

EFCA PROGRAMMING DOCUMENT

Multiannual work programme 2018 - 2020 and
Annual work programme 2018



Legal basis:

Articles 17f and 23(2)(c) of Council Regulation (EC) No 768/2005¹ as last amended by the Regulation (EU) 2016/1626² and article 32 of the Financial Regulation of EFCA³.

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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.

³ AB Decision No 13-W-09 of 31 December 2013.

EFCA Programming Document

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Foreword by the Chair of the Administrative Board

Reinhard Priebe, Chair of the Administrative Board



The European Fisheries Control Agency (EFCA)'s Programming Document for 2018 aims at consolidating the definition of the Agency's main tasks.

The recent second five-year independent external evaluation of the Agency for the years 2012-2017 confirmed the relevance, effectiveness and efficiency of EFCA's business model. It also confirmed EFCA's added value to the overall achievement of the Common Fisheries Policy's ambitions, for an enhanced culture of compliance leading to more sustainable practices for the environment in the long-term.

The activities and required resources defined in this Programming Document will serve as the necessary means to further strengthen EFCA's capacity in achieving its mission and tasks and implementing the Administrative Board's recommendations drawn up by the second five-year evaluation.

As in previous years, the core mission of the Agency will continue to be enshrined in the coordination of Member States' control and inspection activities. This includes assisting them in the implementation of joint deployment plans (JDP), as well as developing harmonised and cost-effective methodologies for fisheries monitoring, control and surveillance.

The delivery of EFCA's new tasks in the framework of the Coast Guard function, including fostering collaboration with both FRONTEX and EMSA, will remain high on the Agency's agenda. The roadmap stemming from the tripartite working arrangements will not only provide for cross-cutting support among the three agencies, but will also foster EFCA's capacity with regard to information access and asset creation. Lastly, EFCA's active participation in multipurpose operations with those agencies will translate into a direct contribution to the Union fisheries control regime, as well as the fight against Illegal, Unreported and Unregulated (IUU) fishing.

EFCA's innovative contributions beyond EU borders will become even more apparent in the coming months with the full implementation of the cooperation project, PESCAO, with the purpose of increasing fisheries control activities through capacity building and trainings in West Africa, as well as with the follow-up actions to the pilot project for coordinating control activities in the Mediterranean in the context of GFCM.

As a result, EFCA's work programme for 2018 will build upon its proven expertise in coordinating fisheries control as well as training and capacity building activities, thus contributing to a uniform and effective implementation of the Common Fisheries Policy, including in its external dimension.



Introduction by the Executive Director

Pascal Savouret, Executive Director

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

The second independent external Five-year evaluation (2012-2016) of the Agency was concluded on 21 June 2017. At the light of the evaluation findings and the conclusions of a seminar the Administrative Board issued recommendations in accordance with its founding regulation.

The start of the implementation of these recommendations has a significant influence on the Programming Document for 2018 which is driven by the ambition of increasing the impact and added value of the Agency support to a level playing field and better compliance to the Common Fisheries Policy rules, and its capacity to contribute significantly to the European Coast Guard function.

Reminding the mission's statement of the Agency 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, the EFCA will remain focussed on the implementation of the joint deployment plans which underpin its commitments with the coordination, the assistance to Member States, the harmonisation of Monitoring, Control and Surveillance measures and evaluation of compliance to Common Fisheries Policy requirements applying to the fishing industry.

The Programming Document 2018 also foresees the implementation of the new tasks falling under the European Coast Guard function through the approved working arrangements 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. This cooperation



combined with the additional resources granted to EFCA dramatically increase its capabilities and its capacities for improving the implementation of the joint deployment plans including in the framework of multipurpose operations with the two other agencies.

The Programming Document describes the adequate tasks and related resources dedicated to the Agency sustenance to the Union in the international dimension of the Common Fisheries Policy and the fight against IUU fishing activities. An important aspect is the contribution to the cooperation programme PESCAO applying to West Africa (ECOWAS zone and Mauritania) in which EFCA will benefit from a specific grant for capacity building and operational guidance. Nevertheless, the Agency will implement its ongoing activities encompassing the support to the European Commission and the European Union delegation before and during the Regional Fisheries Monitoring Organisation meetings (RFMOs) when requested, the training to third countries and/or RFMOs' CPCs on Commission's request, the contribution to capacity building missions in countries with a Sustainable Fisheries Partnership Agreement and the participation to dialogue missions in third countries.

I am confident that the reader will find in the Programming Document 2018 a comprehensive presentation of the European Fisheries Control Agency (EFCA), 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
ACC	Associated Coordination Centre
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
ERS	Electronic Reporting System
EUCG	European Union Coast Guard
FIS	Fishery Information System
FPA	Fisheries Partnership Agreement
GIS	Geographical Information System
GFCM	General Fisheries Commission for the Mediterranean
HR	Human Resources
IAS	Internal Audit Service
ICCAT	International Commission for the Conservation of the Atlantic Tuna
ICES	International Council for the Exploration of the Sea
ICT (also IT)	Information and Communication Technology
IMP	Integrated Maritime Policy
IMS	Integrated Maritime System
ITSC	IT Steering Committee
IUU	Illegal, Unreported and Unregulated fishing
JDP	Joint Deployment Plan
LTMP	Long Term Management Plan



List of acronyms

MARSURV	Maritime Surveillance System
MCS	Monitoring, Control and Surveillance
MDR	Master Data Reference
MOC	Maritime Operations Centre
MS	Member State(s)
MSY	Maximum Sustainable Yield
MWP	Multiannual Work Programme
NAFO	Northwest Atlantic Fisheries Organisation
NEAFC	Northeast Atlantic Fisheries Commission
NGO	Non-Governmental Organisation
PACT	Partnership, Accountability (Compliance), Cooperation, Transparency
PDN	Performance Development Network
PMC	Project Management Code
RA	Regulatory Area
RFMO	Regional Fisheries Management Organisation
RSG	Regional Steering Group
SCIP	Specific Control and Inspection Programme
SCRS	Standing Committee on Research and Statistics
SFPA	Sustainable Fisheries Partnership Agreement
SG	Steering Group
SGTEE	Steering Group on training and exchange of practice
SOA	Service Oriented Architecture
SOP	Standard Operational Procedures
SR	Staff Regulations
TAG	Technical Advisory Group
TBD	To be determined
TJDG	Technical Joint Deployment Group
ToR	Terms of Reference
TSC	Training Steering Committee
VDS	Vessel Detection System
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 will allow 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

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 most of EFCA applications (ERS, VMS, EIR, Marsurv, JADE) and 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.

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



Mission Statement

MISSION

The Agency's mission is to promote the highest common standards for control, inspection and surveillance under the Common Fisheries Policy (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 14/09/2016 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 coast guard functions.

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, a progressive implementation of the obligation of landing all catches and growing international requirements² as regards of the fight against IUU fishing.

In this context, with a view to reinforcing European co-operation on coast guard functions, the last amendment to EFCA's founding regulation³ 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 recommendations⁴ issued by the Administrative Board

(AB) on the Five-Year Evaluation of EFCA, that will establish 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"⁵. 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 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)⁶. 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 Working arrangements between DG MARE and EFCA, 2015.

³ Council Regulation (EC) No 768/2005 as last amended by Regulation (EU) 2016/1626.

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

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

⁶ Annex XI PDN Sub-Network draft work programme – summary.



SECTION II - MULTIANNUAL PROGRAMMING 2018-2020⁷

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)⁸, 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 2018 contains the Multiannual work programme (MWP) 2018-2020 and Annual work programme (AWP) 2018 and is adapted to the PD guidelines issued by the European Commission.

The MWP 2018-2020 & AWP 2018 follows the multiannual priorities set up in the previous multiannual programming document⁹, 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 Contract 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 2018-2020 & AWP 2018 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 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 2018-2020 and WP 2018.

Following its founding regulation, the MWP 2018-2020 and AWP 2018 is presented according to the Activity Based Management System¹³ (ABMS). To this end, the Agency is implementing an ABMS refining its multiannual planning, monitoring and reporting.

⁷ Following the EC opinion on EFCA's PD 2018, EFCA has been requested to limit its multiannual work programme to 2018-2020 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.

⁸ 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).

⁹ <https://www.efca.europa.eu/en/content/multiannual-work-programme-2017-2021-and-annual-work-programme-2017>.

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 Furthermore, some KPI's suggested by the Agency so far should be seen as the start of a conversation about moving from input measures of activity towards output measures of effectiveness.

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, Annual work programme 2018, Activities.

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 ±15%)
	Ratios for inspection with at least 1 suspected infringement by JDP ¹⁶	Stable trend (Inter-annual change less than ±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 multipurpose operations implemented in line with the Tripartite Working Arrangement by EFCA chartered means	>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) No1005/2008	12 missions (3-year term)
	% of analysis of catch certificates and supporting documents provided timely	100%
	% of assistance provided to EU in relations with the RFMOs and 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 1 500 participants (3-year term)
	E-learning platform service available to users ¹⁷	95% on a yearly basis for three 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)	≤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, http://www.efca.europa.eu/pages/home/docs_basicdocs.htm.

¹⁶ Infringement ratio is influenced by the risk management strategy.

¹⁷ The KPI does not include scheduled downtime.



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 basis¹⁸ 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;

¹⁸ 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.

European Fisheries Control Agency

- to contribute to the further harmonisation of control methods, procedures and minimum inspections standards¹⁹.

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.

b) Without prejudice to the fisheries subject to SCIP/JDPs, and as currently in the Black Sea, 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 2015²⁰:

- 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;

Consequently, the broadened cooperation concept will not require a SCIP/JDP decision for the time being. It will, however, foster interoperability through the possibility to use different cooperation mechanisms offered by EFCA, especially, but not limited to, facilitating the circulation of data already available and thereby contributing to improve transparency.

¹⁹ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 3), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>.

²⁰ Part of the outcomes of the EFCA's Seminar on the monitoring of the landing obligation on 4 March 2015.



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:

- Training (see also entry D and para. 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.

d) Within the framework of the Tripartite Working Arrangement (TWA)²¹, EFCA will cooperate²² 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); 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.

The annual implementation 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 regulation 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

²¹ 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).

²² Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 8), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>.

²³ 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".

European Fisheries Control Agency

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, as NAFO and NEAFC.

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 e-BCD Working Group of ICCAT.

d) Assistance to the European Commission and the Member States in the implementation of the Regulation (EC)1005/2008 to fight against the IUU fishing²⁴.

e) Contribution to the 5-year 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 levels²⁵.

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 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;
- support the European Commission as requested in the evaluation missions to third countries;
- support the European Commission in capacity building missions in the framework of fisheries partnership agreements based on the European Commission strategy;
- 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 States²⁶.

²⁴ 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.

²⁵ Grant contract expected to be signed with the EC by end of 2017.

²⁶ 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 the 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 compliance²⁷.

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 updated²⁸

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 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;
- Workshops on the implementation of the IUU regulation.

2. EFCA shall continue the preparation 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 sector-specific qualification framework for fisheries inspectors²⁹. With the support of EFCA's Core Curricula, the EFCA common Union Inspector e-learning platform will contribute to take one step further towards a level playing field and harmonized execution of inspections.

The priorities will be as follows:

- Develop and keep up-to-date e-learning training programmes for EU and non-EU inspectors;
- creation of and/or translation of existing training manuals for inspections for third countries, keep up-to date the EFCA Core Curricula;
- promotion of and assistance with the use of the Core Curricula and EFCA e-learning courses in the Member States;
- contribute to the preparation of the Handbook in the context of EUCG functions.

²⁷ 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."

²⁸ 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>.

²⁹ 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;
- Enhancement³⁰, maintenance, integration of the suite of operational systems: VMS, IMS (ex-MARSURV), EIR, ERS, Jade and FISHNET.

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

- This 3-year 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);
- improve continuity of EFCA MOC.

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.

³⁰ 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 Group³¹

The Technical Joint Deployment Group (TJDG) - which can also be hosted in EFCA MOC - 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. It is chaired by a representative of one of the Member States concerned.

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 and exchange of experience, focusing on the implementation of the core curricula project 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.

³¹ During 2018 the Administrative Board may be invited to give their 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 RESOURCE OUTLOOK FOR THE YEARS 2018 - 2020

3.1. Overview of the past and current situation

Staff Population overview for 2016

The establishment plan dropped by one post (due to a staff departure not replaced), to fulfil the implementation of the 5% cut applicable to all institutions. Post occupancy for the year exceeded 95%, with all posts in the establishment plan filled from November, after recruiting to replace other departures.

As a new initiative, EFCA were 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 (MARSURV).

In accordance with the conditions of these grants the Agency increased its estimate of contract agents and SNEs to be employed in 2016-2017. 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 2016

In line with the Multiannual financial framework, EFCA has adapted its activities to live within the means afforded to it. The basic budget in 2016 available to the Agency had been frozen at the level of 2012 (€9,2M). As a departure from previous years EFCA received extra resources during the course of 2016 due to the grants mentioned above. In total the grants awarded equalled €750 000. This led to a breakdown of the use of the budget as follows:

- Staff Costs: 66%
- Administrative cost: 15%
- Operational costs: 19%

Given the majority of costs in the budget are attributed to staff; the attribution of resources to activity is mainly determined by the deployment of the staff to each activity. As stated above the deployment of staff throughout 2016 did not evolve to any extent, resulting in a stable output for each activity, based on the objectives set in the AWP 2016.

3.2. Resource programming for the years 2018 - 2020

3.2.1. Financial Resources (detailed information provided in Annex II)

EFCA's founding regulation was amended³² in 2016 by Regulation (EU) 2016/1626 extending the EFCA role to European cooperation on coast guard functions. EFCA will cooperate 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.

The General Budget will continue to be the main source of revenue for EFCA during 2018-2020. See below the details of 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	p.m	p.m	p.m
Other revenue	p.m	p.m	p.m	p.m
Total revenues	17,113,000	16,813,000	16,747,000	16,900,000

³² http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.L_.2016.251.01.0080.01.ENG&toc=OJ.L:2016:251:TOC.



EXPENDITURE	2017	2018	2019	2020
Title I – Staff	7,949,000	7,699,000	7,599,000	7,649,000
Title II - Administrative	2,300,000	2,155,000	2,155,000	2,155,000
Title III – Operational	6,864,000	6,959,000	6,993,000	7,096,000
Total expenditure	17,113,000	16,813,000	16,747,000	16,900,000

The details of the DB 2018 and envisaged up to 2020 have been indicated in Table 1 of Annex II.

Justification of needs in 2018

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

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 2018. The main decrease can be noted under installation costs, as the main bulk of one off expenditure is generated in 2017 with the arrival of the new staff.

In the case of Title II, the main investment in equipment and furniture is produced in 2017 for the accommodation of the new staff, and therefore a small decrease can be identified. The rest of the expenditure items are kept at the level of 2017, except for a small decrease in ICT expenditure.

An increase of 2% is estimated for the operational expenditure in 2018. This variation is planned under the harmonisation and standardisation budget line for the chartering of the vessel to be contracted during 2017.

EFCA expects the signature of the grant agreement (before end of 2017) 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 estimated amount for this action is €2,585,000 to be implemented from 2018 to 2022, mainly for remuneration of staff, missions, organizing meetings and others (publications, translations, etc.).

Budget Outturn and cancellation of appropriations

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

3.2.2. Human resources

The total number of posts in the establishment plan in 2018 remains stable at 61. This encompasses a reduction of one more (and final) post for the redeployment pool, offset by a new (equivalent) post linked to the amendment in 2016 of EFCA's founding regulation in relation to the coast guard functions.

Based on budget availability, EFCA's estimation for 2018 would amount to 11 contract agents and 7 seconded national experts.

A) New tasks

An amendment to EFCA's founding regulation, based on a Commission proposal (Commission (COM (2015) 669 of 15 December 2015) for the assignment of new tasks, was adopted in 2016. EFCA cooperates with the European Border and Coast Guard Agency and the European Maritime Safety Agency to support national authorities carrying out coast guard functions. The impact on human resources in 2018 is noted in the point above.

The implementation of the 5-year project PESCAO, under the grant contract with the Commission, will imply 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.
- the establishment and running of EFCA's Maritime Operations Centre (MOC) as a reinforcement of EFCA's coordinating role;
- 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 eventually Sysper2 in 2018;
- 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.

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;

Human resource efficiency gains in Capacity Building

- Training for Member States and third countries: to be partly addressed through the e- Learning platform;
- training provided in the SFPFA framework: the number of missions can be scheduled on a yearly basis and 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. The hosting of EFCA's data in an external environment as part of the implementation of EFCA's BCP policy, is concluded.

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 audit 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.

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 achieves 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.



SECTION III - ANNUAL WORK PROGRAMME YEAR 2018

1. EXECUTIVE SUMMARY

The AWP 2018 follows the Communication from the European Commission on the guidelines for the programming document for decentralised agencies.

In order to streamline the EFCA activities, the Activity Based Management System (ABMS) was updated in 2017.

The ABMS for 2018 is composed by three operational activities. Former Governance and Representation activities are included under horizontal tasks as Governance and Communication.

AWP 2018		
Coordination	Operational Activities	ABMS
Harmonisation and standardisation		
Assistance and expertise		
Administrative Board	Governance and Communication	Horizontal tasks
Advisory Board		
Representation and Networks		
Communication		
Horizontal support		

ANNUAL STRATEGIC PLAN 2018 IN THE FRAMEWORK OF THE EUROPEAN COAST GUARD INITIATIVE

Introduction

With the adoption of the European Border and Coastguard Package by the European Parliament and the Council in September 2016, the mandates of the European Border and Coast Guard Agency (Frontex), the European Fisheries Control Agency (EFCA) and the European Maritime Safety Agency (EMSA) have been amended and aligned in order to enhance the effectiveness and efficiency of the support provided by the three Agencies to the Member States' national authorities carrying out coast guard functions. The co-legislator defined the following five areas for improved interagency cooperation:

- Information sharing
- surveillance and communication services
- capacity building
- risk analysis
- capacity sharing

test-bed to demonstrate the added value that the Agencies closer cooperation can provide to the Member States in implementing coast guard functions.

Building upon the experiences and lessons learnt during the pilot project and in compliance with the provisions of the revised founding regulations, the three Agencies defined the modalities of their enhanced cooperation in a Tripartite Working Arrangement (TWA) which was approved by their governing boards and entered into force on 17 March 2017. In accordance with its provisions a Steering Committee and three Technical Subcommittees were established to manage the collaboration at strategic and technical level respectively.

The common Annual Strategic Plan below sets the high-level actions which Frontex, EFCA and EMSA will implement together in 2018 in order to advance the objectives of the interagency cooperation on coast guard functions and the TWA. It is integrated in the Programming Documents of the three Agencies and will also lead to a joint report on the activities implemented in 2018.

Meanwhile, the Pilot Project "Creation of a European coast guard function" launched in mid-2016 provided a valuable



PRIORITIES FOR 2018 (OUTLINE)
Strategic / Horizontal
Develop a concept and format for an annual European Coast Guard event, to be tested for the first time in Vigo (Spain) to involve national authorities performing coast guard functions and other EU and international partners for consultation and feedback on Agencies' cooperation activities
Set up the three technical subcommittees to support the implementation of the Annual Strategic Plan
Identification of new areas of mutual interest for interagency cooperation including new or amendment of existing Memoranda of Understanding (MoUs)/ Service Level Agreements (SLAs)
Increase coordination of the Agencies' communication activities related to the implementation of the interagency cooperation on coast guard functions
Area 1 - Information sharing
Further development of data sharing framework, and to investigate possibilities to increase interoperability between information systems
Identification of information gaps and possible new information products and development and launching of new services (<i>see also risk analysis area</i>)
Conduct organisational and technical work to also integrate positions of assets (active during Joint Operations) in a maritime picture
Continue to validate the VDS (vessel detection system) by organising joint validation campaigns
Area 2 - Surveillance and communication services
Integration of RPAS data into a maritime picture (IMS, Eurosur, Fusion Services)
Roll-out of Frontex FWA services and EMSA RPAS services for multipurpose operations and evaluation of first results, paving the way for a new concept of common surveillance services by joint deployment of airborne (RPAS and FWAs) and seaborne means and appropriate command and control structures (<i>Also relevant for Area 5</i>)
Area 3 - Capacity building
Assist the Commission in the preparation of the Practical Handbook of European Cooperation on Coast Guard Functions
Collect training needs from Member States national authorities and Agencies staff and identification and preparation of joint training modules among agencies
Identifying opportunities and preparation of joint capacity building projects for non-EU Partner Countries, taking into account existing projects
Assess the need and feasibility of a common training event on Coast Guard Functions
Area 4 - Risk Analysis
Developing an understanding of the type of data, methodology and analytical output that each agency is producing and which of these analytical products have interest for the other Agencies and can be shared with them
Determine which type of analytical products can be jointly developed by the three agencies which can lead to a more comprehensive analysis of operational challenges and emerging risks in the maritime domain
Test mechanisms on periodical exchange of data related to risks and threats at maritime domain
Develop a first joint risk assessment of emerging risks in the Mediterranean area to contribute to the preparation and development of capacity sharing
Area 5 - Capacity sharing
Introduction of the concept of multipurpose missions during planning and implementation of operations in the areas of mutual concern keeping a geographical balance. Planning shall be shared between the Agencies, including periods and type of operational means to be used
Continue involving national authorities to steer the sharing of capacities process for multipurpose operations, look for synergies in the Agencies' operations and provide an analysis of the results
Establishment of cooperation between Agencies 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)
Analyse the legal aspects that may impact the implementation of multipurpose operations in European cooperation on coast guard functions.
Sharing information about existing and planned sea and air surveillance capabilities (Agencies, commercial procurement, governmental assets) and preparation of a database accessible to the Agencies

2. OPERATIONAL ACTIVITIES

Activity Based Management System (ABMS)

ACTIVITY	Code
Operational activities	1
Coordination	1.1
Harmonisation and standardisation	1.2
Assistance and expertise	1.3

EFCA has used the following allocation methodology for the AWP 2018:

- 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.

2.1. Coordination (Operations) (ABMS CODE 1.1)

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 that the objectives regarding deployment of control means, cooperation and exchange of information between the competent authorities is ensured. It means following up the strategic plans agreed in the Steering Groups in the technical meetings through the Technical Joint Deployment Groups followed by periodic tactical meetings with all joining Member States. 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.

The Maritime Operational Centre in EFCA will ensure the up-to-date service to the operations with sharing the maritime awareness pictures to all parties involved in the specific operations. EFCA's MOC will remain open for participation to its activities to all parties involved, in particular to the MS in the TJDG framework. The MOC as a user of the operational applications expresses its needs

to the project manager in charge of those applications. The MOC shall also develop or update its procedures for its own activities but also the command and control of control and inspection platforms including RPAs. Workshops for the CCIC/ACC will be organised in support of the FMCs in the Member States. In cooperation with EBCG/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.

Possible support falling under the Coast Guard functions may be analysed through:

- Cooperation between agencies regarding the functioning of the Agencies Maritime Operation Centres, specially through facilitation of the interconnection and harmonisation of their working methods;
- facilitating the organisation of multipurpose operations, including drills, in concert with the competent Member States authorities, through the implementation of Standard Operational Procedures (SOP) that ensures the correct implementation of the different objectives of the missions.



Added value

The added value of this activity is linked to coordinate the implementation of the JDPs and operational plans, and the sharing of a common operational awareness based on the exchange of information, 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 measures of the Member States and/or third countries falling under the agency mandate and elaborate a common situation surface awareness situation picture. 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 Policy³³; 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/EC³⁴.



³³ 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).

³⁴ OJ L 354, 28.12.2013, p. 22. Regulation as last amended by Regulation (EU) 2015/812 (OJ L 133, 29.5.2015, 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, including PACT regional projects, and to provide 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 in the Regional JDPs and operational plans for 2018 in North Sea, Baltic Sea and Western Waters including PACT projects 2. Close collaboration, exchange of information, increased synergies and transparency between the participating Member States in the context of the JDPs 3. Assistance and expertise to the TJDG for sharing and analysing of available information for the coordination and implementation of JDPs 4. The provision of assistance and expertise to Member States through regional workshops and best practice meetings for the Union Inspectors, inspectors and MS staff 5. Assistance and expertise on coordination and fisheries control provided within the framework of the cooperation to support national authorities carrying out coast guard functions through sharing of information and planning of multipurpose operations				
PERFORMANCE INDICATORS	ACHIEVED 2016	EXPECTED 2017	TARGET 2018	MEANS AND FREQUENCY
1. By JDP: • Number of campaigns days per JDP • Percentage of Control and inspection means deployed in accordance with the JDP schedule (% of total planned) • Man/days in joint inspection teams	>300 >90% >75	>300 90% 75	>300 90% 75	Quarterly report
2. Availability of fishing vessels target list in Joint campaign and percentage of targeted vessels inspected	>80%	80%	80%	Quarterly report
3. Number of campaigns coordinated from EFCA	7	3	4	Quarterly report
4. Daily briefs ³⁵ organised by MOC during specific campaigns and period of EFCA's deployment of inspection means	n/a	n/a	100%	Quarterly report
5. Percentage of days of EFCA chartered means carried out in multipurpose operations ³⁶	n/a	60%	60%	Quarterly report
6. Number of Union inspectors and MS staff concerned attending the regional workshops and training sessions ³⁷	361	500	500	Quarterly report
7. By region/JDP: • Number of workshops and best practice meeting delivered • Union inspectors attending workshops attendees satisfaction	≥1 >80%	At least 1 per region Attendees satisfaction (good or very good) >80%	At least 1 per region Attendees satisfaction (good or very good) >80%	Quarterly report
MAIN OUTPUTS				
1. Quarterly reports regarding Regional JDPs and operational plans for 2017 in North Sea, Baltic Sea and Western Waters 2. Advanced workshop(s) and best practice meetings for Member States Union inspectors (regional level) delivered 3. Multipurpose operations with Frontex and EMSA, in support of national authorities carrying out coast guard functions 4. Analysis and use of the maritime surface awareness picture 5. Operation of chartered and other control platform(s) controlled from the Maritime Operation Centre (MOC) 6. Command and control of inspection platforms 7. Elaboration and update of procedures for the operations of the MOC also including TJDG 8. Elaboration and update of procedures for the operational Command and Control of chartered and other assets including RPAs				
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 JDP • Ratios for inspections with at least 1 suspected infringement detected by JDP • Number of attendees to regional workshops by EFCA 				

³⁵ During days when EFCA is open.

³⁶ This indicator is common to objective 2, since multipurpose operations might be carried out in EU waters or International waters.

³⁷ This indicator is common to objective 2.



European Fisheries Control Agency

OBJECTIVE 2

Coordinate the implementation of the EU contribution to the International Control and Inspection Schemes in RFMOs (NAFO, NEAFC, 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 in the JDPs covering the waters of Mediterranean Sea and Black Sea and the waters managed by NAFO, NEAFC, ICCAT and GFCM
2. EFCA staff participation as inspectors in control missions in international waters
3. The provision of assistance and expertise to Member States through regional workshops
4. Assistance and expertise on coordination and fisheries control provided within the framework of the cooperation to support national authorities carrying out coast guard functions through sharing of information and planning of multipurpose operations

PERFORMANCE INDICATORS	ACHIEVED 2016	EXPECTED 2017	TARGET 2018	MEANS AND FREQUENCY
1. By JDP: • Number of campaigns days per JDP • Percentage of Control and inspection means deployed in accordance with the JDP schedule (% of total planned) • Man/days in joint inspection teams	>300 90% >75	>300 90% 75	>300 90% 75	Quarterly report
2. Number of campaigns coordinated from EFCA.	>2	2	3	Quarterly report
3. By region/JDP: • Number of workshops and best practice meeting delivered • Union inspectors attending workshops attendees satisfaction • Number of EU-NAFO/NEAFC inspectors trained • Number of EU-ICCAT trainers trainings delivered	>2 >80% 76% n/a	At least 1 per region Attendees satisfaction (good or very good) >80% 50% n/a	At least 1 per region Attendees satisfaction (good or very good) >80% 50% At least 1	Yearly report
4. Number of PACT operational plans implemented	1	1	1	Quarterly report

MAIN OUTPUTS

1. Quarterly reports regarding JDPs in the Mediterranean Sea and Black Sea and in International waters managed by NAFO, NEAFC ICCAT and GFCM
2. Mission reports for the participation in control activities in international waters delivered
3. Analysis and use of the maritime surface awareness picture
4. Multipurpose operations with Frontex and EMSA, in the support of national authorities carrying out coast guard functions
5. Advanced workshop(s) and best practice meetings for Member States Union inspector (regional level) delivered
6. Operation of chartered and other control platform(s) controlled from the Maritime Operation Centre (MOC)
7. Command and control of inspection platforms
8. Elaboration and update of procedures for the operations of the MOC also including TJDG
9. Elaboration and update of procedures for the operational Command and Control of chartered and other inspection platforms including RPAs

Multiannual index to be used as a trend for compliance evaluation purposes

- Number 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 1,2,3)

Staff	3 AD, 14 AST, 6SNE
Standard Budget	€775,000
ABMS	€4,904,701
Link to EFCA Organisation Chart	Unit 1

2.2. Harmonisation and standardisation (ABMS CODE 1 and 2)

2.2.1. Overview of the activity

Description

This activity delivers the strategic planning and assessment through harmonisation and standardisation in the performance 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 including the elaboration of SOPs and specific mission orders;
 - The support to the implementation of regional projects in cooperation with the EU regional groups, under the PACT approach.

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.

- Contribute to the implementation of the EU Integrated Maritime Policy through interagency cooperation on Coast Guard functions, especially with EMSA and FRONTEX in support of the Member States.
- 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.

- Promotion and facilitation of use of new control technologies for the Member States, based on the common use of information provided via cooperation with the other Agencies, in particular 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, 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 Policy ; 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/EC .



2.2.2. Objectives, indicators, expected outcomes and outputs

OBJECTIVE 3				
Harmonising the implementation of the Common Fisheries Policy in EU waters and North Atlantic, including through PACT regional projects				
EXPECTED RESULTS				
1. Improved harmonisation and standardisation at a regional level through the organisation of regional steering group meetings 2. Improved cost-effectiveness through the planning of the regional control operations (JDPs and operational plans) including multipurpose missions in cooperation with the other Agencies 3. Assessment of the regional control operations (JDP and operational plans), including the definition of major risks for the control activities 4. Interoperability with other agencies and Member States Authorities 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, as the landing obligation				
PERFORMANCE INDICATORS	ACHIEVED 2016	EXPECTED 2017	TARGET 2018	MEANS AND FREQUENCY
1. Planning of control operations delivered timely	Quarter 4	Quarter 4	Quarter 4	Quarterly report
2. Assessment reports JDPs 2017 delivered before 1 July 2018	100%	100%	100%	Quarterly report
3. Risk management implemented for landing obligation	5 ³⁸	100%	100%	Annual 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. Reports on the regional steering group meetings 3. Planning and assessment of the regional control operations, (JDP and operational plans) including PACT regional projects delivered 4. Planning and assessment of EUCG multipurpose operations 5. Two workshops on landing obligation organised 6. Report on the implementation of the landing obligation by region delivered				

³⁸ 5 Regions=100%.

OBJECTIVE 4

Harmonisation of 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. Improved harmonisation and standardisation at a regional level through the organisation of regional steering group meetings
2. Improved cost-effectiveness through the planning of the regional control operations (JDPs and operational plans), including multipurpose missions in cooperation with the other Agencies
3. Preparation and implementation of pilot projects for cooperation with third countries in the Strait of Sicily and the Black Sea in the context of the GFCM
4. Assessment of the regional control operations (JDP and operational plans), including the definition of major risks for the control activities
5. Interoperability with other Agencies and Member States Authorities
6. Promote compliance and level playing field in the fisheries control
7. Implementation of the tasks delegated to EFCA in relation to RFMOs and third countries
8. Support to the EU Delegation in RFMOs meetings, including Chairmanship of the ICCAT eBCD Working Group

PERFORMANCE INDICATORS	ACHIEVED 2016	EXPECTED 2017	TARGET 2018	MEANS AND FREQUENCY
1. Planning of control operations delivered timely	Quarter 4	Quarter 4	Quarter 4	Quarterly report
2. Assessment reports JDPs 2017 delivered before 1 July 2018	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, including PACT regional projects
2. Reports on the regional steering group meetings
3. Planning and assessment of the regional control operations, (JDP and operational plans) including PACT regional projects delivered
4. Pilot projects with 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 Integrated Maritime Policy through interagency cooperation on coast guard functions and new control technologies				
EXPECTED RESULTS				
1. Support to the EU regarding the implementation of the EU integrated Maritime Policy 2. Cooperation on EU Coast Guard functions with EMSA and Frontex in benefit of MS coast guard authorities 3. Control means chartered and deployed following the agreed planning of operations 4. Implementation of the annual strategic plan agreed with EMSA and Frontex under the TWA 5. Support to the MS in the use of technologies for fisheries control purposes 6. Finalise the implementation of the IMS Pilot Project				
PERFORMANCE INDICATORS	ACHIEVED 2016	EXPECTED 2017	TARGET 2018	MEANS AND FREQUENCY
1. Number of multipurpose operations missions	n/a	6	10	Quarterly report
2. MoU/SLA signed with the other Agencies	n/a	2	1	Yearly report
3. Agreement reached on the operational modalities of the RPAs service with the other Agencies	n/a	n/a	By December	Yearly report
4. Fixing areas/period/means and briefings for multipurpose operations in 2019	n/a	n/a	By December	Yearly report
5. Definition of fixed Wing Aircraft surveillance service for the purpose of Agencies in 2019	n/a	n/a	By December	Yearly report
6. Percentage of EFCA chartered means operational days carried out in multipurpose operations	n/a	60%	60%	Quarterly report
7. IMS Pilot Project User Group satisfaction rate	n/a	60% (good/very good)	80% (good/very good)	Yearly report
MAIN OUTPUTS				
1. Active participation and expert input in initiatives related with the implementation of the EU integrated maritime policy 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				

2.2.3. Resources- ABMS code 1.2 (Objectives 3, 4 and 5)

Staff	7 AD, 3 AST
Standard Budget	€4,859,000
ABMS	€8,328,962
Link to EFCA Organisation Chart	Unit 2

2.3. Assistance and expertise (ABMS CODE 1.3)

2.3.1. Overview of the activity

Description

This activity foresees EFCA activities 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 methods³⁹.

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 recognised maritime operational surface picture to be used by the agencies' MOC 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 assist the EU in the first year of 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 projects.

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.

³⁹ 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 2016	EXPECTED 2017	TARGET 2018	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	n/a	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	4 regions	5 regions	Annual report
5. Project on standardisation of inspection practices delivered by some regions	n/a	2 regions	3 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	n/a	100%	Quarterly report
2. User evaluation of the VMS, ERS, EIR, Fishnet and MARSURV applications.	2%	<10% non-satisfaction rate per JDP from participating MS	<10% non-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. Alignment of IT Strategy with Data Governance Strategy and business vision 3. Identification and analysis of business requirements for the development of EFCA FIS in support of JDPS, EUCG functions and IUU EFCA FIS developments acceptance reports 4. Reports on the progress and common developments as agreed by the EC and MS under the joint working group 5. Access and interoperability with the EC and other EUCG function related agencies 6. Continuous service of operational and training environments for the EFCA suite of operational applications 7. Yearly development and maintenance plans for each system according to the business needs 8. Annual survey of user satisfaction for operational applications including data quality, user interface etc.				



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. Contribution to the preparation of a practical handbook on European cooperation on coast guard functions, containing guidelines, recommendations and best practices for the exchange of information in the context of the EUCG functions
2. Cooperation with MS authorities and other Agencies in the training of coast guard authorities, including Third Countries,
3. Harmonised training programmes of MS officials through the development of a Sectoral Qualification Framework
4. Updated training material made available on the EFCA e-learning platform
5. Availability of e-learning courses
6. Support to MS training activities on request
7. Delivery of training to third countries inspectors on request of the Commission, including Tunisia, Algeria, Libya, Egypt, Morocco, Ukraine and Georgia

PERFORMANCE INDICATORS	ACHIEVED 2016	EXPECTED 2017	TARGET 2018	MEANS AND FREQUENCY
1. Provision of joint guidelines for coast guard operations	n/a	n/a	by June 2018	Quarterly report
2. EFCA training sessions for Member States satisfaction rate	n/a	100%	Attendees satisfaction (good or very good) >80%	Quarterly report
3. Number of registered users in the EFCA e-learning platform			500	Quarterly report
4. Number of MS using CC training courses as reference material (Inspection at sea, Port inspection, and General principles & specific types of inspection)	61% of Coastal MS	>80% of Coastal MS	>80% of Coastal MS	Quarterly report
5. Percentage of third countries trained on request of the Commission	100%	100%	100%	Quarterly report

MAIN OUTPUTS

1. Training manuals in collaboration with EMSA and Frontex in the context of the EUCG functions delivered
2. Report from WGTEE and SGTEE meetings
3. Existing training manuals updated according to SGTEE request
4. Specialised e-learning courses delivered in accordance with the priorities set by the SGTEE
5. EFCA support to Member State's national training services granted as agreed with the Member State
6. Advanced workshop(s) and best practices meetings for Member States trainers and Union inspectors (national level) delivered

OBJECTIVE 9				
Provide assistance to the European Commission and the Member States in order to ensure uniform and effective application of the rules of 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 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				
PERFORMANCE INDICATORS	ACHIEVED 2016	EXPECTED 2017	TARGET 2018	MEANS AND FREQUENCY
1. Number of evaluation missions in third countries	3	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	>80%	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. Action plan 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 project "Improved Regional fisheries governance in Western Africa (PESCAO)" ⁴⁰ as regards monitoring, control and surveillance				
EXPECTED RESULTS				
1. Strengthening of prevention and responses to IUU fishing in the area 2. Support to the third countries concerned as regards legal framework harmonised with the international standards, and training for fisheries inspectors and other officials 3. Support to the third countries concerned as regards cooperation and operational campaigns implementation 4. Support to the third countries concerned as regards acquisition of infrastructures, equipment and charter operations				
PERFORMANCE INDICATORS	ACHIEVED 2016	EXPECTED 2017	TARGET 2018	MEANS AND FREQUENCY
1. Joint regional missions organised with EFCA support	n/a	n/a	2	Yearly report
2. Support to Regional FMCs provided with VMS/AIS system	n/a	n/a	1	Yearly report
3. Number of trained officials in the areas covered by SRFC and FCWC	n/a	n/a	20	Yearly report
MAIN OUTPUTS				
1. Multiannual planning of activities for the 5-year project defined 2. Annual programme of the project for 2018-2019 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	7,75 AD, 1 AST1 SNE
Standard Budget	€1,325,000
ABMS	€3,579,337
Link to EFCA Organisation Chart	Units 2 and 3 ⁴¹

⁴⁰ Grant agreement expected to be signed by the end of October 2017.

⁴¹ The budget to be granted to EFCA for the support to the EU project "Improved Regional fisheries governance in Western Africa (PESCAO)" will be added when the grant agreement is signed.

3. HORIZONTAL TASKS

3.1. Communication

3.1.1. Overview of the tasks

Description

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

Added value

To ensure that EFCA's stakeholders 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.





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 2016	EXPECTED 2017	TARGET 2018	MEANS AND FREQUENCY
1. Number of visits to the EFCA by stakeholders	9	6	6	Quarterly report
2. Participation in meetings of ACs or other stakeholders	9	6	6	Quarterly report
3. Followers in Twitter	n/a	300	700	Quarterly report
4. Number of page views to the EFCA website	4534	5000	5000	Quarterly report
5. Publications and audiovisual material produced	2	2	3	Quarterly report
6. Followers in Facebook and LinkedIn	n/a	400	500	Quarterly report
7. Number of international events, fairs, information seminars or conferences that the EFCA attended	n/a	7	7	Quarterly report
8. Number of meetings or events with a local public	5	4	4	Quarterly report
9. Meeting with all staff when relevant	5	2	2	Quarterly report
10. Satisfaction with EFCA's intranet	Satisfactory	80%	80%	Quarterly report
MAIN OUTPUTS				
1. Organisation of visits in EFCA premises 2. Attendance to relevant meetings for the Agency 3. Presentations and briefings delivered in the different meetings 4. Ensuring the quality and timeliness of EFCA's website content and other online presence 5. EFCA presence in the main EU fairs, events, information seminars or conferences related to Fisheries 6. Layout and distribution of the main publications of the Agency 7. Production of effective video material describing EFCA's work 8. Effective communication tools available for trainings, visits, fairs or presentations 9. Strong media relations on the topics covered by the EFCA 10. Cohesive visual identity respected in the Agency 11. Communication of the main results of the EFCA work on its website 12. Organisation of international and local events with vast local institutional presence and media coverage 13. Cooperation with the EC Representation Office, EP Office and EU Communication relays 14. Holding staff meetings after the Administrative Board meetings as well as when there are major developments within the EFCA 15. Keep updated a collaborative intranet which will boost communication 16. Organise social events that can favour cross-unit and informal communication				

3.2. Governance and representation

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-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 ⁴²				
PERFORMANCE INDICATORS	ACHIEVED 2016	EXPECTED 2017	TARGET 2018	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 - Annual Report	100% 100%	100% 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	94%	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 ⁴³				
PERFORMANCE INDICATORS	ACHIEVED 2016	EXPECTED 2017	TARGET 2018	MEANS AND FREQUENCY
1. Number of Administrative 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				

⁴² 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>.

⁴³ 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>.

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 2016	EXPECTED 2017	TARGET 2018	MEANS AND FREQUENCY
1. Rate of participation on the Heads of Agencies and Heads of Administration network	3 meetings	2 meetings	2 meetings	Quarterly report
2. List of meetings where EFCA has participated to be communicated to the Administrative Board	Presented twice	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 ⁴⁴ 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 11, 12, 13 and 14)

Staff	6 AD		
Standard Budget	€229,000 ⁴⁵		
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 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.

⁴⁴ Annex XI, PDN Sub-Network draft work programme – summary.

⁴⁵ 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				
<ol style="list-style-type: none"> 1. Increase of efficiency in the administration through further efforts in the area of e-administration and maintain the levels already achieved in this respect. 2. Maintaining high levels of budget implementation performance through close budget programming, reporting and regular follow up of the information gathered from the financial systems and the input from the operational units 3. Compliance with all legal requirements in the operational and administrative fields ensured 4. 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 2016	EXPECTED 2017	TARGET 2018	MEANS AND FREQUENCY
1. Execution payments appropriations	88.5%	>70%	>70%	Quarterly report
2. Percentage of planned procurements launched	100%	>80%	>80%	Quarterly report
3. Open remarks/ recommendations from ECA and IAS ⁴⁶	1	<2	<2	Quarterly report
4. Contracts concluded and managed for the provision of ICT services.	n/a	100%	100%	Quarterly report
5. Hardware and software acquired, maintained and updated according to plan	n/a	100%	100%	Quarterly report
6. Procedures for the running of the ICT services created, updated and agreed	n/a	5	5	Quarterly report
7. Availability rate for all operational applications hosted by EFCA	99.61%	>95%	>95%	Monthly report
MAIN OUTPUTS				
<ol style="list-style-type: none"> 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 				

3.3.3. Resources

Staff	7.25 AD, 12 AST, 11CA ⁴⁷
Standard Budget	N/A
ABMS	N/A
Link to EFCA Organisation Chart	Unit Resources and IT Executive Assistants of Units 1 and 2 Accounting Internal control A share of Governance and Communication area

⁴⁶ Recommendations rated Very Important or Critical.

⁴⁷ These figures include any staff carrying out administrative support tasks in any unit.

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 2016	ACHIEVED 2017	ACHIEVED 2018
Timely submission of the draft AWP (PD)	100%	100%	100%
Percentage of completion of the activities of the AWP	97%	>80%	>80%
Timely achievement of objectives of the AWP	97%	>80%	>80%
KPI's in Relation to Management of Financial and Human Resources			
Objective: To provide evidence of the swift, timely and full use of the financial resources allocated by the budgetary authorities			
KPI	ACHIEVED 2016	ACHIEVED 2017	ACHIEVED 2018
Rate (%) of implementation of Commitment Appropriations	99.6%	>95%	>95%
Rate (%) of cancellation of Payment Appropriations	0.7%	<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)	0.7%	<5%	<5%
Rate (%) of payments executed within the legal/contractual deadlines	99.3%	>98%	>98%
Objective: 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: To provide evidence of the level of staff wellbeing			
KPI	ACHIEVED 2016	ACHIEVED 2017	ACHIEVED 2018
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)	0%	≤5%	≤5%
Annual average days of short term sick leave per staff member	3.7	<6	<6
Number of complaints under Article 90 (2) SR with a positive outcome per 100 staff members	0	≤5	≤5



ANNEXES

ANNEX I: RESOURCE ALLOCATION PER ACTIVITY

2018 - 2020 Resource allocation estimation

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

Code	Activity	FORECAST 2018	FORECAST 2019	FORECAST 2020
1.1	COORDINATION	4,904,701	4,885,447	4,930,081
1.2	HARMONISATION AND STANDARDISATION	8,328,962	8,296,267	8,372,061
1.3	ASSISTANCE AND EXPERTISE	3,579,337	3,565,286	3,597,858

ANNEX II: FINANCIAL RESOURCES

Table 1 - Expenditure

Expenditure	2017		2018	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Commitment appropriations
Title 1	7,949,000	7,949,000	7,699,000	7,699,000
Title 2	2,300,000	2,300,000	2,155,000	2,155,000
Title 3	6,864,000	6,864,000	6,959,000	6,959,000
Total expenditure	17,113,000	17,113,000	16,813,000	16,813,000

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.

Expenditure	COMMITMENT APPROPRIATIONS							
	Executed Budget 2016	Budget 2017	Draft Budget 2018		VAR 2018 / 2017	Envisaged in 2019	Envisaged 2020	
			Agency	Budget				
Title 1 Staff Expenditure	5,944,432	7,949,000	7,699,000		-3%	7,599,000	7,649,000	
11 Salaries & allowances	5,703,784	7,375,000	7,282,000		-1%	7,282,000	7,332,000	
- of which establishment plan posts	5,162,996	6,445,000	6,352,000		-1%	6,352,000	6,402,000	
- of which external personnel	540,788	930,000	930,000		0%	930,000	930,000	
12 Expenditure relating to Staff recruitment	74,820	307,000	165,000		-46%	65,000	65,000	
13 Mission expenses	66,500	100,000	100,000		0%	100,000	100,000	
14 Socio-medical infrastructure and training	97,760	165,000	150,000		-9%	150,000	150,000	
17 Receptions and events	1,568	2,000	2,000		0%	2,000	2,000	
Title 2 Infrastructure and operating expenditure	1,607,448	2,300,000	2,155,000		-6%	2,155,000	2,155,000	
20 Rental of buildings and associated costs	289,814	480,000	435,000		-9%	435,000	435,000	
21 Information and communication technology	558,226	1,075,000	1,025,000		-5%	1,070,000	1,070,000	
22 Movable property and associated costs	36,980	165,000	70,000		-58%	70,000	70,000	
23 Current administrative expenditure	22,171	53,000	53,000		0%	53,000	53,000	
24 Postage / Telecommunications	60,584							
25 Meeting expenses	89,755	72,000	72,000		0%	72,000	72,000	
26 Supplementary Services (external services, interpreter, translation)	493,921	400,000	445,000		11%	400,000	400,000	
27 General infor Communication expenses	55,997	55,000	55,000		0%	55,000	55,000	
Title 3 Operational expenditure	1,631,017	6,864,000	6,959,000		2%	6,993,000	7,096,000	
30. Capacity Building	894,558							
31. Operational Coordination	736,459							
32. Acquisition of Means	0							
33. Coordination		775,000	775,000		0%	775,000	775,000	
34. Assistance and expertise		1,325,000	1,325,000		0%	1,325,000	1,325,000	
35. Harmonisation and Standardisation		4,764,000	4,859,000		2%	4,893,000	4,996,000	
36. Improved regional fisheries governance in Western Africa (PESCAO) ⁴⁸			pm			pm	pm	
TOTAL EXPENDITURE	9,182,897	17,113,000	16,813,000		-2%	16,747,000	16,900,000	
				Amendment of Budget Structure				

⁴⁸ Following the signature of the grant agreement related to the action of improved regional fisheries governance in Western Africa (PESCAO), the amount allocated to EFCA will be inscribed.



Expenditure	PAYMENT APPROPRIATIONS						
	Executed Budget 2016	Budget 2017	Draft Budget 2018		VAR 2018 / 2017	Envisaged in 2019	Envisaged 2020
			Agency	Budget			
Title 1 Staff Expenditure	5,878,147	7,949,000	7,699,000		-3%	7,599,000	7,649,000
11 Salaries & allowances	5,673,928	7,375,000	7,282,000		-1%	7,282,000	7,332,000
- of which establishment plan posts	5,157,336	6,445,000	6,352,000		-1%	6,352,000	6,402,000
- of which external personnel	516,592	930,000	930,000		0%	930,000	930,000
12 Expenditure relating to Staff recruitment	62,302	307,000	165,000		-46%	65,000	65,000
13 Mission expenses	59,887	100,000	100,000		0%	100,000	100,000
14 Socio-medical infrastructure and training	80,462	165,000	150,000		-9%	150,000	150,000
17 Receptions and events	1,568	2,000	2,000		0%	2,000	2,000
Title 2 Infrastructure and operating expenditure	1,066,291	2,300,000	2,155,000		-6%	2,155,000	2,155,000
20 Rental of buildings and associated costs	264,136	480,000	435,000		-9%	435,000	435,000
21 Information and communication technology	330,448	1,075,000	1,025,000		-5%	1,070,000	1,070,000
22 Movable property and associated costs	20,872	165,000	70,000		-58%	70,000	70,000
23 Current administrative expenditure	13,938	53,000	53,000		0%	53,000	53,000
24 Postage / Telecommunications	53,168						
25 Meeting expenses	89,755	72,000	72,000		0%	72,000	72,000
26 Supplementary Services (external services, interpreter, translation)	246,656	400,000	445,000		11%	400,000	400,000
27 General info/ Communication expenses	47,318	55,000	55,000		0%	55,000	55,000
Title 3 Operational expenditure	1,212,586	6,864,000	6,959,000		2%	6,993,000	7,096,000
30. Capacity Building	569,891						
31. Operational Coordination	642,695						
32. Acquisition of Means	0						
33. Coordination		775,000	775,000		0%	775,000	775,000
34. Assistance and expertise		1,325,000	1,325,000		0%	1,325,000	1,325,000
35. Harmonisation and Standardisation		4,764,000	4,859,000		2%	4,893,000	4,996,000
36. Improved regional fisheries governance in Western Africa (PESCAO) ⁴⁹			pm			pm	pm
TOTAL EXPENDITURE	8,157,024	17,113,000	16,813,000		-2%	16,747,000	16,900,000

Amendment of Budget Structure

⁴⁹ Following the signature of the grant agreement related to the action of improved regional fisheries governance in Western Africa (PESCAO), the amount allocated to EFCA will be inscribed.

Table 2 - Revenue

Revenues	2017 Revenues estimated by the agency	2018 Budget Forecast
EU contribution	17,113,000	16,813,000
Other revenue		
Total revenues	17,113,000	16,813,000
Of which Operational (Title 3)	6,864,000	6,959,000
of which assigned revenues deriving from previous years' surpluses	92,674	67,534
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		pm ⁵⁰
5 ADMINISTRATIVE OPERATIONS		
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT		
7 CORRECTION OF BUDGETARY IMBALANCES		
TOTAL REVENUES	17,113,000	16,813,000

Table 3 - Budget outturn and cancellation of appropriations

Calculation budget outturn

Budget outturn	2014 (N-4*)	2015 (N-3*)	2016 (N-2*)
Revenue actually received (+)	9,225,129	9,238,419	9,967,814
Payments made (-)	-8,150,792	-8,501,863	-8,425,666
Carry-over of appropriations (-)	-982,322	-677,405	-1,507,231
Cancellation of appropriations carried over (+)	58,540	33,906	32,033
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	-	-	-
Exchange rate differences (+/-)	-3,320	-383	584
Adjustment for negative balance from previous year (-)	-		
Total	147,235	92,674	67,534

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

⁵⁰ Following the signature of the grant agreement related to the action of improved regional fisheries governance in Western Africa (PESCAO), the amount allocated to EFCA will be inscribed.



Descriptive information and justification on:

- Budget outturn

The budget outturn has been reduced in comparison to 2015 results. The revenue and carry over figures in 2016 include the funds received for 2 Pilot projects financed through ad-hoc grants and to be implemented in 2016-2017 (R0 fund source).

- Cancelation of commitment appropriations

The unused commitment appropriations in 2016 represent 0.4% of the total commitment appropriations of 2016.

- Cancelation of payment appropriations for the year and payment appropriations carried over

The agency does not have differentiated appropriations.

The total cancellation of payment appropriations has been kept at 0.7%.

In respect of the C1 payment appropriations cancellation, just as it was done in 2015, EFCA executed 99.6% of its budget in 2016, and did not consume 0.4% of the payment appropriations.

Concerning the C8 (carried over from the subsidy of 2015) payment appropriations cancellation, the cancellations have been kept stable in respect of the cancellations of C8 in 2015.

The appropriations entered as R0 and not used in 2016 have been automatically carried forward for use in 2017.

ANNEX III: HUMAN RESOURCES - QUANTITATIVE

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

Staff population		Actually filled as of 31.12.2015	Authorised under EU budget 2016	Actually filled as of 31.12.2016	Authorised under EU budget for year 2017	Draft budget for year 2018	Envisaged in 2019	Envisaged in 2020
Officials	AD							
	AST							
	AST/SC							
TA	AD	22	22	22	31	31	31	31
	AST	30	29	29	30	30	30	30
	AST/SC							
Total		52	51	51	61	61	61	61
CA GFIV			2 ⁵¹	1	2	1	1	1
CA GF III		2	2	2	6	3	3	3
CA GF II		3	3	2	3	1	1	1
CA GFI								
Total CA		5	7	5	11⁵²	5⁵³	5⁵⁴	5⁵⁴
SNE		4	6.4	6.2	7	4 ⁵⁴	4 ⁵⁵	4 ⁵⁵
Structural service providers		8.7	8.7	8.5	8.5	8.5	8.5	8.5
TOTAL		69.7	73.1	70.7	87.5	78.5	78.5	78.5
<i>External staff for occasional replacement</i>								

- 8 SNE were working at EFCA by end of 2016. The total SNE work volume in 2016 was 74.5 man months (over 6 man years)

⁵¹ To be covered with revenue from grants.

⁵² According to EFCA's estimates.

⁵³ Based on budget availability, EFCA's estimation would amount to 11 CA.

⁵⁴ 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 2016		Filled as of 31/12/2016		Modifications in year 2016 (flexibility rule)		Establishment plan in voted EU Budget 2017		Modifications in year 2017 (flexibility rule)	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AD 16										
AD 15		1		1				1		
AD 14										
AD 13		2		2				2		
AD 12		2		2				3		
AD 11										
AD 10		3		3				3		
AD 9		6		6				6		
AD 8		5		5				14		
AD 7		2		2				2		
AD 6		1		1						
AD 5										
Total AD		22		22				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		
AST 3										
AST 2										
AST 1										
Total AST		29	-	29	-	-	-	30	-	-
AST										
AST/SC1										
AST/SC2										
AST/SC3										
AST/SC4										
AST/SC5										
AST/SC6										
Total AST/SC										
AST/SC										
TOTAL		51		51				61		



Category and grade	Establishment plan in Draft EU Budget 2018		Establishment plan 2019		Establishment plan 2020	
	Officials	TA	Officials	TA	Officials	TA
AD 16						
AD 15		1		1		1
AD 14				2		2
AD 13		2		1		1
AD 12		3		2		2
AD 11						
AD 10		3		6		6
AD 9		6		6		6
AD 8		14		13		13
AD 7		2				
AD 6						
AD 5						
Total AD	-	31		31	-	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		7
AST 4		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	-	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. In 2015 EFCA adopted new general implementing provisions for agencies regarding the procedure governing the engagement and use of temporary staff at agencies under Article 2(f) of the Conditions of Employment of Other Servants (CEOS) which specify the new rules for the selection and recruitment of temporary agents.

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 on the website of the Agency and on the EPSO website, 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 and service requirements. 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).

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 exercise in 2016 has been 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 2015		How many staff members were promoted / reclassified in Year 2016		Average number of years in grade of reclassified/ promote staff members
	Officials	TA	Officials	TA	
AD 16					
AD 15					
AD 14		1			
AD 13		2			
AD 12		1			
AD 11					
AD 10		1			
AD 9		4		3	3
AD 8		6		1	4
AD 7		4		1	3
AD 6		2			
AD 5					
Total AD		21		5	3.33
AST 11					
AST 10					
AST 9		7			
AST 8		3		1	4.8
AST 7		4			
AST 6		4			
AST 5		4			
AST 4		6		1	3.5
AST 3		1			
AST 2					
AST 1					
Total AST		29		2	4.15
AST/SC1					
AST/SC2					
AST/SC3					
AST/SC4					
AST/SC5					
AST/SC6					
Total AST/SC		0		0	0
TOTAL		50		7	n/a



Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.Year 2015	How many staff members were reclassified in Year 2016	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16			
	15			
	14			
	13			
CA III	12			
	11			
	10		1	4.3
	9	1		
	8			
CA II	7			
	6			
	5	1	1	7.1
	4	2		
CA I	3			
	2			
	1			
TOTAL		4	2	n/a

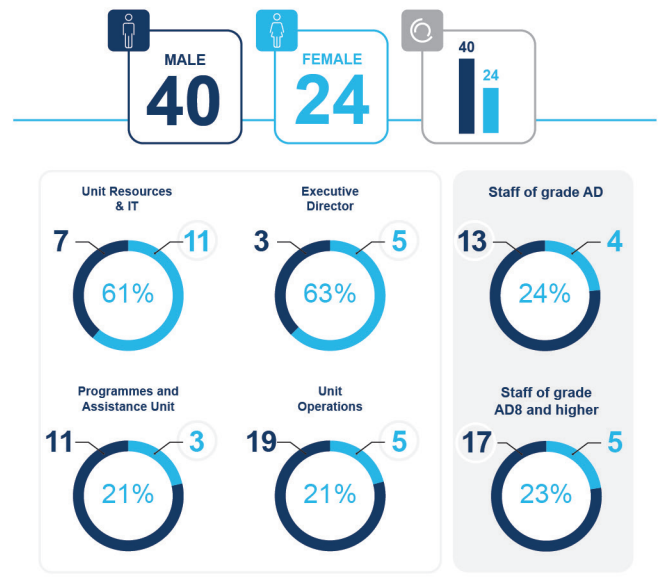
C. MOBILITY POLICY

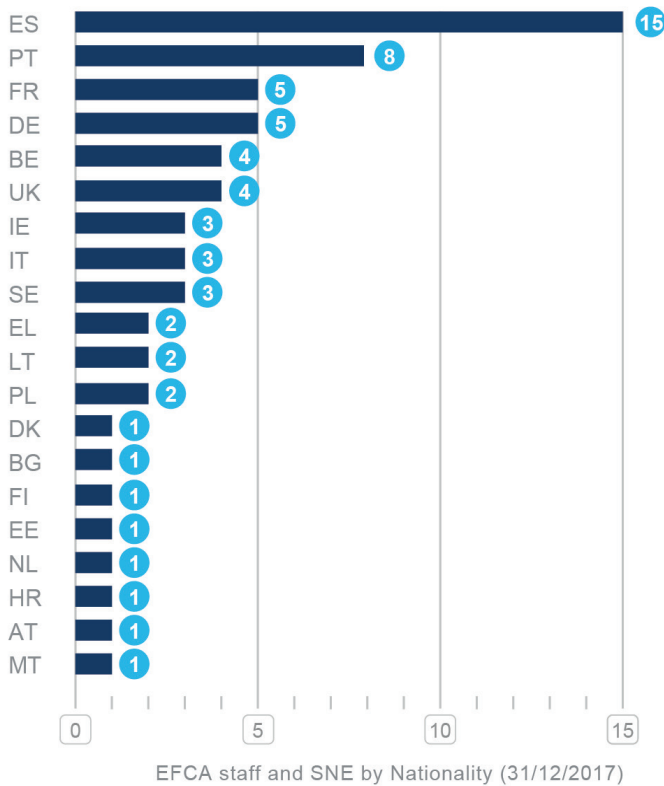
Given the size and structure of EFCA, the number of opportunities for internal mobility is limited. Beginning in 2016 all posts which are to be filled are notified internally to staff in advance via the Intranet to increase transparency on selection, in line with the rules governing temporary agents.

D. GENDER AND GEOGRAPHICAL BALANCE

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 2016, EFCA employed 40 male and 24 female staff including SNE. There was a majority of male staff employed in operational coordination, among experts coming from a traditionally male domain. On the other hand, there was a majority of female staff under the Executive Director and in Unit – Resources and IT.





The general balance amounted to a 38% female staff. 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 2016, EFCA staff and SNE were composed of 20 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)

Information to be provided per building	Name, location and type of building	Other Comment
	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-	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. A summary of the main developments for each year is provided in the annual reports of the Agency.

ANNEX VIII: RISKS YEAR 2018

RISK DESCRIPTION	COUNTMEASURES
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"> Launch tender for the procurement of the patrol means well in advance of the foreseen dates of operations 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 SOP 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
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 jeopardize 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. That risk will be increased with introduction of the new EFCA applications	<ul style="list-style-type: none"> Adequate ICT Security Policy. Adopt Industries Best practises Raise the security awareness within organisation

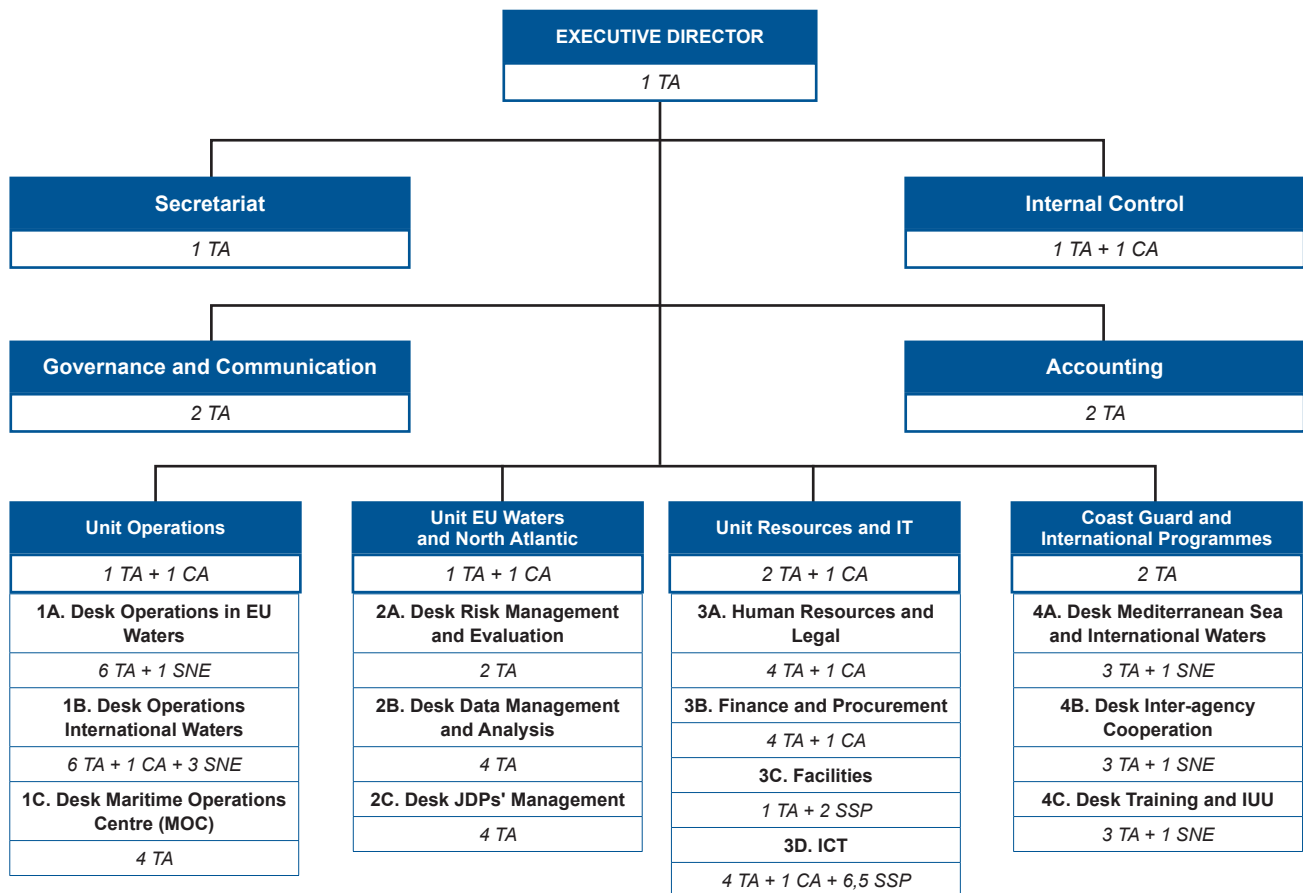
ANNEX IX: PROCUREMENT PLAN YEAR 2018

Subject	Estimated Budget (€)	Type of contract	Timeframe for launching the procurement
Provision of Travel Agency services	3,500,000	Framework contract for services	Jun 18
Software development and maintenance	2,800,000	Framework contract for services	Nov 18
ICT Services and Support	2,500,000	Framework contract for services	Nov 18



ANNEX X: ORGANISATION CHART YEAR 2018

Organisation Chart 1 January 2018⁵⁵



⁵⁵ Based on budget availability, EFCA's estimation for 2018 would amount to 11 CA and 7 SNE

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

ITEM	2017		Timeframe	2018 -2019	
	ACTIVITIES	DELIVERABLES		ACTIVITIES	DELIVERABLES
1	Define maturity model and methodological approach for a performance / results based orientation/ share practices	Maturity model for a results based orientation	March: First proposal of a maturity model and methodological approach	Potentially: update on implementation	Potentially: set /report on maturity level targets
2	To design 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	March: First proposal for a methodology March to September: assessment based on the methodology September: check on assessment methodology 2018: full assessment and reporting	b) Review/update catalogue of shared services with an usage and efficiency perspective.	Updated catalogue with an usage and efficiency perspective.
3	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,...)	March: to define contributors and main area of improvement September: presentation of the proposal to EC	Evaluation of new/streamlined template	Evaluation report
4	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) - 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)	March: plan of detailed approach, content and responsibilities September: sub-group to present their work in plenary according to March decision	b1) Review catalogue/ definition of KPIs on: - Efficiency; - Effectiveness; - EU value added; - Synergies/shared services (usage & efficiency) - Impact - Workload - Operations vs support activities - Operations vs support jobs (job screening/benchmarking)	Evaluation report on the usefulness of the new/strengthened KPIs
5	Exchange on good practices with a focus on following areas: a) Governance management b) Management systems: Quality management, change management, document management, sustainability, certification (EMAS, OHSAS,...) c) Risk Management d) Sustainability reporting	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), Environment Management (EMAS), Safety at work(OHSAS),... c) Risk Management: how do we address it or deal with it? d) Sustainability: presentation on third party recognition	March: define content areas and collect interest. Early presentation from volunteers on how they work. Q&A document, Presentation on sustainability September: presentations done by areas, Q&A document update	Review & good practices of the approaches on Quality management and other organisational capabilities: - Collaboration with EU ANSA for scientific quality - Collaboration with Greening Network for sustainability	*Inventory of best practises (e.g. methodologies, templates) *Possible implementation of action plan
6	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	March	c) Evaluations: good practices	* Progress report * Lessons learned
7	EC Roadmap follow up of recommendations (report to be received by 2016) and IIWG2 follow up depending on March 2017 meeting	Action plan to be defined and implemented in coordination with EFRAN	September	d) EC Roadmap follow up of recommendations (report to be received by 2016) and IIWG2 follow up depending on March 2017 meeting	Action plan to be defined and implemented and coordinated with EFRAN



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