


EFCA SINGLE PROGRAMMING DOCUMENT

Multiannual work programme 2017-2021 and
Annual work programme 2017





Legal basis:

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

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

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

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

EFCA SINGLE PROGRAMMING DOCUMENT (SPD)
Multiannual work programme 2017-2021 and Annual work programme 2017

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Foreword by the Chair of the Administrative Board

Reinhard Priebe, Chair of the Administrative Board



The Single Programming Document (SPD) for 2017 marks a significant inflexion in the European Fisheries Control Agency (EFCA) mandate which will support the European Union undertaking for reinforcing the Border and Coast Guard. The period 2017-2021 will be marked by the extraordinary effort of Member States and the institutions in line with the EU strategy to face the complex current situation in European waters, requiring a strengthened and coordinated cooperation of national actors and the relevant EU Agencies.

EFCA, according to its mission's statement dedicated to the coordination of fisheries control activities, will contribute with Frontex and the EMSA and the relevant authorities of the Member States to the European Coast Guard Functions.

At the same time EFCA will maintain its efforts in supporting the Member States and the European Commission in the implementation of the control regime of the Common Fisheries Policy, including its international dimension.



The long-time cooperation between FRONTEX, EMSA and EFCA is reinforced through additional resources and enhanced coordination and synergy. Better cooperation, exchange of information, common procedures and multipurpose operations which indeed encompass fisheries control, will grant the European Union a stronger capacity to improve the safety of life at sea, monitor its immediate maritime approaches, and enforce its legislation.

EFCA will contribute to this new operational environment but will also benefit from this enhanced cooperation.

The SPD 2017 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.



Introduction by the Executive Director

Pascal Savouret, Executive Director

This Single Programming Document (SPD) is the new framework of the decentralised agencies for presenting their annual and multiannual activity programmes, with corresponding human resources and budget, for decision by their governing body. The European Fisheries Control Agency (EFCA), with the SPD 2017, provides a comprehensive presentation of its mission and ambitions divided per activity and objectives, encompassing the expected results, performance indicators and main outputs.

This revised presentation is highly relevant for the implementation of the new tasks relating to the agency contribution to the European Border and Coast Guard and the significant increase of EFCA resources in 2017 onwards that an amendment to its founding legislation has recently tabled.

The Agency shall, through its mandate relating to the coordination and capacity building of inspection and control activities of the Member States, in cooperation with the European Border and Coast Guard Agency and the European Maritime Safety Agency, support national authorities carrying out coast guard functions at national and Union level and, where appropriate, at international level. The cooperation between the three agencies shall be determined in a working arrangement, in accordance with their respective mandates and financial rules applicable and shall be approved by each governing body.

Important developments of 2016, such as the two pilot projects regarding the creation of a European Coastguard function and the new Maritime Surveillance technologies for fighting illegal, unreported and unregulated (IUU) fishing activities, contributed to the preparation of EFCA's





extended approach, in accordance with its extended mandate and priorities set by its Administrative Board.

The EFCA will remain focussed on the implementation of the joint deployment plans, the assistance to Member States in the framework of the regionalisation, not only addressing the monitoring of the landing obligation, but also developing a standardised approach for inspections and measuring the compliance to Common Fisheries Policy requirements applying to the fishing industry.

Without prejudice to its commitments within the European Union boundaries, the Agency will support the Union in the international dimension of the Common Fisheries Policy and the fight against IUU fishing activities. The EFCA involvement will encompass the support to the European Commission and the European Union delegation before

and during the Regional Fisheries Monitoring Organisation meetings (RFMOs) when requested, the training of third countries and/or RFMOs' CPCs on Commission's request, the contribution to capacity building missions in countries with a Sustainable Fisheries Partnership Agreement and the participation to dialogue missions in Third Countries. Furthermore the second five-year (2012-2016) external evaluation will be completed shortly after the issuance of this Multiannual work programme 2017-2021 and presented to the Administrative Board.

I am confident that the external evaluation will recognize the Agency contribution to a level playing field and better compliance to the Common Fisheries Policy rules, and its capacity to contribute significantly to the European Border and Coast Guard.

List of Acronyms

AC	Advisory Council
AIS	Automatic Identification Systems
ABB	Activity Based Budgeting
ABMS	Activity Based Management System
ACC	Associated Coordination Centre
AWP	Annual Work Programme
CA	Conventional Area
CC	Core Curriculum
CCIC	Coordination Centre in Charge
CFP	Common Fisheries Policy
DMS	Data Management Systems
EA	Enterprise Architecture
ECA	European Court of Auditors
EDMS	Electronic Documentation Management System
EDPS	European Data Protection Supervisor
EFCA	European Fisheries Control Agency
EIR	Electronic Inspection Report
EMSA	European Maritime Safety Agency
ERS	Electronic Reporting System
EUCG	European Union Coast Guard
FIS	Fishery Information System
FPA	Fisheries Partnership Agreement
FRONTEX	European Border and Coast Guard Agency
GIS	Geographical Information System
GFCM	General Fisheries Commission for the Mediterranean
HR	Human Resources
IAS	Internal Audit Service
ICCAT	International Commission for the Conservation of the Atlantic Tuna
ICES	International Council for the Exploration of the Sea
ICT (ALSO IT)	Information and Communication Technology
IMT	Integrated Maritime Policy
ITSC	IT Steering Committee

IUU	Illegal, Unreported and Unregulated fishing
JDP	Joint Deployment Plan
MARSURV	Maritime Surveillance System
MCS	Monitoring, Control and Surveillance
MDR	Master Data Reference
MOC	Maritime Operations Centres
MS	Member State(s)
MSY	Maximum Sustainable Yield
MWP	Multiannual Work Programme
NAFO	Northwest Atlantic Fisheries Organisation
NEAFC	Northeast Atlantic Fisheries Commission
NGO	Non-Governmental Organisation
PACT	Partnership, Accountability (Compliance), Cooperation, Transparency
PDN	Performance Development Network
RA	Regulatory Area
RFMO	Regional Fisheries Management Organisation
RSG	Regional Steering Group
SCIP	Specific Control and Inspection Programme
SFPA	Sustainable Fisheries Partnership Agreement
SG	Steering Group
SGTEE	Steering Group on Training and Exchange of Experiences
SOA	Service Oriented Architecture
SOP	Standard Operational Procedures
SPD	Single Programming Document
SQF	Sectoral Qualification Framework
SR	Staff Regulations
TAG	Technical Advisory Group
TBD	To be determined
TJDG	Technical Joint Deployment Group
ToR	Terms of Reference
TSC	Training Steering Committee
TWA	Tripartite Working Arrangement
VMS	Vessel Monitoring System
WGTEE	Working Group on Training and Exchange of Experience



Definitions

Core Curricula Development Platform (CCDP). This online application supports the collaboration of experts, Member States (MS), the European Commission (EC) and EFCA in the development of Core Curricula (CC) training materials. Authorised users are able to exchange, to track comments on the different versions of the documents, and to manage meetings, discussion groups, calendar, news, or announcements.

EFCA Corporate Systems include EFCA website, intranet, e-mail services, file servers and any application used in support of internal EFCA activities.

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

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

EFCA E-Learning. After their approval by MS the Core Curricula training modules will be made available as interactive courses on this distance learning platform.

EFCA Vessel Monitoring System (EFCA VMS). This system allows EFCA to receive and to exchange VMS data (identity, position and speed of fishing vessels larger than 12 m) to support JDP operations, within the geographical areas covered by the relevant SCIPs.

FISHNET is a single sign-on secured portal to allow access of most of EFCA applications (ERS, VMS, EIR, DMS, CCDP, E-learning, JADE) and to provide EFCA stakeholders with collaboration tools (e.g. sharing data and documents, exchange information, teleconferencing). This system is designed to support decision making, planning, operational coordination, and the assessment of joint control operations, and to promote remote collaboration in support of EFCA activities.

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

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

Maritime Surveillance Information Systems. Information systems developed in cooperation with external stakeholders to integrate available information sources and data sets within the framework of Integrated Maritime Policy and the inter-agency cooperation.

PACT Partnership, accountability (compliance), cooperation and transparency, meaning EFCA assistance to the implementation of projects at a regional level at the request of the Member States, to implement CFP rules; especially the landing obligation. It may incorporate partnership actions in regional risk management, data exchange, training, technology, methodologies and procedures, evaluation and/or industry awareness.

Mission statement

Mission

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

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

European Union governments agreed to establish EFCA in the 2002 reform as part of the drive to instil a culture of compliance within the fisheries sector across Europe. In April 2005, they adopted the necessary legislation with Council Regulation (EC) No 768/2005. Its primary role is to organise coordination and cooperation between national control and inspection activities so that the

rules of the Common Fisheries Policy are respected and applied effectively. The Regulation has been most recently modified on 14/9/2016 by Regulation (EU) 2016/1626 extending the EFCA role to European cooperation on Coast Guard functions.

Vision and values

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

The values that underpin the EFCA mission and vision are cooperation, excellence, efficiency, versatility, transparency and accountability.

SECTION I - GENERAL CONTEXT

The new features of the Common Fisheries Policy basic regulation entailed a regional approach, a very significant change related to the obligation of landing of all catches and growing international requirements. Consequently, there are new tasks for Member States and for the Agency. Such an approach has been achieved through a staggered prioritisation of tasks and commensurate internal "Rationalisation". The latter was achieved by means of scalability and streamlining, through savings, better mobilisation and profiling of the staff, a move to e-administration and additional synergies with other agencies.

In this respect, the Agency works hand in hand with the EU Agencies Network to find synergies and optimise the available resources without prejudice to the rationalisation of its own processes. Within the framework of the "Road map on the follow-up to the common approach on EU

decentralised agencies", the EFCA is playing an active role in the EU Agencies Performance Development Network (PDN). Through this Network the Agencies have identified the milestones of the Road map proposed by the European Commission and actions and deliverables have been set up accordingly. Furthermore, the agencies regularly meet to identify areas where mutual cooperation has taken place, and future areas for synergy.

In accordance with an amendment to its founding regulation relating to the new missions in the framework of the EU border and coast guard capacity, EFCA, in cooperation with the European Maritime Safety Agency (EMSA) and the new European Border and Coast Guard Agency (FRONTEX), is requested to support national authorities carrying out coast guard functions at national and Union level and where appropriate at international level.



SECTION II - MULTIANNUAL PROGRAMMING 2017-2021

Following the adoption of the Common Approach on decentralised agencies by the European Parliament, the Council and the European Commission in 2012, and the entry into force of the Framework Financial Regulation (FFR)¹, the European Commission has established in close cooperation with the EU Agencies' PDN the guidelines for the Single Programming Document (SPD) for decentralised agencies.

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

The Multiannual work programme (MWP) 2017-2021 and Annual work programme (AWP) 2017 is adapted to the new SPD and the guidelines issued by the European Commission.

The MWP 2017-2021 & AWP 2017 follows the multiannual priorities set up in the MWP 2016-2020 and AWP 2016 and includes the new mission and tasks for cooperating with other agencies in the framework of the European Union Coast Guard (EUCG) functions. It provides a general overview of the activities programmed on a multiannual basis in order to fulfil the mandate assigned to the Agency. The MWP 2017-2021 & AWP 2017 includes the relevant new sections required by the SPD, inter alia, multiannual

(strategic) objectives, performance indicators, targets, multiannual staff policy plan, schooling, privileges and immunities, building policy, evaluations and risks.

The Administrative Board will on an on-going basis discuss the relation between resources and tasks and, where necessary in concrete cases, decide on the downgrading of priorities. The Agency will promote the assessment of the effectiveness of its core activities by monitoring the progress through defined performance indicators and targets^{2,3}.

The Agency intends to annually review and include the necessary amendments to its MWP and AWP to have at all times a document expressing the up-to-date objectives and priorities of a rolling 5-year planning period.

Moreover, it can be anticipated that, inter alia, the on-going review of the current control regulation, the results of the next 5 year independent external evaluation of EFCA (2012-2016), to be published in 2017, and the recommendations following the above mentioned external evaluation, will need to be mirrored in EFCA's future MWP and AWP's.

Following its founding regulation, the MWP 2017-2021 and AWP 2017 is presented according to the Activity Based Management System⁴ (ABMS). To this end, the Agency is implementing an ABMS refining its multiannual planning, monitoring and reporting.

¹ Commission Delegated Regulation (EU) No 1271/2013 of 30 September 2013 on the framework financial regulation for the bodies referred to in Article 208 of Regulation (EU, Euratom) No 966/2012 of the European Parliament and the Council (OJ L 328, 7.12.2013, p. 42).

² In the context of compliance, the outputs of the established Compliance Expert Group and of the new regional group structure might require to be taken forward and coordinated. EFCA has the capability to take these issues forward across the EU and focus more on what the Commission and Member States define as "concrete" issues. Therefore, EFCA Administrative Board may further consider those issues as a driver in shaping the EFCA's Multiannual and Annual Work Programme for improving the Agency's efficiency and effectiveness.

³ Furthermore, some KPI's suggested by the Agency so far should be seen as the start of a conversation about moving from input measures of activity towards output measures of effectiveness.

⁴ The Agency accomplishes its mission through its Operational activities. Detailed information on the ABMS is provided under section III, Annual work programme 2017, Activities.

1. STRATEGIC MULTIANNUAL OBJECTIVES

According to its founding regulation⁵, EFCA's overarching objective is "to organise operational coordination of fisheries control and inspection activities by the Member States and to assist them to cooperate so as to comply with the rules of the Common Fisheries Policy in order to ensure its effective and uniform application".

In this regard, level playing field and coordination and assistance for better compliance are considered by the Administrative Board of EFCA wider objectives of the Agency⁶.

STRATEGIC MULTIANNUAL OBJECTIVES	KPI	TARGET BY 2021
1. Support the MS in monitoring the Common Fisheries Policy and in particular of the landing obligation	% of SCIPs implemented by JDP adopted	100%
	Number of inspections and inspections with at least 1 suspected infringement by JDP	Stable trend (Inter-annual change less than +/- 15%)
	Ratios for inspection with at least 1 suspected infringement by JDP ⁷	Stable trend (Inter-annual change less than +/- 25%)
	Percentage of PACT projects organized following requests from MS	100%
2. Cooperate with other European Agencies to support Member States national authorities carrying out coast guard functions	% of multipurpose operations implemented in line with the Tripartite Working Arrangement (TWA)	>90%
3. Support the Union in the international dimension of the CFP and the fight against IUU activities	Third countries mission number	20 missions (5 years term)
	IUU related documents analysed	At least 7500 documents analysed (5 years term)
	% of assistance provided to EU in relations with the RFMOs and SFPAs / EU requests received	100%
4. Contribute to achieve a Level Playing Field through Capacity Building tools	Use of the EFCA CC by coastal MS	90% use of the CC by coastal MS
	Number of attendees to regional workshops and training sessions organised by EFCA	At least 2 500 participants (5 years term)
	Service available to stakeholders ⁸	95% on a yearly basis for five years
5. Ensure visibility of EFCA's mission and EU values	Implementation of the Annual Communication Strategy Plan	90%
6. Ensure EFCA good governance, transparency and accountability	Preparation and notification of EFCA's Multiannual work programme & Annual work programme and Annual Report in due course	100%
7. Ensure the efficient use of EFCA resources	Average vacancy rate (% of authorised posts of the annual establishment plan which are vacant at the end of the year, including job offers sent before 31st December)	≤5%
	Degree of paperless transactions and procedures	90%

2. MULTIANNUAL PROGRAMME

Considering the overarching, wider and strategic objectives, the Member States and the European Commission's expectations, the legal framework governing the EFCA

activities and the resources available, the Agency will concentrate on the priorities as described below.

⁵ Council Regulation (EC) No 768/2005 of 26 April 2005 establishing a European Fisheries Control Agency and amending Regulation (EEC) No 2847/93 establishing a control system applicable to the common fisheries policy. Regulation as last amended by Regulation (EU) No 2016/1626 (OJ L 251, 16.9.2016, p. 80).

⁶ The Administrative Board of EFCA considering EFCA's founding regulation and the 5 independent external evaluation of EFCA (2011-2015) 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_basicoocs.htm.

⁷ Infringement ratio is influenced by the risk management strategy.

⁸ The KPI does not include scheduled downtime.



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

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

- In areas with a Specific Control and Inspection Programme (SCIP) /Joint Deployment Plan (JDP); In fisheries where no SCIP/JDP is in force but subject to the landing obligation;
- Upon request of the European Commission, provide expertise on the control aspects in preparation of new or updating existing regulations;
- Cooperation on Coast Guard Functions with other European Agencies to support of Member States national authorities carrying out Coast Guard Functions.

The Agency offers the vision of a broadened model of cooperation, utilising both JDP and non-JDP cooperation possibilities under several legal basis⁹ provided for in the EFCA founding regulation.

a) The JDP remains the mainstay of the operational coordination. In accordance with one of the recommendations issued by the Administrative Board following EFCA five year independent external evaluation (2007-2011) and depending on the SCIP decision, the JDPs will be regional, multispecies and continuous^{10, 11}. Beyond the JDPs in force (North Sea, Baltic Sea, Mediterranean Sea, North Atlantic and Western waters), new JDPs for other areas/fisheries/species could be considered¹². The JDP coordination benefits from the services delivered through the smart CCIC concept¹³.

The process will require, within the framework of the SCIP model developed by the European Commission, and as defined by the Regional multispecies SCIPs and the discard plans:

- To address the monitoring of the landing obligation and the correct record of catches, including the discards;
- To improve the regional risk management in the JDP framework also including the specific requirements of the landing obligation;
- To implement the method¹⁴ for assessment of cost effectiveness and impact of control activities, including the landing obligation.

Specific work is devoted to the improvement of common procedures and best practices in the three phases of the JDPs¹⁵: planning, implementation and assessment. It will include projects concerning regional risk analysis implementation, best practice for coordination, the optimum use of information tools, the identification of the legal requirements of the coastal Member States to ensure that appropriate actions are taken against non-compliance detected by Union inspectors and the cost effectiveness of control operations.

⁹ This broadened model of cooperation would fall, inter alia, under the following articles of EFCA founding regulation:

• Article 3: "mission": (d) Assist MS to fulfil their tasks and obligations under the CFP and (e) Assist MS and EC in harmonising the application of the CFP throughout the EU;

• Article 7: "assistance to the Commission and the Member States"; d) draw up joint operational procedures in relation to joint control and inspection activities undertaken by two or more Member States, (e) elaborate criteria for the exchange of means of control and inspection between Member States and for the provision of such means by the Member States, (f) conduct risk analysis on the basis of the fisheries data on catches, landings and fisheries effort, (g) develop common inspection methodologies and procedures, (i) Promote and coordinate the development of uniform risk management methodologies, (j) Coordinate and promote cooperation between MS and common standards for the development of sampling plans;

• Article 15: Two or more Member States may request the Agency to coordinate the deployment of their means of control and inspection in relation to a fishery or an area that is not subject to a control and inspection programme;

• Articles 17b and 17c: 17b(a) Issue manuals on harmonised standards of inspections, 17c(2) Facilitate cooperation between MS and MS and the EC in the development of harmonised standards for control.

¹⁰ Administrative Board Recommendations on EFCA 5 year evaluation (Recommendation 2.2.1), 15 March 2012 (http://www.efca.europa.eu/pages/home/docs_basicdocs.htm).

¹¹ The reference to continuous JDPs is understood to be used so that there is flexibility in the resource coordination and planning for deployment at optimal times to achieve best possible outcomes.

¹² Within the outcomes of EFCA's Seminar on the monitoring of the landing obligation on 4 March 2015, endorsed by the AB on 5 March 2015, it was acknowledged that LTMPs and associated SCIPs may be gradually adopted.

¹³ A virtual data and coordination centre designed to support the stakeholders during JDP and other similar cooperation.

¹⁴ Administrative Board Recommendations on EFCA 5 year evaluation (Recommendations, 2.5.3 and 2.5.4), 15 March 2012 (http://www.efca.europa.eu/pages/home/docs_basicdocs.htm).

¹⁵ Administrative Board Recommendations on EFCA 5 year evaluation (Recommendation 2.2.3), 15 March 2012 (http://www.efca.europa.eu/pages/home/docs_basicdocs.htm).

European Fisheries Control Agency

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

c) The Agency fosters the proper conditions to improve the level playing field, with a flexible cooperation concept for the implementation of the control and enforcement requirements of the Common Fisheries Policy in order to achieve a more comprehensive common and shared operational “grid” and facilitate the dissemination of best practices. This concept is based on a pragmatic approach combining partnership, accountability (compliance), cooperation and transparency (PACT)¹⁶. The PACT concept allows assistance by EFCA to the Member States individually, to regional groups of Member States and to the European Commission in accordance with the provisions of article 7 of EFCA's founding regulation. However, it does not necessarily entail the operational coordination of inspection assets. It foresees a flexible and tailored cooperation scheme that may include exchange of information, which could be enshrined in a landing obligation regional operational project or any regional partnership undertaking. In accordance with article 15 of EFCA's founding regulation, the Member States wishing formal coordination might include an operational plan as part of PACT.

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

This approach was endorsed by the AB on 5 March 2015¹⁷:

- 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 fora on request to assist 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; a good forum for this might be a biannual seminar.

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

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

- Training (see also entry D and para. 2.3 EFCA Rationalisation below);
- Methodologies and procedures;
- Landing obligation regional control projects;
- Evaluation of compliance and cost effectiveness (proportionality), (see also entry C below);
- Acquisition of means for the Member States;

¹⁶ PACT description is available under the Definitions section.

¹⁷ Part of the outcomes of the EFCA's Seminar on the monitoring of the landing obligation on 4 March 2015.



- Seminars on the implementation of the CFP, operational coordination and/or capacity building;
- Pilot projects with Member States on emerging technologies (see also entry E);
- Facilitate fishing industry awareness.

d) Within the framework of the Tripartite Working Arrangement (TWA) to be approved by the Administrative Board, EFCA will cooperate¹⁸ with FRONTEX and EMSA to support national authorities carrying out Coast Guard functions, providing assistance and expertise on coordination and fisheries control by:

- The coordinated support provided by the Agencies to Member States authorities at national and EU level and where appropriate, at international level by sharing information (see also point E);
- Provision of surveillance and communication services;
- Supporting capacity building (see also point D); Enhancing the exchange of information and cooperation on coast guard functions including by analysing operational challenges and emerging risks in the maritime domain;
- Sharing capacity by planning and implementation of multipurpose operations including drills with Member States and/or EU agencies.

The annual implementation will include both cooperation actions between agencies and support to Member States. EFCA shall charter inspection assets to be active in different areas. This might contribute to multipurpose operations agreed with other Agencies and the Member States concerned.



¹⁸ Evaluation/impact assessment - The specific action on coast guard capacities has not been subject to any previous action at EU level. There is consequently no existing policy to evaluate.

There was however a feasibility study commissioned by DG MOVE and carried out in 2014. This study identified some 316 civilian and military Member States' authorities, which are responsible for coast guard functions and collaborating via 70 different structures. It highlighted key shortcomings with the existing co-operation such as the lack of information on the remit, powers and capabilities of other authorities; the limited number of operational assets; the lack of interoperability of systems, processes and assets; the limited joint planning and joint operations.

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

According to the CFP basic regulation¹⁹ and EFCA remit for IUU and RFMOs in other EU legislation, and following the Working Arrangements on EFCA's international activities between the European Commission and EFCA (AB Decision 15-W-1), on request of the European Commission, the Agency will:

- Assist the Union to cooperate with third countries and international organisations dealing with fisheries, including RFMOs, to strengthen operational coordination and compliance. It is envisaged, in particular:
 - Third countries, as:
 - 1) North Atlantic Coastal States active in the North Sea, Baltic Sea, Western Waters and NAFO-NEAFC regulatory areas;
 - 2) Other NEAFC and NAFO Contracting Parties;
 - 3) ICCAT Contracting Parties and
 - 4) Mediterranean and Black Sea third countries (inter alia, candidate countries and Southern Mediterranean countries) in the framework of GFCM where a specific training effort is foreseen.
 - Participation of EFCA staff as technical experts of the EU Delegation in meetings of RFMOs such as NAFO, NEAFC, GFCM and ICCAT.
- In line with the above paragraph, to organise seminars on operational coordination and/or capacity building involving RFMOs, regional arrangements, third countries and Coast Guard Fora;
- Support the European Commission as requested in the evaluation missions to third countries;

- Support the European Commission in capacity building missions in the framework of fisheries partnership agreements and based on the European Commission strategy;
- Assist the Member States in a cooperation model to facilitate the enhancement of an IUU risk management strategy;
- The PACT approach could also apply to these missions relating to the external dimension of the CFP.

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

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

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

EFCA shall also contribute to the European Commission, the European Parliament and the Member States in the proceedings of the expert group on compliance²⁰.

¹⁹ Article 30 new CFP basic regulation: "The Union shall, including through the European Fisheries Control Agency ("the Agency"), cooperate with third countries and international organisations dealing with fisheries, including RFMOs, to strengthen compliance with measures, especially those to combat IUU fishing, in order to ensure that measures adopted by such international organisations are strictly adhered to".

²⁰ Article 37(2) new CFP basic regulation: "The expert group on compliance shall be composed of representatives of the Commission and the Member States. At the request of the European Parliament, the Commission may invite the European Parliament to send experts to attend meetings of the expert group. The Agency may assist the expert group on compliance meetings as an observer."

2.2. Enhancement of capacity building instruments

D - Provide training activities and training material in support of the effective and uniform application of the CFP based on the Core Curricula which will be kept updated

Training courses delivered by EFCA will cover the control aspects of the CFP regulation in general and apply regionally, and will not be limited to the JDP context. Considering the resources available, training courses will be organised in line with the legal obligation of EFCA, envisaged as follows:

- Training the trainers;
- Training of Union inspectors (before first deployment);
- Advanced training for Union inspectors (exchange of best practices);
- Contribute with the fisheries control expertise in joint training courses with other EU agencies in the context of the EUCG functions;
- Training for third countries at the request of the European Commission;
- Workshops on the implementation of the IUU regulation.

With the support of EFCA's Sectoral Qualification Framework, the EFCA common Union Inspector e-learning training programme will contribute to take one step further towards a level playing field and harmonized execution of inspections.

The priorities will be as follows:

- Creation of e-learning training programmes for all Union Inspectors;
- Creation of Core Curricula manuals for inspections for fisheries managed by RFMO's;
- Updating of the Core Curricula already delivered;
- The specific e-learning application will be updated and maintained in order to provide the trainees with continuous self-learning capability;
- The Core Curricula Development Platform (CCDP) will be maintained;
- Promotion of and assistance with the use of the Core Curricula in the Member States.

- Contribute to the content of Guidelines on EU collaboration in the context of the EUCG functions.
- Contribute to the work of the European Commission in the field of capacity building in third countries.

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

- Establishment of an EU data node for fisheries related data in the support of the Maritime Operational Centre (MOC) for the EUCG functions.
- Maintenance and enhancement of the services facilitating access to data on fishing activities and control is a key component of EFCA's business, which in turn assists in the setting up of remote operational coordination facilities and, streamlining EFCA's operations. EFCA has adopted a strategic approach to the development of supporting applications, where projects and activities have been converging towards the implementation of an integrated EFCA information system;
- Enhancement²¹, maintenance, integration of the suite of operational systems: VMS, MARSURV, EIR, ERS, Jade and FISHNET;



²¹ Including the alignment on the new provisions of the Commission Implementing Regulation (EU) No 404/2011 of 8 April 2011.

2.3. EFCA rationalisation

As mentioned above, the resources for complying with EFCA priorities were obtained by means of simplification, scalability and streamlining, through savings and benefits of EMFF for Member States, better mobilisation and profiling of EFCA staff, organisational adaptations, a move to e-administration and e-training and additional synergies with other agencies.

2.4. EFCA Committees (steering and working groups)

The EFCA operational coordination and capacity building activities require strong coordination of the Agency, the European Commission and Member States.

Following the Administrative Board recommendations, the EFCA will continue taking advantage of the synergy between different meetings and promoting the use of telephone and video conference facilities²².

2.4.1. Operational coordination

In organising operational cooperation between Member States, and 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 the JDP, in accordance with the SCIP decision, in its three phases:

- Planning of activities, based on operational risk assessment;

- Implementation of the activities, ensuring that the Member States commitments are fulfilled and applied properly;
- Assessment of the effectiveness of the JDP, through a common system of reporting and evaluation.

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

The RSG may also meet with similar groups organised by EBCG/FRONTEX and/or EMSA in the framework of the implementation of EUCG multipurpose operations in their region of competence in accordance with the TWA.

Technical Joint Deployment Group²³

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, inspection and surveillance, as agreed in the JDP/operational plans. It ensures that the operational coordination between the Member States works. It is chaired by a representative of one of the Member States concerned.

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

²² Administrative Board Recommendations on EFCA 5 year evaluation (Recommendation 2.6.2), 15 March 2012 (http://www.efca.europa.eu/pages/home/docs_basicdocs.htm).

²³ During 2017/18 the Administrative Board may be invited to give their opinion on whether or not, in light of experience gained, there is scope for some merging of the meetings of the Regional Steering Group and the Technical Joint Deployment Group.



2.4.2. Training

A Steering Group (SGTEE) and a Working Group on training and exchange of experience (WGTEE), involving the Member States and the European Commission, will provide guidance and technical expertise on training and exchange of experience focusing on the preparation, update and use of the Core Curricula as well as on e-learning courses.

2.4.3. IUU PACT activities

Beyond the organisation of training seminars and sessions, EFCA shall dedicate meetings to promote cooperation on the fight against IUU, including through a risk management strategy issued together with the Member States and the European Commission.



3. HUMAN AND FINANCIAL RESOURCE OUTLOOK FOR THE YEARS 2017-2021

3.1. Overview of the past and current situation

Staff Population overview for 2015

The overall staff population dropped by one post, as part of the implementation of the 5% cut applicable to all institutions. Post occupancy for the year exceeded 95%, and by the second semester, all posts in the establishment plan as well as the full quota of contract agents were in place. EFCA also employed its full limit of SNEs for 2015.

The cut of one post above was made in the administrative area and was made possible by an unexpected staff departure in 2014. Other than this change, evolution in terms of staff changes within each action area was minimal, in line with the evolution of the activities. In 2016 the final cut for achieving the 5% is programmed.

Expenditure for 2015

In line with the Multiannual financial framework, EFCA has adapted its activities to live within its means. The budget in 2015 available to the Agency has been frozen at the level of 2012 (€9,2M). Budget execution in 2015 reached over 99.6%, following the pattern of recent years.

The breakdown of the use of the budget is as follows:

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

Given the majority of costs in the budget are attributed to staff, the attribution of resources to activity is mainly determined by the deployment of the staff to each activity. As stated above the deployment of staff throughout 2015 did not evolve to any extent, resulting in a stable output for each activity, based on the objectives set in the AWP 2015.

3.2. Resource programming for the years 2017-2021

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

EFCA's founding regulation has been amended²⁴ in 2016 by Regulation (EU) 2016/1626 extending the EFCA role to European cooperation on Coast Guard functions. EFCA will cooperate with FRONTEX and EMSA to support national authorities carrying out Coast Guard functions. This amendment to the founding regulation includes an 85% increase of EFCA's budget in 2017 and the maintenance of the budget at that level during the period of the current financial perspective 2017-2020.

The European Commission contribution will continue to be the main source of revenue for EFCA during 2017-2021, see below the details of 2016-2020. The estimate for 2021 is to be determined when the financial perspectives for the next programming period are estimated.

REVENUE	2016	2017	2018
EU Subsidy	9.217.000	17.113.000	16.813.000
Other grants	750.000	p.m	p.m
Other revenue	p.m	p.m	p.m
Total revenues	9.967.000	17.113.000	16.813.000

REVENUE	2019	2020	2021
EU Subsidy	16.747.000	16.900.000	TBD
Other grants	p.m	p.m	TBD
Other revenue	p.m	p.m	TBD
Total revenues	16.747.000	16.900.000	TBD

²⁴ http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.L_.2016.251.01.0080.01.ENG&toc=OJ:L:2016:251:TOC



EXPENDITURE	2016	2017	2018	2019	2020	2021
Title I – Staff	6.479.000	7.949.000	7.699.000	7.599.000	7.649.000	TBD
Title II - Administrative	1.330.000	2.300.000	2.155.000	2.155.000	2.155.000	TBD
Title III –	p.m	p.m	p.m	p.m	p.m	TBD
Operational	2.158.000	6.864.000	6.959.000	6.993.000	7.096.000	TBD
Total expenditure	9.967.000	17.113.000	16.813.000	16.747.000	16.900.000	TBD

In addition to the general contribution of the EC, and for 2016 EFCA has received 2 ad-hoc grants totalling €750,000 from DG MARE:

- 1) Pilot project "Creation of a EUCG function": €330,000 has been granted to EFCA, of which an estimated €45,000 is to cover expenses to be incurred in 2017.
- 2) Pilot project for modernising fisheries controls and optimising vessel monitoring through the use of innovative European systems: €420,000 has been granted to EFCA of which an estimated €240,000 is to cover expenses to be incurred in 2017.

Furthermore, discussions are ongoing with DG DEVCO concerning a possible grant for capacity building, monitoring, control and surveillance activities in third countries. No precisions are as yet available.

The details of the DB 2017 and envisaged up to 2020 have been indicated in Table 1 of Annex II. [Figures not established for 2021].

Justification of needs in 2017:

The expenditure under Title I has been estimated taking into consideration a full occupation of the 61 posts indicated under the draft establishment plan for 2017. This includes the costs related to the new TA staff being recruited under the new tasks assigned to EFCA starting in 2017. The significant increase in chapter 12 (expenditure related to recruitment and installation) corresponds to the installation costs of the new staff, which is mainly concentrated in the 1st and 2nd years of new staff contracts.

Both administrative missions and training cost estimation have increased by around 20% for an increase in needs due to new staff.

The rental/maintenance of the building agreement was renegotiated in 2013, which allowed for savings in 2014 and 2015 under chapter 20. In the case of 2017, EFCA

estimates an increase in rental costs, utilities and other building services due to the office space needed for the new staff being recruited.

The increase in chapter 21 (now named ICT and Telecommunications) is due to 2 main reasons:

- 1) The telecommunications budget line has been moved from chapter 24 to 21 (around €60,000)
- 2) The increase in staff will require an investment in new ICT equipment and licenses, as well as the telecommunication consumption starting in 2017.

The cost in movable property and current administrative expenditure has been increased to accommodate the purchase of furniture and conditioning of office space due to the increase in staff.

The regular supplementary Services (all SLAs and agreements with the Commission and other agencies; PMO, ABAC, e-Prior, Sysper, etc..) will also increase in 2017 in comparison to 2016, due to the new staff. The 2015 budget implementation on operational expenditure was very close to 100%. EFCA has acquired further responsibilities which will increase the operational budget in 2017 in excess of €5 million.

This increase is composed mainly by the following new elements:

- 1) Sharing of assets and other capabilities, mainly the chartering of control means;
- 2) Sharing information generated by fusing and analysing data in systems hosted or accessible to agencies;
- 3) Other activity such as Capacity Building, surveillance and communication services.

Budget Outturn and cancellation of appropriations:

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

3.2.2. Human Resources

The financial statement linked to the amendment of EFCA's founding regulation in relation to the Coast Guard functions includes additional 12 posts in 2017, which leads to a total of 61 temporary agents, taking other staff cuts into account (2 posts).

EFCA had originally estimated a total of 11 contract agents, and 7 seconded national experts for 2017.

A) New tasks

EFCA's founding regulation has been amended²⁵ in 2016 by Regulation (EU) 2016/1626 extending the EFCA role to European cooperation on Coast Guard functions. EFCA will cooperate with Frontex and EMSA to support national authorities carrying out Coast Guard functions. This amendment to the founding regulation includes an 85% increase of EFCA's budget in 2017 and the maintenance of the budget at that level during the period of the current financial perspective 2017-2020.

B) Growth of existing tasks

As highlighted in section 1, General context, the new features of the (CFP) basic regulation entail a regional approach, a very significant change related to the obligation to land all catches and growing international requirements. Consequently, the Member States and EFCA are already facing growing tasks.

EFCA has adapted its business model in order to cope with a significant increase of species and fisheries in the European waters falling between 2015 and 2019 under the landing obligation. The support to the Member States and the European Commission in this new legal environment requires an enhanced coordination framework, an enhanced data management, the maintenance and management of the new data networking systems, the commensurate IT architecture and additional effort in terms of a compliance evaluation and training of the Member States fisheries inspectors.

The article 30 of the Common Fisheries Policy basic regulation reads that "the Union shall, including through the European Fisheries Control Agency ("the Agency"), cooperate with third countries and international organisations dealing with fisheries, including Regional Fisheries Management Organisations (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." In accordance with the action No 17 of the roadmap on the follow-up of the Common Approach of the European Parliament, the Council of the European Union and the European Commission on decentralised agencies, the Agency and the European Commission came to terms on working arrangements for the international activities of EFCA. EFCA has increasingly been requested to cooperate with third countries and international organisations dealing with fisheries, including RFMOs. The Agency is also mentioned as an observer in article 37 of the CFP basic regulation, which creates an expert group on compliance, and might be asked for more considering that it has already developed a specific methodology for assessment of compliance.

EFCA contributes significantly to the implementation of the new Common Fisheries Policy basic regulation. Likewise, EFCA is involved in the implementation of the Control Regulation (EC) No 1224/2009. EFCA, whose mission statement embodies operational coordination and support of the inspection activities of the Member States, has been required to develop the matching data management systems suite of the Control Regulation, in order to keep abreast of the Member States performance and maintain interoperability between the Member States themselves, and with the Agency.

The volume of tasks has substantially increased to meet this increase in the face of resource constraints, the Agency has endeavoured to optimise its resources, by internal reorganisation, prioritising the activities included in its multiannual and annual work programme and looking for synergies with other EU institutions, as described below.

²⁵ http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.L_.2016.251.01.0080.01_ENG&toc=OJ:L:2016:251:TOC



C) Efficiency gains

The efforts for efficiency gains have been initialised and enhanced since 2014. Although their final impact volume is hard to predict and to quantify in FTE savings, the objective has been maintained that effected gains at least accommodate the sequence of post cuts during up to 2016. To achieve further efficiency gains EFCA proposes in its MWP 2017-2021 and AWP 2017 a staggered prioritisation of tasks and commensurate internal "Rationalisation". The resources for complying with EFCA 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. Actions are grouped under the following headings:

Administration:

- A significant level of rationalisation can be achieved through e-administration systems based on applications such as for example SysPer2, Matrix, e-Prior and ABAC additional services. Ongoing discussions with other agencies is fostering the conditions for resource saving synergies and/or better continuity in accounting, human resource management, procurement, legal advice and internal application of data protection regulation. To achieve the 5% cut, EFCA has managed not to replace two staff in its Resources unit.

Budget Savings:

- The number of days of operational mission have been decreased where possible;
- The Member States may include travel and mission costs in relation to participation in EFCA activities on training in their EMFF national operational programme.

Human resource efficiency gains in Capacity Building:

- Training for Member States: to be partly addressed through e- Learning and e-Training applications;
- Training in the Fisheries Partnership Agreement (FPA) framework: the number of missions can be capped and

scheduled on a yearly basis and partly be addressed through e-Training applications. Additional training and assistance missions to third countries might be submitted to the Administrative Board, as per granted derogation²⁶ to the EFCA founding regulation to receive grants from the European Commission and commensurate additional resources granted by DG Development and Cooperation (DEVCO);

- Data management systems: the EFCA data operational support will make resources more efficient and will liberate additional capacities. The hosting of EFCA's data in an external environment as part of the implementation of EFCA's BCP policy is ongoing.

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

- Those activities will be carried out in accordance with articles 4 and 7 of EFCA's founding regulation; Meanwhile, the number of audit missions in third countries would be capped and scheduled on a yearly basis;
- Implementation of DG MARE's guidelines: EFCA analysis of catch certificates and processing statements in the context of third country evaluations under the IUU Regulation.

D) Negative priorities/Decrease of existing tasks

During the Administrative Board meeting adopting the MWP 2015-2019 and AWP 2015 the Board members decided to prioritise EFCA tasks delivered in the EU waters and set up thresholds for some international activities, e.g. cooperation with third countries and IUU evaluation missions; any additional request by the Commission or by MS will need to be subject to the Administrative Board approval.

As mentioned in the Multiannual work programme section, the Administrative Board will on an on-going basis discuss the relation between resources and tasks and, where necessary in concrete cases, decide on the downgrading of priorities.

²⁶ Commission Decision of 17.12.2015 authorising a derogation from Delegated Regulation (EU) No 1271/2013 as regards the receipt of ad hoc grants by the European Fisheries Control Agency

E) Redeployment

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

EFCA is both very small and relatively new. This presents particular difficulties in achieving the 5% cut, which represents a precise figure of 2.7 FTE. Not only are functions often carried out by solely one person, in several cases staff are performing a multirole posting. Due to the fact that EFCA is a young Agency with its first retirement not due until 2016, staff reductions have been found through resignations. So far this has provided enough posts to meet the requirement for the 5% cut by 2016. However, this approach presents some issues. Not every post can be discarded after a resignation.

So far the cuts have come mainly from Administration. The post reduction in 2016 is linked to an operational post, but this has been compensated by a redeployment of one Contract agent from administration to an operational unit, albeit a different area. The increase in staff due to the new tasks mitigates for the future, EFCA will offset the reduction against these new positions. This means that if there are not sufficient departures from the Agency, current staff would be redeployed to the new tasks (instead of employing someone new) to achieve the target of 2 posts to be cut in 2017 and 1 post to be cut in 2018.





SECTION III - ANNUAL WORK PROGRAMME YEAR 2017

1. EXECUTIVE SUMMARY

The AWP 2017 has been adapted to the new template and guidelines on the SPD. In order to streamline the EFCA activities, the Activity Based Management System (ABMS) has been updated. The ABMS for 2017 is

composed by three operational activities. Governance and Representation has been included under horizontal tasks. The table below presents the correspondence between the ABMS activities in 2016 and the new reallocation for 2017.

AWP 2016			AWP 2017		
ABMS	Operational Activities	Implementation of JDPs and Operational Plans	ABMS	Operational Activities	Coordination (including RFMOs)
		Programmes, plans and assessment			Assistance and expertise
		Data Monitoring and Networks			Harmonisation and standardisation
	Governance and Representation	Administrative Board and Advisory Board		Governance and Representation	Administrative Board
Representation and Networks Communication		Advisory Board			
			Representation and Networks		
			Communication		
Horizontal task	Horizontal support		Horizontal task	Horizontal support	

2. OPERATIONAL ACTIVITIES

Activity Based Management System (ABMS)

Activity	Code
Operational Activities	1
Coordination (Operations)	1.1
Harmonisation and standardisation	1.2
Assistance and expertise	1.3

EFCA has used the following allocation methodology for the AWP 2017:

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

- Indirect cost allocation. The staff and overhead expenditure (Titles I and II) are allocated to the different activities based on different drivers. The main driver is the dedication of staff to each activity, which is weighted with the official annual salary²⁷ for the type of contract and grade of the staff. In the case of building related expenses, the driver used is the head count.
- EFCA estimates its horizontal support costs separately, which are then distributed within each of the activities based on the final weight of each activity. The figures presented for each activity already include the horizontal support expenditure.

²⁷ Using salary tables from PMO for 2015.

European Fisheries Control Agency

The operational budget and the human resources related to the EUCG functions were allocated to EFCA operational activities on the following way:

Activity	Code	Standard Budget	Staff
Operational Activities	1		
Coordination (Operations)	1.1	480.000	1 AD 3 AST
Harmonisation and standardisation	1.2	4.358.712	3 AD
Assistance and expertise	1.3	400.000	5 AD



A table with a draft action plan of EFCA on the EUCG for 2017 is presented below:

Actions	Details / Objectives	Observation
Multipurpose operations (MPOs)	Draft / finalize: - SOPs - Deployment plan and implementation schedule - Data exchange and reporting - Monitoring and evaluation procedures and indicators	Prior/during to MPOs as required
Defining the common area of multipurpose missions	- Western, Central and Eastern Mediterranean Sea - North Atlantic and other as needed / requested	Amended as required
Defining the operational periods of multipurpose missions	- February to December 2017	Amended as required
Defining the type of the operational means to be used in multipurpose operations	- JDP means - Frontex means - EU patrol vessel(s)	Amended as required
Setting up the modalities and sequence of operational briefings within multipurpose operations	- Monthly briefings in Coordination Centres and on request - Pre-deployment briefings (air and vessel crew) - Regular operational briefings between Frontex / EFCA	Amended as required
Defining rented FWA surveillance service for the purpose of Agencies	- Areas and objectives to be developed	Amended as required
Defining RPAS surveillance service for the purpose of Agencies	- Areas and objectives to be developed	Amended as required
Capacity Building cooperation on the existing legislative framework	- To be defined and implemented based on above	Amended as required

2.1. Coordination (Operations) (ABMS CODE 1.1)

2.1.1. Overview of the Activity

Description:

The successful implementation of the JDPs and operational plans requires the activity of EFCA staff to facilitate that the objectives regarding deployment of control means, cooperation and exchange of information between the competent authorities is ensured. It means following-up the strategic plans agreed in the Steering Groups in the

technical meetings through the Technical Joint Deployment Groups (TJDG) followed by periodic tactical meetings with all joining Member States. Furthermore, it includes the daily follow-up of the control activities, ensuring availability of the information for the competent authorities and the participation of EFCA staff in missions to the Member States and to inspections missions organised in the context of the JDPs. The Maritime Operational Centre in EFCA will ensure the up-to-date service to the operations with sharing of information and the maritime awareness



pictures to all parties involved in the specific operations. Providing user input regarding all operational applications used in the Agencies Maritime Operation Centres is an integral part of that service. Workshops for the CCIC/ACC will be organised in support of the FMCs in the Member States. In accordance with the amendment to its founding regulation relating to the new missions in the framework of the EUCG capacity, EFCA - in cooperation with EBCG/FRONTEX and the European Maritime Safety Agency - shall support national authorities carrying out Coast Guard functions at national and Union level and where appropriate at international level. During 2017, this includes providing input to the EUCG Pilot Project to its multifunction operational parts.

Possible support may be analysed through:

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

Added value:

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

Challenges:

The main challenge is the need to establish and maintain an exchange of information between the Member States and ensure the permanent reception and availability of information for the common control activities. The EFCA

contribution to the EU coast guard capacity shall remain within its mandate, be proportional and shall not affect its commitments towards the MCS measures applying to the Common Fisheries Policy.

Link with multiannual objectives:

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

Legal basis:

Art. 4, 5, 7, 7a, 15, 16 and 17g of Council Regulation (EC) No 768/2005 of 26 April 2005 establishing a European Fisheries Control Agency and amending Regulation (EEC) No 2847/93 establishing a control system applicable to the Common Fisheries Policy²⁸; Art. 30 of Regulation (EU) No 1380/2013 of the European Parliament and of the Council of 11 December 2013 on the Common Fisheries Policy, amending Council Regulations (EC) No 1954/2003 and (EC) No 1224/2009 and repealing Council Regulations (EC) No 2371/2002 and (EC) No 639/2004 and Council Decision 2004/585/EC²⁹.



²⁸ OJ L 128, 21.5.2005, p.1. Regulation as last amended by Regulation (EU) No 2016/1626 (OJ L 251, 16.9.2106, p. 80).

²⁹ OJ L 354, 28.12.2013, p. 22. Regulation as last amended by Regulation (EU) 2015/812 (OJ L 133, 29.5.2015, p. 1).

2.1.2. Objectives, indicators, expected results and outputs

Objective 1				
PACT regional projects, and to provide support to national authorities carrying out coast guard functions in EU waters				
EXPECTED RESULTS				
1. Implementation of the control activities committed by the Member States in the Regional JDPs and operational plans for 2017 in North Sea, Baltic Sea and Western Waters. 2. Close collaboration and increased synergies between the participating Member States in the context of the JDPs. 3. The provision of assistance and expertise to Member States through regional workshops and best practice meetings for the Union Inspectors, inspectors and MS staff. 4. Assistance and expertise on coordination and fisheries control provided within the framework of the cooperation to support national authorities carrying out coast guard functions through sharing of information and planning of multipurpose operations				
PERFORMANCE INDICATORS	ACHIEVED 2015	EXPECTED 2016	TARGET 2017	MEANS AND FREQUENCY
1. By JDP - Number of campaigns days per JDP - Percentage of Control and inspection means deployed in accordance with the JDP schedule (% of total planned) - Man/days in joint inspection teams	>300 >90% >75	>300 90% 75	>300 90% 75	Quarterly report
2. Availability of fishing vessels target list in Joint campaign	>80%	80%	80%	Quarterly report
3. Number of campaigns coordinated from EFCA	>3	3	3	Quarterly report
4. Percentage of days of EFCA chartered means carried out in multipurpose operations ³⁰	n/a	n/a	60%	Quarterly report
5. EUCG drill with MS and/or agencies ³¹	n/a	n/a	1	Drill report
6. Number of PACT operational plans implemented	>1	1	1	Quarterly report
7. Number of Union inspectors and MS staff concerned attending the regional workshops and training sessions	690	500	500	Quarterly report
8. By region / JDP - Number of workshops and best practice meeting delivered - Union inspectors attending workshops attendees satisfaction	>1 >80%	At least 1 per region Attendees satisfaction (good or very good) >80%	At least 1 per region Attendees satisfaction (good or very good) >80%	Quarterly report
MAIN OUTPUTS				
1. Quarterly reports regarding Regional JDPs and operational plans for 2017 in North Sea, Baltic Sea and Western Waters. 2. Drill report 3. Advanced workshop(s) and best practice meetings for Member States Union inspectors (regional level) delivered 4. Multipurpose cooperation with Frontex and EMSA, in support of national authorities carrying out coast guard functions 5. Operation of chartered control platform(s)				
Multiannual index to be used as a trend for compliance evaluation purposes				
<ul style="list-style-type: none"> Number of inspections and inspections with at least 1 suspected infringement by JDP Ratios for inspections with at least 1 suspected infringement detected by JDP Number of attendees to regional workshops by EFCA 				

³⁰ This indicator is common to objective 2, since multipurpose operations might be carried out in EU waters or International waters.

³¹ This indicator is common to objective 2, since multipurpose operations might be carried out in EU waters or International waters



Objective 2				
Coordinate the implementation of the EU contribution to the International Control and Inspection Schemes in RFMOs (NAFO, NEAFC, ICCAT and GFCM) and support to national authorities carrying out coast guard functions in International waters				
EXPECTED RESULTS				
1. Implementation of the control activities committed by the Member States in the JDPs covering the waters of Mediterranean Sea and Black Sea and the waters managed by NAFO, NEAFC, ICCAT and GFCM 2. EFCA' staff participation as inspectors in control missions in international waters. 3. The provision of assistance and expertise to Member States through regional workshops. 4. Assistance and expertise on coordination and fisheries control provided within the framework of the cooperation to support national authorities carrying out coast guard functions through sharing of information and planning of multipurpose operations, including continued input to the EUCG Pilot Project initiated 2016.				
PERFORMANCE INDICATORS	ACHIEVED 2015	EXPECTED 2016	TARGET 2017	MEANS AND FREQUENCY
1. By JDP <ul style="list-style-type: none"> Number of campaigns days per JDP Percentage of Control and inspection means deployed in accordance with the JDP schedule (% of total planned) Man/days in joint inspection teams 	365 >90% >75	>300 90% 75	>300 90% 75	Quarterly report
2. Number of campaigns coordinated from EFCA	2	2	2	Quarterly report
3. By region/JDP <ul style="list-style-type: none"> Number of workshops and best practice meeting delivered Union inspectors attending workshops attendees satisfaction Percentage of EU-NAFO/NEAFC inspectors at sea trained Percentage of EU-ICCAT inspectors at sea trained 	>1 >80% 76% 75%	At least 1 per region Attendees satisfaction (good or very good) >80% 50% 50%	At least 1 per region Attendees satisfaction (good or very good) >80% 50% 50%	Quarterly report
MAIN OUTPUTS				
1. Quarterly reports regarding JDPs in the Mediterranean Sea and Black Sea and in International waters managed by NAFO, NEAFC ICCAT and GFCM. 2. Mission reports for the participation in control activities in international waters delivered. 3. Multipurpose cooperation with Frontex and EMSA, in the support of national authorities carrying out coast guard functions 4. Advanced workshop(s) and best practice meetings for Member States Union inspector (regional level) delivered 5. Operation of chartered control platform(s)				
Multiannual index to be used as a trend for compliance evaluation purposes				
<ul style="list-style-type: none"> Number of inspections and inspections with at least 1 suspected infringement by JDP Ratios for inspections with at least 1 suspected infringement detected by JDP Number of attendees to regional workshops by EFCA 				

Objective 3				
Running of the Maritime Operation Centre using the applications and software services to promote transparency between Member States FMCs and for the effective cooperation between relevant EU Agencies and Member States in the context of the EUCG functions.				
EXPECTED RESULTS				
1. High use by the participating parties of the data provided in the operations 2. Increased transparency between the Member States in the JDPs 3. Contribution to the EFCA user needs definition regarding the operational applications 4. Sharing and analysing of available information for the implementation of the CFP and of the cooperation to support national authorities carrying out coast guard functions.				
PERFORMANCE INDICATORS	ACHIEVED 2015	EXPECTED 2016	TARGET 2017	MEANS AND FREQUENCY
FIS systems • Connected MS rate for VMS • Connected MS rate for ERS • Connected MS rate for FISHNET • Connected MS rate for EIR	100% 30% 100% n/a	per JDP) 100% (per JDP) 100% (per JDP) 100% As per agreement with MS	(per JDP) 100% (per JDP) 100% (per JDP) 100% As per agreement with MS	Quarterly report
User evaluation of the ERS, EIR, Fishnet and MARSURV applications.	25%	< 10% non-satisfaction rate per JDP from participating MS	< 10% non-satisfaction rate per JDP from participating MS	Quarterly report
Meetings and missions to promote the use of the FIS with the MS	n/a	n/a	4	Quarterly report
Meetings and missions to other agencies MOC for interoperability	n/a	n/a	2	Quarterly report
MAIN OUTPUTS				
1. High availability of a continuous service of providing data through its operational applications. 2. Operational applications apt for their purpose 3. Meetings and missions to promote the use of the operational applications for the benefit of the Member States' joint control activities performed. 4. Management of data with other agencies				

2.1.3. Resources - ABMS Code 1.1 (Objectives 1,2,3)

Staff	4 AD, 14 AST, 4 CA, 6 SNE
Standard Budget	775.000
ABMS	4.983.562



2.2. Harmonisation and standardisation (ABMS CODE 1.2)

2.2.1. Overview of the Activity

Description:

This activity delivers the strategic planning and assessment through harmonisation and standardisation in the performance of fisheries inspections by:

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

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

- Assisting the European Commission and the Member States in their relations with RFMOs and third countries, promoting the implementation of the control standards of the EU at international level;
- Contribute to the implementation of the EU Integrated Maritime Policy through interagency cooperation on Coast Guard functions, especially with EMSA and FRONTEX in support of the Member States;

- Charter of control means by EFCA dedicated to fisheries control shall be organised, being available to cooperate with other objectives in the framework of multipurpose European operations.

Added value:

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

Challenges:

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

Link with multiannual objectives:

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

Legal basis:

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

2.2.2. Objectives, indicators, expected results and outputs

Objective 4				
Harmonising the implementation of the Common Fisheries Policy in EU waters, including through PACT regional projects				
EXPECTED RESULTS				
1. Improved harmonisation and standardisation at a regional level through the organisation of regional steering group meetings 2. Improved cost-effectiveness through the planning of the regional control operations (JDPs and operational plans) 3. Assessment of the regional control operations (JDP and operational plans), including the definition of major risks for the control activities; Interoperability with other agencies and Member States Authorities; 4. Assistance to Member States, including to Regional Bodies, and the European Commission in the implementation of projects related to the CFP, as the landing obligation				
PERFORMANCE INDICATORS	ACHIEVED 2015	EXPECTED 2016	TARGET 2017	MEANS AND FREQUENCY
1. Planning of control operations delivered timely	Quarter 4	Quarter 4	Quarter 4	Quarterly report
2. Assessment reports JDPs 2016 delivered before 1 July 2017	100%	100%	100%	Quarterly report
3. Risk management implemented for landing obligation	5 regions	At least 4 regions	100%	Annual report
MAIN OUTPUTS				
1. Report on the Assistance from EFCA to Member States, including to Regional Bodies, and the European Commission in projects related to the implementation of the CFP, including PACT regional projects 2. Reports on the regional steering group meetings 3. Planning and assessment of the regional control operations, (JDP and operational plans) including PACT regional projects delivered 4. Planning of EUCG multipurpose operations including drills 5. Two workshops on landing obligation organised 6. Report on the implementation of the landing obligation by region delivered				



Objective 5				
Harmonisation of implementation of CFP in Mediterranean Sea, Black Sea and external waters, and Cooperation with Third Countries and international organisations dealing with fisheries (RFMO's)				
EXPECTED RESULTS				
1. Improved harmonisation and standardisation at a regional level through the organisation of regional steering group meetings. 2. Improved cost-effectiveness through the planning of the regional control operations (JDPs and operational plans) 3. Assessment of the regional control operations (JDP and operational plans), including the definition of major risks for the control activities 4. Promote compliance and level playing field in the fisheries control in third countries and RFMOs 5. Implementation of the tasks delegated to EFCA in relation to RFMOs and Third Countries 6. Missions in third countries under SFPA ³²				
PERFORMANCE INDICATORS	ACHIEVED 2015	EXPECTED 2016	TARGET 2017	MEANS AND FREQUENCY
1. Planning of control operations delivered timely	Quarter 4	Quarter 4	Quarter 4	Quarterly report
2. Assessment reports JDPs 2016 delivered before 1 July 2017	100%	100%	100%	Quarterly report
3. % of RFMOs and Third Countries to which EFCA assisted in comparison with EC requests	100%	100%	100%	Quarterly report
4. % of Implementation of the tasks delegated by the EC in relation to RFMOs and Third Countries	100%	100%	100%	Quarterly report
MAIN OUTPUTS				
1. Report on the assistance from EFCA to Member States, including to Regional Bodies, and the European Commission in projects related to the implementation of the CFP, including PACT regional projects 2. Reports on the regional steering group meetings 3. Planning and assessment of the regional control operations, (JDP and operational plans) including PACT regional projects delivered 4. Planning of EUCG multipurpose operations Including drills 5. Report of cooperation with Third countries and RFMOs 6. Report on the implementation of the tasks delegated to EFCA in relation to RFMOs and Third Countries				

³² The European Commission estimates 3 missions in 2017.

Objective 6				
Contribute to the implementation of the EU Integrated Maritime Policy through interagency cooperation on coast guard functions				
EXPECTED RESULTS				
1. Support to the EU regarding the implementation of the EU integrated Maritime Policy 2. Cooperation on EU Coast Guard functions with EMSA and FRONTEX in benefit of MS coast guard authorities 3. Control means chartered and deployed following the agreed planning of operations 4. Coordinated implementation of the EU Coast Guard Pilot Project defining future interagency cooperation 5. Coordinated implementation of the Pilot project "Modernising fisheries controls and optimising vessel monitoring through the use of innovative European Systems" (MARSURV) 6. Exchange of information with EMSA and FRONTEX				
PERFORMANCE INDICATORS	ACHIEVED 2015	EXPECTED 2016	TARGET 2017	MEANS AND FREQUENCY
1. Number of regions with operations organised in cooperation with EMSA and FRONTEX	n/a	n/a	1	Quarterly report
2. Percentage of EFCA chartered means operational days carried out in multipurpose operations	n/a	n/a	60%	Quarterly report
3. EFCA contribution to Final report to the EU CG Pilot Project delivered before 1 July 2017	n/a	n/a	100%	July 2017
4. EFCA final report Pilot project "Modernising fisheries controls and optimising vessel monitoring through the use of innovative European Systems" (MARSURV) delivered before December 2017	n/a	n/a	100%	December 2017
MAIN OUTPUTS				
1. Active participation and expert input in initiatives related with the implementation of the EU integrated maritime policy 2. Fisheries control and multipurpose activities delivered by the EFCA chartered means 3. Final report of EU Coast Guard Pilot project 4. Final report of Pilot project "Modernising fisheries controls and optimising vessel monitoring through the use of innovative European Systems" (MARSURV)				

2.2.3. Resources - ABMS Code 1.2 (Objectives 4,5,6)

Staff	7 AD, 4,5 AST, 2 CA
Standard Budget	4.764.000
ABMS	8.482.143



2.3. Assistance and expertise (ABMS CODE 1.3)

2.3.1. Overview of the Activity

Description:

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

- Fostering joint projects in cooperation with Member States to implement regional risk assessment, evaluation of compliance trends, cost of the control operations, harmonisation of inspection methods, and support to the implementation of new control technologies

The projects serve to establish a common basis to be implemented at national or regional level, and will be used in the JDPs and/or operational plans. These projects may also be implemented in the international arena if requested by the EC.

- Assisting Member States authorities and the Commission in the implementation of the control aspect of the EU IUU Catch Certification scheme through the organisation of workshops and exchange of experiences, and the assistance to the European Commission in their role to organise and deploy evaluation missions to Third Countries;
- Assisting Member States in the training of the Fisheries inspectors, through:
 - The organisation of training workshops and seminars at regional and MS 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, EFCA will, together with FRONTEX and EMS contribute to a common Sectoral Qualification Framework for Member States authorities implementing coast guard functions.
- EFCA will continue to develop, enhance and maintain the integrated Fisheries Information System, derived from the Control Regulation and will include

EFCA specific applications designed to support the coordination and training activities. EFCA will maintain its commitment within the EIRWG. This includes providing fisheries related data input through the EU data node to a common recognised maritime operational surface picture to be used by the agencies' MOC in the context of the EUCG functions activities.

Added value:

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

Challenges:

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

Link with multiannual objectives:

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

Legal basis:

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

2.3.2. Objectives, indicators, expected results and outputs

Objective 7				
Promoting effectiveness and efficiency of control operations				
EXPECTED RESULTS				
1. Major risk drivers and mitigation measures for priority risks identified by regional risk analysis developed in each JDP/operational plan area and in regional areas on request of the Member States 2. Compliance trends identified in the different JDPs, and in regional areas on request of the Member States 3. Contribution to the EFCA users' needs definition regarding the software for operational applications 4. Identification of cost-effective monitoring through an evaluation of the costs of JDPs and operational plans 5. Assistance to MS to facilitate successful enforcement of procedures and standardisation of inspection practices 6. Provide expertise on the control aspects in preparation of new or updating existing regulations upon EC request				
PERFORMANCE INDICATORS	ACHIEVED 2015	EXPECTED 2016	TARGET 2017	MEANS AND FREQUENCY
1. JDPs/operational plans with a full regional risk analysis system established	80%	80%	80%	Annual report
2. Methodology for compliance evaluation implemented in agreed specific fisheries	No request	100%	100%	Annual report
3. Implementation of cost estimation model in JDPs	100%	100%	100%	Annual report
4. Project on MS procedures and requirements delivered by some regions	n/a	2 regions	4 regions	Annual report
5. Project on standardisation of inspection practices delivered by some regions	n/a	n/a	2 regions	Annual report
MAIN OUTPUTS				
1. Updated Regional risk analysis report by JDP/region delivered 2. Report on compliance trends in JDP/region delivered 3. Report on the support to the EU expert group on compliance delivered 4. Report on the evaluation of the costs of JDPs and operational plans delivered 5. Regional reports on MS procedures and requirements to be considered by Union inspectors when acting in waters of another Member State and follow-up delivered 6. Report on Project on standardisation of inspection practices delivered				



Objective 8				
Development and maintenance of the EU Data Node from the Fisheries Information System (FIS) for supporting the Maritime Operation Centre				
EXPECTED RESULTS				
High availability and efficient exchange of fisheries control data for the uniform application of the rules of the Common Fisheries Policy and interoperability with other agencies MOC and information systems				
PERFORMANCE INDICATORS	ACHIEVED 2015	EXPECTED 2016	TARGET 2017	MEANS AND FREQUENCY
1. Operational applications developed or updated according to established Data Node project plan, based on clearly identified requirements	100%	90%	90%	Quarterly report
2. Timely adaptation of internal and external system (i.e. Marsurv) in the pilot project on "Modernising fisheries controls and optimising vessel monitoring through the use of innovative European Systems"	n/a	30%	100%	December 2017
3. Timely delivery of detailed study of the technical requirements for the creation of an EU Data Node for the fisheries related data, in support of the EUCG functions	n/a	n/a	100%	June 2017
MAIN OUTPUTS				
1. Detailed study of the technical requirements for the creation from the FIS of an EU data node of the Maritime Operation Centre for the fisheries related data, in support of the EUCG functions 2. Access and interoperability with other agencies MOC and information systems 3. Continuous service of operational and training environments for the EFCA suite of operational applications 4. Yearly development and maintenance plans for each system 5. Conclusion of Specific contracts 6. Reports on the development of new operational functionalities or applications in accordance with agreed plan including the EIR Working Group 7. Provision of supporting documents such as manuals for the use of the operational applications 8. User-defined application IT tools for the provision of an integrated maritime awareness picture including the new Marsurv IUU service 9. ID cards for Union inspectors issued				

Objective 9				
Provision of training activities and Sectoral Qualification Framework in support of the effective and uniform application of the CFP, including fisheries control expertise in the context of the EUCG functions				
EXPECTED RESULTS				
1. Contribution to the preparation of a practical handbook on European cooperation on coastguard functions, containing guidelines, recommendations and best practices for the exchange of information in the context of the EUCG functions 2. Harmonised methodology for training of inspectors 3. Updated Core curriculum available 4. Development of e-learning courses 5. Support to MS training activities on request				
PERFORMANCE INDICATORS	ACHIEVED 2015	EXPECTED 2016	TARGET 2017	MEANS AND FREQUENCY
1. Final report regarding tasks 3 to the EUCG Pilot Project delivered before July 2017	n/a	n/a	100%	July 2017
2. Training steering group meeting organised	1	1	2	Quarterly report
3. Updated CC courses published by December 2017	100%	100%	100%	Quarterly report
4. Number of e-learning courses (Available on e-learning platform)	2	3	6	Quarterly report
5. Number of MS using CC training material (Inspection at sea, Port inspection, and General principles & specific types of inspection)	30% of coastal MS	>60% of coastal MS	>80% of coastal MS	Quarterly report
MAIN OUTPUTS				
1. Training manuals in collaboration with EMSA and Frontex in the context of the EUCG functions delivered 2. Report from training steering group meetings 3. Core Curricula existing manuals updated according to plan 4. Specialised e-learning courses delivered in accordance with the priorities set by the Training Steering Group 5. EFCA support to Member State's national training services granted as agreed with the Member State 6. Advanced workshop(s) and best practices meetings for Member States Union inspectors (national level) delivered				



Objective 10				
Provide assistance to the European Commission and the Member States in order to ensure uniform and effective application of the rules of Council Regulation (EC) No 1005/2008				
EXPECTED RESULTS				
1. Implement the agreed programme of assistance to the European Commission in connection with the evaluation mission to Third Countries 2. Increased collaboration between Member States IUU competent authorities in the verification process and risk analysis relating to the import of fisheries products to the EU.				
PERFORMANCE INDICATORS	ACHIEVED 2015	EXPECTED 2016	TARGET 2017	MEANS AND FREQUENCY
1. Number of evaluation missions in third countries	4	4	4	Quarterly report
2. Number of catch certificates and processing statements analysed	1873	1500	1500	Quarterly report
3. IUU workshops and seminars satisfaction rate	>80%	Attendees satisfaction (good or very good) >80%	Attendees satisfaction (good or very good) >80%	Quarterly report
MAIN OUTPUTS				
1. Reports on analysis and missions in Third Countries 2. Organisation and reports on the IUU steering group meeting 3. Workshop and seminars for Member States IUU competent authorities delivered				
Multiannual index to be used as a trend for compliance evaluation purposes				
• IUU training sessions and seminars number of participants, including by e-training				

2.3.3. Resources - ABMS Code 1.3 (Objectives 7,8,9,10)

Staff	10 AD, 0,5 AST,1 CA, 1 SNE
Standard Budget	1.325.000
ABMS	3.647.295

3. HORIZONTAL TASKS

3.1. Communication

3.1.1. Overview of the tasks

Description

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

Added value:

To ensure that EFCA's stakeholders and target audiences understand the Agency's mission and positively perceive the Agency as a well-qualified operational and technical body which efficiently meets its objectives.

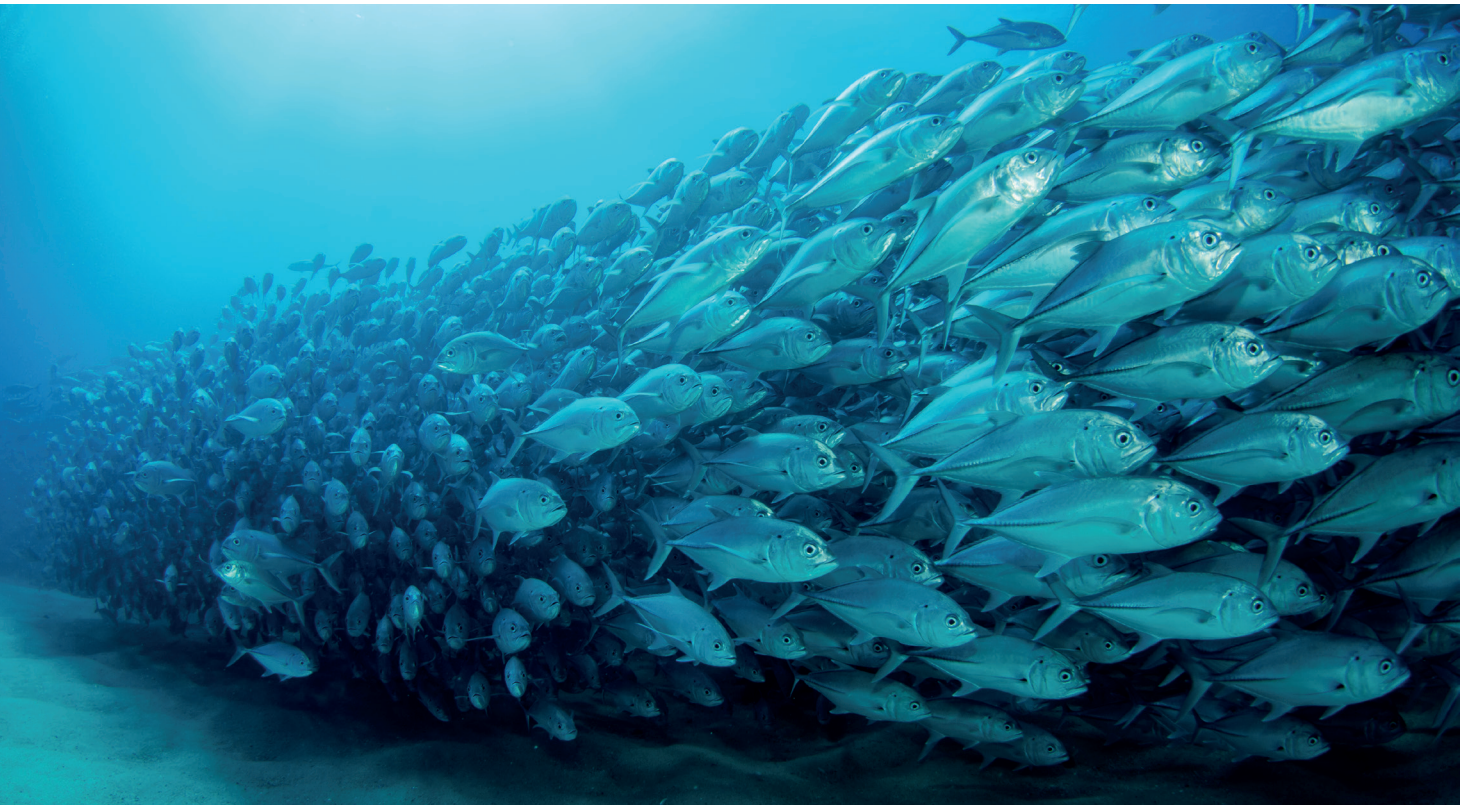
Challenges:

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

Link with multiannual objectives:

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

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





3.1.2. Objectives, indicators, expected results and outputs

Objective 11				
Ensure that EFCA's target audiences: stakeholders, general public, institutions, local audience and EFCA staff understand the Agency's mission, positively perceive the Agency as a well-qualified operational and technical body which efficiently meets its objectives and have a direct flow of information with the EFCA. Through its communication strategy, the EFCA promotes a culture of compliance and fosters the European Union values.				
EXPECTED RESULTS				
1. Stakeholders are informed about fisheries sustainability, the CFP rules in general and control measures concretely 2. General public is aware of the work of the EFCA in the area of control of the Common Fisheries Policy 3. Local public is familiar with the general values of the European Union 4. Institutional partners are well informed about the Agency's work and mission 5. EFCA staff: keep staff informed and involved in EFCA's work				
PERFORMANCE INDICATORS	ACHIEVED 2015	EXPECTED 2016	TARGET 2017	MEANS AND FREQUENCY
1. Number of visits to the EFCA by stakeholders	8	6	6	Quarterly report
2. Participation in meetings of ACs or other stakeholders	6	6	6	Quarterly report
3. Followers in Twitter	n/a	200	300	Quarterly report
4. Number of page views to the EFCA website	5576	5000	5000	Quarterly report
5. Publications produced	2	2	2	Quarterly report
6. Followers in Facebook and LinkedIn	n/a	300	400	Quarterly report
7. Number of international events, fairs, information seminars or conferences on Fisheries that the EFCA attended	n/a	7	7	Quarterly report
8. Number of meetings or events with a local public	8	4	4	Quarterly report
9. Meeting with all staff when relevant	4	2	2	Quarterly report
10. Satisfaction with EFCA's intranet	n/a	80%	80%	Quarterly report
MAIN OUTPUTS				
1. Organisation of visits in EFCA premises 2. Attendance to relevant meetings for the Agency 3. Presentations and briefings delivered in the different meetings 4. Ensuring the quality and timeliness of EFCA's website content and other online presence 5. EFCA presence in the main EU fairs, events, information seminars or conferences related to Fisheries 6. Layout and distribution of the main publications of the Agency 7. Effective communication tools available for trainings, visits, fairs or presentations 8. Strong media relations on the topics covered by the EFCA 9. Cohesive visual identity respected in the Agency 10. Communication of the main results of the EFCA work on its website 11. Organisation of international and local events with vast local institutional presence and media coverage 12. Cooperation with the EC Representation Office and EU Communication relays 13. Organisation of visits to the EFCA 14. Presentations to institutional partners 15. Holding staff meetings after the Administrative Board meetings as well as when there are major developments within the EFCA 16. Keep updated a collaborative intranet which will boost communication 17. Organise social events that can favour cross-unit and informal communication				

European Fisheries Control Agency

3.2. Governance and representation

3.2.1. Overview of the tasks

Description:

Governance and representation gathers the Administrative Board, Advisory Board and representation and networks horizontal tasks. The Administrative Board is the governing and controlling body of EFCA. It is composed of six members representing the European Commission and one representative per Member State.

The Advisory Board is composed of one representative of each Advisory Council (AC) and was established by the Agency founding regulation to advise the Executive Director and to ensure close cooperation with stakeholders. Representation and networks embeds EFCA's representation and participation to external meetings.

Added value:

The Administrative Board combines governance and expertise. The Advisory Board provides valuable information to be considered in the Multiannual and Annual work programmes of the Agency and in the development and assessment of the Agency activities.

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

Challenges:

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

Link with multiannual objectives:

- Ensure EFCA good governance, transparency and accountability.

Legal basis:

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





3.2.2. Objectives, indicators, expected results and outputs

Objective 12				
Provide the EFCA Administrative Board with the capacity of achieving its responsibilities in governance and expertise				
EXPECTED RESULTS				
1. EFCA Administrative Board regularly and effectively informed of the EFCA's work and developments 2. EFCA Administrative Board ensures the matching of tasks foreseen for the Agency in the multiannual and annual work programme and resources available to the Agency				
PERFORMANCE INDICATORS	ACHIEVED 2015	EXPECTED 2016	TARGET 2017	MEANS AND FREQUENCY
1. Number of Administrative Board meetings	2	2	2	Quarterly report
2. Preparation and notification of the Board decisions in due course	100%	100%	100%	Quarterly report
3. Preparation and notification of the Board Agency Multiannual work programme & Annual work programme and Annual Report in due course	100%	100%	100%	Quarterly report
4. Preparation, adoption and notification of Budget and the Accounts in due course	100%	100%	100%	Quarterly report
5. 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	100%	100%	100%	Quarterly report
MAIN OUTPUTS				
1. Agency Administrative Board Decisions 2. Adoption of the Agency Multiannual work programme and Annual work programme (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 13				
Ensure an effective dialogue at the level of the Advisory Councils through the Advisory Board				
EXPECTED RESULTS				
Close cooperation with the Advisory Councils ensured				
PERFORMANCE INDICATORS	ACHIEVED 2015	EXPECTED 2016	TARGET 2017	MEANS AND FREQUENCY
1. Number of Advisory Board meetings	2	2	2	Quarterly report
2. Advisory Board conclusions to be prepared, delivered and notified to the Advisory and Administrative Board in due course	100%	100%	100%	Quarterly report
MAIN OUTPUTS				
Advisory Board advice regarding the Multiannual and Annual work programme of the Agency, containing the main concerns, needs and priorities of the stakeholders to be considered in the Agency field of action				

Objective 14				
Ensure the Agency representation, cooperation, dialogue and transparency with other institutional bodies, EU agencies and third parties				
EXPECTED RESULTS				
1. Synergies with other Institutions and bodies enhanced 2. EU institutions and bodies and general stakeholders informed on EFCA activities				
PERFORMANCE INDICATORS	ACHIEVED 2015	EXPECTED 2016	TARGET 2017	MEANS AND FREQUENCY
1. Rate of participation on the Heads of Agencies and Heads of Administration	2 meetings	2 meetings	2 meetings	Quarterly report
2. List of meetings where EFCA has participated to be communicated to the Administrative Board	Presented twice	Twice a year under the AB Information from the Executive Director	Twice a year under the AB Information from the Executive Director	Quarterly report
MAIN OUTPUTS				
1. Attendance to relevant meetings for the Agency 2. Contribution to the EU decentralised Agencies working groups 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

Staff	5 AD, 2 AST
Standard Budget	229,000 ³³
ABMS	N/A

3.3. Horizontal support

3.3.1. Overview of the tasks

Description:

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

Added value:

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

Challenges:

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

Link with multiannual objectives:

- Ensure the efficient use of EFCA resources.

Legal basis:

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

³³ It includes expenditure related to communication, representation, administrative missions and the Administrative and Advisory board meetings.



3.3.2. Objectives, indicators, expected results and outputs

Objective 15				
1. 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 2. Ensure the rationalisation, simplification, scalability and streamlining of EFCA's processes				
EXPECTED RESULTS				
1. Increase of efficiency in the administration through further efforts in the area of e-administration and maintain the levels already achieved in this respect. 2. Maintaining high levels of budget implementation performance through close budget programming, reporting and regular follow up of the information gathered from the financial systems and the input from the operational units. 3. Compliance with all legal requirements in the operational and administrative fields ensured. 4. Smooth functioning of the EFCA premises on a day to day basis, managing and coordinating ongoing services like reception, security, building maintenance etc. ensured. 5. Highly available, secure and cost effective ICT services to support the EFCA business processes and its internal/ external operational activities ensured				
PERFORMANCE INDICATORS	ACHIEVED 2015	EXPECTED 2016	TARGET 2017	MEANS AND FREQUENCY
1. Execution payments appropriations	92,2%	>70%	>70%	Quarterly report
2. Percentage of planned procurements launched	88%	>80%	>80%	Quarterly report
3. Open remarks/ recommendations from ECA and IAS	3	<2	<2	Quarterly report
4. Contracts concluded and managed for the provision of ICT services.	n/a	100%	100%	Quarterly report
5. Hardware and software acquired, maintained and updated according to plan	n/a	100%	100%	Quarterly report
6. Procedures for the running of the ICT services created, updated and agreed	n/a	5	5	Quarterly report
7. Availability rate for all operational applications hosted by EFCA	98,65%	95%	95%	Monthly
MAIN OUTPUTS				
1. Increase the extent to which the already existing modules of e-Prior and other systems related to administration (Sysper, MIPs...) are used 2. Reporting to management on administrative implementation and forecasted information (budget, recruitment, procurement, training, etc.) 3. Coordination with the operational units for a regular update of the programming information 4. Ensure staff development, rights and obligations 5. Organisation of financial, HR and procurement and other trainings to new staff and/or ad-hoc trainings to all staff when needed 6. Follow up on the FR and RAP applicable, and advising staff on financial and budget issues 7. Advising on and verifying contracts and procurement procedures 8. Application of adequate security and safety measures 9. Keep the assets management updated and proceed to regular checks (Assets registration, physical tracking, declassification, etc.) 10. Monitor the impact of the Agency on the environment, assess and compare with standards, improve or limit where possible 11. Providing legal advice to the Executive Director and the units 12. Internal application of Data Protection Regulation 13. Provision of adequate hardware and software solution for the highly available and secure running of the corporate and operational applications 14. Development of IT synergies with other agencies 15. Provision of Service Desk for the user of the corporate applications, equipment and services as well as for the first line of support for the operational applications.				

3.3.3. Resources

Staff	5 AD, 9 AST, 4CA
Standard Budget	N/A
ABMS	N/A

4. EXECUTIVE DIRECTOR KEY PERFORMANCE INDICATORS (KPIs)

Executive Director KPI's			
KPIs IN RELATION TO OPERATIONAL OBJECTIVES			
Objective: To provide evidence of the Agency performance			
KPI	ACHIEVED 2015	EXPECTED 2016	TARGET 2017
Timely submission of the draft AWP (SPD)	100%	100%	100%
Percentage of completion of the activities of the AWP	97.4%	> 80%	> 80%
Timely achievement of objectives of the AWP	96.2%	> 80%	> 80%
KPIs IN RELATION TO MANAGEMENT OF FINANCIAL AND HUMAN RESOURCES			
Objective: To provide evidence of the Agency performance			
KPI	ACHIEVED 2015	EXPECTED 2016	TARGET 2017
Rate (%) of implementation of Commitment Appropriations	99.6%	> 95%	> 95%
Rate (%) of cancellation of Payment Appropriations	0.7%	<5%	<5%
Rate (%) of outturn (Total payments in year N and carry-forwards to Year N+1, as a % of the total EU funding and fee income, where applicable, received in Year N)	1.0%	<5%	<5%
Rate (%) of payments executed within the legal/contractual deadlines	100%	> 98%	> 98%
Objective: To provide evidence of the Agency performance			
KPI	ACHIEVED 2015	EXPECTED 2016	TARGET 2017
Rate (%) of external and accepted internal audit recommendations implemented within agreed deadlines (excluding 'desirable')	100%	100%	100%
Objective: To provide evidence of the Agency performance			
KPI	ACHIEVED 2015	EXPECTED 2016	TARGET 2017
Average vacancy rate (% of authorised posts of the annual establishment plan which are vacant at the end of the year, including job offers sent before 31st December)	0%	≤ 5%	≤ 5%
Annual average days of short term sick leave per staff member	3	<6	<6
Number of complaints under Article 90 (2) SR with a positive outcome per 100 staff members	0	≤ 5	≤ 5



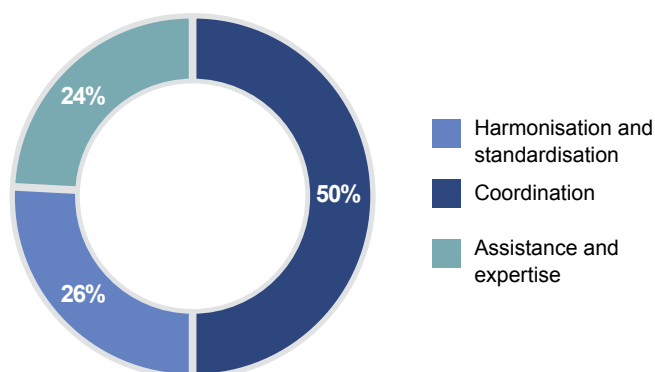
ANNEXES

ANNEX I: RESOURCE ALLOCATION PER ACTIVITY

2017 RESOURCE ALLOCATION

CODE	ACTIVITY	BUDGET ALLOCATION (€)	BUDGET ALLOCATION (%)	STAFF DEDICATION (%)
1.1	COORDINATION	4.983.562	29%	50%
1.2	HARMONISATION AND STANDARDISATION	8.482.143	50%	26%
1.3	ASSISTANCE AND EXPERTISE	3.647.295	21%	24%
	TOTAL	17.113.000	100%	100%

Staff Dedication (%)



2018-2020 RESOURCE ALLOCATION ESTIMATION

CODE	ACTIVITY	FORECAST 2018	FORECAST 2019	FORECAST 2019
1.1	COORDINATION	4.896.198	4.876.978	4.921.533
1.2	HARMONISATION AND STANDARDISATION	8.333.446	8.300.733	8.376.568
1.3	ASSISTANCE AND EXPERTISE	3.583.356	3.569.289	3.601.898
	TOTAL	16.813.000	16.747.000	16.900.000

ANNEX II: FINANCIAL RESOURCES

Table 1 – Expenditure

EXPENDITURE	2016		2017	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	6.479.000	6.479.000	7.949.000	7.949.000
Title 2	1.330.000	1.330.000	2.300.000	2.300.000
Title 3	2.158.000	2.158.000	6.864.000	6.864.000
Total expenditure	9.967.000	9.967.000	17.113 000	17.113 000

EXPENDITURE	Commitment appropriations								
	Executed Budget 2015	Budget 2016	Draft Budget 2017		VAR 2017/2016	Envisaged 2018	Envisaged 2019	Envisaged 2020	Envisaged 2021 ³⁴
			Agency	Budget					
Title 1 Staff Expenditure	6.089.195	6.479.000	7.949.000		23%	7.699.000	7.599.000	7.649.000	
11 Salaries & allowances	5.790.233	6.140.000	7.375.000		20%	7.282.000	7.282.000	7.332.000	
- of which establishment plan posts	5.257.174	5.225.000	6.445.000		23%	6.352.000	6.352.000	6.366.000	
- of which external personnel	533.059	915.000	930.000		2%	930.000	930.000	930.000	
12 Expenditure relating to Staff recruitment	91.689	110.000	307.000		179%	165.000	65.000	65.000	
13 Mission expenses	81.000	85.000	100.000		18%	100.000	100.000	100.000	
14 Socio-medical infrastructure and training	125.776	142.000	165.000		16%	150.000	150.000	150.000	
17 Receptions and events	497,30	2.000	2.000		0%	2.000	2.000	2.000	
Title 2 Infrastructure and operating expenditure	1.348.048	1.330.000	2.300.000		73%	2.155.000	2.155.000	2.155.000	
20 Rental of buildings and associated costs	294.013	311.400	480.000		54%	480.000	480.000	480.000	
21 Information and communication technology	515.960	350.000	1.075.000		207%	1.025.000	1.025.000	1.025.000	
22 Movable property and associated costs	45.693	31.600	165.000		422%	70.000	70.000	70.000	
23 Current administrative expenditure	22.582	22.000	53.000		141%	53.000	53.000	53.000	
24 Postage / Telecommunications	56.811	65.000							
25 Meeting expenses	71.634	62.000	72.000		16%	72.000	72.000	72.000	
26 Supplementary Services (external services, interpreter, translation)	274.044	433.000	400.000		-8%	400.000	400.000	400.000	
27 General info/ Communication expenses	67.311	55.000	55.000		0%	55.000	55.000	55.000	
Title 3 Operational expenditure	1.742.024	2.158.000	6.864.000		218%	6.959.000	6.993.000	7.096.000	
30. Capacity Building	961.547	1.233.000							
31. Operational Coordination	780.477	925.000							
32. Acquisition of Means		pm							
33. Coordination			775.000		0%	775.000	775.000	775.000	
34. Assistance and expertise			1.325.000		0%	1.325.000	1.325.000	1.325.000	
35. Harmonisation and standardisation			4.764.000		0%	4.859.000	4.893.000	4.996.000	
TOTAL EXPENDITURE	9.179.267	9.967.000	17.113.000		72%	16.813.000	16.747.000	16.900.000	

³⁴ To be determined.



European Fisheries Control Agency

EXPENDITURE	Payment appropriations								
	Executed Budget 2015	Budget 2016	Draft Budget 2017		VAR 2017/2016	Envisaged 2018	Envisaged 2019	Envisaged 2020	Envisaged 2021 ³⁵
			Age ncy	Budget					
Title 1 Staff Expenditure	6.033.318	6.479.000	7.949.000		23%	7.699.000	7.599.000	7.649.000	
11 Salaries & allowances	5.771.490	6.140.000	7.375.000		20%	7.282.000	7.282.000	7.332.000	
- of which establishment plan posts	5.252.413	5.225.000	6.445.000		23%	6.352.000	6.352.000	6.366.000	
- of which external personnel	519.077	915.000	930.000		2%	930.000	930.000	930.000	
12 Expenditure relating to Staff recruitment	91.689	110.000	307.000		179%	165.000	65.000	65.000	
13 Mission expenses	70.366	85.000	100.000		18%	100.000	100.000	100.000	
14 Socio-medical infrastructure and training	99.446	142.000	165.000		16%	150.000	150.000	150.000	
17 Receptions and events	327	2.000	2.000		0%	2.000	2.000	2.000	
Title 2 Infrastructure and operating expenditure	1.071.127	1.330.000	2.300.000		73%	2.155.000	2.155.000	2.155.000	
20 Rental of buildings and associated costs	267.862	311.400	480.000		54%	480.000	480.000	480.000	
21 Information and communication technology	376.937	350.000	1.075.000		207%	1.025.000	1.025.000	1.025.000	
22 Movable property and associated costs	35.790	31.600	165.000		422%	70.000	70.000	70.000	
23 Current administrative expenditure	21.927	22.000	53.000		141%	53.000	53.000	53.000	
24 Postage / Telecommunications	51.385	65.000							
25 Meeting expenses	71.634	62.000	72.000		16%	72.000	72.000	72.000	
26 Supplementary Services (external services, interpreter, translation)	214.100	433.000	400.000		-8%	400.000	400.000	400.000	
27 General info/ Communication expenses	31.492	55.000	55.000		0%	55.000	55.000	55.000	
Title 3 Operational expenditure	1.397.418	2.158.000	6.864.000		218%	6.959.000	6.993.000	7.096.000	
30. Capacity Building	718.883	1.233.000							
31. Operational Coordination	780.477	925.000							
32. Acquisition of Means		pm							
33. Coordination			775.000		0%	775.000	775.000	775.000	
34. Assistance and expertise			1.325.000		0%	1.325.000	1.325.000	1.325.000	
35. Harmonisation and standardisation			4.764.000		0%	4.859.000	4.893.000	4.996.000	
TOTAL EXPENDITURE	8.501.863	9.967.000	17.113.000		72%	16.813.000	16.747.000	16.900.000	

³⁵ To be determined.

Table 2 – Revenue

Revenues	2016 Revenues estimated by the agency	2017 Budget Forecast
EU contribution	9.217.000	17.113.000
Other revenue	750.000	
Total revenues	9.967.000	17.113.000
Of which Operational (Title 3)		
Of which assigned revenues deriving from previous years' surpluses		
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)		
of which EFTA (Title 1 and Title 2)		
of which Candidate Countries		
4 OTHER CONTRIBUTIONS		
of which delegation agreement, ad hoc grants	750.000	
5 ADMINISTRATIVE OPERATIONS		
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT		
7 CORRECTION OF BUDGETARY IMBALANCES		
TOTAL REVENUES	9.967.000	17.113.000



Table 3 – Budget outturn and cancellation of appropriations

Calculation budget outturn

Budget outturn	2013 (N-4*)	2014 (N-3*)	2015 (N-2*)	FORECAST 2019
Revenue actually received (+)	9.224.304	9.225.129	9.238.419	4.921.533
Payments made (-)	-7.728.506	-8.150.792	-8.501.863	8.376.568
Carry-over of appropriations (-)	-1.362.861	-982.322	-677.405	3.601.898
Cancellation of appropriations carried over (+)	127.258	58.540	33.906	
Adjustment for carry over of assigned revenue appropriations from previous year (+)	-	-	-	
Exchange rate differences (+/-)	30	- 3.320	-383	
Adjustment for negative balance from previous year (-)	-	-		
Total	260.165	147.235	92.674	16.900.000

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

Descriptive information and justification on:

- Budget outturn
The budget outturn has been reduced in comparison to 2014 results. The 92 000 result includes approx. 21 000 of additional revenue derived from the bank interest generated and refunds of the Translation Centre (CDT).
- Cancellation of commitment appropriations
The unused commitment appropriations in 2015 represent 0.4% of the total commitment appropriations of 2015.
- Cancellation of payment appropriations for the year and payment appropriations carried over
The agency does not have differentiated appropriations.
The total cancellation of appropriations has been decreased in comparison to 2014 (from 1.3% to 0.7%).
In respect of the C1 payment appropriations cancellation, EFCA executed 99.6% of its budget in 2015, and did not consume 0.4% of the payment appropriations.

In respect of the C8 payment appropriations cancellation, the cancellations have decreased by 42% in respect of the cancellations of C8 in 2014.

ANNEX III: HUMAN RESOURCES - QUANTITATIVE

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

Staff population		Actually filled as of 31.12.2014	Authorised under EU budget 2015	Actually filled as of 31.12.2015	Authorised under EU budget for year 2016	Draft budget for year 2017	Envisaged in 2018	Envisaged in 2019	Envisaged in 2020	Envisaged in 2021
Officials	AD									
	AST									
	AST/SC									
TA	AD	22	22	22	22	31	31	31	31	
	AST	30	30	30	29	30	30	30	30	
	AST/SC									
Total		52	52	52	51	61	61	61	61	
CA GF IV					2 ³⁶	2	2	2	2	
CA GF III		1	2	2	2	6	6	6	6	
CA GF II		3	3	3	3	3	3	3	3	
CA GFI										
Total CA		4	5	5	7	11³⁷	11	11	11	
SNE		2	4	4*	6.4	7	7	7	7	
Structural service providers		8,6	8,7	8,7	8,7	8,5	8,5	8,5	8,5	
Title 3		66,6	69,7	69,7	73,1	87,5	87,5	87,5	87,5	
External staff for occasional replacement		-	-	-	-	-	-	-	-	

• 7 SNE were working at EFCA by end of 2015. The total SNE work volume in 2015 was 44 man months (nearly 4 man years)

³⁶To be covered with revenue from grants

³⁷According to EFCA's estimates.



Table 2 – Multi-annual staff policy plan year 2017-2019

Category and grade	Establishment plan in EU Budget 2015		Filled as of 31/12/2015		Modifications in year 2015 in application of flexibility rule		Establishment plan in voted EU Budget 2016		Modifications in year 2016 in application of flexibility rule		Establishment plan in Draft EU Budget 2017		Establishment plan 2018		Establishment plan 2019		Establishment plan 2020		Establishment plan 2021		
	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	
AD 16		1		1								1									
AD 15																					1
AD 14																					
AD 13		2		2								2									2
AD 12		2		2								3									3
AD 11																					
AD 10		3		3								3									3
AD 9		6		6								6									6
AD 8		5		5								14									14
AD 7		1		1								2									2
AD 6		2		2																	
AD 5																					
Total AD	22	22	-	22	-	-	22	-	22	-	31	-	31	-	31	-	31	-	31	-	-
AST 11																					
AST 10		7		7								7									7
AST 9		3		3								3									3
AST 8		3		3								3									3
AST 7		8		8								8									8
AST 6		2		2								2									2
AST 5		6		6								6									6
AST 4																					
AST 3		1		1								1									1
AST 2																					
AST 1																					
Total AST	30	30	-	30	-	-	29	-	29	-	30	-	30	-	30	-	30	-	30	-	-
AST/SC1																					
AST/SC2																					
AST/SC3																					
AST/SC4																					
AST/SC5																					
AST/SC6																					
Total AST/SC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	52	52	-	52	-	-	51	-	51	-	61	-	61	-	61	-	61	-	61	-	-

ANNEX IV: HUMAN RESOURCES - QUALITATIVE

A. Recruitment policy

The recruitment policy in regard to the recruitment of temporary and contract agents and the length of contracts has remained unchanged since the MSPP 2016-2018 and is described below.

In 2015 EFCA has adapted new general implementing provisions for agencies regarding the procedure governing the engagement and use of temporary staff at agencies under Article 2(f) of the Conditions of Employment of Other Servants (CEOS) which specify the new rules for the selection and recruitment of temporary agents.

Officials

The Agency has not foreseen post of officials.

Temporary agents

Type of key functions:

The table below is an overview of types of Temporary Agents in relation to their function in the framework of the Agency's activities and objectives.

Temporary Agents		
Function / Job title	Profiles and tasks	Entry grade
Executive Director	Legal representative of the Agency developing and executing the Agency's strategic activities in accordance with its mission.	AD14
Head of Unit	(Unit A) Management of horizontal support activities ensuring the sound management of EFCA.	AD9/AD12
	(Unit B) Management of capacity building supporting control and inspection infrastructure and developing the human potential.	AD9/AD12
	(Unit C) Management of operational coordination facilitating an uniform and effective application of the CFP rules through the accomplishment of the objectives and benchmarks of the Specific Control and Inspection Programmes and the International Control and Inspection Schemes.	AD9/AD12
Deputy Head of Unit	Supporting, Deputising or temporarily replacing the Head of Unit in functions as predefined in the job description or as instructed.	AD9/AD11
	Providing coordination and expertise to the activities and objectives of the unit or/and to a specific area of activities ensuring effective day to day management and business continuity.	
Desk Manager, Senior Administrator	Providing coordination and expertise to the activities and objectives of a section, desk or a specific area of activities and ensuring effective day to day management and business continuity reflecting a higher level of complexity or a broader context. To contribute to the elaboration of joint deployment plans and to coordinate control, inspection and surveillance activities by national authorities under the relevant joint deployment plan.	AD7/AD8
Administrator	Providing Coordination and Expertise to the activities and objectives of a section, desk or a specific area of activities or expertise and ensuring effective day to day management and business continuity.	AD5/AD6
Senior Coordinator/ Senior Assistant	Coordinating inspections and control activities define and implement quality standards and timelines according to programmes and performing related tasks that require specific expertise and skills or professional experience of an higher level. Participate in the operational coordination of control, inspection and surveillance activities under the relevant joint deployment plan and assist to the elaboration and implementation and follow up of this joint deployment plan. Replace the desk manager in case of absence including in its function as chairman of the steering group. Providing Coordination and Expertise to the activities and objectives of a section, desk or a specific area of activities or expertise and ensuring effective day to day management and business continuity. Performing clerical duties, preparation and evaluation of dossiers in the respective domain with financial impact, execution and procedures and control of formalities, supervision of services, other equivalent tasks reflecting a higher level of complexity.	AD7/AD8 AST4
Coordinator/ Assistant	Coordinating inspections and control activities define and implement quality standards and timelines according to programmes and performing related tasks that require specific expertise and skills or professional experience. Participate in the operational coordination of control, inspection and surveillance activities under the relevant joint deployment plan and assist to the elaboration and implementation and follow up of this joint deployment plan. Performing clerical duties, preparation and evaluation of dossiers in the respective domain with financial impact, execution and procedures and control of formalities, supervision of services, other equivalent tasks reflecting a higher level of complexity (EFCA)	AD5 AST1/AST4
Assistant	Performing clerical duties, preparation and evaluation of dossiers in the respective domain with financial impact, execution and procedures and control of formalities, supervision of services, other equivalent tasks.	AST1/AST4



Selection procedure and recruitment:

Recruitment of temporary and contract 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 European Personnel Selection Office (EPSO).

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

The selection procedure generally includes the following steps:

- Nomination of the Selection Committee performing the selection which includes representatives of the Agency as well as staff representatives;
- Publication of a vacancy notice on the website of the Agency and on the EPSO website, including the job description, eligibility and selection criteria, the duration of the contract and the grade and other terms of reference for the selection;
- Preparation of the assessment by the Selection Committee;
- Pre-selection of candidates for interviews;

- Post-screening (prior invitations) of applications against the eligibility criteria by the HR Section;
- Interviews with assessment of candidates, including written tests;
- A short list of the most suitable candidates will be proposed by the Selection Committee to the ED, who will decide to adopt a reserve list of candidates to whom job offers may be made.

Length of contracts:

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

Entry grades:

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

Contract agents

Type of key functions:

The below table is an overview of types of Contract agents in relation to their function in the framework of the Agency's activities and objectives.

Contract Agents		
Function group	Job title	Profiles and tasks
Function group I	Administrative Agent	Manual and administrative support service tasks, implementation of routines, logistical and organisational tasks related to the efficient functioning of the Agency. The tasks are performed under the supervision of temporary staff.
Function group II	Administrative Assistant, Secretary	Clerical and secretarial tasks, office management, preparation and evaluation of dossiers in the respective domain with financial impact, execution and procedures and control of formalities, and other equivalent tasks. The tasks are performed under the supervision of temporary staff.
Function group III	Executive Assistant	Clerical and secretarial tasks, office management, preparation and evaluation of dossiers in the respective domain with financial impact, execution and procedures and control of formalities, and other equivalent tasks. The tasks are performed under the supervision of temporary staff.
Function group III	Executive Assistant	Executive tasks, drafting, accountancy, administrative and financial support and other equivalent tasks reflecting an higher level of complexity compared to function group II, and entailing, as relevant, the interpretation of applicable rules and general instructions, assessment of the needs to be met and proposal for actions to be taken. The tasks are performed under the supervision of temporary staff.
Function group IV	Assistant Administrator	Administrative, scientific or technical planning, advisory, supervisory and project management-related tasks or other tasks equivalent to the duties of an administrator, excluding formal management functions and responsibilities. The tasks are performed under the supervision of temporary staff.

European Fisheries Control Agency

Selection procedure and recruitment:

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

Length of contracts:

The Agency uses Contract agent contracts to assign specified tasks and projects on long and short term. The assignment of a Contract Agent function for long or short term duration will depend on the area and nature of the duties assigned in the context of the Agency's objectives and service requirements. Project related tasks will e.g. relate to short term assignments. Contracts may be concluded for a period between 3 months to 2 years. They may be extended for another period between 3 months and 2 years and converted into indefinite contracts at the second extension in accordance with the Conditions of Employment of Other Servants (CEOS).

Seconded national experts

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

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

Structural service providers

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

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

B. Appraisal of performance and reclassification/promotions

The annual appraisal exercise in 2015 has been performed under the implementing provisions of the Commission Decision of 16 December 2013 laying down general provisions for implementing Article 43 of the Staff Regulations and implementing the first paragraph of Article 44 of the Staff Regulations).

The annual reclassification exercises have been implemented under AB Decision No 11-W-07 of 16 September 2011. It is planned to update the rules for appraisal and reclassification for temporary agents and contract agents according to the standards of the European Commission and to the models set up for the agencies and agreed by the European Commission.



Table 1 - Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.Year 2014		How many staff members were promoted / reclassified in Year 2015		Average number of years in grade of reclassified / promoted staff members
	Officials	TA	Officials	TA	
AD 16					
AD 15					
AD 14		1			
AD 13		2			
AD 12					
AD 11					
AD 10		1			
AD 9		3		1	3
AD 8		8			
AD 7		4			
AD 6		1			
AD 5					
Total AD	0	20		1	3,00
AST 11					
AST 10					
AST 9		6		1	5,45
AST 8		4			
AST 7		4			
AST 6		2		2	4,8
AST 5		5		2	3,2
AST 4		6		1	3
AST 3		2			
AST 2					
AST 1					
Total AST	0	29		6	4,11
AST/SC1					
AST/SC2					
AST/SC3					
AST/SC4					
AST/SC5					
AST/SC6					
Total AST/SC	0	0		0	0
Total	0	49		7	

Table 2 - Reclassification of contract staff

Category and grade	Grade	Staff in activity at 1.01.Year 2014	How many staff members were reclassified in Year 2015	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16			
	15			
	14			
	13			
CA III	12			
	11			
	10			
	9	2	0	n/a
CA II	8			
	7			
	6			
	5	1	0	n/a
CA I	4	2	0	n/a
	3			
	2			
Total		5	0	n/a

C. Mobility policy

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

D. Gender and geographical balance

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

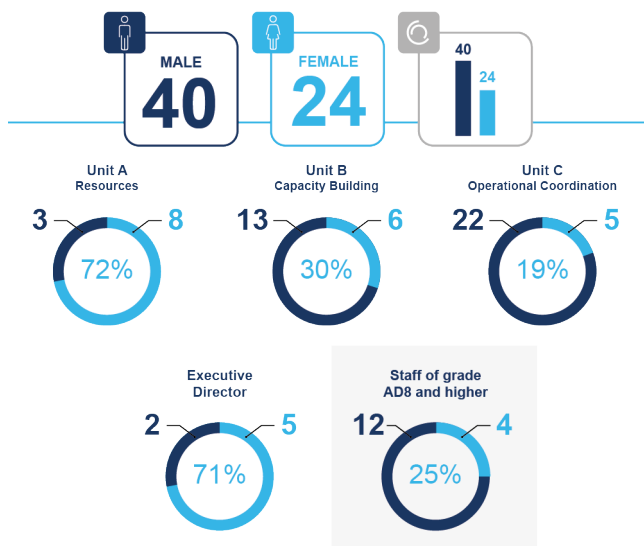




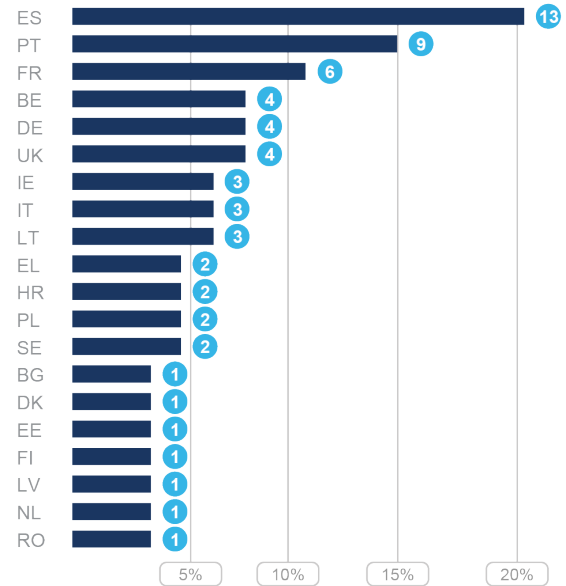
European Fisheries Control Agency

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

The general balance amounts to a 38% female staff. In the following illustration you can see the distribution of genders across the organisational units in absolute figures, including a balance for staff of grade AD.



EFCA staff and SNE by nationality (31/12/2015)



E. Schooling

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

EFCA staff and SNE are composed of 20 nationalities. In the following table you can see the distribution of temporary agents, contract agents and seconded national experts by nationality.

ANNEX V: BUILDINGS

Current building(s)

	Name, location and type of building	Other Comment
Information to be provided per building:	Odriozola Building Av. Garcia Barbón, 4 – 36201 Vigo (Pontevedra) Spain	Occupation of 6 floors (2nd to 7th) + Main entrance on ground floor. Due to new tasks and extra staff, Agency is considering the occupation of 1st floor of same Building (currently not occupied)
Surface area (in square metres) - Of which office space - Of which non-office space	Total surface area: ~ 3.200 m ² Office spaces and meeting rooms: ~ 2.900 m ² Ancillary surfaces (circulations, toilets, cafeteria, archives, etc.): ~ 300 m ²	
Annual rent (in EUR)	Rent (and building annex costs) 7th floor rent agreement + security arrangement on basement (with owner): 52.680,00 € Building general maintenance agreement (with owner): 10.500,00 €	
Type and duration of rental contract	7th floor: yearly renewable (tacitly) Security arrangement: for the duration of the occupation of the building by EFCA Building maintenance: yearly renewable (tacitly)	
Host country grant or support	Rent of floors 2 to 6, main entrance and 23 parking spaces paid directly by Spanish Authorities to the building owner.	
Present value of the building	n/a	

ANNEX VI: PRIVILEGES AND IMMUNITIES

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



ANNEX VII: EVALUATIONS

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

In line with article 39 of the Founding Regulation of the Agency, a 5 year external independent evaluation of the Agency was commissioned by the EFCA Administrative Board for the period 2007-2011. The evaluation started in April 2011 and assessed the impact of the Founding Regulation, the utility, relevance and effectiveness of the Agency and its working practices. It assessed the extent to which EFCA has contributed to the achievement of a high level of compliance with rules made under the Common Fisheries Policy. The evaluation results were presented in March 2012 during a Seminar to which the stakeholders were invited.

The Report indicates that the overall assessment of the governance and performance of EFCA has been positive. On the whole, governance arrangements have worked well. 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 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 forwarded by the European Commission to the European Parliament and the Council, and were made public: (<http://www.efca.europa.eu/en/content/external-evaluation>).

The recommendations issued by the Administrative Board are being taken into consideration in the multiannual and annual work programmes of the Agency. A summary of the main developments for each year is provided in the annual reports of the Agency.

The second 5 year external independent evaluation for the period 2012-2016 has started in 2016.



ANNEX VIII: RISKS YEAR 2017

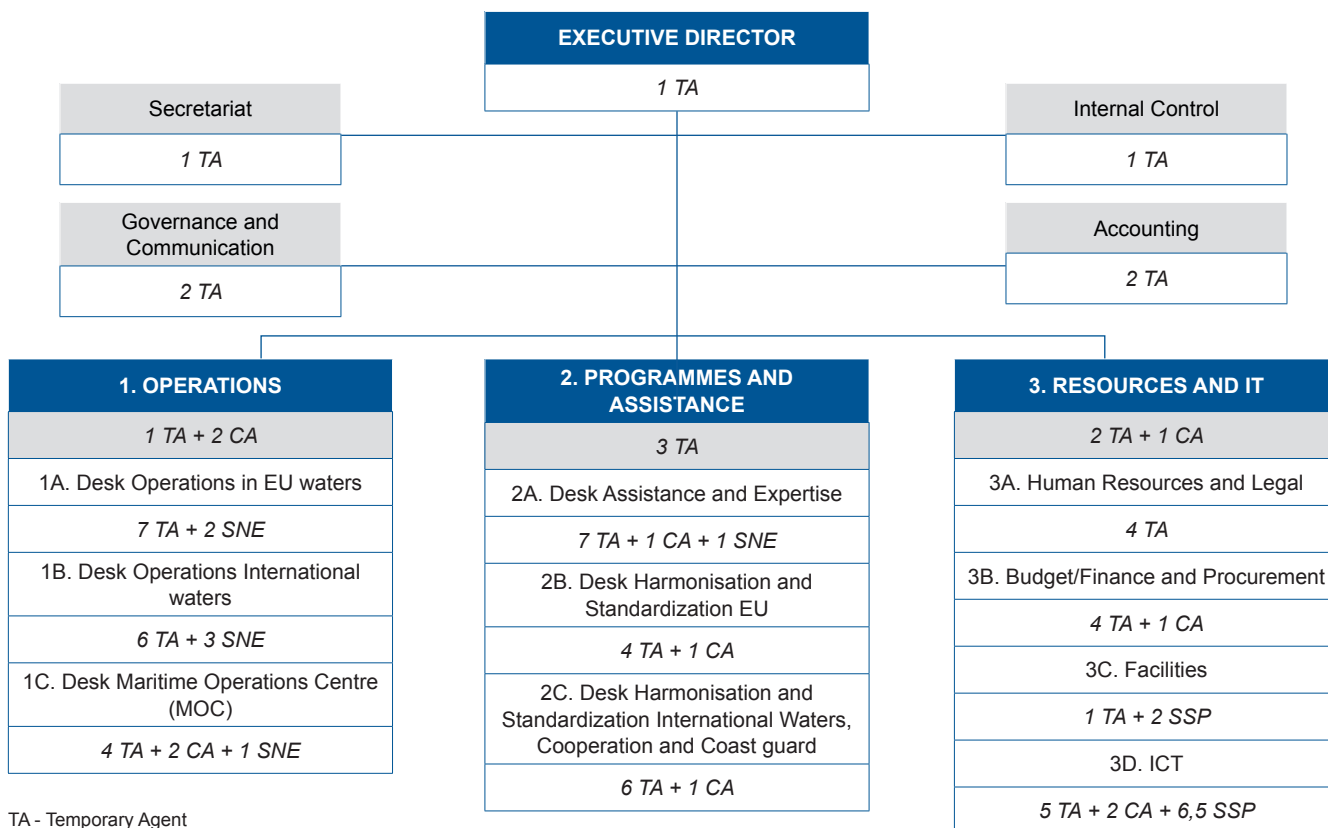
Risk Description	Countermeasures
<p>The possibility of expanding EFCA's mandate will imply adequate planning and the necessary resources (human/financial/logistics) available to implement timely the new tasks/activities.</p>	<ul style="list-style-type: none"> • The organizational structure of EFCA should be optimized to respond to the new requirements • Moreover, a detailed plan of ensuring the timely recruitment and acquisition of resources shall be prepared and followed-up.
<p>Preparation of a strategic Joint Deployment planning without a Specific Control and Inspection Programme adopted on time.</p> <p>Should the required JDP not be strategically planned and subsequently implemented because of an absence of a SCIP, this could jeopardize the smooth implementation of EFCA AWP and may lead to budget appropriations not being used.</p>	<ul style="list-style-type: none"> • Follow-up closely the procedure of the SCIPs adoption • Parallel preparation of the JDP with MS and EC, on the basis of the SCIP draft • To avoid interruption of control activities, JDP shall be ready to be adopted as soon as possible after the adoption of the SCIP • If SCIP is not adopted timely, EFCA has to propose application of art. 15 of EFCA regulation to MS.
<p>Due to the international financial crisis and the economic outturn in the EU, Member States might not be able to comply with their obligations to deploy means and resources for the execution of Joint Deployment Plans (JDPs). This would result in the impossibility for the EFCA to carry out its core activities.</p>	<ul style="list-style-type: none"> • End negotiation of draft JDPs three months in advance of its implementation to detect possible problems in MS; • Ensure long term risk analysis and appropriate planning to promote a more rational and complementary deployment of MS resources in the different JDP's.
<p>The regulatory framework in which the EFCA operates includes the possibility for the European Commission to delegate autonomously some of its tasks to the EFCA.</p> <p>The possibility for the EFCA to execute new activities/tasks delegated or arising from new requirements relies on the availability of additional resources (financial and human). Lack of sufficient resources linked to new tasks might increase the risk that EFCA will not be able to comply with all its regulatory obligations.</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>High dependency on contractors in ICT Area. There are two risks identified:</p> <ul style="list-style-type: none"> - High risk on lack of knowledge transfer - High risk in attracting experienced engineers due to the low price of contract. 	<ul style="list-style-type: none"> • 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>There is a permanent latent risk of a security breach in EFCA's network. By default EFCA as an EU Agency is a target. That risk will be increased with introduction of the new EFCA applications</p>	<ul style="list-style-type: none"> • Adequate ICT Security Policy. Adopt Industries best practises. • Raise the security awareness within organisation.



ANNEX IX: PROCUREMENT PLAN YEAR 2017³⁸

Subject	Budget	Type of contract	Timeframe for launching the procurement
Language Courses and Proficiency tests	176 000	Framework contract for services	Jun-17
Security Reception and Auxiliary Services	680 000	Framework contract for services	Sept-17
Energy Services and Maintenance	320 000	Framework contract for services	Oct-17
Maintenance of Technical Installations and Related Services	320 000	Framework contract for services	Dec-17
Delivery of core curricula for the training of the instructors of the inspectorates of Member States and for the training of Union inspectors	135 000/sub list	Call for expression of interest	Sept-17
Lifejacket revision / Survival suit / Immersion suit	3 000	Direct contract for supplies	May-17

ANNEX X: ORGANISATION CHART YEAR 2017



TA - Temporary Agent
 CA - Contract Agent
 SNE - Seconded National Expert
 SSP - Structural Service Provider

³⁸ Updates to the procurement plan are published on the EFCA website: <http://www.efca.europa.eu/en/content/efca-procurement-plan>

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