

SINGLE PROGRAMMING DOCUMENT:

Multiannual work programme 2020-2024 and
Annual work programme 2020



European Fisheries Control Agency

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¹ OJ (Official Journal) of the European Union L 83, 25.3.2019, p. 18–37.

EFCA PROGRAMMING DOCUMENT

Multiannual work programme 2020 - 2024
and Annual work programme 2020

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Foreword

Reinhard Priebe, Chair of the Administrative Board



The Single Programming Document (SPD) containing the Multiannual work programme 2020-2024 and the Annual work programme 2020 of the European Fisheries Control Agency (EFCA) provides a comprehensive overview of the allocation of resources granted by the European Union Budget to the Agency in accordance with the objectives, indicators and deliverables of the EFCA next year.

The Agency's SPD aims at enhancing the close cooperation between Member States in the framework of the Monitoring, Control and Surveillance measures of the Common Fisheries Policy, which is a *sine qua*

non condition for achieving a compliant, efficient and uniform implementation of the policy, guaranteeing the sustainability of the fisheries resources.

The Agency will concentrate its efforts on four strategic areas: operational coordination, risk assessment and data analysis, compliance with international provisions, capacity building and support to Coast Guard functions.

This latest task which was added recently to the Agency's mandate focuses on the European cooperation on coast guard functions uniting the European Fisheries Control Agency, the European Border and Coast Guard Agency (Frontex) and the European Maritime Safety Agency (EMSA) for supporting national authorities through the provision of surveillance and communication services, capacity building actions, exchange of information or sharing capacity.

This cooperation strengthens EFCA capacity for assisting the European Union in the international dimension of the Common Fisheries Policy that encompasses the compliance to the international provision, the assistance to the implementation of the Illegal, Unregulated and Unreported (IUU) Regulation and the direct cooperation with third countries as embodied by the technical and operational cooperation programme PESCAO.

EFCA's mission contributes to ocean governance and sustainability through a culture of compliance and collaboration building on its technical and operational expertise and promoting the highest standards in the implementation of the Common Fisheries Policy.



Executive Summary

Pascal Savouret, Executive Director

In accordance with Article 32 of Framework Financial Regulation for decentralised agencies, the European Fisheries Control Agency (EFCA) has drawn up a draft Single Programming Document (SPD). The EFCA SPD contains multiannual (2020-2024) and annual strategic documents, including objectives, expected results and key performance indicators. The annual part or annual work programme gives a detailed description of the activities, together with an indication of the amount of the financial and human resources for the year 2020.

The multiannual work programme 2020 is coherent with the multiannual work programme and in line with the objectives, the mission and the tasks of the Agency set out in the EFCA Codified Founding Regulation.

In accordance with the Administrative Board's perspective, the new SPD enhances a result driven approach underpinned by 11 objectives instead of 15 in the past and focuses on four operational strategic areas.

- The Joint Deployment plans will remain the mainstay of the operational coordination in the extended framework of the specific control and inspection programmes adopted by the Commission end of 2018 and in the regulated areas of NAFO and NEAFC. The necessary preparedness has been done for large scale relocations of fishing effort patterns since the JDPs are flexible, responsive and scalable instruments;
- Harnessed to the Joint Deployment Plans, the availability and quality of fisheries related data, particularly instrumental in the risk assessment for fisheries Monitoring, Control and Surveillance (MCS) measures will constitute the second operational strategic area dedicated to the support of the Member States;



- The Agency assists the Union in the international dimension of the Common Fisheries Policy (CFP) adding capacity to the Commission, the Member States and third countries encompassing the fight against illegal, unregulated and unreported fishing activities, the ongoing programme of cooperation in Western Africa PESCAO by which EFCA benefits from a specific grant for capacity building and operational guidance and other undertakings of the Union in its commitments with international organisations;
- The fourth EFCA operational strategic area addresses both the European cooperation on Coast Guard functions and capacity building in which, training has a high profile. The Agency will implement the annual strategic plan with the European Border and Coast Guard Agency (Frontex) and the European Maritime Safety Agency (EMSA) to support national authorities carrying out coast guard functions. This cooperation involves the operational assets chartered by the Agency tasked to the joint deployment plans and multipurpose operations with Member State relevant authorities adding monitoring, control and surveillance capacity to the Member States resources including environment protection.



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The SPD ensures 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. Against this background, the proposed EFCA budget mirrors the new operational strategic settlement for 2020.

The SPD displays the Agency staff policy plan and the human resources allocation per objective. The Agency

will carry on the efforts for streamlining the functioning and enhancing the work processes by means of a nearly full-fledged e-administration framework. The Agency is committed to improving gender equality and maintaining a healthy work environment including work-life balance.

I am confident that the reader will find in the Single Programming Document a comprehensive presentation of the European Fisheries Control Agency (EFCA) ambitions for 2020 and the following years.



List of acronyms

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



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

Definitions

EFCA Corporate systems

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

EFCA Electronic Recording and Reporting System (ERS)

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

EFCA Electronic Inspection Report System (EIR)

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

EFCA E-Learning

E-learning can be defined as the use of computer and internet technologies to deliver a broad array of solutions to enable distance learning and improve performance¹.

The EFCA e-learning platform makes interactive courses and modules, video tutorials and other training resources available to EU and non-EU officials involved in fisheries control and inspection activities.

EFCA Vessel Monitoring System (VMS)

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

FISHNET

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

JADE

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

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



Mission Statement

MISSION

The Agency's mission is to promote the highest common standards for control, inspection and surveillance under the Common Fisheries Policy (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, ensure the effectiveness and efficiency of its operations.

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



VISION AND VALUES

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

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

²OJ L 83, 25.3.2019, p. 18.

SECTION I - GENERAL CONTEXT

The Single Programming Document (SPD) 2020-2024 addresses the new challenges post- 2020. As a European Union decentralised agency, the work of the European Fisheries Control Agency is guided by the EU priorities and objectives³, and takes into account the Commission Communication on the Multiannual Financial Framework for 2021-2027⁴ proposing a budget tightly geared to the political priorities of the Union.

Moreover, in line with the Council conclusions *Towards an ever more sustainable Union by 2030*⁵, the Commission Communication *Next steps for a sustainable European future*⁶ and its Reflection Paper *Towards a Sustainable Europe by 2030*⁷ on the follow-up to the UN Sustainable Development Goals, including on the Paris Agreement on Climate Change, and in accord with the European Union Agencies' Network (EUAN)⁸, EFCA will closely adhere to the following Sustainable Development Goals (SDG)⁹:

Goal 5: Gender Equality

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

Goal 8: Decent Work and Economic Growth

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

Goal 13: Climate Action

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

Goal 14: Life below Water

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

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

The European Commission's contribution to the informal EU27 leaders' meeting in Sibiu (Romania) on 9 May 2019, https://ec.europa.eu/commission/sites/beta-political/files/comm_sibiu_06-05_en.pdf

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

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

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

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

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

⁵ Council conclusions *Towards an ever more sustainable Union by 2030*, as adopted by the Council at its 3685th meeting held on 9 April 2019, <https://data.consilium.europa.eu/doc/document/ST-8286-2019-INIT/en/pdf>

⁶ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions *Next steps for a sustainable European future, European action for sustainability*, COM (2016)0739 final, <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2016%3A739%3AEN>

⁷ European Commission, *Reflection Paper Towards a sustainable Europe By 2030* https://ec.europa.eu/commission/publications/reflection-paper-towards-sustainable-europe-2030_en

⁸ 2019-2020 Work Programme of the Network of EU Agencies, https://euagencies.eu/sites/default/files/euan_wp_2019_2020_0.pdf

⁹ <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>



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The Agency focuses on the support to the Member States and the Commission in the implementation of the features of the Common Fisheries Policy basic regulation, that entails a regional approach, the implementation of the landing obligation and the growing international requirements¹⁰ used in the fight against IUU fishing.

The SPD 2020-2024 aims to provide the necessary flexibility to respond to evolving needs. This includes ensuring monitoring control and surveillance within the EU sea borders and on land, supporting the international dimension of the Common Fisheries Policy, including the fight against IUU fishing, and strengthening cooperation on coast guard functions.



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

Consequently, ensuring the effective, uniform and transparent implementation of the fisheries rules at EU and international level implies increasing tasks and obligations for Member States, and for the Agency. The growth in EFCA's activity has been reflected in the recommendations¹¹ issued by the Administrative Board (AB) on the Five-Year Independent External Evaluation of EFCA 2012-2016 that established the basis for the future development of EFCA activities.

On the international dimension, the Administrative Board stated, "A reflection should be promoted on how to plan EFCA's involvement in the international dimension in relation to its mission and tasks"¹². In this regard EFCA, in close collaboration with the Commission, works on a mid-term plan detailing possible areas of cooperation, timing, expected results and required resources to be presented to the AB.

The Agency streamlines its increasing activity through a staggered prioritisation of tasks, moving to e-administration (MIPS, SYSPER, ARES, ABAC, etc.), joint procurements, and commensurate internal "rationalisation". Moreover, the Agency works hand in hand with the EU Agencies Network to find synergies and optimise the available resources without prejudice to the rationalisation of its own processes. Within the framework of the "Roadmap on the follow-up to the common approach on EU decentralised agencies", EFCA is playing an active role in the EU Agencies Performance Development Network (PDN)¹³. Through this Network, the agencies have identified the milestones of the Roadmap proposed by the European Commission and actions and deliverables have been set up accordingly. Furthermore, the agencies regularly meet to identify areas where mutual cooperation has taken place, and for future areas for synergy.

¹⁰ Working arrangements between DG MARE and EFCA, 2015.

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

¹² Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 5), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

¹³ Annex XII PDN Sub-Network draft work programme – summary.

SECTION II - MULTIANNUAL PROGRAMMING 2019-2024



The Multiannual Work Programme (MWP) 2020-2024 and Annual Work Programme (AWP) 2020 provides a general overview of the activities programmed on a multiannual basis in order to fulfil the mandate assigned to the Agency. The MWP 2020-2024 and AWP 2020 includes the relevant sections required by the Commission Guidelines for programming document for decentralised agencies¹⁴, *inter alia*, multiannual (strategic) objectives, performance indicators, targets, the multiannual staff policy plan, schooling, privileges and immunities, building policy, evaluations and risks.

The Multiannual Programming 2020-2024 presents a new five-year cycle for the Agency with its correspondent strategic multiannual objectives and areas. The new approach takes into consideration the Commission and the Administrative Board comments and suggestions on previous single programming documents. The Multiannual programming is based on the overarching, wider and strategic multiannual objectives of the Agency. The key performance indicators have been developed *vis-à-vis* each strategic multiannual objective and are linked to 4 multiannual strategic areas:

- Operational coordination;
- Risk assessment and data analysis;

- International dimension: compliance with international provisions;
- Coast Guard Functions and Capacity Building.

The Administrative Board will examine on an on-going basis the relation between resources and tasks and, where necessary in concrete cases, decide on the downgrading of priorities. The Agency will promote the assessment of the effectiveness of its core activities by monitoring the progress through defined performance indicators and targets¹⁵.

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

Moreover, EFCA's MWP 2020-2024 and AWP 2020 considers the on-going review process of the current EU Control Regulation, the results of the Five-Year Independent External Evaluation of EFCA (2012-2016)¹⁶ published in 2017, and the Administrative Board recommendations following the above-mentioned external evaluation.

Following EFCA's Founding Regulation, the MWP 2020-2024 and AWP 2020 is presented according to the Activity Based Management System¹⁷ (ABMS). To this end, the Agency is implementing an ABMS, refining its multiannual planning, monitoring and reporting.

¹⁴ <http://ec.europa.eu/transparency/regdoc/?fuseaction=list&cotelid=3&year=2014&number=9641&version=ALL&language=en>

¹⁵ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 9), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

¹⁶ 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>

¹⁷ The Agency accomplishes its mission through its Operational activities. Detailed information on the ABMS is provided under section III.



1. STRATEGIC MULTIANNUAL OBJECTIVES

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

In this regard, a level playing field, as well as coordination and assistance for better compliance, are considered by the Administrative Board of EFCA as wider objectives of the Agency¹⁸.

STRATEGIC MULTIANNUAL OBJECTIVES	KEY PERFORMANCE INDICATORS (KPIs)	TARGET BY 2024
1. To evaluate and to contribute to enhancing the level of compliance by JDP, and propose measures for improvement in cooperation with MS and COM	Evolution of compliance levels	Compliance levels evaluated by JDP
2. Standardised methodology used for inspection activities	Standard inspection methodologies adopted	One methodology per JDP
3. Cooperation provided to fight against IUU fishing at international level	Support provided by EFCA on request of the European Commission at international level	100% ¹⁹
4. Contribute to achieve a Level Playing Field Through Capacity Building tools	Number of officials trained by EFCA, including by e-learning	1 000 annually
5. Support to National authorities in coast guard functions	Number of JDPs with multipurpose operations organised	5
6. Improve EFCA working practices	Number of Administrative Board recommendations following the Five-year independent external evaluation of EFCA (2012-2016) implemented or ongoing ²⁰	10 out of 11 ²¹ (2021)

¹⁸ 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.

¹⁹ In line with the annual SPD objectives.

²⁰ Five-Year Independent External Evaluation Report of EFCA and the Administrative Board recommendations: <https://www.efca.europa.eu/en/content/external-evaluation-2017>.

²¹ Performance indicator and target to be updated in 2022 when the new recommendations might be adopted.

2. MULTIANNUAL PROGRAMME

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

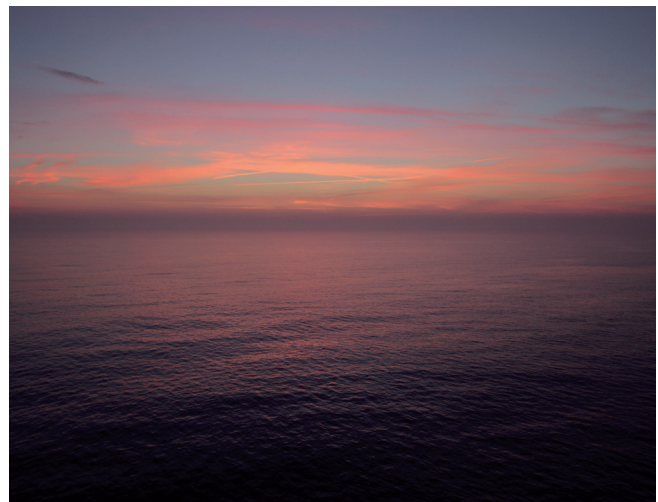
2.1. Strategic area 1 - Operational coordination

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

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

The Joint Deployment Plans²² (JDPs) are the main instruments with which EFCA assists the Member States in the implementation of control measures within the Common Fisheries Policy. EFCA achieves this through promoting cooperation and coordination of the Member States efforts. JDPs have been established for fisheries/ areas that are considered a priority by the European Commission and the Member States concerned. JDPs have been established for the following:

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



Additionally, the PACT approach (Partnership, Accountability (compliance), Cooperation and Transparency)²³ promotes EFCA assistance to the Member States in accordance with Articles 7 and 16 of EFCA's Founding Regulation. These provisions can apply in areas or fisheries not subject to SCIP/JDPs, thus facilitating an integrated support from EFCA to Member States including through Operational Plans (Article 16 of EFCA's Founding Regulation) or support to Regional Control Expert Groups.

²²Articles 9 and 10 of EFCA's Founding Regulation.

²³PACT approach was endorsed by the AB on 5 March 2015 as part of the outcomes of EFCA's Seminar on the monitoring of the landing obligation on 4 March 2015:

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



The Joint Deployment Plans

The JDP remains the mainstay of the operational coordination. Based on the SCIP decision²⁴, the JDPs are regional, multispecies and continuous, and focus on the priority fisheries for each region. Beyond the JDPs to implement the SCIP in force in the regional areas specified (North Sea, Baltic Sea, Mediterranean Sea, Western waters and Black Sea) and the JDPs covering international waters (NAFO²⁵ - NEAFC²⁶), new JDPs for other areas, mainly in the international dimension, could be developed if requested by the European Commission. The JDP implementation benefits from the support rendered to the Member States by the EFCA operated inspection and surveillance chartered means.

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

- to base the planning on the regional risk management developed in the JDP framework, while also including the specific requirements of the landing obligation;
- the prioritisation through the risk assessment procedure of the specific fleet segments that deserve special attention during the control campaigns, and the mitigation measures to the non-compliance risks identified;
- to address the monitoring of the landing obligation and the correct recording of catches including the discards;
- to implement the method for assessment of cost effectiveness and impact of control activities, including the landing obligation;
- to contribute to further harmonisation of control methods, procedures and minimum inspections standards²⁷.

Assistance to Regional Control Expert Groups

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

Assistance to Member States through Operational Plans

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



²⁴ Commission Implementing Decision (EU) 2018/1986 of 13 December 2018 establishing specific control and inspection programmes for certain fisheries and repealing Implementing Decisions 2012/807/EU, 2013/328/EU, 2013/305/EU and 2014/156/EU (OJ L 317, 14.12.2018, p. 29).

²⁵ Northwest Atlantic Fisheries Organization, <https://www.nafo.int/>

²⁶ North-East Atlantic Fisheries Commission, <https://www.neafc.org/>

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

2.2. Strategic area 2 - Risk assessment and data analysis

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

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

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

Equally, EFCA will also support the European Commission and the Member States in the proceedings of the expert group on compliance²⁸.

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

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

2.3. Strategic area 3 - International dimension: compliance with international provisions

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

In line with the CFP basic regulation²⁹, the remit of EFCA, the Working Arrangements on EFCA's international activities between the European Commission and EFCA (AB Decision 15-W-1), and on request from the European Commission, the Agency may assist the Union to cooperate with third countries and international organisations dealing with fisheries, including RFMOs, in order to strengthen operational coordination and compliance.



²⁸ Article 37(2) of the CFP basic regulation: "The expert group on compliance shall be composed of representatives of the Commission and the Member States. At the request of the European Parliament, the Commission may invite the European Parliament to send experts to attend meetings of the expert group. The Agency may assist the expert group on compliance meetings as an observer."

²⁹ Article 30 of the CFP basic regulation: "The Union shall, including through the European Fisheries Control Agency ("the Agency"), cooperate with third countries and international organisations dealing with fisheries, including RFMOs, to strengthen compliance with measures, especially those to combat IUU fishing, in order to ensure that measures adopted by such international organisations are strictly adhered to".



European Fisheries Control Agency

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

During the current multiannual period, it is envisaged that EFCA may, in particular, depending on resource availability:

a) Provide support to the Commission as regards the activities of the Regional Fisheries Management Organisations (RFMOs), such as those where there is a Joint International Inspection Scheme in force, e.g. NAFO, NEAFC, ICCAT³⁰ and GFCM³¹. It may include:

- assistance through provision of expertise,
- holding the chair of RFMOs Working Groups or Committees,
- implementation of pilot projects, that might include the deployment of EFCA chartered means.

b) Organise seminars on operational coordination and/or capacity building involving RFMOs, regional arrangements and third countries.

c) Provide assistance, *inter alia*, to:

- Coastal States in the North Atlantic,
- Other NEAFC and NAFO Contracting Parties,

- ICCAT and GFCM Contracting Parties and Cooperating non-Contracting Parties,
- Indian Ocean Commission³² Member States,
- Third countries having a Sustainable Fisheries Partnership Agreement (SFP) with the European Union, including capacity building missions on Commission request.

d) Provide assistance to the Commission and the Member States in the implementation of the Regulation (EC) 1005/2008 to fight against the IUU fishing³³, e.g. providing support in the evaluation and capacity building missions to third countries and assisting the Member States in a cooperation model to facilitate the enhancement of an IUU risk management strategy.

EFCA will explore ways to extend the use of the Joint Deployment Plan concept in the international dimension, in particular in the fight against IUU fishing, including the involvement of third countries in joint operations together with Member States, including in the framework of the JDPs³⁴.

e) Contribute to the implementation of EU international projects in the fisheries monitoring, control and surveillance domain, including providing support to prevent and respond to IUU fishing, such as the PESCAO Project (*Improved Regional fisheries governance in Western Africa*)³⁵.

³⁰ International Commission for the Conservation of Atlantic Tuna, <https://www.iccat.int/en/>

³¹ General Fisheries Commission for the Mediterranean, <http://www.fao.org/gfcm/en/>

³² <http://www.commissionoceanindien.org/accueil/>

³³ Council Regulation (EC) No 1005/2008 of 29 September 2008 establishing a Community system to prevent, deter and eliminate illegal, unreported and unregulated fishing, amending Regulations (EEC) No 2847/93, (EC) No 1936/2001 and (EC) No 601/2004 and repealing Regulations (EC) No 1093/94 and (EC) No 1447/1999. Regulation as last amended by Regulation (EU) No 202/2011 (OJ L 57, 2.3.2011, p. 10).

³⁴ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 4), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

³⁵ Grant agreement signed on 16 March 2018.

2.4. Strategic area 4 - Coast Guard Functions and Capacity Building

Strategic multiannual objectives and key performance indicators 2, 3, 4, 5 and 6

This strategic area provides for cooperation on coast guard functions with other European Agencies to support Member States national authorities carrying out coast guard functions. Within the framework of the Tripartite Working Arrangement (TWA)³⁶, EFCA will cooperate³⁷ with the European Border and Coast Guard Agency (Frontex) and European Maritime Safety Agency (EMSA) to support national authorities carrying out coast guard functions, through:

- The coordinated support provided by the Agencies to Member States authorities at national and EU level and where appropriate, at international level by sharing information.
- Provision of surveillance and communication services.
- Supporting capacity building actions, including the drafting and management of a Coast Guard Handbook
- Enhancing the exchange of information and cooperation on coast guard functions including by analysing operational challenges and emerging risks in the maritime domain.
- Sharing capacity including inspections and chartered assets by planning and implementation of multipurpose operations including drills with Member States and/or EU agencies.
- Supporting the Union and/or Member States, where possible in cooperation with other EU agencies, implementing specific projects falling under the coast guard functions in third countries.

The implementation of these actions will be based on the yearly Strategic Plan to be agreed between the three Agencies, (EMSA, FRONTEX and EFCA) under



the TWA. It will include cooperation actions between agencies in support to Member States authorities, comprising the organisation of seminars and drills. EFCA will involve Member State authorities and will promote the implementation of multipurpose operations in the areas where a JDP or an Operational Plan is established.

³⁶ 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).

³⁷ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 8), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>.



European Fisheries Control Agency

The cooperation may support the implementation of the European Union Maritime Security Strategy (EUMSS)³⁸, where the three Agencies are contributing through the implementation of the European Coastguard initiative. EFCA may also promote cooperation with other Agencies, as EU SATCEN and EUROPOL, in areas and projects related with fisheries control.

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

Moreover, EFCA will continue the development and update of the different training material to be used by Member States, with the objective to contribute to the creation and implementation of a Sectoral Qualification Framework (SQF) for the European Union cooperation on Coast Guard (EUCG) Functions including fisheries control and inspection³⁹. In that regard, the EFCA e-learning platform⁴⁰ will help contribute to a level playing field and a harmonised methodology of inspections.

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

- training the trainers (EU Member States and third countries officials),
- JDPs inspectors: exchange of experiences,

- training related to IUU fishing: basic and advance (EU and third countries officials).

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

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

The priorities will be:

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

In line with its Founding Regulation⁴¹, EFCA shall work on new technologies for control and inspection and may also acquire, rent or charter the equipment that is necessary for the implementation of the joint deployment plans.

The charter of capacities by EFCA, through a framework contract for a fisheries patrol vessel⁴² and the joint chartering of means with Frontex and EMSA, including Remotely Piloted Aircraft System (RPAS), has proven to be an effective way to ensure cooperation in benefit of the Member States national authorities. Therefore, EFCA will regularly assess emerging needs with the aim of providing an adequate response.

³⁸ Council conclusions on the revision of the European Union Maritime Security Strategy (EUMSS) Action Plan (26 June 2018), doc.10494/18

³⁹ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 2), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

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

⁴¹ Articles 8(1)(b), 9(2) and 10(2) of EFCA's Founding Regulation.

⁴² Contract No EFCA/2017/FRA/05 "Chartering of an offshore fisheries patrol vessel".

2.5. EFCA working practices

Strategic multiannual objective and key performance indicator 6

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

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

Furthermore, special effort is devoted to the recommendations issued by the Administrative Board following the second Five-Year Independent External Evaluation of EFCA (2012-2016)⁴³. Beyond the operational recommendations, already embedded in the strategic areas, the following cross-cutting recommendations are closely monitored:

- Recommendation No 6: The functioning of the Administrative Board should be further enhanced to actively support the work of EFCA. The Administrative

Board should in particular focus more on strategic issues and EFCA should assist new Board Members to facilitate their integration.

- Recommendation No 7: There should be better interaction between the Administrative Board and the Advisory Board.
- Recommendation No 8: EFCA should further enhance cooperation and exchange of best practices with other EU agencies, in particular with EMSA and Frontex under the tripartite working arrangement.
- Recommendation No 9: There should be better methodologies for measuring the added value and the impact of EFCA activities, using a result-based approach and leading to a small number of effective strategic Key Performance Indicators.
- Recommendation No 10: EFCA should continue to enhance gender⁴⁴ balance.
- Recommendation No 11: EFCA should develop communication actions to further reach out to stakeholders, including through dialogues.

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

⁴³ Administrative Board Recommendations on EFCA Five-Year Evaluation, 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017> Recommendation Number 2 to 4 are embedded in the relevant strategic area.

⁴⁴ The European Commission has expressed its full commitment to the delivery of the 2030 Agenda for Sustainable Development at the core of which are the Sustainable Development Goals (Communication from the Commission to the European Parliament, the European Council, the European Economic and Social Committee and the Committee of the Regions, Next steps for a sustainable European future European action for sustainability, COM(2016) 793 final, <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2016%3A739%3AFIN>). Goal No 5 refers, inter alia, to "Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life".

3. HUMAN AND FINANCIAL RESOURCE OUTLOOK FOR THE YEARS 2020-2024

3.1. Overview of the past and current situation



Staff Population overview for 2018

Post occupancy for the year exceeded 98%.

EFCA signed a grant agreement in 2018 related to its support to the Project Improved regional fisheries governance in Western Africa (PESCAO). In accordance with the conditions of the PESCAO grant, 3 CA and 2 man/years of SNE were funded by that grant in 2018.

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 2018

EFCA implemented 99.7% of its budget (EU contribution) in 2018. In particular, on the operational expenditure, the commitment implementation was of 99.4% from which 22% was carried forward for payment in 2019.

The annual adjustments of the salaries applicable from July 2018 had a significant impact in EFCA's 2018 budget. The total increase of the adjustments (country coefficient and annual adjustment) was substantially more than normal. EFCA was able to absorb the impact in the 2018 budget by provisions already foreseen regarding possible salary adjustments, and by adapting the remaining 2018 commitments. Accordingly, EFCA has also realigned the figures between Titles for 2019 and 2020.

EFCA received resources during the course of 2018 due to a grant for Improved Regional fisheries governance in Western Africa (PESCAO project), to be implemented from 2018-2022. In total, the grant awarded equalled € 2.5 million, from which € 0.5 million was earmarked for 2018.

3.2. Resource programming for the years 2020-2024

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

The General Budget will continue to be the main source of revenue for EFCA during 2020-2024. See below the breakdown per type of revenue and Title for 2020-2024 (EUR million). The resources for the EU Subsidy 2021 - 2024 will be indicated following the adoption of the Multiannual Financial Framework 2021 - 2027.

REVENUE	2020	2021	2022	2023	2024
EU Subsidy	16.9				
Other grants	0.7				
Other revenue					
Total revenues	17.6				

EXPENDITURE	2020	2021	2022	2023	2024
Title I – Staff	8.6				
Title II - Administrative	1.6				
Title III – Operational	6.7				
Ad-hoc Grants	0.7				
Total expenditure	17.6				

With reference to the grant agreement related to the support to the Project *Improved regional fisheries governance in Western Africa* (PESCAO), adopted by the Commission by the Decision C (2017) 2951 of 28 April 2017, the estimated amount for this action is € 2 585 000 to be implemented from 2018 to 2022, mainly for remuneration of staff, missions, organising meetings and other tasks (publications, translations, etc.). The annual provisional amounts for years 2020-2022 have been indicated as “Other grants”. The details of the Draft Budget (DB) 2020 have been indicated in Table 1 of Annex II.

Justification of needs in 2020

The proposed budget for 2020 respects the current Multiannual Financial Programming for EFCA. The global needs in 2020 mirror the evolution in 2018 and 2019.

The staff expenditure (Title I) has been estimated taking into consideration a full occupation of the 61 posts under the draft establishment plan for 2020. Overall, there is a 5.8% increase in Title I. This increase is mainly due to the annual adjustments applicable since July 2018 (5.1%

increase in the case of EFCA), and the key parameters indicated by the Commission in the Budget Circular 2020 for updates of staff remuneration (3.1% in 2019 and 2.5% in 2020).

In the case of Title II, a reduction of 4% can be noted in 2020. EFCA continues to streamline in this expenditure in general, and the investment in ICT and building for 2019-2020 is expected to be stable.



The operational budget for 2020 is reduced by 4% to cope with the needs in staff expenditure and due to reductions in translation costs. The budget structure of Title III has changed in view of the new activity definition for that year. EFCA has defined 4 activities for 2020 and therefore the relevant expenditure will be reflected accordingly in the budget.

3.2.2. Human resources

The total number of posts in the establishment plan in 2020 remains stable at 61.

The number of contract agents is 5 and of seconded national experts 4⁴⁵.

A) New tasks

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

B) Growth of existing tasks

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

- Increase of JDPs scope due to new fisheries covered by SCIP/International Control Schemes.
- Use of the JDP cooperation model in a wider context than the current one.
- Implementation of multipurpose operations in additional regions in cooperation with Frontex and EMSA.
- Promotion and facilitation of a coordinated use of new technologies for Member State authorities, as IMS worldwide, RPAS, satellite imagery, etc.

C) Efficiency gains

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

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

Budget Outturn and cancellation of appropriations:

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

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

Administration:

- A significant level of rationalisation through centralisation of the financial processes and e-administration systems based on applications such as e-Prior, ABAC modules, MIPs, AGM and Sysper2.
- Cooperation with other agencies for resource saving synergies and/or better continuity in accounting, human resource management, procurement, legal advice and internal application of data protection regulation.
- Maximising the use of inter-institutional and Commission framework contracts.

Budget Savings:

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

⁴⁵ EFCA will enact a progressive phasing-out plan over the next four years in order to abide by the ceilings of CA and SNE approved by the budgetary authority.

Human resource efficiency gains in Operational Coordination and Capacity Building

- DJDP coordination efficiency gains coordinating additional JDPs and campaigns without increase of staff full time equivalent.
- Training for Member States and third countries: the number of meetings/missions can be scheduled on a yearly basis (EFCA training calendar) and partly addressed through the e-Learning platform.
- Data management systems (DMS): make resources more efficient and this will liberate additional capacities. In addition, by moving EFCA's IT infrastructure to the Cloud a significant gain on efficiency and agility will be achieved.

Human resource efficiency gains in support of the European Commission in combating IUU fisheries⁴⁶

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

D) Negative priorities / Decrease of existing tasks

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

E) Redeployment

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

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

⁴⁶ European Fisheries Control Agency/ European Commission / EU Member States cooperation in the context of the International Dimension of the Common Fisheries Policy and of the implementation of the EU Illegal, Unreported and Unregulated fishing Regulation 2020.



SECTION III – ANNUAL WORK PROGRAMME YEAR 2020

1. EXECUTIVE SUMMARY

The AWP 2020 has been streamlined in line with the strategic multiannual objectives and areas of intervention for 2020-2024, and responds to the comments of the Administrative Board members during its meeting on 14 March 2018⁴⁷.

The annual activities have been restructured and the performance indicators have been reviewed.

The ABMS 2020 is composed of 4 operational activities. The table below shows the corresponding activities in 2019 and 2020.

The AWP 2020 is in accordance with the Communication from the European Commission on the guidelines for the programming document for decentralised agencies

AWP 2019	AWP 2020			
Coordination	JDPs, Operational Plans and Pilot projects		Operational Activities	
Planning and evaluation	Risk assessment and data analysis			
Assistance and expertise	International dimension: compliance with international provisions			
	Coast Guard and Capacity Building			
Administrative Board	No change		Governance and Communication	
Advisory Board	No change			
Representation and Networks	No change			
Communication	No change			
Horizontal support				Horizontal tasks

2. OPERATIONAL ACTIVITIES

Activity Based Management System (ABMS)

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

EFCA has used the following allocation methodology for the AWP 2020:

- Direct cost allocation. The operational expenditure (Title III) is allocated to the different activities directly, based on the operational budget needed to accomplish the objectives under each activity.

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

⁴⁷ Minutes of the Administrative Board meeting on 14 March 2018, <https://www.efca.europa.eu/en/content/minutes>

2.1. Joint Deployment Plans, Operational Plans and Pilot Projects (Objectives 1-2)

2.1.1. Overview of the activity

Description

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

- The planning, coordination and assessment of the implementation of the Joint Deployment Plans, Operational Plans and Pilot Projects;
- The organisation of Regional Steering Groups in areas covered by a SCIP/JDP or a Joint International Inspection Scheme;
- The support to the implementation of regional projects in cooperation with the EU MS regional groups;
- The deployment of control means, cooperation and exchange of information between the competent authorities;
- The daily follow-up of the control activities, and the participation of EFCA staff and patrol means in missions organised in the context of the JDPs.

Added value

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

Challenges

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

Link with multiannual objectives

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

Legal basis

Art. 4, 5, 7, 8, 15, 16, 17 and 25 of Regulation (EU) 2019/473; Arts. 30 and 37(2) of Regulation (EU) No 1380/2013⁴⁸.

⁴⁸ OJ L 354, 28.12.2013, p. 22. Regulation as last amended by Regulation (EU) 2017/2092 (OJ L 302, 17.11.2017, p. 1).



2.1.2. Objectives, indicators, expected outcomes and outputs

OBJECTIVE 1							
Implementation of JDPs and assistance to the Member States and the Commission in EU Waters and North Atlantic							
EXPECTED RESULTS							
1. Improved compliance, level playing field and cost-effectiveness in the North Sea, Baltic Sea, Western Waters and NAFO / NEAFC areas 2. Increased synergies and transparency between the participating Member States 3. Support to the EU in relation to RFMOs and third countries in the North Atlantic 4. Assistance to Member States, Regional Bodies, and the European Commission in the implementation of the CFP, including the landing obligation							
PERFORMANCE INDICATORS	ACHIEVED 2018				EXPECTED 2019	TARGET 2020	MEANS AND FREQUENCY
By JDP	NS	BS	WW	NAFO-NEAFC			
1. Percentage of control and inspection means deployed in accordance with the JDP schedule (% of total planned)	100%	94%	80% ⁵⁰	96%	90%	90%	Quarterly report
2. Percentage of inspections at sea on vessels belonging to the two highest risk fleet segments per JDP regional area ⁴⁹	n.a	n.a	n.a	n.a	60%	60%	
3. Workshops attendees satisfaction rate	100%	100%	94%	100%	Attendees satisfaction (good or very good) >80%	Attendees satisfaction (good or very good) >80%	Yearly report
MAIN OUTPUTS							
1. Implementation of JDP decisions for North Sea, Baltic Sea, Western Waters and NAFO / NEAFC 2. Guidelines and best practices on standardisation of inspection procedures 3. Standard procedures and guidance documents on the application of the rules of the CFP, including modern and more effective and efficient control techniques. 4. Assessment reports of the regional control operations (JDP and operational plans), including the definition of major risks for the control activities 5. Implementation of strategic risk assessment for the different regional areas at fisheries level (gear, area and species) 6. Exchange of target vessels between Member States at the tactical level of coordination 7. Estimation of compliance level by region 8. Support to the regionalisation process 9. At least one workshop for Member States Union inspectors (by region) delivered. 10. Operation of chartered and other control platform(s) of EFCA							
Multiannual index to be used as a trend for compliance evaluation purposes							
<ul style="list-style-type: none"> Estimated compliance level by region 							

⁴⁹ Performance indicator not applicable to NAFO/NEAFC.

⁵⁰ Performance indicator

OBJECTIVE 2							
Implementation of JDPs and assistance to the Member States and the Commission in Mediterranean and the Black Sea							
EXPECTED RESULTS							
1. Improved compliance, level playing field and cost-effectiveness in the Mediterranean and the Black Sea areas 2. Increased synergies and transparency between the participating Member States 3. Support to the EU in relation to RFMOs and third countries in the Mediterranean and the Black Sea 4. Assistance to Member States, including to Regional Bodies, and the European Commission in the implementation of the CFP, including the landing obligation							
PERFORMANCE INDICATORS	ACHIEVED 2018		EXPECTED 2019		TARGET 2020		MEANS AND FREQUENCY
By JDP	MED	Black Sea	MED	Black Sea	MED	Black Sea	
1. Percentage of control and inspection means deployed in accordance with the JDP schedule (% of total planned)	100%	n.a		90%		90%	Quarterly report
2. Percentage of inspections at sea on vessels belonging to the two highest risk fleet segments per JDP regional area ⁴⁹	n.a	n.a		n.a		25%	
3. Workshops attendees satisfaction rate		95%		Attendees satisfaction (good or very good) >80%		Attendees satisfaction (good or very good) >80%	Yearly report
MAIN OUTPUTS							
1. Implementation of JDP decisions for the Mediterranean and Black sea 2. Guidelines and best practices on standardisation of inspection procedures 3. Standard procedures and guidance documents on the application of the rules of the CFP, including modern and more effective and efficient control techniques. 4. Assessment reports of the regional control operations (JDP and operational plans), including the definition of major risks for the control activities 5. Implementation of strategic risk assessment for the different regional areas at fisheries level (gear, area and species) 6. Exchange of target vessels between Member States at the tactical level of coordination 7. Estimation of compliance level by region 8. Support to the Regionalisation process 9. At least one workshop for Member States Union inspectors (by region) delivered. 10. Operation of chartered and other control platform(s) of EFCA							
Multiannual index to be used as a trend for compliance evaluation purposes							
<ul style="list-style-type: none"> Estimated compliance level by region 							

2.1.3. Resources - ABMS Code 1

Staff	6.8 AD, 10.3 AST, 2 CA, 5 SNE
Standard Budget	€ 955 000
ABMS	€ 5 429 883
Link to EFCA Organisation Chart	Unit EU Waters and North Atlantic Unit Coast Guard and International Programmes



2.2. Risk assessment and data analysis (Objective 3)

2.2.1. Overview of the activity

Description

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

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

EFCA will continue to develop, enhance and maintain the integrated Fisheries Information System, derived from the Control Regulation and will include EFCA specific applications designed to support the coordination and training activities.

This includes providing fisheries related data input through the EFCA Fisheries Information System database to a common maritime operational picture in the context of the EUCG functions activities.

Added value

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

Challenges

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

Link with multiannual objectives

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

Legal basis

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

2.2.2. Objectives, indicators, expected outcomes and outputs

OBJECTIVE 3				
Promotion of a risk management based approach and compliance evaluation				
EXPECTED RESULTS				
1. Improved Risk Management Strategy and identification of possible minimum common standards for national risk assessment systems 2. Support the implementation of alternative, compliance-based methodologies for evaluating the effectiveness of control and inspection activities 3. Improvement of EFCA information systems in support of fisheries monitoring and control 4. Improvement of data management in support of fisheries monitoring and control				
PERFORMANCE INDICATORS	ACHIEVED 2018	EXPECTED 2019	TARGET 2020	MEANS AND FREQUENCY
1. User evaluation of the ERS, Fishnet and IMS applications	89%	>90% satisfaction rate from participating MS	>90% satisfaction rate from participating MS	Yearly report
2. Regions to which the EFCA risk management methodology applies	5 regions	5 regions	5 regions	Yearly report
3. Regions to which the EFCA compliance methodology applies	n.a	n.a	2 regions	Annual report
MAIN OUTPUTS				
1. Methodology for regional risk management strategy 2. Methodology for minimum standards for national risk assessment systems 3. Methodology for alternative, compliance-based, benchmarks 4. Data Governance Strategy implemented 5. Business requirements for the development of EFCA systems in support of JDPs, EUCG Functions and the fight against IUU fishing				

Resources - ABMS Code 2

Staff	6.5 AD, 1.8 AST, 2.8 CA, 1 SNE
Standard Budget	z 1 050 000
ABMS	€ 3 361 060
Link to EFCA Organisation Chart	Unit EU Waters and North Atlantic



2.3. International dimension: compliance with international provisions (Objectives 4-5)

2.3.1. Overview of the activity

Description

In accordance with DG Mare document⁵¹: *European Fisheries Control Agency / European Commission / EU Member States cooperation in the context of the International Dimension of the Common Fisheries Policy and of the implementation of the EU Illegal, Unreported and Unregulated fishing Regulation for 2020*, this activity establishes EFCA actions in:

- Assisting the European Commission and the Member States in their relations with RFMOs and third countries, and promoting the implementation of the control standards of the EU at international level. This includes exploring the extension of the Joint Deployment Plan concept involving third countries through the implementation of pilot projects, namely in the Black Sea and the Mediterranean Sea.

- Assisting Member States authorities and the Commission in the implementation of the control aspect of the EU IUU Catch Certification scheme through the organisation of workshops and exchange of experiences, and the assistance to the European Commission in their role to organise and deploy evaluation missions to third countries;

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

Added value

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

Challenges

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

Link with multiannual objectives

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

Legal basis

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

⁵¹ Also known as: Annual strategy for external dimension

2.3.2. Objectives, indicators, expected outcomes and outputs

OBJECTIVE 4				
Support the EU in the implementation of the external dimension of the CFP				
EXPECTED RESULTS				
1. Support to the EU delegation in RFMOs meetings 2. Support to the EU as regards direct cooperation with third countries without prejudice of PESCAO (under objective 5) and in the context of ICCAT and GFCM and other RFMOs, including through JDPs 3. Assistance to the European Commission in connection with the evaluation mission to third countries as regards IUU Regulation 4. Increased collaboration between Member States IUU competent authorities in the organisation of training sessions, verification process and risk analysis relating to the import of fisheries products to the EU				
PERFORMANCE INDICATORS	ACHIEVED 2018	EXPECTED 2019	TARGET 2020	MEANS AND FREQUENCY
1. % of RFMOs and third countries to which EFCA assisted on Commission requests ⁵²	100%	100%	100%	Quarterly report
2. % of analysis of catch certificates and supporting documents provided timely to the Commission ⁵³	100%	100%	100%	Quarterly report
3. IUU training sessions satisfaction rate	96% good or very good	Attendees satisfaction (good or very good) >80%	Attendees satisfaction (good or very good) >80%	Quarterly report
MAIN OUTPUTS				
1. Tasks assigned to EFCA in relation to RFMOs and third countries delivered in accordance with approved annual strategy for external dimension 2. Pilot projects and cooperation with third countries 3. Capacity building delivered to third countries as requested 4. Analysis of information and reports of missions in third countries encompassing IUU Regulation 5. Training sessions and seminars for Member States IUU competent authorities delivered				



⁵² In accordance with the approved annual strategy for external dimension

⁵³ In accordance with the approved annual strategy for external dimension

OBJECTIVE 5				
To strengthen compliance through the implementation of EU international projects (e.g. “Improved Regional fisheries governance in Western Africa (PESCAO)”) as regards fisheries monitoring, control and surveillance				
EXPECTED RESULTS				
1. Strengthening of prevention and responses to IUU fishing in the areas concerned 2. Harmonisation of third countries legal framework in accordance with international standards, 3. Increased capacity of third countries fisheries inspectors and other officials. 4. Improved compliance, level playing field and cost-effectiveness in the areas concerned				
PERFORMANCE INDICATORS	ACHIEVED 2018	EXPECTED 2019	TARGET 2020	MEANS AND FREQUENCY
Joint regional missions organised with FCA support	2	2	2	Yearly report
Number of trained officials in the areas covered by SRFC and FCWC	22	20	20	Yearly report
MAIN OUTPUTS				
1. Implementation of the activities plan for 2020 in the Multiannual 5-year PESCAO plan 2. Annual programme of the PESCAO project for 2021 adopted 3. Periodic reports of cooperation delivered to EC 4. Training workshops at national and regional level				
Multiannual index				
<ul style="list-style-type: none"> Estimation of IUU catches in the area 				

2.2.3. Resources - ABMS Code 3

Staff	3.8 AD, 3.3 AST
Standard Budget	€ 250 000
ABMS	€ 1 867 552
Link to EFCA Organisation Chart	Unit Coast Guard and International Programmes



2.4 Coast Guard and Capacity Building (Objective 6)

2.4.1. Overview of the activity

Description

This activity establishes EFCA actions to:

- Contribute to the implementation of the EU Integrated Maritime Policy (IMP) through interagency cooperation on coast guard functions, especially with EMSA and Frontex in support of the Member States. It includes the planning, analysis and assessment of EUCG multi-purpose operations;
- Charter of control means by EFCA dedicated to fisheries control, being available to cooperate with other objectives in the framework of multipurpose European operations including through the joint chartering with other agencies and/or the inter agency sharing of chartered assets.
- Promotion and facilitation of use of new control technologies for the Member States, based on the common use of information provided via cooperation with the other Agencies, in particular EFCA IMS worldwide, RPAS and satellite imagery.
- Assisting Member States and the Commission in the training of the Fisheries inspectors, through:
 - The organisation of training workshops and seminars at regional, MS level and international level, at their request,
 - The joint provision of a set of core curricula, training manuals and e-learning material,
 - In the context of the EUCG functions activities, contribute to a common Sectoral Qualification Framework for Member States authorities implementing coast guard functions.

Added value

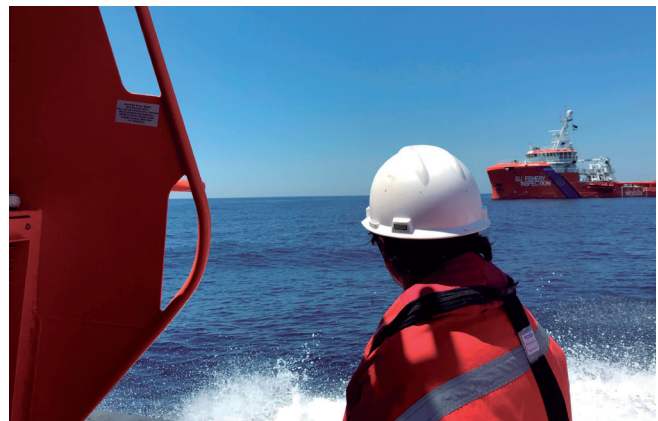
A standardised and harmonised implementation of the fisheries control activities at EU and international level, joint planning and assessment, training, level playing field and contribution to the European Coast Guard initiative.

Challenges

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

Link with multiannual objectives

- (2) Standardised methodology used for inspection activities
- (4) Contribute to achieve a Level-Playing Field through Capacity Building tools



- (5) Support to National authorities in coast guard functions
- (6) Improve EFCA working practices

Legal basis

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



2.4.2. Annual Strategic Plan 2020 in the framework of the European Coast Guard initiative

Introduction

In 2016, the co-legislator enshrined in the founding regulation of EFCA, EMSA and Frontex a common article describing how the three agencies would work together *to support national authorities carrying out Coastguard functions at national and Union level, and where appropriate at international level*. Three years later, the interagency cooperation has become part of the daily work of the three agencies. The modus operandi has been codified in a Tripartite Working Arrangement (TWA) and both EFCA, EMSA and Frontex present now the same section in their working programme and respective annual report on Coastguard cooperation.

Conscious that cross sector initiatives performed by two or three agencies can benefit a wider number of authorities around EU and beyond, EFCA, EMSA and Frontex are hereby presenting their Annual Strategic Plan on Coastguard cooperation setting the objectives for the year to come in the 5 areas explicitly referred to in the common article. The Plan is being submitted for consultation and approval by the respective governing board of the three agencies.

The objectives presented in the next pages are the result of the discussions between the three competent agencies on how to best serve the needs for cross sectoral activities. Another element of paramount importance is the feedback of the national authorities referred to in the common article.

Throughout the last year there were several opportunities for interaction between EFCA, EMSA and Frontex and the final users of the agencies' services: joint training, national and regional initiatives covering more than one coastguard functions, the three ECGFF/ EU agencies co-organised events, all helped to fine tune and increase the added value of the cross sectoral services delivered. Last and very important, during the Annual European Coast Guard event held in Swinoujscie in April 2019, the relevant stakeholders were given the opportunity to provide input on the five areas for cooperation: information sharing, surveillance and communication services, capacity building, risk analysis and capacity sharing.

Priorities for 2020 (outline)

Horizontal

- To hold the annual joint European Coast Guard event under the coordination of EMSA in line with the experience gained at the previous annual events, while enhancing interaction between participants.
- To promote further European cooperation with national authorities on coast guard functions at EU, EU sea basins and national level.
- To ensure the annual joint participation of the agencies in the European Maritime Day.

- To produce a set of communication tools (brochures, videos etc.) promoting EU inter-agency Cooperation and make it available to the three agencies for dissemination.
- To organise a joint hearing at the European parliament in 2020 on the outcome of inter-agency cooperation.

Information sharing

- Exchange of vessel position and earth observation data between the three agencies based on the SLA's in place, complete the mapping of data sets, analyse the usefulness to identifying of cooperative and non-

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cooperative objects at sea and to take one area, SAR, for which all three agencies have an interest, to work together to support the Member States SAR Community, to improve the awareness of Member States of the data available and to improve the exchange of information with them.

- Visualisation and identification of assets participating in operations in the maritime picture, where possible.
- Continue to explore machine learning/artificial intelligence applied to the maritime picture to the benefit of MS national authorities.
- To explore how to structure enhanced cooperation between EU agencies and Member States, for example with Maritime Rescue Coordination Centres, for exchange of operational information in real time and other provisions related to responses.

Surveillance and communication services

- To analyse the possibility to increase specific surveillance and communication services to relevant stakeholders and to identify additional opportunities.
- To avoid duplication and overlap of surveillance and communication services, in particular in the area of RPAS services
- For EMSA to continue to offer RPAS services to Frontex and EFCA communities in support of coast guard functions.
- Where possible, data should be exchanged between the agencies generated by RPAS deployments.

Capacity building

- To finalise and keep updated the Handbook on European Cooperation on Coastguard Functions.
- To ensure an appropriate follow-up by the agencies of the outcome of the relevant components of the ECGFA Network Project.
- To offer the following joint cross-sectoral training to Member State national authorities:
 - Search and Rescue (MRCC personnel)
 - Maritime surveillance
 - Fishing vessels safety/Fisheries control

- To jointly develop future EU capacity building cooperation programmes with third countries in Coast guard function, where relevant.

Risk Analysis

- To further enhance cooperation on cross-sector risk management between the EU agencies and Member States authorities by:
 - Providing procedures/methods to perform a combined (where possible) risk assessment at strategic level covering the areas of competence of each Agency (safety, security, environment, fishery, border, etc.);
 - Providing options to share the outcomes of risk assessments;
 - Providing options for the establishment of a multi-risk sea picture, at a sea basin level with integrated analytical outcome.

Capacity sharing

- To further identify opportunities between EU agencies on capacity sharing for assets to support different coast guard functions, such as the operation of the EFCA vessel which has been equipped and trained by EMSA for antipollution purposes.
- To develop a common understanding between EU Agencies of the concept for European Multipurpose Maritime Activities, including new identified elements, such as the capacity sharing with the use of multinational crews/experts and assets for the implementation of Multipurpose Maritime Operations (MMOs) in various basins of European Union.
- To develop guidelines for multipurpose operations implemented by EU agencies based on the related existing regimes.



2.4.3. Objectives, indicators, expected outcomes and outputs

OBJECTIVE 6				
Improve capacities to implement fisheries control and support other ⁵⁴ coastguard functions				
EXPECTED RESULTS				
1. Harmonised training programmes for MS officials including through the support to the development of a Sectoral Qualification Framework for fisheries 2. Updated training material following new Technical Measures Regulations 3. Cooperation with EMSA and Frontex in the implementation of the EU Coastguard initiative 4. EFCA control means chartered and deployed following the agreed planning of operations 5. Promotion of the use of new technologies for fisheries control purposes				
PERFORMANCE INDICATORS	ACHIEVED 2018	EXPECTED 2019	TARGET 2020	MEANS AND FREQUENCY
1. Percentage of EFCA chartered means operational days carried out in multipurpose operations	83%	60%	60%	Quarterly report
2. Methodology for compliance evaluation implemented in agreed specific fisheries	671	750	1 000	Yearly report
MAIN OUTPUTS				
1. EFCA e-learning platform available and updated 2. Training delivered to MS officials on request 3. Implementation of the annual strategic plan agreed with EMSA and Frontex under the TWA 4. Training manuals in collaboration with EMSA and Frontex in the context of the EUCG functions delivered 5. Support to European and Mediterranean Coast Guard Forums activities in cooperation with EMSA and Frontex 6. Training of coast guard authorities, including third countries 7. Fisheries control and multipurpose activities delivered by the EFCA chartered means 8. Reports regarding the implementation of new technologies in the fisheries control activities				

2.4.4. Resources - ABMS Code 4

Staff	3.8 AD, 2.3 AST, 1 CA
Standard Budget	€ 4 484 000
ABMS	€ 6 241 505
Link to EFCA Organisation Chart	Unit Coast Guard and International Programmes

⁵⁴ Article 3(3) of the Proposal for a Regulation of the European Parliament and of the Council on the European Maritime and Fisheries Fund and repealing Regulation (EU) No 508/2014 of the European Parliament and of the Council (COM(2018) 390 final, defines coastguard as follows: coastguard' means national authorities performing coastguard functions, which encompass maritime safety, maritime security, maritime customs, prevention and suppression of trafficking and smuggling, connected maritime law enforcement, maritime border control, maritime surveillance, protection of the marine environment, search and rescue, accident and disaster response, fisheries control and other activities related to those functions

3. HORIZONTAL TASKS

3.1. Communication (Objective 7)

3.1.1. Overview of the activity

Description

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



Added value

To ensure that EFCA's stakeholders⁵⁵ and target audiences understand the Agency's mission and have a positive

perception of the Agency as a well-qualified operational and technical body which efficiently meets its objectives.

Challenges

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

Link with multiannual objectives

(6) Improve EFCA working practices

Legal basis

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

⁵⁵ Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 11), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>



OBJECTIVE 7

Promote a culture of compliance of the Common Fisheries Policy and foster 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 is informed and involved in EFCA's work

PERFORMANCE INDICATORS	ACHIEVED 2018	EXPECTED 2019	TARGET 2020	MEANS AND FREQUENCY
1. Number of visits to the EFCA by takeholders	9	6	7	Quarterly report
1. Participation in international events, fairs, information seminars, conferences or meetings of other stakeholders that EFCA attended	9	8	9	Quarterly report
3. Followers in Twitter	1 447	1 000	3 000	Quarterly report
1. Monthly Number of page views to the EFCA website 10 242 8000 8000 Quarterly report	10 242	8 000	8 000	Quarterly report
5. Publications and audiovisual material produced	4	3	3	Quarterly report
6. Number of meetings or events with the local public	6	6	6	Quarterly report
7. Meeting with all staff when relevant	2	3	3	Quarterly report
8. Satisfaction with EFCA's intranet	80%	80%	90%	Quarterly report

MAIN OUTPUTS

1. Organisation of visits in EFCA premises
2. Ensuring the quality and timeliness of EFCA's website content and social media presence
3. EFCA presence in the main EU fairs, events, information seminars, meetings or conferences related to its areas of work
4. Layout and distribution of the main publications of the Agency
5. Production of effective video material and infographics describing EFCA's work
6. Effective communication tools, presentations or briefings available for trainings, visits, meetings or fairs
7. Strong media relations on the topics covered by the EFCA
8. Reinforcement of a visual identity to be respected in the Agency
9. Organisation of international and local events with vast local institutional presence and media coverage
10. Cooperation with other EU institutions and agencies on Communication
11. Sound implementation of the Internal Communication Strategy, including staff meetings, cross-unit events and an updated collaborative intranet

3.2. Governance and representation (Objectives 8-10)

3.2.1. Overview of the activity

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.

Challenges

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

Link with multiannual objectives

- (6) Improve EFCA working practices

Legal basis

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





3.2.2. Objectives, indicators, expected outcomes and outputs

OBJECTIVE 8				
Provide the EFCA Administrative Board with the capacity for achieving its responsibilities in governance and expertise				
EXPECTED RESULTS				
1. EFCA Administrative Board is regularly and effectively informed of the EFCA's work and developments 2. EFCA Administrative Board ensures the matching of tasks foreseen for the Agency in the single programming document and resources available to the Agency 3. Increased AB involvement and output legitimacy ⁵⁶				
PERFORMANCE INDICATORS	ACHIEVED 2018	EXPECTED 2019	TARGET 2020	MEANS AND FREQUENCY
1. Number of Administrative Board meetings	2	2	2	Quarterly report
2. Preparation and notification in due course of the Administrative Board: <ul style="list-style-type: none"> o Single programming document o Annual Report 	100% 100%	100% 100%	100% 100%	Quarterly report
1. Preparation, adoption and notification of Budget and the Accounts in due course	100%	100%	100%	Quarterly report
1. 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	96% ⁵⁷	100%	100%	Quarterly report
MAIN OUTPUTS				
1. Agency Administrative Board Decisions 2. Adoption of the Agency single programming document 3. Adoption of the Agency Annual report 4. Adoption of the Agency Budget and establishment plan 5. Adoption of the Agency Accounts 6. Annual Declaration of interest of the Administrative Board members submitted before the year end				

OBJECTIVE 9				
Ensure an effective dialogue at the level of the Advisory Councils through the Advisory Board				
EXPECTED RESULTS				
1. Close cooperation with the Advisory Councils ensured 2. Facilitate the interaction of the Administrative Board-Advisory Board-EFCA ⁵⁸				
PERFORMANCE INDICATORS	ACHIEVED 2018	EXPECTED 2019	TARGET 2020	MEANS AND FREQUENCY
1. Number of Advisory Board meetings	2	2	2	Quarterly report
1. Advisory Board conclusions to be prepared, delivered and notified to the Advisory and Administrative Board in due course	75%	100%	100%	Quarterly report
MAIN OUTPUTS				
Advisory Board advice regarding the Multiannual and Annual work programme of the Agency, containing the main concerns, needs and priorities of the stakeholders to be considered in the Agency field of action				

⁵⁶ 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>

⁵⁷ All the annual written declarations of interests (DoI) have been carefully monitored by EFCA. However, it is noted that, by end 2018, 3 AB members had not yet submitted their DoI. 58

⁵⁸ Within the Five-Year Independent External Evaluation of EFCA exercise, the AB of EFCA issued a series of recommendations, one of them related to the Administrative Board and the Advisory Board interaction (Recommendation 7), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>

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OBJECTIVE 10				
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 2018	EXPECTED 2019	TARGET 2020	MEANS AND FREQUENCY
1. Participation on the Heads of Agencies and Heads of Administration network meetings (number of meetings)	2 meetings	2 meetings	2 meetings	Quarterly report
1. List of meetings where EFCA has participated to be communicated to the Administrative Board	Twice a year under the AB Information from the Executive Director	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 ⁵⁹ 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 7-10)

Staff	6 AD	
Standard Budget	€ 193 000 ⁶⁰	
ABMS	n/a	
Link to EFCA Organisation Chart	Objective 7	Governance and Communication
	Objective 8-10	<ul style="list-style-type: none"> • Management (ED and HoUs) • Policy & Communication

⁵⁹ Annex XII PDN Sub-Network draft work programme – summary.

⁶⁰ It includes expenditure related to communication, representation, administrative missions and the Administrative and Advisory Board meetings.

3.3. Horizontal support (Objective 11)

3.3.1. Overview of the activity

Description

Provision of the support necessary for the administrative, financial and physical functioning of the Agency as an independent body. It includes the support of

Protocol issues under the Seat Agreement with Spain, ICT helpdesk, and security of people, premises, and properties.



Added value

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

Challenges

EFCA strives for increasing efficiency in all procedures related to administration, while it continues to safeguard

the resources of the Agency and maintains its compliance with its legal obligations in this area (Financial and Staff Regulations among others).

Link with multiannual objectives

(6) Improve the working practices

Legal basis

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

3.3.2. Objectives, indicators, expected outcomes and outputs

OBJECTIVE 11				
<ul style="list-style-type: none"> • Ensure the optimisation in the allocation and use of EFCA's resources in accordance with the principle of sound financial management and with the guarantee concerning the legality and regularity of the underlying transactions • Ensure the rationalisation, simplification, scalability and streamlining of EFCA's processes 				
EXPECTED RESULTS				
<ol style="list-style-type: none"> 1. Increase of efficiency in the administration through further efforts in the area of e-administration and maintain the levels already achieved in this respect. 2. Maintaining high levels of budget implementation performance through close budget programming, reporting and regular follow up of the information gathered from the financial systems and the input from the operational units. 3. Compliance with all legal requirements in the operational and administrative fields ensured. 4. Highly available, secure and cost-effective ICT services to support the EFCA business processes and its internal/ external operational activities ensured 				
PERFORMANCE INDICATORS	ACHIEVED 2018	EXPECTED 2019	TARGET 2020	MEANS AND FREQUENCY
1. Execution payments appropriations	87.6%	>70%	>70%	Quarterly report
2. Percentage of planned procurements launched	58%	>80%	>80%	Quarterly report
3. Open remarks/ recommendations from ECA and IAS ⁶¹	0	<2	<2	Quarterly report
1. Availability rate for all operational applications hosted by EFCA	99.69%	>99%	>99%	Quarterly report
5. Sysper modules made available to EFCA implemented	n.a	>60%	>90%	Quarterly report
MAIN OUTPUTS				
<ol style="list-style-type: none"> 1. mplementation of the modules of e-Prior and Sysper made available to EFCA 2. Regular Reports to management on administrative implementation and forecasted information (budget, recruitment, procurement, training, etc.) 3. Regular monitoring and implementation of any open remarks/ recommendations from ECA and IAS 4. Use of Cloud or synergy with other Agencies for hosting infrastructure/applications maximised where applicable. 				

3.3.3. Resources

Staff	7 AD, 11.25 AST, 5.3 CA
Standard Budget	n/a
ABMS	n/a
Link to EFCA Organisation Chart	Unit Resources and IT Internal control Accounting Policy and Communication Assistants in the operational units and ED Office

⁶¹ Recommendations rated Very Important or Critical.



4. EXECUTIVE DIRECTOR KEY PERFORMANCE INDICATORS (KPIs)

EXECUTIVE DIRECTOR KPI'S			
KPIs in Relation to Operational Objectives			
Objective: To provide evidence of the Agency's performance			
KPI	ACHIEVED 2018	EXPECTED 2019	TARGET 2020
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			
Objectives:			
a) To provide evidence of the swift, timely and full use of the financial resources allocated by the budgetary authorities			
KPI	ACHIEVED 2018	EXPECTED 2019	TARGET 2020
Rate (%) of implementation of Commitment Appropriations	99.7%	>95%	>95%
Rate (%) of cancellation of Payment Appropriations	1.5%	<5%	<5%
Rate (%) of outturn (Total payments in year N and carry-forwards to Year N+1, as a % of the total EU funding and fee income, where applicable, received in Year N)	1.0%	<5%	<5%
Rate (%) of payments executed within the legal/contractual deadlines	96%	>98%	>98%
b) To provide evidence of timely improvements in the adequacy and effectiveness of internal control systems			
KPI	ACHIEVED 2018	EXPECTED 2019	TARGET 2020
Rate (%) of external and accepted internal audit recommendations implemented within agreed deadlines	100%	100%	100%
c) To provide evidence of the level of staff wellbeing			
KPI	ACHIEVED 2018	EXPECTED 2019	TARGET 2020
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)	2%	≤5%	≤5%
Annual average days of short term sick leave per staff member	4.4	<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****2020-2024 Resource allocation estimation**

EFCA has made a forecast based on the new activity structure defined for 2020. The figures will be updated in the future programming documents if necessary.

Code	Activity	FORECAST 2020	FORECAST 2021 ⁶²
1	JDPs, Operational Plans and Pilot projects	5 429 883	
2	Risk assessment and data analysis	3 361 060	
3	International dimension: compliance with international provisions	1 867 552	
4	Coast Guard and Capacity Building	6 241 505	
	TOTAL SUBSIDY	16 900 000	
Other Revenue	Grant agreement related to the action of improved regional fisheries governance in Western Africa (PESCAO)	680 000	621 000

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

Expenditure	2019		2020	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Commitment appropriations
Title 1	8 120 000	8 120 000	8 591 000	8 591 000
Title 2	1 634 000	1 634 000	1 570 000	1 570 000
Title 3	6 993 000	6 993 000	6 739 000	6 739 000
Total Subsidy	16 747 000	16 747 000	16 900 000	16 900 000
Ad-hoc Grants	500 000	500 000	680 000	680 000
Total Expenditure	17 247 000	17 247 000	17 580 000	17 580 000

EFCA has adapted the budget structure for Title III (Operational expenditure) in 2020 to reflect the 4 activities defined under the ABMS.

⁶² The resources for 2021 will be indicated following the adoption of the Multiannual Financial Framework 2021-2027.

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Expenditure	COMMITMENT APPROPRIATIONS			
	Executed Budget 2018	Budget 2019	Draft Budget 2020	
			Agency	Budget
Title 1 Staff Expenditure	7 806 871	8 120 000	8 591 000	
11 Salaries & allowances	7 365 920	7 780 000	8 240 000	
- of which establishment plan posts	6 438 106	6 950 000	7 360 000	
- of which external personnel	927 814	830 000	880 000	
- of which posts covered by grants	-	-	-	
12 Expenditure relating to Staff recruitment	259 847	134 000	140 000	
13 Mission expenses	59 536	65 000	70 000	
14 Socio-medical infrastructure and training	121 273	140 000	140 000	
17 Receptions and events	295	1 000	1 000	
Title 2 Infrastructure and operating expenditure	2 042 806	1 634 000	1 570 000	
20 Rental of buildings and associated costs	431 350	391 000	407 000	
21 Information and communication technology	830 974	675 000	626 000	
22 Movable property and associated costs	171 203	72 000	77 000	
23 Current administrative expenditure	40 392	40 000	40 000	
25 Meeting expenses	72 000	72 000	72 000	
26 Supplementary Services (external services, interpreter, translation)	420 105	329 000	293 000	
27 General info/ Communication expenses	76 782	55 000	55 000	
Title 3 Operational expenditure	6 919 218	6 993 000	6 739 000	
31 JDPs, Operational Plans and Pilot projects			955 000	
32 Risk assessment and data analysis			1 050 000	
33 International Dimension (nomenclature up to year 2019 "Coordination")	510 051	600 000	250 000	
34 Coast Guard and Capacity building (nomenclature up to year 2019 "Assistance and expertise")	1 049 741	1 185 000	4 484 000	
35 Planning and evaluation	5 359 426	5 208 000		
TOTAL SUBSIDY	16 768 895	16 747 000	16 900 000	
AD HOC GRANTS EXPENDITURE				
11 Salaries & allowances PESCAO	191 267	200 000	265 000	
36 Improved regional fisheries governance in Western Africa (PESCAO)	278 580	300 000	415 000	
TOTAL AD HOC GRANTS	469 847	500 000	680 000	
TOTAL EXPENDITURE	17 238 742	17 247 000	17 580 000	



Expenditure	COMMITMENT APPROPRIATIONS				
	VAR 2019 / 2020	Envisaged 2021	Envisaged 2022	Envisaged 2023	Envisaged 2024
Title 1 Staff Expenditure	5.8%	-	-	-	-
11 Salaries & allowances	5.9%				
- of which establishment plan posts	5.9%				
- of which external personnel	6.0%				
- of which posts covered by grants					
12 Expenditure relating to Staff recruitment	4.5%				
13 Mission expenses	7.7%				
14 Socio-medical infrastructure and training	0.0%				
17 Receptions and events	0.0%				
Title 2 Infrastructure and operating expenditure	-3.9%	-	-	-	-
20 Rental of buildings and associated costs	4.1%				
21 Information and communication technology	-7.3%				
22 Movable property and associated costs	6.9%				
23 Current administrative expenditure	0.0%				
25 Meeting expenses	0.0%				
26 Supplementary Services (external services, interpreter, translation)	-10.9%				
27 General info/ Communication expenses	0.0%				
Title 3 Operational expenditure	-3.6%	-	-	-	-
31 JDPs, Operational Plans and Pilot projects					
32 Risk assessment and data analysis					
33 International Dimension (nomenclature up to year 2019 "Coordination")	n/a				
34 Coast Guard and Capacity building (nomenclature up to year 2019 "Assistance and expertise")	n/a				
35 Planning and evaluation	n/a				
TOTAL SUBSIDY	0.9%	-	-	-	-
AD HOC GRANTS EXPENDITURE					
11 Salaries & allowances PESCAO	32.5%				
36 Improved regional fisheries governance in Western Africa (PESCAO)	38.3%				
TOTAL AD HOC GRANTS	36.0%				
TOTAL EXPENDITURE	1.9%	-	-	-	-

Expenditure	PAYMENT APPROPRIATIONS			
	Executed Budget 2018	Budget 2019	Draft Budget 2020	
			Agency	Budget
Title 1 Staff Expenditure	7 775 289	8 120 000	8 591 000	
11 Salaries & allowances	7 359 220	7 780 000	8 240 000	
- of which establishment plan posts	6 434 207	6 950 000	7 360 000	
- of which external personnel	925 013	830 000	880 000	
- of which posts covered by grants		-	-	
12 Expenditure relating to Staff recruitment	259 847	134 000	140 000	
13 Mission expenses	53 939	65 000	70 000	
14 Socio-medical infrastructure and training	101 989	140 000	140 000	
17 Receptions and events	295	1 000	1 000	
Title 2 Infrastructure and operating expenditure	1 559 143	1 634 000	1 570 000	
20 Rental of buildings and associated costs	362 317	391 000	407 000	
21 Information and communication technology	595 572	675 000	626 000	
22 Movable property and associated costs	83 310	72 000	77 000	
23 Current administrative expenditure	30 767	40 000	40 000	
25 Meeting expenses	72 000	72 000	72 000	
26 Supplementary Services (external services, interpreter, translation)	351 247	329 000	293 000	
27 General info/ Communication expenses	63 930	55 000	55 000	
Title 3 Operational expenditure	5 396 859	6 993 000	6 739 000	
31 JDPs, Operational Plans and Pilot projects			955 000	
32 Risk assessment and data analysis			1 050 000	
33 International Dimension (nomenclature up to year 2019 "Coordination")	457 739	600 000	250 000	
34 Coast Guard and Capacity building (nomenclature up to year 2019 "Assistance and expertise")	596 192	1 185 000	4 484 000	
35 Planning and evaluation	4 342 928	5 208 000		
TOTAL SUBSIDY	14 731 292	16 747 000	16 900 000	
AD HOC GRANTS EXPENDITURE				
11 Salaries & allowances PESCAO	191 267	200 000	265 000	
36 Improved regional fisheries governance in Western Africa (PESCAO)	197 244	300 000	415 000	
TOTAL AD HOC GRANTS	388 511	500 000	680 000	
TOTAL EXPENDITURE	15 119 803	17 247 000	17 580 000	



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Expenditure	PAYMENT APPROPRIATIONS				
	VAR 2019 / 2020	Envisaged 2021	Envisaged 2022	Envisaged 2023	Envisaged 2024
Title 1 Staff Expenditure	6%	-	-	-	-
11 Salaries & allowances	6%				
- of which establishment plan posts	6%				
- of which external personnel	6%				
- of which posts covered by grants	0%				
12 Expenditure relating to Staff recruitment	4%				
13 Mission expenses	8%				
14 Socio-medical infrastructure and training	0%				
17 Receptions and events	0%				
Title 2 Infrastructure and operating expenditure	-4%	-	-	-	-
20 Rental of buildings and associated costs	4%				
21 Information and communication technology	-7%				
22 Movable property and associated costs	7%				
23 Current administrative expenditure	0%				
25 Meeting expenses	0%				
26 Supplementary Services (external services, interpreter, translation)	-11%				
27 General info/ Communication expenses	0%				
Title 3 Operational expenditure	-4%	-	-	-	-
31 JDPs, Operational Plans and Pilot projects					
32 Risk assessment and data analysis					
33 International Dimension (nomenclature up to year 2019 "Coordination")	n/a				
34 Coast Guard and Capacity building (nomenclature up to year 2019 "Assistance and expertise")	n/a				
35 Planning and evaluation	n/a				
TOTAL SUBSIDY	1%	-	-	-	-
AD HOC GRANTS EXPENDITURE					
11 Salaries & allowances PESCAO	32.5%				
36 Improved regional fisheries governance in Western Africa (PESCAO)	38.3%				
TOTAL AD HOC GRANTS	36.0%				
TOTAL EXPENDITURE	1.9%	-	-	-	-

Table 2 – Revenue

Revenues	2019 Revenues estimated by the Agency	2020 Budget Forecast
1. EU contribution	16 747 000	16 900 000
- of which Operational (Title 3)	6 993 000	6 739 000
- of which assigned revenues deriving from previous years' surpluses	240 699	162 945
2. THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)		
- of which EFTA		
- (Title 1 and Title 2)		
- of which Candidate Countries		
3. OTHER CONTRIBUTIONS		
- of which delegation		
- agreement, ad hoc grants	500 000 ⁶³	680 000 ⁶⁴
4. ADMINISTRATIVE OPERATIONS		
5. REVENUES FROM SERVICES RENDERED AGAINST PAYMENT		
6. CORRECTION OF BUDGETARY IMBALANCES		
TOTAL REVENUES	17 247 000	17 580 000

⁶³ Grant agreement related to the action of improved regional fisheries governance in Western Africa (PESCAO).

⁶⁴ Grant agreement related to the action of improved regional fisheries governance in Western Africa (PESCAO).



Table 3 – Budget outturn and cancellation of appropriations

Calculation budget outturn

Budget outturn	2016 (N-4*)	2017 (N-3*)	2018 (N-2*)
Revenue actually received (+)	9 967 814	17 113 871	17 403 665
Payments made (-)	-8 425 666	-12 993 098	- 15 158 366
Carry-over of appropriations (-)	-1 507 231	-4 414 144	- 2 398 126
Cancellation of appropriations carried over (+)	32 033	53 594	196 625
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	-	481 359	119 720
Exchange rate differences (+/-)	584	-883	- 573
Adjustment for negative balance from previous year (-)			
Total	67 534	240 699	162 945

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

Descriptive information and justification on:

Budget outturn

The budget outturn has reduced in respect of 2017 results.

The revenue and carry over figures in 2018 include the funds received for one Pilot project financed through an ad-hoc grant and implemented in 2016-2018, and one ad-hoc grant for PESCAO with an implementation period 2018-2022 (R0 fund source).

Cancellation of commitment appropriations

The unused commitment appropriations in 2018 represent 0.7% of the total commitment appropriations of 2018. This includes all the fund sources with commitment appropriations (C1, C4 and R0).

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

The total cancellation of payment appropriations in 2018 was 1.5%. This includes the ad-hoc grants revenue and amounts carried forward from 2017, as well as the internal assigned revenue (C4).

In respect to cancellation of the C1 payment appropriations, in 2018 EFCA executed 99.7% of its budget, and did not consume 0.3% of the payment appropriations.

The appropriations entered as R0 and not used in 2018 have been automatically carried forward for its use in 2019.

The cancellation of C8 (carried over from the subsidy of 2017) payment appropriations represents 0,9% of the total payment appropriations 2018.

ANNEX III: HUMAN RESOURCES - QUANTITATIVE

Table 1 – Staff population and its evolution; Overview of all categories of staff⁶⁵

Staff population		Actually filled as of 31.12.2017 ⁶⁶	Authorised under EU budget 2018	Actually filled as of 31.12.2018	Authorised under EU budget for year 2019	Draft budget for year 2020
Officials	AD					
	AST					
	AST/SC					
TA	AD	29	31	30	32	32
	AST	30	30	30	29	29
	AST/SC					
Total		59	61	60	61	61
CA GFIV		1	1	1	1	1
CA GF III		6	3	9	3	3
CA GF II		1	1	1	1	1
CA GFI						
Total CA		8	5⁶⁷	11⁶⁸	5⁶⁷	5⁶⁹
SNE		5 ⁷⁰	4 ⁷¹	6 ⁷⁰	4 ⁷¹	4 ⁶⁹
<i>Structural service providers</i>		10.9	8.5	10.2	8.5	8.5
TOTAL		82.9	78.5	87.2	78.5	78.5
<i>External staff for occasional replacement</i>				1.3		

⁶⁵ The human resources in tables 1 and 2 for 2021 – 2024 will be indicated following the adoption of the Multiannual Financial Framework 2021-2027.

⁶⁶ Offer letter sent before 31/12/2017 concerning 1 post is counted here as post filled.

⁶⁷ Based on budget availability, EFCA's estimation would amount to 11 CA.

⁶⁸ This figure only shows CA covered by the EFCA budget and does not include other 3 CA covered by ad hoc grants.

⁶⁹ EFCA will enact a progressive phasing-out plan over the next four years in order to abide by the ceilings of CA and SNE approved by the budgetary authority.

⁷⁰ This figure only shows SNE covered by the EFCA budget and does not include other 2 SNE covered by ad hoc grants.

⁷¹ Based on budget availability, EFCA's estimation would amount to 7 SNE.



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Staff population		Envisaged in 2021	Envisaged in 2022	Envisaged in 2023	Envisaged in 2024
Officials	AD				
	AST				
	AST/SC				
TA	AD				
	AST				
	AST/SC				
Total					
CA GFIV					
CA GF III					
CA GF II					
CA GF I					
Total CA					
SNE					
<i>Structural service providers</i>					
TOTAL					
<i>External staff for occasional replacement</i>					

Table 2 – Multi-annual staff policy plan year 2020-2024

Category and grade	Establishment plan in EU Budget 2018		Filled as of 31/12/2018		Modifications in year 2018 (flexibility rule)		Establishment plan in voted EU Budget 2019		Modifications in year 2019 (flexibility rule)		Establishment plan in Draft EU Budget 2020	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AD 16												
AD 15		1		1				1		1		1
AD 14								2		2		2
AD 13		2		2				1		1		1
AD 12		3		2				2		2		2
AD 11												
AD 10		3		3				6		6		7
AD 9		6		6				6		6		5
AD 8		14		14				13		13		13
AD 7		2		2						2		1
AD 6												
AD 5												
Total AD		31		30				31		31		32
AST 11												
AST 10		7		7				7		6		6
AST 9		3		3				3		3		3
AST 8		3		3				3		3		3
AST 7		8		8				8		8		8
AST 6		2		2				2		2		2
AST 5		6		6				6		6		7
AST 4		1		1				1		1		
AST 3												
AST 2												
AST 1												
Total AST		30		30				30		29		29
AST												
AST/SC1												
AST/SC2												
AST/SC3												
AST/SC4												
AST/SC5												
AST/SC6												
Total AST/SC												
AST/SC												
TOTAL		61		60				61		61		61



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Category and grade	Establishment plan 2021		Establishment plan 2022		Establishment plan 2023		Establishment plan 2024	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AD 16								
AD 15								
AD 14								
AD 13								
AD 12								
AD 11								
AD 10								
AD 9								
AD 8								
AD 7								
AD 6								
AD 5								
Total AD								
AST 11								
AST 10								
AST 9								
AST 8								
AST 7								
AST 6								
AST 5								
AST 4								
AST 3								
AST 2								
AST 1								
Total AST								
AST								
AST/SC1								
AST/SC2								
AST/SC3								
AST/SC4								
AST/SC5								
AST/SC6								
Total AST/SC								
AST/SC								
TOTAL								

ANNEX IV: HUMAN RESOURCES - QUALITATIVE

A. Recruitment policy

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

Officials

The Agency has not foreseen posts of officials.

Temporary agents

Type of key functions

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

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

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

Selection procedure and recruitment

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

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

The selection procedure generally includes the following steps:

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

Length of contracts

The Agency employs its Temporary agents on long-term employment, on 3 year contracts with the possibility of extension for 3 further years and conversion of these contracts into indefinite contracts at the second extension. With exception of the post of the Executive Director, which is a short-term contract as it is limited to 5 years with the possibility of a 5 year extension, the Agency uses long term assignments for Temporary Agents.



Entry grades

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

Contract agents

Type of key functions

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

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

Selection procedure and recruitment

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

Length of contracts

The Agency uses Contract Agent contracts to assign specified tasks on long and short term. The assignment of a Contract Agent function for long or short-term

duration will depend on the area and nature of the duties assigned in the context of the Agency's objectives, service requirements and budget availability.

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

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

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

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

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

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multiannual staff planning are made for the full period, the actual forward planning is naturally of a shorter horizon and can be adjusted.

Structural service providers

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.

Budget outturn

The budget outturn has increased in respect of 2016 results.

The revand to be implemented in 2016-2018 (R0 fund source).

B. Appraisal of performance and reclassification/promotions

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

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



Table 1 - Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.Year 2017		How many staff members were promoted / reclassified in Year 2018		Average number of years in grade of reclassified/promoted staff members
	Officials	TA	Officials	TA	
AD 16					
AD 15				1	7.2
AD 14		1			
AD 13		2			
AD 12		1			
AD 11		1			
AD 10		2		1	4
AD 9		6		1	2
AD 8		6			
AD 7		7			
AD 6					
AD 5					
Total AD		26		3	
AST 11					
AST 10					
AST 9		8			
AST 8		4		1	4
AST 7		1		3	4
AST 6		5		1	4
AST 5		5		2	3.4
AST 4		6			
AST 3					
AST 2					
AST 1					
Total AST		29		7	
AST					
AST/SC1					
AST/SC2					
AST/SC3					
AST/SC4					
AST/SC5					
AST/SC6					
Total AST/SC		0		0	
TOTAL		55		10	

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01. Year 2017	How many staff members were reclassified in Year 2018	Average number of years in grade of reclassified staff members
CA IV	18			
	16			
	15			
	14			
	13	1		
CA III	12			
	11			
	10	1		
	9			
CA II	8	1		
	7			
	6			
	5	2		
CA I	4			
	3			
	2			
	1			
TOTAL		5	0	

C. Mobility policy

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

D. Gender and geographical balance⁷²

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

On 31 December 2018, EFCA employed 46 male and 36 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.

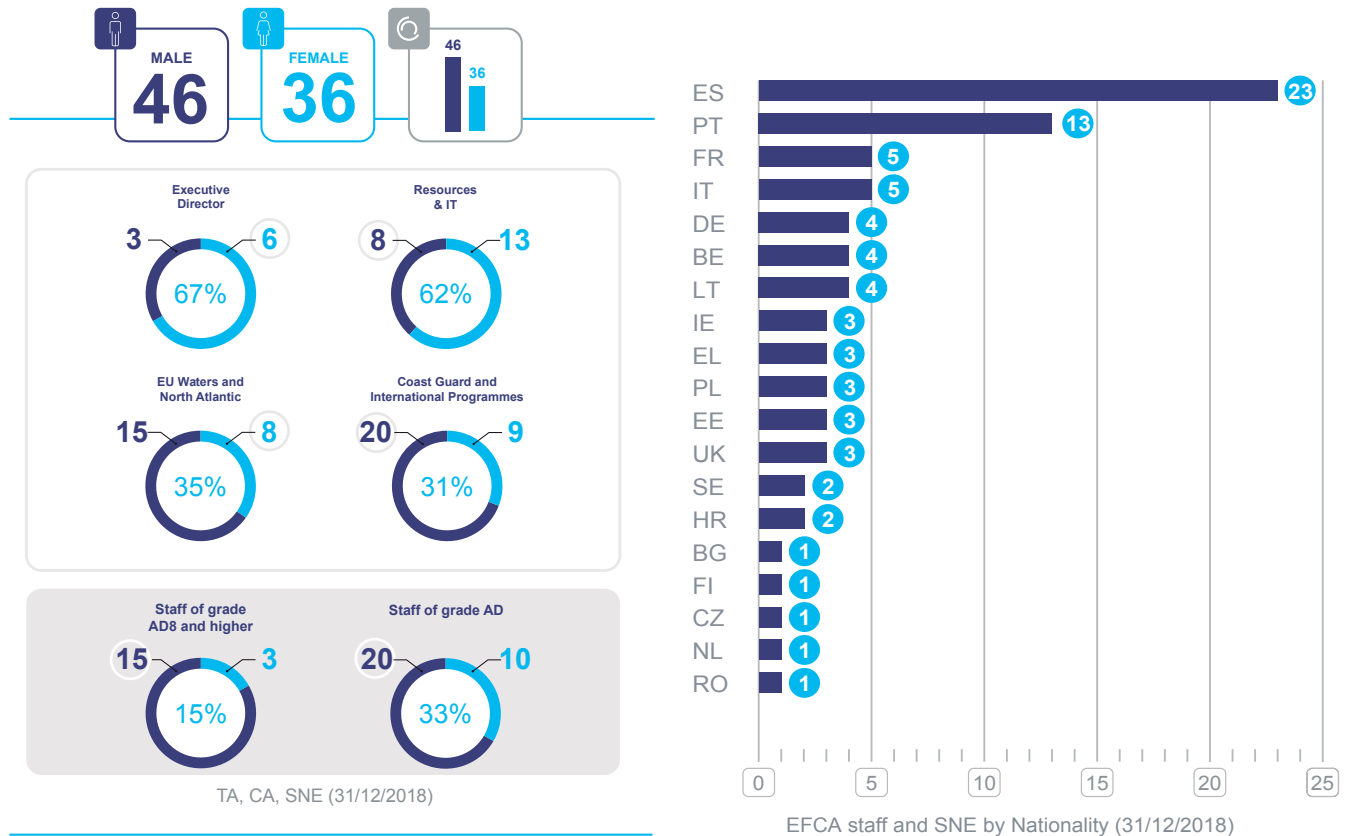
The general balance amounted to 44 % female staff. The balance of female staff members excluding SNE was 46 %. In the following illustration you can see the distribution of genders across the organisational units in absolute figures, including a balance for staff of grade AD and of grade AD8 and higher.

⁷²Administrative Board Recommendations on EFCA Five-Year Evaluation (Recommendation 10), 21 June 2017, <https://www.efca.europa.eu/en/content/external-evaluation-2017>



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On 31 December 2018, EFCA staff and SNE were composed of 19 nationalities. In the following table you can see the distribution of temporary agents, contract agents and seconded national experts by nationality.



E. Schooling

The Agency maintains since 2009 a scheme for provision of tuition in mother-tongue languages and supplementary support for Spanish and English (AB Decision 13-W-07 of 11 November 2013). The scheme has been successfully

run by the schools and well received by parents and children alike. Furthermore, 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)

	Name, location and type of building	Other Comment
<i>Information to be provided per building:</i>	Odriozola Building Av. Garcia Barbón, 4 - 36201 Vigo (Pontevedra) Spain	Occupation of 7 floors (1st to 7th) Main entrance on ground floor. Main surface of ground floor occupied by a private bank
Surface area (in square metres) - Of which office space - Of which non-office space	Total surface area: ~3 700 m ² Office spaces and meeting rooms: ~3 350 m ² Ancillary surfaces (circulations, toilets, cafeteria, archives, etc.): ~350 m ²	
Annual rent (in EUR)	Rent (and building annex costs) 7th floor rent agreement + security arrangement on basement (with owner): € 52 680 Building general maintenance agreement (with owner): € 10 500	
Type and duration of rental contract	7th floor: yearly renewable (tacitly) Security arrangement: for the duration of the occupation of the building by EFCA Building maintenance: yearly renewable	
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 EFCA was clearly established and that the creation of the Agency enabled a clarification of the role of the European Commission toward the MS and the sector. It stressed that there is clear added value of the Agency at European level, due to the facilitation of cooperation between Member States.

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

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

The second five-year external independent evaluation of the Agency for the period 2012-2016 was presented in

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

The Administrative Board issued recommendations to the European Commission regarding changes to the Founding Regulation, the Agency and its working practices. Both the evaluation findings and recommendations were made public: <https://www.efca.europa.eu/en/content/external-evaluation-2017>.

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

ANNEX VIII: RISKS YEAR 2020

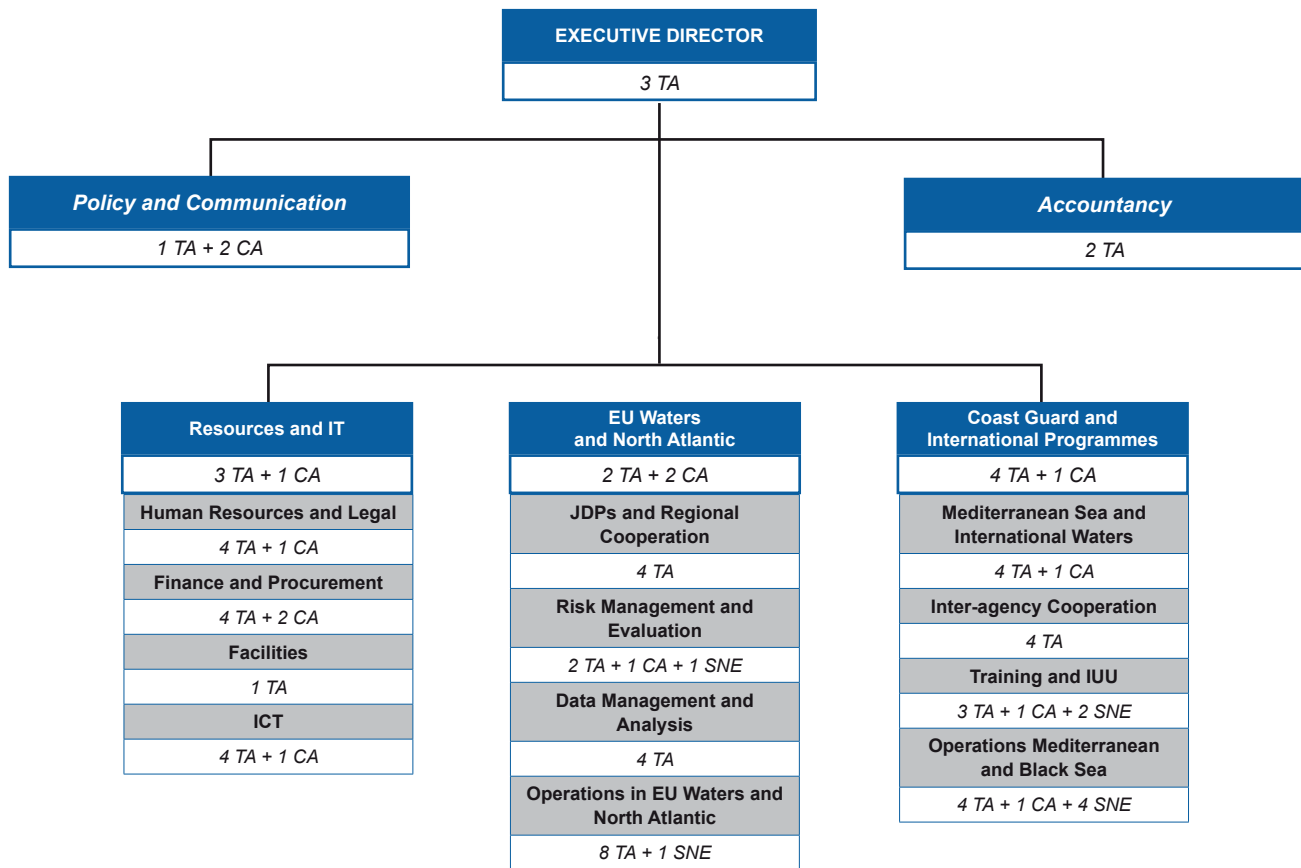
RISK DESCRIPTION	COUNTMEASURES
<p>The uncertainty over the exact terms of the Brexit agreement can impact EFCA activities mostly in the North Sea JDP and Western Waters JDP.</p>	<ul style="list-style-type: none"> For both 2020 JDP's that will be adopted in 2019 measures are taken to mitigate the main risks: <ul style="list-style-type: none"> - A specific article in the JDP decision has been included; - Control means by the UK are planned for the full year, in case a cooperation agreement or similar is agreed at EU level; Control effort may be redeployed if deemed necessary. Concerning future procurements and current contracts, EFCA will follow the specific instructions received from the Commission
<p>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</p>	<ul style="list-style-type: none"> Explore with other Agencies alternatives for joint procurement of inspection platforms Ensure a detailed follow-up of the charter operation to ensure a quick reaction if the operation of the chartered means are temporarily unavailable
<p>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</p>	<ul style="list-style-type: none"> Provision of necessary procedures to ensure that means are rightly coordinated and operates under sound guidelines and objectives Appropriate reporting to ensure that the financial management is correct and accurate Provision of the necessary insurance to cover EFCA from most liabilities. On-board medical assistance for specific fisheries areas
<p>EFCA chartered vessel <i>Lundy Sentinel</i> will be operating in the Central Mediterranean Sea. The migrants' routes from the Sub-Saharan African countries are constantly changing and EFCA asset can be involved in Search and Rescue (SaR) operations and disembarking in a place of safety</p>	<ul style="list-style-type: none"> Provision of necessary medical team and equipment on board Enhanced cooperation with MS SAR Authorities and Maritime Rescue Coordination Centres Cooperation with Frontex in the scope of Joint Operations
<p>The new mandate provided to EFCA includes the involvement in joint operations with other Agencies in support of the National Authorities. The quality of cooperation between EFCA and National authorities will have a significant impact on the delivery of the tasks.</p>	<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
<p>Short-term changes in stakeholders priorities where there is an expectation and external pressure to perform and resource new tasks from within the existing budgetary envelope may lead to potential negative impact both on the delivery of other SPD outputs and on the staff well-being.</p>	<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
<p>Outsourcing of activities may be more cost-effective in particular when certain skills are not available in an Agency or the project time span is limited. Systematic and prolonged outsourcing of core activities however brings a risk of (over) dependence on external contractors, which may lead to potential loss of knowledge, lack of continuity and/or systems malfunction when contractors change.</p> <p>In particular in the ICT Area. There are two risks identified:</p> <ul style="list-style-type: none"> High risk on lack of knowledge transfer High risk in not 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.
<p>Due to the ever-changing cybersecurity landscape, there is a risk of external cyber-attacks leading to potential operational damage, loss of data, unauthorised disclosure of information, breach of GDPR and consequently reputational damage.</p>	<ul style="list-style-type: none"> Adequate ICT Security Policy. Adopt industries best practises. Regularly tested IT security policies and practices, constant monitoring of IT incidents and threats to promptly identify, tackle and prevent vulnerabilities. Raise the security awareness within the organisation.



ANNEX IX: PROCUREMENT PLAN YEAR 2020

Subject	Estimated Budget (€)	Type of contract	Timeframe for launching the procurement
Legal services in maritime international and aviation law	145 000 – 160 000	Framework contract for services	Q1-Q2 2020
Cleaning Services	220 000 – 250 000	Framework contract for services	Q2 2020
Fire Fighting & First Aid Training	15 000 – 20 000	Framework contract for services	Q2 2020
Travel and events organisation services	6 500 000 -7 200 000	Framework contract for services	Q2 - Q3 2020
5 Year Evaluation of EFCA	100 000 – 120 000	Direct Contract	Q4 2020
Workplace Improvement services	600 000 – 800 000	Framework contract for services	Q4 2020

ANNEX X: ORGANISATION CHART YEAR 2020⁷³



⁷³ EFCA will enact a progressive phasing-out plan over the next four years in order to abide by the ceilings of CA and SNE approved by the budgetary authority.

ANNEX XI: EFCA COMMITTEES (STEERING AND WORKING GROUPS)

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

With regard to the working relationships between the parent Directorate General (DG MARE) and the Agency,

the cooperation is close and effective. Both parties ensure the relationships continue to develop. The Working Arrangements⁷⁴ between DG MARE and EFCA, as well as regular bilateral meetings on videoconference aim to organise good cooperation between both parties.

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

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

Operational coordination

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

Regional Steering Group

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

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

The RSG manages the implementation of the tasks based on the principles of transparency and consensus. Besides, all questions regarding the practical implementation of the JDP, the operational plans and the PACT⁷⁵ projects shall be discussed in this regional forum.

Technical Joint Deployment Group⁷⁶

The Technical Joint Deployment Group (TJDG) is composed of national coordinators assisted by the Agency coordinators, for the purpose of putting into practice the operational planning and execution of the joint deployment of pooled means of control, of which EFCA's operated chartered capacity forms part, inspection and surveillance, as agreed in the JDP/operational plans. It ensures that the operational coordination between the Member States works.

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

⁷⁴ Working Arrangements Ref. Ares (2015)145634, 14.01.2015 and Administrative Board Decision 15-W-1, 02.02.2015.

⁷⁵ Partnership, Accountability (Compliance), Cooperation, Transparency.

⁷⁶ The Administrative Board may be invited to give its opinion on whether or not, in light of experience gained, there is scope for some merging of the meetings of the Regional Steering Group and the Technical Joint Deployment Group.



Training

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

Fight against IUU activities

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

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

	ACTIVITIES ⁷⁷	DELIVERABLES	LEADERS	STRATEGY AGENDA OBJECTIVE*
PDN	Design of a methodology on the use and benefit of shared services	Methodology, assessment and reporting on the sharing activity level, benefits obtained and quality of the information	EFSA	SSC
	Evaluations	Exchange of good practices on implementing evaluation	ETF	MVC
	Revision of the SPD template/guidelines and exchange of practices on SPD preparation	a) Follow up with the EC/DG BUDG of the proposed revised template and guideline b) Exchanges on internal SPD preparation communication, monitoring practices c) Review of the landscape of IT tools to support preparation and monitoring the SPD	a) EUROFOUND EMCDDA b) ECDC c) ECDC (jointly with ICTAC)	MVC
	Review of the state of play and exchanges of practices in Activity based management	Update on the state of play of agencies's ABB/ABC and exchange on their use for activity based management practices	ECDC	MVC
	Review catalogue/definition of KPIs on: - efficiency; - effectiveness; - EU value added, relevance, coherence - synergies/shared services (usage & efficiency) - impact - workload - operations vs support activities - operations vs support jobs (job screening/ benchmarking (linked on performance) - science quality indicator	Updated common catalogue of KPIs covering the 3 dimensions: a) Update list of existing KPIs and adding others (planning) b) Operational framework necessary to measure these KPIs (monitoring) c) Reporting on these KPIs (reporting) Concept paper on "impact measurement" to the intention of Heads of Agencies and European Parliament (concept, applications, challenges and practical examples from agencies' point of view)	ECDC EFSA	MVC
	Mapping of agencies' management high level processes	Identification and high-level mapping of key processes supporting management across all agencies, focusing on common key elements.	ECDC	MVC
	Exchange of good practice with a focus on 4 areas: a) Governance management b) Management systems: Quality management, change management, document management, sustainability, certification (EMAS, OHSAS, etc.) c) Risk Management & Audit. d) Internal Control System	a) Exchange on frameworks, methodologies, governance and change management on Strategy, Portfolio (project & process), Budget b) Integration of Management System: Quality Management, Document Management System (records), Sustainability, Environment Management (EMAS), Safety at work (OHSAS) d) Exchanges on implementation of the new Internal Control Framework (ICF) in agencies	a: EFSA b: EFSA / EUIPO c: EFSA	SSC

* SSC: Shared services and capabilities; MVC: Mutual value creation with EU institutions; OC: Outward communication; IG: Internal Governance

⁷⁷ 2019-2020 Programming Document of the Decentralised EU Agencies, ANNEX 1 – Highlights of subnetworks actions 2019-2020, PDN



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

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

ACTIONS TO BE PERFORMED	REF.	RESPONSIBLE ACTORS	COMMENTS	TARGET YEAR	STATE OF ROLE
II/ Operation of Agencies					
30- Report to the Management Board on the Agency's progress in implementing the multiannual work programme	§ 32	Agency Directors		On a regular basis	Completed
Conflicts of interest 33- Guidelines for a coherent policy on the prevention and management of conflicts of interest for members of the Management Board and Directors, experts in scientific committees, and members of Boards of Appeal	§ 11, 18, 20, 21	Commission	In cooperation with agencies	2013	Completed
34- Adopt and implement a clear policy on conflicts of interest and, in particular, exchange experience and possibly develop a coordinated approach to common problems concerning scientific committees and boards of appeal, and define transparent and objectively verifiable criteria for the impartiality and independence of the members of Boards of appeal	§ 11, 18, 20, 21	Agencies	Agencies are encouraged to pursue ongoing common initiatives in this field. Other ongoing initiatives also associate agencies and the Commission	2013	Not Applicable
35- Review selection procedures for members of scientific committees	§ 20	Agencies	If the EU agencies' founding regulations make it possible	2013	Not Applicable
Relations with stakeholders 42- When relevant stakeholders are not represented in management boards, involve them in internal bodies and/or advisory groups/working groups, where appropriate	§ 65	Agencies		On a regular basis	Completed
43- Coordinate with the different actors charged with the definition and implementation of a policy to exercise their functions	§ 65	Agencies			Not Applicable
44- Ensure the relations with stakeholders (e.g. the United Nations and other international organisations, sister agencies in third countries, and Member States' agencies) are coherent with their mandate, the institutional division of tasks in international relations, EU policies and priorities, and Commission's actions	§ 65	Agencies			Completed



ACTIONS TO BE PERFORMED	REF.	RESPONSIBLE ACTORS	COMMENTS	TARGET YEAR	STATE OF ROLE
III/ Evaluations, audits and OLAF					
Evaluations					
46- Ensure that evaluations cover the accessibility of agencies and the selection procedures for / independence of members of scientific committees and boards of appeal	§ 7,20,21	Commission / Agencies		On a regular basis	Not Applicable
49- Ensure that agencies' reviews conclude on their rationale, effectiveness and costeffectiveness (notably by taking into account the share of administrative versus operational staff)	§ 60	Commission / Agencies		On a regular basis	Completed
50- Management boards to consider the need for ex-ante evaluation of activities/programmes	§ 61	Agencies		On a regular basis	Completed
Follow-up to evaluations					
55- Directors to prepare a roadmap with a follow-up action plan regarding the conclusions of retrospective evaluations, and report on progress bi-annually to the Commission	§ 62	Agencies	The Commission will provide a template	2013, Q1	Completed
56- Ensure agencies' (management / executive) boards are adequately informed and involved	§ 62	Agencies		On a regular basis	Completed
57- Multi-annual work programmes to include the actions necessary to respond to the outcome of overall evaluations	§ 30	Agencies		Whenever relevant	Completed
Follow-up to internal and external audits					
58- Ensure agencies' (management / executive) boards are adequately informed and involved	§ 10, 52	Agencies		On a regular basis	Completed
59- Inform the partner DG and DG Budget of the results of audits of the European Court of Auditors, as well as of the measures taken to meet the recommendations of the discharge authority and those of the Court	§ 56	Agencies		Whenever relevant	In progress
Anti-fraud activities					
61- Establish a system of protection for whistleblowers and increase awareness of the different ways and channels for reporting serious wrongdoing	§ 66	Agencies		2013	Completed
62- Publicise the fraud prevention measures taken, and in particular, make information on OLAF's role and on the Fraud Notification System easily available on the Intra and Internet sites	§ 66	Agencies		On a regular basis	Completed

ACTIONS TO BE PERFORMED	REF.	RESPONSIBLE ACTORS	COMMENTS	TARGET YEAR	STATE OF ROLE
III/ Evaluations, audits and OLAF					
63- Raise the issue of fraud prevention measures in relevant Agency networks, in particular Inter-Agency Legal advisors Network	§ 66	Agencies		On a regular basis	Completed
64- Report and review all urgencybased exceptions and deviations from standard procedures during the last month of the financial year	§ 66	Agencies		Whenever relevant	Completed
65- Ensure that all the standard contracts contain the clauses that can constitute a solid legal basis, in particular in third countries, to enable OLAF to carry out checks and inspections	§ 66	Agencies		Whenever relevant	Completed
66- Include specific references to OLAF's role in procurement notices and grant award procedures	§ 66	Agencies		Whenever relevant	Completed
67- Inform newly recruited staff on OLAF's role	§ 66	Agencies		Whenever relevant	Completed
68- Refrain from carrying out investigations on facts liable to lead to an investigation by OLAF and communicate complete and timely information to OLAF to allow informed decisions on whether to launch investigations	§ 66	Agencies		Whenever relevant	No cases
IV/ Management of financial and human resources and budgetary process					
Implementation of the Financial Regulation rules 70- Encourage new administrative staff to attend either specific training on financial regulation and implementing rules (organised directly in the agencies) or general training on procurement procedures and other financial matters (provided by the Commission)	§ 45	Agencies		On a regular basis	Completed
71- Better exploit the possibility offered by the Framework Financial Regulation to "use joint procurement procedures with contracting authorities of the host Member State to cover its administrative needs"	§ 45	Agencies		Whenever possible	In progress
Activity Based Budgeting (ABB) and Activity Based Management (ABM) 74- Exchange best practices	§ 40	Agencies		On a regular basis	Completed
75- Pursue the development of an ABB/ABM toolbox	§ 40	Agencies		2013	Completed



ACTIONS TO BE PERFORMED	REF.	RESPONSIBLE ACTORS	COMMENTS	TARGET YEAR	STATE OF ROLE
IV/ Management of financial and human resources and budgetary process					
Resources planning 78- Provide adequate justification if they decide not to take full account of the Commission's opinion on the draft staff policy plan	§ 35	Agencies Commission		Whenever relevant	Completed
Budget process and execution 80- Justify requests with regard to agencies' budgets	§ 41	Agencies, Commission, EP, Council		Annually	Completed
81- Improve internal planning and general revenue forecasting	§ 36	Agencies		On a regular basis	Completed
83- Improve the management of commitments to align them with real needs	§ 36	Agencies		On a regular basis	Completed
84- Communicate to the budget authority any modification to budgets which does not require their approval, together with adequate justification	§ 44	Agencies		Whenever relevant	Completed

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