report
3. By region/JDP:						
Number of workshops and best practice meeting delivered	≥1			At least 1 per region	At least 1 per region	Quarterly report
Union inspectors attending workshops attendees satisfaction	>80%			Attendees satisfaction (good or very good) >80%	Attendees satisfaction (good or very good) >80%	
MAIN OUTPUTS						
1. Quarterly reports regarding Regional JDPs and operational plans in North Sea, Baltic Sea, NAFO NEAFC and Western Waters 2. Advanced workshop(s) and best practice meetings delivered. 3. Multipurpose cooperation with Frontex and EMSA, in support of national authorities carrying out coast guard functions 4. Operation of EFCA chartered means						
Multiannual index to be used as a trend for compliance evaluation purposes						
<ul style="list-style-type: none">Number inspections and inspections with at least 1 suspected infringement by JDPRatios for inspections with at least 1 suspected infringement detected by JDPNumber of attendees to regional workshops by EFCA						



European Fisheries Control Agency

OBJECTIVE 2					
Coordinate the implementation of the EU contribution to the International Control and Inspection Schemes in RFMOs in the Mediterranean Sea and Black Sea (ICCAT and GFCM) also including PACT regional projects and support to national authorities carrying out coast guard functions in International waters					
EXPECTED RESULTS					
1. Coordination of the implementation of the control activities committed by the Member States and EFCA in the JDPs covering the waters of Mediterranean Sea and Black Sea, including the waters managed by ICCAT and GFCM					
2. Close collaboration, exchange of information, increased synergies and transparency between the participating Member States in the context of the JDPs					
3. EFCA' staff participation as inspectors in control missions in international waters					
4. Provision of assistance and expertise to Member States through regional workshops and best practice meetings for RFMO inspectors, Union Inspectors, inspectors and MS staff					
5. Implementation of multipurpose operations to support national authorities carrying out coast guard functions through sharing of information and sharing of means					
PERFORMANCE INDICATORS	ACHIEVED 2017		EXPECTED 2018	TARGET 2019	MEANS AND FREQUENCY
1. By JDP:	MED	NAFO NEAFC			
Number of campaigns days per JDP	>300	>300	>300	>300	Quarterly report
Percentage of Control and inspection means deployed in accordance with the JDP schedule (% of total planned)	>90%	>90%	90%	90%	
Man/days in joint inspection teams	>75	>75	75	75	
2. By region/JDP:					
Number of workshops and best practice meeting delivered	>1		At least 1 per region	At least 1 per region	Yearly report
Union inspectors attending workshops attendees satisfaction	>80%		Attendees satisfaction (good or very good) >80%	Attendees satisfaction (good or very good) >80%	
Number of EU-ICCAT trainings for trainers delivered	n/a		At least 1	At least 1	
MAIN OUTPUTS					
1. Quarterly reports regarding JDPs in the Mediterranean Sea and Black Sea					
2. Advanced workshop(s) and best practice meetings delivered					
3. Multipurpose cooperation with Frontex and EMSA, in the support of national authorities carrying out coast guard functions.					
4. Operation of EFCA chartered means					
Multiannual index to be used as a trend for compliance evaluation purposes					
• Number of inspections and inspections with at least 1 suspected infringement by JDP					
• Ratios for inspections with at least 1 suspected infringement detected by JDP					
• Number of attendees to regional workshops by EFCA					

2.1.3. Resources - ABMS Code 1.1 (Objective 1-2)

Staff	2.5 AD, 11 AST, 1 CA, 4 SNE
Standard Budget	€600 000
ABMS	€3 728 819
Link to EFCA Organisation Chart	Unit EU Waters and North Atlantic Unit Coast Guard and International Programmes

2.2. Planning and evaluation (ABMS CODE 1.2, Objectives 3-5)

2.2.1. Overview of the activity

Description

This activity delivers the strategic planning and assessment of fisheries inspections by:

- Promoting cooperation with Member States authorities and the European Commission to implement the Common Fisheries Policy control regime through:
 - The planning, analysis and assessment of the implementation of the Joint Deployment Plans and Operational Plans;
 - The organisation of Regional Steering Groups in areas covered by a SCIP/JDP or an International Control Scheme;
 - Planning, analysis and assessment of EUCG multi-purpose operations;
 - The support to the implementation of regional projects in cooperation with the EU regional groups.

A specific attention will be given to the harmonisation of the implementation of the landing obligation in the different EU regions. The support shall be delivered through the Joint Deployment Plans and/or the cooperation with the Regional Groups constituted by the Member States.

- Assisting the European Commission and the Member States in their relations with RFMOs and third countries, promoting the implementation of the control standards of the EU at international level; it 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.
- Contributing 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.
- The charter of control means by EFCA dedicated to fisheries control shall be organised, 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.

- Promoting and facilitating the 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 IMS worldwide, RPAs and satellite imagery.

Added value

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

Challenges

The need to establish cooperation at regional level and at international level. It requires a proper knowledge of the situation to be able to deliver sound planning and evaluation activities.

Link with multiannual objectives

- Support the MS in monitoring the Common Fisheries Policy and in particular of the landing obligation;
- Support the Union in the international dimension of the CFP and the fight against IUU activities;
- Contribute to achieve a Level Playing Field through Capacity Building tools;
- Cooperate with other European Agencies to support Member States national authorities carrying out coast guard functions.

Legal basis

Art. 4, 5, 7 and 14 of Council Regulation (EC) No 768/2005; Art. 30 and 37(2) of Regulation (EU) No 1380/2013 of the European Parliament and of the Council.

2.2.2. Objectives, indicators, expected outcomes and outputs

OBJECTIVE 3				
Support the implementation of the Common Fisheries Policy in EU waters and North Atlantic				
EXPECTED RESULTS				
1. Joint deployment plans (JDP) adopted 2. Improved CFP implementation at a regional level through the organisation of regional steering group meetings 3. Improved cost-effectiveness through the planning of the regional control operations (JDPs and operational plans) including multipurpose missions in cooperation with the other Agencies 4. Assessment of the regional control operations (JDP and operational plans), including the definition of major risks for the control activities 5. Implementation of the tasks delegated to EFCA in relation to RFMOs and third countries in the North Atlantic 6. Promote compliance and level playing field in the fisheries control 7. Support to the EU Delegation in international meetings 8. Assistance to Member States, including to Regional Bodies, and the European Commission in the implementation of projects related to the CFP, such as the landing obligation 9. Adaptation of JDPs to the post-Brexit situation				
PERFORMANCE INDICATORS	ACHIEVED 2017	EXPECTED 2018	TARGET 2019	MEANS AND FREQUENCY
1. Planning of control operations delivered timely	Quarter 4	Quarter 4	Quarter 4	Quarterly report
2. Assessment reports JDPs (year N) delivered before 1 July (year N+1)	100%	100%	100%	Quarterly report
3. Risk management implemented for landing obligation	100%	100%	100%	Annual report
4. % of MS and EC support requests fulfilled by EFCA	100%	100%	100%	Quarterly report
MAIN OUTPUTS				
1. Report on the support from EFCA to Member States, including to Regional Bodies, and the European Commission in projects related to the implementation of the CFP, including PACT regional projects 2. Planning and assessment of the regional control operations delivered 3. Planning and assessment of EUCG multipurpose operations				



OBJECTIVE 4

Support to the implementation of CFP in Mediterranean Sea, Black Sea and external waters, and cooperation with third countries and international organisations dealing with fisheries (RFMO's)

EXPECTED RESULTS

1. Joint deployment plan (JDP) adopted
2. Improved implementation of the CFP at a regional level through the organisation of regional steering group meetings
3. Improved cost-effectiveness through the planning of the regional control operations (JDPs and operational plans), including multipurpose missions in cooperation with the other Agencies
4. Preparation and implementation of pilot projects for cooperation with third countries in the context of the GFCM
5. Support cooperation of third countries involved in GFCM and ICCAT fisheries
6. Assessment of the regional control operations (JDP and operational plans), including the definition of major risks for the control activities
7. Promote compliance and level playing field in the fisheries control
8. Implementation of the tasks delegated to EFCA in relation to RFMOs and third countries
9. Support to the EU Delegation in RFMOs meetings

PERFORMANCE INDICATORS	ACHIEVED 2017	EXPECTED 2018	TARGET 2019	MEANS AND FREQUENCY
1. Planning of control operations delivered timely	Quarter 4	Quarter 4	Quarter 4	Quarterly report
2. Assessment reports JDPs (year N) delivered before 1 July (year N+1)	100%	100%	100%	Quarterly report
3. % of RFMOs and third countries to which EFCA assisted in comparison with EC requests	100%	100%	100%	Quarterly report
4. % of Implementation of the tasks delegated by the EC in relation to RFMOs and third countries	100%	100%	100%	Quarterly report

MAIN OUTPUTS

1. Reports on the support from EFCA to Member States, including to Regional Bodies, and the EC in projects related to the implementation of the CFP
2. Planning and assessment of the regional control operations, (JDP and operational plans) including PACT regional projects delivered
3. Pilot projects with third countries delivered
4. Assistance to third countries delivered
5. Planning and assessment of EUCG multipurpose operations
6. Report of cooperation with third countries and RFMOs
7. Report on the implementation of the tasks delegated to EFCA in relation to RFMOs and third countries



OBJECTIVE 5				
Contribute to the implementation of the EU IMP through interagency cooperation on coast guard functions and to the development of technologies for fisheries control				
EXPECTED RESULTS				
1. Support to the EU regarding the implementation of the EU integrated Maritime Policy 2. Cooperation on EU Coast Guard functions ⁴⁰ with EMSA and Frontex in benefit of MS coast guard authorities 3. Control means chartered and deployed following the agreed planning of operations 4. EFCA Maritime Operational Centre managed in support of EFCA operations 5. Implementation of the annual strategic plan agreed with EMSA and Frontex under the TWA 6. Support to the MS in the use of technologies for fisheries control purposes				
PERFORMANCE INDICATORS	ACHIEVED 2017	EXPECTED 2018	TARGET 2019	MEANS AND FREQUENCY
1. Number of multipurpose operations missions	n/a	10	10	Quarterly report
2. Agreement reached on the operational RPAs services with the other Agencies	n/a	By December	By December	Yearly report
3. Fixing areas/period/means and briefings for multipurpose operations in 2020	n/a	By December	By December	Yearly report
4. Definition of fixed Wing Aircraft surveillance service for the purpose of Agencies in 2020	n/a	By December	By December	Yearly report
5. Percentage of EFCA chartered means operational days carried out in multipurpose operations	100%	60%	70%	Quarterly report
MAIN OUTPUTS				
1. Active participation and expert input in initiatives related with the implementation of the EU IMP 2. Reports of the TWA Steering Committee and Technical Subcommittees 3. Fisheries control and multipurpose activities delivered by the EFCA chartered means 4. Reports regarding the implementation of new technologies in the fisheries control activities 5. Preparation of first draft of CG handbook 6. One working group organised on the use and development of technologies for fisheries control				

2.2.3. Resources- ABMS code 1.2 (Objectives 3-5)

Staff	9 AD, 4 AST, 0.5 CA, 2 SNE
Standard Budget	€5 208 000
ABMS	€9 476 905
Link to EFCA Organisation Chart	Unit EU Waters and North Atlantic Unit Coast Guard and International Programmes

⁴⁰ Regulation (EU) 2016/1626 of the European Parliament and of the Council of 14 September 2016 amending Council Regulation (EC) No 768/2005 establishing a Community Fisheries Control Agency: "...Whereas:

(1) National authorities carrying out coast guard functions are responsible for a wide range of tasks, which may include maritime safety, security, search and rescue, border control, fisheries control, customs control, general law enforcement and environmental protection."

2.3. Assistance and expertise (ABMS CODE 1.3, Objectives 6-10)

2.3.1. Overview of the activity

Description

This activity establishes EFCA actions to assist through its expertise to the common implementation of projects with Member States and the European Commission, in order to promote level playing field and cost-effectiveness through:

- Fostering joint projects in cooperation with Member States to implement regional risk assessment, evaluation of compliance trends, cost of the control operations, harmonisation and standardisation of inspection methods⁴¹.

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. These projects may also be implemented in the international arena when requested by the EC.

- 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;
- 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.

- 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 (sometimes called data node) to a common maritime operational picture in the context of the EUCG functions activities:

- Establishment of Data Governance Strategy and implementation of it through Data management processes in line with business requirements.
- Dialogue with the final users and the IT for collecting the needs and developing/updating the software applications.
- Cooperation and exchange of operational data with the Member States, the Commission and other agencies.

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

Added value

Provision of assistance and expertise to the Member States, the Commission and third countries. The use of common methods delivered by common projects, the training activities and the assistance to the Commission and the Member States in the IUU catch certification scheme shall reinforce the regionalisation process and the equal treatment to fishermen in the different EU and international areas. The use of the operational applications will ensure transparency and promote cooperation.

⁴¹ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 3), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>.

Challenges

Development of projects through Member States cooperation, implementation of the results via JDPs or operational plans at regional level and with securing the necessary investments in software application development, changes and maintenance of the same as well as IT-related infrastructure investment. Use by the Member States authorities of the training materials prepared by EFCA.

Link with multiannual objectives

- Support the MS in monitoring the Common Fisheries Policy and in particular of the landing obligation.

- Cooperate with other European Agencies to support Member States National Authorities carrying out coast guard functions.
- Support the Union in the international dimension of the CFP and the fight against IUU activities.
- Contribute to achieve a Level Playing Field through Capacity Building tools.

Legal basis

Art. 4, 5, 7, 8, 9, 14 and 17g of Council Regulation (EC) No 768/2005; Art. 30 and 37(2) of Regulation (EU) No 1380/2013 of the European Parliament and of the Council.

2.3.2. Objectives, indicators, expected outcomes and outputs

OBJECTIVE 6				
Promoting effectiveness and efficiency of control operations				
EXPECTED RESULTS				
1. Major risk drivers and mitigation measures for priority risks identified by regional risk analysis developed in each JDP/operational plan area, and in regional areas on request of the Member States 2. Compliance trends identified in the different JDPs, and in regional areas on request of the Member States 3. Contribution to the EFCA users' needs definition regarding the software for operational applications 4. Identification of cost-effective monitoring through an evaluation of the costs of JDPs and operational plans 5. Assistance to MS to facilitate successful enforcement of procedures 6. Harmonisation and standardisation of control methods, procedures and minimum inspection standards 7. Provide expertise on the control aspects in preparation of new or updating existing regulations upon EC request				
PERFORMANCE INDICATORS	ACHIEVED 2017	EXPECTED 2018	TARGET 2019	MEANS AND FREQUENCY
1. JDPs/operational plans with a full regional risk analysis system established	80%	80%	80%	Annual report
2. Methodology for compliance evaluation implemented in agreed specific fisheries	100%	100%	100%	Annual report
3. Implementation of cost estimation model in JDPs	100%	100%	100%	Annual report
4. Project on MS procedures and requirements delivered by some regions	4 regions	5 regions	5 regions	Annual report
5. Project on standardisation of inspection practices delivered by some regions	5 regions	3 regions	5 regions	Annual report
MAIN OUTPUTS				
1. Updated Regional risk analysis report by JDP/region delivered 2. Report on compliance trends in JDP/region delivered 3. Report on the support to the EU expert group on compliance delivered 4. Report on the evaluation of the costs of JDPs delivered 5. National fiches by MS on procedures and requirements to be considered by Union inspectors when acting in waters of another Member State and follow-up delivered 6. Report on standardisation of inspection practices delivered				

OBJECTIVE 7

Development of Data Governance Strategy of the EFCA Fisheries Information System (FIS) to support the operational activities of EU Fisheries control and related Maritime Operations

EXPECTED RESULTS

1. High quality data exchange in place of Fisheries control and Maritime Operations supported by established Data management processes
2. Increased Business Intelligence through data analysis and analytics to support EFCA's activities
3. Contribution for the improvement of EU information systems in support to fisheries monitoring and control
4. Collaboration with other EU and international bodies on the implementation of information systems supporting maritime surveillance and fight against IUU
5. High use by the participating parties in JDPs (TJDG) and joint maritime operations of the data provided

PERFORMANCE INDICATORS	ACHIEVED 2016	EXPECTED 2017	TARGET 2018	MEANS AND FREQUENCY
1. Data Governance Strategy established and implemented	n/a	100%	100%	Quarterly report
2. User evaluation of the ERS, Fishnet and IMS applications	87%	>90% satisfaction rate per JDP from participating MS	>90% satisfaction rate per JDP from participating MS	Yearly report

MAIN OUTPUTS

1. Establishment of Data Governance Strategy and implementation of it through Data management processes in line with business requirements
2. Identification and analysis of business requirements for the development of EFCA FIS in support of JDPs, EUCG functions and support to MS to fight IUU fishing
3. EFCA FIS developments acceptance reports
4. Access and interoperability with the EC and other EUCG function related agencies
5. Continuous service of operational and training environments for the EFCA suite of operational applications
6. Annual survey of user satisfaction for operational applications including data quality, user interface etc.



EFCA Integrated Maritime Service (IMS) with Copernicus Satellite Imagery



OBJECTIVE 8

Provision of training activities in support of the effective and uniform application of the CFP, including fisheries control expertise in the context of the EUCG functions

EXPECTED RESULTS

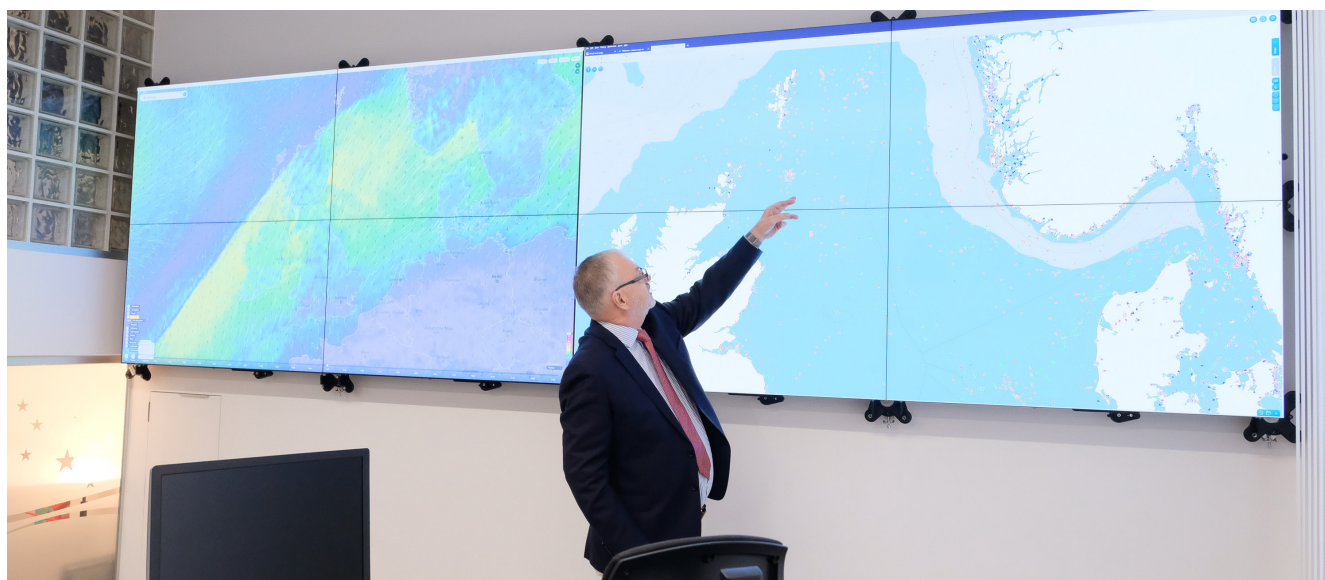
1. Improvement of the uniform application of the CFP and international rules by the competent inspectors at international, regional and national level
2. Contribution to the preparation of a practical handbook on European cooperation on coastguard functions
3. Cooperation with MS authorities and other Agencies in the training of coast guard authorities, including Third Countries
4. Harmonised training programmes for MS officials through the support to the development of a Sectoral Qualification Framework
5. Increased availability of translated training material on the EFCA e-learning platform
6. Availability of e-learning courses
7. Support to MS national training activities on request
8. Delivery of training to third countries inspectors on request of the Commission, including Tunisia, Algeria, Libya, Egypt, Morocco, Ukraine and Georgia

PERFORMANCE INDICATORS	ACHIEVED 2017	EXPECTED 2018	TARGET 2019	MEANS AND FREQUENCY
1. EFCA training sessions for Member States satisfaction rate	n/a	Attendees satisfaction (good or very good) >80%	Attendees satisfaction (good or very good) >80%	Quarterly report
2. Number of registered users in the EFCA e-learning platform	450	500	750	Quarterly report
3. Number of MS using CC training courses as reference material (Inspection at sea, Port inspection, and General principles & specific types of inspection)	61%	>80% of coastal MS	>80% of coastal MS	Quarterly report
4. Number of Union inspectors and MS staff concerned attending the regional workshops and training sessions	853	500	500	Quarterly report
5. Percentage of third countries inspectors trained on request of the Commission	100%	100%	100%	Quarterly report

MAIN OUTPUTS

1. Report from WGTEE and SGTEE meetings
2. Existing training manuals updated according to SGTEE request
3. Specialised e-learning courses delivered in accordance with the priorities set by the SGTEE
4. EFCA support to Member State's national training services granted as agreed with the Member State
5. Training delivered for Member States and third countries trainers and Union inspectors

OBJECTIVE 9				
Provide assistance to the European Commission and the Member States in order to ensure uniform and effective application of the Council Regulation (EC) No 1005/2008				
EXPECTED RESULTS				
1. Implement the agreed programme of assistance to the European Commission in connection with the evaluation mission and training to third countries 2. Increased collaboration between Member States IUU competent authorities in the verification process and risk analysis relating to the import of fisheries products to the EU 3. Improved training of Member States officials involved in the implementation of the IUU Regulation				
PERFORMANCE INDICATORS	ACHIEVED 2017	EXPECTED 2018	TARGET 2019	MEANS AND FREQUENCY
1. Number of evaluation missions in third countries	5	4	4	Quarterly report
2. % of analysis of catch certificates and supporting documents provided timely to the Commission	n/a	100%	100%	Quarterly report
3. IUU training sessions satisfaction rate	100%	Attendees satisfaction (good or very good) >80%	Attendees satisfaction (good or very good) >80%	Quarterly report
MAIN OUTPUTS				
1. Reports on analysis and missions in third countries 2. Organisation and reports on the IUU steering group meeting 3. Specific training activities for landlocked countries delivered 4. Training sessions and seminars for Member States IUU competent authorities delivered				
Multiannual index to be used as a trend for compliance evaluation purposes				
<ul style="list-style-type: none"> IUU training sessions and seminars number of participants 				





OBJECTIVE 10				
Support to the EU in international projects, (e.g. “Improved Regional fisheries governance in Western Africa (PESCAO)”⁴²) as regards fisheries monitoring, control and surveillance				
EXPECTED RESULTS				
1. Strengthening of prevention and responses to IUU fishing in the areas concerned 2. Support to the third countries concerned as regards the harmonisation of its legal framework in accordance with the international standards 3. Fisheries inspectors and other officials trained 4. Support to the third countries concerned as regards cooperation and operational campaigns implementation 5. Support to the third countries concerned as regards acquisition of infrastructures, equipment and charter operations				
PERFORMANCE INDICATORS	ACHIEVED 2017	EXPECTED 2018	TARGET 2019	MEANS AND FREQUENCY
1. Joint regional missions organised with EFCA support	n/a	2	2	Yearly
2. Support to the definition of VMS/AIS system for Regional FMCs	n/a	1	1	Yearly
3. Number of trained officials in the areas covered by SRFC and FCWC	n/a	20	20	Yearly
MAIN OUTPUTS				
1. Multiannual planning of activities for the 5-year project defined 2. Annual programme of the project for 2020 adopted 3. Periodic reports of cooperation delivered 4. Mapping of needs delivered for SRFC and FCWC Member States				
Multiannual index				
<ul style="list-style-type: none"> Estimation of IUU catches in the area 				

2.3.3. Resources- ABMS code 1.3 (Objectives 6, 7, 8, 9 and 10)

Staff	7,3 AD, 2 AST1, 2,5 CA, 1 SNE
Standard Budget	€1 185 000
ABMS	€3 541 276
Link to EFCA Organisation Chart	Unit EU Waters and North Atlantic Unit Coast Guard and Internat. Programmes
Grant PESCAO (objective 10)	€500 000 ⁴³ / 2CA, 2 SNE

⁴² Grant agreement signed on 16 March 2018.

⁴³ Budget granted to EFCA for the support to the EU project “Improved Regional fisheries governance in Western Africa (PESCAO).”

3. HORIZONTAL TASKS

3.1. Communication (Objective 11)

3.1.1. Overview of the tasks

Description

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

Added value

To ensure that EFCA's stakeholders⁴⁴ and target audiences understand the Agency's mission and positively perceive 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 needs to be placed to bridge this physical gap in terms of Communication. Using new technologies and new online tools for Communication purposes also implies challenges for a small agency like EFCA.

Link with multiannual objectives

- Ensure visibility of EFCA's mission and EU values.

Legal basis

Article 32(3) of Council Regulation (EC) No 768/2005.



⁴⁴ 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 11				
Ensure that EFCA's target audiences: stakeholders, general public, institutions, local audience and EFCA staff understand the Agency's mission, positively perceive the Agency as a well-qualified operational and technical body which efficiently meets its objectives and have a direct flow of information with the EFCA. Through its communication strategy, the EFCA promotes a culture of compliance and fosters the European Union values.				
EXPECTED RESULTS				
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: keep staff informed and involved in EFCA's work				
PERFORMANCE INDICATORS	ACHIEVED 2017	EXPECTED 2018	TARGET 2019	MEANS AND FREQUENCY
1. Number of visits to the EFCA by stakeholders	6	6	6	Quarterly report
2. Participation in international events, fairs, information seminars, conferences or meetings of other stakeholders that EFCA attended	7	6	8	Quarterly report
3. Followers in Twitter	750	700	1000	Quarterly report
4. Number of page views to the EFCA website	>5000	5000	8000	Quarterly report
5. Publications and audiovisual material produced	2 ⁴⁵	3	3	Quarterly report
6. Number of meetings or events with a local public	9	4	6	Quarterly report
7. Meeting with all staff when relevant	4	2	3	Quarterly report
8. Satisfaction with EFCA's intranet	80%	80%	80%	Quarterly report
MAIN OUTPUTS				
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 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 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 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				

⁴⁵ In 2017 the KPI only referred to the number of publications not to the audio-visuals.

3.2. Governance and representation (Objectives 12-14)

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 governance and expertise.

The Advisory Board provides valuable information to be considered in 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 state-of-the-art technology.

Link with multiannual objectives

- Ensure EFCA good governance, transparency and accountability.

Legal basis

Art. 23, 29(3) and 31 of Council Regulation (EC) No 768/2005.

3.2.2. Objectives, indicators, expected outcome and outputs

OBJECTIVE 12				
Provide the EFCA Administrative Board with the capacity of achieving its responsibilities in governance and expertise				
EXPECTED RESULTS				
1. EFCA Administrative Board 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 programming document and resources available to the Agency 3. Increased AB involvement and output legitimacy ⁴⁶				
PERFORMANCE INDICATORS	ACHIEVED 2017	EXPECTED 2018	TARGET 2019	MEANS AND FREQUENCY
1. Number of Administrative Board meetings	3	2	2	Quarterly report
2. Preparation and notification in due course of the Administrative Board:				
Programming document	100%	100%	100%	Quarterly report
Annual Report	100%	100%	100%	Quarterly report
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	95% ⁴⁷	100%	100%	Quarterly report
MAIN OUTPUTS				
1. Agency Administrative Board Decisions 2. Adoption of the Agency 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				

OBJECTIVE 13				
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 Administrative Board-Advisory Board-EFCA ⁴⁸				
PERFORMANCE INDICATORS	ACHIEVED 2017	EXPECTED 2018	TARGET 2019	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				
1. 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				

⁴⁶ 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>

⁴⁷ All the annual written declarations of interests (DoI) have been carefully monitored by EFCA. However, it is noted that, by end 2017, two AB members had not yet submitted their DoI.

⁴⁸ 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>

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OBJECTIVE 14				
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 2017	EXPECTED 2018	TARGET 2019	MEANS AND FREQUENCY
1. Participation on the Heads of Agencies and Heads of Administration network meetings (number of meetings)	3 meetings	2 meetings	2 meetings	Quarterly report
2. List of meetings where EFCA has participated to be communicated to the Administrative Board	3 times	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 groups ⁴⁹ 3. Presentations and briefings delivered in the different meetings 4. Briefings and documents issued to inform the institutional bodies and third parties				

3.2.3. Resources (Objectives 12-14)

Staff	6 AD		
Standard Budget	€193 000 ⁵⁰		
ABMS	N/A		
Link to EFCA Organisation Chart	Objectives 11, 12 and 13	Governance and Communication	
	Objective 14	<ul style="list-style-type: none"> • Management • Governance and Communication 	

3.3. Horizontal support

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 the security of people, premises, and properties.

Added value

It contributes to the general objectives of the 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

- Ensure the efficient use of EFCA resources

Legal basis

Art. 29(3) of Council Regulation (EC) No 768/2005.

⁴⁹ Annex XI PDN Sub-Network draft work programme – summary.

⁵⁰ 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 15				
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				
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. Smooth functioning of the EFCA premises on a day to day basis, managing and coordinating ongoing services like reception, security, building maintenance etc. ensured 5. Highly available, secure and cost effective ICT services to support the EFCA business processes and its internal / external operational activities ensured				
PERFORMANCE INDICATORS	ACHIEVED 2017	EXPECTED 2018	TARGET 2019	MEANS AND FREQUENCY
1. Execution payments appropriations	73.8%	>70%	>70%	Quarterly report
2. Percentage of planned procurements launched	75%	>80%	>80%	Quarterly report
3. Open remarks/ recommendations from ECA and IAS ⁵¹	0	<2	<2	Quarterly report
4. Contracts concluded and managed for the provision of ICT services	100%	100%	100%	Quarterly report
5. Hardware and software acquired, maintained and updated according to plan	100%	100%	100%	Quarterly report
6. Procedures for the running of the ICT services created, updated and agreed	5	5	n/a	Quarterly report
7. Availability rate for all operational applications hosted by EFCA	99.4%	>95%	>95%	Monthly
8. Sysper modules made available to EFCA implemented	n.a	>30%	>60%	Quarterly report
MAIN OUTPUTS				
1. Increase the extent to which the already existing modules of e-Prior and other systems related to administration (Sysper, MIPs...) are used 2. Reporting to management on administrative implementation and forecasted information (budget, recruitment, procurement, training, etc.) 3. Coordination with the operational units for a regular update of the programming information 4. Ensure staff development, rights and obligations 5. Organisation of financial, HR and procurement and other trainings to new staff and/or ad-hoc trainings to all staff when needed 6. Follow up on the FR and RAP applicable, and advising staff on financial and budget issues 7. Advising on and verifying contracts and procurement procedures 8. Application of adequate security and safety measures 9. Keep the assets management updated and proceed to regular checks (Assets registration, physical tracking, declassification, etc.) 10. Monitor the impact of the Agency on the environment, assess and compare with standards, improve or limit where possible 11. Providing legal advice to the Executive Director and the units 12. Internal application of Data Protection Regulation 13. Provision of adequate hardware and software solution for the highly available and secure running of the corporate and operational applications 14. Development of IT synergies with other agencies 15. Provision of Service Desk for the user of the corporate applications, equipment and services as well as for the first line of support for the operational applications.				

⁵¹ Recommendations rated Very Important or Critical.

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3.3.3. Resources

Staff	5,6 AD, 6,3 AST, 3,6 CA ⁵²
Standard Budget	N/A
ABMS	N/A
Link to EFCA Organisation Chart	Unit Resources and IT Accounting Internal control A share of Governance and Communication area

4. EXECUTIVE DIRECTOR KEY PERFORMANCE INDICATORS (KPIs)

EXECUTIVE DIRECTOR KPI's			
KPIs in Relation to Operational Objectives			
Objective: To provide evidence of the Agency performance			
KPI	ACHIEVED 2017	EXPECTED 2018	TARGET 2019
Timely submission of the draft AWP (PD)	100%	100%	100%
Percentage of completion of the activities of the AWP	93%	>80%	>80%
Timely achievement of objectives of the AWP	93%	>80%	>80%
KPI's in Relation to Management of Financial and Human Resources			
Objective: a) To provide evidence of the swift, timely and full use of the financial resources allocated by the budgetary authorities			
KPI	ACHIEVED 2017	EXPECTED 2018	TARGET 2019
Rate (%) of implementation of Commitment Appropriations	98.9%	>95%	>95%
Rate (%) of cancellation of Payment Appropriations	1.3%	<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)	1.3%	<5%	<5%
Rate (%) of payments executed within the legal/contractual deadlines	98%	>98%	>98%
Objective: b) To provide evidence of timely improvements in the adequacy and effectiveness of internal control systems			
Rate (%) of external and accepted internal audit recommendations implemented within agreed deadlines (excluding 'desirable')	100%	100%	100%
Objective: c) To provide evidence of the level of staff wellbeing			
KPI	ACHIEVED 2017	EXPECTED 2018	TARGET 2019
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 31st December)	3%	≤5%	≤5%
Annual average days of short term sick leave per staff member	3.3	<6	<6
Number of complaints under Article 90 (2) SR with a positive outcome per 100 staff members	0	≤5	≤5

⁵² These figures are aligned with the results of the benchmarking exercise carried out by EFCA following the Methodology for agencies job screening.

ANNEXES

ANNEX I: RESOURCE ALLOCATION PER ACTIVITY

2019 - 2020 Resource allocation estimation

EFCA's forecast assumes keeping the distribution of the budget among the activities similar to the estimations for 2017 and 2018. The final figures will be updated in the future programming documents if necessary.

Code	Activity	FORECAST 2018	FORECAST 2019	FORECAST 2020 ⁵³
1.1	COORDINATION	4 904 701	3 728 819	3 762 885
1.2	PLANNING AND EVALUATION⁵⁴	8 328 962	9 476 905	9 563 486
1.3	ASSISTANCE AND EXPERTISE	3 579 337	3 541 276	3 573 629
Other Revenue	Grant agreement related to the action of improved regional fisheries governance in Western Africa (PESCAO)	595 849	500 000	500 000

ANNEX II: FINANCIAL RESOURCES

Table 1 - Expenditure

Expenditure	2018		2019	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Commitment appropriations
Title 1	7 699 000	7 699 000	8 120 000	8 120 000
Title 2	2 155 000	2 155 000	1 634 000	1 634 000
Title 3	6 959 000	6 959 000	6 993 000	6 993 000
Total Subsidy	16 813 000	16 813 000	16 747 000	16 747 000
Ad-hoc Grants	595 849	595 849	500 000	500 000
Total Expenditure	17 408 849	17 408 849	17 247 000	17 247 000

EFCA adapted the budget structure for Title III (Operational expenditure) in 2017 to reflect the 3 activities defined under the ABMS. Previously the Agency had divided the operational expenditure following the organigram and by nature of expenditure. This amendment has had a positive effect in terms of transparency for stakeholders and clearer follow up of the implementation of the budget per activity.

⁵³ The ABMS 2020 structure is under revision.

⁵⁴ Former Harmonisation and standardisation.

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Expenditure	COMMITMENT APPROPRIATIONS					
	Executed Budget 2017	Budget 2018	Draft Budget 2019		VAR 2018 / 2019	Envisaged in 2020
			Agency	Budget		
Title 1 Staff Expenditure	7 228 092	7 699 000	8 120 000		5%	8 257 000
11 Salaries & allowances	6 782 542	7 282 000	7 780 000		7%	7 985 000
- of which establishment plan posts	5 987 007	6 352 000	6 950 000		9%	7 140 000
- of which external personnel	795 535	930 000	830 000		-11%	845 000
- of which posts covered by grants ⁵⁵			-			-
12 Expenditure relating to Staff recruitment	258 391	165 000	134 000		-19%	66 000
13 Mission expenses	61 516	100 000	65 000		-35%	65 000
14 Socio-medical infrastructure and training	125 351	150 000	140 000		-7%	140 000
17 Receptions and events	292	2000	1000		-50%	1 000
Title 2 Infrastructure and operating expenditure	2 827 841	2 155 000	1 634 000		-24%	1 584 000
20 Rental of buildings and associated costs	413 944	435 000	391 000		-10%	391 000
21 Information and communication technology	1 313 938	1 025 000	675 000		-34%	645 000
22 Movable property and associated costs	430 092	70 000	72 000		3%	69 000
23 Current administrative expenditure	100 680	53 000	40 000		-25%	40 000
25 Meeting expenses	124 000	72 000	72 000		0%	72 000
26 Supplementary Services (external services, interpreter, translation)	374 068	445 000	329 000		-26%	312 000
27 General info/ Communication expenses	71 119	55 000	55 000		0%	55 000
Title 3 Operational expenditure	6 869 951	6 959 000	6 993 000		0%	7 059 000
31 JDPs, Operational Plans and Pilot projects						1 000 000
32 Risk assessment and data analysis						850 000
33 Coordination (new nomenclature from year 2020 "International dimension")	519 235	775 000	600 000		-23%	410 000
34 Assistance and expertise (new nomenclature from year 2020 "Coast Guard and Capacity building")	1 184 467	1 325 000	1 185 000		-11%	4 799 000
35 Planning and evaluation	5 166 249	4 859 000	5 208 000		7,18%	
TOTAL SUBSIDY	16 925 883	16 813 000	16 747 000		-0,4%	16 900 000
11 Salaries & allowances PESCAO		192 000	200 000		4,2%	200 000
36 Improved regional fisheries governance in Western Africa (PESCAO)		403 849	300 000		-25,7%	300 000
TOTAL AD HOC GRANTS		595 849	500 000		-16,1%	500 000
TOTAL EXPENDITURE	16 925 883	17 408 849	17 247 000		-0,9%	17 400 000

⁵⁵ Indicated at the end of the table under Ad-hoc grants expenditure



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Expenditure	PAYMENT APPROPRIATIONS					
	Executed Budget 2017	Budget 2018	Draft Budget 2019		VAR 2018 / 2019	Envisaged in 2020
			Agency	Budget		
Title 1 Staff Expenditure	7 170 993	7 699 000	8 120 000		5%	8 257 000
11 Salaries & allowances	6 761 240	7 282 000	7 780 000		7%	7 985 000
- of which establishment plan posts	5 973 547	6 352 000	6 950 000		9%	7 140 000
- of which external personnel	787 693	930 000	830 000		-11%	845 000
- of which posts covered by grants ⁵⁶						
12 Expenditure relating to Staff recruitment	256 141	165 000	134 000		-19%	66 000
13 Mission expenses	58 850	100 000	65 000		-35%	65 000
14 Socio-medical infrastructure and training	94 471	150 000	140 000		-7%	140 000
17 Receptions and events	292	2000	1000		-50%	1000
Title 2 Infrastructure and operating expenditure	1 953 136	2 155 000	1 634 000		-24%	1 584 000
20 Rental of buildings and associated costs	289 795	435 000	391 000		-10%	391 000
21 Information and communication technology	1 094 323	1 025 000	675 000		-34%	645 000
22 Movable property and associated costs	43 648	70 000	72 000		3%	69 000
23 Current administrative expenditure	83 447	53 000	40 000		-25%	40 000
25 Meeting expenses	124 000	72 000	72 000		0%	72 000
26 Supplementary Services (external services, interpreter, translation)	263 644	445 000	329 000		-26%	312 000
27 General info/ Communication expenses	54 279	55,000	55 000		0%	55 000
Title 3 Operational expenditure	3 507 331	6 959 000	6 993 000		0%	7 059 000
31 JDPs, Operational Plans and Pilot projects					0%	1 000 000
32 Risk assessment and data analysis					0%	850 000
33 Coordination (new nomenclature from year 2020 "International dimension)	386 409	775 000	600 000		-23%	410 000
34 Assistance and expertise (new nomenclature from year 2020 "Coast Guard and Capacity building")	751 633	1 325 000	1 185 000		-11%	4 799 000
35 Planning and evaluation	2 369 288	4 859 000	5 208 000		7,18%	-
TOTAL SUBSIDY	12 631 460	16 813 000	16 747 000		-0,4%	16 900 000
11 Salaries & allowances PESCAO		192 000	200 000		4,2%	200 000
36 Improved regional fisheries governance in Western Africa (PESCAO)		403 849	300 000		-25,7%	300 000
TOTAL AD HOC GRANTS		595 849	500 000		-16,1%	500 000
TOTAL EXPENDITURE	12 631 460	17 408 849	17 247 000		-0,9%	17 400 000

⁵⁶ Indicated at the end of the table under Ad-hoc grants expenditure

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Table 2 - Revenue

Revenues	2018 Revenues estimated by the agency	2019 Budget Forecast
EU contribution	16 813 000	16 747 000
Other revenue		
Total revenues	16 813 000	16 747 000
Of which Operational (Title 3)	6 959 000	6 993 000
of which assigned revenues deriving from previous years' surpluses	67 534	240 699
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)		
of which EFTA		
(Title 1 and Title 2)		
of which Candidate Countries		
4 OTHER CONTRIBUTIONS		
of which delegation		
agreement, ad hoc grants	595 849 ⁵⁷	500 000 ⁵⁸
5 ADMINISTRATIVE		
OPERATIONS		
6 REVENUES FROM		
SERVICES RENDERED AGAINST PAYMENT		
7 CORRECTION OF BUDGETARY IMBALANCES		
TOTAL REVENUES	17 408 849	17 247 000

Table 3 - Budget outturn and cancellation of appropriations

Calculation budget outturn

Budget outturn	2015 (N-4*)	2016 (N-3*)	2017 (N-2*)
Revenue actually received (+)	9 238 419	9 967 814	17 113 871
Payments made (-)	-8 501 863	-8 425 666	-12 993 098
Carry-over of appropriations (-)	-677 405	-1 507 231	-4 414 144
Cancellation of appropriations carried over (+)	33 906	32 033	53 594
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	-	-	481 359
Exchange rate differences (+/-)	-383	584	-883
Adjustment for negative balance from previous year (-)			
Total	92 674	67 534	240 699

*N - the year covered by the programming document drafted in N-1

⁵⁷ Grant agreement related to the action of improved regional fisheries governance in Western Africa (PESCAO).

⁵⁸ Grant agreement related to the action of improved regional fisheries governance in Western Africa (PESCAO).

Descriptive information and justification on:

- Budget outturn

The budget outturn has increased in respect of 2016 results.

The revenue and carry over figures in 2017 include the funds received for 2 Pilot projects financed through ad-hoc grants and to be implemented in 2016-2018 (R0 fund source).

- Cancellation of appropriations

The total cancellation of appropriations has increased in comparison with the one in 2016 (from 0.7% to 1.3%).

In respect of the C1 payment appropriations cancellation, EFCA executed 98.9% of its budget in 2017, and did not consume 1.1% of the payment appropriations.

EFCA cancelled EUR 53 594 of the C8 payment appropriations carried forward from 2016.

The agency does not have differentiated appropriations.

ANNEX III: HUMAN RESOURCES - QUANTITATIVE

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

Staff population		Actually filled as of 31.12.2016	Authorised under EU budget 2017	Actually filled as of 31.12.2017 ⁵⁹	Authorised under EU budget for year 2018	Draft budget for year 2019	Envisaged in 2020	Envisaged in 2020
Officials	AD							
	AST							
	AST/SC							
TA	AD	22	31	29	31	31	31	31
	AST	29	30	30	30	30	30	30
	AST/SC							
Total		51	61	59	61	61	61	61
CA GFIV		1	2	1	1	1	1	1
CA GF III		2	6	6	3	3	3	3
CA GF II		2	3	1	1	1	1	1
CA GFI								
Total CA		5	11⁶⁰	8	5	5⁶¹	5⁶¹	5⁶¹
SNE		6.2	7	5 ⁶²	4 ⁶²	4 ⁶³	4 ⁶³	4 ⁶³
Structural service providers		8.5	8.5	10.9	8.5	8.5	8.5	8.5
TOTAL		70.7	87.5	82.9	78.5	78.5	78.5	78.5
External staff for occasional replacement								

- The SNE work volume in 2017 resulted in 5.4 man/years sourced by the EFCA budget and 2 man/years due to funding for the IUU Marsurv Pilot Project.

⁵⁹ Offer letter sent before 31/12/2017 concerning 1 post is counted here as post filled.

⁶⁰ According to EFCA's estimates.

⁶¹ Based on budget availability, EFCA's estimation would amount to 11 CA.

⁶² This figure only shows SNEs covered by the EFCA budget and does not include other 2 SNEs covered by ad hoc grants.

⁶³ Based on budget availability, EFCA's estimation would amount to 7 SNE.

Table 2 - Multi-annual staff policy plan year 2018 - 2020

Category and grade	Establishment plan in EU Budget 2017		Filled as of 31/12/2017 ⁶⁴		Modifications in year 2017 (flexibility rule)		Establishment plan in voted EU Budget 2018	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AD 16								
AD 15		1		1				1
AD 14								
AD 13		2		2				2
AD 12		3		2				3
AD 11								
AD 10		3		3				3
AD 9		6		6				6
AD 8		14		14				14
AD 7		2		1				2
AD 6								
AD 5								
Total AD		31		29				31
AST 11								
AST 10		7		7				7
AST 9		3		3				3
AST 8		3		3				3
AST 7		8		8				8
AST 6		2		2				2
AST 5		6		6				6
AST 4		1		1				1
AST 3								
AST 2								
AST 1								
Total AST		30	-	30	-	-	-	30
AST								
AST/SC1								
AST/SC2								
AST/SC3								
AST/SC4								
AST/SC5								
AST/SC6								
Total AST/SC								
AST/SC								
TOTAL		61		59				61

⁶⁴ Offer letter sent before 31/12/2017 concerning 1 post is counted here as post filled.



Category and grade	Modifications in year 2018 (flexibility rule)		Establishment plan in Draft EU Budget 2019		Establishment plan 2020	
	Officials	TA	Officials	TA	Officials	TA
AD 16						
AD 15				1		1
AD 14				2		2
AD 13				1		1
AD 12				2		2
AD 11						
AD 10				6		6
AD 9				6		6
AD 8				13		13
AD 7						
AD 6						
AD 5						
Total AD			-	31		31
AST 11						
AST 10				7		7
AST 9				3		3
AST 8				3		3
AST 7				8		8
AST 6				2		2
AST 5				6		7
AST 4				1		
AST 3						
AST 2						
AST 1						
Total AST	-	-	-	30		30
AST						
AST/SC1						
AST/SC2						
AST/SC3						
AST/SC4						
AST/SC5						
AST/SC6						
Total AST/SC						
AST/SC						
TOTAL				61	-	61

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 unchanged since the MSPP 2016-2018 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, 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 Section;
- 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 ED, 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 years' 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 years' 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 Head of Units 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: operational, scientific and equivalent technical tasks.

Selection procedure and recruitment:

Selection procedures for Contract Agents follow the same terms as those for temporary agents.

Length of contracts:

The Agency uses Contract agent contracts to assign specified tasks and projects 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. Project related tasks will e.g. relate to short term assignments. Contracts may be concluded for a period between 3 months to 2 years. They may be extended for another period between 3 months and 2 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, the duration of a contract related to the assignment of a Contract Agent function to a project financed under a grant agreement is linked to the duration of that grant agreement.

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 or/and 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 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 helpdesk, reception and logistic duties are performed under service contracts based on tender procedures and on specified duration.

B. APPRAISAL OF PERFORMANCE AND RECLASSIFICATION / PROMOTION

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 2016		How many staff members were promoted / reclassified in Year 2017		Average number of years in grade of reclassified/promoted staff members
	Officials	TA	Officials	TA	
AD 16					
AD 15					
AD 14		1			
AD 13		2			
AD 12		1			
AD 11				1	4
AD 10		1		2	3.5
AD 9		7		1	3.25
AD 8		5		2	3.25
AD 7		4		1	2.63
AD 6		1			
AD 5					
Total AD		22		7	n/a
AST 11					
AST 10					
AST 9		7		2	4
AST 8		4		2	4
AST 7		3			
AST 6		4		1	6.75
AST 5		4		2	3.7
AST 4		7			
AST 3					
AST 2					
AST 1					
Total AST		29		7	n/a
AST/SC1					
AST/SC2					
AST/SC3					
AST/SC4					
AST/SC5					
AST/SC6					
Total AST/SC		0		0	
Total		51		14	n/a

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.Year 2016	How many staff members were reclassified in Year 2017	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16			
	15			
	14			
	13			
CA III	12			
	11			
	10	1		
	9			
	8	1		
CA II	7			
	6			
	5	2		
	4	1		
CA I	3			
	2			
	1			
TOTAL		5	0	

C. MOBILITY POLICY

Given the size and structure of EFCA, the number of opportunities for internal mobility is limited. Beginning in 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 BALANCE⁶⁵

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

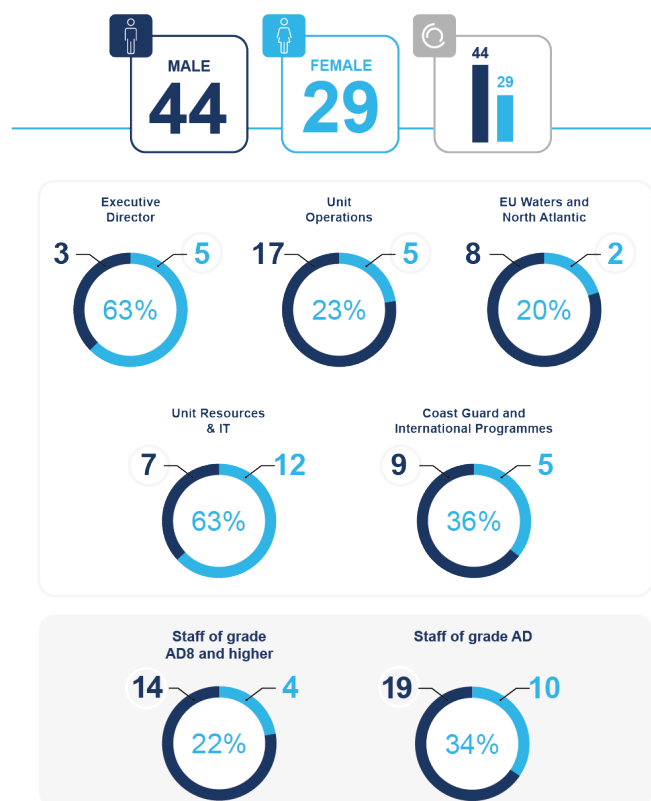


On 31 December 2017, EFCA employed 44 male and 29 female staff including SNE. There was a majority of male staff employed in operational coordination, among experts coming from a traditionally male domain. On the other hand, there was a majority of female staff under the Executive Director and in Unit – Resources and IT.

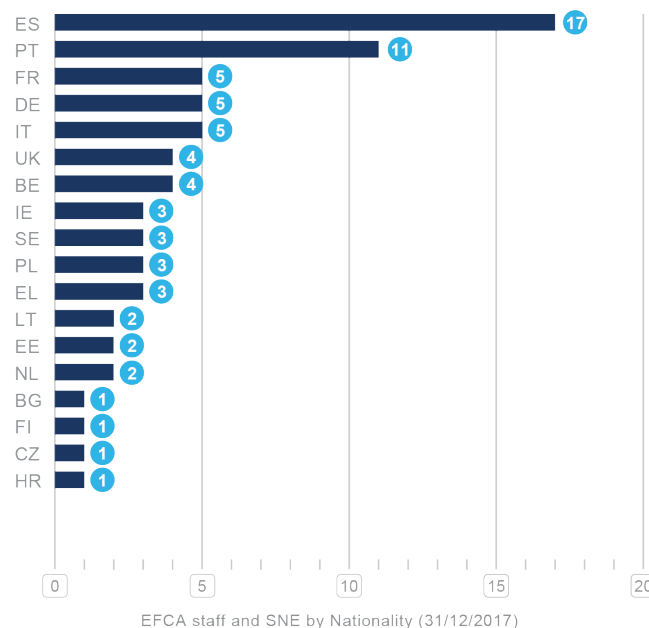
⁶⁵ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 10), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>.

European Fisheries Control Agency

The general balance amounted to 40 % female staff. The balance of female staff members excluding SNE was 44%. 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.



On 31 December 2017, 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. Further, the Galician Government confirmed in 2013 that 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)

The Host Member State confirmed in 2017 the agreement to use an additional floor (500 m²) of the building currently occupied by the agency, without any additional rent costs for EFCA. The works related to the conditioning of the new

space started in December 2017 and the working space refurbishment finalised during the first quarter of 2018. The cost of the works was EUR 258 681.

	Name, location and type of building	Other Comment
Information to be provided per building:	Odriozola Building Av. Garcia Barbón, 4 - 36201 Vigo (Pontevedra) Spain	Occupation of 8 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: ~3,350 m ² Ancillary surfaces (circulations, toilets, cafeteria, archives, etc.): ~350 m ²	
Annual rent (in EUR)	Rent (and building annex cost) 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)	
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: EVALUATIONS

A general evaluation of EU decentralised agencies carried out for the Commission in 2009 concluded that the rationale for the 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 39 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, 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 yearly reported on the state of play of the recommendations.

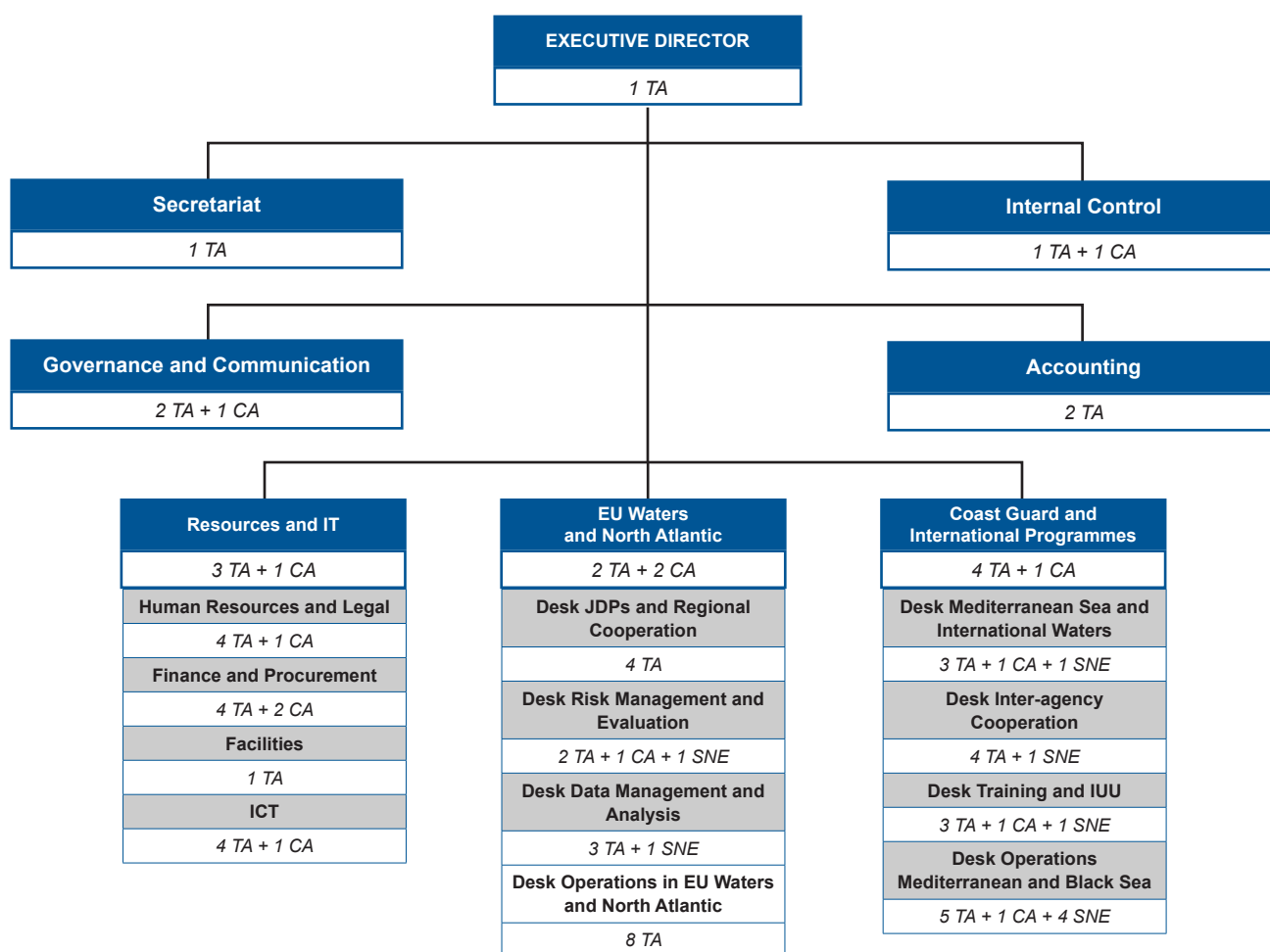
ANNEX VIII: RISKS YEAR 2019

RISK DESCRIPTION	COUNTMEASURES
The uncertainty over the exact terms of the Brexit agreement can impact EFCA activities mostly in the North Sea JDP and Western Waters JDP	<ul style="list-style-type: none"> For both 2019 JDP's that will be adopted in 2018 measures are taken to mitigate the main risks: <ul style="list-style-type: none"> A specific article in the JDP decision has been included; Control means by the UK are planned for the full year, in case a cooperation agreement or similar is agreed at EU level; Control effort may be redeployed if deemed necessary. 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. National authorities might consider EFCA a competitor more than a support as EFCA will dispose of their own means	<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
Preparation of a strategic Joint Deployment planning without a Specific Control and Inspection Programme adopted on time. Should the required JDP not be strategically planned and subsequently implemented because of an absence of a SCIP, this could jeopardise the smooth implementation of EFCA AWP and may lead to budget appropriations not being used.	<ul style="list-style-type: none"> Follow-up closely the procedure of the SCIPs adoption Parallel preparation of the JDP with MS and EC, on the basis of the SCIP draft To avoid interruption of control activities, JDP shall be ready to be adopted as soon as possible after the adoption of the SCIP If SCIP is not adopted timely, EFCA has to propose application of art. 15 of EFCA regulation to MS
The regulatory framework in which the EFCA operates includes the possibility for the European Commission to delegate autonomously some of its tasks to the EFCA. The possibility for the EFCA to execute new activities/tasks delegated or arising from new requirements relies on the availability of additional resources (financial and human). Lack of sufficient resources linked to new tasks might increase the risk that EFCA will not be able to comply with all its regulatory obligations.	<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. Close monitoring of the budget and frequent reporting
High dependency on contractors in ICT Area. There are two risk identified: <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"> For new contracts for external services (IT engineers, software development) the qualitative award criteria should be carefully developed to obtain the desirable quality. Establish transfer knowledge policy. For new contracts, specify the requirement for knowledge transfer should be included
There is a permanent latent risk of a security breach in EFCA's network. By default, EFCA as an EU Agency is a target.	<ul style="list-style-type: none"> Adequate ICT Security Policy. Adopt industries best practises. Raise the security awareness within the organisation

ANNEX IX: PROCUREMENT PLAN YEAR 2019

Subject	Estimated Budget (€)	Type of contract	Timeframe for launching the procurement
Communication services	250 000 – 300 000	Framework contract for services	<i>January 2019</i>
ICT Services and Support	2 500 000	Framework contract for services	<i>February 2019</i>
Medical Services on-board of the vessel chartered by EFCA	120 000 – 150 000	Framework contract for services	<i>March 2019</i>
Operational Equipment	150 000 – 200 000	Supply Framework contract	<i>April 2019</i>
Subscription services	40 000 – 50 000	Framework contract for services	<i>July 2019</i>
Insurance brokerage services	30 000 – 40 000	Framework contract for services	<i>October 2019</i>
Telecommunications	120 000 – 150 000	Framework contract for services	<i>October 2019</i>
Interim Services	720 000 – 750 000	Framework contract for services	<i>October 2019</i>

ANNEX X: ORGANISATION CHART YEAR 2019⁶⁶



⁶⁶ Based on budget availability, EFCA's estimation for 2019 would amount to 11 CA and 7 SNE.

ANNEX XI: PDN SUB-NETWORK DRAFT WORK PROGRAMME - SUMMARY

	ACTIVITIES	DELIVERABLES	Timeframe
Performance Development Sub-Network (PDN)	Definition of a maturity model and methodological approach for a performance/ results based orientation/ share practices	Maturity model for a result based orientation	FRA / EFSA
	Design of a methodology on the use and benefit of shared services	Methodology, assessment and reporting on the sharing activity level, benefits obtained and quality of the information	EFSA
	Evaluations: Update to the Evaluation Handbook (after March endorsement) and update of the better Toolbox (available in January 2017)	Exchange of good practices on implementing evaluation Q&A document	ETF
	Assessment and possible revision of the SPD template/guidelines	Proposal to the EC of a revised template and guideline (clarifications on timelines, 1 or 2 documents, financial statements, etc.)	EMCDDA / EUROFOUND
	Review catalogue/definition of KPIs on: - efficiency; - effectiveness; - EU value added, relevance, coherence - synergies/shared services (usage & efficiency) - impact - workload - operations vs support activities - operations vs support jobs (job screening/ benchmarking (linked on performance) - science quality indicator	Updated common catalogue of KPIs covering the 3 dimensions: a) Update list of existing KPIs and adding others (planning) b) Operational framework necessary to measure these KPIs (monitoring) c) Reporting on these KPIs (reporting)	EFSA
	Exchange of good practice with a focus on 4 areas: a) Governance management b) Management systems: Quality management, change management, document management, sustainability, certification (EMAS, OHSAS, etc.) c) Risk Management & Audit. d) Internal Control System	a) Inventory of frameworks, methodologies, governance and change management on Strategy, Portfolio (project& process), Budget b) Integration of Management System: ICS, Quality Management, Document Management System (records), Sustainability, Environment Management (EMAS), Safety at work (OHSAS) c) Risk Management & Audit (tbc) d) Follow-up on the work of the WG on QM systems	a: EFSA b: EFSA / EUIPO c: EFSA

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