

FRONT^{EX}



Consolidated
Annual Activity
Report 2024



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Abbreviations

ABAC	Accrual Based Accounting
ABN	Annual Bilateral Negotiations
AIPN	Appointing Authority
AO	Authorising Officer
AOD	Authorising Officer by Delegation
AOSD	Authorising Officer by Sub-delegation
ARA	Annual Risk Analysis
AWP	Annual Work Programme
BCP	Border Crossing Point
BPM	Business Process Management
CAAR	Consolidated Annual Activity Report
CAPTA	Complex Analysis Platform for Training and Administration)
CBC	Cross Border Crime
CBSS	Copernicus Border Surveillance Service
CF	Consultative Forum
CIS	Communication and information Systems
CRRS	Common Repository for Reporting and Statistics
C-UAS	Counter-Unmanned Aircraft Systems
CVAM	Common Vulnerability Assessment Methodology
DG BUDG	Directorate General for Budget
DG DEFIS	Directorate-General for Defence Industry and Space
DG GROW	Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs
DG HOME	Directorate General for Migration and Home Affairs
DG HR	Directorate General for Human Resources and Security
DPIA	Data Protection Impact Assessment
EBCG	European Border and Coast Guard
ECA	European Court of Auditors
ECGFF	European Coast Guard Functions Forum
ECU	ETIAS Central Unit
ED	Executive Director
EDPS	European Data Protection Supervisor
EEAS	European External Action Service
EES	Entry/Exit System
EFCA	European Fisheries Control Agency
EFS	EUROSUR Fusion Services
EIBM	European Integrated Border Management
EMAS	Ecomanagement and Audit Scheme
ENU	ETIAS National Central Units
EP	European Parliament
ESAB	EUROSUR Security Accreditation Board
ETIAS	European Travel Information and Authorisation System
EUA	European Union Agency for Asylum
EUAM	European Union Advisory Mission Ukraine
eu-LISA	European Agency for the Operational Management of Large-Scale IT Systems in
EURLO	European Return Liaison Officer
EURP	European Reintegration Programme
EXP-DOC	Expert Group on Document Control
FADO	False and Authentic Documents Online System
FC2	Frontex Chain of Command
FER	Frontex Evaluation Reports
FIA	Financial Initiating Agent
FIELDS	Frontex Interpol Library Electronic Document System
FLO	Frontex Liaison Officer
FRA	European Union Agency for Fundamental Rights
FRAN	Frontex Risk Analysis Network

FRESO	Frontex Return Escorts and Support Officers
FRO	Fundamental Rights Officer
FSA	Frontex Surveillance Aircrafts
FTE	Full-Time Equivalent
FVA	Financial Verifying Agent
HLRT	High Level Roundtable
IAS	Internal Audit Service
IBM	Integrated Border Management
ICAO	International Civil Aviation Organisation
ILO	Immigration Liaison Officers
IO	International Organisations
IPA	Instrument for Pre-accession Assistance
IRMA	Integrated Return Management Application
ISO	International Organization for Standardization
IT	Information Technology
JAD	Joint Action Day
JHA	Justice and Home Affairs
JHAAN	Justice and Home Affairs Agencies Network
JO	Joint Operation(s)
JORA	Joint Operations Reporting Application
JRC	European Commission Joint Research Centre
JSIS	Joint Sickness Insurance Scheme
KPI	Key Performance Indicator
MB	Management Board
MFF	Multiannual Financial Framework
MiPS	Mission Processing System
MMO	Multipurpose Maritime Operations
MNITE	Minimum Number of Items of Technical Equipment
MS	Member States
MS/SAC	Member States and Schengen Associated Countries
NATO	North Atlantic Treaty Organisation
nCDP	national Capability Development Plans
NPS	Net Promoter Score
OLAF	European Anti-Fraud Office
OSH	Operational Safety and Health
OTP	Operational Training Programme
PAD	Public Access to Documents
PMO	Project Management Office
PPMT	Public Procurement Management Tool
PRN	Pooled Resources Network
QAIP	Quality Assurance and Improvement Performance
QCC	Quick Check Card
QRF	Quick Reaction Force
RAN	Risk Analysis Network
RECAMAS	Return Case Management System
SAR	Search and Rescue
SatCen	Satellite Centre of the European Union
SC	Standing Corps
SEM	Schengen Evaluation Mechanism
SIAP	Strategic Internal Audit Plan
SIR	Serious Incident Report
SLA	Service Level Agreement
SNE	Seconded National Experts
SOP	Standard Operating Procedure
SQF	Sectoral Qualifications Framework
TC	Third Country
TEMR	Technical Equipment Mission Report

TOEIBM	Technical and Operational Strategy for European Integrated Border Management
TSC	Technical Sub-Committee
TWA	Tripartite Working Arrangement
UK	United Kingdom
UNHCR	United Nations High Commissioner for Refugees
VAN	Vulnerability Assessment Network
VAP	Vulnerability Assessment Platform

Introduction

About the Agency

Frontex, the European Border and Coast Guard Agency, is mandated to ensure the implementation of European Integrated Border Management at the European Union's external borders in compliance with the EU rule of law. The Agency is governed by Regulation (EU) 2019/1896 of 13 November 2019 and the headquarters is in Warsaw, Poland.

About this report

The Consolidated Annual Activity Report covers the period from 1 January to 31 December 2024. It presents the progress made by the Agency in achieving the objectives set in the Frontex Single Programming

Document 2024-2026 through the implementation of the 2024 Annual Work Programme.

The report contains an overview of budgetary, human resources, audit, evaluation and internal control activities. It is structured in accordance with the European Commission's guidelines and the requirements of Regulation (EU) 2019/1896. It is submitted on behalf of the Executive Director to the Management Board. It shall be adopted by the MB and transmitted, by 1 July, to the European Parliament, the Council, the European Commission and the European Court of Auditors.

Executive Summary

Strategic Developments

In 2024, Frontex took significant strides to align its strategic direction and operational capabilities with the evolving EU policy landscape, particularly the New Pact on Migration and Asylum. The Agency began implementing an internal action plan to support Member States in the Pact's rollout, supported the EU mechanism for Preparedness and Management of Crises related to migration (Migration Preparedness and Crisis Blueprint), while adopting the Frontex International Cooperation Strategy 2024-2026.

Organisational Transformation and Governance

The overhaul of the Agency's organisational structure following Management Board Decision 45/2023 laid the foundation for a more agile decision-making system. The introduction of the Frontex Chain of Command in selected Joint Operations increased operational responsiveness, better equipping the Agency to meet fast-evolving demands. To strengthen institutional governance, the Agency adopted the Frontex transparency policy in April 2024, reflecting a strong commitment to accountability, transparency and regulatory alignment.

Intelligence, Capability and Risk Analysis

Frontex adopted the European Integrated Border Management intelligence policy to guide its transformation into a more intelligence-driven organisation, fostering priority-based decision-making in line with its Vision strategic objectives 2027. In parallel, the Capability Roadmap for the European Border and Coast Guard was approved in March 2024, outlining capability investment priorities. On the analytical front, the Agency produced

its first-ever cross-border crime threat assessment report, reinforcing its risk analysis capabilities. In addition, the first cross-border crime cell was activated in 2024.

Furthermore, the Governance mechanism for the implementation of the Technical and Operational Strategy for European Integrated Border Management was rolled out, supported by the submission of the first implementation plan progress report (as regards the Strategy implementation) to the Management Board. Frontex also drafted the practical guide for effective strategic planning in European Integrated Border Management, helping Member States effectively develop, monitor and revise their national integrated border management strategies.

EUROSUR and External Engagement

Frontex continued to promote border management cooperation with third countries. In 2024, 13 awareness and capacity-building sessions on the EUROSUR were conducted. EUROSUR provisions were also embedded into new working arrangements with the United Kingdom and the European Union Advisory Mission to Ukraine.

Operational Response and Returns

Frontex coordinated 26 Joint Operations (including eight under the Frontex chain of command). A notable highlight was Frontex's role in ensuring border security during major international events, including the 2024 Summer Olympics and Paralympics in France and the UEFA EURO Football Championship in Germany. Search and Rescue remained a top priority, with 1 599 incidents handled and 65 919 migrants assisted at sea.

Return and reintegration operations reached record highs with a 40% increase from 2023. The EU Reintegration Programme expanded to 29 Member States and 38 third countries, registering a 101% increase in reintegration cases.

Research, Innovation, and Digitalisation

The Agency launched the Counter-Unmanned Aircraft Systems Prize Contest, dedicating EUR 960,000 to counter-drone technologies. To support automated border control, the APP4EES mobile application was developed and validated at Schiphol Airport (Amsterdam) and Arlanda Airport (Stockholm)—a milestone for operationalising the Entry/Exit System.

Frontex also developed the Travel2Europe app and launched the European Travel Information and Authorisation System Screening Board in preparation for the rollout of the European Travel Information and Authorisation System and the Entry/Exit System.

Fundamental Rights and Oversight

In 2024, Frontex formally established the Fundamental Rights Compliance Panel through an ED Decision. The Fundamental Rights Office underwent a comprehensive internal review to enhance its methodologies and adapt to the new Agency structure, including integration with the Frontex chain of command model.

Human Resources and Internal Control

Frontex successfully executed its EUR 922.1M budget, achieving a 99.6% commitment rate. The HR Strategy

2024-2027 supported improvements in recruitment and staff retention (particularly for the Standing Corps) and aimed for achieving better gender balance compared to 2023.

On internal control, Frontex concluded the monitoring of the 2022-2024 anti-fraud strategy, and the new anti-fraud strategy 2025-2027 was adopted by the MB. The Agency's ex-post control programme covered six countries and 23 grants, leading to the establishment of a new internal evaluation service. Within the internal chain of justice, Frontex processed a 78% increase in disciplinary cases, while also supporting other EU bodies in handling complex investigations.

Moreover, the internal control system report for 2024 was completed. The Agency carried out the internal control system assessment exercise for 2024 and issued comparative indicators. During 2024, internal control carried out quarterly reporting on exception and non-compliance events identifying overall 6% of deviations. The reports included recommendations and were issued quarterly to senior management and the internal audit capability covering all three lines of defence model (European Commission and the Committee of Sponsoring Organizations framework). In addition, local risks were reported by business entities and corporate risk assessment was carried out. In total for 2024, there were 24 corporate risks under monitoring which were reported to the head of inspection and control office and subsequently to the Executive Director for the end of year closure.



PART I

ACHIEVEMENTS OF THE YEAR



Progress against Key Performance Indicators

In 2024, the initial targets related to Key Performance Indicator (KPI) 1 (staffing) were not achieved. The Agency focused on measuring the occupancy rate as well as external and internal staff turnover. The annual objective was to reach an occupancy rate of 93% at the end of 2024 which translates to 2 773 occupied posts. By the end of the year, 2 545 positions were filled with an occupancy rate of 85.3%

This discrepancy is ascribed to the annual increase of authorised posts (for 2024 i.e. 459 additional posts), capacity for recruitment of additional Standing Corps (SC), the extended timeframe of large (and collective) recruitments and training capacity (basic and extended training programmes). The internal turnover rate – at 4.52% – was higher than initially anticipated (3%) due to recruitment of applicants already holding a lower SC position, in higher posts. The external turnover, at 2.91%, remained well below the margin initially set at 4%.

On budget implementation (KPI 2), the objective of the Agency in 2024 was to reach C1 commitment implementation rate of 100%, a C1 payment rate of 55% and a C8 payment rate of 95%. Objectives for C1 commitments and C1 payments were achieved. However, the result of C8 payments was 92.77%. Although it is below the initial target, it is remarkably higher than 2023 (85.7%). Initial budget 2024 was set at EUR 922.1M, representing an additional EUR 92.7M compared with 2023.

On digital services, (KPI 3) measures four domains, namely cyber risk, uptime of our systems, compliance with service level agreement (SLA) in ticket resolution and workload of the information technology (IT) support services vs the customer base. Annual results show that preventive measures decreasing cyber risks were rolled out as planned and the uptime of core systems met the defined targets. Ticket resolution times along the year were above the minimum desired level set at 90%. The ratio of support staff to customer base progressed positively throughout the year, displaying the heavy workload in a growing organisation.

In the area of capabilities planning (KPI 4), the Agency measures the implementation of planned milestones. The information is further disaggregated at the level of business areas. The 2024 results show that a total of 339 activities out of the 356 activities planned, were implemented representing a 95% rate. Looking at

quarterly results, in Q1 - 97% of planned activities were implemented, in Q2 - 100%, in Q3 - 90% and in Q4 - 93% displaying a remarkable capacity for delivering the results envisioned despite a dynamic environment and evolving priorities.

On deployment of capabilities to operations (KPI 5), the indicator measures the volume of human and technical capabilities deployed in operations. For 2024, the annual target for human deployments was set at 135 000 staff-weeks¹ including all three categories of the SC. The Agency exceeded this target with 139 500 staff weeks deployed (+6.3% vs 2023). The largest operations in terms of staff weeks deployed included Greece, Terra, Italy, Bulgaria, Romania, Return and Albania. In terms of equipment, based on operational needs, the Agency deployed 538 weeks of fixed wing aircraft, 128 of helicopters and 95 of unmanned air vehicles, 712 weeks of coastal patrol boats, supported by 396 weeks of coastal patrol vessels and 81 of offshore patrol vessels. In land operations 1 356 weeks of mobile surveillance systems, 510 weeks of vehicles for migration management.

In the area of returns (KPI 6), the Agency measures its contribution to the implementation of returns of third-country nationals. The annual objective was set at 40 000 returns. This target was exceeded as in 2024 the Agency directly supported the return of over 56 200 Third Country (TC) nationals. Of these, 35 700 were voluntary and 20 500 were forced.

KPI 7 measures satisfaction with border management and return operations. In general, the results achieved at border management operations were quite positive. Nineteen out of 23 respondents indicated their overall high or very high satisfaction with Frontex JO. Thirteen out of 23 respondents highlighted that the objectives of the operations were fully achieved and 18 of 23 indicated that the flexibility of Frontex JO to adapt in unexpected situations was high or very high. Regarding return operations, the Agency inquired about five dimensions of support including flexibility, responsiveness, professionalism and overall satisfaction. On average, for all questions, 89% of respondents rated the support as high or very high.

KPI 8 concerns fundamental rights compliance. The indicator measures the number of deployment days of fundamental rights monitors, and the number of return

¹ The calculation of deployments on staff-weeks is based on weekly reports with cut-off date every Friday.

Achievements of the year

flights monitored per type of operation, country of destination and departure country. In 2024, fundamental rights monitors were deployed for a total of 1 822 days, representing a 12% increase in comparison with 2023. The number of flights monitored was similar to that in 2023, reaching 45 return operations supported vs 44 in the previous period.

In 2024, the Agency did not conduct a staff survey to assess the level of staff engagement (KPI 9). Frontex planned to carry out this exercise once every two years to allow the implementation of actions required by the results of the survey, notable in order to increase professional engagement.

More details about KPI are available in Annex II. 'Core business statistics'.

1.1 Strategic Objective 1 - Reduced vulnerability of the external borders based on comprehensive situational awareness

Key achievements

In 2024, the Agency improved the quality of its risk analysis products, with a growing emphasis on forecasting and prevention. EUROSUR, the integrated framework for information exchange and operational cooperation of the European Border and Coast Guard (EBCG), significantly contributed to increasing the volume, quality, flow, and speed of data exchange. However, the system still faces challenges in providing complete and up-to-date situational awareness at the EU's external borders due to implementation issues such as inconsistent border event registration and reporting.

In 2024, Frontex conducted 13 awareness and capacity-building sessions on the EUROSUR framework for third countries, and its provisions were included in two Working Arrangements with the United Kingdom (UK) and the European Union Advisory Mission (EUAM) Ukraine as well as the amended JO operational plan following the status agreement with Albania. Notably, Frontex implemented Specific Situational Picture provisions in support of four JO in third countries: Moldova, North Macedonia, Montenegro, and Albania.

In 2024, the European Integrated Border Management (EIBM) intelligence policy was established to advance Frontex's strategic vision for 2027, focusing on transforming the Agency into an intelligence-driven organisation with priority-based decision-making. This setup facilitates all-source analysis, providing deeper insights into risks and challenges at the EU's external borders and spans from 2025 to 2027. In practice, it creates an information architecture, integrating intelligence components like risk analysis, vulnerability assessment, the EUROSUR framework, and EUROSUR Fusion Services (EFS), with the Agency's situation monitoring mechanisms.

Risk Analysis

Throughout 2024, Frontex contributed to the European Commission-led European Annual Asylum and Migration Report and participated in regular Risk Analysis Network (RAN) meetings. The Agency produced its first-ever

Cross-Border Crime (CBC) Threat Assessment report, enhancing situational awareness of CBC threats at the EU's external borders. Frontex also activated its first CBC Cell to deepen its commitment to fighting human trafficking. Additionally, the Agency completed the Assessment for Operational Initiation 2026.

In 2024, the ED Decision was endorsed, adopting conditions for screening and debriefing activities under host country command and Standard Operating Procedures for debriefing based on the Agency's instructions. In addition, Frontex developed the Analytical Framework for European Travel Information and Authorisation System (ETIAS) screening rules, detailing business processes, methodologies, and roles and responsibilities required to develop ETIAS screening rules, with the goal of finalising the framework in 2025.

Vulnerability Assessment and Schengen Evaluation Mechanism

Frontex completed the yearly baseline assessment of MS vulnerabilities, issuing 32 new recommended measures. The Agency provided observers for all Schengen evaluation visits led by the European Commission and shared information on its vulnerability assessment findings and the status of measure implementation. Improvements to the Common Vulnerability Assessment methodology (CVAM) enhanced the quality and precision of detecting MS' vulnerabilities. Significant progress was made in deploying technical solutions for VA data collection.

Knowledge Management and Stakeholder Cooperation

Frontex maintained strong partnerships with other EU Agencies, including Satellite Centre of the European Union (SatCen) and EMSA, participating in joint activities such as the Annual European Coast Guard Event and 'IMAGERY INTELLIGENCE for border surveillance' workshops.

Additionally, the Agency continued developing new EFS for travel flow analysis and open-source monitoring. It also engaged in service evolution activities under the European Union Copernicus Programme. Existing EFS were quality

tested and calibrated during the EFS validation exercise organised in cooperation with the Polish Border Guard, involving Frontex, EMSA, and SatCen representatives.

In 2024, Frontex noted a growing interest in EFS with the total number of service requests reaching 718, an increase of 9% in comparison to the previous year. The Agency continued working on the development of three new services to be included in the catalogue of the EFS available for the Member States/Schengen Associated Countries (MS/SAC): Travel Flows Analysis, Media Monitoring Service and Air Border Surveillance service. The first one reached the final phase of preparations by the end of 2024, with the launch planned for Q1 2025. Additionally, 2024 was concluded with an advanced draft version of a revamped EFS catalogue, and a first draft of an internal governance document for EFS, aimed at defining roles, responsibilities and processes in the light of the reorganisation of the Agency.

To further improve the quality of data transmitted by reporting countries, the Agency organised workshops

on data models and definitions, conducted bi-lateral meetings, and provided access to monthly data quality reports. Still, some gaps in the completeness and timeliness of received data remain, mainly due to unavailability of information in digital format, restricted interoperability between national databases, differences between Frontex and national definitions of indicators, or resource constraints. Moreover, a milestone was achieved with the finalisation of the EUROSUR data management policy that outlines the roles and responsibilities, data quality KPIs and data sharing rules.

Situation monitoring and surveillance

In 2024, the Agency established a Crisis Management Sector. In terms of situational monitoring and surveillance activities, Frontex achieved its goals through daily aerial surveillance missions in pre-frontier areas to monitor the influx of migrants and CBC activities. The data obtained via reporting officers remains one of the main quantitative sources for analysis and preparedness.

Achievements of the year

Results per activity

1.1.1 Focus Area A - Produce actionable information and analysis to enable the functioning of the EBCG.

Key Activity 1.1.1.1 Perform situation monitoring and surveillance in all four tiers of EIBM and process information collected from all sources in support of the Agency's activities, with a focus on the pre-frontier area and non-EU countries.			
Results achieved			
In 2024, the Agency enhanced its crisis response mechanisms by creating a crisis room infrastructure, rolling out crisis management into the contingents and assisting in the design of a crisis management plan for ETIAS. Frontex provided situational pictures during several Integrated Political Crisis Response meetings on Ukraine and on Syria, held four crisis response team meetings and activated a crisis cell dealing with the mpox threat. On crisis preparedness, Frontex organised various training events including new crisis management scenarios, exercises for the Western Balkans, security awareness sessions for SC deployed at the Olympics, 'Lebensbedrohlichen Einsatzlagen' (<i>Life-threatening Operational Situations</i>) training and the creation of a crisis management game. Additionally, Frontex launched a daily crisis monitoring newsletter by which the process of reviewing the crisis management policy of the Agency was initiated.			
Indicator	Target (as set in Annual Work Programme (AWP) 2024)	Actual result in 2024	Status
Crisis preparedness and response mechanism.	A progressive crisis management preparedness including strategy, training and exercises, crisis response and crisis monitoring.	Key deliverables: Workshops for the Contingents (C1, C2, C4) and multiple training events. Coordination of PACE24 exercise. Launch of daily crisis monitoring newsletter. Participation in the crisis room at the Paris Olympic games. Ensuring crisis room infrastructure in the headquarters. Update of the Standard Operating Procedure (SOP) on activation mechanism. Initiation of the process of crisis management policy review. Support in drafting crisis management plan for ETIAS. 4 crisis response team meetings on migratory pressure on Western African route; potential implications from Iranian retaliation on Israel and deteriorating situation in the Middle East; mpox virus threat; the developments in Syria and their possible impact on EIBM. Participation in 10 integrated political crisis response on Ukraine with data provision.	Achieved

Follow-up with the National Coordination Centres (NCC), receive feedback on the implementation of requested services and tailored products, collection of new needs and areas of interest.	Enhanced bilateral cooperation in the context of the crisis or based on migratory pressure.	The Agency provided constant operational and situational monitoring of the areas of interest, delivering information on migration and CBC in a timely manner. This was achieved using reports (e.g. daily, weekly, ad-hoc). Specifically, in relation to the defined target, Frontex produced and disseminated 50 alerts/ad-hoc situational reports to flag a considerable increase of irregular migration flows.	Achieved
The increased number of deployed information officers covering Joint Operations Reporting Application (JORA) reporting and validation tasks in Joint Operations (JO).	To deploy information officers in all JO to support JORA reporting and validation, based on operational needs.	In 2024 there were over 21 information officers deployed in JO, slightly increased compared to 2023. These deployments allowed Frontex to meet operational needs.	Achieved

Key Activity 1.1.1.2. Maintain a robust awareness mechanism based on constant situation monitoring and risk analysis.

Results achieved

In the fourth quarter of 2024, the Agency completed a consultancy project to develop analytical and monitoring capabilities in travel flows resulting in the development of a new dedicated EFS and a new range of travel-centric analytical products (new EFS on travel flows analysis to be launched in Q1 2025). Frontex made progress in the development of the analytical framework for ETIAS screening rules in close cooperation with experts from EU agencies, MS and the ETIAS fundamental rights guidance board. A number of workshops took place to develop this document (to be finalised in Q2 2025).

The Agency released the Annual Risk Analysis (ARA) in a new, more forward-looking design, and produced its first-ever CBC threat assessment report. Additionally, a basic forecasting capability was developed based on autoregressive models, and a call for a Pilot Analytical Activity on Fraudulently Obtained Visa was launched (13 MS expressed interest). Furthermore, all SC officers with debriefing profiles were trained, and a new training program was developed. Frontex also produced five analytical briefs to inform Justice and Home Affairs (JHA) Council meetings.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Forecast picture for the first (situation in third countries) and second (measures with neighbouring countries) tier of the EIBM access control model is available for two of the main migratory routes towards the EU.	Forecast picture for the first (situation in third countries) and second tier (measures with neighbouring countries) of the EIBM for two of main migratory routes, towards the EU to be used in analytical products.	A basic forecasting capability was developed based on autoregressive models, including seasonality and historical and structured data pertaining to the factors of irregular migration. Separate models are used for each migratory route. The development of the model continues by incrementally increasing the information included and adjustments based on expert knowledge.	Partially achieved
Customer satisfaction.	50 Net Promoter Score (NPS) points.	Due to the reorganisation and changes in the methodology and in the product portfolio, measurement according to NPS was not performed.	Not achieved

Achievements of the year

Comprehensive tool [assisting in developing plausible, coherent visions about the future(s) and to foster anticipatory knowledge] ready and made available to analysts.	Coverage of all tools needed by analysis pending complete integration for the following period.	Comprehensive tool for analysts assisting in developing plausible, coherent visions about the future(s) and to foster anticipatory knowledge was produced in 2024. This item has a multi-annual span and several underlying milestones thus, it's marked as 'Partially achieved'.	Partially achieved
Set up of portfolio of CBC.	CBC portfolio defined and incorporated into risk analysis portfolio.	The portfolio of CBC analytical products and services was set up in 2024. Also, the respective product cards have been developed.	Achieved
CBC business process(es) status.	Business processes defined and continuously improved.	Business process(es) allowing timely delivery of CBC analysis for different needs of stakeholders (strategic decision-making, operational planning, operational activities) were defined. Business processes related to the processing of operational personal data (Intake Process) and the related Data Protection Impact Assessment (DPIA) were updated.	Partially achieved
Staff allocated to traveller-focus risk analysis tasks.	Adequate number of staff members allocated to traveller-focused risk analysis' tasks.	The recruitment and training of staff members of the traveller-focused risk analysis team has been finalised.	Partially achieved
Technical, communication and artificial intelligence solutions ready and made available to staff.	Technical, communication and artificial intelligence solutions defined and implemented.	During the reorganisation, this was deprioritised, and the ownership has been internally transferred to another entity. Agency initiated AI Office that is meant to provide solutions in the year to come (2025).	Not achieved
Trained debriefers.	100% of debriefers trained.	All SC category 1 and category 2 officers with the assigned debriefing profile underwent training. Additionally, the Agency further developed the training program for this specific profile.	Achieved
Product management index.	Product managers nominated for all risk analysis products and services.	Product managers were nominated for all risk analysis products and services.	Achieved

Timely production and distribution of periodical (e.g. biennial, annual, periodical or monthly reports to EU institutions (EP, Council, European Commission) by the Risk Analysis Unit (RAU).	N/A.	The ARA in its new, more forward-looking redesign was released in June 2024 and presented to the MB and in the Council Working Party on Frontiers. The draft assessment for Operational Initiation 2026 together with the Country Fiches were presented to MS, MB members and to all relevant stakeholders. Frontex 2024 CBC threat assessment, the first ever report of its kind, was produced. The 2024 CBC threat assessment describes and analyses 2023 developments and key CBC threats relevant to border management. Five Analytical Briefs were produced to inform the JHA Council meetings. Strategic Risk Analysis (SRA) 2024 was also released and shared with all stakeholders. Frontex contributed to the European Commission-led European Annual Asylum and Migration Report (dry run). During the second half of 2024, the drafting of 35 operational plans/specific activity plans was supported by up-to-date risk analysis for the planning of JO in 35 countries in 2025. The Agency contributed to the October 2024 edition of the Schengen Barometer report. The report provided an overview of the main areas of concern to Schengen members, such as trends in illegal border crossings, returns, CBC, while presenting the scope, scale and results of Frontex SC deployments in the first half of 2024.	Achieved
Border management related statistics and analysis provided to all Blueprint network products.	N/A.	Frontex is the main contributor to the Blueprint Network providing statistical analysis, situational awareness, intelligence and early warning reports for the Network. The Agency has contributed to all regular reports, deep-dive(s) and ad-hoc requests for data by the network, providing a high-view picture of the current and possibly incoming threats around border management. The data, information analysis and intelligence provided focused on irregular border crossings and CBC, as well as forecasts on how the pressure on the European Union's external borders might evolve in the close future.	Achieved

Achievements of the year

Key Activity 1.1.1.3. Contribute to EBCG planning processes through the knowledge generated by situation monitoring, risk analysis and vulnerability assessment.

Results achieved

Frontex continued to contribute to the EBCG planning by providing timely strategic knowledge on the MS capacity and readiness to withstand migratory pressure at the external borders. The VA Biannual Reports 1/2024 and 2/2024 were drafted and disseminated in line with legal requirements. Contribution to the EBCG planning process was complemented by comprehensive and up-to-date situational assessment for the planning of operational activities.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Average report products delay (days overdue).	Reduced number of overdue reports (vs. baseline in 2022).	Analytical products and contributions supporting the operational planning processes were provided in a timely manner.	Achieved
Customer satisfaction.	45 NPS points.	Due to the reorganisation and changes in the methodology and in the product portfolio, measurement according to NPS was not performed.	Not achieved
Average impact level assessments delay (days overdue).	Reduced number of assessments overdue with average time delay in year N.	In 2024, the Agency performed the impact level assessment per border section with no delay.	Achieved
Timely production and provision of bi-annual reports to EU institutions by the Vulnerability Assessment Unit, fully in line with the requirements set by Article 32(11) of the Regulation.	Two reports per year.	EU institutions were informed in a timely manner of the strategic VA findings and outlook via the dedicated reports.	Achieved

1.1.2 Focus Area B - Create an EBCG environment and community of intelligence-led operational activities (considering the process of data collection, processing and information exchange and analysis in connection to, but not limited to the EUROSUR framework review and networks).

Key Activity 1.1.2.1. Support the set-up and functioning of information exchange and risk analysis centres and networks.

Results achieved

In 2024, Frontex continued to strengthen its cooperation with key stakeholders, including the African Centre for the Study and Research on Terrorism and the EU external action programmes. The Agency participated in several high-level meetings and workshops, such as the Africa-Frontex Intelligence Community annual analytical overview meeting and the Western Balkans annual analytical review meeting. These events aimed to enhance collaboration and information-sharing on border management and security.

Frontex organised training sessions for analysts, including a foresight framework training, to improve analytical capabilities and support the development of strategic risk analysis. The Agency's RAN, which brings together MS and Frontex experts, continued playing a crucial role in producing and sharing analytical work.

Meetings and workshops were held within various networks, including the Strategic Risk Analysis Network, Frontex Risk Analysis Network (FRAN), European Document Fraud RAN, Air Border RAN, CBC RAN and EUROSUR Framework Network (EFN).

Notably, the first CBC cell was established in 2024 to support the exchange and analysis of information on human trafficking, particularly from Colombia and Nigeria. Additionally, an external advisory group was formally established with a view of supporting the development of SRA, further enhancing Frontex's analytical capabilities and collaboration with external partners.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
External experts' contribution.	Expertise of the group members used in the development of one strategic/thematic analysis.	An EIBM group of external advisors supporting development of strategic risk analyses was formally established.	Achieved
Cooperation level.	Number of events in 2024 is higher than or equal to 2023 level.	Several network meetings were organised: Africa-Frontex Intelligence Community. Frontex-Western Balkans. Eastern Partnership-Risk Analysis Network (RAN). There were meetings and workshops organised within the European Document Fraud RAN, Air Border RAN, Maritime Intelligence Community RAN and CBC RAN. The first CBC cell was established to support information exchange and analysis of trafficking in human beings, in particular of potential victims originating from Colombia and Nigeria. Also, EIBM group of external advisors supporting development of the Strategic Risk Analyses formally established, as mentioned in item 1. The first meeting of the High-Level Working Group on EIBM INTEL was organised as well as SRA, FRAN and EFN.	Achieved

Achievements of the year

Involvement in the development process.	Building methodology.	Frontex actively supported the development of the forecasting mechanism at Directorate-General for Migration and Home Affairs (DG HOME) level, hosting visits and providing the conceptual understanding of border management indicators. Besides involvement in the development process of the European Commission forecasting project, Frontex commenced its own pre-warning and preparedness Project. The Agency prepared a business case for developing capabilities for forecasting, foresight scenarios and early warning, and is moving towards implementation with the goal of enhancing the Agency's risk analysis capabilities and supporting the development of more effective border management strategies.	Achieved
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Key Activity 1.1.2.2. Drive the development of an EBCG community ecosystem of information management capabilities.

Results achieved

Statistical and analytical services were timely delivered in more than 95% of cases. Support to both internal and external stakeholders was provided including requests from DG HOME and through Public Access to Documents (PAD). In 2024, the Agency organised five bilateral meetings to ensure quality of data with focus on adequate reporting in line with the agreed definitions. In addition, each reporting MS was contacted via e-mail for addressing the data quality KPI which mark lower than 80%. The EUROSUR data management policy was signed in Q4 and the data collection plan for EUROSUR events and indicators was finalised by the end of the year. In the first half of 2024, the Agency restarted the Common Repository of Reporting and Statistics (CRRS) cooperation. However, it has not yet been confirmed whether Frontex business and legislative needs for CRRS will be met by this platform (feedback from the European Agency for the Operational Management of Large-Scale IT Systems in the Area of Freedom, Security and Justice (eu-LISA) is still pending). The European Commission is currently examining the issue due to lack of clarity on how CRRS platform will meet the legislative requirements for ETIAS screening rules.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Delivery of statistical and analytical services.	90% of requests delivered on time.	Reliable, timely and comprehensive information contributing to risk analysis, vulnerability assessment and situation monitoring.	Achieved
Bilateral meetings organised with FRAN members for data quality improvement.	At least 4 bilateral meetings are to be organised.	Eight bilateral meetings were organised, ensuring data quality and adequate reporting in line with agreed definitions.	Achieved
Development of data policies.	Policies are up to date or/and additional policies are created.	Ensured data governance with clear roles and responsibilities for data quality assurance, data sharing and usage. As mentioned above, EUROSUR data management policy was signed in Q4 and the data collection plan for EUROSUR events and indicators was finalised by the end of the year, defining the data to be collected, assigning roles and responsibilities, defining quality KPI and data sharing rules.	Achieved

Key Activity 1.1.2.3. Drive the development of business capabilities for the EUROSUR integrated framework.**Results achieved**

In 2024, Frontex delivered 718 EFS services. The highest requested service was S11-Coastal Monitoring (272) followed by S8-Satellite Imagery (223) and S12-Pre-frontier Monitoring (57). Finland registered the highest number of requests during the reporting period: 169.

Frontex participated in Copernicus related meetings and workshops. The Directorate-General for Defence Industry and Space (DG DEFIS) and DG HOME visited Frontex headquarters. There were regular meetings with European Maritime Safety Agency (EMSA) and the SatCen. 59 participants from 23 MS/SAC took part in four Copernicus-funded imagery intelligence workshops, organised by Frontex in cooperation with SatCen. During these workshops, users gained knowledge on imagery analysis in support of activities countering illegal immigration and CBC.

To evaluate the feasibility and the path towards the creation of a EFS covering media monitoring, open-source intelligence, and analysing internet activity, the Agency launched a consultancy project. The Agency also organised awareness sessions on EFS for the MS/SAC, which were delivered to Polish and Bulgarian Border Guards.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Delivery of the milestones set in the EUROSUR programme roadmap.	Schedule variance +/- 5% timely delivery.	Implementation is going according to plan in terms of key objectives. There has been a delay in the implementation of EUROSUR 1.5 due to need for adaptation of the cybersecurity application to EUROSUR Security Accreditation Board (ESAB) requirements. The tasks related to implementation of the data reporting system for EU restricted information are also behind schedule.	At strategic level: Achieved At operational level: Partially achieved.
Level of satisfaction of core users with provided EFS.	Satisfaction level in 2024 higher or equal to 2023.	Continuous improvement and further enhancement of EFS took place in 2024 aimed at exceeding the 2023 satisfaction level of core users.	Partially achieved
Documentation provided to the Security Accreditation Board for security accreditation on the EUROSUR central component and the interconnections.	Security accreditation decisions are taken by ESAB in a timely manner, based on comprehensive documentation provided by the Agency.	The documentation and accreditation of interconnections and extensions are in progress. The accreditation applications for several of the MS have been processed and the other countries have already declared their submission dates.	Achieved
Issuing to the MS data quality reports related to EUROSUR.	100% of reports issued in line with the timelines set in the data quality assurance procedure agreed with MS.	MSs were informed on monthly basis about the level of their data quality KPI enabling them to timely identify and correct data quality issues.	Achieved

1.1.3 Focus Area C - Contribute to the development and implementation of a fully interoperable and efficient European Quality Control Mechanism.

Key Activity 1.1.3.1. Contribute to enhanced awareness on MS preparedness by assessing possible vulnerabilities of border management capabilities, while exploiting the full potential of Vulnerability Assessments and the Commission-led Schengen Evaluations.

Results achieved

Frontex drafted and disseminated 29 baseline assessment reports, implemented six simulation exercises and conducted two rapid vulnerability assessments. As required by Article 32(11) of the EBCG Regulation, Frontex drafted and disseminated two biannual reports on vulnerability assessment, the measures taken by MS in response to the vulnerability assessment and the status of the implementation of previously recommended measures. In terms of vulnerability assessment data quality, while mixed results are seen from the MS involved, the Agency continued to monitor the timeliness and completeness of data provided via the Vulnerability Assessment Platform (VAP). That will serve as the basis for discussion with MS/SAC involved in the Vulnerability Assessment Network (VAN).

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Timely delivery of assessments of MS/SAC according to the timeframes established in the CVAM.	100% of reports delivered within deadlines.	The yearly baseline assessment of MS vulnerabilities was completed in line with the legislative deadline. All 29 country reports were shared with the MS, the European Commission and the Council. Following the assessment, 32 new recommended measures were issued based on identified vulnerabilities. At the same time, progress in implementing the measures issued during previous cycles were closely monitored through regular communication with MS and monitoring visits. The findings were regularly reported to Frontex Executive Management, the MB and the European Commission.	Achieved
Improvement of the data gaps and timeliness of the data reported by MS/SAC in the annual baseline assessment process.	Improvement in terms of timeliness and data gaps compared to year n-1.	While some MS improved their data quality, other declined in this respect during 2024 collection. Exact data unavailable due to non-delivery of data quality measuring functionality.	Partially achieved
Delivery of vulnerability assessment knowledge products portfolio.	Results timely shared in line with stakeholders' requirements and timelines.	29 Country Fiches were drafted, updated and distributed throughout 2024. The contribution on the assessment of operational initiation was drafted and the product was disseminated as planned.	Achieved
Timely production and provision of bi-annual Vulnerability Assessment reports to EU institutions (EP, Council, European Commission) by the Capacity and Readiness Unit (CRU), fully in line with the requirements set by Article 32(11) of the Regulation.	2 reports per year (legal requirement).	Bi-annual reports 1/2024 and 2/2024 were drafted and shared with the required recipients within deadline.	Achieved

Key Activity 1.1.3.2. Address identified gaps and shortcomings by designing and recommending measures to ensure MS preparedness to present and future challenges, to be implemented also with the support of the Agency.

Results achieved

The Agency continued to monitor the implementation of previously issued recommended measures, reporting on the progress made by MS via quarterly summaries to Frontex Executive Management and the European Commission. 44 measures were closed, three escalated to MB and one notified to the Council and the European Commission. Updates on the status of measures were provided by the Agency at each MB meeting. Following the completion of the 2024 baseline assessment process, 32 new recommended measures were finalised and issued by the Agency.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Technical expertise.	Technical expertise offered as defined in Article 32 (8) and (9) is based on Frontex catalogue of services.	Increased direct interactions with MS and tailor-made measures are produced to address both short as well as long-term gaps and shortcomings of border-control capacities.	Achieved
Bilateral meetings on measures conducted with majority of MS.	Offer of bilateral talks for all proposed measures issued for consultation.	Technical expertise has been provided to concerned MS to remedy identified vulnerabilities.	Achieved
Recommendations issued according to timelines set by the CVAM.	100% of recommendations consulted and issued within deadlines stipulated by the CVAM.	The Agency complied (issued and consulted recommendations) with the CVAM timeframe.	Achieved
Timely monitoring of the implementation of measures according to the Regulation and the CVAM.	Quarterly progress reports for Executive Management and the European Commission, updates during MB meetings are delivered.	The implementation of measures was closely monitored throughout 2024 to ensure that they were carried out in a timely and effective manner.	Achieved

Key Activity 1.1.3.3. Maximise the synergies between the Commission-led Schengen Evaluation Mechanism (SEM), vulnerability assessments and national quality control mechanisms by ensuring complementarity by developing tools and platforms to support activities such as data collection and reporting, and capacity building for external stakeholders and further develop the CVAM by designing standards and benchmarks.

Results achieved

The synergy between the SEM and vulnerability assessment was maintained in 2024. Frontex provided trained observers for each of the 10 SEM visits. Four VAN meetings were organised and chaired by Frontex, strengthening the cooperation between the Agency and the MS in the area of vulnerability assessment, and ensuring proper information exchange and consultation with MS. Two technical workshops were organised with the purpose of revising the list of installed capacities and the CVAM. The Agency's portfolio of vulnerability assessment tools expanded through development of a new type of simulation and data sampling exercises; both these new tools were implemented in selected MS.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Timely exchange of relevant documents between vulnerability assessment/ SEM over secure channels is performed.	Approximately 4-6 document packages per year.	Frontex provided observers to all SEM visits led by the European Commission, and shared (regularly) information with the latter on its vulnerability assessment findings and status of implementation of VA measures.	Achieved

Achievements of the year

Regular meetings with MS/SAC stakeholders.	Four regular meetings of the VAN and at least two technical workshops per year.	The four quarterly VAN meetings took place in 2024 and the forum was used for consultation with MS on VA matters such as data and knowledge management. Two technical workshops took place, leading to the revision of the CVAM and the list of installed capacities that was used in baseline assessment.	Achieved
VAP IT application number of modules implemented.	VAP digital solution one major upgrade (2024).	Technical solution for the VAP assessment module was deployed. However, historical vulnerability assessment data was not migrated to the module.	Partially achieved
Tested and validated model for quantification of at least one of the objective criteria set in the CVAM.	Improved accuracy/relevance of identified vulnerabilities.	Quantification of the border checks was developed in cooperation with the MS, leading to more precise analysis.	Achieved
CVAM revision jointly prepared with MS.	MB adoption foreseen for September 2024.	The revision of the CVAM was completed in 2024 and formal adoption (by the MB) followed shortly after. The upgraded methodology is expected to improve detection and identification of vulnerabilities.	Achieved

1.2 Strategic Objective 2 – safe, secure and well-functioning external EU borders.

Key achievements

Joint operations

In January 2024, 21 JO from the 2023 operational cycle were still being implemented. On 24 January, when the new operational year started, 26 operations kicked-off. The Agency provided human and technical support to MS organising large-scale events namely the 2024 summer Olympics and Paralympics in France and the EURO Football Cup 2024 organised in Germany. Following the lifting of internal border checks at air and sea borders between Bulgaria and Romania, operational support at the Bulgarian-Turkish border was tripled throughout the 2024 operational year.

In 2024, Frontex implemented the new Frontex chain of command (FC2). Eight JO constituting three Frontex contingents were implemented under the new FC2. The operational roll-out of the FC2 allowed for decentralised decision making and faster reaction to emerging operational needs at the local level. Frontex implemented six JO at the European Union's external borders and two on the territory of non-EU countries. The rollout of the contingents started at the beginning of the operational year with the implementation of Contingent 1 (Romania, Bulgaria, Moldova and Georgia), followed in June by Contingent 4 (Italy and Malta) and in September by Contingent 2 (Greece and Cyprus). Eighteen JO took place under the Frontex chain of coordination scheme. Twelve of them at the European Union's external borders and six on the territory of non-EU countries.

Within the framework of these activities, 2 432 staff were deployed daily on average, consisting of approximately 745 Standing Corps (SC) category 1 officers, 521 SC category 2 officers, 724 SC category 3 officers, and included 442 host-country and other staff such as interpreters/cultural mediators. The Agency deployed heavy technical equipment, namely eight fixed wing aircraft and five helicopters during the year, on average. Furthermore, on average one offshore patrol vessel, seven coastal patrol vessels and 13 Coastal Patrol Boats were deployed to support maritime activities. Additionally, on average 27 mobile surveillance systems and 245 patrol cars were deployed for the land patrols, supported by 10 vehicles for migration management used at the European Union's external borders and in third countries.

In the framework of JO, 20 953 incidents were reported including the apprehension of 1 909 facilitators (people smugglers). An almost 25% decrease in the numbers of illegal border crossings was reported in the framework of JO (from 341 877 in 2023, to 259 125 in 2024), which is comparable to that of 2022 (265 664 irregular migrants).

Frontex continued to play a significant role in Search and Rescue (SAR). Maritime and aerial assets deployed to JO (including host and participating MS', Frontex owned, co-owned and leased assets) were engaged in 1,599 SAR incidents involving 65 919 migrants.

During the Agency's internal reorganisation, an entity responsible for the evaluation of JO was established. The revision of indicators of achievement for JO was conducted. Thirteen FER for the 2023 operations at the EU external borders and 10 FER for those implemented in the TC were prepared in 2024. Additionally, one evaluation report was prepared for operations implemented in the 2024 operational cycle.

European Travel Information and Authorisation System

In 2024, the Agency continued setting up the ETIAS Central Unit (ECU). Throughout the year, the Agency launched new processes, procedures and infrastructure necessary for starting operations (e.g. the Travel2Europe app). This achievement comes despite the unavailability of the Central System for testing, and a number of issues still pending resolution or interpretation by the European Commission or eu-LISA. Notably, the Agency achieved the milestone of setting up the ETIAS Screening Board, necessary for the preparation of Risk Screening activities.

Frontex coordinated the setting up of MS' ETIAS National Units (ENU), leading the resolution of issues, ensuring harmonization of practices and facilitating access to specialized knowledge. On the external dimension, activities and cooperation with external stakeholders continued as the start dates of operations for the Entry/Exit System (EES) and ETIAS almost coincide.

On the human capital side, Frontex finalised the recruitment of the last pending specialised functions. The Agency completed the advanced training of the Assistance Centre Unit (ACU) operators with a view to start providing assistance to carriers in 24/7 for the entry into operations of the EES. Due to the revised timeline for EES and ETIAS inception, the temporary reassignment of ETIAS operators will be extended.

Returns

In 2024, over 56 000 people were returned to 123 third countries with the Agency's support, a new peak - 40% higher compared to 2023. Frontex continued to deploy two return SC profiles: the Frontex Return Escorts and Support Officers (FRESCO) and Return Specialists (RS). In 2024, two new, long-term FRESCO deployments were added to Frontex's field presence making 10 deployments,

Achievements of the year

in seven MS. The number of deployed RS also grew in 2024 by 58%.

In 2024, the Agency coordinated efforts related to the identification and documentation of migrants and supported the organisation and coordination of numerous high level and technical meetings. The Agency’s support through the European Return Liaison Officer (EURLO) network continued. Frontex intensified its collaboration with countries of return on both operational and strategic level through organisation and coordination of working groups, workshops, outward and inward missions, provision of substantial assistance via the EURLO network, projects aimed at building institutional and administrative capacities of non-EU countries in the area of return, technical missions and study visits.

The Agency launched a microsite for vulnerable groups in returns (as part of the Frontex website) aimed at both MS experts and potential returnees. This offers all tools available for vulnerable groups in Return and a ‘good practices’ document on alternatives to detention in return procedures relevant for return networks, bodies, agencies and institutions.

In 2024, the EU Reintegration Programme (EURP) recorded a 101% increase of reintegration cases, facilitating 9 327. The programme expanded to 29 MS and SAC. The programme reinforced MS’ capacity to implement both forced and voluntary returns in line with the New Pact on Migration and Asylum.

Results per activity

1.2.1 Focus Area A - Operate along the four-tier access control model, to support MS and TC in managing and securing the external borders and saving lives at sea, by implementing operational activities with deployment of SC for border control and migration management tasks, including support in SAR, document and identity control and fighting CBC.

Key Activity 1.2.1.1. Implement multipurpose operational response to support the MS in border control and migration management, including prevention and detection of CBC and to enhance European cooperation on coast guard functions.			
Results achieved			
In 2024, JO were implemented as a permanent, multipurpose operational response. The Agency provided additional support to the MS organising large-scale sport events (Olympics, EURO, Paralympics) during the summer and tripled its assistance at the Bulgarian – Turkish border. In 2024, following the success of pilot project ‘Centurion’, the rollout of the new FC2 began. Three contingents started to be operational, namely Contingent 1 (Romania, Bulgaria, Georgia and Moldova) in January, Contingent 4 (Italy and Malta) in June and Contingent 2 (Greece and Cyprus) in September. Budgetary limitations impacted deployments of technical equipment. Offshore and coastal patrol vessels and patrol boats were affected 4:1, 12:7, and 21:13 respectively.			
Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Number of operational plans agreed.	All operational plans are agreed with MS in consultation with the participating MS.	18 out of 18 (100%).	Achieved
Number of operational activities agreed.	All planned operational activities are agreed and implemented.	18 out of 18 (100%).	Achieved

Overall number and person-days of HR (SC and other relevant staff and host MS co-financed staff) and overall number and asset-days of maritime, aerial, terrestrial and portable assets (host and participating MS, Frontex owned, co-owned and leased) deployed during the operational activity.	100% of operational needs identified are met or in line with the operational prioritisation level.	Average number of deployed HR per deployment period: 1 835. Total number of person days: 668 114. Average number of deployed TE per deployment period 1 702. Overall number of asset days 619 535. Frontex Surveillance Aircrafts (FSA) have been used in 1842 missions. FSA have flown 11 161 hours in the process. FSA employed 16 different aerial assets.	Achieved
Number of operational capacity building activities implemented within the operational activities.	All operational capacity building activities planned have been implemented.	All staff exchange visits, roadshows, Vega Children activities which were planned in 2024 were implemented.	Achieved
Frontex Evaluation Reports (FER) and interim evaluation reports issued.	FER and interim evaluation reports of all operational activities include conclusions and recommendations to be followed up.	13 evaluation reports concluded. Four evaluation reports not finalised in 2024 and will be finalised in 2025.	Partially achieved
Number of operational policies developed.	2 operational policies developed.	One operational policy on prioritising Frontex operational activities developed and adopted by the ED decision. The second operational policy was drafted in 2024. The review and approval process were extended to 2025.	Partially achieved
Number of ad-hoc situational reports, alerts/early warning, flash news as well as other type of communications reaching the operational teams and Frontex stakeholders.	N/A.	15 Flash News were disseminated and 50 alerts/ad-hoc situational reports were produced. Frontex monitored 150 vessels of interest, and 2 194 daily reports were delivered to Frontex partners. 28 early alerts were disseminated. Frontex released 1 033 sighting reports related to 1 909 FSA undertaken surveillance activities.	Achieved

Achievements of the year

Key Activity 1.2.1.2. Implement multipurpose operational response to support TC in border control and migration management including related prevention and detection of CBC and to enhance European cooperation on coast guard functions.

Results achieved

Five JO in Albania, Montenegro, Serbia, North Macedonia and Moldova were implemented with executive powers as a continuation of the 2023 JO. The second generation of the Status Agreement (SA) between Serbia and the EU was signed on 25 June 2024. The Agreement was expected to enable (already in 2024) the launch of activities with executive powers at Serbian borders and in particular, at the border between Serbia and North Macedonia. However, the SA will enter into force on 1 April 2025. Moreover, the Status Agreement with Bosnia and Herzegovina was concluded in December 2024 (expected signature and entry into force in 2025).

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Number of operational plans agreed.	All operational plans are agreed with the host TC and the MS neighbouring the host TC / bordering the operational area of the host TC, in consultation with the participating MS.	8 out of 8 (100%).	Achieved
Number of operational activities agreed.	All planned operational activities are agreed and implemented.	8 out of 8 (100%).	Achieved
Overall number and person-days of HR (SC and other relevant staff and host TC co-financed staff) and overall number and asset-days of aerial, terrestrial and portable assets (participating MS, Frontex owned, co-owned and leased) deployed during the operational activity.	100% of operational needs identified, or in line with the operational prioritisation level, are fulfilled.	Average number of deployed human resources per deployment period: 598. Total number of person days: 217 612. Average number of deployed technical equipment per deployment period: 677. Total number of asset days: 246 716.	Achieved
Number of operational capacity building activities implemented within the operational activities.	All operational capacity building activities planned have been implemented.	Staff exchange visits, roadshows, Vega Children activities were all implemented in 2024.	Achieved
FER and interim evaluation reports issued.	FER and interim evaluation reports of all operational activities in third countries include conclusions and recommendations to be followed up.	10 FER and/or interim evaluation reports were issued.	Achieved

Number of ad-hoc situational reports, alerts/early warning, flash news as well as other type of communications reaching the Operational Teams and Frontex stakeholders.	N/A	In support of MS and TC, the 24/7 Frontex Operations Centre disseminated 15 Flash News reports and produced 50 Alerts/Ad-hoc Situational Reports to flag a considerable increase in irregular migration flows and support SAR activities. Under the EFS framework, 150 vessels of interest were successfully monitored, and 2 194 daily reports were delivered to Frontex partners. Moreover, 28 early alerts about vessels presenting abnormal behaviour in the proximity of EU borders and in the pre-frontier, area were disseminated. 1 033 sighting reports related to 1 909 FSA surveillance activities have been released.	Achieved
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Achievements of the year

Key Activity 1.2.1.3. Enhance the SC's border control operational capacities in supporting prevention and detection of CBC, including by strengthening the Agency's contribution to document and identity controls.

Results achieved

During Mizar operational activities, the remote assistance service in support to travel, document, identity and maritime documents checks (staffed with four teams of specialised SC on document fraud) was tested and validated for becoming operational in October 2024. The collaboration of Frontex with the European Commission Joint Research Centre (JRC), the International Civil Aviation Organization (ICAO) and the International Organization for Standardization (ISO) culminated in the participation of Frontex in 65 crosswise document and identity-related training as well as awareness activities, marking an improvement on fraud-related operational results (detection and prevention).

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Numbers of new or revised handbooks, trainings sessions, trained trainers and trainees.	10.	The results are: Seven open-source intelligence/media monitoring trainings performed by Frontex (internal trainings for SC; external trainings for Cyprus, EMSA, Justice and Home Affairs Agencies' Network (JHAAN) members; Seven handbooks on firearms detections; Five firearms detection courses/train the trainer sessions for SC and Ukrainian officers; 5 Quick Check Cards (QCC) produced on various forms of CBC.	Achieved
Guidelines and SOP are created covering all relevant processing activities.	N/A.	The SOP on debriefing activities was issued, however it covers primarily debriefing processes under the Agency's data controllership (for risk analysis purposes). The provisions and practical guidelines for operational personal data, which are collected and processed under the data controllership of MS, are included in the operational plans' provisions and are linked with the provisions of MB Decision 4/2024 and MB Decision 5/2024. Analysis processes as regards operational personal data were reviewed, both in connection with MB Decision 4 and 5/2024 as well as in conjunction with the European Data Protection Supervisor's (EDPS) recommendations.	Partially achieved
Number of activities targeting new CBC related threats.	3.	Five CBC action days were implemented.	Achieved
The Frontex forgery helpdesk in OPC provides remote support services to check travel, identity, maritime documents, and vehicles in Mizar operational activities.	By the end of 2024 the remote service processes are in place and stable.	Helpdesk is operational within the Agency's 24/7 Operational Centre structure, providing 24/7 assistance. The remote service processes are in place and stable (as of 21 October 2024).	Achieved

Number of document expert categories 1 and 2 staff assigned to operational activities implemented in the Frontex forgery helpdesk and in the field activities.	By the end of 2024, new statutory staff/document experts join two additional document fraud teams, each of them staffed with five SC specialised members. One of the document fraud teams is equipped and capable to carry out checks on vehicles.	Nine experts (SC officers categories 1 and 2) worked in a shift pattern in the Operations Centre forgery helpdesk throughout 2024. Four teams with expertise on document fraud were established on 21 October 2024. Three teams are composed of two specialised SC each, and the fourth is composed of three specialised SC. All teams are capable to carry out checks on vehicle documents.	Achieved
Appointment of one highly qualified staff member to carry out compliance verification of the storage medium (microchip).	1.	One technical staff member was appointed to work on the compliance verification of microchips. This has already contributed to the advancement of negotiations with the JRC and especially for using their laboratory, thus strengthening the Agency's relation with ICAO and ISO on document control.	Achieved
Number of Frontex crosswise activities contributing to improving operational results on detection and prevention of document and identity fraud.	By the end of 2024, at least 15 crosswise activities contributing to improving operational results on document and identity fraud are supported.	By the end of 2024, Frontex was involved in and supported 65 crosswise activities (23 training/roadshow sessions; 16 operational briefings; 22 operational awareness sessions, two webinars for Advanced-Level Document Officer and two webinars for non-Advanced-Level Document Officers to improve operational results on document and identity fraud.	Achieved

Key Activity 1.2.1.4. Implement multipurpose maritime operations (MMO) in cooperation with European Fisheries Control Agency (EFCA) and EMSA, in order to support coast guard functions, including SAR.

Results achieved

2 MMO (Baltic Sea and Black Sea) were implemented with Frontex on the lead in 2024, whereas the Agency participated in the EFCA-led MMO Adriatic.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Number of MMO implemented.	3.	Three.	Achieved
Number of MMO performed with the involvement of customs.	3.	0. Since all maritime Border Crossing Points (BCP) were included in JO Sea Ports 2023, the cooperation with Custom no longer fell under MMO remits.	Not achieved
Number of Liaison officer deployed in relevant maritime Common Security and Defence Policy missions or North Atlantic Treaty Organisation (NATO) operations.	2.	One SC officer was deployed in the European Union Naval Force Mediterranean Operation/Italy. There was no deployment of a second liaison officer as it was not substantiated by the operational needs.	Partially achieved

Achievements of the year

Key Activity 1.2.1.5. Provide short-term tactical assessments of the situation at the European Union's external borders and in the pre-frontier area with actionable recommendations for an operational response.

Results achieved

The Agency produced regular tactical assessments related to Contingent 1 (JO Bulgaria, Romania, Georgia and Moldova), Contingent 2 (JO Greece and Cyprus) and Contingent 4 (JO Italy and Malta). Ad-hoc assessments were provided following requests or noteworthy developments related to EU Eastern land, air and sea borders. In addition, regular assessments were produced for EU-Ukraine, EU-Russia-Belarus and Middle East regions. Throughout 2024, a fully-fledged short-term operational prioritisation model was maintained and updates on priorities were regularly presented during the six MB meetings organised in 2024.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Frequency, timeliness, and coverage of the assessments.	Regular and ad-hoc assessments, geographical area (ensuring that assessments cover all relevant operational areas) and actionable insights (assessments that inform operational decisions and actions).	18 short-term tactical assessments for Contingents 1,2 and 4 covering eight host countries. They were issued every two weeks (as planned), in line with the developed capacity. Four tailored ad-hoc assessments.	Achieved
Tasks response time (time taken to implement the prioritisation model after receiving updated information), recommendations on resource allocation (recommendations for an efficient use of resources based on priorities) and adaptability (ability to adjust priorities in dynamic situations).	An appropriate response time, timely recommendations for an efficient allocation based on priority levels, and adaptability (real-time updates based on changing conditions).	Six prioritisation exercises were timely executed in 2024. Similar number of recommendations for new priority levels and resource allocation were issued to Senior Management.	Achieved

1.2.2 Focus Area B - Develop and manage the Agency's support to European Cooperation on coast guard functions, to European Multidisciplinary Platform Against Criminal Threats (EMPACT) and to document and identity programmes, adapting the operating strategy of field activities for effective implementation.

Key Activity 1.2.2.1. Strengthen the coast guard functions of the Agency, and in the frame of the Tripartite Working Arrangement (TWA) reinforce cooperation between Frontex, EMSA and EFCA.

Results achieved

The country factsheets for all 24 MS/SAC coastal countries were updated in 2024. In the framework of the TWA between Frontex, EMSA and EFCA, 3 Technical Subcommittee (TSC3) meetings and 1 TSC chairs' meeting were conducted during 2024. Workshops were organised within the margins of European Coast Guard Functions Forum (ECGFF), European Maritime Day, the Annual European Coast Guard event and a SAR workshop in Bari/Italy. The boarding drills/workshops were organised in Italy/Bari, Italy/Catania, Romania/Constanta, Slovenia/Koper and in Helsinki/Finland.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Organisation of the Round Table on coast guard functions.	4.	Two. Due to the recent Frontex reshuffling, the organisation of additional round table activities was not possible. ED Decision and terms of reference of the coast guard functions round table are under review. The latest (20th) Roundtable was focused on the future structure of this internal forum, taking into consideration the recent and future reorganisations of the Agency.	Partially achieved
Organisation of the steering committee of the TWA.	1.	One. Frontex organised the Steering Committee in 2024 as chair of the TWA for 2024-2025.	Achieved
Support the organisation of the AECGE in cooperation with EFCA and EMSA.	1.	One. Frontex was involved in the preparation and animation of the AECGE led by EFCA.	Achieved
Number of coastal EU MS/ SAC involved in the update of the practical handbook on European Cooperation on coast guard functions.	24.	24. Under the coordination of EFCA, Frontex managed to involve its community for a regular update of the handbook.	Achieved
Number of technical subcommittee (TSC3) meetings organised.	4.	Four. Frontex, being chair of the TSC3 in charge of capacity sharing of the TW, organised one meeting per quarter in the frame of execution of ASP 2023 and preparation of ASP 2024 approved by the Steering Committee.	Achieved
Number of Coast Guard Fora attended such as the ECGFF, Baltic Sea Region Border Control Cooperation, Mediterranean Coast Guard Function Forum, North Atlantic Coast Guard Forum, Arctic Coast Guard Forum and Coast Guard Global Summit.	6.	Five. Despite Frontex being present at most of the Coast Guard fora in coordination with EFCA and EMSA, there was no opportunity to be involved in the Arctic Coast Guard Forum in 2024 as an observer for promoting EU cooperation on Coast Guard Functions.	Partially achieved

Achievements of the year

Number of capacity building activities organised.	4 workshops/5 boarding working groups or drills.	Four workshops and five boarding drills or working groups took place in 2024, enhancing operational processes at sea.	Achieved
Number of Liaison officers deployed in relevant maritime Common Security and Defence Policy missions or NATO operations.	2.	1 SC officer was deployed in the European Union Naval Force Mediterranean Operation/ Italy for liaising with JO Themis. There was no deployment of a second liaison officer as it was not substantiated by the operational needs.	Partially achieved

Key Activity 1.2.2.2. Reinforce the Agency's role and visibility in support for combatting CBC, including using platforms such as EMPACT.

Results achieved

Frontex led or co-led 7 Joint Action Days (JAD) of the 9 JAD implemented across Europe. These involved 26 MS, 16 non-EU countries, 8 EU Agencies and 4 International Organisations (IO). In addition, there were two drug related operations implemented under EMPACT (White Sea and Petrel Esquembri) in 2024. The results of the JAD and these two drug-related operations are as follows: traffickers arrested: 219; victims: 1374, including 153 children; fraudulent documents :546; Migrants: 8051; migrant smugglers: 401; cocaine: 49 314 kg; hashish: 4950 kg; marijuana: 310 kg; other drugs: 31 kg; stolen vehicles: 503; stolen vehicle parts: 3584; stolen boat engines: 40; false vehicle documents: 182; firearms: 740; ammunition: 23 477; counterfeit goods: 700 000; cigarettes: 98 722 463; raw smuggled Tobacco: 35,546 tonnes; alcohol: 21 467 litres; EUR cash: 469 188; GBP cash: 31 000; USD cash: 398 500; RUB cash: 8 000 000; Gold: 11kg; Silver: 14 kg.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Number of EMPACT activities where Frontex is a leader/co-leader/participant versus number of overall EMPACT activities.	N/A.	Frontex was involved in 10 operational action plans. Overall, Frontex took part in 101 operational actions: 9 as action leader, 22 as action co-leader, 70 as participant.	Achieved
Number of JO/Rapid Border Interventions/pilot projects participating in the implementation of EMPACT activities.	All JO in areas where JAD are implemented.	All JO participated during the implementation of JAD in the course of 2024.	Achieved
Number of agencies, MS and TC participating in each JAD and qualitative assessment of cooperation within.	5 agencies, 27 MS and 15 TC.	26 MS, 13 agencies (including Frontex) and 16 third countries participated in JAD.	Achieved
Number of situational descriptions and reports on operational results to enrich Frontex risk analysis and situational awareness on CBC (qualitative assessment).	10 descriptions/reports.	Eight CBC modus operandi alerts on drugs and four JAD assessments were produced by Frontex.	Achieved

Key Activity 1.2.2.3. Position the Agency along the four-tier access control model as a key stakeholder to support the fight against document and identity frauds as well as frauds related to manipulations / alteration of identification features of transportation means, their parts and related documents.

Results achieved

In 2024, the decision regarding the participation of Ukraine, Georgia and the UK in the Frontex INTERPOL Electronic Library Document System (FIELDS) was taken. Reference Manual workshops are scheduled for 2025.

22 technical recommendations were provided by Frontex at international fora (ICAO Working Groups (6); the Security Accreditation Board of the Council of the EU (6); False and Authentic Documents Online system (FADO) Group (5); the Frontiers WP of the Council of the EU (5).

The Agency continued to engage on document and identity control by co-leading four EMPACT activities (two within the EMPACT Common Horizontal Strategic Goal 5, Document Fraud Investigation Group and two related to EMPACT operational action 5.1 (Trafficking in Human Beings). Under the Frontex-led EMPACT operational action 5.2. (Migrant Smuggling), Frontex activated the two-phase Mizar operational module, where the newly established 24/7 Document helpdesk was piloted.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Number of meetings of High-Level Round Table (HLRT) on document and identity control supporting the Agency's activities and contributing to EU policies and strategies.	2 meetings by the end of 2024.	In 2024, two HLRT meetings were held (9th and 10th). The HLRT members participated in the annual plenary meeting with the Expert Group on Document Control (EXP-DOC) and approved, in January 2024, the capability framework for document and identity control. In November, a task force for the elaboration of a draft Annex about recommendations on training and curricula was established. The HLRT agreed on the involvement of experts from Ukraine, Georgia and the UK in FIELDS workshops for the creation and validation of QCC planned for 2025.	Achieved
Contribution by EXP-DOC group members enhancing Frontex activities.	By the end of 2024 the EXP-DOC group members contribute to at least seven major Frontex activities, adding value to the overall results.	EXP-DOC group members participated in two information exchange events where the European Union Document Fraud Risk Analysis Network 2024 was presented. Members reported upon: a. The examination of various counterfeit passports containing radio frequency chips (forgeries detected in 13 EU passports). b. Cases of forgeries of identity and travel documents and impostors encountered at airports (Italy: seven cases; Iceland: 22 cases + 123 documents seized; Vienna: forged EU residence permits, forged visas and counterfeit Spanish accreditation card for diplomatic staff) and at the Bulgarian borders (seven cases). c. Security features of new documents (Portuguese identification document, Romanian passport, new Dutch passport and identification document, United Nations laissez-passer). Specimen of newly issued ID and travel documents were shared among participants. Exp-DOC members participated in the annual plenary meeting with the HLRT and in four Reference manual/FIELDS Workshops.	Achieved

Achievements of the year

The Centre of Excellence for Combating Document Fraud (CED) is invited to a number of international working groups where it provides technical and operational recommendations.	By the end of 2024 at least three technical/operational recommendations are provided to each policy working group.	Frontex supported the organisation of and/or participated in several international events: ICAO Working Groups (Recommendations provided on: 1. Compliance process for documents; 2. Technical support on ISO/IC 39794-5; 3. the implementation of the two-letter country codes for ePassports; 4. Digital non-compliance of the electronic Machine-readable Travel Document chip; 5. Development of the ICAO guide for passenger data single window facilities; 6. To correct error spotted in Annex E of the ISO/IEC JTC 1/SC27 standard. Security Accreditation Board of the Council of the EU (Recommendations: 1. Level of security recommended for the new EBCG FADO System; 2. Access levels of the new EBCG FADO system; 3. Quality and quantity of information contained in the current FADO system and related improvement process for data migration; 4. Declassification of current FADO data). Art. 6. FADO Group (Recommendations: 1. Approach to data migration, including a data migration tool; 2. Access levels of the new EBCG FADO System; 3. EBCG FADO Identity Federation Proof of Concept; 4. Data Entry & Quality Requirements; 5. EBCG FADO cloud solutions). Information Exchange and Information Management (IXIM) Working Party of the Council of the EU (Recommendations: 1. Access levels of the new EBCG FADO System; 2. EBCG FADO Identity Federation Proof of Concept; 3. Approach to data migration, including a data migration tool). Frontiers Working Party of the Council of the EU (Recommendations: 1. Access levels of the new EBCG FADO System; 2. EBCG FADO Identity Federation Proof of Concept; 3. Approach to data migration, including a data migration tool; 4. Declassification of current FADO data; 5. Concept of mutually beneficial cooperation approach in the context of FIELDS outreach policy implementation).	Achieved
Number of operational actions (OAs) related to document fraud led/co-led and participated in Frontex under EMPACT OAPs 2024.	By the end of 2024 at least 3 such OAs mention Frontex engagement.	Frontex co-led two activities related to EMPACT operational action 5.1 (Trafficking in Human Beings) - and another two activities in the context of EMPACT Common Horizontal Strategic Goal 5 (Document Fraud Investigation Group). Organised under EMPACT operational action 5.2. (Migrant Smuggling, led by Frontex), Frontex activated the two-phase Mizar Operational Module to enhance the support to SC deployed in JO, host MS, and TC' authorities to increase the effectiveness of border control at EU and non-EU BCP on travel documents, resulting in 41 document fraud cases reported. Phase 1 involved MS border guards from 15 BCP (in Bulgaria, Croatia, Cyprus, Estonia, Greece, Lithuania, Poland, Romania and Slovakia). Phase 2 involved border guards of BCP taking part of JAD Southeast Europe 2024. Six awareness sessions were delivered to local border guards and SC deployed at the airports in Beograd (42 participants) and Tirana (44 participants). The Mizar operational module was also the opportunity to pilot the 24/7 Helpdesk that became fully operational in October.	Achieved

Key Activity 1.2.2.4. Enable effective operations by developing products, systems and services for document and identity control, including the establishment of centralised information systems (FADO and FIELDS) and a 24/7 remote assistance service along the four tiers access model.

Results achieved

The implementation of the FADO takeover project proceeded according to schedule with the establishment of the project team, identification of requirements, design of the system and finalisation of the tender procedure, which led to the signature of the technical contract with the provider in December 2024. The integration of the Reference Manual 3.0 into EBCG FADO took place only partially due to limitations imposed by the long technical development of Reference manual 3.0. EXP-DOC group country members (MS/SAC + Australia + Canada), the recently established regional group comprising of four active Western Balkan countries under Instrument for Pre-Accession Assistance (IPA) III Project (Bosnia and Herzegovina, Montenegro, North Macedonia and Serbia) and Moldova actively participated in the four FIELDS/Reference Manual workshops organised for the development of new content. That resulted in the production and validation of a total of 283 QCC, 90 presentations and two document alerts. The 24/7 remote document assistance service, which was tested and validated during EMPACT activities, became fully operational. The takeover of the shift allowance tool access management and of the tool in support of the Agency management of the SC deployment preferences were completed. The operationalisation of the Technical Equipment Mission Report (TEMR), the implementation of the FC2 structure in OPERA, and the development of a vision for a shift management system were initiated in 2024.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Level of implementation of the project.	By the end of 2024, EBCG FADO is adequately staffed to ensure delivery on schedule of the minimum viable product/ first release. In particular, system design and requirements are identified, development is ongoing, and the FADO support organisation is established with adequate staff assigned.	EBCG FADO project team will be about to deliver the minimum viable product by August 2026. System design and requirements have been established. The tender procedure for the technical development of the system was concluded and the contract was signed in December 2024. Two additional workshops, one in person in Helsinki and one online were held to identify the best way to implement user access levels for the future EBCG FADO.	Achieved
Level of development of the concept of the Reference Manual technical and Operational Integration into the EBCG FADO.	By the end of 2024 such concept is developed by ensuring business continuity in document check processes within Frontex operational activities.	The concept for integration of the Reference Manual 3.0 into EBCG FADO was developed only partially due to the limitations imposed by the long technical development of the Reference manual 3.0.	Partially achieved
Number of countries participating in the development of FIELDS system content.	In 2024 at least Western Balkan Countries and Moldova contribute to uploading information into the system on a regular basis.	Four Reference manual/FIELDS workshops were held. 29 MS and five non-EU countries actively participated (Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia and Moldova), contributing to 54 QCC. The EXP-DOC Group (MS/SAC, Canada and Australia) contributed with 229 QCC, 90 presentations and two Document Alerts. A new Regional Group (comprising of Georgia and Ukraine) was launched in September 2024 in view of their contribution to FIELDS content as of 2025.	Achieved

Achievements of the year

Level of implementation of the concept of the Frontex forgery helpdesk/ permanent support.	By the end of 2024 the concept is gradually under development, tested and validated.	In the course of 2024, the Frontex forgery helpdesk concept was developed, tested and validated. It became operational on 21 October 2024.	Achieved
Level of preparation of the priority list and plan for portfolio evolution implementation.	Priority list and plan for portfolio implementation are set out.	A list of priorities was established, and progress is regularly monitored.	Achieved
Number of operational support system activities initiated/ implemented.	At least four activities are initiated.	Activities initiated/implemented in 2024: taking over access management for shift allowance tool, taking over TEMR application access management, running a survey on behalf of internal entities to capture the preferences of SC officers in the light of future deployments, implementation of the FC2 structure in OPERA application, development of a vision for shift management system, access by SC officers to frontline systems.	Achieved

1.2.3 Focus Area C - Support migration management by facilitating all stages of the return process.

Key Activity 1.2.3.1. Provide assistance to MS in all stages of the return process.			
Results achieved			
During 2024, 56 263 third-country nationals were returned with the support of Frontex, 140% of the initial plan. This was mainly due to the increased cooperation with national entities responsible for returns and tailor-made solutions provided to MS, leading to an increase in voluntary returns (by 69%), but also in forced returns (by 13%). While the number of CROs remained stable at 40 vs. 42 in 2023, the average number of TC nationals returned rose from 44 to 52 (+17%). There were no Frontex-organised return operations in 2024, due to lack of specific need by the MS. Therefore, the Agency did not reach its target with regard to this indicator. However, a return operation by charter flight to Pakistan & Bangladesh was organised by a MS (Greece) with a strong coordination role, and operational support by Frontex. In 2024, the EURP experienced exponential growth in 2024, with the number of cases doubling compared to 2023. This surge is attributed to several factors, including greater participation from MS/SAC, which now total 29 onboarded members. Additionally, the programme has expanded its geographic reach, increasing the number of third countries within its scope to 38. In 2024, MS showed a greater interest in receiving the course on return and reintegration counselling. First steps have been made, in cooperation with the EBCG Academy, to improve the course and to make it future proof with the establishment of a course handbook and official certification. This all is to be finalised by mid-2025.			
Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Number of TC nationals returned (or supported in returning voluntarily) with Frontex support.	40 000 third-country nationals returned in 2024.	56 263 third-country nationals returned (of which 35 736 voluntarily). 40 collecting return operations took place.	Achieved
Number of Frontex-organised return operations.	1-2 Frontex-organised return operations in 2024.	There were no Frontex-organised return operations in 2024 due to lack of specific need by MS.	Not achieved

Ratio of number of identification assistance provided, i.e. identification missions, and EURLO's and Return Specialists' assistance on the matter, versus number of MS' relevant requests.	95% implemented in 2024.	Identification mission results: 94% (34 identification mission needs approved and supported, versus 36 identification mission needs submitted by MS). EURLO results: 100% . EURLO processed every request for assistance by MS. RS made 1 089 requests for emergency travel documents identification or travel documents.	Achieved
Number of reintegration cases provided through the EU Reintegration Programme (formerly the Joint Reintegration Services).	5 000 cases in 2024.	9 308 cases in total.	Achieved
Number of MS staff trained by Frontex on return and reintegration counselling.	160 persons trained in 2024.	186 persons trained in 2024 (136 MS staff + 50 RS).	Achieved

Key Activity 1.2.3.2. Strengthen MS return capacities through the use of the SC, capacity building, further developing of return IT tools.

Results achieved

In 2024, the FRESO teams supported over 22 075 third-country nationals. There were two new deployments in France and Poland and extraordinary support to France during the Olympic Games, amounting 10 return teams in seven MS. A new pilot activity was launched in July 2024, providing ground support to third-country nationals refused entry at the border, with 385 individuals supported by the end 2024.

Regarding deployments of RS, although resources were insufficient, the most critical needs of the MS were met. RS were deployed to 13 MS with a focus on Cyprus, Greece, and Poland. They conducted 15 384 counselling sessions, with a significant 51% of these sessions resulting in declarations to return voluntarily.

The Agency implemented or made significant progress on the following capacity building activities:

Development of good practices were finalised in 2024 (to be published in early 2025). Good practices on identification and acquisition of travel documents for return purposes were further streamlined in 2024.

Development of toolboxes. Various strands of the project on the "Toolbox for Children in Return" were completed, including books, workshops and the training content.

Capacity building for MS through the Frontex return mobility programme.

Capacity building for third countries under the framework of the 'Technical Assistance Projects for Return, Readmission and Reintegration'.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Ratio of FRESO deployed versus number of MS' requests for FRESO.	85%.	For deployment locations in priority 1: 88% coverage. For deployment locations in priority 2: 89% coverage. For deployment locations in priority 3: no FRESO requests from MS in this priority level.	Achieved

Achievements of the year

Ratio of return specialists deployed versus number of MS' requests for deployments of return specialists.	85%.	65%. The main reason for the partial achievement was the lack of human resources. Although MS fulfilled their quota for category 3, this was not the case with category 2 deployments where the quota fulfilment was 74%. In category 1 pool, 13 officers were available, and the number increased during 2024, to 16. The total number of SC officers with the RS profile was clearly inadequate for the growing operational needs of MS.	Partially achieved
Number of developed guidelines/ good practices/ handbooks for the standardisation and/or optimisation of return aspects/ processes.	3.	In total, three documents were developed, of which one was finalised: Good practices on alternatives to detention in return procedures were finalised in 2024 (to be published in January 2025, due to external circumstances); Good practices on identification and acquisition of travel documents for return purposes were further advanced based on the European Commission and MS experts' comments and recommendations; The review of the Guide for joint return operations by air progressed, but consultations with MS and the finalisation of the document will continue in 2025.	Partially achieved
Degree of fulfilment of stakeholder's business requirements for improvement of Integrated Return Management Application (IRMA) 2.0.	IRMA 2.0 is expanded with at least one additional module covering return-related business activities.	Two IRMA Modules (Grants Management Module and Identification Missions Module) were fully developed; however, installation to production environment was completed on 21 January 2025 and 05 February 2025 respectively. The delay is due to changes required following penetration tests.	Partially achieved
Percentage of MS national Return Case Management System (RECAMAS) mapped.	70% of MS national RECAMAS mapped.	67.7%. Three out of the 4 planned gap analyses were successfully carried out (Switzerland, Norway, Romania). The last gap analysis planned for 2024 has been postponed until 2025 upon request of the Member State (Spain) due to other priorities.	Partially achieved
Return experts and analysis working group network and annual return analysis report.	At least 2 meetings in 2024 and 1 annual report issued.	Two meetings in 2024 in May and October 2024 took place and one annual report was issued on 19/03/2024.	Achieved
Number of activities on return and reintegration counselling developed and implemented.	5 in 2024.	Nine training iterations conducted in 2024 (two for the SC and seven iterations for 12 MS/SAC).	Achieved

Key Activity 1.2.3.3. Enhance returns through closer cooperation with third countries in the field of return.**Results achieved**

The activities were fully implemented in line with the initial planning, while also adapting to the emerging needs and urgent priorities of MS in addressing challenges related to cooperation with non-EU countries. It was not possible to extend the EURLO network in 2024 due to several complex reasons, including the limited interest by MS to deploy EURLO to third countries where deployments were previously active and because rotations in current deployments require a change in focus (maintain existing deployments instead looking for new ones).

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Number of Return Liaison Officers deployments.	14 EURLO deployments in 2024.	10 deployments. Frontex received no business cases for EURLO deployments in new locations, despite efforts to promote the advantages at various fora. Several EURLO rotated in 2024 and MS deploying EURLO focused on recruiting them for rotating positions.	Partially achieved
Number of events (missions/activities/meetings/projects) related to contribution in the implementation of EU return policy.	20 events in 2024.	Participation in: • 7 Joint working groups; • 6 Joint Readmission committees; • 7 HLRT Joint React meetings; • 2 technical assistance missions; • Several events organised under the framework of other EU funded projects on building third countries' integrated return management system.	Achieved
Number of events (meetings/missions/visits), including inward/outward missions; familiarisation visits; consular workshops; sensitisation missions; development of good practices for the technical arrangements on returns agreed with third countries' authorities.	5 events in 2024.	In total: • 2 outward missions; • 2 inward missions; • 1 study visit to MS; • 1 training for TC monitors; • 1 training for return escorts.	Achieved
Number of meetings with MS to discuss TC cooperation on returns, including Country working group meetings, workshops on TC cooperation.	18 meetings in 2024.	Organisation of: • 10 Country working group meetings; • 1 return cooperation related workshop; • 1 workshop on cooperation with selected third countries. Participation in: • 4 return cooperation related workshops; • 10 readmission expert meetings.	Achieved
Number of technical assistance projects for third countries on return, readmission, and reintegration.	3 projects in 2024.	3 projects carried over from 2023. 1 project activity implemented in 2024 (peer to peer study visit from Egypt to Armenia). Due to the budgetary constraints in 2024, 2 other projects were put on hold. Due to budgetary constraints in 2024, Frontex decided to accept only new small scale but high impact project proposals. No such proposals were received (from MS).	Partially achieved

1.2.4 Focus Area D - Deliver centralised services for the management of traveller flow in regulated borders.

Key Activity 1.2.4.1. Deliver a robust and comprehensive portfolio of centralised services that implement with excellence the Smart Borders Regulations.			
Results achieved			
In 2024, the preparations for setting up the ETIAS Central Unit (ECU) and the entry into operation of EES (planned to start in November 2024) continued in line with the business planning. Work carried on with the progressive transit from project to operation and continued the development of standard operating procedures, support services for carriers and travellers, improvement of core capabilities and implementation of the Travel2Europe app. The ECU provided specialised training to the staff of the Assistance Centre Unit, including technical training on the use of the tools developed by eu-LISA. The Agency successfully established the ETIAS Screening Board and addressed all inquiries from MS and institutional partners. Frontex regularly monitored the status and progress of the projects within the Interoperability Programme, the internal allocation of human resources, and implementation of milestones according to the business architecture. The delay of EES, announced in Q4 2024, required the Agency to adjust its corporate planning, human resource allocation and project schedule accordingly.			
Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Service quality compliance.	95% service quality compliance as established in the Regulations or per internal agreement.	Service not launched due to the postponement of entry into operation of EES and ETIAS.	N/A
Regulatory compliance	All information specified in article 71 of the ETIAS Regulation (EU) 2018/1240 is provided on the public website.	Service not launched due to the postponement of entry into operation of EES and ETIAS.	N/A

Key Activity 1.2.4.2. Support our community of practitioners, authorities and EU institutions in the roll out, operation and evolution of Smart Borders.			
Results achieved (additional point; not part of SPD 2024-2026)			
In 2024, the Agency carried out all planned meetings for the setup of the ENU and addressed all inquiries from MS and institutional partners (no formal requests for bilateral support were received). It continued its work on the governance bodies, including Programme MB, eu-LISA MB, and technical working groups. The Agency organised 22 conferences and 4 webinars to fulfil its task of providing timely and accurate information on ETIAS. Frontex took active part in promoting the official ETIAS website and raising awareness about the system through presentations, panel discussions and interviews to the media and travel industry. Frontex published two quarterly magazines, five infopacks and a report containing all unofficial ETIAS websites (over 120 identified at the time of writing). In the area of stakeholder management, four meetings of the press officers' network were held together with stakeholder surveys and interviews. The migration of the content to the permanent ETIAS website started with eu-LISA's support in 2024.			
Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Number of meetings for the setup of ENU.		4 meetings out of 4 for the setup of the ENU carried out.	Achieved
Requests for bilateral support.		No formal requests for bilateral support were received.	Achieved

1.3 Strategic Objective 3 – sustained European Border and Coast Guard capabilities.

Key achievements

Operational capabilities

The year 2024 saw the Agency provide all deployable and mobile facilities, including containerised office spaces, warehouses, vehicles for migration management and transport vehicles for SC. Close to 90% of deployed portable equipment for border checks and surveillance came from Frontex, as did almost 70% of the airborne surveillance capabilities, with the Agency providing the majority of fixed wing aircrafts and unmanned aerial vehicles.

SC Selection processes

The Agency used the spring and summer months of 2024 to redesign the selection process garnering greater attention from underrepresented MS and striving for a better gender balance. 4 218 applications had in total been received for Group Members, Section Leaders, Deputy Contingent Commanders and Contingent Commanders.

Training

292 training activities were conducted in 2024 for 10 538 learners with an overall satisfaction rate of approximately 95%. The 353 SC recruits are all enrolled in one of the four entry-level training programmes conducted in parallel during 2024 and 2025. The four programmes – running in Avilla, Spain, and Almada, Portugal – have been designed to continue to deliver graduates with competencies for all levels of the FC2. 2024 was also the year during which 933 learners underwent use-of-force training, 952 went through specialised training and 735 followed the pre-deployment training.

Equipment, systems and services

The Agency managed more than 300 contracts to ensure the operational availability of the Agency's equipment, systems and services. A new contract was signed for Third Party Logistic Support, providing for warehousing and freight-forwarding services within and outside the EU. In 2024, the Agency landed new contracts for fuel supply in TC, weapons transport, and detection and inspection equipment for border checks. Furthermore, contracts for Airborne Surveillance – manned and unmanned, fixed and

rotary-wing aircraft were signed along with an enhanced contract for brokered charter flight services, securing eyes-in-the-sky and enhanced return capabilities. Also in 2024, 250 new patrol vehicles were delivered, and the growing SC continued to be supplied with uniforms and protective equipment.

Pooled availability for 2025

The process of pooling availability of capabilities, which includes the Annual Bilateral Negotiations (ABN) with MS, yielded the best results to date. In 2024, the Agency managed to secure availability of SC in 2025, which ranges from 88% to 100% in relation to what was initially estimated. The Agency has committed to providing 100% of all Interpreters and Cultural Mediators. For equipment, system and service commitments for airborne platforms range from 68% to 100%. The corresponding level for seaborne platforms ranges from 50% to 100% and in the case of land borne platforms the range is from 85% to 96%.

Innovation

The year 2024 saw the Agency successfully develop, test, demonstrate and deliver the first ever application for smartphones of all sorts – APP4EES – to facilitate the full operationalisation of the EES. Schiphol Airport in Amsterdam and Arlanda Airport in Stockholm were the venues for verification and validation of the end-product. The Agency delivered a toolkit for the performance assessment methodology for document inspection systems, to support MS in understanding how effective new digital systems installed in BCP actually are. Piloting the use of uncrewed systems continued, focusing on the eastern land borders.

European Integrated Border Management

The Capability Roadmap for the EBCG was adopted in March 2024 providing the 2037 investment steer for capability development. In 2024, the Governance Mechanism for the implementation of the TO EIBM was rolled out. A first progress report was provided to the MB in November 2024, to be able to assess the need for course correction.

Results per activity

1.3.1 Focus Area A - Integrated Plans for Operations, Contingencies, Capability Development and Agency's Programming (PLAN).

Key Activity 1.3.1.1 Foster coherent planning and reporting.			
Results achieved			
In 2024, the Agency continued contributing to the work of the MB Working Group on EIBM managing processes related to strategic planning and monitoring of the implementation of the Technical and Operational strategy for European Integrated Border Management (TOEIBM). The first EIBM Working Group annual report on implementation by the Agency and MS which contained recommendations for adjustments of the TOEIBM implementation plan was submitted to the MB in November 2024. Taking on board amendments proposed in the annual report on TOEIBM Strategy implementation, in November 2024 the MB adopted Decision 43/2024, amending the TO EIBM Implementation Plan to ensure it remains relevant for current and future challenges. The revision resulted in reducing the number of actions in the plan from 76 to 68 (including two new actions). In addition, the first practical guide for strategic planning was drafted in 2024 with contributions from MS, European Commission and Frontex experts, members of the EIBM Working Group. In March 2024 the MB approved the first Capability Roadmap, providing strategic steer for capability development planning by the EBCG. In June 2024, the methodology and procedure for establishing the national Capability Development Plans (nCDP) was revised and adopted by MB Decision 28/2024. Also, following adoption of the new methodology and procedure for establishing the nCDP, an updated overview of the nCDP was prepared. No requests for support to European contingency planning initiatives were received in 2024.			
Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Annual report to MB with recommendations on next steps as regards TOEIBM.	100%.	The EIBM Working Group report on TOEIBM implementation for 2024 was presented at the 102 MB meeting.	Achieved
Adopting MB decision establishing updated TOEIBM (as per need assessed in the annual report to the MB).	100%.	Target fulfilled through the adoption of MB Decision 43/2024 of 21 November 2024.	Achieved
EIBM practical implementation guide issued.	100%.	The Guide was finalised in December 2024. Publication expected in Q1 2025.	Achieved
Programme of work of the EIBM Working Group implemented.	100%.	The programme of work for the EIBM Working Group 2024 was fully implemented, with six EIBM Working Group meetings.	Achieved
Adopting MB Decision establishing updated methodology.	100%.	The new methodology and procedure for the nCDP was adopted by MB Decision 28/2024 of 13 June 2024.	Achieved
Updated capability overview, aligned with the updated methodology.	100%.	The updated overview of the nCDP was included in the 2024 Annual Report on the Implementation of the TOEIBM 2024-2027.	Achieved
Adopting MB Decision establishing updated Capability Roadmap (if assessed as needed).	100%.	The Capability Roadmap was adopted by MB Decision 16/2024 of 26 March 2024.	Achieved
Adopting Annual MB Decisions on equipment and SC.	100%.	MB Decision 10/2024 of 24 January 2024, MB Decision 14/2024 of 26 March 2024, MB Decision 15/2024 of 26 March 2024 were adopted.	Achieved
Providing support cases (if assessed as needed).	N/A.	No requests for support to European contingency planning initiatives were received.	N/A

Pooled Resources Network (PRN) meetings to take place as in the program of work.	100%.	All four planned PRN meetings took place in accordance with the annual programme of work.	Achieved
Capability Development Network meetings as in program of work.	100%.	All six planned Capability Development Network meetings took place in accordance with the annual programme of work.	Achieved
Annual and quarterly reports on developments, availability, and deployments of capabilities.	100%.	The Annual Implementation Report was adopted by MB Decision 27/2024 of 12 June 2024. Quarterly reports are regularly shared with MB members.	Achieved

Key Activity 1.3.1.2. Harmonise and standardise.

Results achieved

In 2024, due to the Agency's reorganisation and based on lack of specific needs by MS, no plan for new technical standards was developed. Instead, a new standardisation plan covering 2025-2030 was developed. The Agency maintains a constant and up-to-date mapping of international standards applicable to its equipment, a process that was initially established in 2024 that will continue to evolve throughout 2025. More specifically in 2024, access was granted to seven platforms which provided Frontex with access to more than 50 standards related to Frontex capabilities: Project Performance International, Systems Engineering Goldmine, Systems Engineering Tools Database, NATO Standardisation Office, European Defence Agency, UK Defence Standardization, Standards Cen-Cenelec (CENELEC).

Frontex has acquired technical equipment in accordance with the Agency's standards as outlined in MB Decision 51/2021 of 21 September 2021. Where these standards were not applicable, Frontex ensured compliance by executing acquisitions in line with international standards as specified in the tender dossiers.

In 2024, the Agency expanded the number of training activities delivering five courses for trainers (four were planned). Upon completion, 112 subject matter experts were certified as Frontex trainers, multipliers, and instructors. One course on the Sectoral Qualifications Framework (SQF) course design for border guards was carried out in 2024 and 20 participants from Frontex were successfully certified.

In 2024, Frontex developed guidelines for common minimum standards for border surveillance, and the Agency contributed to the implementation of the EU 'Smart Borders' initiative by conducting three EES simulation workshops. Frontex continued to provide tailored advice and capacity building support to enable MS representatives to run BCP EES simulations.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Plan established for the development of the technical standards.	100%.	100%. An internal Frontex plan on Technical Equipment Standards was established.	Achieved
Standards tabled for adoption to the MB, as per plan for new technical standards.	90%.	Target missed due to changes in the Frontex Standardisation Plan.	Not achieved
Up to date map of international standards applicable to the Agency's equipment.	100%.	100%. A Frontex internal repository was established.	Achieved
Collective technical equipment for surveillance and border checks registered in the technical equipment pool covered by technical standards.	100%.	248 collective technical equipment for surveillance and border checks registered in the technical equipment pools and covered by technical standards.	Achieved
Number of procurement procedures related to own technical equipment with deviations from applicable standards.	0.	None of the procurement procedures related to own TE which the Agency circulated was under deviation from applicable standards.	Achieved

Achievements of the year

Training activities for trainers, multipliers, and subject matter experts developed and implemented as per training plan.	75%.	75%. 5 courses delivered. 112 subject matter experts certified as Frontex trainers, multipliers and instructors.	Achieved
Training courses in course design in line with SQF for border guarding as per training Plan.	100%.	100%. 1 course delivered as planned. 20 participants certified.	Achieved
Development of general methodology for conducting conformity assessment for technical equipment for border checks and border surveillance.	20% completion.	80% completed as the study was drafted. To be published in 2025.	Achieved
Common minimum standards for border surveillance, land, maritime and aerial.	100%.	Common minimum standards for border surveillance, land, maritime and aerial were established.	Achieved
Capacity development events and technical assistance activities in support of Frontex, MS and TC.	at least 1 capacity building event and 75% requests for assistance implemented.	3 EES simulation workshops for MS (air, land and rail BCP) focused on equipment planning. 100% requests implemented: 1 MS (Slovakia) was supported with EES simulations for 2 BCP.	Achieved

1.3.2 Focus Area B - Development of Capabilities through Concept Development, Education and Training, Equipment Acquisition and Continuous Innovation.

Key Activity 1.3.2.1. Research and innovate.

Results achieved

The Agency's Research Agenda was drafted in 2024, based on identified capability gaps and requirements, and on results of EU funded research projects. Activities on market research and industry solutions included technology demonstrations, pilot projects and prize contests. In 2024, demonstrations were launched to showcase and assess innovative technologies and solutions countering unmanned aerial systems. The total value of the call for proposals that were published in 2024 is EUR 360 000 and the demonstrations will take place in 2025. Launched in December 2024, the Counter-Unmanned Aircraft Systems (C-UAS) Prize Contest addresses the growing threat of unauthorised unmanned aircraft system activities at EU borders, such as illicit surveillance and smuggling. The initiative offers a total prize pool of EUR 960 000 motivating the development of state-of-the-art technologies. Under the App4EES Pilot Project, Frontex designed, developed and tested a state-of-the-art mobile application for pre-registration of travellers' data. The project concluded in 2024 provided a solid basis for the development of a fully operational, scalable solution to address the needs of the EBCG, bring enhancements of digitalisation to border checks and advance the seamless border concept.

In the area of prototyping, the first cycle of the Frontex Research Grants Programme concluded in 2024. The projects' prototypes and scientific results delivered practical solutions for border security challenges. Also, in 2024, Frontex and JRC agreed on a working arrangement which will enter into force in 2025. In 2024, Frontex proposed the establishment of an unmanned aircraft system and C-UAS cluster. This proposal was endorsed by other members of the Hub and Frontex became the coordinator/lead for that stream of work.

In 2024, Frontex experts participated in all the evaluations of border security proposals, provided feedback on future research and innovation calls and played a proactive role in Horizon Europe related activities.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Average participant satisfaction measured for selected research and innovation activities.	70% satisfied or very satisfied.	The satisfaction rate (via survey) in 2024 amounts to 98%.	Achieved
Number of border security studies delivered, through contracts & grants.	≥ 2.	The following studies were delivered: • 4 research studies delivered through grants; • 3 research papers on training technologies; Conference brief: Future Training Technologies; 1 research on polycrisis (contract) titled '<i>In a world of multiple challenges, how to develop trust in and legitimacy of Border Security</i>'.	Achieved
Evaluation of border security related proposals under Horizon Europe.	100%.	All border security proposals were evaluated by Frontex staff.	Achieved
Number of pilot projects/demonstrations initiated in cooperation with innovation cells.	≥ 2.	Number of pilot projects/demonstrations initiated in cooperation with innovation cells. Application for EES pilot project - Travel to Europe app; MS unmanned aircraft system deployment model; Showcase/demonstration on document security; Showcase/demonstration on future training technologies.	Achieved

Achievements of the year

Lead and/or contribution to activities of EU Innovation Hub for Internal Security.	≥ 2.	There was a contribution to two hub team meetings and cluster meetings (biometric cluster, AI cluster, Foresight cluster) together with numerous meeting and presentations, throughout the year. Frontex was the co-organiser of the EU hub annual event and the EU innovation hub for internal security annual event 2024.	Achieved
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Key Activity 1.3.2.2. Develop and conceptualise.			
Results achieved			
In 2024, Frontex adopted the ED Decision on the deployment and rotation system of the SC officers categories 1 and 2 and the Decision on the functioning, tasks and cooperation of the structures within Frontex Contingents. In addition, the Agency launched consultations with all MS for the establishment of Antenna Offices. The Agency continued working towards the development of a body worn cameras concept. Under a pilot project, a tabletop exercise took place in Estonia. Frontex initiated the review of the personal equipment concept.			
Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Up-to-date concepts.	100% as per priorities set out in the Capability Development Plan.	An ED Decision on the deployment and rotation system of the SC officers categories 1 and 2 was adopted. The concept of Antenna Offices was presented to the MB and the Agency launched a consultation with all MS on its establishment. An ED Decision on the on the functioning, tasks and cooperation of the structures within Frontex Contingents was adopted. The body worn camera and personal equipment concepts are under development.	Achieved

Key Activity 1.3.2.3. Educate and train.**Results achieved**

Running simultaneously in two different training centres – in Base Naval de Lisboa - Alfeite - (Almada, Portugal) and Escuela Nacional de Policia - (Avila, Spain), the Operational Training Programme (one year entry level training for SC category 1) was delivered in four different versions for 353 learners addressing implementation of the FC2, i.e. Contingent Commanders, Section Leaders, Group Leaders, and Officers. Also, following a training needs assessment, new specialised training programmes on breeder documents and proactive threat detection were developed and implemented.

In 2024, the Agency implemented operational and specialised training programmes for SC in accordance with the training plan. The grant agreement for the operational training programme for SC officers category 1 was signed by the hosting authorities of Spain and Portugal. The call for proposals for multiannual grants for the period 2025-2027 was published on the Frontex website in December 2024.

All profile and specialised training programmes for SC and fundamental rights monitors were fully implemented in accordance with the 2024 training plan providing training to 7 204 learners.

The call for proposals for a specific grant agreement to implement the first iteration of the European joint master's in strategic border management was published on the Frontex website in September 2024. The evaluation committee reviewed the submitted offers and finalised the selection process. The consortium agreement was signed based on the framework partnership agreement in 2024. The call for participants was published in the first quarter of 2024. The opening ceremony of the European Joint master's in strategic border management is planned for March 2025.

The Agency responded positively to 11 ad-hoc training requests in the fields of EUROSUR and CIRAM with 1 476 learners from MS/SAC. The Agency carried out 17 specialised training programmes to MS (79 iterations). The Agency delivered 22 training activities versus 29 requests received. The Agency accommodated all training request received by third countries, enhancing international cooperation and their capability in the field of firearms detection, return escort operations, motor vehicle crime detection, customs and border guard cooperation.

66 activities were carried out in cooperation with the partnership academies from different fields of training. The partnership academies network supported the Agency in hosting activities from different fields. Frontex strengthened the cooperation with partnership academies and national training coordinators network: two meetings were organised to discuss the future of EBCG training, all calls for hosting the Frontex activities were addressed fully and MS/SAC trainers effectively contributed to development and delivery of training. Moreover, Frontex offered five courses for trainers to develop professional competences.

The overall satisfaction rate of all training programmes delivered by the Agency was 94.88%.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Number of new training programmes developed.	2.	Two courses on proactive threat detection and on breeder documents were developed and implemented.	Achieved
Operational Training Programme implemented.	1.	The Operational Training Programme was delivered in four different versions for 353 learners.	Achieved
Call for multiannual grants published.	1.	The call for proposals regarding multiannual grant/s was published.	Achieved
Number of training programmes for SC categories 1 & 2 delivered.	100%.	All courses were implemented according to training plan. The total number of learners for profile and specialised training programme were 1 536 SC under categories 1, 2, and 3. 933 learners participated in the annual use of force training and 4 735 in the pre-deployment training. The Agency carried out 28 profile and specialized training programmes (193 iterations).	Achieved
Number of training programmes delivered for fundamental rights monitors.	100%.	The training plan foresaw three iterations of the fundamental rights monitors' course. All three took place.	Achieved

Achievements of the year

Signed Framework Partnership Agreement with education institutions to deliver the European Joint master's in strategic border management.	1.	The framework partnership agreement was signed in 2024.	Achieved
Number of training programmes delivered for MS/SAC.	80% or more.	86% of planned activities were executed. 11 additional activities ad hoc requested by MS/SAC (CIRAM; EUROSUR training). The number of learners from MS/SAC was 1476. The Agency carried out in total 17 specialised training programmes to MS (79 iterations).	Achieved
Number of trainings delivered to TC.	75% of positive responses to requests.	75.8%. The Agency delivered 22 training activities versus 29 requests received.	Achieved
Number of training activities organised in cooperation with the partnership academies network.	80% or more.	All courses were conducted in partnership academies.	Achieved
Number of organised stakeholder events.	2	Two partnership academies network meetings were organised (May and November).	Achieved
Number of joint training activities organised with partner agencies.	3.	34 Activities organised with participation of partner agencies (European Union Agency for Law Enforcement Training, eu-LISA, EFCA)– Schengen Evaluators; Training course on Entry/Exit System and Interoperability, course for European Coast Guard Officers. The Agency carried out three trainings with participation of partners agencies (eu-LISA, EFCA) namely the Schengen Evaluators training; Training Course on EES and Interoperability, Course for European Coast Guard Officers.	Achieved

Key Activity 1.3.2.4. Equip and support.

Results achieved

Frontex implemented the consolidated multi-annual acquisition strategy and the corresponding implementation plan by acquiring technical equipment in line with the requirements of the 2024 Minimum Number of Items per Technical Equipment (MNITE). The Agency maintained over 60 framework contracts, established 41 new ones and launched 30 new framework contract procedures. Frontex acquired and managed technical equipment and other enabling capabilities and services: warehousing and transportation at the central layer of supply chain (implemented), fleet management services in the field (contract under negotiation), car transportation services (implemented), fuel cards for North Macedonia, office rental for contingent in Bucharest, Romania, airport agreement on Lampedusa for 24/7 ground support of aerial surveillance and parking agreements for Frontex cars.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Frontex TE coverage of MNITE 2024.	MNITE 2024.	MNITE requirements have been met by 99%.	Achieved
Extent of unfulfilled Frontex technical equipment requests.	<5%.	The extent of unfulfilled Frontex technical equipment requests reached <5%.	Achieved

Adjustment of existing logistical processes.	Done in 2024 for activated antenna offices/FC2.	Already done for the three rolled out/activated contingents. No antenna offices were activated in 2024.	Achieved
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Key Activity 1.3.2.5. Transition.

Results achieved

In 2024, new personal document checking devices (lenses), compact magnifiers, uniform lockers, portable heartbeat detectors were delivered to the operational areas. 250 new patrol cars were acquired, registered and delivered.

The requests for uniform items received from SC during the annual re-equipment activity were fully satisfied. Uniforms and personal equipment were timely distributed. Existing logistical arrangements allow efficient and regular supply of personal protective equipment to the operational areas. 452 SC category 1 officers were equipped with full uniform sets, bulletproof vests and operational first-aid kit (bleeding tactical kit). 468 active SC officers category 1 received uniform (or uniform item) replacements. 250 extreme winter jackets were supplied to Baltic countries.

In 2024, a total of 250 offroad patrol cars, 15 portable heartbeat detectors, 10 heartbeat detectors with wireless sensors, 50 contraband kits, 45 borescopes, 45 CO₂ detectors, nice CO₂ detector bump test and calibration devices, eight portable power stations with solar panels and 30 spectrometers were made available. Frontex signed framework contracts for technical equipment in 12 capabilities out of the 13 planned in the implementation plan for 2024. This resulted in 41 new families of framework contracts.

In late 2024, 81% out of 756 SC category 1 officers had valid weapon authorisation. 22 iterations of the annual use of force training were conducted in 2024.

During 2024, the digital platform OperaEvo was further developed addressing the changes/improvements required by internal and external end-users. The Agency delivered 18 training sessions, of which five were provided on site (in MS). The satisfaction rate (via survey) amounted to 91% of internal respondents (Frontex) and 94% of external respondents (MS).

A concept to develop canine capability through SC category 2 was developed, based on which a grant process was launched in December 2024.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Number of introductions of new / updated Frontex technical equipment to the technical equipment pool in 2024 which were late for deployment planned under operational plans.	0.	0 in 2024. One pending the execution of training of operators and trainers that will take place in the first quarter of 2025).	Achieved
Percentage of category 1 officers having personal and protective equipment.	>=98%.	100%. All existing SC category 1 officers are equipped with personal and protective equipment. Newly employed SC were equipped with personal and protective equipment upon onboarding.	Achieved
Percentage of approved categories of task-related equipment available in stock.	>=90%.	>=90%. Sufficient availability of Frontex task-related equipment in stock.	Achieved
Percentage of acquisition framework contracts established out of the ones planned in the Implementation Plan for 2024.	>=80%.	13 contracts were planned and 12 were established.	Achieved

Achievements of the year

Percentage of Frontex technical equipment acquired and prepared for deployment out of the ones planned in the logistics plan for 2024.	>=80%.	>=80% (UV flashlights, metal detectors).	Achieved
Percentage of Antenna Offices/FC2 established versus planned for activation in 2024.	>=50%.	All three Contingents that were planned, were established. Antenna offices were not established in 2024.	Achieved
Number of SC category 1 completing operational training vs recruited.	>= 90%.	No data available yet as batch 10 graduated in 2023 and batches 11,12,13 were recruited in mid-2024. They will complete training in 2025.	N/A
Number of SC under categories 1&2 completing specialised profile training vs enrolled.	>= 90%.	515 out of 525 enrolled participants completed the training. 510 SC officers categories 1 and 2 out of 525 enrolled completed specialised profile training.	Achieved
Operational capabilities registration in OperaEvo structured in line with Operational Concept. User satisfaction:	>= 90%. >= 70%.	90% of Operational capabilities are registered in Opera Evo. The satisfaction rate (via survey) amounted to 91% of internal respondents (Frontex) and 94% of external respondents (MS). Backlog of improvements (by users) of OperaEvo system are planned for implementation in 2024.	Achieved
Develop concept for strengthened canine team capabilities.	100%.	Concept to develop canine capability through SC category 2 was developed, based on which a grant process was launched in December 2024.	Achieved

1.3.3 Focus Area C - Good Governance and Administration throughout the Capability Development and Management Cycles (CHECK).

Key Activity 1.3.3.1. Manage quality.

Results achieved

In 2024, efforts to implement a quality management system concentrated on documenting processes resulting in the description of 24% of the identified processes. A group of Frontex staff members were trained on practical problem-solving and audit for the quality management system. In this way, the Agency created an internal capability in accordance with the ISO 9001 Quality Management System.

In 2024, the training quality assurance system was revised to reflect the new structure and tasks of EBCG Academy and be in alignment with the standards and guidelines for quality assurance in the European Higher Education Area.

For the first time, the methodology based on which internal training needs will be assessed was implemented.

At the end of 2024, 81% of the SC category 1 officers had valid weapon authorisations. 141 SC category 1 officers were unable to secure it due to failure to obtain a medical fitness certificate. In addition, 35 SC category 1 officers failed to secure weapon authorisation due to either failure in the annual use of force training or not passing the physical fitness test or psychological tests or failing to provide their criminal records.

In 2024, no SC officer was assessed as underperforming.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Map (description) of capabilities level 1 and level 2 core and strategic processes.	50%.	40% of planned level 1 and level 2 processes were mapped and described.	Partially achieved
Map (description) of capabilities level 3 processes.	30%.	24% of planned level 3 capabilities (processes) were mapped.	Partially achieved
Formalisation and implementation of quality procedures aligned with ISO 9001.	30%	24% of formalisations and implementations of quality procedures were aligned with ISO 9001.	Partially achieved
Training need assessment and evaluation methodology developed and approved.	Pilot of training need assessment.	The training needs assessment and evaluation methodology were developed and approved.	Achieved
Learners' and trainer satisfaction rate with the training.	85% or more.	Learner satisfaction rate was at 95%. Trainers' satisfaction rate was at 94%.	Achieved
Train 15 internal auditors on ISO9001 in the Capabilities Directorate.	15.	15 people were trained and qualified as internal auditors for ISO 9001.	Achieved
Train 15 facilitators on the Quality Procedure Practical Problem Solving in the Capabilities directorate.	15.	10 facilitators were trained on practical problem-solving.	Partially achieved
Percentage of Frontex technical equipment acquisition deliveries where quality checks were missing or incomplete.	<2%.	There were no Frontex technical equipment acquisition deliveries with missing or incomplete quality checks.	Achieved

Achievements of the year

Number of SC officers compliant with formal prerequisites.	>90%.	756 (81%) SC category 1 officers had weapon authorisation.	Partially achieved
Performance assessments of SC officers.	<10% performing with development needs or unsatisfactory performance.	No SC category 1 officer was assessed as underperforming. 92% of SC category 2 officers have submitted their deployment assessment reports. Of these, no officer was assessed as underperforming.	Achieved

Key Activity 1.3.3.2. Manage accountability.

Results achieved

In 2024 Frontex continued measuring CO₂ emissions of selected deployed capabilities. In 2024, the Frontex CO₂ calculation tool was updated and simplified. The CO₂ emission's calculation guide was made available to the whole EBCG. In addition, Frontex offered to interested MS' experts the opportunity to participate in an awareness session for that very purpose.

In 2024, all performed workplace visits were assessed with the EU minimum requirements on Occupational Safety and Health (OSH) as a baseline. A database was built, and non-compliances were systematically addressed through recommendations.

An internal OSH audit was performed in 2024. Preparations that aim to boost the number of workplace assessments in 2025 took place via the network of basic level OSH practitioners under the newly established logistics and OSH operational profile. Seven SC category 2 officers were recruited and selected, and the concept of relevant training was developed. Two incidents were investigated. Work towards improving the reporting system was started. Hazards related to Mpox (biological agent) were identified, risks were assessed, preventive and protective measures were identified.

A risk assessment for the use and acquisition of personal protective equipment was performed.

In 2024, there was progress as regards the Agency's compliance with the international OSH best practices (ISO 45001). A 'Growth Path for a Better Understanding, Controlling, and Monitoring of the Agency's OSH Risks' was proposed. An OSH concept for the FC2 was prepared with results anticipated in 2025.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Quarterly and annual reporting on CO ₂ footprint of Frontex operational capabilities.	100%.	The data on CO ₂ footprint are published quarterly.	Achieved
Percentage of facilities rental, use addressing sustainability and safety aspects.	80%.	No assessments of rental and used facilities were performed in 2024.	N/A
Number of OHS issues addressed.	85%.	100% of observed non-compliances were addressed (i.e. recommendations for remediation were provided by an OSH practitioner).	Achieved
Number of measures of the action plan implemented.	80%.	Only a few measures from the 'Growth Path for a Better Understanding, Controlling, and Monitoring of the Agency's OSH Risks' were implemented.	Not achieved

State (%) of implementation of the structure, documents and activities mentioned in the expected results.	50% in 2024, 100% by 2025.	Documents, structure and activities in 2024: Structure: The recruitment and selection of basic level OSH practitioners. Training and start of deployment of OSH officers. Documents: 'Proposed Growth Path for a Better Understanding, Controlling, and Monitoring of the Agency's OSH Risks' was prepared; 'OSH policy based on legal requirements and international good practices' did not start; OSH concept covered in the FC2. Activities: Risk assessments on personal protective equipment and on Mpox were presented; Accident investigations were conducted; 6% of active workplaces were assessed.	Achieved
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1.3.4 Focus Area D - Relevant, Resilient and Robust Capabilities Available for Timely Deployment and Adequate Effect (ACT).

Key Activity 1.3.4.1. Plan and negotiate.

Results achieved

The operational capabilities were made available to Frontex operational activities in 2024 in line with the commitments agreed during the ABN.

The process for planning the availability of capabilities for the operational year 2025 was successfully implemented in 2024, in line with the EBCG Regulation. The MB Decisions on MNITE and those on SC profiles definition and distribution per MS were adopted by the MB on time.

Frontex initiated the assessment of MS/SAC's intention to deploy technical equipment in 2026 in line with Article 54(5) of the EBCG Regulation.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Availability in relation to MB Decisions on MNITE and profiles of SC to be made available for operational activities in 2024, as well as in relation to the results of the ABN with MS/SAC.	100%.	84% MNITE. 93% SC category 1 available. 88% SC category 2 available. 94% SC category 3 nominated.	Partially achieved
Adopted MB Decisions.	100%	MB Decisions 10/2024 of 24 January 2024, 14/2024, of 26 March 2024 and 15/2024 of 26 March 2024 were all successfully adopted.	Achieved
Commitments from MS/SAC in relation to MB Decisions on MNITE and profiles of SC to be made available for operational activities in 2025.	100%	86% of SC category 2 selected. 91% of SC category 3. 90% of Internal Security Fund/Specific Action technical equipment committed.	Achieved
Identified possible available resources for operational activities in 2026.	100%.	The MB Decision adopting the EBCG SC annual planning for 2025 and indicative multiannual planning of profiles identified possible available resources.	Achieved

Achievements of the year

Key Activity 1.3.4.2. Administrate and maintain.			
Results achieved			
By the end of 2024, the Agency achieved availability of 93% in SC category 1 and 88% in SC category 2 in line with MB Decision 11/2023 of 22 March 2023. As regards SC category 3, the Agency used 50% of the entire capacity to address needs that couldn't be covered with statutory staff or long-term deployments from MS/SAC. 85% of the technical equipment mentioned in the MB Decision 12/2023 of 22 March 2023 adopting the MNITE was deployed in operational activities in 2024. In 2024, the management of weapon authorisations was implemented in line with the existing regulatory frameworks. 100% of SC category 1 were verified. OperaEvo digital tool continued to be used to support the fulfilment of requests for SC reinforcement with deployments and re-deployments against the operational pledges made by MS/SAC during the ABN. In 2024, the Agency aligned OperaEvo with the new organisational structure and FC2. 84 change requests were implemented to optimise OperaEvo functionalities. The process of standardisation of courses was implemented. Learners' records will be shared with internal stakeholders in the Complex Analysis Platform for Training and Administration (CAPTA), through Power BI. Also, the training lifecycle concept was under review awaiting approval throughout 2024. Frontex outsourced warehousing through a framework contract for the provision of four third-party logistics facilities in the EU (Poland, Greece, Italy, Spain), bulk transportation, warehouses in Warsaw, Bari, Thessaloniki, Valencia. Fleet management was not awarded in 2024. In 2024, a dedicated entity was established in charge of designing SC career architecture and the management of operational readiness of SC category 1 officers. The approach to selection of SC category 1 was reviewed in 2024 and was already used in the SC recruitment campaign (autumn 2024).			
Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Coverage of needs as outlined in the MB Decision.	100%.	93% of SC category 1 officers were deployed. 88% of SC category 2 officers were deployed. 50% of SC category 3 capacity was deployed to cover remaining needs. 84% of MNITE deployed.	Partially achieved
Number of SC officers verified versus formal prerequisites.	100%.	100% SC officers verified.	Achieved
Level of fulfilment of the requests for SC reinforcement with deployments and re-deployments against the operational pledges made by the MS.	95%.	71% for SC category 3 officers and 41% for technical equipment.	Partially achieved
Records of learners and trainers related to SC category 1 and category 2 officers present in the system.	100%.	The procedure for standardisation of the courses was implemented. Learners' records will be shared with internal stakeholders in CAPTA, through Power BI.	Partially achieved
Development and review of the training lifecycle via educational technology, business intelligence tools and optimised business process.	50%.	50%. The concept and project initiation document were under review in 2024.	Achieved
Warehouse and transport management solution available.	100%.	The framework contract for warehouse and transport management was awarded. Third party logistics and transportation services contracts were established.	Achieved

Fleet management solution available.	100%.	Fleet management was not awarded in 2024.	Not achieved
Concept of SC careers architecture developed including selected components.	Draft concept of SC Career architecture delivered. Policy on SC decorations developed. Policy on weapon authorisation in place.	Concept of career architecture was drafted pending cross-divisional consultation and final approval. The draft concept of SC decorations was prepared. Cross-divisional consultations were launched. Foreseen for adoption in 2025. Existing policies on weapon authorisation were implemented and an additional framework was adopted. The update of the MB Decision was launched, decision was consulted and presented in PRN meetings.	Partially achieved

1.4 Horizontal Objective 1 – enhance the Agency’s operational impact through effective partnerships and coordination with its key stakeholders, particularly the EBCG community, EU entities, TC and IO.

Key Achievements

Cooperation with EU partners

In 2024, Frontex further developed the cooperation frameworks with its closest partners, leading to the conclusion of a new working arrangement with the EUAM Ukraine and the renewal of the working arrangement with the European Union Agency for Fundamental Rights (FRA). The Agency concluded working arrangement negotiations with two services of the European Commission: JRC and DG HOME (C5) on situational awareness, early warning and forecasting and capacity development cooperation. In 2024, the working arrangement negotiations with the European Union Agency for Asylum (EUAA) and eu-LISA substantially advanced.

Robust policy frameworks

The year 2024 saw the adoption of the international cooperation strategy 2024-26 and the Agency’s reshuffling enabled better and more regular coordination among Frontex teams in light of the Pact on Migration

and Asylum. An internal action plan that guides the implementation of the Pact on behalf of the Agency and supports MS on the implementation of the Pact was developed. Moreover, the establishment of a WG on the Screening Toolbox with EUAA took place in 2024.

Enhanced cooperation with TC

The agency continued to strengthen partnership with TC using all existing mechanisms. Namely, the Agency supported the negotiation of the new generation of status agreements, renewal of existing working arrangements and negotiations with new ones (TC). The successful implementation of three EU-financed technical assistance projects in the Western Balkan region and the Southern Neighbourhood continued during 2024 and tailored assistance was provided to TC in the regions of the Eastern Partnership and West Africa.

Achievements of the year

Results per activity

1.4.1 Focus Area A - Strengthen capacities of priority third countries to deal with the key challenges for border management and build conditions for a joint response with the EBCG community.

Key Activity 1.4.1.1. Enhance partnerships with priority third countries within the framework of the external action policy of the Union, to promote operational cooperation with the EBCG, including through structured cooperation frameworks and deployment of Frontex liaison officers (FLO) to third countries.

Results achieved

In 2024, Frontex remained committed to supporting its EU pre-accession partners. In the Western Balkans and Moldova, the Agency supported local authorities with negotiations of second-generation EU status agreements with Serbia, and with Bosnia and Herzegovina. The Agency maintained a solid operational footprint under JO Moldova.

The cooperation with Ukraine intensified despite challenges posed by the war. Namely, cooperation touched upon the area of integrated border management, firearms smuggling, information exchange, quality control on integrated border management, tailored assistance and expertise in preparations for the new IBM multiannual framework in Ukraine.

The dialogue with Türkiye was strengthened through several visits in 2024, laying the groundwork for enhanced collaboration in 2025.

A new working arrangement was signed with the UK, negotiations on new working arrangements were launched with Mauritania and Morocco and a revision of the working arrangement with Nigeria took place.

Contacts and cooperation with the southern neighbouring countries continued particularly through the implementation of the EU4Border security project. In particular, the hosting of a delegation from the Egyptian Ministry of Defence for a familiarisation visit at Frontex headquarters in October was an important step forward. Contacts with the authorities of Armenia continued aimed at launching revision of the existing working arrangement in 2025 and with Pakistan and Morocco in order to deploy FLO in 2025.

The network of five FLO deployed in TC continued to support Agency's activities.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Percentage of partners considering cooperation activities useful/relevant.	70% satisfaction level.	Out of the evaluations performed in the activities carried out with beneficiary countries, the satisfaction levels exceeded 70% and reached up to 90% in some cases.	Achieved
Number of structured cooperation instruments concluded or reviewed (e.g. working arrangements, cooperation plans, or other instruments).	10% of all ongoing negotiations concluded.	Certain negotiations were affected by the required consultations with EDPS. The working arrangement with the UK was concluded and a letter of intent was signed with the United Nations High Commissioner for Refugees (UNHCR).	Partially achieved
Number of regional roundtables organised.	At least 3 round table dialogues organised with the MS/SAC on priority regions.	One working group on external cooperation and technical assistance plenary meeting and three external cooperation and technical assistance thematic workshops dedicated to three regions were organised in 2024.	Achieved
FLO contributions to Frontex operational and strategic activities, including meetings, missions, analytical input.	Attendance level of 90% of meetings, missions and contribution to 95% of input requested.	FLO attended most meetings or in their absence other Frontex staff performed what they were requested to.	Achieved

Number of meetings of the Immigration Liaison Officers (ILO) steering board attended and participation in relevant regional and local ILO meetings. FLO in third countries attendance at invited regional and local ILO meetings - 100% in 2023.	Attendance level of 90% of meetings of the Steering Board and 90% of meetings of regional and local ILO meetings in priority regions.	Frontex attended the only meeting organised by the ILO steering board. Also, some additional technical meetings were held under that umbrella. FLO were present in regional/local ILO meetings and coordinated some meetings at local level in the absence of a European Migration Liaison Officer (e.g. in Moldova).	Achieved
Number of office host agreements or other relevant administrative decisions renewed or adopted linked to FLO TC deployments.	100% of the Office Host Agreements revised.	Negotiations of office host agreements continued in 2024, and they are at the final stage of negotiation as they were dependent on the adoption (by Frontex) of ED Decisions for the delegation of certain appointing authority related powers to the European External Action Service (EEAS). Seven such Decisions were adopted in 2024. Preparations for the negotiation of two new office host agreements were launched.	Partially achieved

Key Activity 1.4.1.2. Strengthen IBM capacities of priority third countries through technical assistance and capacity building, implemented in close coordination with the European Commission, the EEAS and the MS, and in line with European IBM standards.

Results achieved

The Agency continued to implement successfully the two technical assistance projects in the Western Balkan region. Under IPA III Regional Programme, working groups on IBM and a network of women from the Western Balkan border agencies were established. Trainings on border checks, border surveillance, screening and debriefing and fundamental rights were delivered to the Western Balkan countries.

Under the “Regional Support to Protection-Sensitive Migration Management Systems in the Western Balkans”, a training on the European Asylum Dactyloscopy database was delivered. Additionally, 169 individuals benefited from trainings on contingency planning, crisis response (63 benefited as result of three tailored workshops followed by a tabletop testing of contingency planning for a TC) and integrated return management systems (103 as a result of five workshops/trainings and a study visit).

As regards Moldova, Ukraine and Georgia, the Agency provided assistance through training activities and support of the development of IBM related structures.

In the Southern Neighbourhood, the Agency implemented the EU4BorderSecurity project which covers nine countries. 18 capacity building activities, mainly with the beneficiary partners, were performed. Approximately 30 consultations and coordination meetings with EU, international stakeholders and activity partners took place. Regular exchanges also took place with the relevant EU Delegations of the recipient countries. The organisation of the second Euro-Arab border security conference in Lisbon was a cornerstone of 2024.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Outreach of capacity building activities and their geographic coverage (number of activities; number of external participants).	Attendance level at 60% of all invitees.	Higher than 60% attendance in: The EU4BorderSecurity Project where 18 capacity building activities were organised benefitting over 135 participants from six southern Neighbourhood countries; The IPA III Regional Programme “EU Regional Support to strengthen border security capacities in the Western Balkans” which included 20 capacity building activities with 254 participants from Western Balkan states. The project ‘Regional Support to Protection-Sensitive Migration Management Systems in the Western Balkans’ where 169 individuals benefited from trainings on contingency planning, crisis response (63 as result of three tailored workshops, followed by a tabletop testing of contingency planning for a TC) and integrated return management systems (103 as a result of five workshops/trainings and a study visit). Ukrainian counterparts benefitted from five trainings and workshops on different IBM aspects. One of those included Moldovan and Georgian participants. Over 100 attendees participated in these activities.	Achieved

Project implementation levels against the set targets (to be reported against indicators in the project log frame per project).	Implementation at 80% of the set targets.	The EU4BorderSecurity project surpassed the 80% implementation rate in the project log frame. IPA III regional programme 'EU Regional Support to strengthen border security capacities in the Western Balkans' achieved less than 80% due to long consultations with beneficiary partners. IPA III 'Regional support to Protection-Sensitive Migration Management Systems in the Western Balkans' scored above 80% for the 2024 planned activities.	Achieved Partially achieved Achieved
Number of Commission-funded programmes/projects reviewed, activities contributed to.	Active engagement in 4-5 projects in the key priority regions/countries.	The Agency actively contributed to or revised at least six IBM related projects benefiting third countries such as Turkey (2), Libya (1), Ukraine (2) and Mediterranean countries (1). These were implemented by partners such as the International Organisation for Migration (IOM) (Solidarity lanes), International Centre for Migration Policy Development (multi-country programmes, MED, programmes supporting the institutional capacity of the national coordination and joint risk analysis centre (nacorac), Engage, Resilience – Ukraine) and Italy (support to integrated border and migration management in Libya).	Achieved

1.4.2 Focus Area B - Develop the architecture for effective inter-agency cooperation on IBM within the EBCG community and with EU and international partners, ensuring the most efficient use of resources and complementary implementation of mandates.

Key Activity 1.4.2.1. Establish and maintain appropriate frameworks for cooperation within the EU and with IO, make full use of the EBCG mandate.
Results achieved In 2024, Frontex continued enhancing cooperation with EU partners and with IO. In this regard, notable progress was achieved in terms of working arrangements negotiations, namely: In February 2024, Frontex concluded a new working arrangement with EUAM Ukraine; In March 2024, Frontex concluded a renewed working arrangement with the FRA; In November 2024, the negotiations on two new working arrangements with the European Commission were concluded with the JRC and the DG HOME (C5) on situational awareness, early warning and forecasting, capacity development cooperation; The negotiation of numerous working arrangements with key partners advanced – namely with EUAA and eu-LISA; Extensive preparatory work was done in relation to cooperation with the European Organisation for the Safety of Air Navigation through the conclusion of a bilateral working arrangement; In July 2024, the MB approved the intention to renew a number of working arrangements, particularly the renewal of the cooperation framework with the EEAS. In 2024, the Agency conducted a thorough mapping of all the relevant legislative acts in relation to Frontex’s mandate. This mapping led to the preparation of an internal Action Plan that will guide the Agency’s efforts to support MS in the implementation of the Pact and in particular, on screening and return. On this, Frontex has closely cooperated with the European Commission and EUAA. Both agencies work together in the context of the working group on the Screening Toolbox but also on information products that were developed by EUAA in 2024. In 2024, cooperation with Europol remained high on the Agency’s agenda. Europol LO was deployed to Frontex in September 2024 (Frontex LO to Europol was deployed in December 2023). Frontex remained an active member of the JHAAN in 2024 by participating in all meetings and contributing to numerous joint reports and papers such as the Final Report, the Joint Paper on Ukraine, the White Paper for new Brussels interlocutors and the Multi-Annual Financial Framework (MFF) joint statement. The Agency organised bilateral staff exchange with Europol. Frontex reinforced its Brussels-based team with an additional LO and was actively involved in the activities of the preparatory bodies of the Council of the EU, European Commission groups and the European Parliament (EP). Negotiations to conclude working arrangements continued with IO such as ICAO, IOM and UNHCR, but could not be finalised due to the pending agreement on the provisions related to personal data exchange which require further alignment between the EU and UN systems. The decision of the EDPS on the model administrative arrangement for transfers to IO has now been shared with Frontex and in line with the Regulation 2018/17251 will help the Agency reinstate the negotiations for the conclusion of working arrangements with the abovementioned IO. Frontex signed a letter of intent on bilateral collaboration with UNHCR and it actively participated in dialogue working groups and the EU-International Criminal Police Organization (INTERPOL) senior officials’ meetings.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Number of structured cooperation instruments being negotiated or concluded (e.g. working arrangements, cooperation plans or other cooperation instruments).	20% of ongoing negotiations concluded.	44% of ongoing negotiations were concluded: Two working arrangements signed: EUAM Ukraine and FRA. Conclusion of negotiations with the European Commission: DG HOME (C5) and JRC. Advancement of five working arrangements negotiations: EUAA, eu-LISA, Europol, Eurojust, European Union Border Assistance Mission in Libya. Three working arrangements on hold due to the pending agreement on provisions related to personal data exchange (UNHCR, IOM, ICAO). A letter of intent was signed with UNHCR.	Achieved
Number of requests for contribution/cooperation received or sent, ratio of positive responses.	Positive responses equal to or higher than 50%.	A total of 290 requests were processed in 2024, the majority of which were accepted by the Agency. There were approximately 20 requests for policy and/or operational input from EU stakeholders per month.	Achieved
Number of invitations for meetings received/sent, ratio of positive responses.	Positive responses equal to or higher than 50%.	On average, almost 30 meetings per month were covered during the entire year, most of which were accepted by the Agency at various levels. In total, almost 40 invitations to meetings were received, more than half of which were accepted.	Achieved

Key Activity 1.4.2.2. Strengthen cooperation within the EBCG institutional network via the exchange of LO.

Results achieved

In 2024, a call for expression of interest for MS to deploy LO to the Agency was sent out in January 2024. Three additional MS LO, representing the Cypriot, Estonian and Dutch border authorities, were deployed to Frontex HQ in March, July and December 2024 respectively. So far, three other MS indicated their intention to deploy LO to Frontex in the course of 2025. In September 2024, Europol appointed its first liaison officer to Frontex as stipulated by the liaison agreement concluded between the Agencies in 2020.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
MS/SAC satisfaction level measured via annual survey to MS/SAC.	Level higher than or equal to 2023.	The annual survey for 2024 was no longer in effect.	N/A
Number of LO hosted by Frontex including from EU Agencies.	Number higher than in 2023.	3 new MS LO deployed to FX in 2024. One Europol LO deployed to FX in 2024.	Achieved
Enhanced FLO contributions (with the support of back office) to Frontex operational and strategic activities, including meetings, missions, analytical input.	Attendance level of 90% of meetings, missions and contribution to 95% of input requested.	Frontex LO deployed to MS attended all meetings they were invited to in 2024 unless there were conflicting appointments. In such cases, staff from Frontex headquarters assisted.	Achieved

1.5 Horizontal Objective 2 – develop upgraded management system aimed at ensuring accountability, integrity, regularity and legality of all Frontex activities.

Key achievements

Internal audit and assurance

In 2024, the assurance audit engagement 'Elements of Staff's Health, safety and security in the field' was conducted resulting in valuable recommendations. The risk assessment methodology was developed, and the risk assessment exercise took place to support the risk-based audit plan within Frontex. The manual of planning, executing and reporting on assurance engagements was adopted. In its liaison capacity, the Agency ensured effective cooperation with the Internal Audit Service (IAS) of the European Commission and the European Court of Auditors (ECA) to which it provided regular monitoring and reporting as regards implementation of audit recommendations/observations.

Monitoring the implementation of Action 13 (Fundamental Rights) of the TOEIBM

During 2024, the fundamental rights office focused on monitoring the implementation of Action 13 of the TOEIBM, and the interconnections between that strategy and the new Pact on Migration and Asylum. In 2024, the Office supported MS/SAC with training on fundamental rights safeguards for their national EIBM strategies. In November 2024, the Fundamental Rights Officer (FRO), in cooperation with the European Network of

National Human Rights Institutions (Working Group on Migration and Asylum) held a flagship event on monitoring compliance with human rights in border management. The event gathered representatives of national human rights and ombuds institutions from 15 European countries, the European Commission, EU Agencies (Frontex, the EUAA and the FRA) and the UNHCR.

Fundamental Rights Compliance Panel

In 2024 the fundamental rights compliance panel was established by an ED Decision. The Deputy Executive Director for Operations was identified as the chairperson, and the meeting focus is on addressing fundamental rights compliance issues that cannot be handled effectively at the operational level. The FRO contributes to the activities of the panel in an advisory capacity, with no prejudice to the independent role and responsibilities under the EBCG Regulation.

Restructuring the Fundamental Rights Office

During 2024, the fundamental rights Office went through a series of internal assessment exercises aimed at improving its working methods and reflecting the knowledge accumulated in the past three years. The improved structure of the fundamental rights office is to be implemented as of January 2025.

Results per activity

1.5.1 Focus Area A - Provide management framework for sound administration of resources.

Key Activity 1.5.1.1. Further develop a structured framework for long term planning of the Agency's activities with regard to its budget implementation in compliance with applicable financial frame and aiming at the sound financial management of entrusted resources.

Results achieved

Financial management within the Agency has seen significant improvement in 2024. The controls established to ensure the legality and regularity of the Agency are functioning well, with no negative incidents occurring among the thousands of processed transactions. Additionally, financial indicators, including late payments, have substantially improved due to enhanced monitoring and reporting. The targets set for budget implementation were met by the end of 2024 with all budget-related indicators showing improvement compared to the results of previous year. There has been marked progress in the implementation of C8 funds, approaching the relevant threshold.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Overall annual budget implementation rate (fund source C1).	>= 95%.	99.6%.	Achieved
Overall annual payments rate (fund source C1).	50%.	56%.	Achieved

Key Activity 1.5.1.2. Develop human resources management system aimed at building strong human capital through a set of modern HR policies allowing the Agency to deliver its mission.

Results achieved

In 2024, 671 job offers were extended to successful candidates, thereby reaching above the target of 87%. At the same time, a very good result is recorded on the percentage of applications from non-Polish candidates (87% versus the target of 65%), which helped significantly to improve geographical balance. The Agency experienced challenges in increasing gender diversity (22% female candidates' applications versus the target of 35%). In 2024, high volume of mobility requests and other administrative cases, extensive training and support services such as contracts extension, appraisals, reclassifications, onboarding, handling applications for diploma/certificate evaluation and standby duty declarations were dealt with successfully. Progress on the 2024-2027 HR Strategy, policy development, tax-refund, well-being initiatives and large contracts (preparations and rollout) related to psychological and medical services for staff members was marked in 2024.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Percentage (%) of applications received from non-Polish citizens.	65%.	87%.	Achieved
Percentage (%) of applications received from women.	35%.	22%. Current practices to increase applications from female candidates have not yet yielded the desired results and will have to be revisited.	Not achieved
Percentage (%) of job offers sent to candidates within calendar year versus the allocated vacant posts as of January of the same year.	above 87%.	98%.	Achieved

Achievements of the year

Average number of training hours per staff member.	7 hours.	11.5.	Achieved
Average number of sickness days per staff member (data on 31/12/2024).	7.	10.6. The enhanced duty of care by Frontex was under implementation during 2024. With psychological support, medical check-ups and health screenings, the average number of sickness days is expected to be lower in 2025.	Not achieved
Sick leave rate (ratio of sick leave calendar days to assignment days).	N/A.	3.1% (2.7% in 2023).	N/A
Implement a new performance management tool.	Taking into account the timeline of the annual appraisal exercise, the target is to have it implemented for the 2026 appraisal exercise.	The process is ongoing. Frontex requested that the European Commission roll out two additional modules of SYSPER for purpose of running annual appraisals and reclassifications. An additional SLA will need to be signed if the Agency decides to use these tools. As announced during the meeting of EU agencies network heads of human resources meeting on 4 February 2025, the European Commission should share the tools with Frontex and other agencies in March 2025.	Partially achieved
Conduct a feasibility study for the introduction of an HR ticketing system based on the DGHR ServiceNow HR Helpdesk pilot and the existing Frontex ticketing tool used by DIG team.	In 2024, the expectation is that the feasibility study will be complete, and the chosen HR ticketing solution will start being implemented.	In 2024, Frontex started the implementation of a ticketing tool for three human resource processes based on the ServiceNow technology. The go-live is planned for the second quarter of 2025. The tool will be embedded into the Frontex Support Hub portal in the first or second quarter of 2025. The feasibility study did not take place due to a change on priorities after reorganisation.	Not achieved
Implement an e-recruitment tool.	The European Commission has completed their pilot on success factors as a potential e-recruitment tool in 2022, decision pending in 2023. If this tool is chosen, implementation in Frontex (just like other Agencies) is expected in early 2024.	As part of the European Commission's human resource transformation program, the European Commission advanced by detailing the project charter for pre-selection, selection and recruitment in 2024. Changes in scope and technology required adjustments in planning. Agencies (including Frontex) and EU institutions were kept duly informed.	N/A

Ratio of Full-Time Equivalent (FTE) in HR vs all staff, so that HR is sufficiently staffed to deliver the expected services.	4.5 % (to be in line with the benchmarking exercise with the rest of Agencies through the EU Agencies Network).	3.4%. At the end of 2024, the ratio of 4.5% was not achieved due to some delays in recruitment procedures (head of unit, assistants' function group four and contract agents in function group four) and the occupation of some vacant posts which are about to materialise in early 2025.	Not achieved
Number of legal documents (Guidelines, implementing rules, decisions, etc.) and HR policies defined, modified or implemented in order to achieve the needed productivity gains to meet the unprecedented growth coming from the new political mandate, as well as fitting with the deployable SC specificities.	8-10 new rules.	Eight new rules/policies were adopted. In addition, 2 notices implementing existing policies were adopted.	Achieved

1.5.2 Focus Area B - Provide scalable, efficient and secure infrastructure and services for the Agency's growing needs.

Key Activity 1.5.2.1. Develop and maintain permanent facilities for the Agency's growing capabilities.

Results achieved

Main results achieved in 2024:

- The utilisation rate of the headquarters facilities was constantly monitored throughout 2024. A new workspace plan in Spire and Wronia buildings was presented reflecting the new organisational structure and in line with the Frontex workplace concept;
- The project planning and construction of a Frontex FADO Room took place together with the design for an upgrade of the Frontex Operations Room;
- An assessment of storage area needs for current Frontex headquarters until the fourth quarter of 2026 was performed and contracts were signed for the renewal of existing storage space and a new 306.75 m2 storage space.
- The Frontex environmental strategy project was launched. A service for calculation and reporting on carbon footprint under scope 1 and 2 generated by Frontex headquarters in 2023, was procured. Contract for consultancy services was signed and support Frontex' registration with Eco-Management and Audit Scheme (EMAS).
- A framework contract for real estate project management and design services was signed.
- A tender for fit-out works in the headquarters was launched.
- The corporate services ticketing system was developed and launched in pilot mode. Training for staff will be launched together with the new Frontex support hub platform.
- The Frontex building strategy (permanent premises) to be finalised on the basis of the approval by the budgetary authority.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
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Achievements of the year

Utilisation rate of the various HQ facilities: – workspace and parking space.	Utilisation rate equal to or higher than the one in Q4 2023.	Utilisation rate in the fourth quarter of 2024 (median occupation rate) was as follows: Workspace Spire 41%; Parking space Spire 87%; Workspace Wronia 27%; Parking space Wronia 42%; Workspace HQ total: 37%; Parking space HQ total: 58%.	Achieved
Design Services, Real Estate Project Management and Fit-Out & Refurbishment Works successfully outsourced.	See the indicator.	The four-year framework contract for real estate project management and design services was signed. The tender for the multi-annual framework contract for fit-out works in the headquarters was launched in November 2024 and expected to be concluded in the first quarter of 2025.	Partially achieved
Ticketing system for FM Helpdesk installed.	See the indicator.	The system was developed and launched in pilot mode.	Achieved
Frontex environmental strategy under implementation.	N/A.	The Frontex environmental strategy project was launched. The contract for consultancy services was signed.	Achieved
Progress of the permanent premises project.	N/A.	The permanent premises project was awarded. Request for approval to the budgetary authority introduced but not approved by the end of 2024.	Partially achieved

Key Activity 1.5.2.2. Ensure security for Agency's staff in all working environments.

Results achieved

In 2024, 21 decisions were drafted to achieve full compliance with the Frontex security legal framework. The security of all Frontex premises, staff, classified and unclassified information and communication systems was ensured by setting up the new cybersecurity regulation implementation project group. The duty of care of staff deployed in Frontex operations was developed supported by the newly created working group on field security and safety. Multiple trainings on field security, mission security, handling of classified information was delivered.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Level of implementation of Frontex Security Rules.	Complete set of rules is established.	The set of rules was established by 21 Decisions.	Partially achieved
Number of security incidents (physical, personnel, Communication and Information Systems (CIS), European classified information incidents.	0 incidents.	Continuous monitoring of security incidents.	Partially achieved

1.5.3 Focus Area C - Digital Transformation

Key Activity 1.5.3.1. ICT Support to operations.			
Results achieved			
All goals for 2024 were either achieved or partially achieved.			
Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Digital support services satisfaction rate.	Via survey - very good or higher.	4.7/5 satisfaction rate by end-users (on a scale of 1-5) where 5=Excellent, 4=Great, 3=Good, 2=Fair, 1=Poor.	Achieved
Data platform implementation.	Implemented data platform in classified and unclassified environments.	Production state of data platform was achieved on 31.12.2024 in unclassified environment. Currently additional services are implemented.	Partially achieved
Standards for data exchange with MS.	Defined standards for data exchange with MS.	The standard for information exchange with MS was defined and tested in practice.	Achieved
EUROSUR European component integration with national components.	EUROSUR European Component integrated with EUROSUR National components.	Integration of the EUROSUR with MS systems has been verified. Two pilot implementations (in two countries) have been completed.	Partially achieved
FADO implementation.	Implemented FADO.	The tendering procedure was completed, and a contractor was selected. The contract was signed, and implementation phase started.	Partially achieved

Key Activity 1.5.3.2. Digitalisation of corporate services.			
Results achieved			
N/A			
Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Cloud adoption roadmap schedule variance (%).	>= -10%.	Cloud adoption realised at the assumed level.	Achieved
Realisation of cybersecurity action plan objectives.	80%.	48% with a 5% year-over-year increase. Requirements of the new cybersecurity regulation changed the scope of work resulting in low levels of realisation for 2024.	Partially achieved
Enterprise architecture capability maturity level (0 to 5)	2.	1.8.	Partially achieved

1.5.4 Focus Area D - Ensure accountability, regularity and legality of all Frontex activities through a comprehensive inspection and control system and independent legal and procurement advice, as well as independent internal audit assurance services to guarantee the effectiveness of internal business, governance, risk, and control processes.

Key Activity 1.5.4.1. Continue to develop and enhance a comprehensive system for internal controls, internal audits and inspections, while contributing to make the Agency a workplace adhering to the highest ethical standards, in full alignment with the EU values and the legal framework.

Results achieved

The 2024 financial ex-post controls covered EUR 22.8M which amounts to 10.47% of total payments for grant agreements signed in 2022. Performance controls were carried out on self-arrangements, in long-term missions for the SC and provision of travel services for returns. Also, the establishment of the Project Management Office (PMO) has led to a more organised management of projects while providing specific trainings and ad-hoc support. In 2024, the second assurance audit engagement on 'Elements of staff's health, safety and security in the field' was conducted producing ten recommendations. The first Agency-wide risk assessment exercise was performed and contributed to the development of a risk-based audit plan to be used in 2025. The manual for planning, executing and reporting on internal audit assurance engagements was adopted.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Ex-post control plan - degree of completion of ex-post control plan.	At least 10% of the overall value of payments for grant agreements subject to annual control in this cycle.	100%.	Achieved
Establishment of internal service for evaluations of operational activities (not linked to evaluation of operational activities set forth in the Regulation).	New service provided not envisioned when drafting the AWP.	85%. A concept for internal corporate evaluations was developed and a pilot evaluation report was delivered in 2024. A draft ED Decision for internal evaluations policy was prepared.	Achieved
By the end of 2024, one control and two inspections of the SC are performed, contingent on staff made available to the function.	50% increase over 2023 performance.	One field visit (Lesvos) was conducted in 2024 in relation to a finished control performed on long-term SC missions. One inspection was conducted in Almada at Frontex Academy Training Centre.	Partially achieved.
Number of requests for support provided to the divisions through visits, controls and inspections in 2024 and number of fact-finding missions and cases within the internal disciplinary justice chain in 2024.	N/A.	Frontex conducted one (1) inspection in Almada at the Frontex Academy training centre. 116 cases were processed within the internal disciplinary justice chain.	N/A

[illegible]

Achievements of the year

The majority of business processes have been mapped and are updated regularly.	Mapping of 80% of the processes.	27%. 290 are the level 1, 2 and 3 processes identified in SPARX. There are 61 mapped level 1 and 2 processes, compared with a target of 224.	Partially achieved
BPM indicators.	BPM indicators are developed based on internal and external inquiries. BPM Monthly Reporting to Senior Management.	Despite this being a 'SPARX' functionality, it was not implemented in 2024.	Not achieved
Annual Internal Control System assessment report.	End of June N+1.	Complete	Achieved
Annual report on corporate risks presented to executive management.	1 report N+1.	Internal Report was prepared in 2024. To be disseminated in early 2025.	Achieved
Quarterly reports on exceptions and non-compliance events for executive management.	4 reports.	Four reports were delivered. Deviations reported at 6.52% of total payments (IC monitoring Indicator threshold is 2%, > may indicate materiality).	Achieved
Anti-Fraud Strategy 2025-2027 and Action Plan adopted by MB in 2024.	Anti-Fraud Strategy 2025-2027 and Action Plan adopted by MB in 2024.	The anti-fraud strategy 2025-2027 and an action plan were adopted in 2024.	Achieved
Timeliness in developing and approving the annual risk-based audit plan 2025 according to IPPF standards and the IA Charter's provisions.	Q4 2024.	The annual risk-based audit plan was developed by in the fourth quarter of 2024. To be submitted for MB adoption in early 2025.	Partially achieved
Timeliness in performing the ongoing Quality Assurance and Improvement Program (QAIP) monitoring.	Q4 2024.	The QAIP monitoring was performed in the fourth quarter of 2024.	Achieved
Timeliness and effectiveness in implementing and reporting to competent parties, at least one planned audit is conducted and reported.	One audit engagement conducted and reported, 100% of issued recommendations are followed.	One audit engagement was conducted and reported in the first quarter of 2025. 100% of recommendations issued were followed.	Partially achieved
Effectiveness and completeness in cooperating with and supporting Internal Audit Service of the European Commission and ECA in all audit engagement related activities.	Support of 100% of all conducted audit engagements by Internal Audit Service of the European Commission and ECA.	Full support was provided.	Achieved

Timeliness and effectiveness of monitoring and reporting of the recommendations and observations issued by IAS and ECA.	a) 100% recommendations and observations of IAS and ECA are monitored internally by Internal Audit Capability without delay; b) On a yearly basis, at least two progress reports delivered to the MB and at least four progress reports delivered to the Executive Management.	a) 100%. b) 2,4.	Achieved
Timeliness and effectiveness in implementing recommendations and observations issued by IAS, ECA a) Timeliness of implementation of IAS recommendations. b) Timeliness of implementation of ECA observations.	a) 80% implemented on time. b) 85 % reported as implemented in the report to the Discharge Authority.	a) 0%. b) 52%.	Not achieved
Number of critical recommendations identified in the IAS audit reports.	None.	0 critical recommendations were identified in the IAS audit reports.	Achieved
Number of annual updates [on the implementation of actions addressing OLAF reports] provided to the MB.	2 per year.	2 updates provided in 2024.	Achieved

Key Activity 1.5.4.2. Develop and implement a system of ensuring Frontex activities conform to the applicable legal framework.			
Results achieved			
In 2024, Frontex provided adequate actionable legal advice upon request its own initiative (1) and represented the Agency before the EU Courts and other European institutions (2). Frontex remained effective in anticipating, identifying and managing medium- and high- level legal risks while ensuring compliance with the applicable legal framework - this was particularly crucial in 2024 due to reorganisation. Frontex maintained a legal helpdesk, offering timely and client-oriented guidance to Frontex entities on strategic files. These included, the continuous cooperation with the task force BUILD on the permanent premises project, legal assistance on the Frontex training centre, support on drafting memoranda of understanding with MS; and support offered during establishment of FC2 and update of operational plans are some to name. In 2024, legal oversight of the Agency's decision-making processes was ensured by reviewing all draft MB and ED Decisions as well as administrative and explanatory notes. The increasing number of requests from both internal and external stakeholders was met despite staffing-related challenges. In addition, legal training sessions for Frontex staff, such as: "Change Management and Organisational Restructuring" (May 2024) and "Legal Work in the Context of EU and International Organizations" (September 2024) were organised providing valuable insights and practical legal knowledge to the Agency's workforce.			
Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Quality of legal advice and support (e.g. delivery of high-quality client-focused legal advice and support enabling Frontex clients to act based on an understanding of legal considerations) within realistic deadlines.	Target 1: Overall client satisfaction (as indicated by various means, in particular number of requests for legal advice completed within agreed realistic deadlines) Target 2: Agency's exposure to high and medium level legal risks is understood and managed.	Overall client satisfaction (as indicated by the number of requests for legal advice completed often within limited time available) was high in 2024. No substantive complaint was received.	Achieved
Adequate advice, representation and support to the Agency in relation to legal proceedings and other dispute resolution affecting the Agency.	Regarding dispute resolution, timely legal advice, support and representation enabling the Agency to support its own interests, including the continuing efficacy of its core activities, mandate, financial, reputational and other interests.	Timely legal advice has limited legal, financial and reputational risks in Frontex activities. All litigation and other dispute resolution was concluded in the reporting period. Equally, cases ongoing but not concluded have progressed effectively. Furthermore, no liability for maladministration was identified before the competent authorities.	Achieved
Quality. The satisfaction of Procurement Sector's clients with the support received would be measured by means of an anonymised survey to be conducted towards the end of the given year.	The satisfaction rate is $\geq 80\%$.	85% of users satisfied.	Achieved

Full and due transition of the Agency to paperless procurement.	To be accelerated within 2023 with the introduction and use of Public Procurement Management Tool (PPMT). In 2024, paperless procurement is expected to be in full effect.	79% of open tenders processed in PPMT. In addition, detailed guidance on the paperless processing of the procurement documents via ARES ² , was prepared. (The respective administrative note is currently pending approval process).	Partially Achieved
Number of periodic awareness-raising and training activities on green public procurement, delivery of related presentations, publication of relevant articles, as well as regular consultations with the Green Public Procurement Helpdesk.	Increase awareness of green public procurement within the Agency so that the procurement requestors, with the support of Procurement Sector, incorporate more and more environmental and sustainable elements in their tenders, when applicable.	Frontex follows the corporate EC guidelines in relation to Green Procurement. Periodic awareness-training sessions were organised by the experts within the interinstitutional framework contract on the Green Public Procurement Helpdesk.	Partially achieved
Number of annual activities carried out exchanging procedural experience and good practices procedures on joint public procurements.	N/A.	No joint public procurement took place due to lack of interest on the MS side.	Not achieved
Number of training events on different procurement-related topics. Satisfaction of the participants to be measured by anonymised surveys.	≥ five training sessions annually; the satisfaction rate is ≥ 80%.	Frontex delivered around 25 training modules in different formats. 85% satisfaction rate of participants as indicated in the satisfaction survey of 'Frontex Procurement Weeks'.	Achieved
Levels of review of procurement files so as to ensure adherence to transparency principles and sound financial management.	All critical files to be reviewed in line with 4-eyes principle.	100% of files reviewed in line with 4-eyes principle.	Achieved
Degree of annual review and enhancement of procurement and contract management guidelines, reporting tools and training materials.	All relevant supporting material on HowTo to be updated when deemed necessary and at least once per year.	100% of the supporting material on HowTo was updated when necessary and at least once a year.	Achieved

² ARES is the common information system used by all the European Commission's services, the Cabinets, EEAS, the EU delegations for registering and filing the official documents of the Commission in a common electronic repository.

Achievements of the year

Creation of documentation and database on lessons learnt on procurement to be consulted both by procurement officers and contract managers.	Creation of documentation and database on lessons learnt on procurement to be consulted both by procurement officers and contract managers.	Relevant documents were created but the database was not developed in 2024.	Partially achieved
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1.5.5 Focus Area E – Provide a management framework designed to uphold EU values.

Key Activity 1.5.5.1. Ensure a comprehensive fundamental rights framework throughout all Frontex activities, with a strong focus on implementing the additional FR elements under the Regulation and following the recommendations issued by the FRO and the Consultative Forum (CF). The fundamental rights office ensures consistency and comprehensive fundamental rights framework implementation through coordination and reporting.

Results achieved

During 2024, the fundamental rights office continued to provide comprehensive advice on the compliance of the Agency's activities recording 1 822 monitoring days and monitoring close to 50 return flights. As regards implementation of the fundamental rights action plan and monitoring: out of 87 activities, 14 were implemented, 61 were implemented and are ongoing, four were partially implemented and eight were delayed. In addition, investigation were completed of 172 potential Serious Incident Reports (SIR) cases and 56 were ongoing. On complaints, 84 cases were registered: one was admissible, 20 were pending assessment and 63 were inadmissible.

Investigative findings including recommendations for each closed case were shared with relevant stakeholders inside and outside the Agency. The findings fed into workstreams and informed decision-making. Concerns on underreporting and protection of reporting persons persisted; they fed into an Opinion of the FRO on that issue. The FRO issued ten thematic opinions in total, five of them being self-initiated stemming from the monitoring observations and recommendations of the Office: 1. Addressing underreporting and protecting reporting persons; 2. Fundamental rights considerations and safeguards related to the Agency's engagement with TC; 3. Fundamental rights in use of force capacity building; 4. On assumed nationality during screening activities in Greece; 5. On the fundamental rights situation in Frontex operational area - Bulgaria .

Fundamental rights training (496 on-site training days and 193 hours of on-line trainings) was delivered to all Agency staff and dedicated fundamental rights training and access to fundamental rights guidelines was provided for operational stakeholders. The fundamental rights office issue human rights Impact assessments on 14 non-EU countries in line with the FRO's due diligence procedure on envisioned cooperation with TC.

At the end of 2024 a reserve list was established for future recruitments of monitors.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Frequency of engagement with stakeholders across the Agency's mandate.	N/A.	In 2024, the fundamental rights office expanded its engagement across the Agency and is fully integrated in the Agency's functioning and processes. In addition, fundamental rights monitors meet with relevant national authorities and IO during their monitoring missions.	Achieved

Timely completion of reporting obligations towards the MB and the public as outlined in the Regulation.	See the indicator.	In 2024, the fundamental rights office delivered five reports to the MB within the requested timeframe and issued the FRO Annual Report 2023 (in July). The five MB Reports are: 41st MB report (reporting period: 16 December 2023 – 15 February 2024); 42nd MB report (16 February – 30 April 2024); 43rd MB report (1 May – 31 July 2024); 44th MB report (1 August – 30 September 2024); 45th MB report (1 October – 30 November 2024).	Achieved
Timely delivery of FRO Opinions to all Operational Plans and FRO Observations to the FER.	See the indicator.	All FRO Opinions to operational plans and FRO observations to the FER were delivered within five working days, in line with the existing SOP.	Achieved
Number of monitored operations, including the countries covered, activities and mission days.	N/A.	In 2024 the fundamental rights office monitored 25 operations, across 21 countries and monitored close to 50 return flights.	N/A
Provision of access to documents and activities.	See the indicator.	In 2024, the fundamental rights monitors had access to operational areas, activities and documents with the exception of two specific countries and activities - in one there were difficulties with access to sea patrols on a national co-financed asset while in the other there were difficulties with land patrols.	Achieved
Number of field monitoring days reported in the reporting system (source – the monitoring tool).	No target provided in AWP 2024.	The number of field monitoring days for 2024 is 1 822.	Achieved
Relevant documents issued by the Agency include fundamental rights-relevant content and consider FRO's recommendations.	See the indicator.	All relevant and operational documents of the Agency include fundamental rights-relevant content, or the fundamental rights office has been consulted. In addition, during 2024, the process of reviewing the 'Standard Operating Procedure Roles and Responsibilities of Fundamental Rights Monitors' in Frontex operational activities started. Most notably in 2024, the ED Decision on the adoption of the conditions for screening and debriefing activities and Standard Operating Procedure for debriefing activities entered into effect.	Achieved
Timely delivery of fundamental rights impact assessments.	See the indicator.	In 2024, the fundamental rights office delivered timely impact assessments on 14 non-EU countries.	Achieved
Number of SIR and complaints effectively followed-up.	N/A.	In 2024, the fundamental rights Office has looked into 172 potential serious incident reports, of which 56 were launched. Complaints were registered of which 1 was admissible, 20 were pending assessment and 63 were inadmissible.	Achieved

Achievements of the year

Number of training days delivered; number of participants and number of days spent on training development.	N/A.	The fundamental rights office contributed to 496 on-site training days and 193 hours of online trainings in 2024.	Achieved
Timely reporting on follow-up to the recommendations of the FRO to the Agency and the MB.	See the indicator.	Recommendations are issued in most of the products of the fundamental rights Office – mission reports, FRO observations to the FER, Fundamental FRO's Opinions on operational plans and FRO Opinions on thematic issues and concerns related to operational activities and TC engagement. During 2024, the FRO issued 10 Opinions (seven thematic and three on working arrangements). The Executive director (ED) provided a reply to all thematic opinions. The fundamental rights office consistently follows up with operational entities on recommendations stemming from monitoring missions.	Partially achieved, as in certain cases, implementation of recommendations depends on structural issues or involvement and action of third parties.
Timely support to the CF.	See the indicator.	The CF secretariat managed by the fundamental rights office has provided timely support to the CF, in line with the working methods.	Achieved

Key Activity 1.5.5.2. Implement the Agency's framework for lawful personal data collection and processing throughout all Frontex activities by ensuring lawfulness and compliance in regard to data protection, providing consultation and designing data protection training and awareness raising programmes; issuing an annual activity report and acting as main contact point to the EDPS.

Results achieved

Frontex continued providing advice on data protection, raising awareness regarding data protection obligations among all business units and kept on liaising as the main contact point with the EDPS. Following the adoption of the new MB Decisions 4/2024 and 5/2024, new templates were drafted for the business units (i.e. records of processing activities and privacy statements). A new Intranet to promote awareness on data protection was developed, which in turn led to more interaction with business units and data subjects. The awareness exercised and the adoption of the new legal framework for data protection resulted in an increase of 7% in the total number of requests, 4% in requests for advice, 21% in advice regarding personal data breaches and 32% in data subject requests.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Guidelines on data protection issued.	To produce at least one guideline on a data protection topic in 2024.	Guidelines regarding the Data Privacy Framework (EU-US Data Privacy framework), and how to safely make use of the EU-US data transfer mechanism were produced.	Achieved
Training on data protection.	To provide one ETIAS ad-hoc training session, one training for SC and one training on personal data breaches in addition to the regular induction training for newcomers.	Eight Trainings for newcomers, one pre deployment training on data protection for FLO, two generic trainings and eight specialised data protection trainings for SC, and one ETIAS training were delivered in 2024.	Achieved
Cooperation with EDPS.	DPO will be represented in all meetings organised by the EDPS and specific meetings regarding supervision of Frontex DP issues.	Frontex DPO was represented in one DPO-EDPS Roundtable on DPIA, two EDPS-DPO meetings, four regular meetings with EDPS and one meeting with EDPS regarding ETIAS as well as in the EDPS 20 th anniversary event.	Achieved
Advice related to data protection impact assessment and the transfer impact assessments.	Degree of coverage in support on DPIA requests received: 100%.	Three DPIA received, 67% assessed. 0 TIAs received.	Partially achieved

1.5.6 Focus Area F - Establish and implement a sound mechanism to interrelate all Frontex strategic functions and to ensure consistency of Frontex exchanges with external stakeholders.

Key Activity 1.5.6.1. Develop and implement a model for organising and harmonising the delivery of all Frontex functions at strategic and executive level, including Frontex relations with external stakeholders and strategic planning and reporting.

Results achieved

In 2024, four quarterly reports were shared with the EP. Frontex transparency policy was adopted by ED Decision in April 2024. The implementation of the policy is monitored through an action plan, which was partially implemented in 2024. Moreover, the new MB and ED Decisions adopted in the course of the year concerning the Agency's handling of applications for public access to documents aim to further reinforce application handling, whereby the Agency continues to meet statutory PAD deadlines. With the newly adopted archives management policy, Frontex is paving the way to meeting its obligation to opening of historical archives to the public, establishing the rules on preservation and transfer of records.

Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
The Single Programming Document is smoothly adopted (without remarks and free of material errors).	100%.	Although with slight delay, the SPD 2024-2026 was adopted smoothly on 23 January 2024.	Achieved
Consolidated Annual Activity Report (CAAR) timeliness and legal compliance.	CAAR is adopted and published on time, in line with legal requirements and guidance from the MB.	CAAR 2023 was adopted and published on time. It was drafted in line with legal requirements and guidance by the MB. At the same time, the document was simplified, and the number of pages was reduced. CAAR 2023 was adopted by the MB in June 2024. European institutions were informed before 1 July 2024.	Achieved
Degree of completion of reporting on the implementation of the horizontal functions through the management meetings.	100% of regular reporting completed.	All outcomes/action points from bi-weekly management meetings were timely shared.	Achieved
Number of documents delivered respecting the set timeline for meetings of the MB, Executive Board, and Working Group on Budget and Accounts.	95% timely delivery of documents.	Working Group on Budget and Accounts: During 2024, six regular and one extraordinary meeting took place. Of the background documentation required, 15% was submitted by the deadline while the rest was shared with the MB Secretariat following ad-hoc communication on the nature and (possibly) any parallel procedure affecting each document. Executive Board: During 2024, two executive board meetings took place. Of the background documentation required, more than 90% was submitted by the deadline while the rest was shared with the MB Secretariat following ad-hoc communication on the nature and (possibly) any parallel procedure affecting each document.	Partially achieved

Number of replies to FRO opinions and CF recommendations.	100% of timely replies submitted.	In 2024, the ED received and replied to seven opinions of the FRO. The CF sent one letter of recommendations to the ED for which the CF received a timely response.	Achieved
Number of quarterly “dashboard” reports submitted to Union bodies.	4.	Four quarterly “dashboard” reports were submitted to the EP on time according to plan.	Achieved
Adoption of the ED’s Decision on transparency policy.	See the indicator.	On 29 April 2024, Frontex transparency policy was adopted by ED Decision No R-ED-2024-48 and was published on the public register of documents.	Achieved
Processing of applications for public access to documents.	All PAD applications continue to be processed within the legal timelines, maintaining a 100% timely reply rate, as well as ensuring adherence to deadlines set by the European Ombudsman and the CJEU.	100% of statutory PAD deadlines were met.	Achieved
Archive management rules and procedures defined in the ED Decision.	See the indicator.	On 13 June, the ED Decision R-ED-2024-23 on establishing the Archives Management Policy was adopted.	Achieved
Number of records registered by Frontex in ARES.	N/A.	16 847 records registered in ARES by Frontex users.	N/A

Achievements of the year

Key Activity 1.5.6.2. Design and implement a comprehensive and consistent communication model, involving internal and external communication functions and providing for partial decentralisation of the Agency's functions.			
Results achieved			
In 2024, internal transparency increased with the establishment of town hall meetings, the ED's blog, 'An hour with HR' meetings, 'well-being week', video updates after MB meetings, and communication campaigns on the Agency's new structure, managers and the 2027 vision goals. Articles on the intranet were published daily, the Frontex visual identity was updated, and the internal style guide was developed. In 2024, frequent external communication with a bigger focus on videos and reels resulted in more followers and higher engagement rate on all Frontex social media channels. On top of regular updates about Frontex activities, several campaigns took place focusing on operational activities and the Agency's branding, namely, 'people behind the badge', 'last month in the field', 'Warsaw calling' and the SC recruitment campaign. A more user-friendly interface was introduced on the Frontex website and a microsite on 'toolboxes for vulnerable groups in returns' was created. Frontex increased its participation in public events, hosted many visits from various stakeholders and improved relations with the press.			
Indicator	Target (as set in AWP 2024)	Actual result in 2024	Status
Staff satisfaction with Frontex intranet measured by means of a staff satisfaction survey.	Satisfaction level: 60%.	The satisfaction level reached 69%. The number of visits/views increased by 48%. The number of likes increased by 25%.	Achieved
Number of publications, videos and animations produced and their impact (how many people they reached through different channels and how often they were shared).	At least 100 publications per year (print and digital) are published and at least 10 videos or animations are released.	130 publications from across the Agency were delivered, including leaflets, reports, infographics, posters and handbooks. 35 videos were produced and shared on Frontex communication channels.	Achieved
Number of ED's interviews, press releases published on Frontex website and amplified on social media, and press briefings.	ED interviews - on average one per month (12 per year); press releases 50 per year; press briefings three per year.	16 ED interviews, 68 press releases and three press briefings in 2024.	Achieved
Number of press releases and posts on ETIAS published on Frontex social media and website.	2 press releases, 10 posts.	3 press releases and 12 social media posts took place in 2024.	Achieved
Number of followers and impact of social media posts (engagement rate) and of users and page views for the website.	By the end of 2024: LinkedIn/ Twitter - exceed 60 000 followers on each channel; Facebook - reach 45 000 followers; Website - reach 650 000 users.	In 2024, Frontex LinkedIn account accrued 88 159 followers, the Frontex account on X reached 66 854 followers, whereas Facebook was followed by 52 000 accounts. The Frontex website marked 1.370.083 users.	Achieved
Continued deployment and rotation of field press/ communication officers in Frontex operations.	N/A.	Five SC officers (already recruited) were selected as field communications officers in 2024.	Achieved

PART II

MANAGEMENT



2. (a) Management

2.1 Management Board

In line with the annual planning for 2024, six MB meetings took place. All regular MB meetings (98th to 102nd) were held in person, with the addition of one extraordinary MB Meeting, dedicated to budgetary matters and the priorities for the SPD, held on 23 July 2024 online. The 100th and 101st MB meetings were organised by the Agency and the corresponding presidencies of the Council of the EU in Brussels, Belgium and in Budapest, Hungary, respectively.

In 2024, the Executive Board convened twice to support the Agency's operational efficiency and strategic alignment. During the first meeting, the Executive Board addressed critical topics such as the 2024 budget and priorities, the implementation of the Agency's organisational structure, and the draft Capability Roadmap, while also reviewing the conclusions of the MB on national authorities' responses in serious incident investigations. The second meeting focused on refining these conclusions for MB approval, analysing the European Commission's action plan for the EBCG Regulation evaluation—identifying key areas of MB responsibility.

In 2024, the Working Group on Budget and Accounts held six meetings — five online and one in-person at Frontex HQ — to support the MB in navigating the Agency's expanding mandate, workforce, and financial framework, as outlined in MB Decision 23/2021 and the 2024 Work Programme. During 2024, there were changes in the working group membership, including the change of the Spokesperson. The Working Group on Budget and Accounts provided critical input on budget-related documents, including the SPD 2025-2027 and the multiannual direction for SPD 2026-2028, offering feedback on activity prioritisation and budget adjustments, while also assessing the Draft Budget 2025 and Amendment N1 to the SPD 2024-2026. It closely monitored the implementation of the 2024 budget, analysed root causes of the C8 cancellation rate, and reviewed KPI, the annual procurement plans for 2024 and 2025, and grant agreements for training activities. The Working Group on Budget and Accounts also ensured follow-up on internal and external audit recommendations, oversaw the 2024 internal audit plan, and supported the Agency's report to the Discharge Authority for the 2022 budget discharge. Additionally, it played a pivotal role in advancing the permanent premises project by assessing the draft contractors' agreement and financing plan and reviewing the recruitment and HR strategies, thereby reinforcing the Agency's financial governance and operational sustainability.

The MB Working Group on EIBM which was set up in 2022 advanced the implementation of the TOEIBM 2023-2027, adopted in September 2023. The Working Group on EIBM convened six times - five online and one in-person at Frontex HQ - and conducted regular core-team sessions, focusing on key deliverables such as the development of an EIBM governance model and the EIBM Handbook. The governance model was finalized in mid-2024 and was presented to the MB at the 102nd meeting in November 2024. It established a framework for stakeholders, roles, and a transparent monitoring process, with the first annual implementation report delivered by year-end. The EIBM Working Group report on the implementation of the Strategy was a key deliverable in a monitoring process for the Strategy containing recommendations regarding updates to the Strategy and concrete text proposals for amending actions listed in the Strategy's Implementation Plan.

The governance model for implementing the Strategy defined the details of the process for monitoring its implementation, including the preparation of the Annual Report on implementation. The model was established jointly by the Agency and representatives of MS and the European Commission under the guidance of the co-spokespersons for the EIBM Working Group. The MB was presented with the details of the governance model at the 100th MB meeting. Concurrently, the Working Group on EIBM progressed the EIBM Handbook, completing Volume 1 and advancing Volume 2 with a needs assessment and conceptual framework, aimed at supporting national EIBM practitioners and coordinators. MS provided regular updates on their national EIBM strategy approvals, fostering alignment with the EU-wide strategy, while the group also contributed to the Capability Roadmap for MB approval and began planning the 2025 AWP, reinforcing its role in operationalizing EIBM across the EBCG. Within the MB working group on EIBM, the MS also provide each other with updates on their progress in establishing their national EIBM strategies.

In 2024, the MB issued significant decisions to guide the Agency's strategic and operational framework, adopting 27 decisions during meetings and 20 via written procedure. Meeting decisions included appointing specific officers, adopting the SPD 2024-2026, approving provisional estimates and drafts for 2025-2027, setting SC functions, profiles and planning for 2025, establishing technical equipment rules for 2025, approving the Capability Roadmap and adopting the

Anti-Fraud Strategy 2025-2027. Via written procedure, the MB approved, among other decisions, the Frontex-UK Working Arrangement; the 2024 Internal Audit Plan; public access to documents; third-country negotiations; LO deployments; Procurement Plan amendments; and the vulnerability assessment methodology, shaping the Agency's governance, operations, and external relations.

Highlights of 2024 included the MB's response to budgetary challenges, reallocating EUR 8.1M to return activities in July despite a constrained 2024 budget and addressing an EUR 88.8M proposed cut to the 2025 budget by advocating adherence to the MFF, with a projected EUR 1.263 billion budget by 2027. The landmark 100th MB meeting in June adopted critical reports while the extraordinary meeting in July tackled urgent budget reallocations. The MB progressed on the permanent premises project, endorsing a building questionnaire and financing plan in November for the approval of budgetary authority. The adoption of the Anti-Fraud Strategy 2025-2027 in November marked a commitment to integrity. The MB issued a clear statement that harassment and inappropriate behaviour will not be tolerated and requested prevention measures and to fight against harassment at Frontex. Furthermore, the approval of the Frontex-UK working arrangement in February, followed by a draft Cooperation Plan in September, strengthened external partnerships.

The FRO regularly briefed the MB on fundamental rights concerns, presenting reports covering SIR, operational

monitoring, and country-specific issues like Serbia, Greece, and Eastern border delays. The FRO highlighted the improved MS cooperation in September and outlined a vision for a fundamental rights office 2.0 in June. The MB endorsed conclusions on national authorities' cooperation in serious incident investigations in June linking them to the EIBM Strategy, and monitored staffing challenges, with updates on SOP for fundamental rights monitors in March. In November, the FRO outlined the 2025 priorities, reinforcing the MB's oversight of at least 40 FROM while the MB noted the CF's 2025 work programme.

The MB's efforts in 2024 reinforced Frontex's operational resilience and governance amidst budgetary constraints and geopolitical pressures. It closely monitored the 2024 budget implementation, upheld priorities like SC deployments and the EES mobile app (APP4EES), and reviewed the new organizational structure's rollout, including recruitment of key roles like the Accounting Officer (and Internal Audit Capability head). The MB assessed the EBCG Regulation evaluation, noting the Commission's action plan in June and the Roadmap 3.0 in November, and tracked recommendations from scrutiny bodies like the EP, ECA, and European Ombudsman. Additional noteworthy elements included the MB's endorsement of the common vulnerability assessment methodology in October, discussions on antenna offices and EUROSUR data policy in September and updates from Hungary and Poland on their 2024 and 2025 EU presidency programmes in home affairs.

2.2 Major developments

The year 2024 was marked by the finalisation of Agency's reorganisation following the adoption of an amended organisational structure through MB Decision 45/2023 of 22 November 2023. With this important step, Frontex developed a proper model of operations supported by a reliable and compliant administrative component.

In 2024, Frontex took numerous steps towards improving compliance and transparency with the adoption of the transparency policy. The Agency maintained open and transparent communication with the EP, by proactively reporting (since April 2023) on the Agency's ongoing activities. Regular participation in hearings and meetings organized by EP Committees was also ensured with ED's participation in the EP committee on Civil Liberties, Justice and Home Affairs meeting on 4 September 2024.

One of the most notable accomplishments in 2024 was the successful rollout of the FC2. Three new contingents were launched this year: one covering Italy and Malta, another one overseeing Greece and Cyprus and a third

one for Bulgaria, Romania, Moldova and Georgia, each with teams operating across land, sea, and air domains.

Furthermore, Frontex's dedication to upholding fundamental rights within all aspects of operations remained unwavering. The fundamental rights office has been substantially strengthened with 46 monitors, who collectively spent over 2000 field days monitoring respect for fundamental rights in all the activities of the Agency in almost 30 countries.

In terms of legislative developments, Frontex started working internally to ensure the alignment of its operations with the EU Pact on Migration and Asylum, emphasizing the application of uniformed rules for screening, more effective return and asylum procedures and stronger cooperation during migration crises.

2.3 Budgetary and financial management

2.3.1 Implementation of appropriations

On regular budget (C1), the final commitment level reached 99.6% (EUR 918M out of EUR 922.1M total budget), which is higher than the 2023's result (99%). The budget implementation has increased by EUR 95M from 2023 to 2024. The high budget implementation is the outcome of the Agency's continuous effort in establishing control and report processes for a stronger delivery capacity. Payment level was at **56%** (EUR 520.2M

out of EUR 922.1M committed), which in absolute figures represents an increase of EUR 61M compared to 2023. EUR 4M were cancelled (<0.4%) which was significantly less than in 2023 (EUR 6.4M (<1%). Funds to be carried forward from 2024 to 2025 amount to EUR 397.8M or 43% of the total budget. The numbers are in line with previous years and justified by the operational cycle of the Agency.

2.3.2 Information on transfers and budget amendments

No budget amendments were adopted in 2024. Seven budget transfers worth EUR 85.7M were made following budget reviews and close monitoring throughout the year.

2.3.3 Implementation of appropriations from 2023 carried forward to 2024

On automatic carry forward (C8), EUR 364.5M payments were carried forward whereas EUR 338.2M were paid (93%). This marks a significant improvement compared to 2023, when only 86% of the funds carried forward from 2022, were paid. EUR 26.4M or 7.2% were cancelled

which is above the threshold recommended by the Directorate-General for Budget (DG BUDG) of 5%, but it was significantly lower than in 2023 (EUR 48.8M and 14%) due to better planning and monitoring for elimination of relevant cancellations.

2.3.4 Late payments – interest paid to suppliers

The late interest paid amounted to EUR 12,057.72. 2516 out of 39941 payments made in 2024 were delayed. The rate of delayed payments was 6.3%.

2.3.5 Procurement procedures

Table 1 shows new procurement procedures finalised in 2024 (excluding NP1s, orders and contracts issued under existing framework contracts and amendments)

New procedures finalised in 2024 (excluding NP1s, orders and contracts issued under existing framework contracts and amendments)	Number	%	Value (EUR)
Open and restricted tenders	24	53%	€ 268 065 770.00
Negotiated procedures with min 5 candidates	8	18%	€ 910 937.44
Negotiated procedures with min 3 candidates	1	2%	€ 57 000.00
Exceptional negotiated procedures (Point 11)	12	27%	€ 11 337 757.71
Total	45	100%	€ 280 371 465.15

Table 2 presents the list of contracts in 2024 on the basis of Point 11 of Annex I to Financial Regulation – ‘Exceptional negotiated procedures’.

Name	Subject	Contract Type	Contractor	Signature Date	Contract value (EUR)
2023/1806	Duty car rental services in Italy and Malta for Frontex operational activities	services	QUADRIGA SERVICES Asen Raztsvetnikov 1A, 1700 Sofia, Bulgaria	27/05/2024	2 120 000.00 €
2023/1808	Duty car rental services in Belgium, the Netherlands and Luxembourg for Frontex operational activities	services	Quadriga Services OOD Asen Raztsvetnikov 1A, 1700 Sofia, Bulgaria	20/05/2024	350 000.00 €
2023/1809	Duty car rental services in Czech Republic, Hungary, Moldova, Romania and Slovakia for Frontex operational activities	services	MOTO-PFOHE EOOD 444 Slivnitsa Blvd., 1360 Sofia, Bulgaria	29/05/2024	5 180 000.00 €
2023/1810	Duty car rental services in Finland, Norway and Sweden for Frontex operational activities	services	Quadriga Services OOD Asen Raztsvetnikov 1A, 1700 Sofia, Bulgaria	20/05/2024	270 000.00 €
2023/1843	Procurement request for legal services for the preparation of the Agency's response in case C-679/23 P (appeal of T-600/21)	services	WAGENBAUR Avenue de Cortenbergh 66/11, B-1000 Brussels, Belgium	17/01/2024	25 000.00 €
2024/0512	12-month Warranty Extension for Existing CED Equipment: VSC 8000, Three Units	services	Precoptic Co. Arkuszowa 77, Warsaw 01-934, Poland	30/04/2024	30 933.00 €
2024/525	Duty car rental services in Estonia, Latvia and Lithuania for Frontex operational activities	services	Quadriga Services OOD Asen Raztsvetnikov 1A, 1700 Sofia, Bulgaria	30/08/2024	3 180 000.00 €
2024/0526	Procurement request to engage an external counsel for the oral hearing in case T-787/22	services	GOMEZ ACEBO & POMBO S C P Avenue Louise 267, 1050, Brussels, Belgium	06/05/2024	5 680.00 €
2024/0678	Procurement request to engage an external counsel for the oral hearing in case T-787/22	services	GOMEZ ACEBO & POMBO S C P Avenue Louise 267, 1050 Brussels, Belgium	13/06/2024	25 990.00 €

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2024/0711	Negotiated procedure without prior publication of a contract notice for ground handling services and related costs provided by Handling Company outside of the operational hours of Lampedusa Airport, Italy	services	Lampedusa Airport Handling Company - AST Aeroservizi S.p.A. S.p.A., C/da Cala Francese, Aeroporto Lampedusa 92031 - Lampedusa (AG) Italy	06/06/2024	84 000.00 €
2024/0497	Provision of legal services supporting the Agency's defence in case T-237/24	services	WAGENBAUR Avenue de Cortenbergh 66/11, B-1000 Brussels, Belgium	28/06/2024	23 020.00 €
N/A	Telecommunication services for FLO Piraeus and hotspots on Greek islands in 2025	services	OTE - HELENIC TELECOM-MUNICATIONS ORGANIZATION SA, Kifisias 99, 15124, Marousi, Greece	20/12/2024	43 134.71 €

2.3.6 Control results

On ex-ante controls, following the introduction of the paperless workflow for financial transactions in 2020, the Agency implemented a paperless financial initiator checklist, an operational actor's 'certified correct' form, and a written guidance for financial verification of payments and commitments for financial verifiers. The checklists for all three actors provide additional assurance to the control mechanism in terms of an increased assurance to the Authorising Officer (AO) in the financial workflow. An additional platform was created through the ex-ante policy adopted in 2020. ED Decision R-ED-2020-56 Art. 106(4)-(4) provides that ex-ante and ex-post controls should be regarded as complimentary in the process of mitigating risks related to the various categories of expenditure and revenue. In practical terms, a coordinated and consistent method for their management shall contribute towards compliance.

On ex-post controls, the Agency implemented its annual segment of the multiannual control plan for financial ex-post controls as well as two additional controls of performance nature. Financial controls foreseen in the ex-post control plan 2024 covered EUR 22.8M which constitutes 10.47% of the total payments for grant agreements signed in 2022.

At the time of reporting for the CAAR 2024 (March 2025), the state of implementation of the ex-post controls plan for 2024 was as follows:

- Closed controls: Belgium (human resource deployment grant), Croatia (human resource deployment and heavy technical equipment grants), Cyprus (human resource deployment grant and two grants for returns), Germany (two grants for returns).
- Ongoing controls (at various stages of the control procedure): Belgium (two grants for returns), Bulgaria (two human resource deployment grant and heavy technical equipment grants), Czech Republic (human resource deployment grants and grants for returns), Germany (human resource deployment grant and heavy technical equipment grants).
- Ongoing control on grants related to the support in the development of human resources to secure MS' contributions to the SC, in relation to categories 1, 2 and 3 of the SC (art. 61 of the Regulation (EU) 2019/1896 of the EP and of the Council of 13 November 2019 on the EBCG and repealing Regulations (EU) No 1052/2013 and (EU) 2016/1624). MS under control include Belgium, Croatia, Cyprus for SC category 2, Bulgaria, Czech Republic and Germany for SC category 3.

On the ex-post performance controls (resulting from the ex-post control plan 2024):

- The self-arrangements for long-term missions of SC were finished;
- The grants awarded in relation to SC training "GA 2023/43/TRU" were ongoing.

In 2024, the Inspection and Control Office also carried out a control on the periodic validation of user access rights granted in the Accrual Based Accounting (ABAC):

Register of exceptions

The table below represents amounts recorded in the register of deviations in 2024 (exception and non-compliance events).

Value of NC/EXC Deviations 2024	EUR, #
Deviations Q1	21 289 789.41 €
Deviations Q2	2 481 969.03 €
Deviations Q3	13 828 757.73 €
Deviations Q4	17 197 299.66 €
Cumulative NC/EXC Deviations 2024 (1 year)	54 797 815.83 €
# Payment Transactions to end Q3 2024	39 854
# Deviations Q1	49
# Deviations Q2	58
# Deviations Q3	36
# Deviations Q4	57
2024 # NC/EXC Cumulative Deviations (1 year)	200
% Deviations # of Transactions #	0.50%
Materiality Threshold	2.00%
% Deviations (EUR) / Payments (EUR) Q4 2024	6.52%
Value Exceeding Materiality Threshold Q4 2024	(+) 4.52%
Q1 2024	10.64%
Q2 2024	5.12%
Q3 2024	5.60%
Q4 2024	6.52%

Cost and benefits of controls (report on the balance between effectiveness (including benefits), efficiency and economy of controls).

In line with articles 30, 45, 48 and 80 of Frontex Financial Regulation, the Agency considers cost effectiveness of controls as well as application of the three lines of defence model (European Commission and the Committee of Sponsoring Organizations framework). However, the agency has experienced rapid growth in operational areas and operational staffing, while the ratio with

regards to staff in control functions has not increased pro-rata. Therefore, there are limited resources in control functions by comparison, and as indicated in this report consideration should be taken at the level of senior management for the purpose of re-enforcing control functions. Should this not be possible in the immediate term, the Agency should explore shared resources with other agencies, in principle in the same cluster however, other shared resources should also be explored.

2.4 Delegation and sub-delegation of the powers of budget implementation

In accordance with Article 41 of the Frontex Financial Regulation, the ED, as the AO, may delegate the powers of budget implementation to the staff of the Agency. Those delegated may act only within the limits of the powers expressly conferred upon them. The delegate may sub-delegate powers received with the written approval of the ED.

Time-limit of the delegation and sub-delegations.

By the end of 2024, the Agency had 17 AO by delegation (AOD) who had powers of budgetary implementation up to the authorised appropriations on specific budget items

as prescribed by the ED Decision 2022-166, amended by Decision of ED No R-ED-2024-18. These AOD had sub-delegated their powers to 105 AO by sub-delegation (AOSD), an increase compared to 2023 (84 AOSD), reflecting the growth of the Agency.

For the purpose of budget implementation, the Deputy Executive Directors are given the no-threshold powers in the absence of, and whilst deputising for, the ED (ad interim) (in line with ED Decision 2022-166, amended by Decision of ED No R-ED-2024-18).

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In absence of an AOD or AOSD, the financial threshold of the AO in question applies to the person deputising, with the exception of team leaders who keep their threshold in line with ED Decision 2022-166 amended by ED Decision No R-ED-2024-18.

In line with the provisions of Frontex Internal Structure and Rules of Procedure, the ED may designate a head of unit or equivalent within the respective division to deputise on a permanent basis for a Director of Division in the event of their absence or where the post is vacant. For divisions which are supervised by a Deputy Executive Director, the ED shall designate the head of unit or equivalent in consultation with the relevant Deputy Executive Director. The appointment of the designated Heads of Units is regulated through the ED Decision 2022/20.

The threshold of the deputising AO is only increased on demand when the deputizing AO has an urgent transaction to sign, the request has been sent directly to relevant services, and provided the deputization mode is in place and has been duly communicated.

List of the Budget lines covered by sub-delegations granted to another AOD, AOSD.

The maximum thresholds and the budgetary titles, access of the delegated and sub-delegated are indicated in Annex I to ED Decision 2022/166, amended by ED Decision No R-ED-2024-18, following the standardised approach on delegations and sub-delegations put in place by the ED Decision 2020/192 which foresees thresholds on budgetary titles I to IV based on the AO function covered by the staff within the Agency. The maximum thresholds are applicable to the following transactions: commitments, payments, recovery orders and budgetary transfers.

The following roles with financial impact are assigned in ABAC: Accounting Officer (ACO), AO, Financial Verifying Agent (FVA), Financial Initiating Agent (FIA). Other roles in ABAC with no financial impact, such as consultation (read-only), are of the Data Entry Agents. Payable documents that are entered by Data Entry Agents in Accrual Based Accounting are controlled by the financial actors (FIA, FVA, AO, ACO), while the Legal Entity Form/Bank Account Form being checked by the central ABAC coordination entity in the European Commission. Given the scheduled implementation of the European Commission's new accounting tool (SUMMA) as the financial management system that will fully replace ABAC in 2026, the Agency started the preparation in 2024.

Assurance received from other AODs and AOSD.

Each AO by delegation or sub-delegation is required to sign the following declarations in ARES before they can perform their role as the AOD or AOSD:

- (1a) Charter of task and responsibilities of AO by delegation;
- (1b) Charter of task and responsibilities of AO by sub-delegation;
- (2a) Delegation of the powers for budget implementation;
- (2b) Sub-delegation of the powers for budget implementation;
- (3) Declaration of absence of conflict of interests;
- (4) Reporting duties towards the ED.

Declarations 1a - 2b are also countersigned by the ED.

The Agency uses the financial 'decentralised circuit with central counterweight', where the operational initiation and verification functions, as well as the financial initiation function, are executed within each division. The ex-ante financial verification is centrally performed by the financial services. There are two different financial circuits in place at Frontex: a standard circuit and a simplified circuit. The standard circuit is followed for all transactions, except where the simplified circuit is allowed for payments up to an amount of EUR 15 000.

Information on the controls carried out, any weaknesses identified, and the actions taken to remedy these.

To ensure an adequate system of internal control, financial circuits are complemented by the strict application of the four eyes principle. Each financial transaction must be divided into two steps: initiation and verification/validation, done by two different persons.

The review of the delegation and sub-delegation of budgetary powers to the staff members of the Agency is performed on a periodic basis in line with Article 5 of the ED Decision 2020/192. The threshold of the budget implementation and access to budgetary titles follows the provisions of Article 4 of ED Decision 2022-166, amended by Decision of ED No R-ED-2024-18. In line with Article 5 of ED Decision 2020-192, the Head of Inspection and Control Office (ICO) carries out periodical, at least annual, control of correctness for rights encoded in the financial management system (ABAC) and shares the results of the control with Head of Financial Services Unit and Head of Digital Services Unit. The last ICO periodical review in 2024 was carried out in November 2024. ICO verified implementation of recommendations issued after 2023 ABAC Security Check.

In 2024, the Agency carried out 24 financial actor trainings for (FIA), (FVA), Verifying Agents and AO.

2.5 Human resources management

In November 2023, Frontex's HR strategy 2024-2027 was adopted by the MB. The strategy is to review key HR policies and rules, optimise HR processes and develop and implement new digital tools for HR management. Following the adoption of the strategy and the finalisation of mobility policy and sensitive posts in 2023, a new EDD on recruitment and selection, a new EDD on contracts of employment of temporary and contract staff as well as a revision of the Annex 1 to the ED Decision on sub-delegation of Appointing Authority (AIPN) powers were approved in 2024.

As regards trainings, the preparations in 2024 for the development of a new administrative notice on language courses culminated in an adoption in early February amending rules on access to different modes of language learning. The organisational restructuring of the HR Unit was adopted with the establishment of three sectors. However, the HR vs. all staff ratios did not improve in 2024.

The Agency's recruitment in 2024 focused on the following key areas:

- Recruitment and onboarding of the EBCG SC (366 new contracts);
- Recruitment for vacancies across a range of grades, i.e. procedures for 15 Middle Management positions ran in parallel and also for AST4, FGIV (30 new staff hired) and FGIII vacancies;
- Finalisation of the 4% operational support staff exercise & closure of the relevant audit point with compliments of the COM;
- Recruitment of fundamental rights monitors (AD5) (procedure closed in 2024);
- Adoption of the ED Decision on temporary and contract agents recruitment and closure of another audit point;
- In spring 2024, the fourth recruitment campaign was launched for new EBCG SC to be engaged in 2025, attracting nearly 4 200 applications.

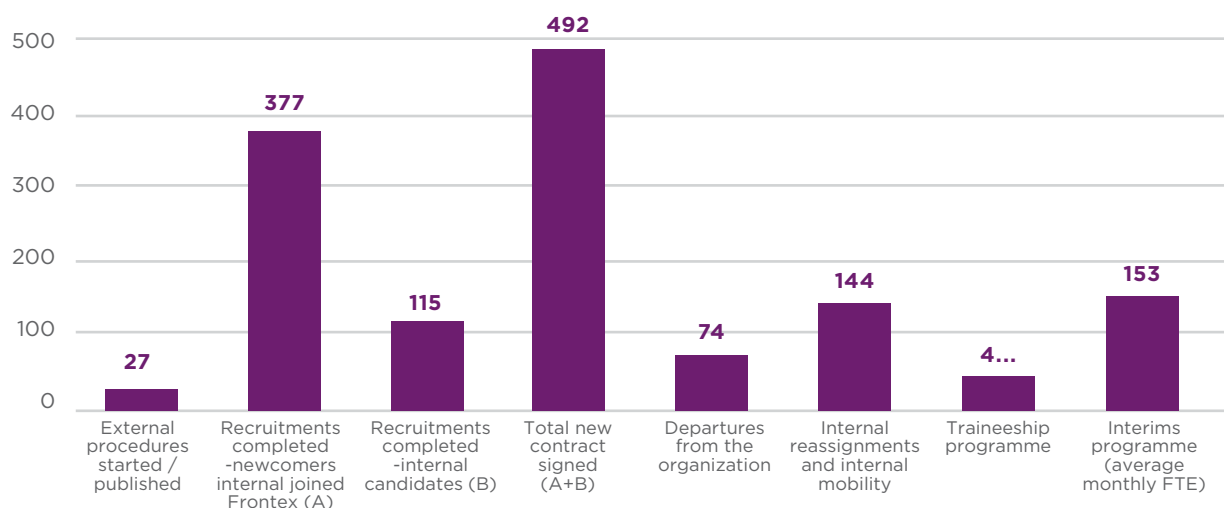
The following table shows the 2024 recruitments.

Process	2021	2022	2023	2024	Additional comments
New external recruitment procedures concluded	44	28	28	21	Several procedures covered more than one post to be filled.
Recruitments completed - number of newcomers joining Frontex	432	753	367	492	Figure refers to recruitments completed, including staff members assigned to a new position after having successfully participated in external recruitment process.

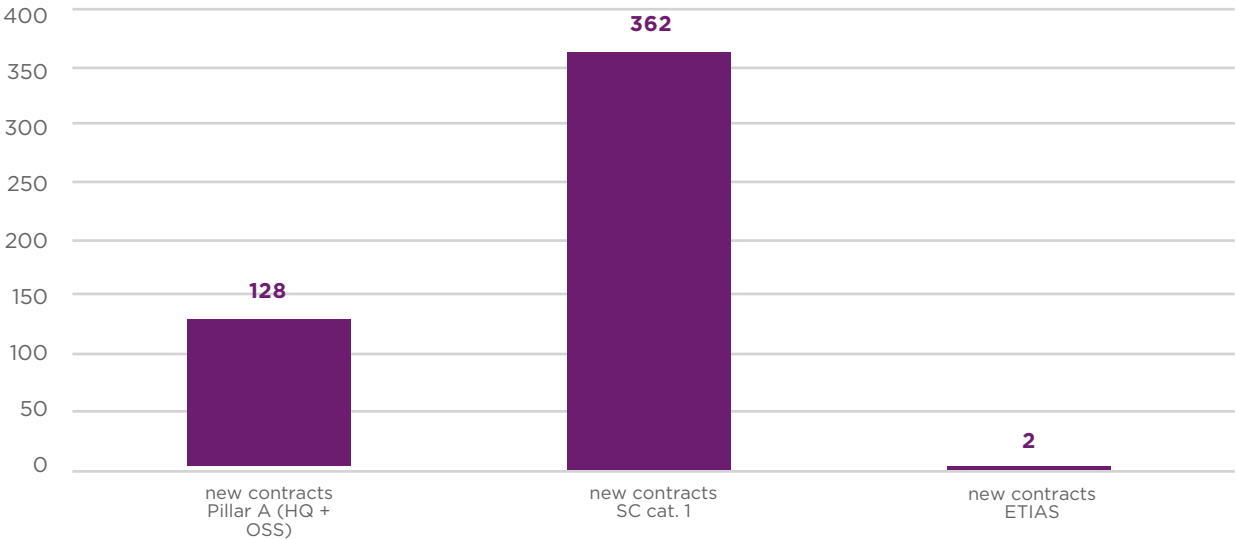
The net increase in staff numbers was 303, the positions filled at the beginning of the year were 2 242 and those filled at the end of the year were 2 545 (temporary agents,

contract agents and Seconded National Experts (SNE). A total of 492 newcomers were recruited, with internal turnover of 115 and external turnover of 74.

Recruitment data 2024



New contracts 2024

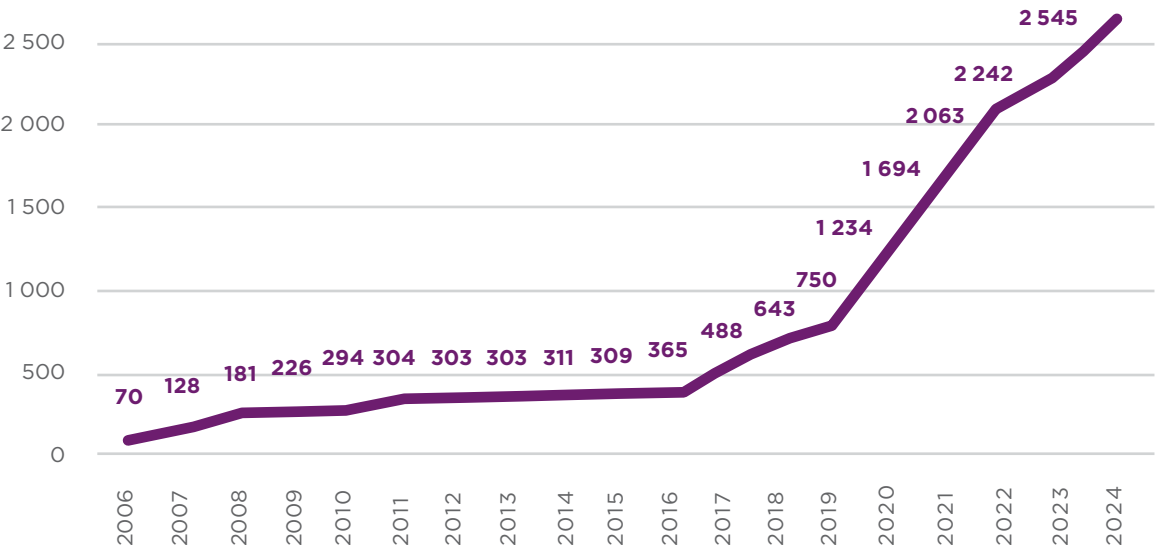


Since the entry into force of the current mandate in December 2019, the Agency’s staff has grown from 750 staff to 2 545 staff. Such strong growth put significant pressure on HR services facing challenges both in terms

of number and the diversification of staff to serve e.g. the SC.

The graph shows Frontex’s growth from 2006 to 2024.

Evolution of Frontex staff growth



The Agency also implemented the Blue Book traineeship programme, which allowed 46 new trainees to get their first professional experience in the Agency in 2024. In parallel, the Agency contracted interim services with 153 average monthly FTE of external employment agency workers.

The Agency also progressed with the digitalisation of human resource management. During 2024, work advanced on the implementation of the following IT systems supporting important human resource processes. The following projects marked significant progress: a) implementation of human resource ticketing tool for personal administration processes and learning and training; b) implementation of tools for schooling costs

reimbursement process; c) implementation of a database tracking all trainings & learning undertaken by Frontex staff (TRUCKER). Also, there were preparations for the go-live of the user acceptance management automation. It is planned that these tools will become operational in the first or second quarter of 2025.

In 2024, Frontex rolled out additional functionalities on SYSPER Ethics module, namely managing the outside activity requests and spouse employment declarations. Frontex continued to be involved in the next phase of development of the human resource transformation programme of the European Commission as the nominated representatives of the EU Agency Network.

2.5.1 Implementing rules and policies adopted in 2024

In 2024, Frontex adopted eight new human resource policies and other documents of strategic value. In addition, the existing human resource policies have further been implemented through the adoption of two administrative notices. No new implementing rules were

formally notified by the European Commission or adopted by Frontex in 2024. However, during the reference period, Frontex adopted ten documents introducing new human resource policies and further implementing existing ones.

2.5.2 Job screening

The standardised job screening exercise (classifications of posts into the roles of administrative support, coordination, neutral and operational) took place according to the methodology for agencies job screening defined by the EU Commission and based on staff figures including

temporary and contract staff as well as SNE and existing posts with an open replacement on 31 December 2024. The outcome of the exercise is detailed in percentages in the table below.

Job type (sub) category	2023	2024
Administrative support and coordination	14.94%	15.46%
Administrative support	10.62%	8.72%
Coordination	4.32%	6.47%
Neutral	2.06%	1.78%
Finance/control	2.06%	1.78%
Linguistics	0.00%	0.00%
Operational	83.00%	83.03%
Top level operational coordination	0.83%	0.80%
Evaluation and impact assessment	5.27%	4.19%
General operational	69.20%	70.99%
Programme management and implementation	7.69%	7.04%
	100.00%	100.00%

2.5.3 Services to staff

In 2024, new contract for medical service was signed with a commercial provider, with annual medical check-ups, pre-recruitment checks and other preventive measures

in scope. Necessary data protection documentation was prepared. Medical officers started working for Frontex in July, focusing on conceptualisation of an occupational

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medicine system for the Agency. The ED Decision on medical service was issued to ensure smooth delivery of annual check-ups. Delivery procedures were developed where applicable. In October 2024, annual check-ups for SC officers started. In the last quarter of 2024, the launch of annual medical check-ups for non-SC was prepared with the implementation phase planned for the first quarter of 2025.

The ongoing dialogue with Joint Sickness Insurance Scheme (JSIS)/Paymaster Office led to introductory meetings with both national healthcare authorities and non-public healthcare providers with a view to enhancing access of JSIS members to medical services (with focus on inpatient and preventive services) in Poland. The psychological support service is dedicated to diverse categories of personnel: managers, statutory staff and other Frontex personnel, and ranges from individual psychological counselling through a dedicated online platform, to emergency in situ psychological support. specific services like mediation sessions, managerial advisory and psychological debriefing after a possible traumatic event were made available.

In 2024, the policy on the processing of personal data concerning the health of Frontex employees, their family

members and of candidates for Frontex posts was adopted. Internal data protection provisions were set up and the data protection agreement was signed with the contractor. The establishment of implementation processes took place in parallel, together with the contractor, including testing an online platform with implementation planned for the first quarter of 2025.

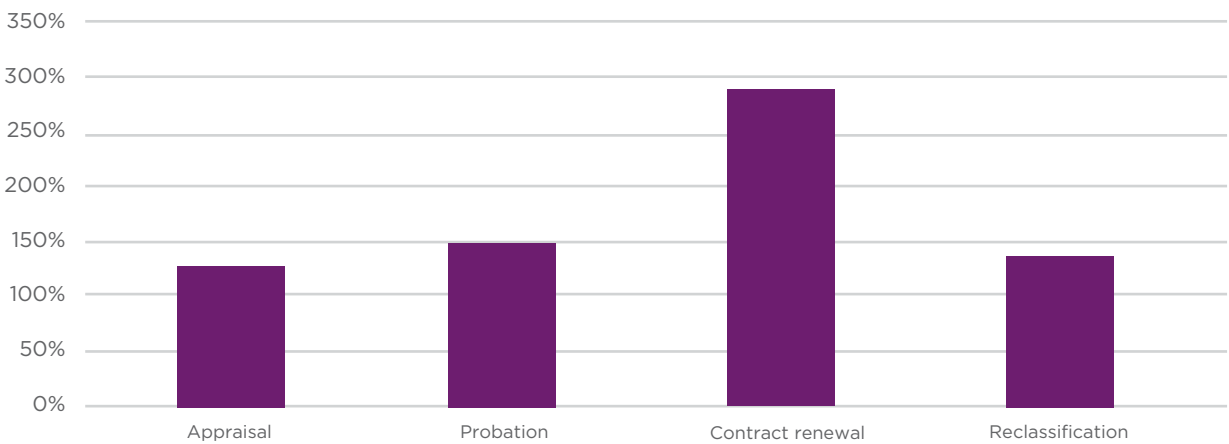
In 2024, Frontex expatriate services accommodated 2092 individual face-to-face visits from Frontex staff and addressed 10.415 cases by email. During the yearly tax refund exercise, 948 invoices for household goods/ furniture and motor-vehicles were processed and tax reimbursement were transferred to individual accounts. The procedure itself was formalized in the form of administrative notice for transparency purposes. In cooperation with the ministry of foreign affairs, 372 special/diplomatic identity cards were issued. 198 applications for Polish social security number were processed, 120 motor-vehicles were registered in city halls, 25 apartment rental contracts were assessed in legal terms and 66 instances of legal advice were provided. Frontex staff were also supported 77 times through interventions to Polish public administration.

2.5.4 Staff development and training

In 2024, substantial growth of the volume of career development processes occurred. Namely:

- the number of annual appraisals grew almost by 130%;
 - the number of probationary periods increased nearly by 150%;
- the number of staff eligible for reclassification grew by nearly 135%;
 - the number of contract renewal processes increased by almost 300%.

Change in the volume of career development processes



The specific numbers related to these four processes were as follows:

Process	Quantity	Additional comments
Appraisal	2021 appraisal reports processed in 2024.	The 2024 appraisal exercise was concluded in July 2024 with 97.3% of reports on non-operational staff and 99.8% of reports concerning operational SC was finalised.
		No complaints under Article 90(2) EUSR.
		There were 25 appeals filed (as per Article 7 of the appraisal rules).
Reclassification	408 jobholders (eligible for the 2022 reclassification exercise.	The 2022 reclassification exercise was finalised in June 2024.
	473 jobholders (eligible for the 2023 reclassification exercise.	The 2023 reclassification was finalised in December 2024.
Probation	462 probationary periods started in 2024.	At the time of writing, one probationary period led to the dismissal of the non-operational temporary staff.
Contract renewal	389 contract renewal procedures for contracts ending in 2025 were launched in 2024.	A contract renewal process is launched approximately 12 months prior to the end of a given contract of employment. Out of 389 processes launched, 365 were completed in 2024. 24 processes are pending the Appointing Authority's decision.
		The majority of processes concerned SC recruited in batch 1 and 2 in 2020.
		No complaints under Article 90 (2) EUSR.

In 2024, Frontex staff benefited from 330 sessions of internal training courses with 2.699 participants in total. Staff benefited from trainings offered by the European School of Administration, the European Commission the Directorate-General for Human Resources and Security (DG HR) and external providers, where the total number of participants (in external courses) was 472. A significant part of the 2024 training portfolio addressed skills in the areas of project & process management, writing and communication skills, financial systems (ABAC, Mission Processing Systems (MiPS) and IT literacy. Courses supporting well-being, resilience and performance were also provided, including new possibility to participate in mental health and first-aid courses and a significant number of awareness sessions on the prevention of harassment.

The specialised courses were delivered upon request by Frontex entities in 2024 covering a wide variety of topics. The trainings on data protection, business process management and architecture, procurement and legal frameworks were among the most frequently used ones. Frontex HR organised internal language courses for the record number of 491 participants and coordinated the process of the 3rd language recognition for 319 staff members. The onboarding of a growing number of newcomers was also supported. In 2024, 115 induction days were organised, with customised versions for SC and non-SC staff.

2.6 Strategy for efficiency gains

The activities outlined in the 2023-2025 programming document that will be carried forward into the 2024-2026 period are as follows:

SPD 2024-2026 item(s) to report on	Frontex action in 2024
1. Optimising business processes through mapping and processes adjustments to create capability to flexibly respond to a dynamic and changing environment.	Frontex did not meet the criteria of optimising business processes to respond to a dynamic environment due to the management's decision of postponing Phase two of the enterprise architecture project. In 2024, Phase one of the next-gen enterprise architecture project was completed, establishing a BPM practice. Milestones include: • Formal adoption of the BPM practice; • Development of a BPM handbook; • Selection of SAP tools to support BPM and EA practices; • Ongoing implementation of enterprise architecture and BPM practices.
2. Develop modern digital environment, including digitalisation of business processes, towards implementing the modern workplace principles to improve efficiency of staff-led processes and productivity of staff.	A modern workgroup environment was provided to all Frontex personnel, starting with a modern office workspace ensuring ergonomic and efficient work at every workplace and ending with a mobile phone and computer providing access to systems at multiple classification levels (replaced according to the defined life cycle). Each Frontex user is provided with an office suite and systems for secure communication and collaboration with other employees based on Microsoft 365. The modern work environment ensures secure access to Frontex business systems from anywhere in the world, which is extremely important for the implementation of statutory activities and missions in the field. The digitalization of business processes is progressing every year, which is reflected in investments in development of new digital solutions amounting to over EUR 30M in 2024.
3. Better integrate and improve the scalability, adaptability, interoperability and interconnection of the FRONTEX ICT systems, concerning HR systems, other administrative systems and operational applications.	Frontex has started the process of adopting the interoperability regulation at the level of solution architecture, enterprise architecture and governance (policies, guidelines for new developments, etc.). In addition, a number of initiatives were underway in 2024 aimed at integrating Frontex systems with partner systems (such as EMSA) or MS (EUROSUR, single event report). The IT infrastructure has been modernized to meet the business needs and lifecycle, provide computing power and storage space for the ever-growing business data. A central data platform has been implemented and new deployments using this capability and function are planned in the future.

4. Full use of SYSPER and MiPS, with gradual implementation of a new HR management ICT solution of the European Commission (HR Transformation programme – currently in its pilot phase).	SYSPER is Frontex’s main human resource management information system supporting most of the core HR processes. Frontex has chosen to have a full SLA with DG HR on SYSPER. Frontex aims at usage of all SYSPER modules where they fit the needs, in order to have one human resource data source and to free ICT resources from supporting HR tools. In 2024 Q4, Frontex discussed with DG HR the possibility to implement SYSPER modules for personal development processes. Since 2023, Frontex has been closely cooperating with DG HR on the implementation of HR-T, a multi-annual program where an entire new HR system is built on ServiceNow platform as a single, integrated solution for all human resource activities. Frontex is an official observer in HR-T. The Agency uses MiPS for the management of all missions including deployments of SC. The system is an improvement from the previous one used by Frontex, nevertheless, it has several drawbacks and the connections with SYSPER can sometimes lead to significant problems with workflows. Additionally, it would be beneficial if the Agency could have more control in the Admin/Backoffice part of the software to be able to adjust some processes to the specific needs of Frontex. Efficiency gains would be achieved if the system could be customised to Frontex needs.
5. Increase attractiveness of Frontex as an employer and engage and retain the best, diverse and geographically balanced talent.	In 2024, Frontex adopted an impressive package of new HR-related policies, including two important policies aimed at increasing its attractiveness as employer. The first one is the Frontex employer branding policy which is an integral part of the strategic objectives of the Frontex Human Resources Strategy 2024-2027. The second one is the Frontex diversity and inclusion policy which forms an integral part of the strategic objective ‘Fostering an engaging, safe, inclusive and ethical Workplace’. This policy presents diversity as a source of enrichment, innovation, and creativity and aims to reflect the diversity of the EU people. Frontex aims at building a strong and enduring commitment by implementing both immediate and long-term actions which will lead to steady long-run outcome. The overarching goal is to foster a culture of diversity and inclusion, increasing attractiveness for diverse groups of potential employees in terms of geographical balance, gender, sexual orientation, language, age, disability, culture, race, ethnicity, and religion, with particular focus on underrepresented groups from a gender and nationality standpoint.
6. Processing of public access to documents application with a high degree of automation.	Frontex fostered the continuous improvement of its existing, semi-automated ICT case handling tool and successfully rolled out proactive measures to further streamline the application handling process including a mandatory training component for all Agency newcomers and increased awareness among middle and senior management. The new MB and ED decisions adopted in 2024 concerning the Agency’s handling of public access to documents applications aim to further reinforce an effective and efficient application handling.

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7. Full and due transition of Frontex to paperless procurement via inter alia: maintain and improving IT tools developed in Procurement function, as PRO-Log and NP1- workflow, towards increased automation of the workflows; enhancing further, from a procurement standpoint, use of electronic tools already at the disposal of the Agency such as ABAC legal commitments, ARES, eSignatory, Qualified Electronic Signature; introducing of all available e-procurement modules deployed by DG DIGIT so as to secure efficient and fully digitalised management of Frontex's procurement procedures from planning to contract signature.	In 2024, Frontex increased the efforts to foster the transition to paperless procurement. As a result, 79% of all contracts resulting from an open tender procedure were signed in 2024 were processed in the PPMT which is the European Commission's corporate IT tool for public procurement. In addition, Frontex successfully continued using the existing IT tools (Procurement Log, NP1 workflows and ABAC legal commitments module) and implemented improvements based on the users' feedback. Also, the Agency is committed to the implementation of ARES (including e-signatory and Qualified Signature). In 2024, a detailed guidance on the paperless processing of procurement documents (via ARES) was prepared.
8. Develop, improve and maintain IT tools supporting facility management, management of office supplies, registration of visitors, requests for support, claims, including use outside HQ.	A new meeting room booking system was installed including digital information panels at each meeting room indicating the schedule of each specific meeting space. A facility management ticketing system based on the Service Now platform was prepared and piloted, in order to go-live together with the Frontex Support Hub in the first quarter of 2025.
9. Introduce changes to systems: automation or semi-automation or outsourcing of repetitive tasks leading to reduction in processing time.	Planning for automation was initially based on the assumption that both phases of the Enterprise Architecture project would be completed by the end of 2024. However, due to the postponement of Phase 2 by the management, the anticipated objectives were not met, resulting in a delay in achieving the desired outcomes
10. Introduce changes to the information management and data management leading to improved transparency, quick access to up-to-date, real-time information and a potentially better use of existing capacities.	Frontex implemented a central data platform in the unclassified and restricted environments in 2024. This will enable in the future central management of data and data flows between internal applications, easier integration with partner and MS systems, faster data processing and near real-time reporting, and easier access management in the future.

11. Introduce a more systematic and continuous setup of cooperation platforms, as well as establish frameworks enabling shared services with EU institutions and/or other Agencies (e.g., use of inter-institutional and or/ interagency procurement procedures to achieve economies of scale and efficiency gains by pooling the purchasing power and resources of the EU institutions and/or agencies involved).	Frontex joined the EU Institutions, bodies and Agencies interinstitutional procurement procedure for the provision of travel agency services (2 lots) – framework contract ‘Travel Agency Services 2025-2029’ – Procurement Procedure No. EC-PMO/LUX/2024/OP/0004, to cover the flights of the TC participants in Frontex meetings.
12. Simplify, where possible, the rules of procedures to be applied in human resources management, ICT management, facilities management, asset management, stock management, financial management, operational activities.	In 2024, the effectiveness of internal business processes was guaranteed by: • engaging in direct and informal communication with Frontex business entities; • actively monitoring ongoing high-risk activities of Frontex business entities, in order to provide proactive risk mitigation strategies; • engagement of external lawyers on a case-by-case basis guarantees the highest level of expertise in the handling of exceptional files. Also, the SOP for the approval workflows of documents in HR’s remit was adopted in January 2024 (Administrative Notice No R-AN-2024-2) in order to enhance HR management. In addition, the transition of the data entry process from a centralised approach to a decentralised one showed so far significant processing time improvements in financial area. Moreover, the re-allocation exercise due to the new Agency structure reduced the number of allocated desks in favour of flexi-desks avoiding future and frequent moving of furniture and created efficiency gains.
13. Carry out a qualitative assessment of the efforts to increase efficiency, identify and establish qualitative indicators.	A qualitative assessment to increase efficiency, identify and establish qualitative indicators was carried out in third quarter of 2024, in preparation for the SPD 2025-2027 adoption. The KPI are utilised to measure progress of Frontex in contributing to the achievement of relevant policy priorities, supported by the Agency’s multiannual strategic objectives and further reflected in the Agency’s AWP. The KPI are expected to evolve during the upcoming programming cycles, to consolidate the Agency’s priorities and resource availability, and to tailor its impact. The performance indicators in the AWP 2024 were adjusted in November 2024 (amendment 1 of the SPD 2024-2026), to better reflect the Agency’s activities following the adoption of the new organigram, aiming at increasing organisational efficiency.

14. Introduce efficient system of delegations in terms of financial and budget management as well as powers of the Appointing Authority.	An efficient, comprehensive system of sub-delegations of the ED's AIPN powers in respect to statutory staff and delegations of powers in HR matters (SNE, trainees and interims) was already in place since the end of 2022 (ED Decisions No R-ED-2022-219, R-ED-2023-4 and R-ED-2024-7). The currently applicable ED Decision No R-ED-2024-50 (adopted on 21 May 2024) repealed and replaced previous decisions in this respect. It was adopted in order to adapt the scheme of (sub-)delegations to the new organisational structure of Frontex and to the specificities of the SC. Following the successful establishment of (sub)delegations of AIPN powers by ED, the FRO adopted a similar decision in respect of his staff, SNE, trainees and interims on 10 February 2025 (Ref. ARES (2025)1010749). Also, there is a system of delegation and sub-delegations of budget implementation powers in place regulated by an ED decision (R-ED-2022-125). Furthermore, the process of workflow of approvals is now conducted in ARES. The delegations and sub-delegations include a detailed charter on the responsibilities of the actors. In terms of financial management, the financial circuit processes and roles are also regulated via an ED decision (R-ED-2020-188).
15. Further improve efficiency of internal control to create procedures for monitoring the efficiency gains.	Internal Control Assessment exercise is more comprehensive, including monitoring criteria and a combination of soft (25%) and hard indicators (75%) with a comparative assessment against previous years. The Internal control framework automation and reporting on exceptions and non-compliance has been standardised with key data used for mapping (ABAC data, links to KPI and strategic and horizontal objectives and key activities). A corporate risk portal was created, local and corporate risks are registered in the portal. A shared risk management exercise with HOME cluster was run whereas preparations for the establishment of virtual management room intensified. In addition, the anti-fraud strategy action plan 2025-2027 incorporates anti-fraud cycle, prevention, detection inspection and sanction/recovery, utilising the OLAF methodology.
16. Contracting out to service providers, which creates the possibility of exploiting the innovative capacity, new technologies and expertise of the market.	Frontex contracted state-of-the-art services for operational use: Aerial surveillance; Chartered flights for returns; Interpretation and cultural mediation; Mobile office, storage, sanitary containers rental. Warehousing and bulk transportation at central logistics, fleet management services in the operational areas, uniforms handling, technical support for operational equipment will be pursued in the 2024-2026 period.

17. Facilitate, advice and coordinate the use of joint procurement procedures with contracting authorities of MS to cover operational needs; create appropriated channels for the purposes of exchanging procedural experience and good practices and discussing the way forward for joint public procurement procedures.	Frontex maintains the interinstitutional framework contracts for delivery of personal protective equipment and sanitary items for 26 institutions. The Agency discussed possibilities of additional inter-institutional and joint procurement procedures with EU bodies and MS/SAC but found so far these arrangements incompatible and inefficient.
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2.7 Assessment of audit results during the reporting year

2.7.1 Internal Audit Capability

In the first half of 2024, priority was given to the development of the procedures for future audits, to standardise the assurance audit engagements and risk assessment and to make the process more transparent, as well as to ensure audit work in accordance with the internal audit standards, defining the roles and responsibilities of the Internal Audit Capability and auditees. This was completed at the beginning of the second quarter in 2024 with the adoption of the 'Frontex manual to planning, executing and reporting on Internal Audit Capability assurance engagements' (ED Decision No R-ED-2024-46).

In addition, in the first half of 2024, the second audit engagement commenced. Following the risk-based audit plan for 2024, a second assurance engagement on the 'elements of health, safety and security in the field' was conducted. The audit objective was to ensure that the governance, risk management and internal control framework set up by the Agency for addressing occupational health and safety, as well as security risks, is adequately designed and consistently applied to ensure that Frontex objectives in these areas are achieved. The audit was carried out according to the Internal Audit Capability methodology issued in 2024 and International Professional Practices Framework (IPPF) internal audit standards promulgated by the Institute of Internal Auditors (IIA). The Auditors reviewed documentation of the audited process and conducted interviews with key personnel. The assessment of the adequacy and operational effectiveness of the internal control systems included walk-throughs and substantive testing through samples to verify the practical application of internal controls. Also, two legal consultations were conducted, as well as observation missions in the framework of JO (Moldova) and Return operations.

In addition, for supporting audit conclusions, as part of the fieldwork phase, an opinion survey was launched

addressed to Frontex staff working in the field. The purpose was to obtain feedback regarding their knowledge, awareness, trainings participated, as well as experienced threats and their views on key processes built around or affected by the Frontex health and safety framework. The audit resulted in seven findings (four critical and three very important) and ten recommendations to be implemented in the Agency. Due to the weaknesses identified, the overall risk is considered substantial resulting with deficient audit assessment with need for prompt implementation of corrective actions.

Regarding the second audit topic on 'Management frameworks for using external consultants' proposed in the annual audit plan for 2024, the audit was planned to kick-off in December 2024. The audit announcement letter was sent to key stakeholders in the Agency, however due to the absence of one of auditors, who was in the lead of this audit engagement, the audit was suspended. The decision on its execution in 2025 or cancellation will be taken after reviewing current risks and business needs in this area.

Furthermore, as a standard process, in accordance with the Frontex internal audit charter, the Internal Audit Capability should conduct risk assessment at the Agency for the purpose of audit. The pilot audit risk assessment for 2025 was conducted in the third and fourth quarters of 2024 to address this obligation, the first time this type of audit exercise took place at the Agency. It was designed based on tailored methodological assumptions according to market audit standards and considering the uniqueness of Frontex nature, determined by complex factors e.g. rapid growth, large size and budget, enhanced culture of law enforcement as well as the organisational changes in the Agency in 2024. The result of this pilot exercise is not only a risk assessment, but also a first attempt at creating an audit universe for audit purposes,

whereby all the Agency's activities were divided into logical sub-areas (called audit units) responsible for particular processes. All these units have been assessed

against 17 substantive inherent risks and elements of governance, risk management and control resulting in the respective level of residual risk rating for each audit unit.

2.7.2 Internal Audit Service

In 2024, the IAS launched, performed and/or completed the following audits, follow-up audits and exercises:

- Audit on 'Management of Returns' launched in September 2023 for which the final audit report was issued in July 2024¹. The objective was to assess the adequacy of the design, and the effectiveness of the procedures implemented by Frontex for the management of returns, including the mechanisms supporting the Agency's compliance with fundamental rights provisions and principles during return operations.
- The IAS concluded that the procedures implemented by Frontex for the management of its return activities are overall adequately designed and effectively implemented.
- The IAS issued 2 recommendations (important).

- Four follow-up audits of open recommendations from the past audits were undertaken to assess the state of implementation of specific recommendations in the original audits. As a result, the IAS concluded that 6 recommendations were adequately and effectively implemented, therefore they were closed².
- A full risk assessment covering all processes (administrative, financial, operational and IT) of the Agency was launched in June 2024³. The exercise constituted the basis for preparing the 2025-2027 IAS Strategic Internal Audit Plan (SIAP 2025-2027) in which IAS will present the key risks identified and propose topics for future IAS audits.

At the time of drafting the CAAR 2024, the exercise was still ongoing with the draft SIAP being presented.

2.7.3 European Court of Auditors

The ECA is required to provide its final opinion on Frontex accounts no later than 1 June of the following year. Therefore, ECA's opinion on Frontex' accounts 2024 was not available at the time when the CAAR 2024 was being prepared. The main points from the ECA opinion on Frontex' accounts for 2023 are provided below, as this provides some light on the adequacy of the internal control system.

Opinion on the reliability of the accounts

According to the Court's opinion, "*Frontex's accounts for the year ended on 31 December 2023 were presented fairly, in all material respects. Frontex's financial position as of 31 December 2023, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its financial regulation and with accounting rules adopted by the European Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector*".

Emphasis of matter

The Court draws attention to Note 4.5 to Frontex's financial statements, which explains the reversal of changes made in the 2022 financial statements by the previous Frontex accounting officer. The adjustments to

the 2023 accounts concerning the 2022 closing balance of net assets, revenue through the EU subsidy and contributions from SAC and the reversal of the previous years' write-offs, reflect the position of the new Frontex accounting officer. In full alignment with the views of Frontex MB, there is no need to revise the current method for calculating the contributions of SAC to the Frontex budget. The Court refers to its observation on this matter in 2022 report (paragraph 3.30.18).

Opinion on the legality and regularity of the transactions underlying the accounts.

According to the Court's opinion, the transactions underlying the annual accounts (revenue and payments) for the year that ended on 31 December 2023 are legal and regular in all material respect.

Observations on budgetary management

3.30.9. In 2023, Frontex carried over 45 % of the year's total appropriations to 2024. There were significant carry-overs under Title III (59 %) and Title II (41 %). The carry-over rate for title I was not high, but 31 % of the appropriations carried over under Title I were cancelled. Recurrent high rates of carry-overs undermine the budgetary principle

¹ Ref. 2024(ARES)4834073-04/07/2024.

² Ref. 2024(ARES)548878-24/01/2024, 2024(ARES)3876692-30/05/2024, 2024(ARES)8434617-27/11/2024, 2024(ARES)9185166-20/12/2024.

³ Ref. 2024(ARES)4465780-20/06/2024.

of annuality and are indicative of structural issues in the budget process and implementation cycle.

3.30.10. In 2023, Frontex processed 38 629 payment requests, out of which 5 136 (13 %), for an amount of EUR 100.9M, were paid outside the legal deadline. A total of EUR 5.800 was charged in late payment interest. For comparison, in 2022, Frontex processed 29 511 payment requests out of which 7 835 (27 %), for an amount of EUR 84.1M, were paid late, leading to a total of EUR 35 000 in late payment interest.

Also, no new performance audits or reviews were announced/launched by the ECA in 2024. The follow-up

audit of special report No.22/2020 'Future of EU agencies-Potential for more flexibility and cooperation' launched in November 2023, was concluded in October 2024. The ECA assessed 1 recommendation as fully implemented and 2 recommendations as implemented in some respects. Following the ECA methodology, there will be no further follow-up and the special report No 22/2020 was closed.

The follow-up audit of special report No.8/2021 'Frontex's support to external border management: not sufficiently effective to date' was launched in May 2024. At the time of drafting the CAAR 2024, the exercise was still ongoing with the draft clearing letter being presented.

2.8 (a) Follow-up of recommendations and action plans for audits

2.8.1 a. Recommendations from IAS

In early 2024, Frontex had 15 recommendations open from IAS audits from previous years. There were two new recommendations issued by IAS during 2024. As a result, four follow-up audits, IAS concluded that six recommendations were adequately and effectively implemented by the Agency and therefore were closed:

- Recommendation No 1 (important): recognition of the contract management function from the audit on 'contract management' (2018). Frontex established a central contract management team and set up its mandate, objectives and expected contribution. The roles and responsibilities of the contract managers were set. Frontex implemented the new contract management manual which includes detailed mapping of the contract management-related processes, a detailed description of those processes and a set of templates applicable to specific processes⁴.
- Recommendation No 3 (very important): attractiveness as an employer and grading from the audit on 'Human resources planning, allocation and recruitment' (2020). Frontex has taken steps to improve its attractiveness and grading, as presented in the targeted pilot recruitment campaign, of the overall review of employer branding and the enhanced recruitment campaign for the SC; it actively collects and analyses relevant data related to attractiveness in selection and recruitment procedures, as well as staff retention; it has taken corrective actions to address the systematic upgrading of posts by revising publication grades in managerial functions and lowering the grades; and it has assessed the grades published in vacancies for positions involving clerical or secretarial tasks.

- Recommendation No. 4 (very important): supportive and monitoring functions from the audit on 'Recruitment, training and deployment of SC' (2022). Frontex has carried out a reassessment of the 4% operational support staff posts and identified the tasks which directly support and monitor the SC operations.
- Recommendation No. 5 (important): Frontex's annual training plan from the audit on 'Recruitment, training and deployment of SC' (2022). Frontex has adopted a standard operating procedure for the adoption of the annual training plan. The procedure sets out the identification of the training needs, prioritisation, coordination with stakeholders, and the underlying workflows for decision-making where applicable.
- Recommendation No. 7 (important): JO's deployment decisions from the audit on 'Recruitment, training and deployment of SC' (2022). Frontex identified the factors and root causes that limited its capacity to issue timely deployment decisions and implemented an action plan to address these issues.
- Recommendation No 2 (very important): psychiatric and psychological evaluation from the audit on 'Human resources planning, allocation and recruitment' (2020). Frontex has established medical protocols and objective criteria for psychological evaluations during pre-recruitment.

⁴ ARES (2024)548878-24/01/2024 – also reported under CAAR 2023, page 113.

2.8.2 a. Recommendations from Internal Audit Capability

In 2024, the Internal Audit Capability issued the first audit report on the 'Implementation of Frontex codes of conduct' with six recommendations. The audit concluded that that the Agency should perform an in-depth analysis of all three codes of conduct and develop a coherent rule responding to the needs of staff at the headquarters and in the field. This encompasses a number of related processes such as issuing practical guidance and training strategy, together with monitoring of awareness of the code provisions. An important element is the establishment of clear rules for reporting conduct-related breaches to avoid confusion due to multiple channels existing. The recommendations also indicate the need to establish case management for clear monitoring of conduct-related breaches, gather information on all reported cases and professionalise their management across the Agency. The recommendations address the need to include fraud risk in the mandatory, corporate

risk assessment and, somewhat more broadly than just the topic of the code of conduct, the creation of a new risk typology is suggested, responding to the needs of the Agency and taking steps to improve risk management and building a culture of control as a useful management tool. Despite the acceptance of these recommendations and the setting of a deadline for the implementation of 4 out of 6 recommendations at the end of 2024, the work has been insufficient. None of the recommendations were addressed in 2024.

Implementation progress for critical and very important IAS audit recommendations

There are no critical recommendations issued by the IAS. The table below presents implementation progress of very important recommendations with 'open' status.

Audit Title	Recommendation No. and Title	Original/ revised implementation date	Implementation progress
HR planning, allocation and recruitment.	1: Strategy and monitoring	30.06.2021 / 31.03.2025	- Human Resources Strategy 2024-2027 adopted; - Procedures for the key process of staff planning and allocation - the concept was developed; - Job architecture policy drafted for adoption. Sensitive functions policy adopted; - Monthly reporting on recruitment and planning provided to the executive management.
	2: Staff allocation process	31.12.2021 / 31.03.2025	- Competency framework to be adopted; - Quantitative needs analyses and workload analyses of repetitive tasks - Frontex entities apply a standardised approach based on HR Strategy; - Thorough justification of the request for new posts and documenting of staff allocation process implemented.

Audit Title	Recommendation No. and Title	Original/ revised implementation date	Implementation progress
Governance, stakeholder management & external communication.	2: Decision-making and internal coordination	30.06.2023 / 30.06.2025	- Decision on governance framework to be adopted; - BPM practice established; - Mapping of all processes ongoing; - Development of process-based performance indicators and performance measurement methodology to be implemented with a larger update of the enterprise architecture; - SOP for registration and tasking adopted. Specific rules of procedure for operational coordination board to be finalised and implemented to complement the provisions of the governance framework; - All documents signed by the members of the executive management registered in ARES; - Log of delegations and sub-delegations created and regularly updated.
	3: Stakeholders' management and external communication	31.12.2022 / 31.03.2025	- Draft strategy on stakeholder management ready for adoption; - Frontex communication strategy adopted.
Recruitment, training and deployment of the SC.	1: SC mission orders	30.06.2023 / 31.12.2025	- Handbook on mission orders and statement of expenses adopted; - Time-bound performance indicators created and monitored; - In light of the forthcoming adoption of a new EC Mission Guide, the Agency proposal to discuss the possibility of derogating from the current framework.

Open significantly delayed recommendations

Based on the IAS note on contribution to the 2024 CAAR process of Frontex, there are five very important significantly delayed recommendations. IAS considers

recommendations as significantly delayed if they are still open after more than six months from the original expected date of implementation. The delays are indicated in months, as of 31.01.2025.

Audit Report Title	Recommendation No and Title	Category (Critical/Very Important/ Important)	Original implementation date	Delay (months) at 31.1.2025	Revised date of implementation
HR Planning, Allocation & Recruitment.	Recommendation No 1: Strategy and monitoring	Very Important	30.06.2021	43	31.03.2025
HR Planning, Allocation & Recruitment.	Recommendation No 2: Staff allocation process	Very Important	31.12.2021	37	31.03.2025

Audit Report Title	Recommendation No and Title	Category (Critical/Very Important/Important)	Original implementation date	Delay (months) at 31.1.2025	Revised date of implementation
Governance, stakeholder management & external communication.	Recommendation No. 2: Decision-making and internal coordination	Very Important	30.06.2023	19	30.06.2025
Governance, stakeholder management and external communication.	Recommendation No. 3: Stakeholders' management and external communication	Very Important	31.12.2022	25	31.03.2025
Recruitment, training and deployment of the SC.	Recommendation No. 1: SC mission orders	Very Important	30.06.2023	19	31.12.2025

Follow-up on ECA observations from previous years

This follow-up is based on a table annexed to the ECA specific annual report on EU agencies for the financial year 2023 (Chapter 3, point 3.30). The table provides

an overview of the actions taken with the latest update of 05.02.2025 provided to the ECA for the Mission 2 2024. During 2024, the ECA closed 11 previous years' observations.

Year	Summary of ECA's observations	Corrective action taken and /or other relevant developments (summary)	Open / Closed
2015	States participating in border operations declare costs incurred using cost claim sheets. In our special report 12/2016, we recommended that agencies should use simplified cost options whenever appropriate to avoid such inefficiencies.	The approved unit costs have been used in grant agreements and payments since July 2023.	Closed
2018	The level of carry-overs and cancellations was high. Frontex should strive for more precise cost estimates and budget forecasts	The situation persisted in 2023.	Open
2018	The ex-ante verifications were ineffective. Frontex should work on the development of a simplified and transparent financing scheme that also covers equipment-related costs.	The approved unit costs have been used in grant agreements and payments since July 2023.	Closed
2018	Frontex should adopt and implement a sensitive post policy.	MB Decision 1/2024 on the policy on identification and management of Frontex sensitive functions adopted on 12 January 2024.	Closed

Year	Summary of ECA's observations	Corrective action taken and /or other relevant developments (summary)	Open / Closed
2018	Frontex did not reach the required occupancy laid down in the staff establishment plan. Frontex should improve the guidance given to selection committee members and verify the candidates' financial entitlements for salary payments more closely.	There has been an improvement in post occupancy rates over the last four years, however Frontex still has a significant number of vacancies.	Open
2020	Frontex relies on estimates provided by cooperating countries for the financial planning of its return operations. In one case, a national authority included two previously unannounced return operations totalling EUR 355.000 in a grant agreement at the financial closure of the action. To cover the resulting sudden budgetary deficit, Frontex made an ex post budgetary commitment. This contravened Frontex's financial regulation.	In the initial stage of monitoring and forecasting of costs in connection with assisted returns, Frontex introduced a financial component for scheduled return flights since October 2022. This component was fully implemented in the first quarter of 2023, once Frontex had given training to MS' financial users.	Closed
2020	Ombudsman opened two inquiries: (a) In November 2020, it assessed the effectiveness and transparency of Frontex's complaints mechanism and the role and independence of Frontex's FRO and issued on 15 June 2021 nine suggestions; (b) in March 2021, it investigated how Frontex complies with its fundamental rights obligations and ensures accountability in relation to its new enhanced responsibilities. There are also two ongoing investigations: (a) from OLAF, concerning allegations of harassment, misconduct and migrant pushbacks concerning Frontex and (b) from the EP, concerning possible allegations of violations of fundamental rights in Frontex.	Frontex has made significant progress in the implementation of the recommendations from the European Ombudsman and OLAF.	Open
2020	When Frontex's accountant calculated the Agency's performance indicators for the accounts, they treated the reductions to the budget not as amending budgets but as acts of budget implementation which contradicts the decisions by the MB.	Frontex's current budget implementation methodology is in line with DG BUDG guidelines.	Closed
2021	Several issues were noticed in the evaluation of the technical-professional capacity and the economic and financial capacity in a procurement procedure for a framework contract for the provision of travel services. In February 2022, Frontex suspended the contract and in May 2022 the contract was terminated.	This observation is no longer applicable, as the contract in question was terminated in May 2022.	Closed
2021	In the audited recruitment procedures, selection committees applied different method for the quantification of the individual assessments than the one foreseen in the internal guidelines. Furthermore, there was a lack of clear standards on how to assess the individual selection criteria.	In 2022 and 2023 Frontex brought its internal scoring/evaluation procedure in line with the ECA's recent observations on recruitment.	Closed

Management

Year	Summary of ECA's observations	Corrective action taken and /or other relevant developments (summary)	Open / Closed
2021	An overall analysis of the payments in 2021 showed delays in the payments process which are a serious deficiency in Frontex's internal controls.	The share of late payments in 2023 (13 %) remains high although it has improved considerably compared to 2022 (27%).	Open
2022	Frontex overestimated the accrued charges incurred in 2022 for its mission costs by EUR 4.7M of a total of EUR 213.5M of accrued charges.	A methodology for carrying over deployment expenses has been approved and was implemented for the 2023 carry-over procedure.	Closed
2022	Frontex does not have a formalised guidance or procedures to ensure consistent calculation of accrued charges (2022: EUR 213M). As a result, the estimated amount varies, depending on the unit responsible for preparing the computation of the accrual.	The Agency adopted the guidelines in the fourth quarter of 2024 to ensure consistent calculation of accrued charges.	Open
2022	Frontex signed a service contract with a contractor for psychological screening for new EBCG officers. The contract had an initial value of EUR 79.000. Frontex amended the contract four times, increasing its value to EUR 502.900 or 536% more than the initial value. The total payments for this contract amounted to EUR 502.500 of which EUR 384.000 are irregular.	This observation is no longer applicable, as the contract in question expired in July 2022.	Closed
2022	Frontex signed a framework contract with a total value of EUR 30M in relation to travel services, including accommodation. Invoices issued by the travel agency for the accommodation were not supported by the actual invoices of the hotels. Instead, the underlying invoices provided by the travel agency had actually been issued by a travel agency's subsidiary. The internal controls put in place by Frontex regarding the implementation of the contract were not sufficient as they did not provide evidence on the actual costs incurred. This is a critical weakness, entailing a significant risk of overcharging.	Frontex intends to join the European Commission's upcoming inter-institutional framework contract for travel services, however the future contract would only cover short term missions and events. For the SC missions Frontex will continue with the self-bookings.	Open
2022	Frontex uses the European Commission system for managing its travel-related costs. It was noticed that the information in the system does not reconcile actual costs paid with the travel agency's costs, which are reported and processed separately from those paid by the staff on mission. This is an internal control weakness which exposes Frontex to the risk that payments related to the travel agency's costs may not be correct.	In 2023, no similar instances were identified.	Closed

Year	Summary of ECA's observations	Corrective action taken and /or other relevant developments (summary)	Open / Closed
2022	Frontex introduced new ceilings for AOD in relation to payments, recovery orders and budgetary transfers. The decision was effective immediately, from the day it was signed. However, there was a delay in implementing those ceilings in the IT system. As a result, between July 2022 and August 2022, when the system update was completed, eight AOD authorised 17 payments over the new ceiling, amounting to EUR 10.9M. This contravenes Article 41(1) of the Financial Regulation. This was a significant internal control weakness registered in Frontex's registry of exceptions and non-compliance events.	Building on the lessons learned from implementation of the ED Decision 2022/125, a disclaimer was introduced in a new decision (2022/166) in order thresholds would be applicable 15 days following the Decision's entry into force. Following the adoption of Decision 2022/166, no further delays in implementing the ceilings in the IT system were found.	Closed
2022	In a recruitment procedure, the selection committee had added up its members' individual assessments, instead of applying a consensual method stipulated by Frontex's internal rules. Furthermore, there was a lack of clear standards or instructions to selection committee members on how to assess the individual selection criteria. The chair of the selection committee declared a direct hierarchical relationship with the recruited person, without any evidence that there were mitigating measures to address the potential conflict of interest. These weaknesses undermine the principles of transparency and equal treatment of candidates in recruitment procedures and may expose Frontex to reputational and legal risks.	In 2022 and 2023 Frontex brought its internal scoring/evaluation procedure into line with the ECA's recent observations on recruitment (this part of the observation is closed). However, we have no evidence of a change of approach regarding how Frontex deals with a declared conflict of interest.	Open
2022	SAC co-finance Frontex's activities. Their share in Frontex's budget is based on the proportion of the size of their economies to the size of the EU economy. However, the agreements which serve as the legal basis for calculating their contributions to Frontex's budget are unclear and allow divergent interpretations. As observed in the 2020 report, Frontex's interpretation is deemed as flawed, because it leads to SAC contributing around EUR 3.5M (7%) less, than what the size of their economies, in relation to the size of the EU economy, would dictate. This distortion of proportionality is caused by the fact that Frontex calculates the contributions of each SAC by dividing the size of that country's economy over the combined size of the economies of the EU and all SAC taken together, and then by multiplying that fraction, or 'contribution ratio', by the EU budget's subsidy for Frontex (and not by the whole budget of Frontex, including both the share of the EU budget and of the SAC).	Frontex continues to use the same approach to calculating the contributions of the SAC.	Open

Management

Year	Summary of ECA's observations	Corrective action taken and /or other relevant developments (summary)	Open / Closed
2023	In 2023, Frontex carried over 45 % of the year's total appropriations to 2024. We observed that there were significant carry-overs under title III (59 %) and title II (41 %). The carry-over rate for title I was not high, but 31 % of the appropriations carried over under title I were cancelled. Recurrent high rates of carry-overs undermine the budgetary principle of annuality and are indicative of structural issues in the budget process and implementation cycle.	Frontex's level of carry overs in the past years are in the region of 40%-45% and the Agency has consistently explained that these do not represent neither a breach of the principle of annuality nor an indication of any forecasting or planning weaknesses with budget implementation. The levels of carry-over, which are coming mostly from operational expenditure, relate to the sequence of law enforcement activities of the Agency, which are highly dependent on the MS' processes. Frontex since its inception has been operating in annual cycles, driven by the MS planning cycles, but also by the ABN as enshrined in the Agency's regulatory framework. The ABN focus on planning the MS/ SAC resource allocation along the whole upcoming operational cycle and allow the contributors to efficiently pledge their manpower and assets throughout the upcoming year. That activity and the need to plan the whole operational cycle upfront steers the implementation period of the Frontex operational activities and, respectively the implementation period of the grant agreements, covering the timeframe between mid-January of year N to mid-January of the year N+1. This setup has consequences on the major operational budget lines related to the deployments of HR and assets within the Agency's relevant activities.	Open
2023	In 2023 Frontex processed 38 629 payment requests out of which 5 136 (13 %), for an amount of EUR 100.9M, were paid outside the legal deadline. A total of EUR 5.800 were charged in late payment interest. For comparison, in 2022 Frontex processed 29 511 payment requests out of which 7 835 (27 %), for an amount of EUR 84.1M, were paid late, leading to a total of EUR 35 000 in late payment interest.	In 2024, Frontex significantly improved its payment performance compared to the previous year. This positive outcome can be attributed to several factors, including: - Enhanced financial reporting - Increased frequency and number of financial trainings for agents - Consistent efforts in regular monitoring. As a result, the percentage of delayed payments decreased from 13% in 2023 to 6% in 2024, falling within the acceptable threshold. Specifically, in 2024, Frontex processed 39 941 payment requests. Of these, 2 442 (6%), amounting to EUR 45.9M (4,8% of the total budget), were paid beyond the legal deadline.	Open

2.8 (b) Follow-up of recommendations issued following investigation by OLAF

In 2023, OLAF concluded five cases, resulting in administrative, disciplinary, or financial recommendations. With respect to three cases, pre-disciplinary procedures are currently ongoing where in one case the recovery of the amount is in progress. Furthermore, for a case where an administrative recommendation was issued, a

consolidated implementation report was prepared, and its progress is being closely monitored at each MB meeting. In 2024, OLAF concluded three cases, resulting in administrative, disciplinary, or financial recommendations, all of which are currently being implemented and closely followed up.

2.9 Follow up of observations from the discharge authority

On 11 April 2024, the EP granted discharge to Frontex in respect of the implementation of the budget for the financial year 2022 and adopted an accompanying resolution. The resolution contains observations with recommendations and requests directed to the Agency, forming an integral part of the Decision on the discharge. In September 2024, Frontex sent an individual follow-up report on measures taken in light of the EP observations accompanying discharge resolution for 2022.

The observations reported as completed/implemented:

- Regarding enhanced cooperation with the Agency's MB;
- Regarding the level of carry-overs.
- Regarding the local accounting system;
- Regarding the cooperation with the Ombudsman in view of the inquiries;
- Regarding the observation No.15 pertaining fundamental rights compliance in the external dimension activities;
- Regarding the cooperation with third countries in aspects such as readmission agreements, technical assistance, training and lawful return activities to promote efficient Union border management and to develop cooperation structures;
- Regarding the implementation of internal guidelines on the issuance of emergency signals;
- Regarding the compensation for standby duty performed between 01/01/2021 and 04/10/2022 for SC categories 1 and 2;
- Regarding cooperation with OLAF and assigned OLAF investigators/case handlers;
- Regarding commitment to ensure timely and transparent processing of PAD requests as a matter of priority;
- Regarding the call for the immediate access of Members of Parliament to final reports (from OLAF);
- Regarding the implementation of ECA's observations in the area of recruitment procedures.

The observations reported as ongoing:

- Regarding the implementation of the "action plan on the remedial actions during the transition period" and

reporting to the discharge authority on the progress made;

- Regarding the implementation of remaining recommendations stemming from scrutiny bodies;
- Regarding actions needed to ensure full respect of Union standards, in particular in the field of budgetary and financial management, fundamental rights, organisational culture and transparency;
- Regarding the calculation of accrued charges;
- Regarding the implementation of the recommendations of the Agency working group on Fundamental Rights and regular reporting to the discharge authority on the progress.⁵
- Regarding Fundamental Rights action plan implementation, cooperation with FRO and implementation of its recommendations;
- Regarding improving gender balance;
- Regarding the implementation of existing procedures against sexual harassment, and action plan with measures ensuring zero tolerance towards sexual harassment and regular reporting to the discharge authority on the progress;
- Regarding commitment towards fully implementing necessary reforms;
- Regarding the work on a policy concerning 'revolving door' situations for senior staff members;
- (51) Regarding the implementation of the Ombudsman's recommendation and regular reporting to the discharge authority on the progress;
- (52) Regarding the commitment to increased transparency and accountability and efficiency on internal procedures in accordance with the applicable legal framework;
- (53) Regarding the implementation of IAS recommendations;
- (62) Regarding the commitment to address all recommendations issued by the EDPS within the applicable deadlines and to keep the discharge authority informed on the progress.

⁵ The WG Art. 46 was formally closed on 31 May 2024.

Management

Further details on the actions taken by the Agency on the above-mentioned observations are provided in Frontex's follow-up report available on the EP's website.

2.10 Environment management

In 2024, Frontex monitored the carbon footprint related to deployment of staff and technical equipment to operations. Since 2023, the data has been regularly published on quarterly reports and, in the Agency's, annual implementation report. This initial step towards managing the environmental performance of the Agency's operational capabilities contributed to the establishment of an overall baseline for operational emissions, enabling subsequent efforts for increasing energy efficiency, operational sustainability and resilience. On 20 September 2024, the ED endorsed the European Union Agency Network charter on the reduction of greenhouse emissions and responsible environmental management. The charter,

composed of eleven environmental commitments, refers to the goals of the EU Green Deal, as well as objectives set by the European Commission and the EP, which include: achieving climate neutrality by 2030, promoting the careful use of resources, reducing the institutions negative impacts to the environment, or measuring the greenhouse gas emissions. Consequently, the Agency took action in order to implement the commitments by initiating the environment strategy project aiming at Frontex registration with EMAS in 2027. In 2024, a contract for the provision of consultancy services and assistance to support Frontex' registration with EMAS was signed.

2.11 Management assessment

The CAAR describes the main achievements and activities of the Agency in 2024, including further offering its support to MS and TC, assisting in the area of returns, optimising its internal processes. In 2024, the number of irregular border crossings at the EU's external borders reached over 239.000. This marks a 38% decrease compared to the figures in 2023 and the lowest level since 2021.

The year 2024 was about consolidation of transformational efforts and the Agency's growth, with intensive work towards further improvements of structural developments, governance principles and cross-sectoral synergies.

The Agency's operational and support activities in 2024 were carried out in accordance with the work programme for the year, with the necessary guidance and support from the MB. The Agency has continuously implemented further improvements in this area, with the development of an operational prioritisation methodology and introduction of a new operational command structure (FC2). Three contingents were rolled out in 2024, as part of the FC2 project.

The Agency has further progressed in the area of finance management by optimising its budget management

processes, which has contributed to a more effective budget implementation (increased by EUR 95M in 2024 compared to 2023), efficient use of resources and enhanced regulatory compliance.

In the domain of HR, following the adoption of the Frontex HR Strategy 2024-2027 HR processes have been optimised and relevant policies and decisions were gradually implemented, in accordance with the roadmap.

The Agency has also made progress towards the implementation of the observations and recommendations from IAS of the European Commission and the ECA albeit with delays in some areas.

The Agency enhanced its focus on transparency and accountability by continuing to proactively communicate with the EP by sharing reports on its ongoing operational activities, implementing the new communications strategy, enhancing the transparency function at strategic level of management and prioritising open dialogue with the public and its key stakeholders.

PART II (b)

EXTERNAL EVALUATIONS



Management

An independent evaluation of the Frontex fundamental rights office's role in ensuring the Agency's development and implementation of the fundamental rights framework was commissioned to an external contractor. A consortium composed of Ramboll Management Consulting and Tetra Tech International Development. The evaluation was

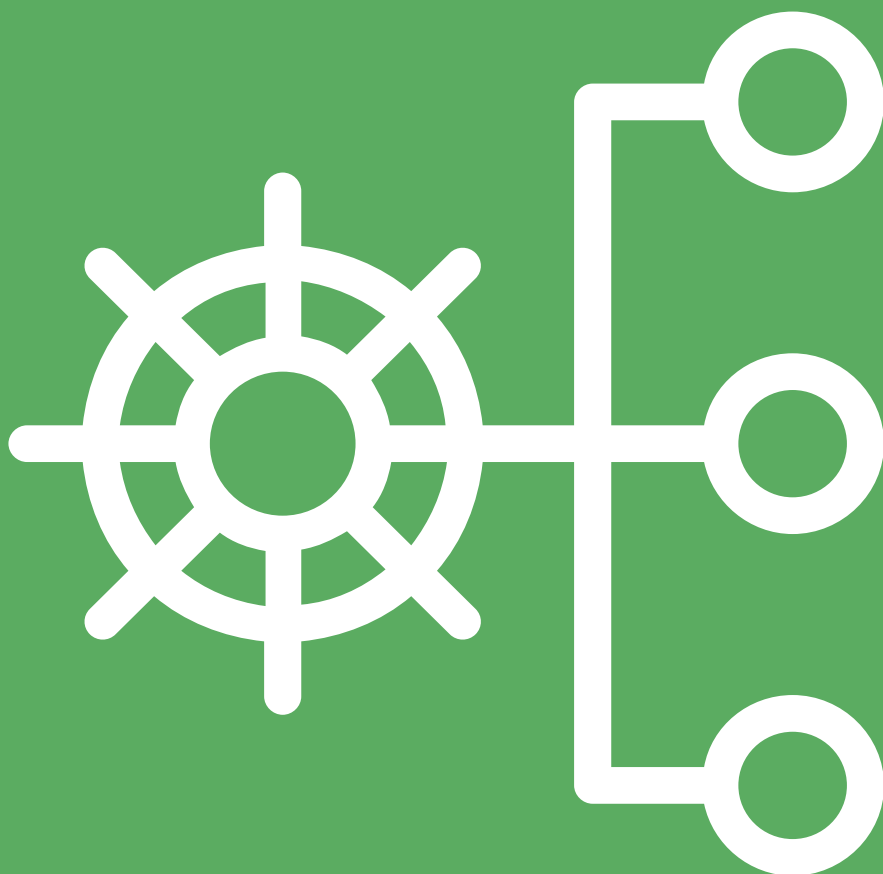
completed in October 2024. The evaluation covered the period from the entry into force of the EBCG 2019 Regulation (December 2019) until December 2023 and the countries where Frontex operates or cooperates with. The table below summarises the recommendations and steps taken following the evaluation:

Recommendation	Assessment and steps taken following the evaluation
1. The fundamental rights office to further specify in what context and for what purpose it is collecting information on the fundamental rights situation in countries outside Frontex operational activities.	The fundamental rights office is currently assessing how to implement this recommendation, and this will be reflected in the currently being reviewed SOP on the Role of the fundamental rights monitors and the Handbook for fundamental rights monitors.
2. For the fundamental rights office to further strengthen the development and delivery of its training activities.	The fundamental rights office has strengthened the capacity of the training team through reorganisation of available human resources. Dedicated time for training review, development and training delivery engagements have already been scheduled throughout 2025.
3. The fundamental rights office to tailor the modalities of monitoring activities of the FROMs and for Frontex to facilitate easy and unbureaucratic access to documents and operational areas/activities in all countries covered.	The fundamental rights office is continuously improving and assessing its working methods and existing guidelines (e.g. Handbook for fundamental rights monitors). A SOP on the Roles and Responsibilities of fundamental rights monitors in Frontex operational activities has been adopted with a joint Decision of the ED and the FRO in 2023. Currently, it is undergoing a review, in line with the timeframe stipulated in Article 4 of the Decision.
4. Frontex to increase access to and awareness of the complaint mechanism among its potential users (migrants) and organisations supporting them (IO and civil society organisations).	Informative leaflets and posters on the complaints mechanism are present at operational locations with information available in 16 languages (Arabic, Urdu, Kurdish, Pashto, Bengali, Vietnamese, Armenian, Georgian, French, English, Russian, Spanish, Romanian, Albanian, Serbian, Turkish). General instructions on how to ensure the safeguarding of fundamental rights during the operational activity of the Agency are also part of the general part to the operational plans, in accordance with Article 38(3)(l) of the Regulation. Furthermore, the provision of workshops, tailored briefings and awareness sessions on the complaints mechanism is part of supporting MS operational capacity building, and such initiatives are often accomplished in partnership with international and civil society partners.
5. For Frontex and the fundamental rights Office to encourage the use of the SIR and use-of-force mechanisms among Frontex and MS staff, including by better protecting those submitting a SIR.	The FRO has raised their concerns on the issues of underreporting and insufficient cooperation from national authorities during investigations in the framework of serious incident reports. Furthermore, an opinion on underreporting and protecting reporting persons has been issued in 2024 whereas an opinion on the use of force has been issued in 2023. An awareness video on SIR was filmed in 2024. Production is ongoing.

6. For MS to improve their cooperation with the fundamental rights Office, in terms of providing access to fundamental rights monitors, responding to information requests for the purpose of investigations and better reporting on the follow-up actions taken.	As of 2024, the fundamental rights monitors have mostly unrestricted access (with the exception of sea patrolling activities on national co-financed asset in one country and land patrolling in another) to operational locations and activities. Work on information requests for the purpose of investigations is ongoing.
7. For the fundamental rights office, to provide more detailed information on its opinions and observations to MS and Frontex, as well as on the follow up actions taken to address these recommendations.	As of 2024, all thematic opinions are officially registered in ARES, requiring an official reply from the ED and distribution to appropriate entities. Additional information is provided to MS and relevant national authorities during reporting to the MB, and in the framework of the operational cycle (fundamental rights Office opinions to the operational plans, monitoring mission reports and fundamental rights office observations to the FER).
8. For Frontex to increase the capacity of the fundamental rights office and for the Office to amend its structure to increase efficiency.	At the end of 2024 the fundamental rights office finalised the recruitment procedure to establish a reserve list for future monitors. Future needs of the fundamental rights office have been linked to the growth of SC category 1 officers. The FRO will implement a new a structure to better reflect the growth and needs of the Office, as well as to mirror the operational transformation of the Agency and the new FC2 model as of 2025.
9. For the fundamental rights office to further develop and streamline its internal processes, mechanisms and procedures (e.g., through the fundamental rights office monitoring tool (OCEAN) to ensure a more unified approach to its working methods.	As of the 2025, with the implementation of the new structure of the fundamental rights office, the processes team will have separate sub-teams addressing streamlining and improving different procedures, guidelines and deliverables, focusing on reporting and operational analysis. The fundamental rights office monitoring tool (OCEAN) is continuously being improved and development of additional modules are being considered.
10. For the fundamental rights office to strengthen cooperation with National Human Rights Institutions and other monitoring bodies, as well as IO and civil society organisations operating at the national and local level.	The fundamental rights office has established cooperation with the national human rights and Ombuds. In 2023, a dedicated event with relevant National Human Rights Institutions and Ombud Institutions (North Macedonia, Serbia, Moldova, Montenegro, Albania) was held. In 2024, a bigger event (with 15 participating countries) was held discussing the implications for independent monitoring mechanisms under the New Pact, jointly organised by the fundamental rights office and the European Network of National Human Rights Institutions. EUAA and FRA were also part of the institutional representatives. During their monitoring missions, the fundamental rights monitors regularly interact with the representatives of the national human rights and Ombuds institutions. A memorandum of understanding on complaints has been signed with 4 TC in which Frontex conducts operational activities (Serbia, Moldova, Montenegro, Albania). Cooperation with IO and civil society organisations takes place through the CF.
11. For the fundamental rights office to develop a comprehensive internal fundamental rights office strategy and action plan for the implementation of its mandate, and to set up a monitoring framework.	In 2024, a fundamental rights strategic direction document was conceptualised. It is going to be accompanied by an internal action plan for the needs of the Office.

PART III

ASSESSMENT OF EFFECTIVENESS OF INTERNAL CONTROL SYSTEMS



3. Assessment of effectiveness of internal control systems

3.1 Effectiveness of the internal control system

Methodology

The AO, in the scope of the CAAR, reports on the achievement of the strategic and horizontal objectives outlined in the SPD. The AO is required to declare his or her assurance on the achievement of the objectives in line with the principles as set by Frontex financial regulation. The assessment of the effectiveness and efficiency of the internal control system, based on Frontex internal control framework and in line with the European Commission Implementation Guidelines can serve as a basis for such declaration.

To support this reporting obligation, the annual assessment of the internal control system is carried out. The methodology which is explained in the annual report on internal control is based on two types of indicators, namely soft indicators (SI 25%) and hard indicators (HI 75%), and considers the outcomes of surveys, analysis of different reports such as audit reports and recommendations, exceptions and non-compliances, complaints, risks, ex-post evaluations and other sources of information.

The Agency prepared the internal control assessment report 2025, an annual report on internal control for year 2024 which explains the background, the methodology, and scoring, as well as it gives a statistical representation of the monitoring indicators mapped against the internal control framework for the reporting year. In addition, it contains a comparison with previous years, with follow up on the action plan set out for 2024, followed by conclusions.

Assessment of the internal control systems in 2024

The overall assessment for 2024 confirms that the internal control system is functioning although the results indicate areas where improvements are needed. However, this can be quantified by the growth of the Agency and the strong

focus on increasing the operational actions and resources. While operational staffing has increased, this is in no way proportionally reflected in staffing for non-operational areas. While efficiency gains are important, it should be considered whether the agency is sufficiently staffed in all enabling areas to cope with such an increasing operational mandate and staff without the necessary parallel increase in staff in administrative, governance and control areas. Therefore, executive and senior management is advised to increase the resource allocations in areas where such deficiencies are evidenced.

Additionally, the agency should continue focusing on development of mitigation actions, related to the increasing number of cases in the internal justice chain. It is noted that the agency demonstrates a growing number of cases in the scope of internal investigations with additional cases opened by OLAF and the European Ombudsman.

Recommendations stemming from audit, evaluations, controls and investigations including SIR and the preparation of consolidation action plans based on these will help ensuring transparent improvement in ethics.

The results in the internal control systems report 2025 (for the reporting period of 2024) demonstrate some need for improvements, which will require positive contribution and commitment of the business entities. It should be noted that cooperation is fundamental, and it is the responsibility of each of the three lines of defence, to ensure that the scope of the control systems under their remit are duly monitored, implemented, and any weakness duly reported to enable actions to be developed. Such actions need also to be duly followed up on, to support the agency mandate via continuous cooperation from all business entities.

Summary Table - % Achievement 2024



Implementation of the Agency’s anti-fraud strategy

In 2024 the MB adopted Frontex’s anti-fraud strategy and action plan 2025-2027, in line with OLAF methodology, which was prepared following a full fraud risk assessment carried out in 2024. In parallel, in 2024, the Agency reported on the closure of the anti-fraud strategy 2022-2024, with a status update on 16 actions:

- 14 actions have been implemented;
- 1 action was transferred to the AFS 2025-2027;
- 1 action was suspended, to be considered for further evaluation in 2025.

3.2 Conclusions of assessment of internal control systems

While the components of internal control are functioning, it is noted that ongoing improvement actions need to be monitored. Also, the collaborative effort of the management’s role in internal control is important. All 5 components are present and functioning, as below:

- Control Environment – at 9.06 (category 2), - present and functioning well, moderate improvements are needed;
- Risk Assessment – 10.77 (category 1) - present and functioning well, minor improvements are needed;

- Control Activities – 10.93 (category 1) - present and functioning well, minor improvements are needed;
- Information and communication – 10.89 (category 1) - present and functioning well, minor improvements are needed;
- Monitoring activities – 10.58 (category 1) - present and functioning well, minor improvements are needed.

In conclusion, the system of internal controls was effective in 2024, and this should be taken into consideration in the analysis and remarks outlined in the internal control systems assessment in 2025.

3.3 Statement of the Head of Inspection and Control Office

I the undersigned,

Head of Inspection and Control Office, manager in charge of risk management and internal control within Frontex, the European Border and Coast Guard Agency, declare that in accordance with Frontex's Internal Control Framework, I have reported my advice and recommendations on the overall state of internal control in the Agency to the Executive Director.

I hereby certify that the information provided in the present Consolidated Annual Activity Report 2024 and in its annexes is, to the best of my knowledge, accurate, reliable and complete.

Electronically signed

Date

Michael Juritsch

28/04/2025

PART IV

**MANAGEMENT
ASSURANCE**



4. Management Assurance

4.1 Effectiveness of the internal control system

The assessment of the internal control system is ongoing and will be delivered with regards to assurance considerations. Initial indicators display a need to ensure balance in administration compared to operations whereas the indicator of 6.52% of deviations displays above the 2% threshold for materiality. While on the one hand, the operational pace of the agency has increased due to its mandate and geopolitical considerations, it should be noted that the agency has largely focused on recruitment for operations and capacity building. While

such recruitment is necessary for the purposes of carrying out Frontex mission in the operational areas, there is a need to balance that with staff working in headquarters in the areas of governance, control and administration both at mid-managerial and support level. The Agency is strongly advised to reassess its recruitment priorities to allow for engagement of staff in functions which are necessary to ensure internal oversight, internal control, investigations and legality and regularity.

4.2 Reservations

The materiality criteria based on which the AOD determines whether significant weaknesses should be subject to a formal reservation are represented by deviations expressed as a ratio of total payments. At the end of 2024, this ratio exceeded the recommended threshold of 2%, reaching 6.52% for the reporting year. This is outlined in the quarterly reporting on deviations

which includes recommendations for mitigation. These findings are validated by the Head of the Inspection and Control Office, who is a signatory to this report in his capacity as internal control coordinator of Frontex.

PART V

DECLARATION OF ASSURANCE



5. Declaration of Assurance

I, the undersigned,

Executive Director of the European Border and Coast Guard Agency – Frontex in my capacity as authorising officer:

-Declare that the information contained in this report gives a true and fair view;

-State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions;

-Confirm that I am not aware of anything not reported here which could harm the interest of the Agency.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment of the internal control system, ex-post controls, the work of the Internal Audit Service and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

I hereby certify that the information provided in the present Consolidated Annual Activity Report of Frontex for the financial year 2024 is, to the best of my knowledge, and on the basis of the assurance given to me, accurate and complete.

Electronically signed

Hans Leijtens
Executive Director

Date

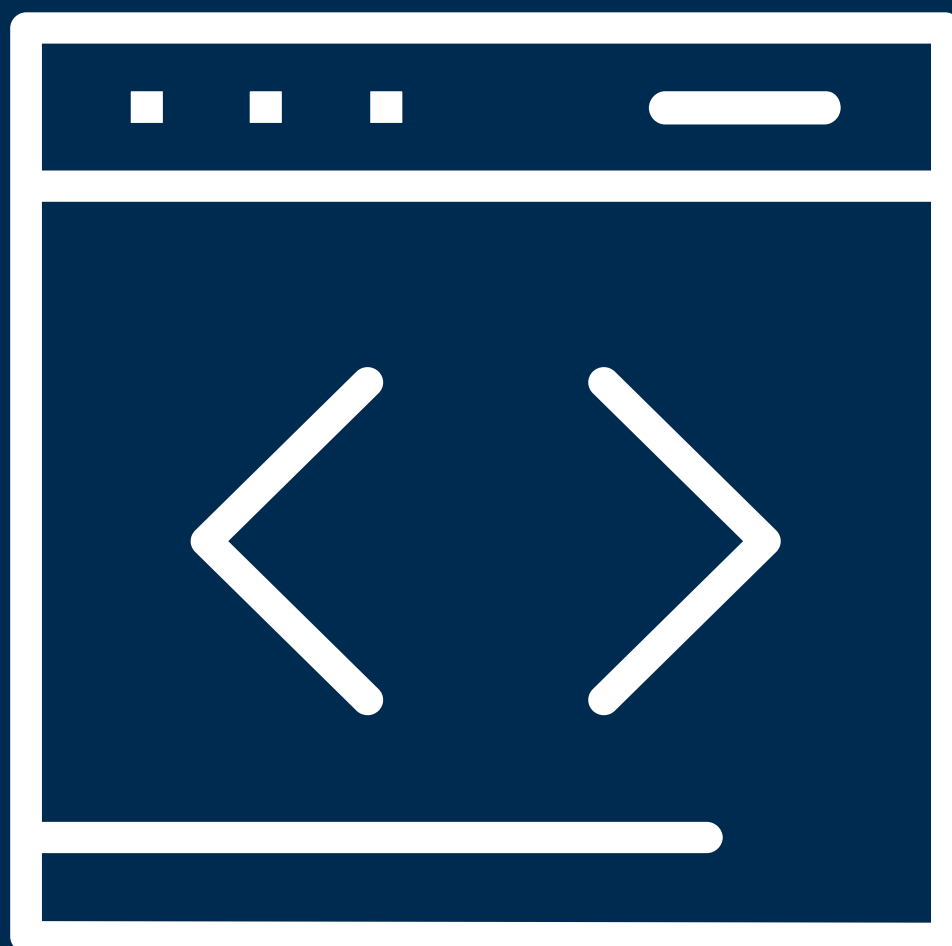
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Annexes

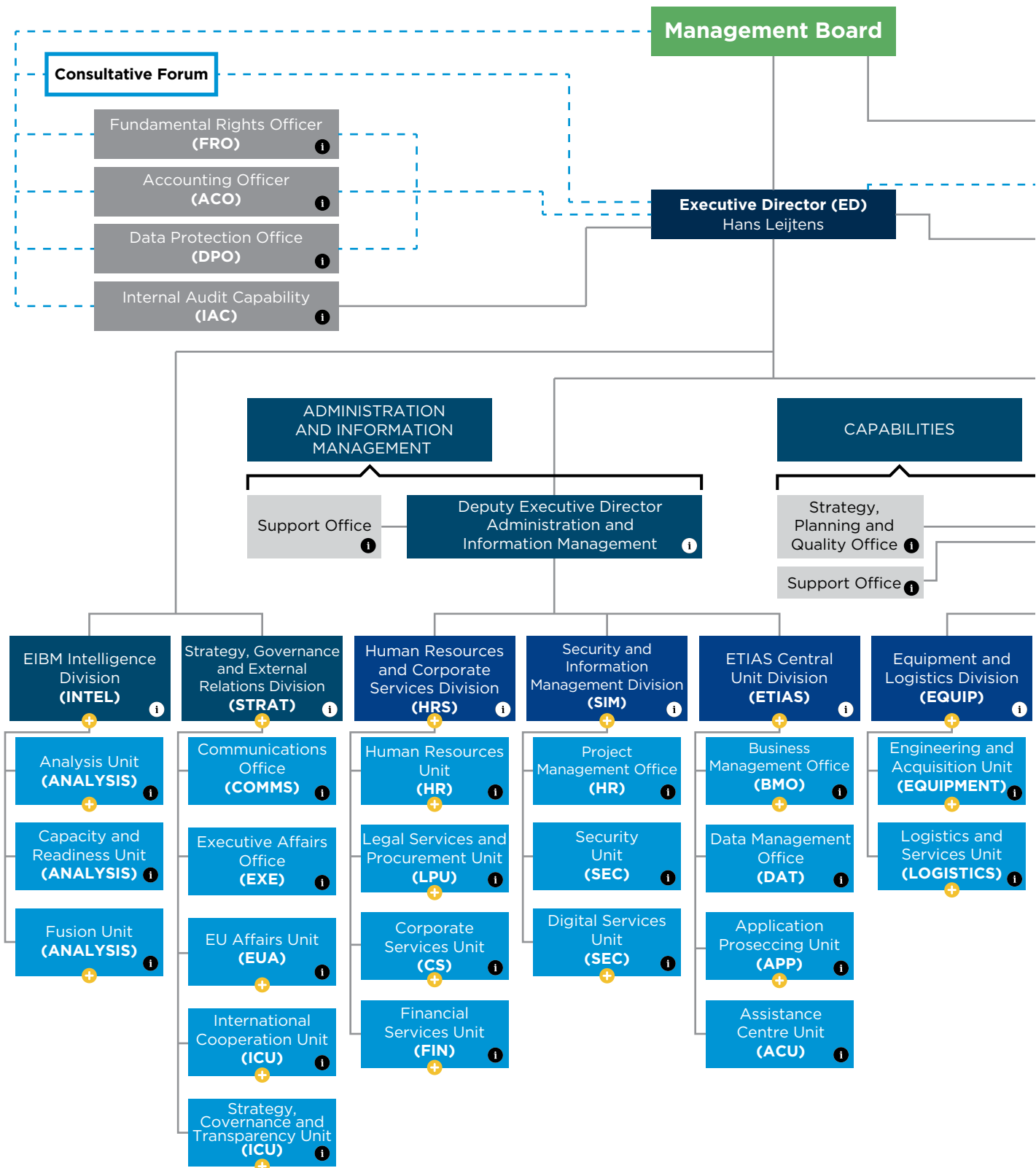


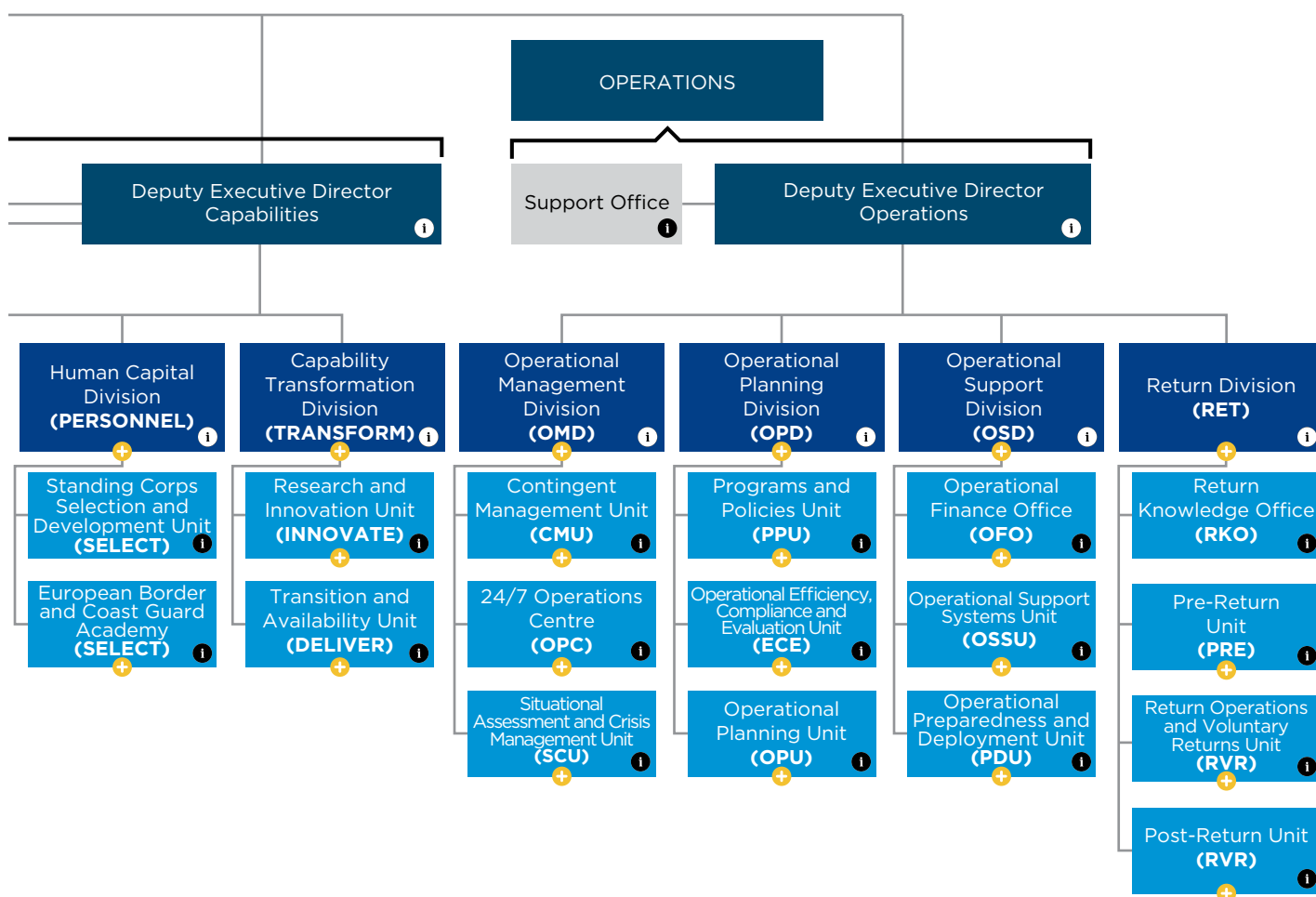
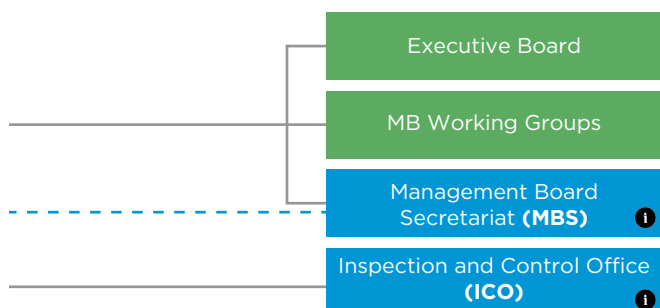
PART VI

ANNEXES



Annex I - Organisational structure



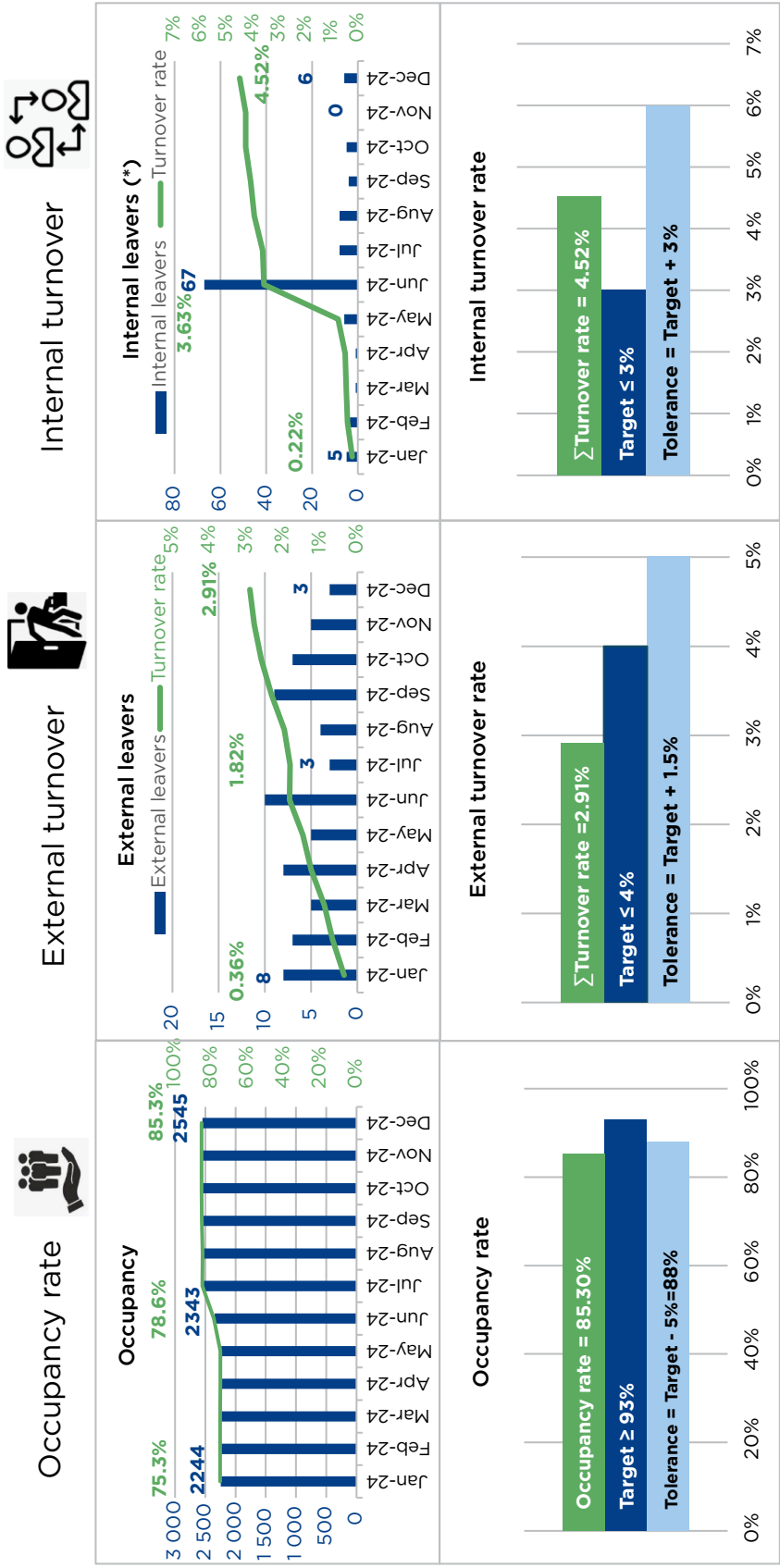


Annex II - Core Business statistics

8a. Key Performance Indicators

Indicator 1. Staffing

Key Performance Indicator - Agency staffing 2024



Data as of 31st December 2024

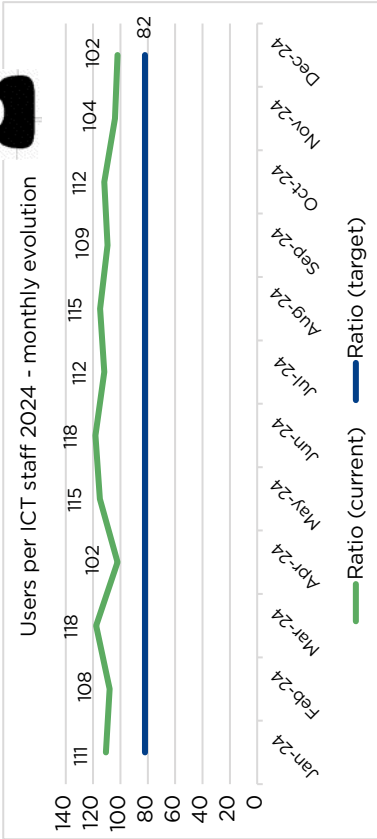
(*) June internal turnover of 67 positions relates to SC changing their contracts upon successful competition on open recruitments for higher groups

Indicator 2. Budget implementation

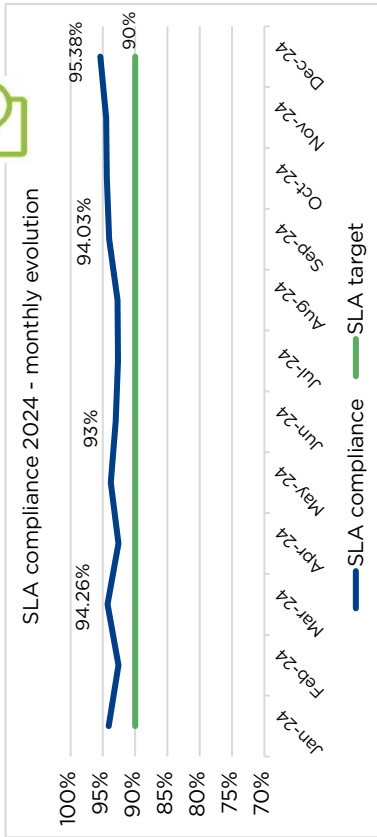
Key Performance Indicator – Financial Services 2024 - December



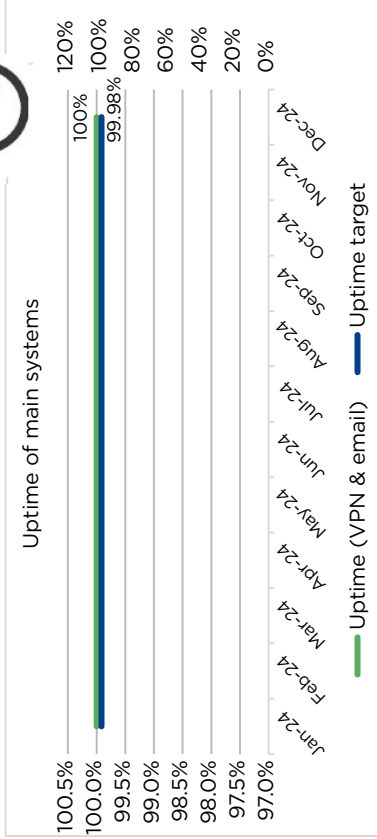
Ratio ICT staff vs supported personnel



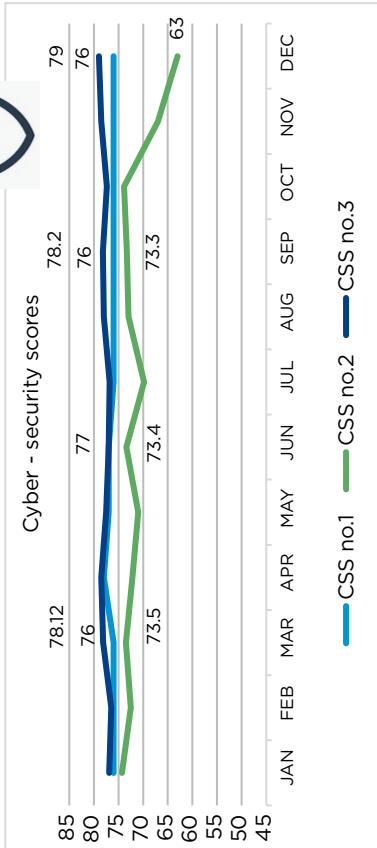
SLA/SLS Compliance



Uptime Indicator



Cyber - security

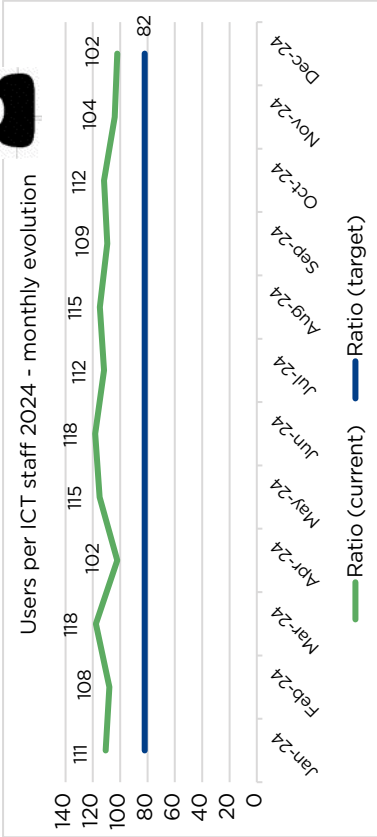


Indicator 4. Capabilities implementation of activities

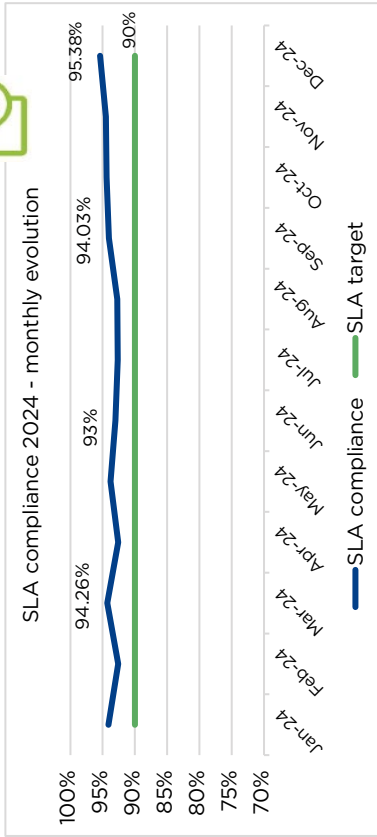
Key Performance Indicator - Digital Services 2024



Ratio ICT staff vs supported personnel



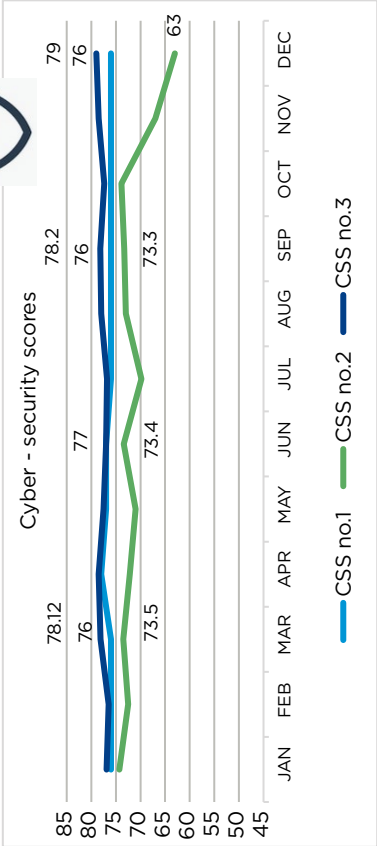
SLA/SLS Compliance



Uptime Indicator



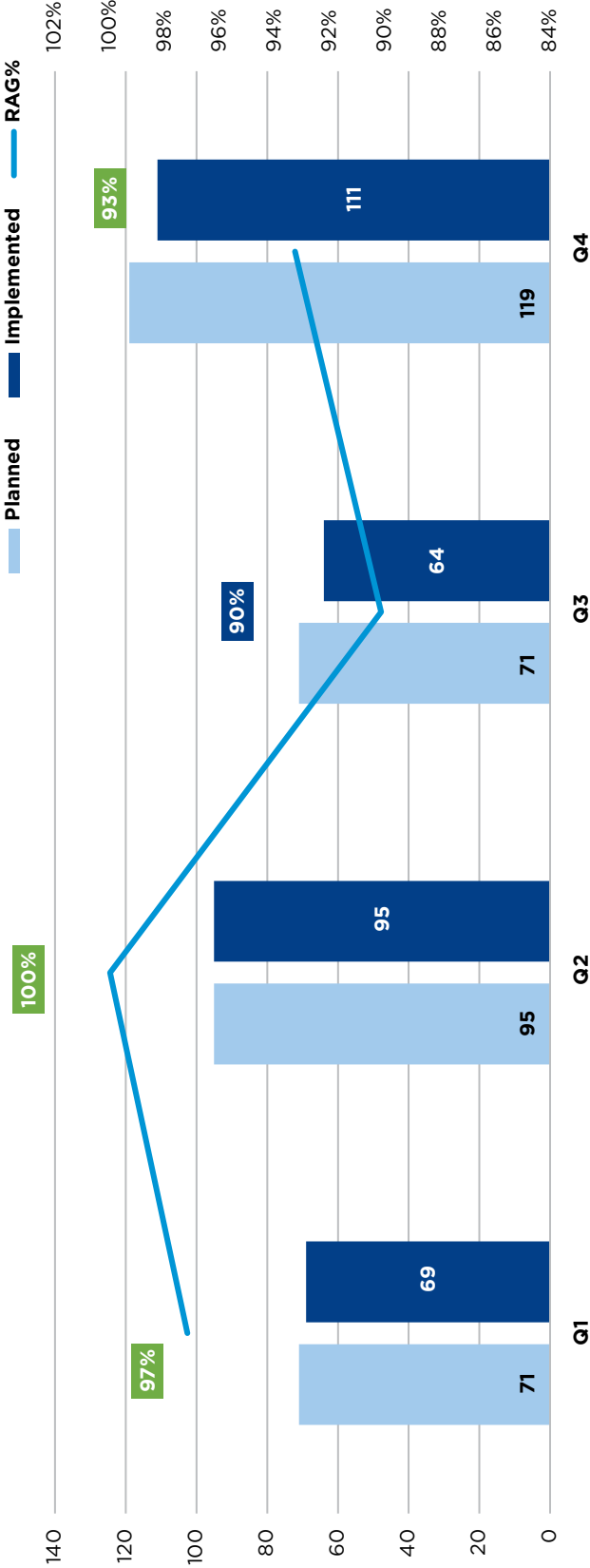
Cyber - security



Indicator 5. Capabilities to operations

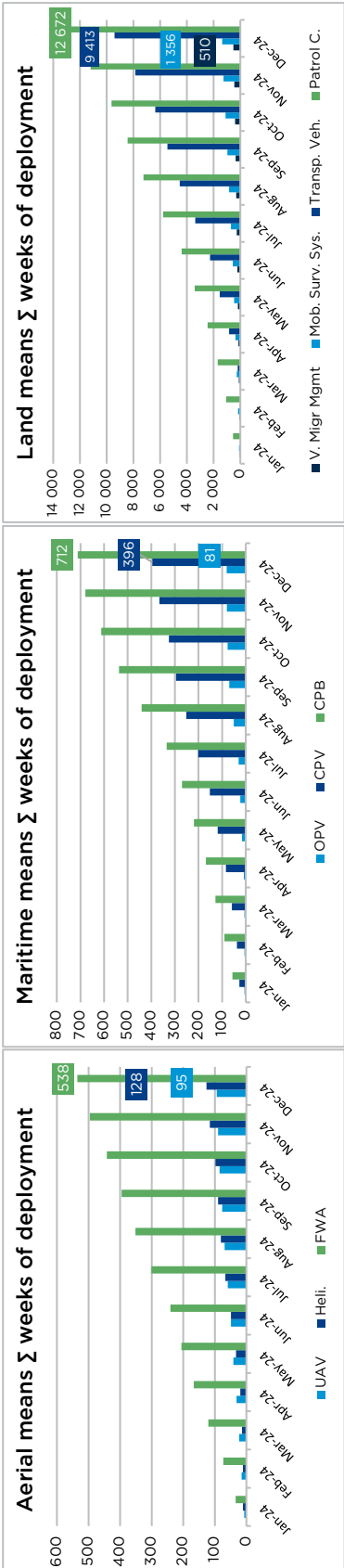
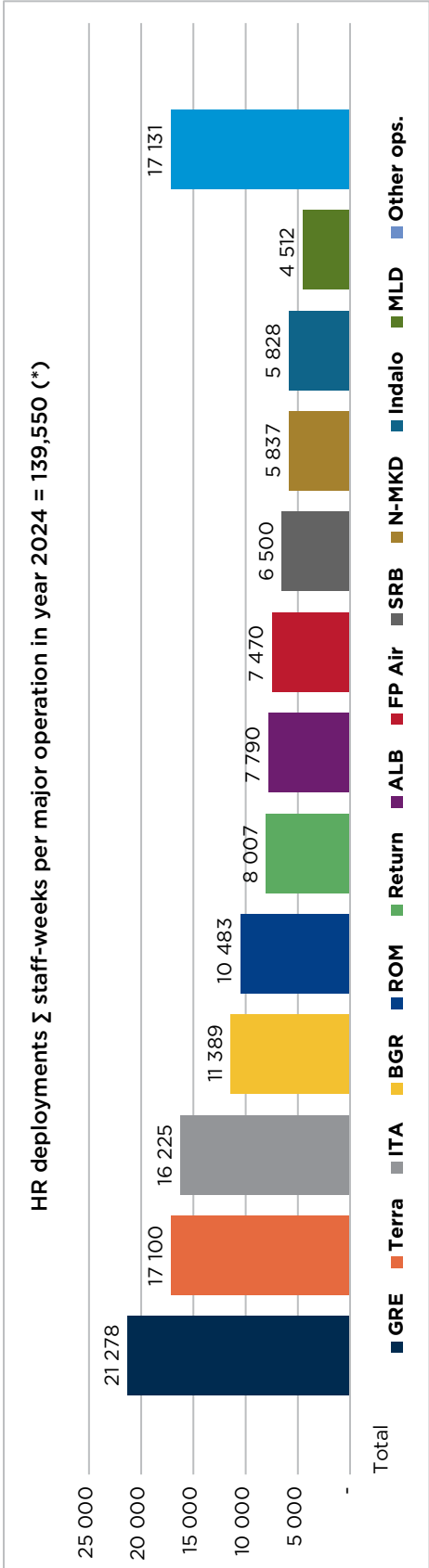
Key Performance Indicator - Capabilities 2024

2023 Implementation of milestones of planned activities in the area of capacities



Indicator 6. Effective returns

Key Performance Indicator - Capabilities to Operations 2024

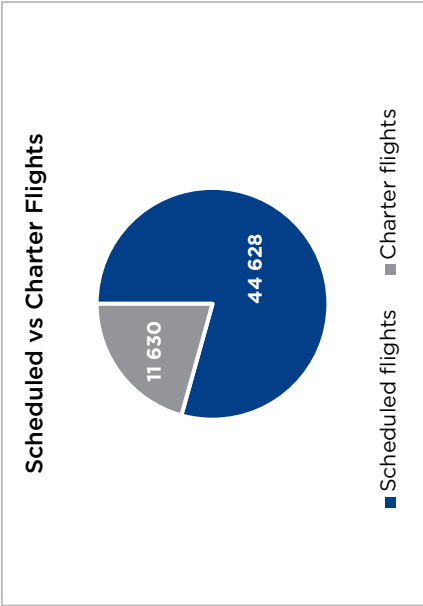
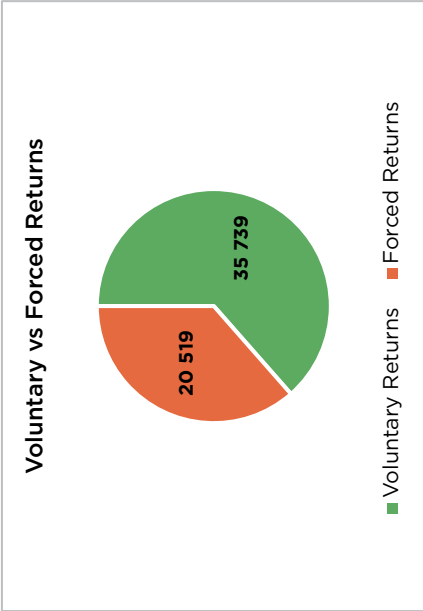
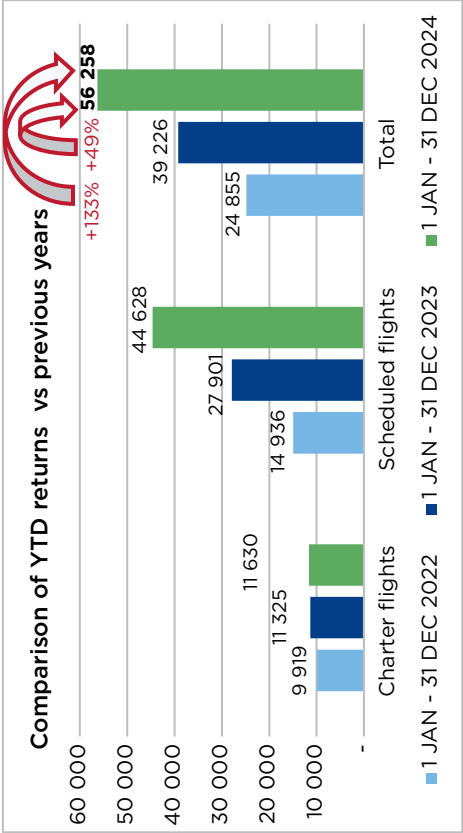
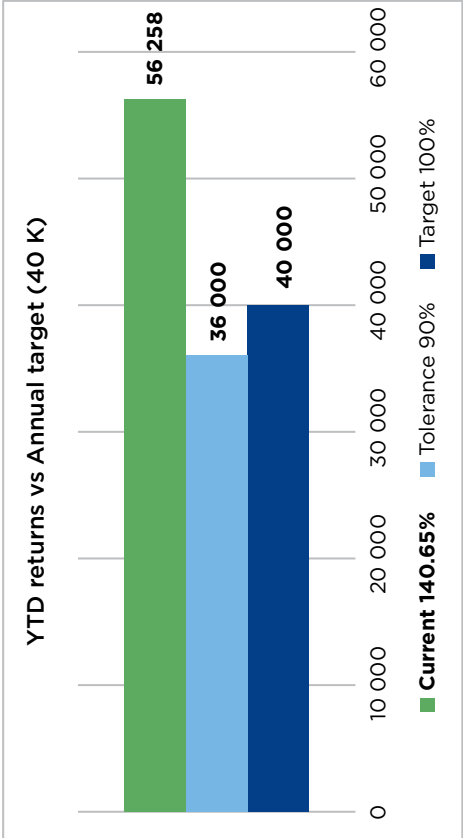


2024	Item	Budget (initial)	Budget (final) (*)	Total Committed	% Month N	% Month N-1	% Month N-2
A-3001	CATEGORY 1 AND 2 - D	94 841 388	91 028 806	91 028 806	100%	99%	100%
A-3003	CATEGORY 3 - SHORT-T	51 587 069	56 510 578	56 510 578	100%	96%	94%
A-3010	SUBSIDY AND TRAINING	71 428 249	71 977 810	71 977 810	100%	100%	97%
A-3102	DEPLOYMENT OF MS/SAC	56 745 776	49 179 142	49 179 142	100%	98%	91%
A-3708	MISCELLANEOUS OPERAT	10 019 796	15 551 101	15 530 524	100%	95%	95%

(*) Appropriations modified through three internal transfers along 2024 to its final level.

Indicator 7a. FR compliance in operations

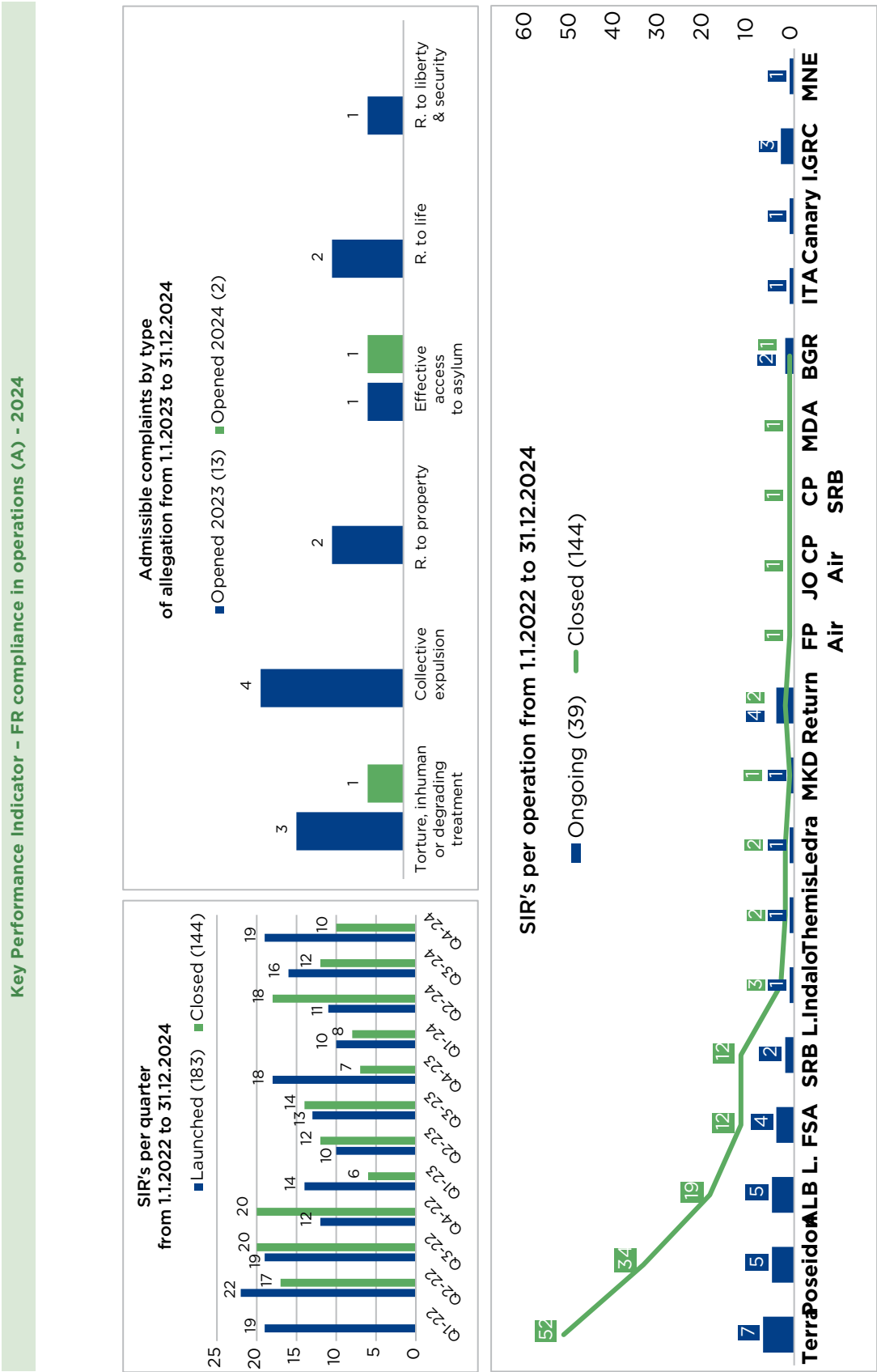
Key Performance Indicator - Returns 2024



2024	Item	Budget (Initial)	Budget (final) (*)	Total Committed	% Month N	% Month N-1	% Month N-2
A-3200	RETURN ACTIVITIES	93 786 264	146 230 146	146 230 146	100%	99%	94%

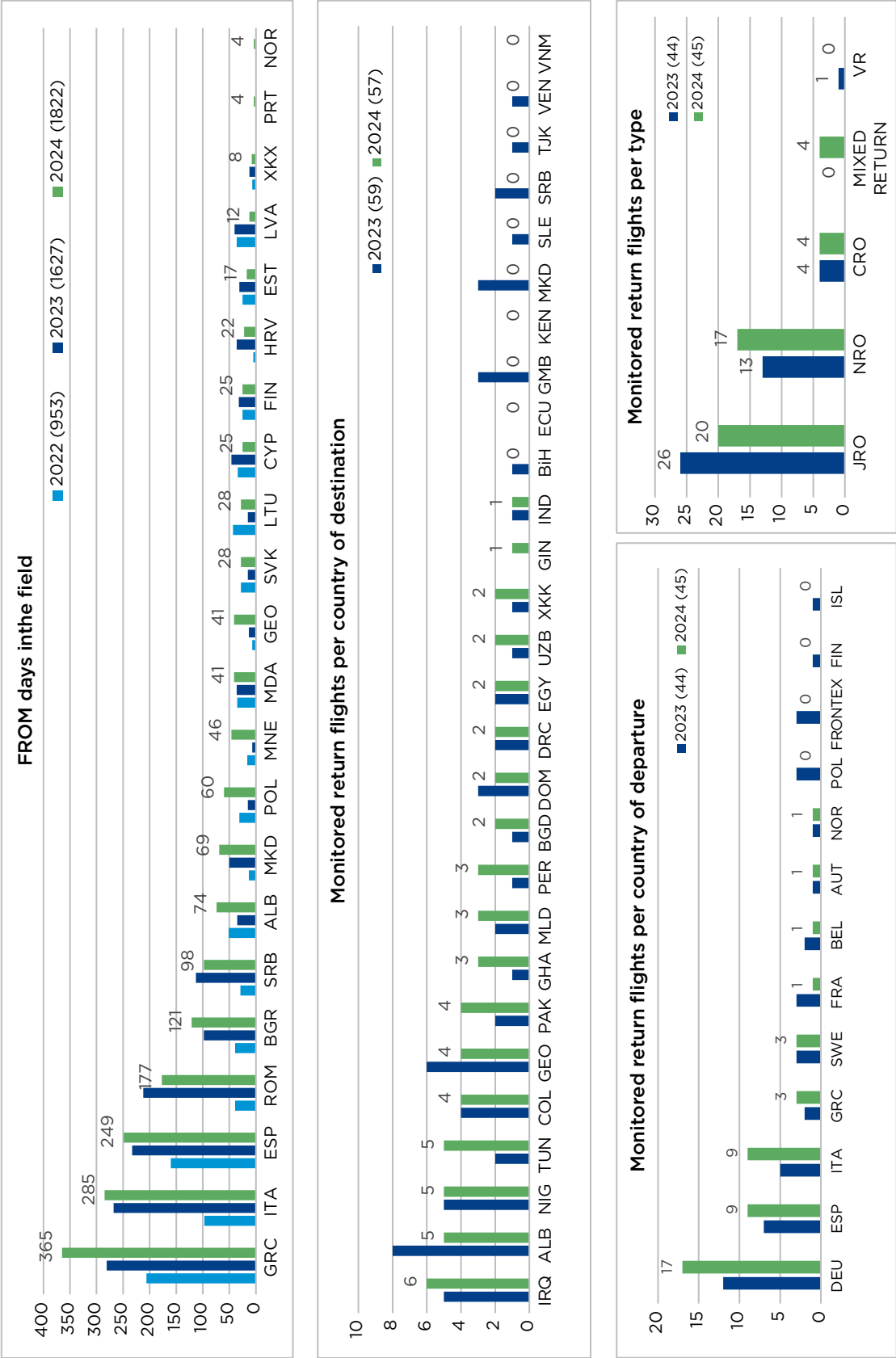
(*) Appropriations increased four times along the year based on the internal transfers

Indicator 7b. FR compliance in operations

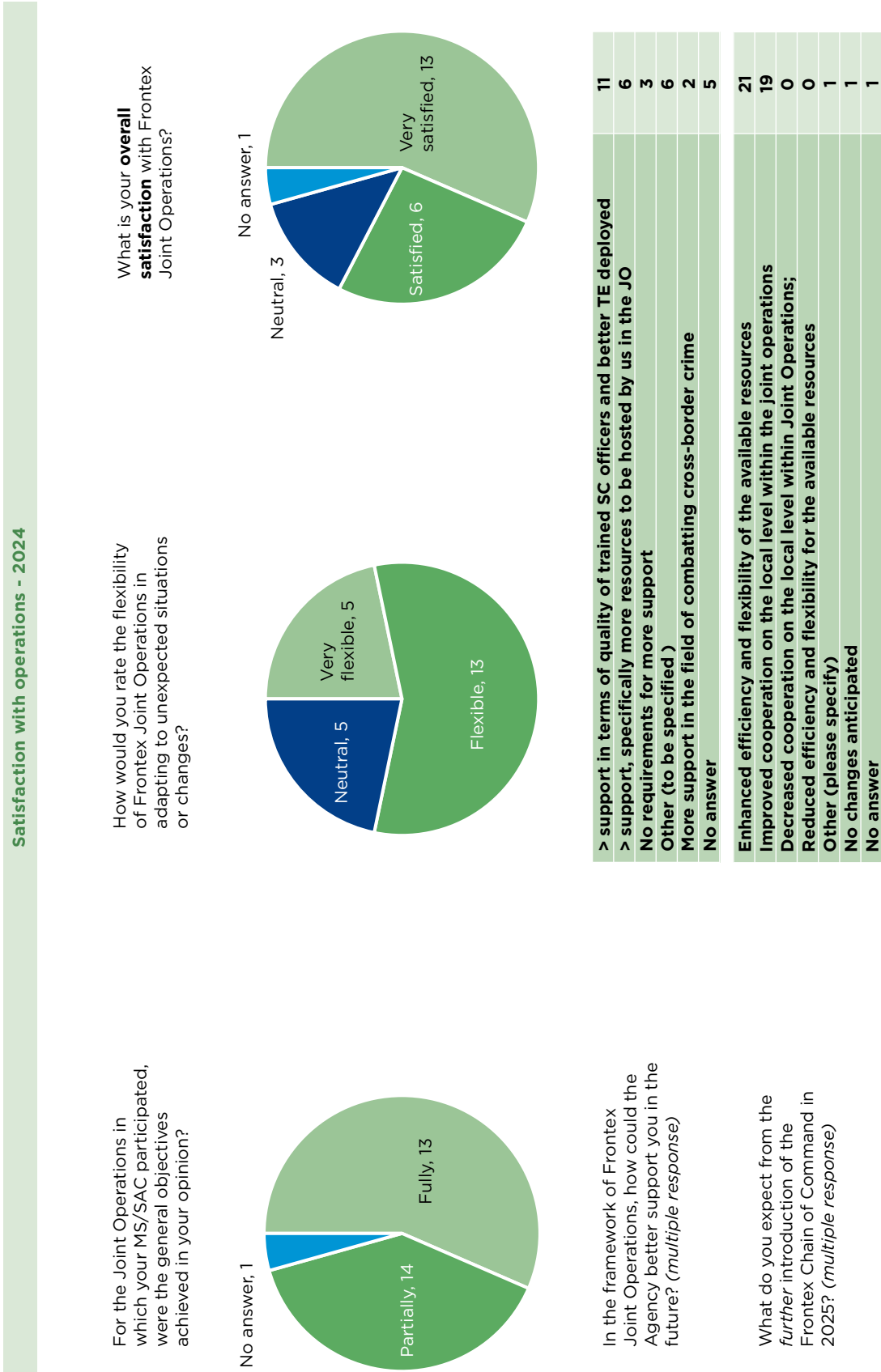


Indicator 8a. Satisfaction with operations

Key Performance Indicator - FR compliance in operations (B) - 2024

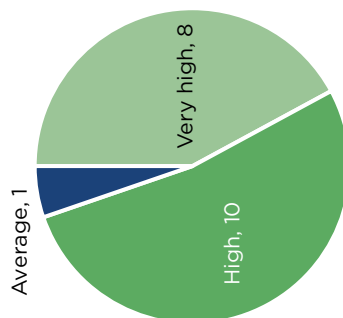


Indicator 8b. Satisfaction with return operations

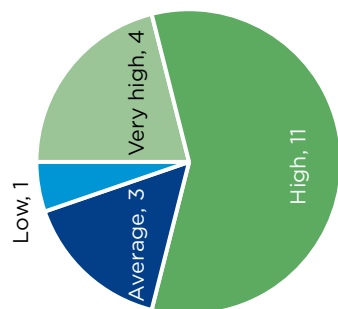


*excluding IE, LI

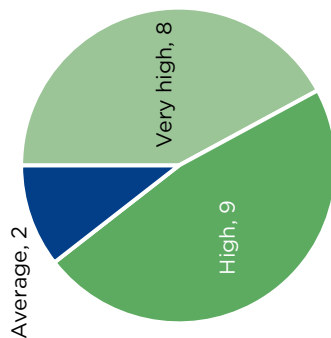
How do you assess the level of support provided by Frontex in operational activities in the field of return, based on your needs?



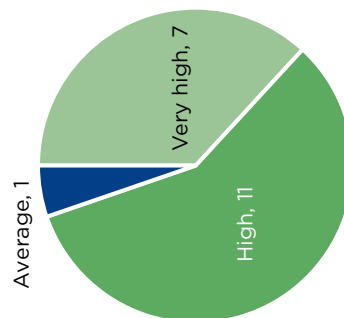
How do you assess the flexibility of Frontex when providing the operational support in return?



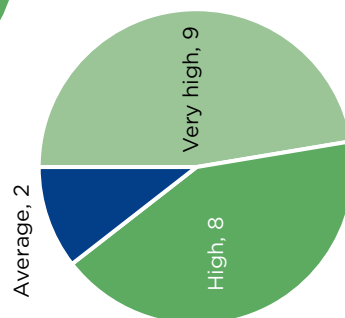
How do you assess the responsiveness of Frontex to Member States needs when providing the operational support in return?



How do you assess the professionalism of Frontex staff, including standing corps, when providing the operational support in return?



How do you assess your **overall satisfaction** with Frontex operational support to returns?



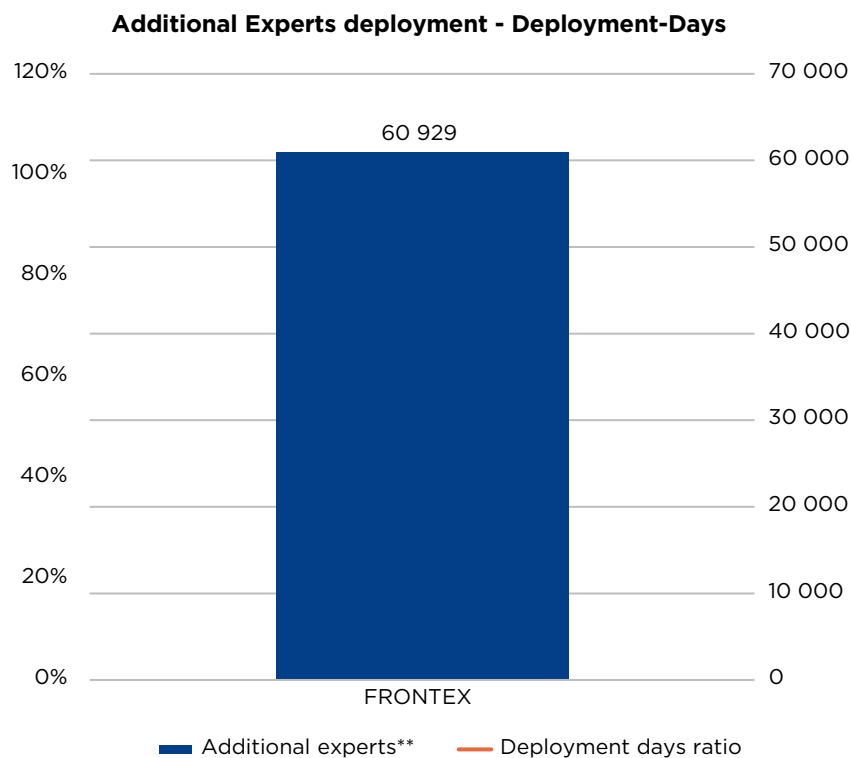
*excluding IE, LI

8b. Additional statistics on capabilities and deployments

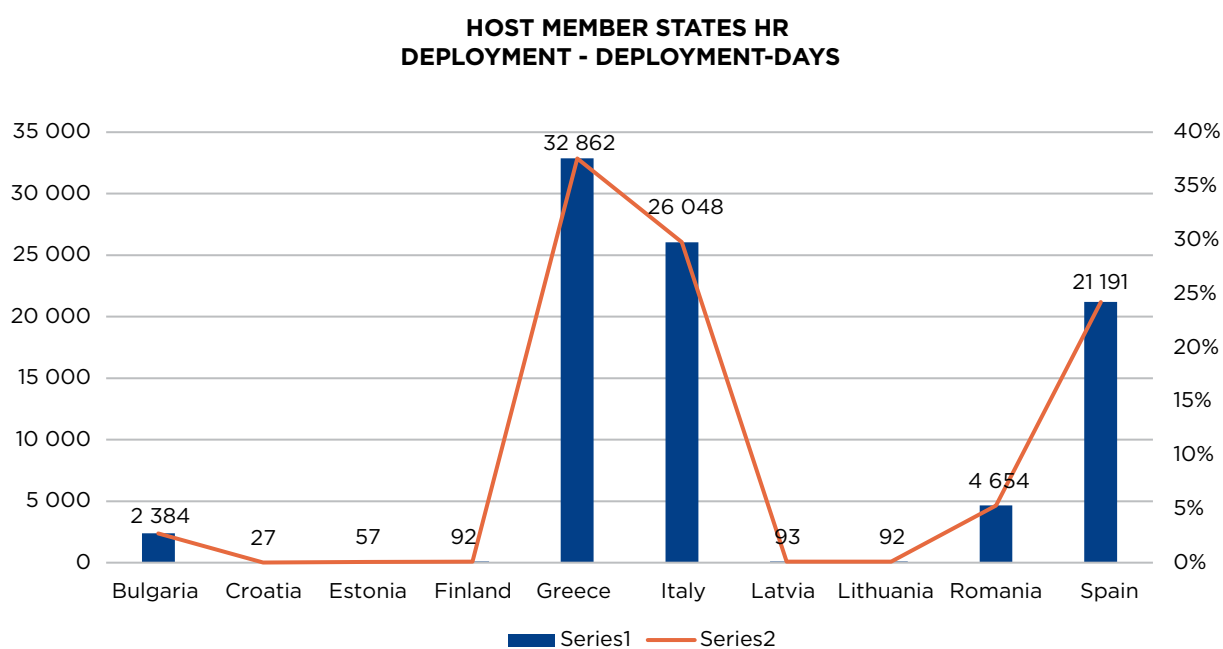
In 2024 the Agency deployed SC covering 838 699 deployment days, out of which 40% were covered by category 1, 26% by category 2 and 34% by category 3. The top three contributors (highest number of deployment days) were Germany, followed by Italy and France.

MS	Category 2	Category 3	Total	Deployment days ratio
Austria	6.063	13.097	19.160	3,82%
Belgium	4.772	2.329	7.101	1,42%
Bulgaria	4.666	6.794	11.460	2,28%
Croatia	8.717	3.903	12.620	2,51%
Cyprus	1.302	454	1.756	0,35%
Czech Republic	3.568	6.417	9.985	1,99%
Denmark	4.886	10.026	14.912	2,97%
Estonia	3.224	3.654	6.878	1,37%
Finland	5.227	6.546	11.773	2,35%
France	23.875	9.024	32.899	6,56%
Germany	29.624	46.302	75.926	15,13%
Greece	8.502	8.598	17.100	3,41%
Hungary	11.874	16.594	28.468	5,67%
Iceland	366	385	751	0,15%
Italy	16.721	24.003	40.724	8,12%
Latvia	5.323	10.456	15.779	3,14%
Lithuania	7.136	10.936	18.072	3,60%
Luxembourg	1.075	3.608	4.683	0,93%
Malta	592	3.552	4.144	0,83%
Netherlands	8.835	13.546	22.381	4,46%
Norway	3.071	3.920	6.991	1,39%
Poland	17.324	13.826	31.150	6,21%
Portugal	3.502	19.674	23.176	4,62%
Romania	7.585	20.385	27.970	5,57%
Slovakia	6.116	2.408	8.524	1,70%
Slovenia	6.061	4.331	10.392	2,07%
Spain	13.054	6.231	19.285	3,84%
Sweden	5.140	6.823	11.963	2,38%
Switzerland	2.274	3.518	5.792	1,15%
Total	220.475	281.340	501.815	

Additional experts deployed including interpreters/cultural mediators, contracted crew/members for helicopter deployments.



The host MS contributed additional officers in support of Frontex operational activities, covering a total number of 87 500 deployment days.



Annexes

In 2024, the Agency deployed technical equipment in support of its operational activities as follows:

- 5 957 deployment days of aerial technical equipment - 68% by Frontex and 32% by MS;
- 8 733 deployment days of maritime technical equipment - 100% by MS;
- 170 445 deployment days of terrestrial technical equipment - 70% by Frontex and 30 by MS;
- 557 420 deployment-days of portable technical equipment - 87% by Frontex and 13% by MS.

MS	Maritime technical equipment No of Deployment-Days	Aerial technical equipment No of Deployment-Days	Terrestrial technical equipment No of Deployment-Days	Portable TE No of Deployment-Days	Days ratio Aerial equipment	Days ratio Maritime equipment	Days ratio Terrestrial equipment	Days ratio Portable equipment
FRONTEx	-	4.065	120.087	557.420	68%	0%	70%	87%
Austria	0	0	2.766	0	0%	0%	2%	0%
Bulgaria	174	0	606	0	0%	2%	0%	0%
Croatia	84	0	1.385	0	0%	1%	1%	0%
Czech Republic	0	0	1.579	0	0%	0%	1%	0%
Denmark	351	112	340	0	2%	4%	0%	0%
Estonia	396	29	1.070	82.592	0%	5%	1%	13%
Finland	506	0	742	0	0%	6%	0%	0%
France	58	21	1.170	0	0%	1%	1%	0%
Germany	643	0	12.558	0	0%	7%	7%	0%
Greece	552	10	678	0	0%	6%	0%	0%
Hungary	0	0	5.690	0	0%	0%	3%	0%
Iceland	0	39	0	0	1%	0%	0%	0%
Italy	1.517	812	2.915	0	14%	17%	2%	0%
Latvia	684	142	1.463	0	2%	8%	1%	0%
Lithuania	509	29	2.091	0	0%	6%	1%	0%
Luxembourg	0	289	142	0	5%	0%	0%	0%
Malta	57	0	543	0	0%	1%	0%	0%
Netherlands	113	4	2.622	0	0%	1%	2%	0%
Norway	0	0	114	0	0%	0%	0%	0%
Poland	0	93	3.812	0	2%	0%	2%	0%
Portugal	676	198	986	0	3%	8%	1%	0%
Romania	2.144	0	3.526	0	0%	25%	2%	0%
Slovakia	0	0	853	0	0%	0%	1%	0%
Slovenia	0	0	1.522	0	0%	0%	1%	0%
Spain	70	114	612	24	2%	1%	0%	0%
Sweden	199	0	169	0	0%	2%	0%	0%
Switzerland	0	0	404	0	0%	0%	0%	0%
	8.733	5.957	170.445	640.036				

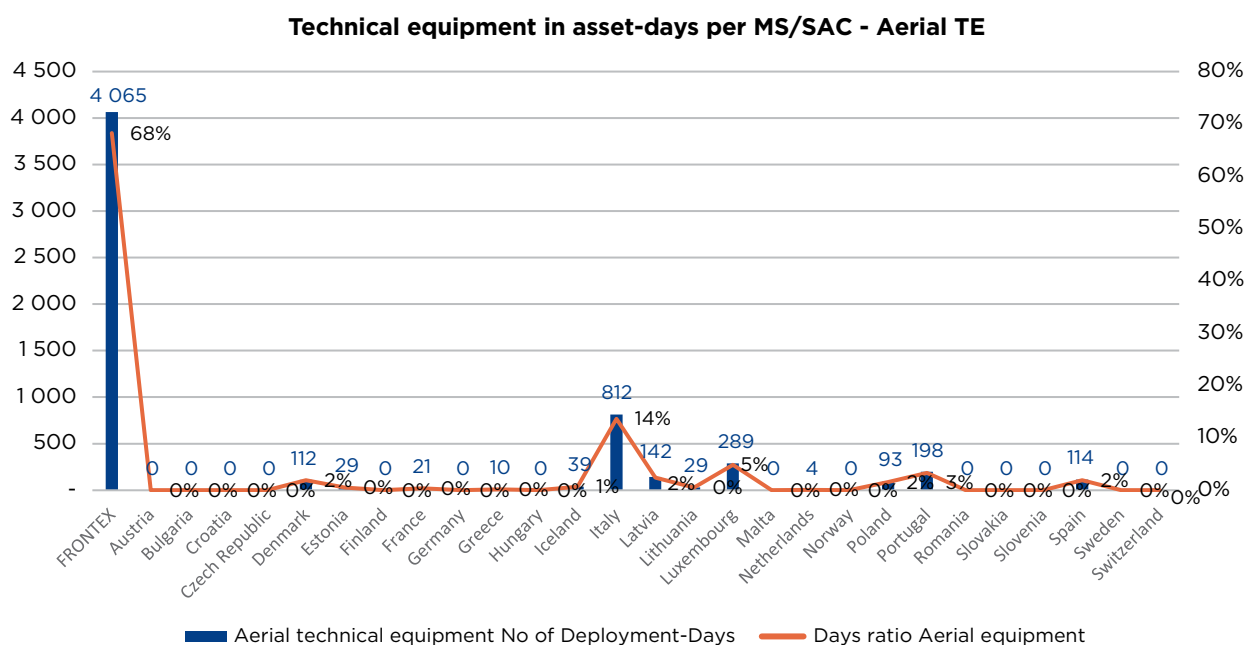
*Maritime equipment includes OPV, CPV, CPB

*Aerial equipment includes Fixed Wing Aircraft, Helicopter, Unmanned Aerial Vehicle

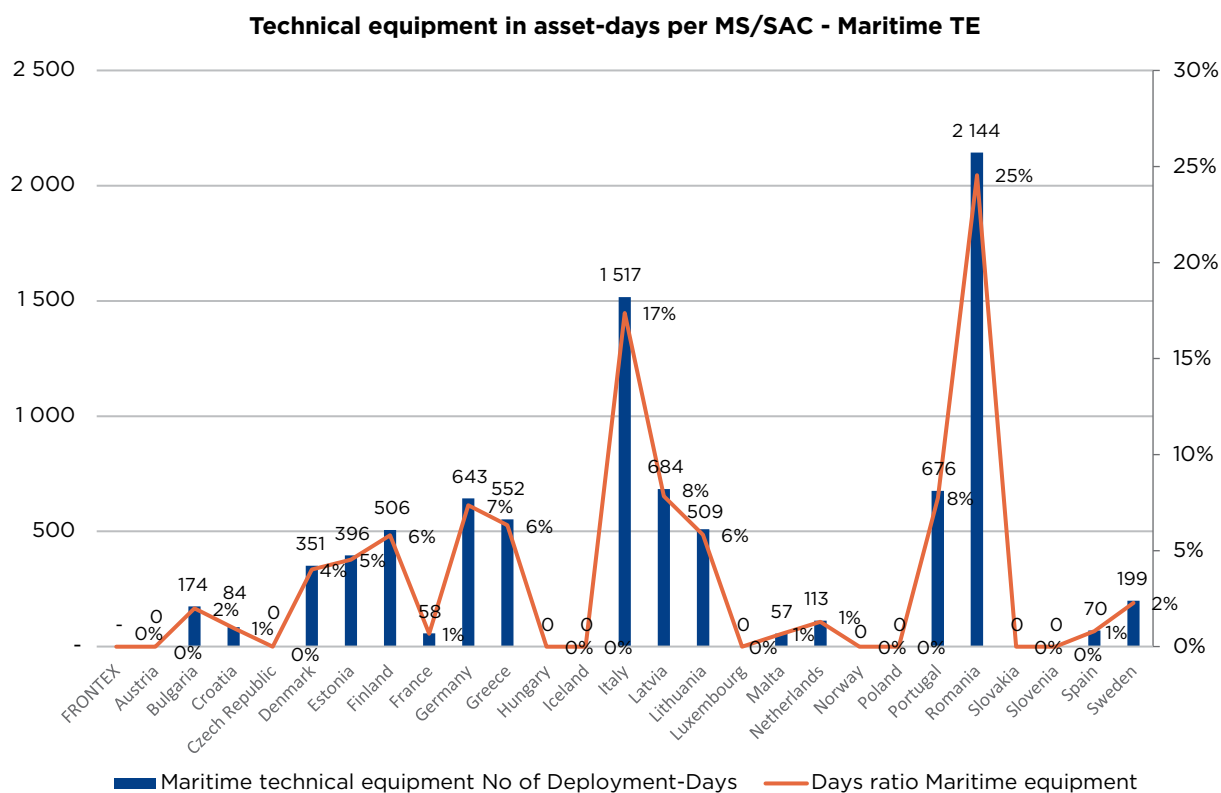
*Terrestrial equipment includes Canine Team Vehicle, Patrol Car, Mobile surveillance system, Transportation Vehicle, Vehicle for Migration Management

*Portable equipment includes Spectrometers, Endoscopes, Document Readers, Fingerprinting Scanners (EURODAC), Document checking devices, Binoculars

The following graph presents deployments of aerial technical equipment per MS.

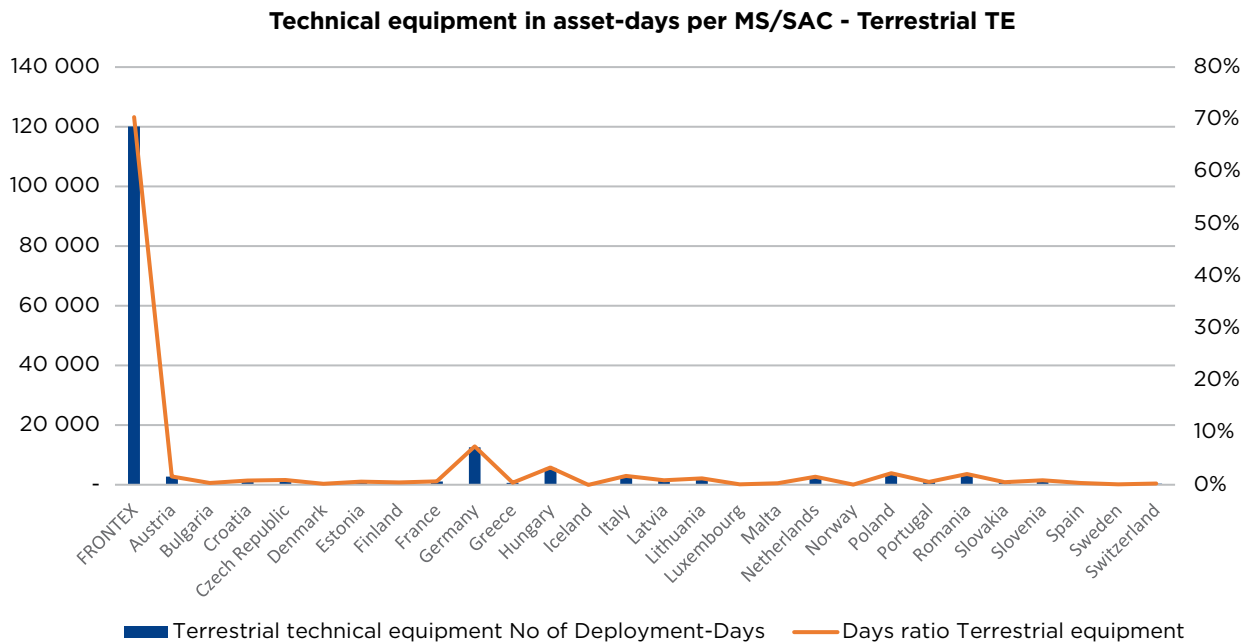


The following graph presents deployments of maritime technical equipment per MS.

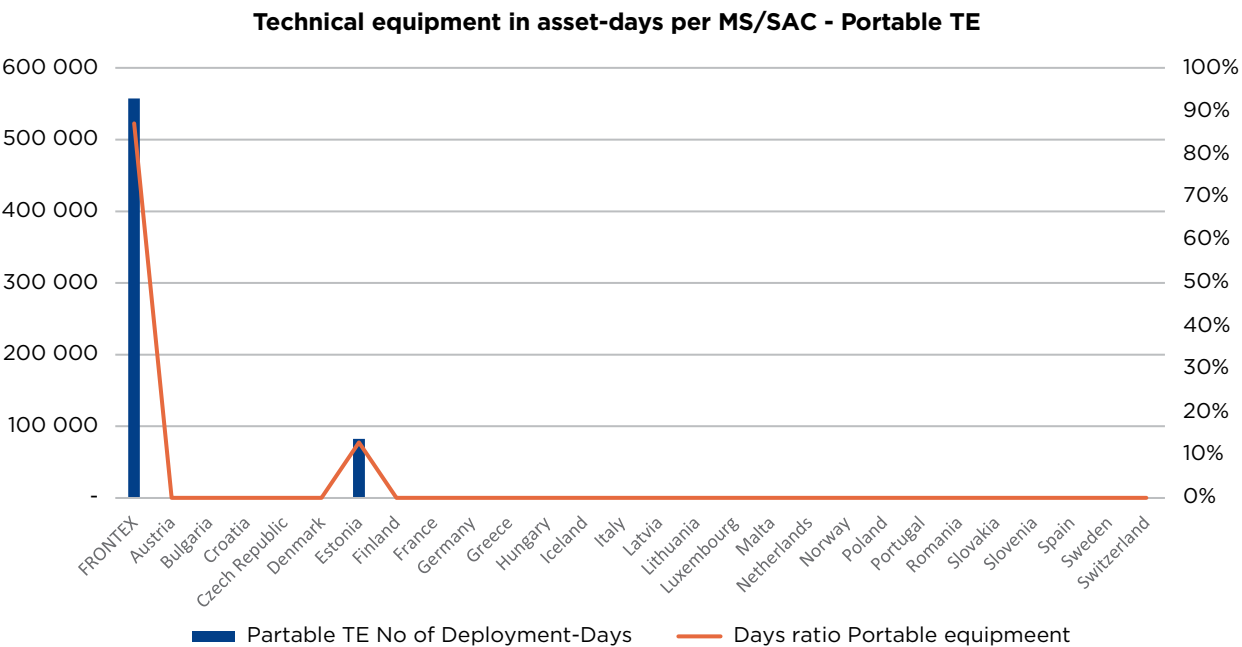


Annexes

The graph below shows deployments of terrestrial technical equipment per MS.

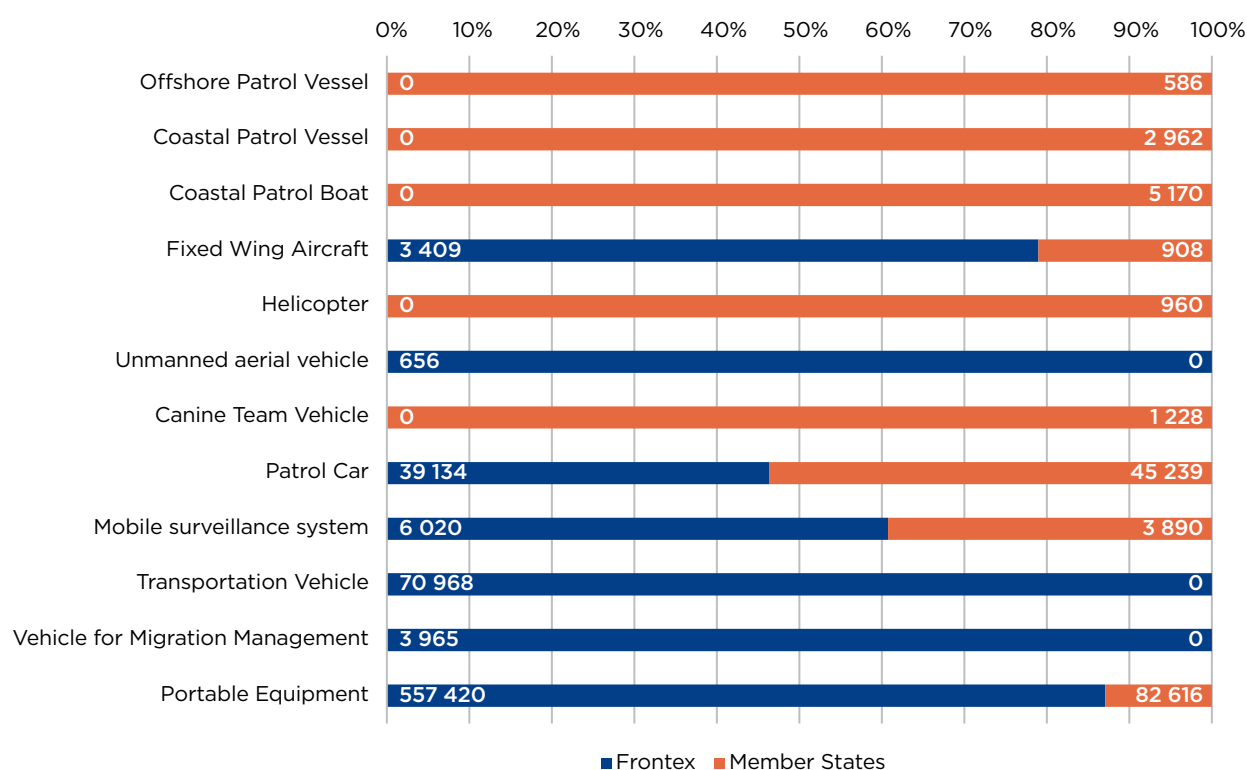


The graph provides an overview of deployments of portable technical equipment per MS.

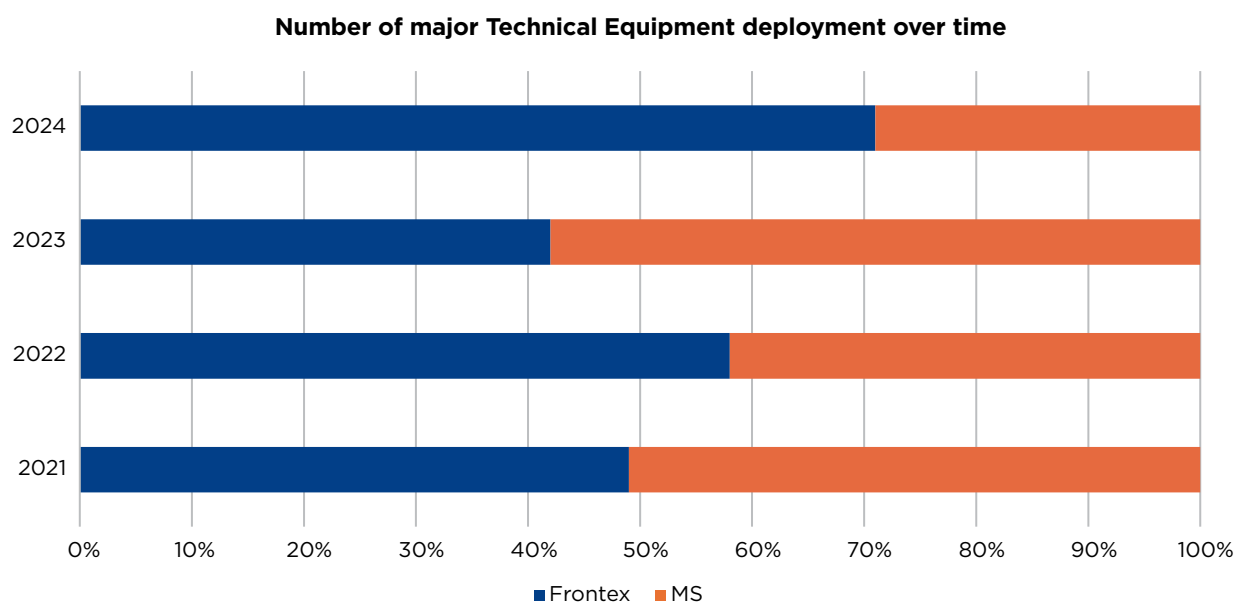


The report presents some additional statistics for the year 2024 such as:

1) Equipment and services from both MS and the Agency deployed in operational activities throughout 2024 in cumulative deployment days.

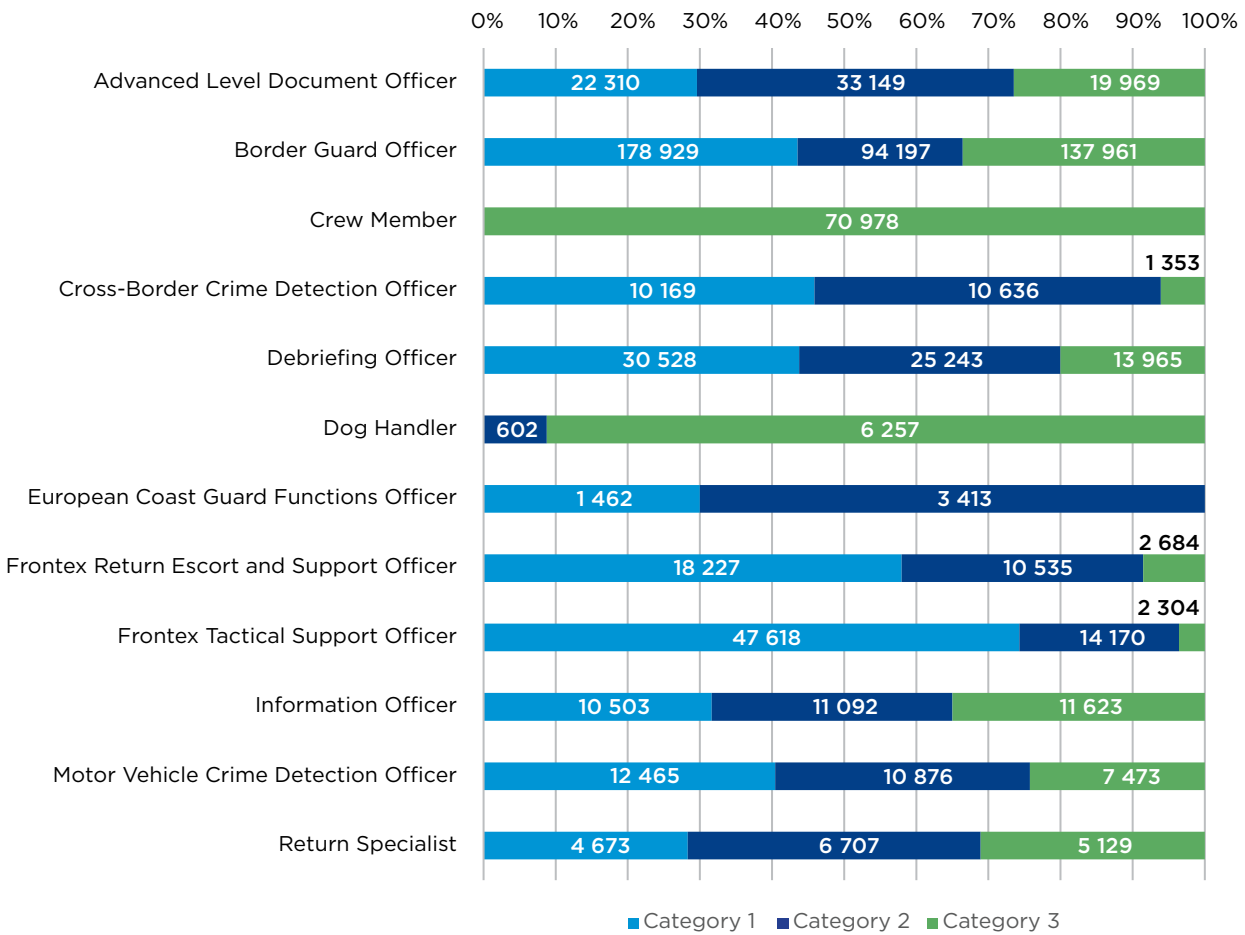


2) The evolution of the shared responsibility of providing major technical equipment.

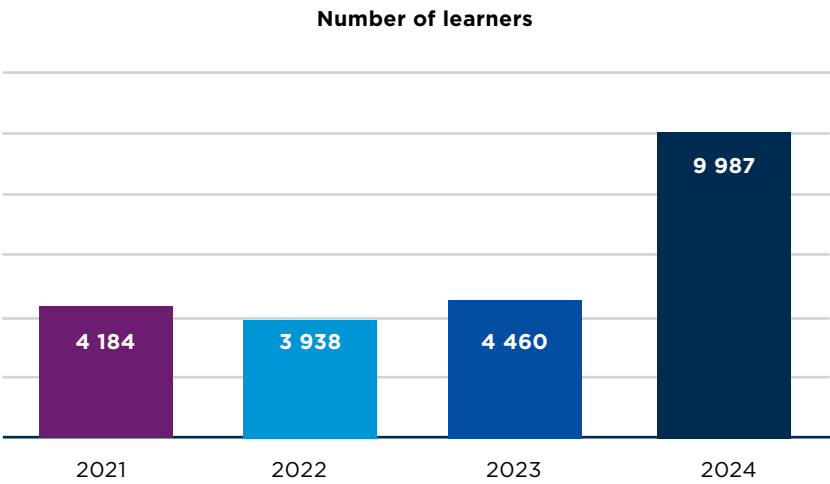


Annexes

3) SC officers from both MS and the Agency deployed in operational activities throughout 2024 in cumulative deployment days.



4) Looking back at the evolution of learners, 2024 was a step-change in terms of volume. The increase in numbers of learners for which the Agency has provided entry, profile and specialised training is substantial.



5) Core equipment, systems and service availability by the end of 2024 and projections for 2027 (Agency's contributions and MS' contributions)¹.

Number of Items of Equipment Unless Otherwise Stated		Frontex		Member States		
		2024	2027	2024	2027	
Standing Corps	Uniform Garments, Protective Equipment and Other Wearables	8 331	21 070	-	-	
	Lethal and Non-Lethal Weapons	7 221	13 896	-	-	
	Ammunition	1 000 000	2 500 000	-	-	
	Other Use of Force Related Equipment	2 475	2 475	-	-	
	Border Check Equipment	1 150	1 775	-	-	
	Portable and Handheld Border Surveillance Equipment	2 464	3 143	-	-	
	Personal Communication Equipment	440	440	-	-	
	Safety and Health Related Equipment	Personal Protective Equipment	5 668	37 239	-	-
Mobility and Patrols	Mobility and Patrol Vehicles	2 650	2 200	-	180	
	Canine Team Vehicles			-	33	
	Accessory Sets	100	400	-	-	
Enablers	Fleet Management	N/A	N/A	N/A	N/A	
	Technical Support Services	N/A	N/A	N/A	N/A	
Cross-Border Crime Detection	Detectors	94	815	-	-	
	Diagnostic and Inspection Tools	104	107	-	-	
Seaborne Surveillance	Crewed	Offshore Patrol Vessels	-	-	2	2
		Coastal Patrol Vessels	-	-	14	4
		Coastal Patrol Boats	-	-	31	
Airborne Surveillance	Crewed	Fixed Wing Aircraft	10	10	6	1
		Rotary Wing	1	-	-	-
	Uncrewed	Medium Altitude Long Endurance	2	2	-	-
		Low Altitude Long Endurance (Tethered)	-	-	-	1
		Vertical Take-Off and Landing (hybrid)	-	-	-	6
		Vertical Take-Off and Landing (tactical)	-	-	-	2 x 3
Land Borne Surveillance	Surveillance Vehicles	37	44	110	-	
Counter Measures	Counter Uncrewed Airborne Systems	-	-	-	2	
Returns	Aircraft [flights]	370	2 227	N/A	N/A	
Migration Management	Vehicles for Migration Management	27	27	-		
Facilities and Infrastructure	Deployable Facilities	93	427	-	-	
	Energy Supply Systems	40	40	-	-	
Insurance Services	Vehicles	N/A	N/A	N/A	N/A	
Interpretation and Cultural Mediation	Regular Services [interpreters deployed]	466	1 050	N/A	N/A	
	Rapid Deployment	199	250	N/A	N/A	
Consultancy Services	Verification and Validation	N/A	N/A	N/A	N/A	
	External Experts	N/A	N/A	N/A	N/A	

¹ Acquired under the framework of the Specific Actions of the Border Management and Visa Instrument of the Integrated Border Management Fund and the corresponding for its predecessor the Internal Security Fund for Borders.

Annex III - Statistics on financial management

Budget outturn	2021	2022	2023	2024
Revenue actually received (+)	545 074 840.87	705 495 209.08	846 912 766.78	927 046 997.58
Payments made (-)	- 280 888 020.32	-357 101 995.77	- 472 231 460.94	-534 840 832.17
Carry-over of appropriations (-)	- 256 474 397.59	-353 500 595.59	- 385 223 192.37	-398 755 373.66
Cancellation of appropriations carried over (+)	20 335 683.46	39 361 852.56	48 808 104.67	25 597 435.92
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	17 172 946.96	15 252 124.32	12 133 872.65	-559 379.69
Exchange rate differences (+/-)	101 561.89	5 457.75	472 313.30	435 704.83
Adjustment for negative balance from previous year (-)	-	-	-	-
TOTAL	45 322 615.00	49 453 694.15	50 872 404.09	18 924 552.81

Annex IV - Establishment plan and human resource management

a. Establishment plan

Function group and grade	Authorised under EU Budget	Posts filled as of 31/12/2024
	Temporary posts	Temporary posts
AD16		
AD15	1	
AD14	8	3
AD13	16	9
AD12	35	30
AD11	38	27
AD10	53	43
AD9	166	74
AD8	342	155
AD7	62	176
AD6	46	48
AD5	4	39
AD total	771	604
AST11		
AST10	1	
AST9	7	5
AST8	13	11
AST7	7	9
AST6	19	6
AST5	305	24
AST4	422	655
AST3		2
AST2		
AST1		
AST total	774	712
TOTAL	1,545	1,316

(Temporary agents. Frontex do not employ permanent staff).

Annexes

Breakdown of contract agents and SNE as of 31 December 2024.

Seconded National Experts	Authorised under EU Budget	Posts filled as of 31/12/2024
Total	220	194

(Breakdown of SNE as of 31.12.2024)

Contract agents (CA)	Authorised under EU Budget	Posts filled as of 31/12/2024
Function Group IV	1,052	884
Function Group III	100	88
Function Group II	23	13
Function Group I	18	28
Total CA	1193	1013

(Breakdown of contract agents as of 31.12.2024)

Additional external staff financed from grant and contributions.

Type of human resources	Authorised	Posts filled as of 31/12/2024
Contract Agents (CA)	23	21
Seconded National Experts (SNE)	1	1
Total	24	22

Breakdown of staff by entity as of 31 December 2024.

DIRECTORATE-DIVISION-UNIT	Posts occupied
EXECUTIVE DIRECTOR	2
ADVISER TO THE EXECUTIVE DIRECTOR	2
FUNDAMENTAL RIGHTS OFFICE	64
OFFICES	
MANAGEMENT BOARD SECRETARIAT	5
INSPECTION AND CONTROL OFFICE	18
DATA PROTECTION OFFICE	6
ACCOUNTING OFFICE	1
INTERNAL AUDIT CAPABILITY	4
STRATEGY, GOVERNANCE AND EXTERNAL RELATIONS DIVISION (STRAT)	
STRAT DIRECTORATE	5
EXECUTIVE AFFAIRS OFFICE	10
COMMUNICATIONS OFFICE	13
STRATEGY, GOVERNANCE AND TRANSPARENCY UNIT	17
EU AFFAIRS UNIT	26
INTERNATIONAL COOPERATION UNIT	45
EIBM INTELLIGENCE DIVISION (INTEL)	
INTEL DIRECTORATE	2
ANALYSIS UNIT	53
CAPACITY AND READINESS UNIT	27
FUSION UNIT	50

Annexes

ADMINISTRATION AND INFORMATION MANAGEMENT DIRECTORATE (IM)		374
IM DIRECTORATE	2	
IM SUPPORT OFFICE	5	
HUMAN RESOURCES AND CORPORATE SERVICES DIVISION (HRS)	184	
HRS DIRECTORATE	2	
FINANCIAL SERVICES UNIT	24	
HUMAN RESOURCES UNIT	87	
LEGAL SERVICES AND PROCUREMENT UNIT	35	
CORPORATE SERVICES UNIT	36	
SECURITY AND INFORMATION MANAGEMENT DIVISION (SIM)	113	
SIM DIRECTORATE	2	
PROJECT MANAGEMENT OFFICE	5	
DIGITAL SERVICES UNIT	68	
SECURITY UNIT	38	
ETIAS CENTRAL UNIT DIVISION (ETIAS) (*)	70	
ETIAS DIRECTORATE	5	
BUSINESS MANAGEMENT OFFICE	13	
DATA MANAGEMENT OFFICE	8	
ASSISTANCE CENTRE UNIT	18	
APPLICATIONS PROCESSING UNIT	26	

OPERATIONS DIRECTORATE (OPS)		1330
OPS DIRECTORATE	1	
OPS DIRECTORATE SUPPORT OFFICE	11	
OPERATIONAL PLANNING DIVISION (OPD)	60	
OPD DIRECTORATE	2	
PROGRAMS AND POLICIES UNIT	26	
OPERATIONAL EFFICIENCY, COMPLIANCE AND EVALUATION UNIT	15	
OPERATIONAL PLANNING UNIT	17	
OPERATIONAL MANAGEMENT DIVISION (OMD)	121	
OMD DIRECTORATE	4	
CONTINGENT MANAGEMENT UNIT	47	
24/7 OPERATIONS CENTRE	56	
SITUATIONAL ASSESSMENT AND CRISIS MANAGEMENT UNIT	14	
RETURN DIVISION (RET)	111	
RET DIRECTORATE	2	
RETURN KNOWLEDGE OFFICE	23	
RETURN OPERATIONS AND VOLUNTARY RETURNS UNIT	41	
PRE-RETURN UNIT	28	
POST-RETURN UNIT	17	
OPERATIONAL SUPPORT DIVISION (OSD)	1026	
OSD DIRECTORATE	2	
OPERATIONAL FINANCE OFFICE	16	
OPERATIONAL PREPAREDNESS AND DEPLOYMENT UNIT	974	
OPERATIONAL SUPPORT SYSTEMS UNIT	34	

Annexes

CAPABILITIES DIRECTORATE (CAP)		493
CAP DIRECTORATE	1	
CAP DIRECTORATE SUPPORT OFFICE	5	
STRATEGY, PLANNING AND QUALITY OFFICE	11	
CAPABILITY TRANSFORMATION DIVISION (TRANSFORM)	47	
TRANSFORM DIRECTORATE	1	
TRANSITION AND AVAILABILITY UNIT	20	
RESEARCH AND INNOVATION UNIT	26	
EQUIPMENT AND LOGISTICS DIVISION (EQUIP)	57	
EQUIP DIRECTORATE	2	
ENGINEERING AND ACQUISITION UNIT	26	
LOGISTICS AND SERVICES UNIT	29	
HUMAN CAPITAL DIVISION (PERSONNEL)	372	
PERSONNEL DIRECTORATE	3	
STANDING CORPS SELECTION AND DEVELOPMENT UNIT	12	
EUROPEAN BORDER AND COAST GUARD ACADEMY	357	
TOTAL STAFF 31.12.2024		2545

*88 ETIAS CA are temporary re-allocated to other entities and 22 positions are financed from grants and contribution agreements

b. Human resources management

Information on recruitment grade for each type of post.

Key functions	Type of Contract	Function group, grade of recruitment
Executive Director	TA	AD14
Deputy Executive Directors	TA	AD13
Directors of Division	TA	AD12
Head of Unit	TA	AD11 / AD12
Deputy Head of Unit	TA	AD10
Head of Sector	TA	AD10
Head of Office	TA	AD9
Senior Officer / Analyst	TA	AD8 / AD7
European Border and Coast Guard - Advanced level	TA	AD7
Team Leader	TA	AD7 / AD6
Officer / Specialist	TA	AD6 / AD5
Fundamental Rights Monitor	TA	AD5 / AST4
Support Officer / Senior Assistant	TA	AST4
European Border and Coast Guard - Intermediate level	TA	AST4
Specialist / Senior Assistant	CA	FGIV
European Border and Coast Guard - Basic level	CA	FGIV
European Border and Coast Guard - Cultural Mediators	CA	FGIV
Assistant	CA	FGIII
Security Guard / Corporate Services Assistant	CA	FGII / FGI

Results of job screening exercise 2024 against previous year's results.

Job type (sub) category	2023	2024
Administrative support and coordination	14.94%	15.46%
Administrative support	10.62%	8.72%
Coordination	4.32%	6.47%
Neutral	2.06%	1.78%
Finance/control	2.06%	1.78%
Linguistics	0.00%	0.00%
Operational	83.00%	83.03%
Top level operational coordination	0.83%	0.80%
Evaluation and impact assessment	5.27%	4.19%
General operational	69.20%	70.99%
Programme management and implementation	7.69%	7.04%
	100.00%	100.00%

List of implementing rules 2024

No new implementing rules were formally notified by the European Commission or adopted by Frontex in 2024. However, during the reference period, Frontex adopted ten documents introducing new HR policies and further implementing existing ones. The following decisions were adopted in 2024:

1. Policy on identification and management of Frontex sensitive functions (MB Decision 1/2024);
2. Policy on the processing of personal data concerning the health of Frontex employees, their family members and of candidates for Frontex posts (ED Decision No R-ED-2024-66);
3. New policy on contracts of employment of temporary and contract staff (ED Decision No R-ED-2024-83);
4. Frontex diversity and inclusion policy (ED Decision No R-ED-2024-87);
5. Frontex employer branding policy (ED Decision No R-ED-2024-31);
6. New Decision of the ED on the sub-delegation of appointing authority powers in respect of temporary

staff and contract staff and on the delegation of powers in human resources matters in respect of SNE, trainees and interim agents (No R-ED-2024-50);

7. Decision of the ED No R-ED-2024-105 on medical service at the European Border and Coast Guard Agency;
8. New Decision of the ED on recruitment and selection of temporary staff under article 2(f) and contract staff under article 3a of the conditions of employment of other servants of the European Union (No R-ED-2024-106);
9. Administrative Notice No R-AN-2024-4 on language courses (implementing Frontex policy for learning and development);
10. Administrative Notice No R-AN-2024-5 on telework outside the place of employment and exceptional telework outside the place of employment (implementing the guidelines on working time and hybrid working).

Annex V - Human and financial resources by activity

Year 2024

Strategic Objective	Operational			Non-Operational		
	TA	CA & SNE	Budget (Title 3)	TA	CA & SNE	Budget (Title 1+2)
Strategic Objective 1 OPERATIONS	746	584	407 415 135	0	0	109 268 617
Strategic Objective 2 CAPABILITIES	214	279	173 897 260	0	0	40 503 329
Strategic Objective 3 DIGIT & ADMIN	26	44	36 771 321	129	175	118 046 802
Strategic Objective 4 INTEL	0	0	8 161 432	69	60	10 598 234
Strategic Objective 5 STRATEGY	56	8	1 227 105	76	57	16 184 900
	1 042	915	627 472 254	274	292	294 601 883

staff on board on 31/12/2024: 2 523

budget 2024: 922 074 136

Annex VI - Evaluation of results of return activities

In 2024, the Agency achieved a record high number of returns (over 56 000) to 123 TC, a 43% increase compared to 2023. This was driven by increased cooperation with national entities and tailored solutions provided to MS, resulting in a 69% growth of voluntary returns and a 13% of forced returns.

Strengthened cooperation with airlines, which led to better fares, and more flexible approaches and new contracts, resulted in improved services and efficiency in returns by scheduled flights. Frontex also improved the cooperation with authorities responsible for voluntary returns and tailor-made solutions were provided to MS, such as supporting Iceland with voluntary returns of Venezuelans.

The Agency supported MS with the chartering of aircraft (with 22 main charters plus 12 connecting charters for the whole 2024) using the framework working contract to provide competitive conditions and pricing for MS. The Agency supported the organization of joint return operations to various destinations, including Pakistan, Bangladesh, Ethiopia, Ivory Coast, and Senegal, with notable increase in double-destination flights. Mixed flights, with an average of 108 persons returned per flight, proved to be an efficient way to return high numbers from different MS to multiple destinations.

In 2024, Frontex continued to deploy FRESO to support MS in the return process. FRESO teams were deployed in 10 locations in 7 MS with two new long-term deployments in France and Poland and supported over 22 075 TC nationals. FRESO enhanced presence as escorts at airports and conducted a pilot activity in Frankfurt's transit area. A new pilot activity was also launched in July 2024 to provide ground support to TC nationals refused entry at the border with 385 individuals supported by the end of 2024.

The Agency also delivered training to 187 colleagues from 21 national authorities on the Frontex-assisted returns module. The operational support was amplified by the EURP reinforcing MS' capacity to implement both forced and voluntary returns in line with the New Pact on Migration and Asylum. In 2024, the program recorded a 101% increase in reintegration cases and facilitated in total 9.327 reintegration cases, as it was expanded to 29 MS/SAC, with a geographic scope extending to 38 third countries.

In 2024, the concept of the EURP quality monitoring and evaluation framework was finalised with the aim to provide evidence-based evaluation and monitoring of the quality of the EURP performance. The technical support group for the EURP quality monitoring and evaluation framework was established in October 2024, composed of MS, the European Commission and Frontex. As one of the quality monitoring tools, eight monitoring missions took place in 2024, to evaluate the performance of Frontex reintegration partners.

Moreover, the reintegration advisory mission, in collaboration with the Frontex reintegration partner European Technology and Training Centre from Iraq, took place in Finland, Denmark and Sweden in September and October 2024. The mission aimed to facilitate return counselling sessions for Iraqi citizens, establish connections with the Iraqi EURP partner, and improve comprehension of the involved MS on the reintegration conditions in Iraq.

Annex VII - Tripartite Working Arrangement – Annual Strategic Plan 2024

Implementation of the Annual Strategic Plan 2024

Horizontal	
Objective: To further promote the interagency cooperation with national authorities on coast guard functions at EU and international level	
Tasks	Outcomes
To further promote the interagency cooperation with national authorities on coast guard functions at EU and international level. Tasks: 1. To hold the joint Annual European Coast Guard Event (AECGE) in 2024 under the coordination of EFCA (as chair of the TWA, in line with the experience gained at the previous annual events, while enhancing interaction between participants; 2. To ensure the joint participation of the three agencies in European and international maritime events with coast guard relevance; 3. To coordinate the cooperation with regional coast guard functions fora; To coordinate the implementation of the adopted interagency communication plan for 2024; 4. To implement the 'greening award initiative' and present the awards at the AECGE, with EMSA acting as the secretariat of the award 2023-2024; 5. To contribute as required to the updated European Maritime Security Strategy (EUMSS) and its action plan.	The interagency cooperation on coast guard functions was promoted at the EU and international levels. The following activities were undertaken: 1. The AECGE was held on 25-27 June in Santa Cruz de Tenerife, Spain, under the coordination of EFCA. Approximately 100 participants attended from MS/SAC, EFTA countries and EU bodies. The event had three different thematic sessions, covering MMO, capacity building and the exchange programme, and the common information sharing environment. 2. The Agencies participated in several coast guard-related events including the European maritime day organised by the European Commission in Svendborg, Denmark, on 30-31 May 2024. There, a joint workshop on 'innovative technologies in support of coast guard functions' was held. 3. EFCA, EMSA, and Frontex participated in all the relevant coast guard-related activities and events. In the framework of the ECGFF, three workshops were co-organised by the Agencies in cooperation with the Portuguese chairmanship on the following themes: • ECGFF-EFCA workshop on 'harnessing technology innovation for coast guard operations and enhanced fisheries control'; held on 23-25 January 2024 in Funchal, Portugal; • ECGFF-EMSA workshop on 'exploring cutting-edge tools and technologies to enhance coast guard operations: a workshop on maritime domain awareness', held on 19-20 March 2024 in Lisbon, Portugal; • ECGFF-Frontex workshop on 'modern border control: expanding materially and technologically', held on 14-15 May 2024 in Cascais, Portugal; • Finally, EFCA, EMSA, and Frontex took part in the COASTEX exercise organised in September 2024, including with the provision of earth observation services and integrated maritime services (EMSA). Within the framework of the Coast Guard Global Summit (CGGS): the Agencies attended the working level meeting in preparation of the CCGS 2025 to be hosted by Italian Coast Guard. Additionally, EMSA and EFCA participated to the CGG human resource development program presenting the themes 'challenges with new technology' and 'capacity building'. The three Agencies attended the North Atlantic Coast Guard Forum (NACGF) activities in Sweden. Also, the three Agencies participated actively in the plenary meeting of the mediterranean coast guard functions forum held in Tirana, on 29-31 October 2024 and organised a technical workshop discussing emerging challenges, including the possible support in protection of critical maritime infrastructure. 4. The interagency communication plan was fully implemented. A video on the online platform and exchange programme was prepared and branded material was distributed to the participants of the different events and AECGE. 5. The 'greening award initiative' was fully implemented under the coordination of EMSA and the winning projects were awarded during the AECGE. Information about all projects and the awards can be found online through the following link: https://coastguard.europa.eu/interagency-cooperation/greening-award-initiative-winners 6. Agencies contributed to the EUMSS action plan with several activities falling under their relevant mandates and jointly produced a draft intermediary report for common actions.

Information sharing	
Project: A Sharing of data across Coast Guard Functions	
Objectives and Tasks	Outcomes
1) Workshop with MS concerning: a. Accessing maritime data in support of coast guard functions and further sharing of maritime information between national authorities. b. Eliciting further operational use cases relevant to MS regarding opportunities for enhancing the sharing of data. 2) To promote and increase the use of automated/AI based tools (e.g. automated behaviour monitoring (ABM), anomaly detection services, etc) in support of coast guard functions. 3) Evolve as appropriate the Maritime Data Catalogue (MDC) to show which datasets could be accessible to the national authorities per coast guard function. Support the availability of the current Catalogue, in both electronic and online interactive formats, in a secure area of the TWA portal. 4) Maintain a repository of use cases raised by MS, for identifying opportunities for enhancing the sharing of data. 5) Explore possible additional datasets needed by national authorities per coast guard function.	1) The online workshop took place on 10 December 2024 with contributions from MS and the 3 Agencies. 60 attendees with a high degree of participation provided several points of feedback for follow-up. 2) ABM were promoted under the various MMO undertaken in 2024. Due to Frontex legal concerns regarding the EU AI Regulation and its application to border control/law enforcement domains, this element was not elaborated. 3) The online public version of MDC was launched as part of the TWA website on EU cooperation on coast guard functions. 4) Repository was maintained. 5) A number of suggestions for additional datasets arose from the Workshop with MS. These are to be assessed for inclusion in 2025.

Surveillance and communication services	
Project: B Roadmap addressing how CISE will support information exchange and cooperation between the three Agencies	
Objectives and Tasks	Outcomes
Building on the roadmap developed in 2023 which addressed how the common information sharing environment will gradually support information exchange and cooperation between the three agencies, while considering other information/data exchange systems already in place, technical subcommittee 1 will: 1) Produce a 5-month report covering the period January-May 2024 by the end of June 2024; 2) Produce an 11-month report covering the period January-November 2024 by the end of December 2024.	The 5-month report was discussed at the steering committee meeting in June 2024 and the 11-month report was circulated for further endorsement. According to the latest info included in the report: • EMSA is ready to start the implementation of the roadmap; • Frontex started the preparations to install the CISE node with the support of EMSA, with the aim of having the CISE infrastructure in place during the first half of 2025; • EFCA (which already tested its CISE infrastructure) reported ongoing discussions on the allocation of resources for the operational environment.

Surveillance and Communication Services	
Project: C Mapping of information on incident/accident sightings reported to the three Agencies in the scope of their respective mandates.	
Objectives and Tasks	Outcomes
1) Map the various types of accidents/incidents, reported to the three Agencies, e.g. SafeSeaNet incidents, activations of emergency support mechanisms by the 3 Agencies, EUROSUR incidents. 2) Analyse the usefulness of the additional information on accidents/incidents to individual Agencies and the possibilities of sharing in line with the legal basis of each. 3) Brainstorming session with the MS to present findings and gather feedback.	1) The mapping of sighting information was circulated for further endorsement in December 2024. 2) The legal basis and sharing mechanisms of each of the listed types of incidents/events are included in the mapping. 3) The online workshop took place on 10 December 2024 with contributions from MS and 3 agencies. Discussions included elements associated with some of the incident/accident sighting information available via the agencies.

Capacity Building	
Project: D Practical Handbook on European cooperation on coast guard functions and Coast Guard qualifications Network.	
Objectives and Tasks	Outcomes
Strengthen cooperation between the European coast guard function authorities in further developing the practical handbook and in selected capacity building activities. 1) To support the implementation of the project “implementation of the results of the coast guard qualifications network and the practical handbook on European cooperation on coast guard functions” through: a. Using existing databases in the Agencies for keeping the handbook updated on the online platform avoiding any double reporting from MS; b. Maintaining and updating the coast guard training network and follow up with the on-the-job exchange opportunities; c. Promoting the SQF for coast guard functions among others, through a dedicated awareness session on SQF for coast guard functions. 2) To manage and maintain an online platform and define the generic contents to be included to reflect the existing areas of cooperation and to host the most important annual strategic plan projects’ deliverables, involving the 3 technical subcommittees. 3) To coordinate the collection of content proposals for the online platform related to the TWA.	1) The coast guard project continued to be implemented as follows: • The Agencies’ and MS’ information from the coast guard handbook continued to be kept updated; • The capacity building and training network with MS’ representatives continued to be active and regularly updated. The network serves the implementation of the exchange programme and of the SQF for coast guard functions information sessions; • The capacity building and training exchange programme was implemented, following the call for host launched in 2023. The call for exchange participants concluded in 2024 had the following outcome: » 12 MS & Iceland nominated exchange participants; » 200 individual nominations; » Candidates cover all CGF; » 86 approved candidates and 34 candidates in reserve lists; » 66 exchange participants effectively participated. A new call for Hosts was launched in October 2024. Overall information about the programme is available at https://coastguard.europa.eu/. • Four online information and discussion sessions on SQF on coast guard functions: » 1st session: 9 April 2024 with 47 participants from 21 EU MSs, Norway, and Iceland. » 2nd session: 22 May 2024 with 37 participants from 17 EU MSs and Norway. » 3rd session: 25 September 2024 with 53 participants from 20 EU MSs and Iceland. » 4th session: 6 November 2024 with 44 participants from 19 EU MSs and Iceland. 2) The online platform https://coastguard.europa.eu/ was maintained and regularly updated with information from the three Agencies, 22 MS with a coastline, Iceland, and Norway. 3) The platform includes deliverables from the interagency cooperation, such as the greening awards, the interactive maritime data catalogue, information from the exchange programme, and for the SQF coast guard function sessions.

Capacity Building	
Project: E Cross-sector training and capacity building	
Objectives and Tasks	Outcomes
1) Offer joint cross-sectoral training to MS national authorities by developing or implementing, as appropriate, joint cross-sector training events or awareness sessions for items such as (based on needs assessment): a. SAR; b. maritime surveillance; 2) Launch a new survey to the stakeholder communities of the three agencies to get feedback on needs and possible joint training or awareness sessions to be jointly developed by the three Agencies. The survey should take into account: a. the new training delivery capabilities after the pandemic, and b. the possibility for each agency to deliver tailored training or information sessions to the communities of the other agencies, without simultaneously targeting all communities. 3) Explore the possibility to offer joint cross-sectoral training to at least one TC by developing or implementing joint cross-sector training events or awareness sessions.	1) Joint cross-sectoral training was organised online for MS national authorities as follows: a. SAR awareness for the non-SAR community: online session held on 12-13 November 2024, with 53 participants from 15 MS and Iceland. b. Maritime Surveillance: online session held on 1-2 October 2024. A total of 93 participants from 22 MS, Iceland, and Norway participated. 2) A survey was conducted between 19 April and 10 May 2024 with 58 individual replies from 22 MS and Norway. In summary, the replies indicated the following subjects of interest: maritime surveillance, SAR, practical training, cybersecurity and hybrid threats, critical marine infrastructure and law enforcement/ competences. 3) Regarding the cooperation with TC and the joint organisation of online sessions, the three agencies presented and raised awareness of the current cooperation framework in a dedicated session under the Mediterranean Coast Guard Functions Forum (MCGFF) and during the coast guard global human resources development programme. EFCA also raised awareness about the joint capacity building activities during the EFCA E-FishMed project steering committees with North African Countries.

Risk Analysis	
Project: F Cross-sector risk analysis	
Objectives and Tasks	Outcomes
Provide support to MS authorities carrying out coast guard functions on cross-sector risk analysis/ assessments. 1) Continue to provide cross sectoral risk analysis/ assessment products to be used in different European sea basins and deliver a common report on specific areas and/or sea basins in coordination with the technical subcommittee 3 MMO project. 2) Organise a workshop on risk analysis and assessment, taking into account the main outcomes and feedback from the workshop organised in 2023. One of the main objectives of the workshop is to raise awareness about the different frameworks and foster the exchange of information and best practices between the different communities of the three agencies.	1) Common reports were delivered with compiled risk analysis/ assessment-related information for coast guard functions falling under the remit of each agency to support the MMO in the central and eastern Baltic Sea, La Manche and southern North Sea, Adriatic Sea and western Black Sea. This information contributed to the specific modalities' documents of each MMO. 2) The joint risk assessment workshop was organised online on 11 June 2024 with the objective to: • promote awareness of the risk analysis and risk assessment methodologies used by the three agencies and available tools and systems for MS; • promote awareness of the cross-sector risk analysis and risk assessment methodologies used by national authorities of different MS; • share of information and best practices on risk analysis and risk assessment between the different communities. The workshop had 68 participants from 18 MS, Iceland, and Norway.

Capacity Sharing	
Project: G	
Multipurpose Maritime Operations	
Objectives and Tasks	Outcomes
1) To further implement MMO: a. Identify potential areas and periods of interest for the implementation of MMO in N+1, taking into consideration the availability of multipurpose capacities of the three agencies, in those areas in such periods as well as operational activities already in place. b. Keep updated the generic modalities as per lessons learnt. c. Based on the evaluations of MMO implemented in different European sea basins, to organise a workshop for the exchange best practices. 2) To implement the MMO agreed by TWA steering committee in the European sea basin, upon MS' or agencies' request and in line with the generic modalities for MMO. a. Implement a MMO possibly in the Black Sea led by Frontex. Prepare specific modalities in accordance with the generic modalities for MMO and relevant decision of the steering committee. b. Implement a MMO possibly in the Adriatic Sea led by EFCA. Prepare specific modalities in accordance with the generic modalities for MMO and relevant decision of the steering committee. c. Implement a MMO in one European sea basin led by EMSA. Prepare specific modalities in accordance with the generic modalities for MMO and relevant decision of the steering committee.	1) To further implement MMO: a. Considering the outcomes of the MMO implemented in 2024 and MS' needs for 2025, the Adriatic Sea, Black Sea, Baltic Sea, and La Manche and Southern Northern Sea remain the potential maritime areas for MMO. b. The generic modalities were updated. c. A workshop to discuss the future of MMO was planned for 13 March 2025. The workshop will take into consideration the MMOs' outcomes and evaluation reports. 2) Taking into account initial plans to implement MMO in the maritime areas agreed by the steering committee under the TWA, the following MMO were implemented in 2024: a. MMO Western Black Sea 2024 took place from 21 May to 2 October 2024, with Romania as the host MS; led by Frontex and co-led by EFCA and EMSA. b. MMO Adria 2024 took place from 12 September to 9 October 2024, with Croatia, Italy, and Slovakia, as the host MS; led by EFCA and co-led by EMSA and Frontex (only in Croatia). c. MMO La Manche and South of North Sea 2024 took place from 13 May to 13 September 2024, with Belgium and France as the host MS; led by EMSA and co-led by EFCA. An MMO was implemented in the Baltic Sea following the initial interest of Finland to host this activity in 2024. Finally, Finland, Estonia, Latvia, and Lithuania expressed interest to participate and to host the MMO Baltic Sea 2024. The MMO was subsequently implemented in the period 14 August–30 October 2024. Frontex was the lead Agency, while EFCA and EMSA participated as co-lead agencies.

Capacity Sharing	
Project: H	
Mapping of the Agencies' assets deployment in support of MS	
Objectives and Tasks	Outcomes
Conducting a mapping of the agencies' assets deployment in support of the MS. Each Agency to provide regularly updated information of their chartered assets deployed in EU sea basins that are suitable for multipurpose operations.	The aim of the project is to provide an overall picture of the agencies-owned/leased multipurpose assets to support MS. The steering committee agreed to develop a dedicated layer using EMSA integrated maritime services. The use of integrated maritime services for mapping of the Agencies' assets is expected to be fully implemented in 2025.

Annex VIII - Contributions, grants and service level agreements

In 2024 Frontex was running one delegation agreement and three contribution agreements funded by the European Commission:

- Delegation Agreement on 'Copernicus 2015-2021' with the European Commission, represented by Directorate-General for Internal Market, Industry, Entrepreneurship and SME (DG GROW), signed on 10 November 2015, entrusting Frontex with the service component implementation tasks. The indicative budget amounts to EUR 53.4M, implemented until 31.12.2021. The service component of the task implementation referred to coastal, pre-frontier monitoring, reference imagery and mapping, maritime surveillance, vessel detection, tracking and reporting, environmental assessment. Three new services were approved on 04.06.2018 – large area pre-frontier monitoring, ProDetect service (identify locations and activities of interest based on existing intelligence and knowledge of specific modus operandi, multi-source migration analytical assessment. This delegation was extended by 'contribution agreement on 'Copernicus 2022-2028' with the DG DEFIS, on 15 November 2021. That referred to implementation of the border surveillance component of the Copernicus security service with an indicative budget of EUR 67M, entrusting Frontex with the implementation of the tasks under the security component for border surveillance in line with Regulation (EU) 377/2014 establishing the Copernicus programme. The contribution agreement introduced a product centric approach to the provision of the Copernicus Border Surveillance Service (CBSS). CBSS offers earth observation data enriched with other data sources available to Frontex. In 2024, the contribution agreement has been amended to reflect a reduction of the budget and necessary technical changes to the products' description. The budget has been reduced to EUR 57M covering activities until 31.12.2028.
- Contribution agreement 'EU4BorderSecurity'. With a total budget of EUR 6.5M for a 77-month implementation period, the EU4BorderSecurity project seeks to enhance border security in North Africa and the Levant by fostering bilateral and regional cooperation. It contributes to building trust, mutual understanding, structured partnerships, and exchange of experiences and practices in the domain of EIBM. As of 2024, the project has contributed to supporting technical EIBM capacities in the region with donation of light capacity building equipment to selected target countries. There is an ongoing process for the extension of the project by 36 months with a top-up of EUR 3M.
- Contribution Agreement IPA III Migration (phase 3). The third phase of the Frontex-coordinated 'EU regional support to protection-sensitive migration management systems in the Western Balkans' builds upon the results of the previous IPA II 'protection-sensitive migration management in the Western Balkans and Turkey'. The overall objective of phase III is to further develop and operationalize a comprehensive migration management system in the Western Balkans taking stock of lessons learnt and best practices. Frontex ensures cooperation and alignment among the implementing partners namely the IOM, EUAA and UNHCR and is engaged in three of the four outcomes of the project: a) improved, standardised and regionally operable statistics and mechanisms for identification, b) registration and referral of mixed migration movements, c) improved management of returns and alternatives for detention, d) improved contingency and crisis response management. The project has a 4-year implementation period, running from January 2022 to December 2025, and is budgeted with EUR 5.5M.
- Contribution Agreement IPA III Security. The overall objective of the project 'Regional programme to strengthen Border Security Capacities in the Western Balkans' led by Frontex, is to improve the border security in the Western Balkan region. The three main objectives are: a) IBM strategies aligned with European IBM, a sustainable regional network of IBM experts and women in border police and an online platform for regional exchange of information created, b) improved capacities to effectively contribute to Frontex-led JO under EU status agreements and c) enhanced knowledge, technical and operational capacities to undertake the establishment of establishment of EUROSUR coordination centres in line with EU acquis and best practices. The project includes a technical component for delivery of equipment for border checks and border surveillance to the beneficiaries in Western Balkans as well as procurement of technical equipment for the future national coordination centres. English language training is organised for border guards by the beneficiaries. All main objectives include a series of trainings for specific target groups. The trainings cover subjects as fundamental rights, border checks, border surveillance, screening and debriefing, fundamental rights, IBM, Schengen borders code, and trainings for EUROSUR operators. Moreover, the organization of biyearly workshops and meetings for the members of the networks and working groups is envisaged. The project also includes activities to support the integration of FIELDS into domestic IT systems. The project has a 4-year implementation period, running from January 2023 to December 2026, and is budgeted with EUR 7M.

General information				Financial and HR impacts					
Date of signature	Total amount	End date of agreement	Counterpart	2023			2024		
Contribution agreements									
EU4 Border Security	01/12/2018	€ 6 500 000	30/04/2025	DG NEAR (replaced by DG MENA)	Amount	Commitments	Payments	Commitments	Payments
						3 624 099	2 581 725	2 281 773	1 680 337
					Number of CA	6		6	
IPA III Migration (Phase 3)	01/01/2022	€ 5 500 000	31/12/2025	DG NEAR (replaced by DG ENEST)	Number of SNE	1		1	
						Commitments	Payments	Commitments	Payments
						1 342 215	1 168 229	2 104 088	854 039
IPA III Security	01/01/2023	€ 7 000 000	31/12/2026	DG NEAR (replaced by DG ENEST)	Number of CA	6		6	
					Number of SNE	0		0	
						Commitments	Payments	Commitments	Payments
					664 770	249 574	1 255 448	955 181	
					Number of CA	8		8	
					Number of SNE	0		0	
Contribution Agreement									
Copernicus 2022-2028	15/11/2021	€ 57 000 000	mid 2028	DEFIS	Amount	CA	PA	CA	PA
						9 282 884.60	5 748 140	8 743 298.78	6 740 643
					Number of CA	2		3	
					Number of SNE	0			

The above HR figures relate to the positions available, if the report should rather contain the position filled, then the situation at 31/12/xx is as follows:

	2023		2024	
	CA	SNE	CA	SNE
EU4BS	6	1	6	1
IPA III Border Security	6	0	7	0
IPA III Migration	5	0	5	0
Copernicus	1	0	3	0
	18	1	21	1

Service level agreements

Subject	Partner	Start date or year	Duration	End date	COSTS 2023 in EUR	COSTS 2024 in EUR
SLA ABAC - Provision of DG BUDG services (ABAC system and related services)	DG BUDG	25/10/2007	Yearly	automatic renewal	327 000	393 000
MoU SIENA - Secure link to Europol	EUROPOL	30/11/2012	Continuous	indefinite period	0	0
MoU TESTA - the connection to the TESTA EuroDomain network	DIGIT	12/03/2015	Continuous	indefinite period	0	0
SLA SYSPER -provision of SYSPER application and related IT services	DG HR	19/12/2016	Yearly	automatic renewal	901 565	982 091
SLA-DIGIT-047 - provision of IT services by DIGIT	DIGIT	03/09/2019	Yearly	automatic renewal	885 694	1 618 707
SLA ARES - provision of HAN services (Hermes-ARES-NonCom)	The Secretariat-General of the EC	22/09/2021	Yearly	automatic renewal	239 250	428 564
SLA FADO - to lay down the operational, organisational and financial arrangements between, the GSC and Frontex, in relation to the services intended to facilitate and enable the takeover of the FADO system by Frontex	The General Secretariat of the Council	04/10/2023	c.a. 35 months	31/08/2026	200 000	166 000
MoU SUE - for the conduct of the procedure and the management and implementation of the resulting framework contract for acquisition of workstations, software and services for processing classified information (SUE)	DG HR	06/01/2025	14 years	08/12/2038	0	0
Total					2 553 509	3 588 362

Annex IX - Environmental management

Frontex aims to implement an environmental management system based on the EU EMAS. The Agency has the long-term objective to work towards EMAS certification. In 2024, an important step to embed environmental management activities and tasks into the structure of the Agency was taken together with allocation of human resources for carrying out those activities. In the meantime, and as in 2023, considering the urgency to undertake important steps towards the ambitious objective of achieving carbon neutrality in 2030, Frontex entities took numerous environmentally oriented actions in a decentralised manner, and pursued targets and activities that were outlined in the SPD 2023-2025. In view of the fast growth of the Agency's headcount, the number of deployments and operations, as well as its significant restructuring, the achievement of certain targets could not be achieved in full. Nevertheless, a large number of initiatives were completed, commenced or progressed.

Sustainability and resilience

Frontex continues to address sustainability and resilience in the framework of capability development activities at both strategic and operational levels. The TOEIBM 2023-2027 and the Capability Roadmap reflect the ambitions of the entire EBCG community as they stipulate monitoring the implementation of actions related to sustainability, e.g. development, rollout and implementation of sustainability strategies, policies and concepts. The first report on the implementation progress was submitted to the MB in November 2024, the cycle will be repeated on an annual basis. In 2024, the Agency continued monitoring and reporting on the CO₂ emissions resulting from deploying own capabilities (human and technical resources) on quarterly and annual basis. Information on emissions is not only one of key elements of understanding the environmental footprint, but it also enables defining knowledge-based strategies towards ensuring availability of relevant operational capabilities in the future. At the same time, mainly due to data gaps, the current focus of the report remains limited to a selected type of activities. Frontex also continued engaging with authorities of MS by organising sustainability and resilience meetings

and gathering up-to-date information from the national authorities through a survey which helped to map sustainability initiatives across entire EBCG community. Also, the CO₂ emissions calculation tool was developed and used by the Agency along with a video tutorial and guide which was published and distributed among MS authorities to allow them a simplified calculation of carbon emission levels (as result of their operational activities).

Monitoring and reporting on environmental management aspects

In 2024, a project implementing the decision of the MB on the environmental management system that supports the Agency's operational objectives as well as the wider EU efforts toward sustainability and resilience, was initiated. The initial Frontex Environmental Statement will consider and present the data from the Frontex environment management system baseline period, which will include data for the year 2024. Subsequently, the Frontex Environmental Statement will be published every year, presenting data, environmental impacts, as well as the development of the Frontex environment management system.

Frontex New Permanent Premises

In 2024, Frontex published the tendering procedure for its own permanent premises with aim to become functional during 2028. The future building is expected to be aligned to the EU goals of climate neutrality in 2030 and net zero emissions of greenhouse gases in 2050. The project will use the measurement and verification protocols applicable for the Building Research Establishment Environmental Assessment Method certification to achieve "Outstanding" certificate. This certification assesses various environmental factors, including energy efficiency, water use, material sourcing, and the building's long-term impact on the environment and demonstrates its adherence to the highest standards of sustainability.

Green Public Procurement

In 2024, Frontex continued using the services under the current inter-institutional framework contract on the green Procurement helpdesk and the provision of dedicated

advice in relation to sustainable procurement of supplies and services led by the EP. In December 2024, the Agency signed a memorandum of understanding for the new tender with the EP thus committing to the participation in the new inter-institutional tender and implementation of the resulting framework contract for the provision of dedicated advice on the green and sustainable public procurement.

Returns

The Agency each year organises thousands of returns to third countries, mainly by means of scheduled and chartered flights. To reduce the amount of CO₂ emitted by returns, Frontex implements a wide range of decarbonisation measures, such as promoting returns by scheduled flights over chartered flights, promoting the maximisation of the number of seats used on the same means of transport and the use of direct connections. In fact, the environmental burden is one of the factors

Frontex considers when assessing each MS' request for return, as described in the MB Decision 24/2023 adopting the modus operandi of the rolling operational plan.

Despite these measures, Frontex still emits large volumes of CO₂. But the Agency works to find new solutions to further reduce the carbon footprint associated with return activities. In 2024, Frontex purchased 19.826 kilograms of sustainable aviation fuel, reducing emissions by 59.264 kilograms of CO₂. This is the result of the negotiations with one big group of airlines in the EU, which concluded that that they shall spend 1.5% of the revenue received from Frontex return on the purchase of sustainable aviation fuel. This group of airlines has been Frontex's partner in the field of returns for several years, and they were happy to support the environmentally conscious efforts of the Agency. In 2024, Frontex also received the second CO₂ emission mitigation certificate, issued by an independent auditor.

Annex X - Annual Public Accesses Document Report 2024

Annex X reports on applications for PAD received between 1 January 2024 and 31 December 2024. In line with Regulation (EC) No 1049/2001, registered applications are assessed case-by-case further to which Frontex grants full or partial access or has to refuse access. In case of total or partial refusals, reasons for such are to be motivated based on Article 4 of Regulation (EC) No 1049/2001 and Frontex indicates the available remedies in line with Articles 7 and 8 of Regulation (EC) No 1049/2001.

Adopted during the reporting period, MB Decision No 19/2024 establishes the practical arrangements for the application of the PAD Regulation as regards requests for documents held by the Agency, in such a way as to reflect the updated organisational structure of the Agency and to ensure good administrative practices and highest standards of PAD. Also adopted in 2024, ED Decision

R-ED-2024-99 provides further details concerning the allocation of responsibilities and tasks within the Agency pursuant to the relevant MB Decision. The Agency’s focus and strong commitment to transparency has thus been recalibrated to further improve the trust of stakeholders and ensure compliance with the legal framework.

Releases in 2024

During 2024, Frontex received 455 applications out of which 306 applications could be registered as PAD applications: 254 initial and 52 confirmatory applications. By contrast, in 2023, 471 applications were received out of which 297 applications were registered. A significant share of applications required consultations with third parties and reaching back to a wide variety of documents, comprising up to several thousand pages.

Breakdown ¹ : releases in 2024	
Full access	1.9%
Partial access	58.4%
Access refused	18.6%
Documents not held	20.9%
Withdrawn and non-eligible applications, applications which are not PAD and are processed under different framework (e.g. Request for information).	
	32.7%

Reasons for refusal

In most cases in which access had to be denied partially or totally, this was based on:

- The protection of the public interest as regards **public security** based on article 4(1)(a), the first indent of Regulation (EC) No 1049/2001;
- Personal data following article 4(1)(b) of Regulation (EC) No 1049/2001;

- Ongoing decision-making stemming from article 4(3), first indent of Regulation (EC) No 1049/2001).

Sensitive documents not recorded in the Register

The total number of sensitive documents not recorded in the Register during the reporting period was 1.

¹ The share of full/partial/refused access and ‘documents not held’ decisions take into account the 306 applications that could be registered in total.

Litigation related to PAD

PAD LITIGATION OVERVIEW		
Status	Court Case	Description
Closed	Case T-205/22 (Naas and sea watch vs Frontex)	The Judgment of the General Court of 24 April in case T-205/2022 largely upheld Frontex's decision to withhold operational documents based inter alia on public security concerns. The Agency acknowledged the Court's finding and partial annulment of Frontex's decision regarding the categorization of some photographic materials. Consequently, the Agency issued a new decision to implement the concerned judgment. No access could be provided to the requested photographic materials based on the protection of the public interest as regards public security pursuant to Article 4(1)(a), first indent of Regulation (EC) No 1049/2001, and as upheld by the court in its judgement with regard to all remaining documents. No follow-up steps have been initiated by the applicants.

Key Performance Indicators

In 2024, the PAD team:

- ensured a 100%-reply rate within the statutory deadlines (15/30 working days) of the PAD Regulation;
- assisted all Frontex entities in transparency-related European Ombudsman cases;
- regularly trained staff on all aspects of the PAD Regulation and ensured compliance with the PAD framework.

Annex XI - Draft Annual accounts

Balance sheet

	31.12.2024	31.12.2023
ASSETS		
A. NON-CURRENT ASSETS		
Intangible assets	12 214 653.48	4 101 204.32
Property, plant and equipment	60 148 434.55	30 655 746.59
Land and buildings	908 741.38	864 404.00
Plant and equipment	1 470 965.00	1 253 049.00
Computer hardware	15 655 658.96	9 287 147.85
Furniture and vehicles	18 591 476.19	1 210 354.74
Other fixtures and fittings	23 521 593.02	18 040 791.00
TOTAL NON-CURRENT ASSETS	72 363 088.03	34 756 950.91
B. CURRENT ASSETS		
Inventories	0.00	0.00
Short-term pre-financing	9 473 894.57	60 644 282.38
Short-term pre-financing	6 301 319.01	49 312 960.82
ST pre-financing with consolidated EU entities	3 172 575.56	11 331 321.56
Short-term receivables	465 093 096.89	503 478 961.45
Current receivables	30 879 663.59	19 130 344.08
Sundry receivables	423 999 616.62	471 439 882.35
Other	10 213 816.68	12 908 735.02
Accrued income		
Deferred charges	10 213 816.68	12 908 735.02
Cash and cash equivalents	24 310.23	22 429.66
TOTAL CURRENT ASSETS	474 591 301.69	564 145 673.49
TOTAL	546 954 389.72	598 902 624.40

LIABILITIES	31.12.2024	31.12.2023	Variation
A. Net Assets	243 986 095.48	270 629 941.80	-26 643 846.32
Accumulated surplus/deficit	270 629 941.80	164 919 822.39	105 710 119.41
Economic outturn for the year - profit+ /loss-	-26 643 846.32	105 710 119.41	-132 353 965.73
TOTAL A+B+C	243 986 095.48	270 629 941.80	-26 643 846.32
D. CURRENT LIABILITIES	302 968 294.24	328 272 682.60	-25 304 388.36
Provisions for risks and charges	0.00	0.00	0.00
Accounts payable	302 968 294.24	328 272 682.60	-25 304 388.36
Current payables	626 385.89	50 010 562.79	-49 384 176.90
Long-term liabilities falling due within the year	0.00	0.00	0.00
Sundry payables	1 751 021.71	942 997.55	808 024.16
Other	259 571 760.46	207 703 100.18	51 868 660.28
Accrued charges	250 723 172.05	206 685 155.36	44 038 016.69
Deferred income	0.00	0.00	0.00
Other	638 793.30	101 338.45	537 454.85
Accrued charges with consolidated EU entities	8 209 795.11	916 606.37	7 293 188.74
Deferred income with consolidated EU entities	0.00	0.00	0.00
Accounts payable with consolidated EU entities	41 019 126.18	69 616 022.08	-28 596 895.90
Pre-financing received from consolidated EU entities	41 019 126.18	69 616 022.08	-28 596 895.90
Other accounts payable against consolidated EU entities	0.00	0.00	0.00
TOTAL D. CURRENT LIABILITIES	302 968 294.24	328 272 682.60	-25 304 388.36
TOTAL	546 954 389.72	598 902 624.40	-51 948 234.68

Statement of financial performance

	2024	2023	Variation
Funds from the Commission	851 771 663.16	737 212 872.21	114 558 790.95
Revenue contribution 3rd countries - EFTA	62 922 000.00	52 229 627.00	10 692 373.00
Recovery of expenses	113 376.71	92 689.42	20 687.29
Revenues from administrative operations	286 633.15	1 416 624.43	-1 129 991.28
Other operating revenue	2 546 834.09	3 036 105.78	-489 271.69
TOTAL OPERATING REVENUE	917 640 507.11	793 987 918.84	123 652 588.27
Administrative expenses	-312 033 052.21	-262 922 029.26	-49 111 022.95
All Staff expenses	-211 885 955.95	-180 575 060.87	-31 310 895.08
Fixed asset related expenses	-3 156 091.58	-9 156 717.34	6 000 625.76
Other administrative expenses	-96 991 004.68	-73 190 251.05	-23 800 753.63
Operational expenses	-632 241 619.15	-423 188 708.48	-209 052 910.67
Other operational expenses	-632 241 619.15	-423 188 708.48	-209 052 910.67
TOTAL OPERATING EXPENSES	-944 274 671.36	-686 110 737.74	-258 163 933.62
SURPLUS/(DEFICIT) FROM OPERATING ACTIVITIES	-26 634 164.25	105 724 359.74	-132 358 523.99
Financial revenues	2 725.00	612.45	2 112.55
Financial expenses	-12 407.07	-14 852.78	2 445.71
Movement in pensions (- expense, + revenue)			0.00
SURPLUS/ (DEFICIT) FROM NON-OPERATING ACTIVITIES	-9 682.07	-14 240.33	4 558.26
SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES	-26 643 846.32	105 710 119.41	-132 353 965.73
Extraordinary gains (+)			0.00
Extraordinary losses (-)			0.00
SURPLUS/(DEFICIT) FROM EXTRAORDINARY ITEMS	0.00	0.00	0.00
ECONOMIC OUTTURN FOR THE YEAR	-26 643 846.32	105 710 119.41	-132 353 965.73

Annex XII - Use of force – stocktaking report

Training

Annual ongoing training on the use of force for SC category 1 officers was organized in cooperation with MS training institutions in Kongsvinger, Norway and Spacva, Croatia. Additionally, to ensure cost efficient use of resources, 3 iterations and 1 reassessment session were organised in private facilities in Warsaw for the officers deployed in Warsaw. In total 22 iterations were organised in 2024. 933 category 1 officers successfully completed the use of force training. 21 officers have failed one of the reassessments during the annual ongoing training. After organising additional reassessment sessions, only 2 officers failed firearms assessment after additional training in the end of 2024.

The training was monitored by the Frontex fundamental rights office. The office together with MS fundamental rights expert, contributed to the delivery, providing feedback and clarifications related to fundamental rights safeguards during the use of force interventions. This was aimed at facilitating effective learning and understanding of potential fundamental rights violations in the field.

In addition, workshops to update and develop a use-of-force trainer's handbook which will be addressing topics of restrain techniques and firearms training, were organised in 2024. During the workshops, invited experts worked on updating the training materials and the manual with visualizations. One of the goals of the workshop was to provide trainers with hands-on practice in delivering the training.

To ensure smoother implementation, at the fourth quarter of 2024, a call for expression of interest to host use of force trainings in 2025 was launched which allowed the Agency to confirm its planning and all respective locations.

Reporting

The number of use-of-force reports disseminated in 2024 was 107. All were distributed to the relevant stakeholders (including the Frontex fundamental rights office) in a manner correspondent to the guidelines.

Duty to cooperate and inform

Article 22 of the MB Decision 7/2021 (establishing a supervisory mechanism to monitor the application of the provisions on the use of force by statutory staff on the EBCG SC) provides that upon receiving, regardless of the source, any information indicating a possible breach of statutory obligations related to

the use of force by the statutory staff of the SC, the appointing authority may mandate an entity, to carry out a preliminary assessment of the information and accompanying evidence. Furthermore, article 7(1) of MB decision 24/2022 reads that, in accordance with their duty of loyalty to the institution, staff members called upon to provide information shall cooperate and provide all requested information available to them, subject to obligations regarding confidentiality.

Supervisory mechanism

There were no developments linked to the supervisory mechanism that took place in 2024.

Complaints mechanism

In 2024, one complaint was declared admissible that contained allegations of use of force (as defined by EBCG Regulation Annex V, section 1). The complaint concerns two forced return operations by scheduled flights financed and coordinated by the Agency and allegations included ill-treatment of the complainant by the escorting officers. In addition, one complaint was submitted by a person suspecting breach of the rules on the use of force by Frontex staff deployed as member of the teams, however the complaint in question is currently pending admissibility assessment.

Sanctions

There were no disciplinary actions linked to the use of force that took place in 2024.

Role of fundamental rights

The FRO has a duty to thoroughly investigate any reported incidents involving the use of force, report without delay to the ED and transmit the results of the investigations to Frontex CF. In the reporting period, none of the reports on use of force (those that the FRO was informed about) was classified as an incident involving use of force. The fundamental rights office provided a comprehensive input to the revision of the MB Decision 7/2021 establishing a supervisory mechanism to monitor the application of the provisions on the use of force by statutory staff of the EBCG SC and to the revision of the template on the rules of the use of force as part of Annex 1 to the operational plan entitled. Tasks, responsibilities and specific instructions for the teams as a follow-up to a recommendation of the FRO.

According to article 55(4) of the EBCG Regulation, the Agency shall ensure that its statutory staff discharge their duties as members of the teams in accordance with the highest standards and in full compliance with

Annexes

fundamental rights. Trainings on the use of force (both theoretical and practical parts) must include adequate fundamental rights safeguards². The FRO is mandated to verify and provide feedback on the content of relevant use of force training and tasked to ensure [that] relevant preventive techniques are included³.

To reinforce fundamental rights in content of the annual training on the use of force, identify and ensure inclusion of fundamental rights safeguards in use of force related capacity building programs and aid the ongoing revision

of the trainer's manual on the use of force⁴, the office issued an opinion on fundamental rights in the area of use of force⁵ and revised the fundamental rights and reporting sections of the manual. Moreover, the office supported five training iterations of the annual training on the use of force with fundamental rights trainers and delivered sessions on fundamental rights compliant use of force and reporting within the margins of the operational training program (previous basic training) of the recently recruited contingent commanders and deputies.

² Article 4 Annex V (Section 4, under the heading Training) of the EBCG Regulation.

³ Article 4 Annex V (Section 4, under the heading Role of the fundamental rights officer) of the EBCG Regulation. See also Articles 66, 109 (2) (c) and 110 (1).

⁴ Frontex, Good Practices in the training of use of force, firearms and tactical procedures.

⁵ Opinion of the Fundamental Rights Officer on Fundamental Rights in Use of Force Capacity Building, FRO/O-23/2024.

Annex XIII – Annual evaluation report – quality of training

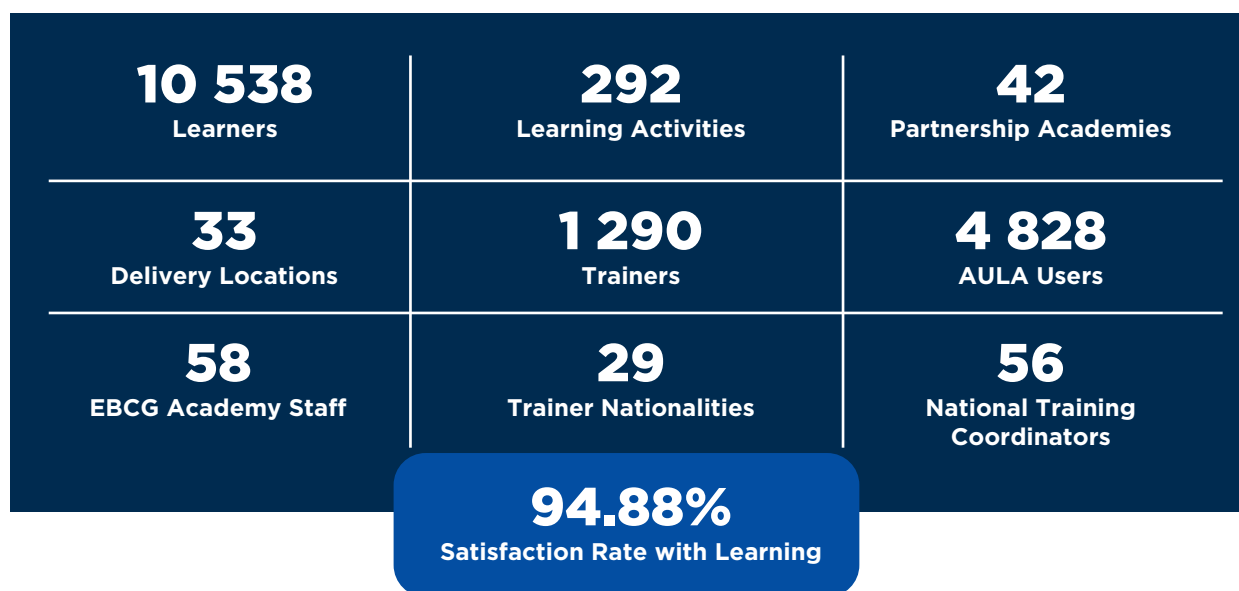
Training Evaluation Report 2024⁶

Frontex develops and conducts training to achieve the organisation's mission and strategic objectives by equipping EBCG with the knowledge, skills, and responsibility and autonomy to fulfil their duties professionally and with respect for fundamental rights. The European dimension of training delivered by the Agency serves to enhance interoperability between border and coast guard professionals and teams from across the EU and to strengthen the capacity of MS/SAC to carry out border control. This approach fully accords with the EU Regulation, as well as the Bologna and Copenhagen principles of internationalisation, mobility, and life-long learning in the European workforce.

The job competences required for border and coast guarding are set out in the SQF for border guarding⁷, validated by MS/SAC, and endorsed by the Frontex MB⁸. All training delivered by Frontex is designed to achieve specific job competences relevant for Frontex operations and to ensure the integration of fundamental rights across all elements of professional practice.

Therefore, specific, assessable learning outcomes have been formulated, building upon defined minimum entry requirements to achieve job competences. The approach is learner-centred and ensures that training targets attaining professional competence. The learner can either be employed by the sending organisations or by the Agency. Aligning all learning outcomes to the SQF for border guarding enables a common reference for comparability and recognition of the learning in MS/SC vocational training and educational systems.

The management of EBCG academy training activities and support of all the processes related to organizing and participation in training events, and implementation of quality assurance policies and procedures in course design, development and delivery is performed via the AULA training system. It also includes MOODLE - Learning Management System for hosting courses and non-formal learning delivery. While CAPTA enables activity monitoring and reporting such as forecasting, simulation, etc. and learning analytics for learners' engagement and performance monitoring.



⁶ As required by Article 62 (10) of EBCG regulation, the Agency shall establish an internal quality control mechanism to ensure a high level of training, expertise and professionalism of statutory staff, in particular statutory staff who participate in the operational activities of the Agency. On the basis of the implementation of the quality control mechanism, the Agency shall prepare an annual evaluation report which shall be annexed to the annual activity report.

⁷ Frontex (2013). Sectoral Qualification Framework for Border Guarding. Office for Official Publications of the European Communities, Luxembourg.

⁸ 41st meeting of the Management Board Nicosia, Cyprus, 27-28 November 2012.

May 2024

Framework Partnership Agreement with a consortium of five leading European universities and academies was signed to deliver the European Joint master's in strategic Border Management. The programme offers a unique opportunity to develop pan-European solutions to common border management challenges. This innovative programme allows participants to test their ideas in a safe and guided environment, while enhancing interoperability at the European Union's external borders and harmonising learning and professional standards. Also, the establishment of the trainer community signifies Frontex's resolute commitment to advancing the capabilities and professionalism of trainers through enhancing training excellence, promoting continuous learning and innovation and facilitating collaboration and cross-agency synergy.

June 2024

The Agency launched a new training model aligned with the FC2 consisting of four different levels, depending on the requirements and assignments of each individual employee (different training path for group members, group leaders, section leaders, and Frontex contingent commanders). The new model involves a progression of learning following operational leadership and managerial competences.

November 2024

EBCG Academy was welcomed as a member-observer of the European consortium for accreditation in higher education - an association of recognised accreditation and quality assurance agencies in Europe, that strives for continuous progress in the area of accreditation and external quality assurance, facilitates mutual recognition of qualifications, promotes the internationalisation of higher education and creates transparency in quality assurance with a strong alliance with members and observers.

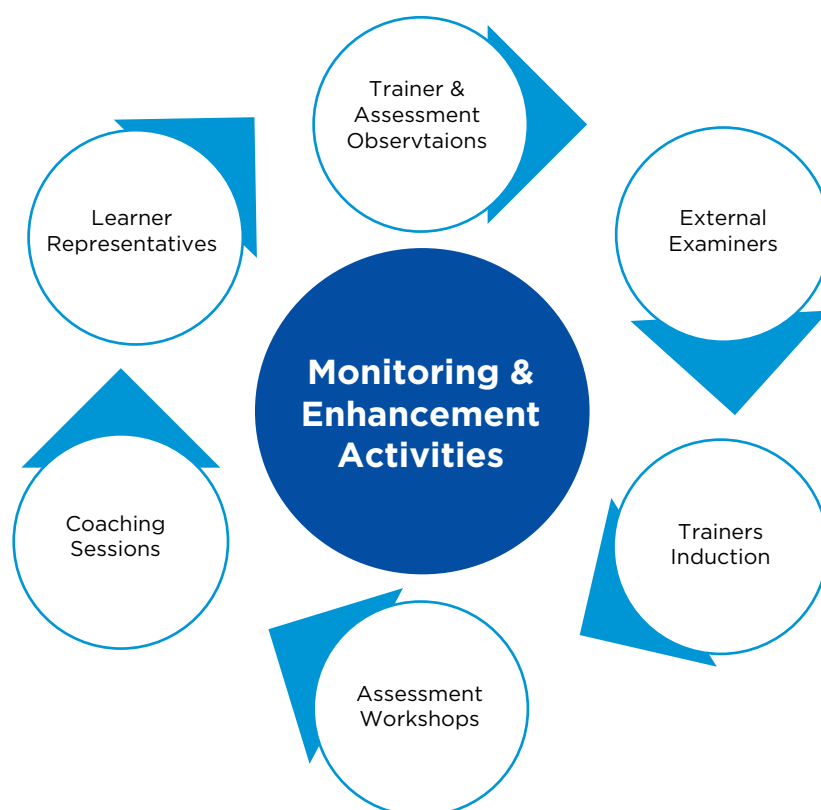
Evaluating training performance

Professionally trained border and coast guards are a key element of border security management in the EU. In the light of the expanded Frontex tasks in the area of training, more demands for increased number of trained border and coast guards emerge. To achieve the above goal the EBCG Academy selects the trainers based on calls for nominations / expressions of interest sent to the MS/SAC, Frontex business units and other European agencies, in which the specific qualifications and required standards are stated. Trainers should possess a qualification that is one level higher than the level of the course to be delivered, alternatively they should be able to demonstrate a minimum number of years of experience in the specific topic of the course to be delivered or have graduated from an advanced Frontex course. Furthermore, the EBCG academy certifies the above-mentioned experts as Frontex trainers within 24 months after they are nominated as trainers for a specific course. In 2024 the EBCG academy certified as Frontex trainers 108 subject matter experts from MS/SAC, Frontex business units, SC category 1 and category 2 officers.

Training evaluation is a key component of training quality. It is a consistent cycle of measuring the effectiveness of training, recognising issues or areas of concern, and acting as necessary to consistently enhance quality. The key purpose of Frontex training is that the learners are learning what they need to know and be able to do, to implement integrated border management. This training purpose places the emphasis on the evaluation of the learning and the evaluation of the alignment with the strategic goals of Frontex whilst incorporating European quality assurance standards⁹.

Involvement of stakeholders is key to quality enhancement and their feedback play a critical part in the evaluation, and enhancement of learning experience. Contribution of learners, trainers, course managers, module coordinators, eLearning team, programme(s) coordinator(s), training commanders and other staff involved in the implementation of the EBCG training in the internal quality assurance processes allows permanent and continuous improvement and ensures the quality of teaching, learning, assessments, and the relevance of the curriculum.

⁹ Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015). https://www.enqa.eu/wp-content/uploads/2015/11/ESG_2015.pdf



External Examiners

Play a vital role in assisting the EBCG academy in fulfilling its obligations of assuring the academic standards and integrity of its courses and programmes. External examiners provide an important independent consultative and advisory function in supporting the development as well as the enhancement of teaching, learning and assessment practices.

Trainers Induction

Induction for all trainers that include intensive familiarization with the session plans, assessment procedures, marking rubrics and training materials.

Coaching Sessions

Tailored professional development interventions targeting diversification of the teaching methods based on the nature of various training sessions.

They addressed the specific needs in terms of the methodology of adult learning, conflict resolution, feedback, moderation techniques, creative and engaging teaching methods.

Assessment Workshops

Online workshop-based course specifically focused on designing and conducting assessments, to complement existing courses on design and delivery of training.

Strengthening EBCG Capacities

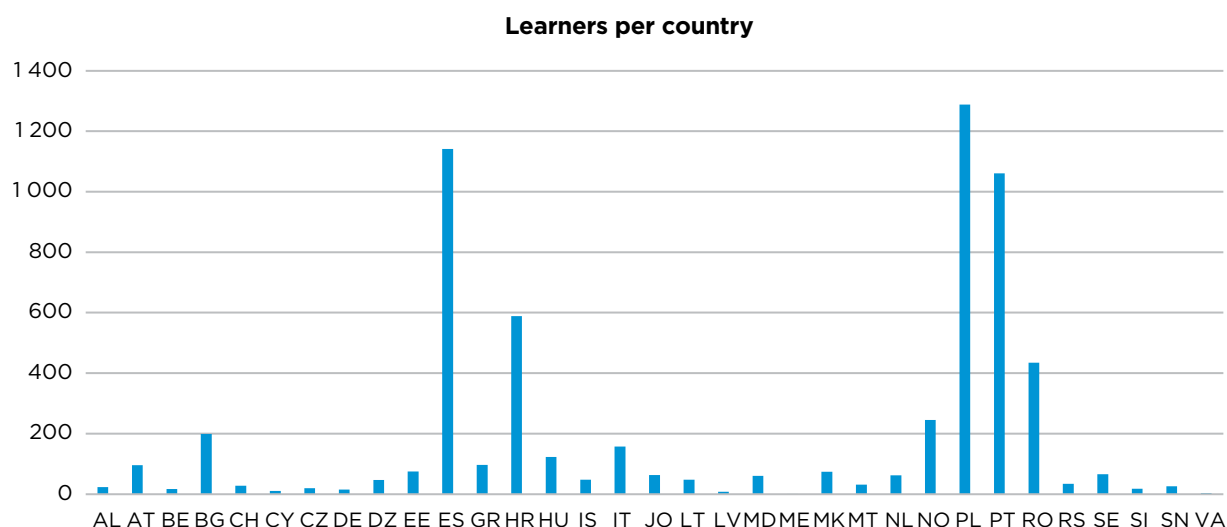
EBCG academy provides a wide range of courses to strengthen EBCG capacities, in particular profile related and further specialisation training for SC for border management and return, addressing specific operational elements relevant to their tasks and responsibilities and raising necessary awareness in the respect to fundamental rights, with emphasis on the protection of vulnerable persons, including children.

Specialised courses in Integrated border management areas, as well as for individual strategic components of EIBM such as intra-agency cooperation, state-of-the-art technology and quality control, supporting implementation of Frontex mandate. Situational awareness and situation monitoring, as well as document and identity fraud related courses related training courses as well as.

Development of effective training methodologies focuses on ensuring the operational relevance, standards and quality of training programmes and courses in the border and coast guard area, provide an opportunity for trainers' training, certification and continuing professional development.

The courses have been delivered in 31 locations in MS/ SAC as well as the partner countries with the total number of 10.538 learners. Below graph shows the allocation of learners per country. In addition to the below, the Agency offers self-paced online courses that are being followed by more than 1.500 learners.

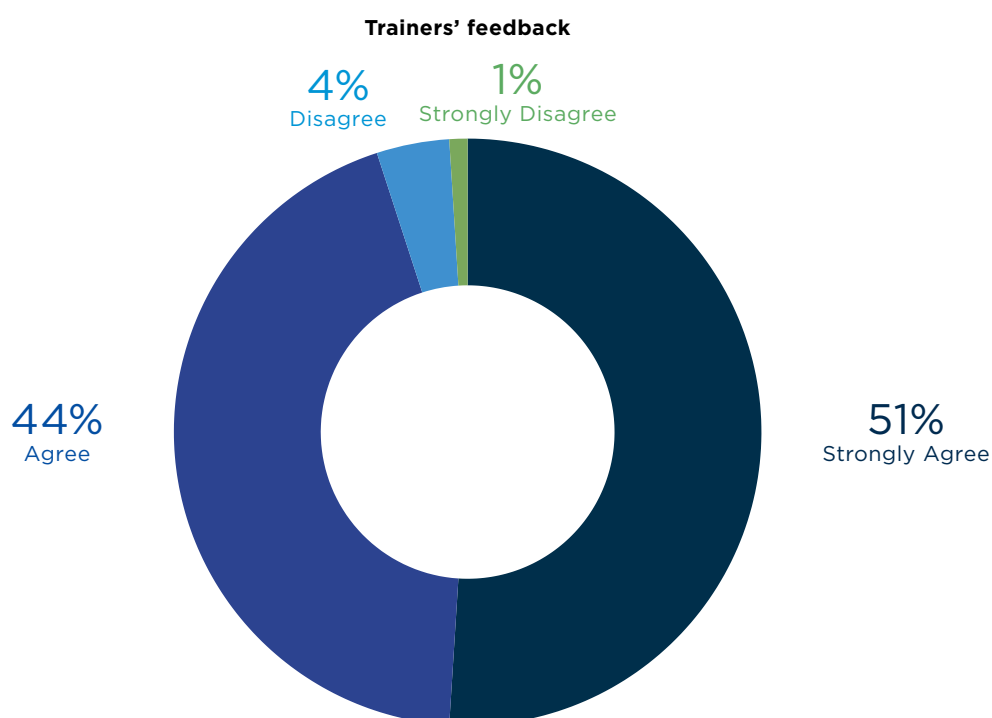
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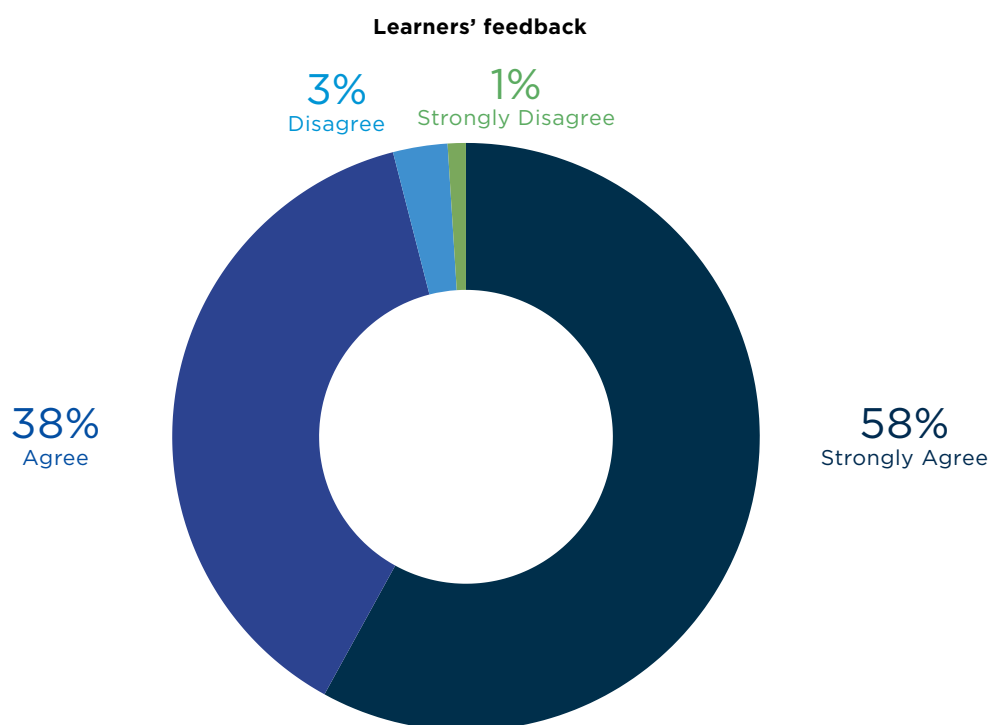


Synthesis

The analysis provides an overview of the learners and trainers feedback on the implementation of 274 the courses. The learners and trainers were invited to give anonymous feedback after each course. The questions are on a scale from strongly disagree to strongly agree, and the learners may comment in depth if they wish. It should be noted that since providing feedback is voluntary, the amount of feedback available per course varies. The learner feedback focused on learning outcomes, assessments, learning activities and resources, workload,

scheduling, logistical arrangements, information and documentation, teaching methodology, and trainer attributes. The overall satisfaction rate with the training was 96.33%. The trainer feedback focused on aspects related to the programme design, the extent of the support provided by Frontex and the home institution, and the administrative and technical support available during implementation. The overall satisfaction rate on this training was 94.57%.





Operational Training Programme (OTP) for the statutory staff of the EBCG SC to be deployed as members of the teams.

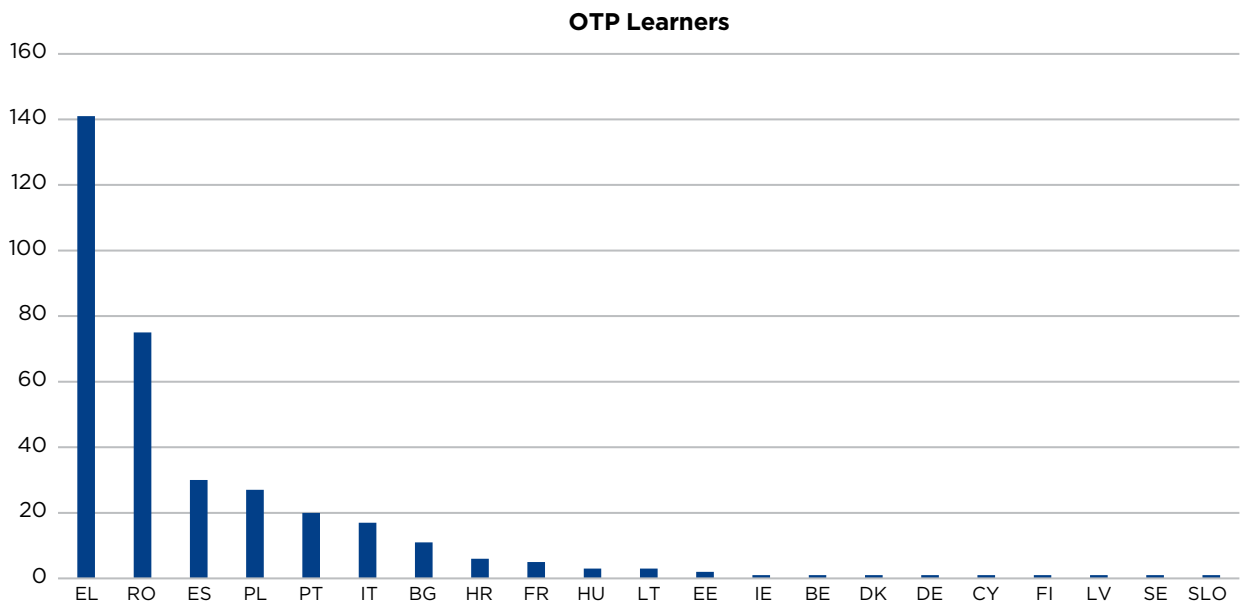
The OTP for EBCG SC category 1 is aligned with the FC2, and it consists of four different levels, depending on the requirements and assignments of each individual employee (different training path for group members, group leaders, section leaders, and Frontex contingent commanders). It involves a progression of learning following operational leadership and managerial competences and is effectively used to provide officers with specific profile skills complemented with dedicated practice along EU borders. The fundamental rights and personal data protection themes have dedicated sessions during module 1 of the OTP, moreover they are mainstreamed throughout entire programme and reflected in the programme learning outcomes and are assessed as such. The programme is based on the common core curricula for basic and mid-level management training for the EBCG officers, thus harmonising with the training delivered for the EBCG on the national level. The OTP for the EBCG SC category 1 is aligned to SQF for border guarding and, consequently, follows Bologna and Copenhagen principles of lifelong learning.

All classes are to be delivered within two semesters, with each semester culminating in a final exercise, as applicable (only after semester 1 for section Leaders and no Semester final exercise for contingent commanders). The taught component is complemented by a practical part (experiential learning phase) on the EU borders. All modules are practice oriented with numerous exercises, case studies, interviews, and other practical tasks in simulated learning environments, as well as field visits, when relevant. Each module builds upon the previous and enables continuous team building, shaping leadership and management of the group, fostering professional development, and for monitoring of individual performance which starts from the first day of the training. The OTP started in June 2024 in Almada, Portugal and in July 2024 Avila, Spain with 353 learners coming from the following MS:

Synthesis

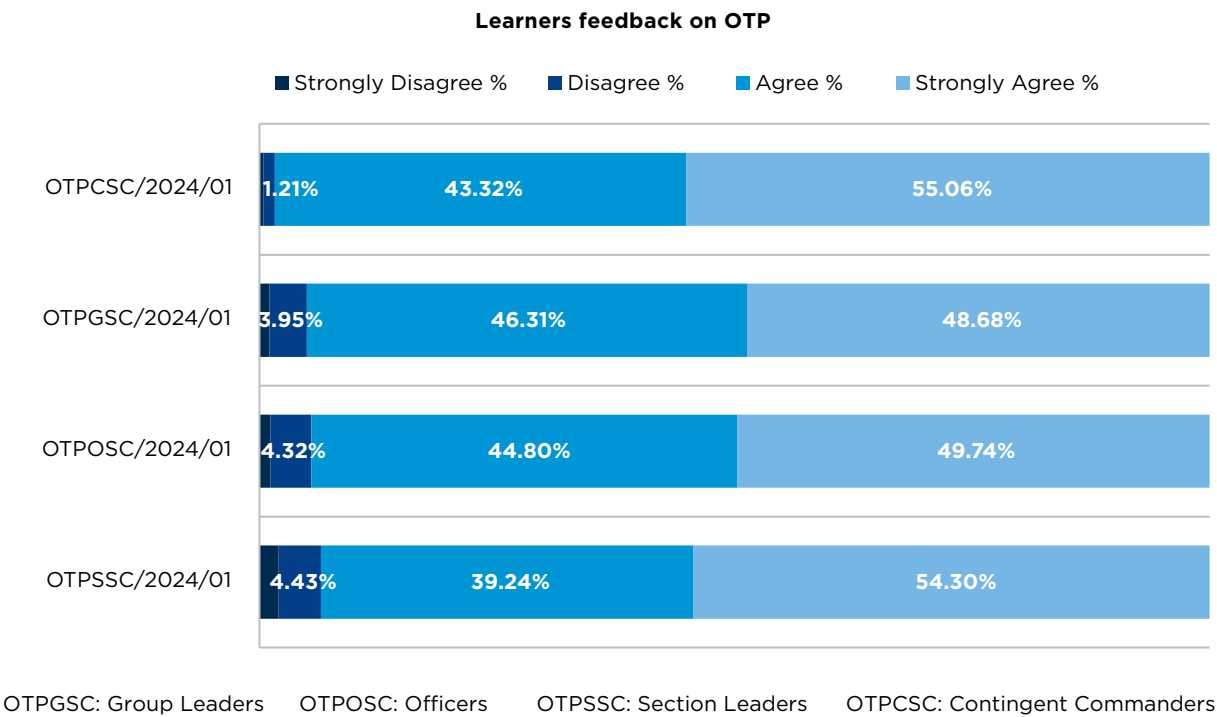
The analysis provides an overview of the learners and trainers feedback on the implementation of the first semester of the OTP for EBCG SC category 1 officers, group leaders, section leaders and Frontex contingent commanders. The learners and trainers were invited

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to give anonymous feedback after each module. The questions are on a scale from strongly disagree to strongly agree, and the learners may comment in depth if they wish. It should be noted that since providing feedback is voluntary, the amount of feedback available per module varies. The learner feedback focused on OTP learning outcomes, assessments, learning activities and resources, workload, scheduling, logistical arrangements, information and documentation, teaching methodology, and trainer attributes. The overall satisfaction rate with the training was 94.8%.

The trainer feedback focused on aspects related to the programme design, the extent of the support provided by Frontex and the home institution, and the administrative and technical support available during implementation. The overall satisfaction rate with the training was 95.06%.



Module aim and learning outcomes

All learners agreed that the module aim was achieved in each module. Learning outcomes were generally considered understandable, clearly defined, well-structured and relevant for the modules, with some suggestions for improvement in Generic Studies, Border Checks, and Border Surveillance modules.

Assessments

Assessments were generally considered relevant for the learning outcomes, fair, and impartial. Suggestions for improvement include providing more practical assessments, spacing out assessments, and offering feedback on assessments.

Learning activities

Learning activities were mostly considered relevant and helpful in the learning process, with some suggestions for improvement of incorporating more practical exercises, scenario-based activities, and interactive elements.

Time allocation

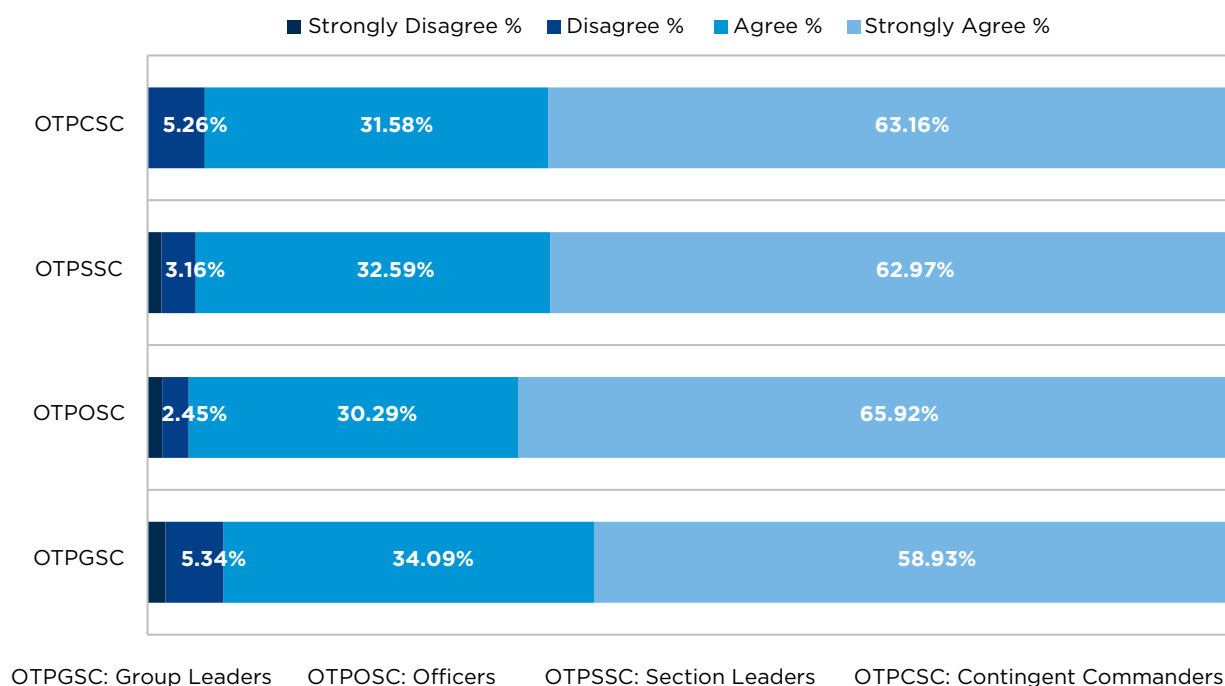
Sufficient time was not always allocated to the learning process, with some learners suggesting that more time be allocated for self-study and practical exercises. Suggestions for improvement include reviewing the schedule to ensure adequate time for each topic and activity.

Facilities and logistical arrangements

Logistical arrangements were generally considered adequate, with some concerns raised about transportation, accommodation, and catering. Suggestions for improvement include providing more flexibility in scheduling, improving transportation options, and enhancing catering services.

Trainers' performance

Trainers were considered knowledgeable, supportive, and effective in their delivery. Suggestions for improvement included providing more individualized feedback, enhancing trainers' communication and delivery skills and incorporating more interactive elements.



Course design and content

Trainers generally agreed that the programme is designed to ensure the development of necessary skills and competences in the subject area, where the content aligns with the learning outcomes, but some minor improvements are needed to enhance the learning experience. The assessment format was deemed appropriate, applicable and purposeful by most trainers, but some concerns were raised about the complexity of questions and the need for practical assessments.

Target audience and facilities

Trainers generally found the target audience appropriate for the level of the programme. The logistical arrangements were deemed adequate, but some suggested improvements, such as earlier distribution of invitations and session plans, and better coordination with fellow trainers to ensure consistency and continuity. The facilities were generally considered adequate and supportive of teaching and learning.

Logistical arrangements and support

Trainers generally felt supported by their home institution and the EBCG academy course administration. Online resources and technology were generally accessible and working, with some minor issues reported, such a need for more IT support and additional learning materials.

Additional comments

Trainers highlighted several factors that had a positive effect on the course/module, including teamwork, coordination, and support.

Challenges reported by trainers included time constraints, adapting to diverse learner experience levels, and maintaining their attention.

Trainers suggested several ways to overcome these challenges, including enhanced synchronization between the modules, supplementary visual materials, and additional development meetings.

Recommendations for Improvement

Based on the feedback, the Agency identified the following recommendations for improvement:

- Provide more opportunities for practical exercises and scenario-based training. Increase time allocation for driving practice and other practical exercises. Increase practical session hours and diversify exercises to simulate real-life scenarios more effectively;
- Enhance coordination with other modules to ensure that learners possess foundational knowledge before engaging in practical scenarios;
- Provide supplementary visual materials to support learner understanding;
- Hold development meetings to revise and improve programme content and presentations. Harmonize instructional methods to eliminate confusion. Review and revise training materials to ensure they are relevant, up-to-date, and free of errors;
- Implement mandatory pre-reading to enhance class preparation and ensure a smoother learning experience. Provide comprehensive training materials beyond slides to support trainers and learners;
- Foster geographical diversity among trainees to enrich the learning experience and balancing class composition to ensure a diverse range of professional backgrounds and experiences;
- Enhance logistical arrangements, including earlier distribution of invitations and session plans, and better coordination with colleagues;
- Improve IT support and ensure that all online resources and e-learning technology are accessible and work.

Annex XIV – Rollout of the Frontex Chain Command

In 2024, 3 out of 9 contingents (respectively 7 in operations and 2 in return) were rolled out.

Contingent 1 (Bulgaria, Romania, Moldova, Georgia) has been rolled out and operating under FC2 since the beginning of the operational year 2024. The command Team is in Bucharest since August 2024, based on a memorandum of understanding for the temporary use of the premises of Romanian Border Police.

Contingent 2 (Greece and Cyprus) was rolled out during summer 2024 and the opening ceremony took place on 28 November 2024 in Alexandroupoulos (Greece).

Contingent 4 (Italy and Malta) was launched on 12 June 2024. The opening ceremony took place on 18 June 2024 in Rome at the premises of the Italian Ministry of Interior.

In 2024 a significant effort made possible the roll out of **Contingent 6** (CZE, DEU, DNK, NLD, BEL, FRA, IRE, ISL, LUX, CHE) and **Contingent 7** (NOR, SWE, FIN, LTU, LVA, EST, POL, SVK) on 22 January 2025.

Return Contingents (i.e. R1 - FRESO and R2 RS) were rolled out on 22 January 2025 and are theme oriented rather than geographically arranged.

Operational prioritisation model

In line with the organizational changes, an operational prioritisation model was developed and maintained in 2024, for both operational activities under FC2 and for those still under the Frontex chain of coordination. All the areas of the Agency's operational response were categorized into priorities with the below described brief definition of priority ranking and aim of coverage of operational needs identified:

- Priority 1: Very important, aiming for 100% coverage (minimum 75%)
- Priority 2: Important, aiming for 80% coverage (minimum 60%)
- Priority 3: Beneficial if resources allow.

Throughout 2024, updated priorities were presented during MB meetings and operational adjustments were recommended accordingly.

Antenna Offices

During the 101st MB meeting, Frontex introduced the Antenna Office establishment methodology aimed at identifying establishment opportunities, designing future

solutions, and making informed decisions regarding future establishment of antenna offices. It consists of four stages:

- Stage 1: development of operational requirements for a specific contingent.
- Stage 2: consultations with clustered MS involved in the rollout of a specific contingent.
- Stage 3: assessment of proposed solutions.
- Stage 4: implementation in accordance with the regulatory framework and in line with the overall institutional design of the FC2.

Following the MB meeting, Frontex further informed MS about the initial developments of the antenna office project by letter and by holding an awareness session for all of them. The meeting took place on 22 October 2024. Currently, Frontex has finalized Stage 1 and completed the development of the statement of requirements for specific contingents, as well as has initiated stage 2 actions, including a call for MS to express interest in hosting an antenna office, covering their respective contingents.

Recruitment of SC Horizontal functions

The MB Decision 18/2024 of 27 March 2024 on operational horizontal functions within the EBCG SC, establishes a list of operational horizontal functions and the rules of assigning a member of the SC with such a function. The staffing situation of the Agency is undergoing significant and very important changes for its proper functioning. The Horizontal Function recruitment is crucial for the Agency to effectively carry out its diverse tasks as outlined in its mandate.

The benefits of new organisation and business model compared to the previous state of play

With the implementation of operations under the FC2, Frontex achieved greater operational autonomy, taking direct command of its resources and managing operations with a clear and centralized FC2, while in the previous operations under the Chain of Coordination, Frontex acted as a facilitator, supporting MS with resources and coordinating operations, but without direct authority over the operations themselves. In particular, the FC2 allowed for more efficient decision-making process as the commanders can take certain decisions without consulting Frontex headquarters, shorter response time to unexpected situations and more autonomy at local level to take decisions, flexible use of resources and greater flexibility in allocating resources according to MS needs and gradual introduction of Contingent Quick Reaction Force (QRF) and a further plan to introduce also European

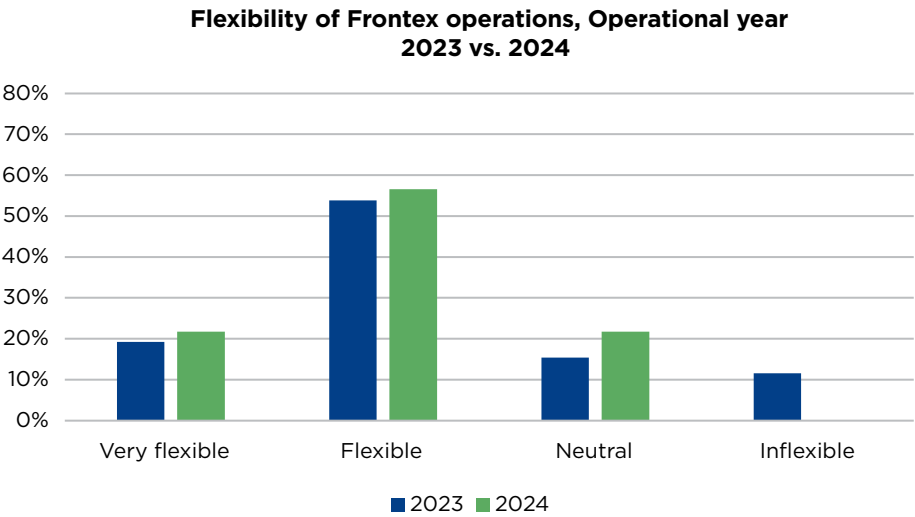
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QRF contributing to short response time and flexibility of Frontex Contingent Commanders.

Moreover, the FC2 helped at decentralising HR Management via SYSPER streamlining workflows by delegating responsibilities to the operational layers of the FC2, simplified and strengthened the channels of communication between headquarters and SC officers deployed on the field, provided an effective link between headquarters, Frontex operations and MS authorities through networks such as the Frontex Operations Round Table where operational information is exchanged whereas it fostered closer cooperation with host MS in terms of trainings and allowed for a more efficient use of financial

resources and better control over the operational use of Frontex staff and equipment.

Finally, through the FC2, Frontex has direct control of deployed agents and resources and the FC2 improved accountability, with evaluation mechanisms and transparency on operations. What is more, the new rotation policy will provide the Agency with a methodology to ensure transparent and efficient initial deployment, redeployment and rotation of staff. Longer term deployments of SC officers within the contingents will optimize the resources, improve work life balance, stability and career/life perspective.



Annex XV - List of MB decisions adopted in 2024

1/2024	MB Decision on the policy on identification and management of Frontex sensitive functions (via written procedure)
2/2024	MB Decision adopting the Annual Procurement Plan for 2024 for the Agency (via written procedure)
3/2024	MB Decision on the appointment of the Accounting Officer ad interim (Decision of the Chair based on MB Decision 50/2023)
4/2024	MB Decision adopting the general rules on the application of the data protection regulation by the Agency (via written procedure)
5/2024	MB Decision on adopting the rules on processing operational personal data by the Agency (via written procedure)
6/2024	MB Decision on authorising the Executive Director to negotiate a working arrangement with the Commission on the situational awareness, early warning and forecasting development capacity project (via written procedure)
7/2024	MB Decision designating the Reporting Officers for the Executive Director, Deputy Executive Directors, Fundamental Rights Officer and Deputy Fundamental Rights Officer annual appraisals for the years 2024-2025 (98th MB meeting)
8/2024	MB Decision adopting the Single Programming Document 2024-2026 including the Multiannual Programming 2024-2026, the Work Programme 2024 and the Budget 2024 (the Establishment Plan as part of it) (98th MB meeting)
9/2024	MB Decision adopting a provisional draft estimate of the Agency's revenue and expenditure, including the provisional establishment plan for 2025, and endorsing the draft Single Programming Document 2025-2027 (98th MB meeting)
10/2024	MB Decision adopting the profiles to be made available to the EBCG standing corps for 2025 (98th MB meeting)
11/2024	MB Decision approving the working arrangement establishing operational cooperation between the European Border and Coast Guard Agency and the Home Office of the United Kingdom of Great Britain and Northern Ireland (via written procedure)
12/2024	MB Decision approving Annual Audit Plan 2024 of Frontex Internal Audit Capability (annex not to be published) (via written procedure)
13/2024	MB Decision adopting the preliminary Annual Work Programme for 2025 and the final draft estimates of the Agency's revenue and expenditure, including the draft Establishment Plan for 2025 (as part of it) (99th MB meeting)
14/2024	MB Decision adopting the European Border and Coast Guard standing corps annual planning for 2025 and indicative multiannual planning of profiles (99th MB meeting)
15/2024	MB Decision adopting rules relating to Technical Equipment, including the Minimum Number of items of technical equipment as well as the Rapid Reaction Equipment Pool to be deployed during operational activities coordinated by Frontex in 2025 (99th MB meeting)

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16/2024	MB Decision on the approval of the Capability Roadmap of the European Border and Coast Guard (99th MB meeting)
17/2024	MB Decision of the Management Board on the appointment of the Accounting Officer (personal) (99th MB meeting)
18/2024	MB Decision on operational horizontal functions within the European Border and Coast Guard standing corps (99th MB meeting)
19/2024	MB Decision adopting practical arrangements regarding public access to documents held by Frontex (via written procedure)
20/2024	MB Decision authorising the Executive Director to negotiate working arrangements with selected third countries (via written procedure)
21/2024	MB Decision on the approval of the deployment of a Frontex Liaison Officer to the Kingdom of Morocco (via written procedure)
22/2024	MB Decision relating to the Appointing Authority Powers (personal) (Extraordinary MB meeting)
23/2024	MB Decision relating to the Appointing Authority Powers (personal) (Extraordinary MB meeting)
24/2024	MB Decision adopting the annual activity report 2023 and its assessment (100th MB meeting)
25/2024	MB Decision adopting the opinion of the Management Board on Frontex's Final Accounts for the financial year 2023 (100th MB meeting)
26/2024	MB Decision adopting amendment no 1 of the MB Decision 7/2024 designating a new reporting officer for the FRO's annual appraisal for the years 2024-2025 (100th MB meeting)
27/2024	MB Decision adopting the Annual Implementation Report 2023 (100th MB meeting)
28/2024	MB Decision adopting the Methodology and the Procedure for establishing the National Capability Development Plans (100th MB meeting)
29/2024	MB Decision adopting amendment N1 to the Annual Procurement Plan for 2024 for the Agency (via written procedure)
30/2024	MB Decision authorising the Executive Director to negotiate working arrangements with selected EU entities and third countries (via written procedure)
31/2024	MB Decision on the approval of the deployment of a Frontex Liaison Officer to the Islamic Republic of Pakistan (via written procedure)
32/2024	MB Decision authorising the Executive Director to request the Commission's agreement on the non-application by analogy of Commission Decision C (2023) 8630 on the prevention of and fight against psychological and sexual harassment, and repealing Decision C(2006)1624/3 (via written procedure)
33/2024	MB Decision adopting the planned dates for the Management Board meetings in 2025 (101st MB meeting)
34/2024	MB Decision adopting priority regions for the deployment of Frontex Liaison officers to third countries in 2025 (101st MB meeting)

35/2024	MB Decision adopting the Common Vulnerability Assessment Methodology (via written procedure)
36/2024	MB Decision amending Management Board Decision 12/2023 adopting rules relating to technical equipment, including the Minimum Number of items of Technical Equipment as well as the Rapid Reaction Equipment Pool to be deployed during operational activities coordinated by Frontex in 2024 (via written procedure)
37/2024	MB Decision adopting amendment N2 to the Annual Procurement Plan for 2024 for the Agency (via written procedure)
38/2024	MB Decision adopting amendment N1 to the Single Programming Document 2024 - 2026 (102nd MB meeting)
39/2024	MB Decision on the request for approval by the Budgetary Authority on the draft General Construction Contract and the Financing Plan for the Permanent Premises project in line with Article 272 of the Regulation on the financial rules applicable to the general budget of the Union (sensitive) (102nd MB meeting)
40/2024	MB Decision adopting the Anti-Fraud Strategy 2025-2027 (102nd MB meeting)
41/2024	MB Decision regarding a new recommended measure with a new time limit regarding Member State 1 (annex restricted) (102nd MB meeting)
42/2024	MB Decision adopting the Annual Procurement Plan 2025 (102nd MB meeting)
43/2024	MB Decision amending Management Board Decision 30/2023 of 20 September 2023 adopting the Technical and Operational Strategy for European Integrated Border Management 2023-2027 (102nd MB meeting)
44/2024	MB Decision on the new composition of the Executive Board (102nd MB meeting)
45/2024	MB Decision amending Management Board Decision 15/2024 adopting rules relating to technical equipment, including the Minimum Number of items of Technical Equipment as well as the Rapid Reaction Equipment Pool to be deployed during operational activities coordinated by Frontex in 2025 (via written procedure)
46/2024	MB Decision on adopting the procedure relating to Ireland's request(s) for the participation in Frontex activities and its financial contribution for this participation (via written procedure)
47/2024	MB Decision adopting the Single Programming Document 2025-2027, including the Multiannual Programming 2025-2027, the Annual Work Programme 2025, the Budget 2025 and the Establishment Plan 2025 (via written procedure)

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