EUROPEAN UNION AGENCY FOR THE OPERATIONAL MANAGEMENT OF LARGE-SCALE
IT SYSTEMS IN THE AREA OF FREEDOM, SECURITY AND JUSTICE

2022-109

STRATEGY IMPLEMENTATION ROADMAP

2021-2027

eu-LISA

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Contents

1. Abbreviations and acronyms

AG	Advisory group
AI	Artificial intelligence
ALM	Application lifecycle management
BC	Business continuity
BCU	Backup central unit (backup centre in St Johann im Pongau)
BMS	Biometric Matching System
CAAR	Consolidated annual activity report
CBS	Core business systems
CIR	Common Identity Repository
CRRS	Central Repository for Reporting and Statistics
CSI	Common shared infrastructure
DTS	Detailed technical specifications
ECRIS	European Criminal Records Information System
ECRIS-TCN	European Criminal Records Information System — Third-country Nationals
e-CODEX	e-Justice Communication via Online Data Exchange
ED	Executive Director of eu-LISA
EES	Entry/Exit System
EPMO	Enterprise Project Management Office
ESP	European Search Portal
ETIAS	European Travel Information and Authorisation System
Eurodac	European Asylum Dactyloscopy Database
HR	Human resources
IA	Impact assessment

IAC	Internal Audit Capability
ICD	Interface control document
ICF	Internal control framework
ICT	Information and communication technology
ISMS	Information security management system
IT	Information technology
ITIL	Information Technology Infrastructure Library
ITSM	IT service management
JHA	Justice and Home Affairs
KPI	Key performance indicator
MB	Management Board
MID	Multiple-Identity Detector
MS	Member States
PPM	Project portfolio management
sBMS	Shared Biometric Matching Service
SIRENE	Supplementary Information Request at the National Entries
SIS	Schengen Information System
SIS II	Second-generation Schengen Information System
SLA	Service-level agreement
TEF	Transversal Engineering Framework
TESTA-ng	Trans European Services for Telematics between Administrations – new generation
TOF	Transversal Operations Framework
VIS	Visa Information System

2. Introduction

The aim of the **Strategy Implementation Roadmap** (Roadmap) is to establish a **bridge** between the high-level strategic objectives of the Agency, defined in the **eu-LISA Strategy 2021-2027** (strategy), and their operational delivery. It includes the work foreseen on the new and existing systems, as well as on the corporate management.

The Roadmap presents an **overview of achievements** to be delivered by the Agency by 2027 to fulfil the vision summarised in eu-LISA Strategy. The Roadmap serves as a **baseline for the planning** of the main outcomes (or milestones) expected over the seven-years' period and their reporting. This makes the Roadmap both the **guidance**, and **operational instrument** for monitoring the delivery of the Strategy.

Four **Strategic Goals** define the horizon of the Roadmap:

1. Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain;

2. Maintain and expand the role of the Agency as a recognised and trusted partner of the European Institutions and the Member States in driving the digital transformation in the Justice and Home Affairs domain;

3. Enable and drive innovation and digital transformation in the Justice and Home Affairs domain; and,

4. Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework.

Strategic Objectives further define the Strategic Goals and are undividable linked with them. **Concrete achievements** derived and linked to each Strategic Objective are **defined in time** by specific and precise **outcomes** (also called milestones). This makes the outcomes the basic planning, porting and monitoring level for the Roadmap, and the Strategy.

For easier presentation, understanding, motoring and reporting each outcome is linked with a specific **Activity Area**. This Roadmap presents outcomes **grouped per strategic goal** and **per calendar year**.

A **mid-term review of the Strategy** is **foreseen in 2024**. Likewise, the Roadmap will also be reviewed.

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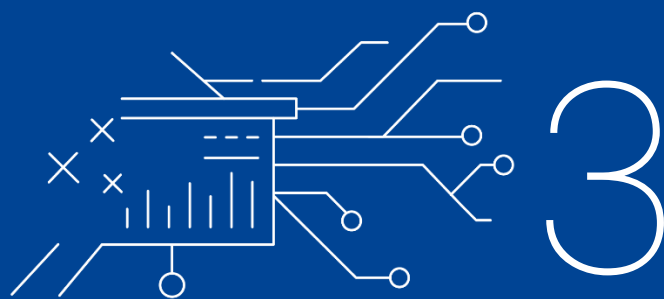
OUTCOMES 2021-2027: OVERVIEW PER YEAR

3. Outcomes 2021-2027: overview per year

OUTCOMES 2021

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	MILESTONE/OUTCOME	2021
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	SIS	SIS search engine switch	Q3
		VIS	VIS backup & archive migration to Common Shared Infrastructure	Q1
		VIS	New SLA for the VIS test platforms	Q2
		CSI	Common back-up for all the systems	Q4
SG3 **Enable and drive innovation and digital transformation in the Justice and Home Affairs domain**	**3.2 Be a trusted advisor and enabler for digital transformation and IT innovation across JHA domain**	Capabilities (research, reporting, training to MS)	Establishment of the Working Group on Artificial Intelligence (WGAI)	Q1
		Support to COM and MS (Art. 9 and 16 ER)	Completion of eVISA prototype	Q4
SG4 **Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework**	**4.1 Serve stakeholders' needs by efficiently aligning Agency's resources, capabilities services and processes**	EPMO	Capability Maturity Model Integration (CMMI) Appraisal	Q4
		Budget, Finance, Procurement	Contract Management Policy	Q4
	4.2 Grow as a key EU Agency, attracting, engaging and developing talents	Human resources	Leadership development activities (360, Leadership Development Programme)	Q2
	4.3 Ensure systematic and effective compliance with the EU regulatory framework	Compliance (DPO, IAC, ACCO)	Internal rules concerning restrictions of certain rights of data subjects in relation to the processing of personal data in the framework of the functioning of the eu-LISA (Article 25 of the Regulation (EU) 2018/1725)	Q2
		Compliance (DPO, IAC, ACCO)	(Revised) Policy on Personal Data Breach	Q4
	4.4 Promote the Agency's mission and values internally and externally	Stakeholders management -MB meetings /Liaison Office Activities/Communication	Carriers registration and awareness campaign	Q3

OUTCOMES 2022

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	MILESTONE/OUTCOME	2022
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	SIS	SIS Recast including AFIS phase 2	**Q2**
		VIS	Migration to sBMS	**Q2**
		VIS	EES Interconnection	**Q3-Q4**
		Eurodac	Eurodac Redesign	**Q4**
		EES	New system in operation	**Q3-Q4**
		1st and 2nd level support and operational service tools	Start of Carrier support service to users	**Q2**
		1st and 2nd level support and operational service tools	Start of the EES support service to users (Member States, agencies)	**Q2**
		1st and 2nd level support and operational service tools	Start of ETIAS support services to users	**Q4**
		Data Centre	Operation of additional Data Centre's Space in Strasbourg (MDC)	**Q2**
	1.2 Enhance further the added value of the systems, data, technology and expertise provided by eu-LISA to the stakeholders	Common Shared Infrastructure	Operationalisation of SERENA	**Q4**
		Release Mgt/ALM/Test and transition	In-house cost benchmarking capabilities developed	**Q3**
		Web Services	Delivery of web services to the carriers for EES, ETIAS and future VIS	**Q3-Q4 (EES)**
		Capabilities (research, reporting, training to MS)	Training Portfolio for the new systems (systems and components under development)	**Q4**
	1.3 Strengthen information security capabilities related to the systems entrusted to the Agency	Security and business continuity	Updated Business continuity plans for all existing systems	**Q4**
		Security and business continuity	Adoption of Emergency Action Policy	**Q4**
SG2 **Maintain and expand the role of the Agency as a recognised and trusted partner of the European Institutions and the Member States in driving the digital transformation in the**	**2.1 Grow further as a competent management authority in the implementation and operation of IT systems in the area of freedom, security and justice in the EU**	EPMO	EPMO Methodology (revision)	**Q2**
	2.2 Grow further the profile of the Agency as trusted advisor	Stakeholders management -MB meetings /Liaison Office Activities/Communication	Benchmarking exercise (evaluation of Agency's efficiency in running its core activities and mapping core deficiencies -as an input for external evaluation in 2023	**Q4**

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	MILESTONE/OUTCOME	2022
Justice and Home Affairs domain	**to the Member states and the EU Institutions**	Governance, planning, standards, ITSM, Architecture	Recommendations on the governance structures	**Q4**
		Governance, planning, standards, ITSM, Architecture	New Stakeholder Engagement Policy	**Q2**
		Capabilities (research, reporting, training to MS)	Secondment to the EU Innovation Hub and participation in the Steering Group	**Q1**
SG3 **Enable and drive innovation and digital transformation in the Justice and Home Affairs domain**	**3.2 Be a trusted advisor and enabler for digital transformation and IT innovation across JHA domain**	Support to COM and MS (Art. 9 and 16 ER)	Completion of the VisaChat PoC project	**Q1**
SG4 **Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework**	**4.1 Serve stakeholders' needs by efficiently aligning Agency's resources, capabilities services and processes**	Budget, Finance, Procurement	Corporate financial planning and analysis capability (including review)	**Q3**
		Governance, planning, standards, ITSM, Architecture	Introduction Balanced Scorecard	**Q2**
		Governance, planning, standards, ITSM, Architecture	Common Assessment Framework Self-Assessment report	**Q1**
		Governance, planning, standards, ITSM, Architecture	Quality Improvement Plan/Review of Quality Improvement Plan	**Q3**
		Governance, planning, standards, ITSM, Architecture	Common Assessment Framework Efficient User Label	**Q4**
		EPMO	Integration of the Project Portfolio Management Capability (PPM) solution with the financial and HR planning	**Q4**
	4.2 Grow as a key EU Agency, attracting, engaging and developing talents	Human resources	Cultural Transformation Programme - Action Plan adopted by the MC	**Q2**
		EPMO	Project Management Career Centre	**Q3**
	4.3 Ensure systematic and effective compliance with the EU regulatory framework	Compliance (DPO, IAC, ACCO)	External Independent Certification of the IAC conformity with the standards	**Q4**
		Security and business continuity	Adopted Information Security Management System (ISMS) Standards	**Q4**
		Compliance (DPO, IAC, ACCO)	Register of records of all categories of processing activities as a processor (Art. 31(2) Regulation (EU) 2018/1725)	**Q4**
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	10th Anniversary related campaign	**Q4**

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	MILESTONE/OUTCOME	2022
	4.4 Promote the Agency's mission and values internally and externally	Stakeholders management -MB meetings /Liaison Office Activities/Communication	Carriers registration and awareness campaign	**Q1-Q4**
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	SIS Recast adoption communication	**Q2**
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	EES campaign	**Q2**
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	ETIAS campaign	**Q2-Q3**
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	eu-LISA new document management system	**Q2**

OUTCOMES 2023

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	MILESTONE/OUTCOME	2023
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	SIS	ETIAS interconnection	**Q2**
		SIS	CRRS integration	**Q4**
		SIS	Connection to ESP	**Q4**
		SIS	MID interconnection	**Q4**
		SIS	VIS Interconnection	**Q4**
		VIS	ETIAS Interconnection	**Q2**
		ETIAS	New system in operation	**Q2**
		1st and 2nd level support and operational service tools	Start of the CRRS Support Services to users	**Q4**
		Eurodac	Transition to Transversal Engineering Framework and Transversal Operational Framework	**Q4**
		VIS	Transition to Transversal Engineering Framework and Transversal Operational Framework	**Q2**
		ECRIS-TCN	New system in operation	**Q2**
		1st and 2nd level support and operational service tools	Establishment of the Database as a Service	**Q2**
		1st and 2nd level support and operational service tools	Start of IO support services to users	**Q4**
	1.2 Enhance further the added value of the systems, data, technology and expertise provided by eu-LISA to the stakeholders	Release Mgt/ALM/Test and transition	Expansion of MS test support tools to SIS, VIS and Eurodac	**Q4**
		ESP	Entry into operation for: ESP; CIR; MID; CRRS	**Q4**
		Capabilities (research, reporting, training to MS)	Training Portfolio for the new systems (systems and components under development)	**Q4**
		Web Services	Delivery of web services to the carriers for EES, ETIAS and future VIS	**Q2 (ETIAS)**
	1.3 Strengthen information security capabilities related to the systems entrusted to the Agency	Security and business continuity	Computer Security Incident Response Team ('CSIRT')	**Q4**
		Security and business continuity	Process for the Cooperation group for cyber security incident management established	**Q4**
		Governance, planning, standards, ITSM, Architecture	All processes in eu-LISA updated and documented	**Q2**

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	MILESTONE/OUTCOME	2023
	1.4 Becoming a shared high-value service provider in its areas of excellence			
SG2 **Maintain and expand the role of the Agency as a recognised and trusted partner of the European Institutions and the Member States in driving the digital transformation in the Justice and Home Affairs domain**	**2.1 Grow further as a competent management authority in the implementation and operation of IT systems in the area of freedom, security and justice in the EU**	Release Mgt/ALM/Test and transition	Set of tools related to the SDLC (Systems Development Life Cycle) for the new systems	Q4
	2.2 Grow further the profile of the Agency as trusted advisor to the Member states and the EU Institutions	Capabilities (research, reporting, training to MS)	Enhanced training to MS as per Training Roadmap	Q4
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	External evaluation	Q4
SG3 **Enable and drive innovation and digital transformation in the Justice and Home Affairs domain**	**3.1 Identify innovative IT solutions to improve business processes**	Capabilities (research, reporting, training to MS)	Establishment of Centre of Excellence on AI in the JHA domain	Q1
SG4 **Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework**	**4.1 Serve stakeholders' needs by efficiently aligning Agency's resources, capabilities services and processes**	EPMO	Capability Maturity Model Integration (CMMI) Appraisal	Q4
		Corporate Services (facility/ICT)	Document Management System	Q4
		Corporate Services (facility/ICT)	New eu-LISA web site	Q2
		Corporate Services (facility/ICT)	Cloud ICT ID solution and teams communication and collaboration solution	Q2
		Corporate Services (facility/ICT)	Cloud ICT backup solution	Q2
		Corporate Services (facility/ICT)	Cloud ICT alternative teams communication and collaboration solution	Q4
	4.2 Grow as a key EU Agency, attracting, engaging and developing talents	Human resources	Action Plan for diversity and inclusion	Q4
		Human resources	Increased outreach to diverse and specific talents	Q4
		Human resources	Implementing Rule on Hybrid Working	Q4
		Corporate Services (facility/ICT)	Second extension of Operational site in Strasbourg - Initiation of the Design Study	Q2

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	MILESTONE/OUTCOME	2023
		Human resources	Leadership development activities (360, Leadership Development Programme)	Q2
	4.3 Ensure systematic and effective compliance with the EU regulatory framework	Compliance (DPO, IAC, ACCO)	External Evaluation Report	Q4
		Governance, planning, standards, ITSM, Architecture	Asset Management Framework (policies and tools)	Q3
	4.4 Promote the Agency's mission and values internally and externally	Stakeholders management -MB meetings /Liaison Office Activities/Communication	Chairing JHA Agencies Network	Q4
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	Carriers registration and awareness campaign	Q1-Q4
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	New eu-LISA web page	Q2
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	ECRIS-TCM go live	Q4
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	Interoperability EiO	Q4
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	eCODEX campaign	Q3

OUTCOMES 2024

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	MILESTONE/OUTCOME	2024
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	VIS	VIS Recast/Revision	Q1
		VIS	CRRS integration	Q1
		VIS	Connection to ESP	Q1
		VIS	CIR interconnection	Q1
		VIS	MID Interconnection	Q1
		VIS	VIS active-active	Q4
		Eurodac	Eurodac Recast	Q4
		Eurodac	Connection to CIR	Q4
		Eurodac	sBMS Migration	Q4
		Eurodac	MID interconnection	Q4
		Eurodac	Connection to ESP	Q4
		Eurodac	ETIAS interconnection	Q4
		Eurodac	VIS interconnection	Q4
		Eurodac	CRRS integration	Q4
		1st and 2nd level support and operational service tools	Event Management Process and Tool available for Systems monitoring	Q3
		SIS	Transition to Transversal Engineering Framework and Transversal Operational Framework	Q2
		Common Shared Infrastructure	Transition to Transversal Engineering Framework and Transversal Operational Framework	Q4
		1st and 2nd level support and operational service tools	Start of ECRIS-TCN support services to users	Q4
		Network	Migration to the new TESTA domain	Q2
	1.2 Enhance further the added value of the systems, data, technology and expertise provided by eu-LISA to the stakeholders	Budget, Finance, Procurement	Decision on contractual arrangement for all systems	Q4
		Release Mgt/ALM/Test and transition	In-house software capabilities	Q1
SG2 **Maintain and expand the role of the Agency as a recognised and trusted**	**2.1 Grow further as a competent management authority in the implementation and operation**	EPMO	EPMO Methodology (revision)	Q2

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	MILESTONE/OUTCOME	2024
partner of the European Institutions and the Member States in driving the digital transformation in the Justice and Home Affairs domain	of IT systems in the area of freedom, security and justice in the EU	Governance, planning, standards, ITSM, Architecture	Knowledge Sharing Platform available to Member States	Q4
SG3 **Enable and drive innovation and digital transformation in the Justice and Home Affairs domain**	**3.1 Identify innovative IT solutions to improve business processes**	VIS	AI implementation in CRRS for risks analysis and improved analytics (ETIAS and VIS)	Q2
		Capabilities (research, reporting, training to MS)	AI testing lab	Q2
	3.2 Be a trusted advisor and enabler for digital transformation and IT innovation across JHA domain	Governance, planning, standards, ITSM, Architecture	Action Plan based on the Roadmap for Standardisation for Data Quality Purposes implemented	Q4
SG4 **Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework**	**4.1 Serve stakeholders' needs by efficiently aligning Agency's resources, capabilities services and processes**	Governance, planning, standards, ITSM, Architecture	Review of eu-LISA Strategy	Q4
		Human resources	Competency based HRM Strategy	Q4
		Governance, planning, standards, ITSM, Architecture	Common Assessment Framework Self-Assessment report	Q1
		Governance, planning, standards, ITSM, Architecture	Common Assessment Framework Efficient User Label	Q4
		Corporate Services (facility/ICT)	ECM - Data migration	Q4
		Corporate Services (facility/ICT)	ECM - Enterprise Search	Q2
		Corporate Services (facility/ICT)	ECM Mail Registry	Q2
		Corporate Services (facility/ICT)	Cloud ICT email solution	Q2
	4.2 Grow as a key EU Agency, attracting, engaging and developing talents	Human resources	New HR Strategy	Q4
		Corporate Services (facility/ICT)	Second extension of Operational site in Strasbourg - Initiation of the Design Study	Q3
	4.3 Ensure systematic and effective compliance with the EU regulatory framework	Compliance (DPO, IAC, ACCO)	Action Plan based on the Evaluation Report	Q4
	4.4 Promote the Agency's mission and values internally and externally	Corporate Services (facility/ICT)	EMAS Registration	Q4
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	New eu-LISA intranet	Q4
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	Enterprise Content Management Programme communication campaign	Q4

OUTCOMES 2025

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	MILESTONE/OUTCOME	2025
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	SIS	sBMS Migration	**Q2**
		SIS	SIS II active-active	**Q4**
		EES	Transition to Transversal Engineering Framework and Transversal Operational Framework	**Q2**
	1.2 Enhance further the added value of the systems, data, technology and expertise provided by eu-LISA to the stakeholders	Budget, Finance, Procurement	Entry into operation of new contractual arrangement for all systems	**Q4**
		e-CODEX	Take-over of e-CODEX system	**Q1**
		sBMS	Shared BMS	**Q4**
	1.4 Becoming a shared high-value service provider in its areas of excellence	Governance, planning, standards, ITSM, Architecture	All processes in eu-LISA updated and documented	**Q2**
SG2 **Maintain and expand the role of the Agency as a recognised and trusted partner of the European Institutions and the Member States in driving the digital transformation in the Justice and Home Affairs domain**	**2.1 Grow further as a competent management authority in the implementation and operation of IT systems in the area of freedom, security and justice in the EU**	Release Mgt/ALM/Test and transition	Configuration Management Database (CMDB)	**Q4**
	2.2 Grow further the profile of the Agency as trusted advisor to the Member states and the EU Institutions	Stakeholders management -MB meetings /Liaison Office Activities/Communication	Implementation of the Action Plan (based on the benchmarking exercise, evaluation, mandate revision...)	**Q4**
SG3 **Enable and drive innovation and digital transformation in the Justice and Home Affairs domain**	**3.1 Identify innovative IT solutions to improve business processes**	Capabilities (research, reporting, training to MS)	AI to support internal eu-LISA IT systems	**Q4**
SG4 **Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework**	**4.1 Serve stakeholders' needs by efficiently aligning Agency's resources, capabilities services and processes**	Budget, Finance, Procurement	Corporate financial planning and analysis capability (including review)	**Q3**
		Governance, planning, standards, ITSM, Architecture	Review of Quality Management Tool	**Q1**
		EPMO	Capability Maturity Model Integration (CMMI) Appraisal	**Q4**

| STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	MILESTONE/OUTCOME	2025
		EPMO	Upgrade of the Project Portfolio Management Capability (PPM) solution	Q4
		Governance, planning, standards, ITSM, Architecture	Continuous Service Improvement (CSI) used and measured for all updates services and processes	Q2
		Corporate Services (facility/ICT)	ECM - Workflows	Q4
		Corporate Services (facility/ICT)	New Intranet	Q4
		Corporate Services (facility/ICT)	ECM - Public Documents Registry	Q3
	4.2 Grow as a key EU Agency, attracting, engaging and developing talents	Human resources	Leadership development activities (360, Leadership Development Programme)	Q2
		Compliance (DPO, IAC, ACCO)	"Implementation of SUMMA" (replacement of ABAC)	Q4
	4.3 Ensure systematic and effective compliance with the EU regulatory framework	Compliance (DPO, IAC, ACCO)	Implementation of the recommendations stemming from the EDPS audit reports	Q4
		Governance, planning, standards, ITSM, Architecture	Asset Management Framework (policies and tools)	Q3

OUTCOMES 2026

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	MILESTONE/OUTCOME	2026
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	ETIAS	Hardware upgrade	**Q4**
		Security and business continuity	Review the security architecture for the eu-LISA information systems in view of security needs of interoperability components	**Q4**
SG2 **Maintain and expand the role of the Agency as a recognised and trusted partner of the European Institutions and the Member States in driving the digital transformation in the Justice and Home Affairs domain**	**2.1 Grow further as a competent management authority in the implementation and operation of IT systems in the area of freedom, security and justice in the EU**	EPMO	EPMO Methodology (revision)	**Q2**
SG4 **Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework**	**4.1 Serve stakeholders' needs by efficiently aligning Agency's resources, capabilities services and processes**	Governance, planning, standards, ITSM, Architecture	Common Assessment Framework Self-Assessment report	**Q1**
		Governance, planning, standards, ITSM, Architecture	Common Assessment Framework Efficient User Label	**Q4**
	4.2 Grow as a key EU Agency, attracting, engaging and developing talents	Corporate Services (facility/ICT)	Second extension of Operational site in Strasbourg -start of execution of works	**Q2**
	4.3 Ensure systematic and effective compliance with the EU regulatory framework	Security and business continuity	Security objectives for new systems implemented as per legislation	**Q4**

OUTCOMES 2027

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	MILESTONE/OUTCOME	2027
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	Eurodac	Eurodac active-active	**Q4**
		1st and 2nd level support and operational service tools	Event Management - full Integration of CBS	**Q4**
	1.3 Strengthen information security capabilities related to the systems entrusted to the Agency	Security and business continuity	Five business continuity exercises by 2027	**Q4**
SG4 **Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework**	**4.1 Serve stakeholders' needs by efficiently aligning Agency's resources, capabilities services and processes**	Governance, planning, standards, ITSM, Architecture	Up-date of eu-LISA Strategy	**Q4**
		Governance, planning, standards, ITSM, Architecture	Review Balanced Scorecard	**Q2**
		EPMO	Capability Maturity Model Integration (CMMI) Appraisal	**Q4**
	4.2 Grow as a key EU Agency, attracting, engaging and developing talents	Human resources	Action Plan for diversity and inclusion	**Q4**
		Human resources	Leadership development activities (360, Leadership Development Programme)	**Q2**
	4.3 Ensure systematic and effective compliance with the EU regulatory framework	Compliance (DPO, IAC, ACCO)	External Independent Certification of the IAC conformity with the standards	**Q4**

Annual Repetition Outcomes

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	2021	2022	2023	2024	2025	2026	2027
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	1st and 2nd level support and operational service tools	Customer Satisfaction survey	Q1	Q1	Q1	Q1	Q1	Q1	Q1
SG3 **Enable and drive innovation and digital transformation in the Justice and Home Affairs domain**	**3.1 Identify innovative IT solutions to improve business processes**	Capabilities (research, reporting, training to MS)	Publication of an annual research and technology monitoring report	Q4	Q4	Q4	Q4	Q4	Q4	Q4
		EPMO	Ex-Ante Evaluation of activities	Q4	Q4	Q4	Q4	Q4	Q4	Q4
	3.2 Be a trusted advisor and enabler for digital transformation and IT innovation across JHA domain	Capabilities (research, reporting, training to MS)	Industry Roundtable events	Q2/Q4	Q2/Q4	Q2/Q4	Q2/Q4	Q2/Q4	Q2/Q4	Q2/Q4
SG4 **Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework**	**4.1 Serve stakeholders' needs by efficiently aligning Agency's resources, capabilities services and processes**	Governance, planning, standards, ITSM, Architecture	Monitoring of the implementation of Strategic Roadmap	Q1	Q1	Q1		Q1	Q1	
		Governance, planning, standards, ITSM, Architecture	Exceptions and non-compliance report	Q1/Q3	Q1/Q3	Q1/Q3	Q1/Q3	Q1/Q3	Q1/Q3	Q1/Q3
		Governance, planning, standards, ITSM, Architecture	Review Balanced Scorecard			Q2	Q2	Q2	Q2	Q2
		Governance, planning, standards, ITSM, Architecture	Quality Improvement Plan/Review of Quality Improvement Plan		Q3	Q3	Q3	Q3	Q3	Q3
	4.3 Ensure systematic and effective compliance with	Governance, planning, standards, ITSM, Architecture	Consolidated Annual Activity Report	Q2	Q2	Q2	Q2	Q2	Q2	Q3

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	2021	2022	2023	2024	2025	2026	2027
	the EU regulatory framework	Governance, planning, standards, ITSM, Architecture	Interim Report	Q3	Q3	Q3	Q3	Q3	Q3	Q4
		Governance, planning, standards, ITSM, Architecture	Single Programming Document	Q4	Q4	Q4	Q4	Q4	Q4	Q4
		Compliance (DPO, IAC, ACCO)	Submission of Annual Accounts and clear audit opinion on the reliability of the accounts by the auditor	Q2	Q2	Q2	Q2	Q2	Q2	Q2
		Compliance (DPO, IAC, ACCO)	Internal Audit Plan and Activity Report	Q4/Q1	Q4/Q1	Q4/Q1	Q4/Q1	Q4/Q1	Q4/Q1	Q4/Q1
		Capabilities (research, reporting, training to MS)	Statutory Reports on systems in line with the legal obligations	Q4	Q4	Q4	Q4	Q4	Q4	Q4
		Governance, planning, standards, ITSM, Architecture	Review on the Internal Control Framework	Q2	Q2	Q2	Q2	Q2	Q2	Q2
	4.4 Promote the Agency's mission and values internally and externally	Stakeholders management - MB meetings /Liaison Office Activities/Communication	eu-LISA Annual Conference	Q4	Q4	Q4	Q4	Q4	Q4	Q4

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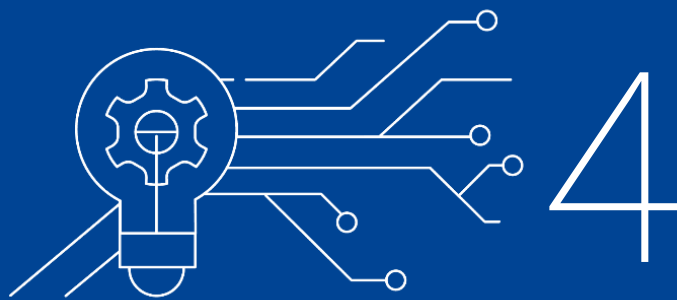
OUTCOMES 2021-2027: OVERVIEW PER ACTIVITIES

4. Outcomes 2021- 2027: overview per activities

OUTCOMES 2021- 2027 – Eurodac

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	Eurodac	Eurodac redesign		Q4					
		Eurodac	Eurodac Recast				Q4			
		Eurodac	Connection to CIR				Q4			
		Eurodac	sBMS Migration				Q4			
		Eurodac	MID interconnection				Q4			
		Eurodac	Connection to ESP				Q4			
		Eurodac	ETIAS interconnection				Q4			
		Eurodac	VIS interconnection				Q4			
		Eurodac	CRRS integration				Q4			
		Eurodac	Eurodac active-active							Q4
		Eurodac	Transition to Transversal Engineering Framework and Transversal Operational Framework			Q4				

OUTCOMES 2021- 2027 – SIS

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	SIS	SIS search engine switch	Q3						
		SIS	SIS Recast including Automated Fingerprint Identification System (AFIS) phase 2		Q2					
		SIS	ETIAS interconnection			Q2				
		SIS	CRRS integration			Q4				
		SIS	Connection to ESP			Q4				
		SIS	MID interconnection			Q4				
		SIS	VIS Interconnection			Q4				
		SIS	sBMS Migration				Q2			
		SIS	SIS II active-active				Q4			
		SIS	Transition to Transversal Engineering Framework and Transversal Operational Framework				Q4			

OUTCOMES 2021- 2027 – VIS

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	VIS	VIS database migration to Common Shared Infrastructure							
		VIS	VIS backup & archive migration to Common Shared Infrastructure	Q1						
		VIS	New SLA for the VIS test platforms	Q2						
		VIS	Migration to sBMS		Q2					
		VIS	EES Interconnection		Q3-Q4					
		VIS	ETIAS Interconnection			Q2				
		VIS	VIS Recast/Revision				Q1			
		VIS	CRRS integration				Q1			
		VIS	Connection to ESP				Q1			
		VIS	CIR Interconnection				Q1			
		VIS	MID interconnection				Q1			
		VIS	VIS active-active				Q4			
		VIS	Transition to Transversal Engineering Framework and Transversal Operational Framework					Q2		
SG3 Enable and drive innovation and digital transformation in the Justice and Home Affairs domain	**3.1 Identify innovative IT solutions to improve business processes**	VIS	AI implementation in CRRS for risks analysis and improved analytics (ETIAS and VIS)					Q2		

OUTCOMES 2021- 2027 – 1st and 2nd level support and operational service tools

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	1st and 2nd level support and operational service tools	Event Management Process and Tool available for Systems monitoring				Q3			
		1st and 2nd level support and operational service tools	Event Management - full Integration of CBS							Q4

Home Affairs domain	1st and 2nd level support and operational service tools	Start of the CRRS Support Services to users	Q4						
	1st and 2nd level support and operational service tools	Establishment of the Database as a Service	Q2						
	1st and 2nd level support and operational service tools	Start of Carrier support service to users	Q2						
	1st and 2nd level support and operational service tools	Start of the EES support service to users (Member States, agencies)	Q2						
	1st and 2nd level support and operational service tools	Start of ETIAS support services to users	Q4						
	1st and 2nd level support and operational service tools	Start of IO support services to users		Q4					
	1st and 2nd level support and operational service tools	Start of ECRIS-TCN support services to users			Q4				
	1st and 2nd level support and operational service tools	Customer Satisfaction survey	Q1	Q1	Q1	Q1	Q1	Q1	Q1

OUTCOMES 2021- 2027 – EES

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	EES	Transition to Transversal Engineering Framework and Transversal Operational Framework					Q2		
		EES	New system in operation	Q3-Q4						

OUTCOMES 2021- 2027 – ETIAS

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain	1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate	ETIAS	New system in operation			Q2				
		ETIAS	Hardware upgrade							Q4

OUTCOMES 2021- 2027 – Shared Biometric Management System (sBMS)

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain	1.2 Enhance further the added value of the systems, data, technology and expertise provided by eu-LISA to the stakeholders	sBMS	Shared BMS					Q4		

OUTCOMES 2021- 2027 – European Search Portal (ESP)

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain	1.2 Enhance further the added value of the systems, data, technology and expertise provided by eu-LISA to the stakeholders	ESP	Entry into operation for: ESP; CIR; MID; CRRS			Q4				

OUTCOMES 2021- 2027 – ECRIS-TCN

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	ECRIS-TCN	New system in operation			**Q2**				

OUTCOMES 2021- 2027 – e-CODEX

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.2 Enhance further the added value of the systems, data, technology and expertise provided by eu-LISA to the stakeholders**	e-CODEX	Takeover of e-CODEX system					**Q1**		

OUTCOMES 2021- 2027 – Network

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	Network	Migration to the new TESTA domain					**Q2**		

OUTCOMES 2021- 2027 – Data Centre

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	Data Centre	Operation of additional Data Centre's Space in SXB (MDC)		**Q2**					

OUTCOMES 2021- 2027 – Common Shared Infrastructure

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	Common Shared Infrastructure	Transition to Transversal Engineering Framework and Transversal Operational Framework				**Q4**			
		Common Shared Infrastructure	Common back-up for all the systems	**Q4**						
	1.2 Enhance further the added value of the systems, data, technology and expertise provided by eu-LISA to the stakeholders	Common Shared Infrastructure	Operationalisation of SERENA	**Q4**						

OUTCOMES 2021- 2027 – Security and business continuity

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.1 Ensure highly secure, cost effective and continuously available solutions and services to eu-LISA's stakeholders within the remit of its mandate**	Security and business continuity	Review the security architecture for the eu-LISA information systems in view of security needs of interoperability components						Q4	
	1.3 Strengthen information security capabilities related to the systems entrusted to the Agency	Security and business continuity	Updated Business continuity plans for all existing systems		Q4					
		Security and business continuity	Five business continuity exercises by 2027							Q4
		Security and business continuity	Adoption of Emergency Action Policy		Q4					
		Security and business continuity	Computer Security Incident Response Team ('CSIRT')			Q4				
		Security and business continuity	Process for the Cooperation group for cyber security incident management established			Q4				
SG4 **Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework**	**4.3 Ensure systematic and effective compliance with the EU regulatory framework**	Security and business continuity	Adopted Information Security Management System (ISMS) Standards		Q4					
		Security and business continuity	Security objectives for new systems implemented as per legislation						Q4	

OUTCOMES 2021- 2027 – Release Management/Application lifecycle management/Test and transition

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.2 Enhance further the added value of the systems, data, technology and expertise provided by eu-LISA to the stakeholders**	Release Mgt/ALM/Test and transition	Expansion of MS test support tools to SIS, VIS and Eurodac			Q4				
		Release Mgt/ALM/Test and transition	In-house software capabilities				Q1			
		Release Mgt/ALM/Test and transition	In-house cost benchmarking capabilities developed			Q3				

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME							
SG2 **Maintain and expand the role of the Agency as a recognised and trusted partner of the European Institutions and the Member States in driving the digital transformation in the Justice and Home Affairs domain**	**2.1 Grow further as a competent management authority in the implementation and operation of IT systems in the area of freedom, security and justice in the EU**	Release Mgt/ALM/Test and transition	Configuration Management Database (CMDB)					**Q4**		
		Release Mgt/ALM/Test and transition	Service Based Monitoring of the environments and systems (associated with Service Management tool)	**Q1**						
		Release Mgt/ALM/Test and transition	Set of tools related to the SDLC (Systems Development Life Cycle) for the new systems					**Q4**		

OUTCOMES 2021- 2027 – Capabilities (research, reporting, training to MS)

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 **Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain**	**1.2 Enhance further the added value of the systems, data, technology and expertise provided by eu-LISA to the stakeholders**	Capabilities (research, reporting, training to MS)	Training Portfolio for the new systems (systems and components under development)	**Q4**	**Q4**					
SG2 **Maintain and expand the role of the Agency as a recognised and trusted partner of the European Institutions and the Member States in driving the digital transformation in the Justice and Home Affairs domain**	**2.2 Grow further the profile of the Agency as trusted advisor to the Member states and the EU Institutions**	Capabilities (research, reporting, training to MS)	Enhanced training to MS as per Training Roadmap			**Q4**				
		Capabilities (research, reporting, training to MS)	Secondment to the EU Innovation Hub and participation in the Steering Group	**Q1**						
SG3 **Enable and drive innovation and digital transformation in the Justice and Home Affairs domain**	**3.1 Identify innovative IT solutions to improve business processes**	Capabilities (research, reporting, training to MS)	Publication of an annual research and technology monitoring report	**Q4**	**Q4**	**Q4**	**Q4**	**Q4**	**Q4**	**Q4**
		Capabilities (research, reporting, training to MS)	Establishment of Centre of Excellence on AI in the JHA domain			**Q1**				
		Capabilities (research, reporting, training to MS)	AI testing lab				**Q2**			
		Capabilities (research, reporting, training to MS)	AI to support internal eu-LISA IT systems					**Q4**		
	3.2 Be a trusted advisor and enabler for digital	Capabilities (research, reporting, training to MS)	Industry Roundtable events	**Q2/Q4**	**Q2/Q4**	**Q2/Q4**	**Q2/Q4**	**Q2/Q4**	**Q2/Q4**	**Q2/Q4**

				21	22	23	24	25	26	27
	transformation and IT innovation across JHA domain	Capabilities (research, reporting, training to MS)	Establishment of the Working Group on Artificial Intelligence (WGAI)	Q1						
SG4 Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework	4.3 Ensure systematic and effective compliance with the EU regulatory framework	Capabilities (research, reporting, training to MS)	Statutory Reports on systems in line with the legal obligations	Q4	Q4	Q4	Q4	Q4	Q4	Q4

OUTCOMES 2021- 2027 – Governance, planning, standards, ITSM, Architecture

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain	1.4 Becoming a shared high-value service provider in its areas of excellence	Governance, planning, standards, ITSM, Architecture	All processes in eu-LISA updated and documented			Q2		Q2		
SG2 Maintain and expand the role of the Agency as a recognised and trusted partner of the European Institutions and the Member States in driving the digital transformation in the Justice and Home Affairs domain	2.1 Grow further as a competent management authority in the implementation and operation of IT systems in the area of freedom, security and justice in the EU	Governance, planning, standards, ITSM, Architecture	Knowledge Sharing Platform available to Member States				Q4			
	2.2 Grow further the profile of the Agency as trusted advisor to the Member states and the EU Institutions	Governance, planning, standards, ITSM, Architecture	Recommendations on the governance structures		Q4					
		Governance, planning, standards, ITSM, Architecture	New Stakeholder Engagement Policy		Q2					
SG3 Enable and drive innovation and digital transformation in the Justice and Home Affairs domain	3.2 Be a trusted advisor and enabler for digital transformation and IT innovation across JHA domain	Governance, planning, standards, ITSM, Architecture	Action Plan based on the Roadmap for Standardisation for Data Quality Purposes implemented				Q4			
SG4 Evolve further eu-LISA towards	4.1 Serve stakeholders' needs by efficiently aligning Agency's	Governance, planning, standards, ITSM, Architecture	Monitoring of the implementation of Strategic Roadmap	Q1	Q1	Q1			Q1	Q1

efficient, agile and resilient organisation within the EU regulatory framework	resources, capabilities services and processes	Governance, planning, standards, ITSM, Architecture	Review of eu-LISA Strategy				Q4			
		Governance, planning, standards, ITSM, Architecture	Up-date of eu-LISA Strategy							Q4
		Governance, planning, standards, ITSM, Architecture	Exceptions and non-compliance report	Q1/Q3	Q1/Q3	Q1/Q3	Q1/Q3	Q1/Q3	Q1/Q3	Q1/Q3
		Governance, planning, standards, ITSM, Architecture	Introduction Balanced Scorecard		Q2					
		Governance, planning, standards, ITSM, Architecture	Review Balanced Scorecard			Q2	Q2	Q2	Q2	Q2
		Governance, planning, standards, ITSM, Architecture	Common Assessment Framework Self-Assessment report		Q1		Q1		Q1	
		Governance, planning, standards, ITSM, Architecture	Quality Improvement Plan/Review of Quality Improvement Plan		Q3	Q3	Q3	Q3	Q3	Q3
		Governance, planning, standards, ITSM, Architecture	Common Assessment Framework Efficient User Label		Q4		Q4		Q4	
		Governance, planning, standards, ITSM, Architecture	Review of Quality Management Tool					Q1		
		Governance, planning, standards, ITSM, Architecture	Continuous Service Improvement (CSI) used and measured for all updates services and processes					Q2		
	4.3 Ensure systematic and effective compliance with the EU regulatory framework	Governance, planning, standards, ITSM, Architecture	Consolidated Annual Activity Report	Q2	Q2	Q2	Q2	Q2	Q2	Q2
		Governance, planning, standards, ITSM, Architecture	Interim Report	Q3	Q3	Q3	Q3	Q3	Q3	Q3
		Governance, planning, standards, ITSM, Architecture	Single Programming Document	Q4	Q4	Q4	Q4	Q4	Q4	Q4
		Governance, planning, standards, ITSM, Architecture	Review on the Internal Control Framework	Q2	Q2	Q2	Q2	Q2	Q2	Q2
		Governance, planning, standards, ITSM, Architecture	Asset Management Framework (policies and tools)			Q3		Q3		

OUTCOMES 2021- 2027 – Stakeholders management -MB meetings /Liaison Office Activities/Communication

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG2 **Maintain and expand the role of the Agency as a recognised and trusted partner of the European Institutions and the Member States in driving the digital transformation in the Justice and Home Affairs domain**	**2.2 Grow further the profile of the Agency as trusted advisor to the Member states and the EU Institutions**	Stakeholders management -MB meetings /Liaison Office Activities/Communication	Benchmarking exercise (evaluation of Agency's efficiency in running its core activities and mapping core deficiencies - as an input for external evaluation in 2023		**Q4**					
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	External evaluation			**Q4**				
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	Implementation of the Action Plan (based on the benchmarking exercise, evaluation, mandate revision...)					**Q4**		
SG4 **Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework**	**4.2 Grow as a key EU Agency, attracting, engaging and developing talents**	Stakeholders management -MB meetings /Liaison Office Activities/Communication	Research & training to MS							
	4.4 Promote the Agency's mission and values internally and externally	Stakeholders management -MB meetings /Liaison Office Activities/Communication	10th Anniversary related campaign		**Q4**					
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	Chairing JHA Agencies Network			**Q4**				
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	eu-LISA Annual Conference	**Q4**	**Q4**	**Q4**	**Q4**	**Q4**	**Q4**	**Q4**
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	Carriers registration and awareness campaign	**Q3**	**Q1/Q4**	**Q1/Q4**				
		Stakeholders management -MB meetings /Liaison Office Activities/Communication	SIS Recast adoption communication		**Q2**					

Activity Area	Outcome	21	22	23
Stakeholders management -MB meetings /Liaison Office Activities/Communication	EES campaign	Q2		
Stakeholders management -MB meetings /Liaison Office Activities/Communication	ETIAS campaign	Q2/Q3		
Stakeholders management -MB meetings /Liaison Office Activities/Communication	New eu-LISA web page		Q2	
Stakeholders management -MB meetings /Liaison Office Activities/Communication	ECRIS-TCM go live		Q4	
Stakeholders management -MB meetings /Liaison Office Activities/Communication	Interoperability EiO		Q4	
Stakeholders management -MB meetings /Liaison Office Activities/Communication	eCODEX campaign		Q3	
Stakeholders management -MB meetings /Liaison Office Activities/Communication	eu-LISA new document management system	Q2		
Stakeholders management -MB meetings /Liaison Office Activities/Communication	New eu-LISA intranet			Q4
Stakeholders management -MB meetings /Liaison Office Activities/Communication	Enterprise Content Management Programme communication campaign			Q4

OUTCOMES 2021- 2027 – Compliance (Data Protection Officer, Internal Audit Capacity, Accounting)

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG4 Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework	**4.3 Ensure systematic and effective compliance with the EU regulatory framework**	Compliance (DPO, IAC, ACCO)	Submission of Annual Accounts and clear audit opinion on the reliability of the accounts by the auditor	Q2	Q2	Q2	Q2	Q2	Q2	Q2
		Compliance (DPO, IAC, ACCO)	"Implementation of SUMMA" (replacement of ABAC)					Q4		
		Compliance (DPO, IAC, ACCO)	External Evaluation Report			Q4				

Activity Area	Outcome							
Compliance (DPO, IAC, ACCO)	Action Plan based on the Evaluation Report				Q4			
Compliance (DPO, IAC, ACCO)	External Independent Certification of the IAC conformity with the standards		Q4					Q4
Compliance (DPO, IAC, ACCO)	Internal Audit Plan and Activity Report	Q4/Q1	Q4/Q1	Q4/Q1	Q4/Q1	Q4/Q1	Q4/Q1	Q4/Q1
Compliance (DPO, IAC, ACCO)	Implementation of the recommendations stemming from the EDPS audit reports					Q4		
Compliance (DPO, IAC, ACCO)	Internal rules concerning restrictions of certain rights of data subjects in relation to the processing of personal data in the framework of the functioning of the eu-LISA (Article 25 of the Regulation (EU) 2018/1725)	Q2						
Compliance (DPO, IAC, ACCO)	(Revised) Policy on Personal Data Breach	Q4						
Compliance (DPO, IAC, ACCO)	Register of records of all categories of processing activities as a processor (Art. 31(2) Regulation (EU) 2018/1725)		Q4					

OUTCOMES 2021- 2027 – Enterprise Project Management Office (EPMO)

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG2 Maintain and expand the role of the Agency as a recognised and trusted partner of the European Institutions and the Member States in driving the digital transformation in the Justice and Home Affairs domain	2.1 Grow further as a competent management authority in the implementation and operation of IT systems in the area of freedom, security and justice in the EU	EPMO	EPMO Methodology (revision)		Q2		Q2		Q2	
SG3 Enable and drive innovation and digital transformation in the Justice and Home Affairs domain	3.1 Identify innovative IT solutions to improve business processes	EPMO	Ex-Ante Evaluation of activities	Q4	Q4	Q4	Q4	Q4	Q4	Q4

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG4 Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework	**4.1 Serve stakeholders' needs by efficiently aligning Agency's resources, capabilities services and processes**	EPMO	Capability Maturity Model Integration (CMMI) Appraisal	Q4		Q4		Q4		Q4
		EPMO	Integration of the Project Portfolio Management Capability (PPM) solution with the financial and HR planning		Q4					
		EPMO	Upgrade of the Project Portfolio Management Capability (PPM) solution					Q4		
	4.2 Grow as a key EU Agency, attracting, engaging and developing talents	EPMO	Project Management Career Centre		Q3					

OUTCOMES 2021- 2027 – Human Resources

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG4 Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework	**4.1 Serve stakeholders' needs by efficiently aligning Agency's resources, capabilities services and processes**	Human Resources	Competency based HRM Strategy				Q4			
	4.2 Grow as a key EU Agency, attracting, engaging and developing talents	Human Resources	Action Plan for diversity and inclusion			Q4				Q4
		Human Resources	Cultural Transformation Programme - Action Plan adopted by the MC		Q2					
		Human Resources	Increased outreach to diverse and specific talents			Q4				
		Human Resources	New HR Strategy				Q4			
		Human Resources	Implementing Rule on Hybrid Working			Q4				
		Human Resources	Leadership development activities (360, Leadership Development Programme)	Q2	Q2			Q2		Q2

OUTCOMES 2021- 2027 – Budget, Finance, Procurement

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain	1.2 Enhance further the added value of the systems, data, technology and expertise provided by eu-LISA to the stakeholders	Budget, Finance, Procurement	Decision on contractual arrangement for all systems				Q4			
		Budget, Finance, Procurement	Entry into operation of new contractual arrangement for all systems					Q4		
SG4 Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework	4.1 Serve stakeholders' needs by efficiently aligning Agency's resources, capabilities services and processes	Budget, Finance, Procurement	Corporate financial planning and analysis capability (including review)			Q3		Q3		
		Budget, Finance, Procurement	Contract Management Policy	Q4						

OUTCOMES 2021- 2027 – Corporate Services (facility/ICT)

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG4 Evolve further eu-LISA towards efficient, agile and resilient organisation within the EU regulatory framework	4.1 Serve stakeholders' needs by efficiently aligning Agency's resources, capabilities services and processes	Corporate Services (facility/ICT)	Document Management System			Q4				
		Corporate Services (facility/ICT)	New eu-LISA web site			Q2				
		Corporate Services (facility/ICT)	ECM - Data migration				Q4			
		Corporate Services (facility/ICT)	ECM - Workflows					Q4		
		Corporate Services (facility/ICT)	New Intranet					Q4		
		Corporate Services (facility/ICT)	ECM - Enterprise Search				Q2			
		Corporate Services (facility/ICT)	ECM Mail Registry				Q2			
		Corporate Services (facility/ICT)	ECM - Public Documents Registry					Q3		
		Corporate Services (facility/ICT)	Cloud ICT ID solution and teams communication and collaboration solution			Q2				
		Corporate Services (facility/ICT)	Cloud ICT backup solution			Q2				
		Corporate Services (facility/ICT)	Cloud ICT alternative teams communication and collaboration solution			Q4				

| | | Corporate Services (facility/ICT) | Cloud ICT email solution | | | Q2 | | | | |

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME							
		Corporate Services (facility/ICT)	Cloud ICT email solution			Q2				
	4.2 Grow as a key EU Agency, attracting, engaging and developing talents	Corporate Services (facility/ICT)	Second extension of Operational site in Strasbourg -start of execution of works				Q2			
		Corporate Services (facility/ICT)	Second extension of Operational site in Strasbourg - Initiation of the Design Study			Q2				
		Corporate Services (facility/ICT)	Second extension of Operational site in Strasbourg - Initiation of the Design Study			Q3				
	4.4 Promote the Agency's mission and values internally and externally	Corporate Services (facility/ICT)	EMAS Registration			Q4				

OUTCOMES 2021- 2027 – Enterprise Content Management Programme communication campaign

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG3 Enable and drive innovation and digital transformation in the Justice and Home Affairs domain	**3.2 Be a trusted advisor and enabler for digital transformation and IT innovation across JHA domain**	Enterprise Content Management Programme communication campaign	Completion of the VisaChat PoC project		Q1					
		Enterprise Content Management Programme communication campaign	Completion of eVISA prototype	Q4						

OUTCOMES 2021- 2027 – Web Services

STRATEGIC GOAL	STRATEGIC OBJECTIVE	ACTIVITY AREA	OUTCOME	21	22	23	24	25	26	27
SG1 Continue to grow as a contributor to and implementing partner for the relevant policies in the Justice and Home Affairs domain	**1.2 Enhance further the added value of the systems, data, technology and expertise provided by eu-LISA to the stakeholders**	Web Services	Delivery of web services to the carriers for EES, ETIAS and future VIS		Q3-Q4 (EES)	Q2 (ETIAS)				